

## **Safeguarding Overview and Scrutiny Committee**

Thursday 1 September 2022

**10:00**

Oak Room, County Buildings, Stafford

The meeting will be webcast live which can be viewed at any time here:

<https://staffordshire.public-i.tv/core/portal/home>

John Tradewell  
Director of Corporate Services  
23 August 2022

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### **Agenda**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Safeguarding O&S Committee meeting held on 19 July 2022** (Pages 1 - 8)
4. **Recommissioning Arrangements for the Domestic Abuse Contract** (Pages 9 - 24)  
Report of the Cabinet Member for Communities and Culture
5. **Children's Services Transformation Six Month Review** (Pages 25 - 32)  
Report of the Cabinet Member for Children and Young People
6. **Ofsted Focused Visit - Improvement Action Plan** (Pages 33 - 38)  
Report of the Cabinet Member for Children and Young People
7. **Independent Review of Children's Social Care (MacAlister Report)** (Pages 39 - 40)  
Report of the Cabinet Member for Children and Young People
8. **Work Programme** (Pages 41 - 50)

9. **Family Hubs in Staffordshire (Public)**

(Pages 51 - 60)

Report of the Cabinet Member for Children and Young People

10. **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”.

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**Part Two**

(All reports in this section are exempt)

11. **Family Hubs in Staffordshire**

(Pages 61 - 80)

(exemption paragraph 2)

Report of the Cabinet Member for Children and Young People

<b>Membership</b>	
Gill Burnett (Vice-Chairman (Overview))	Gillian Pardesi
Janet Eagland	Kath Perry, MBE
Richard Ford (Vice-Chairman (Scrutiny))	Bob Spencer (Chairman)
Derrick Huckfield	Mike Wilcox
Johnny McMahon	Conor Wileman

**Notes for Members of the Press and Public**

**Filming of Meetings**

Staffordshire County Council is defined as a Data Controller under the Data Protection Act 2018. The County Council has agreed that Public meetings should be the subject of live web transmission 'webcasting'. Fixed cameras are located within meeting room for this purpose.

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If you have privacy concerns about the webcast or do not wish to have your image captured then please contact the Member and Democratic Services officer named at the top right of the agenda.

### **Recording by Press and Public**

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.





**Minutes of the Safeguarding Overview and Scrutiny Committee  
Meeting held on 19 July 2022**

Present: Bob Spencer (Chairman)

<b>Attendance</b>	
Johnny McMahon	Mike Wilcox
Gillian Pardesi	

**Also in attendance:** Julia Jessel and Mark Sutton

**Apologies:** Gill Burnett, Janet Eagland, Derrick Huckfield and Kath Perry, MBE

**PART ONE**

**12. Declarations of Interest**

There were none at this meeting.

**13. Minutes of the meeting held on 16 June 2022**

**RESOLVED:** That the minutes of the Safeguarding Overview and Scrutiny Committee meeting held on 16 June 2022 be confirmed and signed by the Chairman.

**14. Draft Early Help Strategy**

The Cabinet Member for Children and Young People shared the local Authorities (LA's) recognition that Early Help is more effective in promoting the welfare of children than a reactive approach to services. As part of Working Together to Safeguard Children (2018), Early Help was identified as "providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years." Effective early help relied upon local organisations and agencies working together to: identify children and families who would benefit from early help; undertake an assessment of the need for early help; and provide targeted early help services to address the assessed needs of a child and their family which focused on activity to improve the outcomes for the child.

As part of the LA's responsibility to promote interagency working and co-operation to improve the welfare of all children, a partnership strategy was being produced. Whilst Staffordshire has had an Early Help Strategy

since 2015, a new version was being developed in partnership to meet the needs of local families and take account of local and national changes. Families' feedback and views on the effectiveness of Early Help had been instrumental in helping develop this new strategy, with the strategy being refreshed through the Early Help Operational Group.

Members considered the draft joint Early Help Strategy, noting that the intention was to work more effectively together, avoiding agencies taking different approaches to early help and providing one coordinated response.

Whilst being encouraged by the strategy, Members raised concerns that its success was dependent on effective working together across partner agencies and queried how confident Officers were in achieving this. During Covid some communications between agencies had been adversely affected. However, it was an aspiration of the Family Hub model to ensure a single point of contact to simplify access to services and support. Although it was early in the process partners appeared to be positive about the proposed approach and the improvements this would make for families in their navigation of services.

Members noted that 26% of Staffordshire children did not reach the expected levels of development across all Early Years Foundation Stage (EYFS) indicators, asking whether these children were waiting too long for the support they needed. 1 in 4 children not being school ready showed there was more work to be done to address this, however the figure had been 50% four years ago, evidencing the improvements that had been made through work with nurseries and other providers.

Last year should have been the first set of Year 6 SATs taken by a cohort of children who had received early help initiatives and it had been hoped that this would have demonstrated the level of success achieved through early help initiatives. Unfortunately, due to Covid these exams had not been taken and therefore it was not possible to use this as an evaluation of improvements made.

Staffordshire had a good network of Children's Centres which would form part of the Family Hub developments. The Committee were heartened that nationally Staffordshire were in the top quartile for children meeting their EYFS indicators, however there remained more work to be done. It was also important to acknowledge that for pre-school children the work was often with parents and carers to help them understand how best to support their child's development. The Hungry Little Minds initiative was shared as an example of work with parents and families, where parents signed up for emails which gave simple but important advice to help them support their child's development.

The Committee had some concerns around how those in need of support were identified. Staffordshire had a data base that included a range of 70 different indicators, including detail from external partners, which helped to build a composite picture of the family. This had been used during the pandemic to help identify those families that might need greater support and allowed a more proactive and targeted response. This data could also be used to produce a predictive analysis report which helped highlight those children in need of support.

Members asked whether there was evidence that families might regard early intervention support as “interfering”. Some families assumed that there was an element of judgement to support services, but officers worked hard to overcome for this, with examples of the range of this work shared with the Committee.

Good communication was vital to this work, and this would be addressed as part of the delivery and implementation plan. This work was iterative as the support structures, partners and staff within them constantly changed. However, the Strategy would form the guiding light to help show the agreed direction of travel, the implementation plan being crucial to its effective delivery, as was the continual development of effective communications.

Members noted the importance of good relationships between those involved in Early Help and stressed the importance of face-to-face meetings in developing these.

Within the Strategy percentage figures for children were given around a range of indicators, such as being a young carer, achievements at school or being obese. Members suggested it would be useful to have an indication of the number of children who would appear across multiple indicators.

The Committee congratulated Officers and the Cabinet Member on the strategy development. Because Early Help was so important they suggested that, once the final strategy was available, all Members of the Council should receive training and/or a briefing on this initiative.

**RESOLVED:** That the new joint Early Help Strategy be welcomed and the Committee’s feedback help inform the strategies development.

## **15. Customer Feedback & Complaints Annual Report - Children's Social Care**

In line with The Children Act 1989 Representation Procedure (England) Regulations 2006, the Local Authority is required to produce an Annual Report. This report must include the number of complaints recorded

under the Representation Procedure together with information on the outcome of each representation and whether statutory timescales were adhered to. Although not part of the statutory requirements, this report also included the number of Corporate complaints received within the Children and Families remit, these being complaints concerning SEND. Differences in the processes between Statutory and Corporate complaints were shared with Members.

The Committee considered the Annual Report, Customer Feedback and Complaints Service, Children's Social Services 2021/22 which contained detail of the nature of complaints received, together with responses provided and their handling by the Council.

Members were aware of the importance for the Local Authority to use the evidence available from Complaints and Representations to inform service improvements. The report provided information on how complaints investigations were used to identify specific themes, where service improvement could be addressed, and highlighted where the County Council was providing quality services to customers which might be identified from compliments received. The Committee noted that this was in line with the Council's Strategic Plan, to use Customer Insight to develop high quality services which meet customer needs.

Members noted all complaints were risk assessed initially to enable early resolution where possible.

The Committee queried whether there was a mechanism for young people's voices to be heard, noting that most complaints were brought by parents and carers rather than young people themselves. There was an opportunity for young people to use independent advocates as well as the Children's Voice Project. Tech services were also available. There had previously been a free phone number available, but this had been discontinued as it had not been used.

Members noted that 62% of complaints were responded to within the required timescales and were informed that work was ongoing to improve this figure.

The Committee asked whether there was an issue with persistent complainers and were informed that where a complainant was unreasonably persistent in complaining about an issue that had already been through the complaint process these concerns would be considered by the Monitoring Officer and, where appropriate, the agreed process for dealing with unreasonably persistent complainants would be followed. Members also noted that in some instances complaints were made to the LA about issues that were outside their control, for example Court

decisions. These figures were reflected in the Annual report's complaint refusal figures.

Members noted the substantial increase in the number of referrals made to Members of Parliament (MPs), from 70-1000 across the Council. In many cases the referrals related to complaints already within the system, with complainants wanting to add weight to their concerns through their MP referral. As far as possible one response was returned to the Complainant, with the MP receiving a copy.

The Committee noted the increase in SEND complaints. This was partly connected to the increase in requests for Education, Health and Care Plans (EHCPs) and partly due to the changes to the District Model of delivery which had resulted in some loss of expertise. The Committee received reassurance that there was confidence the issues resulting from the District Model changes would be overcome once the Model had become embedded.

**RESOLVED:** That the report be welcomed and the Committee's comments be noted.

## **16. Customer Feedback & Complaints Annual Report - Adult Social Care**

The Cabinet Member for Health, Care and Wellbeing introduced the Annual Report to the Committee, outlining that despite the great difficulties faced during the pandemic the number of complaints received had not escalated. The culture of aiming to resolve complaints informally and in a timely fashion had undoubtedly helped with this.

The operation of the Statutory Complaints Procedure had been established under the NHS and Community Care Act 1990 and the Local Authority Act 1970, which placed a duty on the Council to publish an Annual Report on the activity of the Statutory Complaints and Representation Service. The Committee considered detail within the report on activity during the twelve months between April 2021 and March 2022 in respect of statutory complaints relating to Adult Social Care. The report contained information about the nature of complaints received, together with responses provided and their handling by the Council. Organisational Learning remained at the heart of the legislation and was reflected in the function of the Responsible Person and Actions Plans that ensured steps were taken to improve, where services may have failed to deliver to an acceptable standard. Members were pleased to note

that monthly meetings were held to consider lessons learnt and ensure this learning was implemented across services.

The top three areas of complaint related to: delays in receiving services; poor communication; and financial assessments. The Cabinet Member informed the Committee that work was in progress to address these areas, including written confirmation of discussions with service users to help combat some communication concerns. There was also an awareness that the new Social Care Act will require financial assessments that are prompt and accurate as demands on services increase. Changes to the way in which finance for adult services will be administered were also a potential concern, with the gross amount to be paid to service users under the new legislation for direct payments, and the LA claiming funds back dependent on financial assessments. This had the potential to present some real difficulties and work was proactively undertaken to anticipate challenges and address these.

Examples of common areas for complaint around financial issues were shared with Members, including the £400.00 administrative charge.

The Committee were also pleased to note that front line staff subject to a complaint were supported appropriately.

**RESOLVED:** That the report be welcomed and that the proactive work to identify and address future challenges from the new Social care Act be commended.

## **17. Work Programme**

The Committee agreed the following changes to their work programme:

- the improvement action plan following the Children & Families Ofsted Focused Visit in May be included on the work programme for the 1 September agenda;
- following consideration of the SEND White Paper by the Prosperous O&S Committee in June, Members had received a copy of the report and the relevant minute extract. As a result they agreed to take this item off the work programme to avoid duplication. It was noted that as cross Committee items come up the possibility of joint meetings should be considered as a way to avoid duplication;
- changes to the method for seeking the views of young carers were being considered that would create the least disturbance to the young carers themselves;
- the Sexual Harassment in Schools report Executive Response was still to come to the Committee and this has been discussed with the Cabinet Member.

**RESOLVED:** That the changes made to the Committee's work programme be agreed.

**Chairman**



## **Safeguarding Overview and Scrutiny Committee - Thursday 01 September 2022**

### **Recommissioning Domestic Abuse Services**

#### **Recommendation(s)**

I recommend that the Overview and Scrutiny Committee:

- a. Scrutinises the attached draft recommendations to Cabinet contained within the Domestic Abuse Re-commissioning report (attached at appendix 1).
- b. Provides comment on Staffordshire County Council's overall direction of travel for domestic abuse outlined within the draft Cabinet report.

**Local Members Interest:** N/A

### **Report of the Cabinet Member for Communities and Culture**

#### **Summary**

#### **What is the Overview and Scrutiny Committee being asked to do and why?**

1. The Overview and Scrutiny Committee is being asked to scrutinise and comment on the draft recommendations and direction of travel outlined within the draft Cabinet report
2. The Cabinet Report highlights that the existing Domestic Abuse Victim and Perpetrator Services contract will terminate at the end of September 2023 and requests that the funding for the recommissioning of these services is secured. The Cabinet Report recommends these services replicate the current arrangements and be jointly recommissioned with Stoke-on-Trent City Council together with the Staffordshire Commissioner Office, and that the level of funding per annum remains at the existing core contract level.
3. The collaborative approach to the commissioning of the existing Domestic Abuse Services has meant that support for the victims and their families has been consistently available across the whole county, regardless of where they live. The Services have encompassed support for victims, families, communities, and businesses through tiered provision including prevention and early intervention, targeted and acute support.

4. A similar tiered approach to perpetrator rehabilitation, introduced as part of this commissioning, has created safer communities by giving offenders the opportunity to change and the skills to rebuild their lives through tailored individual support and collaborative partnerships. The success of this approach has resulted in the recommendation to recommission in this way
5. The comments of the Overview and Scrutiny Committee will be reported to the Cabinet at their meeting on 19 October 2022 for them to take into account in their consideration of this matter.

## **Report**

### **Background**

6. Staffordshire County Council, Stoke-on-Trent City Council, and the Staffordshire Commissioner's Office (SCO) currently jointly commission Domestic Abuse (DA) services across Staffordshire and Stoke-on-Trent, with the SCO acting as lead commissioner.
7. The current Service Contract commenced in October 2018 with the provision of Domestic Abuse Services for Victims awarded to Victim Support and the Service Contract for the provision of Domestic Abuse Services for Perpetrators of Domestic Abuse to the Reducing Reoffending Partnership. Both services are provided under the brand name of 'New Era' and include provision for victims, perpetrators, children, and young people.
8. The current contract ends on 30 September 2023 and activity to commence the recommissioning of the service is due to begin to allow sufficient time for the procurement process and allow for the mobilisation of the new contract.
9. Domestic Abuse is a key priority highlighted within every Community Safety Strategic Assessment across all Staffordshire Districts and Boroughs and the joint commissioning of the service has enabled a consistent approach for Domestic Abuse services across the whole of Staffordshire and Stoke-on-Trent.
10. Demand for Domestic Abuse services remains high, and it is noted that referrals to the victim service have increased by approximately 30% on pre-covid figures. Referrals made into the current contracted services to date are highlighted in the tables below for information.

## 11. 1/10/18 to 31/03/2022

Victim Service - Pan-Staffordshire – 21,884  
Perpetrator Service – Pan-Staffordshire – 1,200  
Victim Service – Staffordshire – 13,678  
Perpetrator Service – Staffordshire – 650

Past 12 months

Victim Service - Pan-Staffordshire – 7,669  
Perpetrator Service – Pan-Staffordshire – 286  
Victim Service – Staffordshire – 4,771  
Perpetrator Service – Staffordshire – 140

12. Overarching governance for the contract is provided by the Domestic Abuse Commissioning and Delivery Board (DACDB) which is jointly chaired by Stoke-on-Trent City Council and Staffordshire County Council representatives. Domestic Abuse, including the commissioned service contract performance, is also considered at the Safer and Stronger Communities Strategy Group, chaired by the County Council's Cabinet Member for Communities & Culture. It is intended that these arrangements will continue with the new Contract.

### **Legal Implications**

13. It is proposed that Tri-Partite Agreements will be drawn up and signed by all Parties. that will detail the terms under which the Parties have agreed to fund the cost and will outline joint working arrangements to ensure the effective and efficient delivery of Domestic Abuse Services for Victims and Perpetrators. This mirrors the approach that is currently in place with financial arrangements for the current contract. Existing documents will be reviewed and updated by the County Council's Legal Services Team to ensure they reflect the new contract arrangements.

### **Resource and Value for Money Implications**

14. The funding from Staffordshire County Council will provide services solely within the local authority footprint. The Staffordshire Commissioner Office's contribution will fund additional resources. The pooling of funding for the provision of these services together with Stoke-on-Trent City Council and Staffordshire Commissioners Office will enable services for victims and their families to be consistently available across the whole county, regardless of where they live.
15. In June 2019, Cabinet authorised the signing of the Domestic Abuse Tripartite agreements for the provision for Domestic Abuse Victims and

Perpetrators and confirmed the funding contribution from the County Council.

### **Link to Strategic Plan**

16. The recommissioning of domestic abuse services links with the following County Council's strategic priority: Encourage good health and wellbeing, resilience, and independence.

### **Link to Other Overview and Scrutiny Activity**

17. N/A

### **Community Impact**

18. The joint recommissioning of domestic abuse services across Staffordshire and Stoke-on-Trent, and all the other key areas of work outlined in this report, benefits those members of the community who are victims, or at risk of being victims, of domestic abuse. A community impact assessment has been produced and is attached as Appendix 2.

## **List of Background Documents/Appendices:**

**Appendix 1** – Domestic abuse Re-commissioning Cabinet Report

**Appendix 2** – Community Impact Assessment Executive Summary

## **Contact Details**

**Assistant Director:** Catherine Mann, Assistant Director for Culture, Rural and Safer Communities

**Report Author:** Trish Caldwell  
**Job Title:** County Commissioner Regulatory Services and Community Safety

**Telephone No.:** 01785 277804

**E-Mail Address:** [trish.caldwell@staffordshire.gov.uk](mailto:trish.caldwell@staffordshire.gov.uk)

# Cabinet Report Checklist

When completing your Cabinet Report, is it important you follow the steps below *prior* to submitting your report, to start the Mod.Gov process. Reports may be returned to the Author(s) in the event of the checklist being incomplete.

- Report submission timescales can be found on the [Action Date Matrix](#) webpages

	Yes	No	Consultee(s)	Date
Have you consulted with the Communications team for their input and work on the Cllr quotation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Paula Wright/Paul Dutton	09/08/22
Have you consulted and received feedback on your report from the Legal team?	<input type="checkbox"/>	<input type="checkbox"/>		Click or tap to enter a date.
Have you consulted and received feedback on your report from the Finance team?	<input type="checkbox"/>	<input type="checkbox"/>		Click or tap to enter a date.
Have you consulted and received feedback on your report from the HR team?	<input type="checkbox"/>	<input type="checkbox"/>		Click or tap to enter a date.
Have you consulted and received feedback on your report from the SLT Lead?	<input checked="" type="checkbox"/>	<input type="checkbox"/>		15/09/22
Have you completed the Community Impact Assessment to support your report?	<input checked="" type="checkbox"/>	<input type="checkbox"/>		09/08/22
Please list any other colleagues you have consulted with e.g. Procurement, Commercial, Property etc.			Jo Fitzpatrick, Procurement	28 July 2022

*If your answers to any of the above are **No**, please provide a brief reason why:*

Advice will be sought from the Legal team when Tripartite agreements are drawn up

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Once the above checklist has been completed, please submit your complete Cabinet Report, along with all appendices and the Community Impact Assessment to: [cabinetandcommitteesupport@staffordshire.gov.uk](mailto:cabinetandcommitteesupport@staffordshire.gov.uk)

## **Cabinet Meeting on Wednesday 19 October 2022**

### **Recommissioning Domestic Abuse Services**

**Insert Name and Title of relevant Cabinet Member(s) said,**



“Insert quote agreed with relevant Cabinet Member(s) and Communications Team. Contact Paula Wright or Paul Dutton for assistance.”

#### **Report Summary:**

This Report highlights that the existing Domestic Abuse Victim and Perpetrator Services contract will terminate at the end of September 2023 and requests that the funding for the recommissioning of these services is secured. The Report recommends that the services are jointly recommissioned with Stoke-on-Trent City Council and the Staffordshire Commissioner Office replicating the current arrangements, and that the level of funding per annum remains at the existing core contract level.

#### **Recommendation(s)**

I recommend that Cabinet:

- a. Agree that the Domestic Abuse victim and perpetrator services be re-commissioned and funded for up to five years, with an initial three year contract. With the delegated authority of the Cabinet Member for Culture & Communities the contract may be extended for a further two years, providing continuity and sustainability for this much-needed and valuable service.”
- b. Agree that the commissioning may be carried out jointly with Stoke-on-Trent City Council and the Staffordshire Commissioners Office (SCO) to procure Domestic Abuse Services across Staffordshire and Stoke-on-Trent, and for the Staffordshire Commissioners Office to be the Lead Commissioner.

- c. Agree that the funding from Staffordshire County Council for the recommissioned service is maintained at the current level of £670,450 per annum.

<b>Local Members Interest</b>
N/A

## **Cabinet – Wednesday 19 October 2022**

### **Recommissioning Domestic Abuse Services**

#### **Recommendation(s) of the Cabinet Member for Communities and Culture**

I recommend that Cabinet:

- a. Agree that the Domestic Abuse victim and perpetrator services be re-commissioned and funded for up to five years, with an initial three year contract with the potential to extend for a further two years, providing continuity and sustainability for this much-needed and valuable service.”
- b. Agree that the commissioning be carried out jointly with Stoke-on-Trent City Council and the Staffordshire Commissioners Office (SCO) to procure Domestic Abuse Services across Staffordshire and Stoke-on-Trent, and for the Staffordshire Commissioners office to be the Lead Commissioner.
- c. Agree that the funding Staffordshire County Council for the recommissioned service is maintained at the current level of £670,450 pa.

#### **Report of the Director for Economy, Infrastructure and Skills**

##### **Reasons for Recommendations:**

1. Staffordshire County Council, Stoke-on-Trent City Council and the Staffordshire Commissioner’s Office (SCO) currently jointly commission Domestic Abuse (DA) services across Staffordshire and Stoke-on-Trent, with the SCO acting as lead commissioner.
2. The current Service Contract commenced in October 2018 with the provision of Domestic Abuse Services for Victims awarded to Victim Support and the Service Contract for the provision of Domestic Abuse Services for Perpetrators of Domestic Abuse to the Reducing Reoffending Partnership. Both services are provided under the brand name of ‘New Era’ and include provision for victims, perpetrators, children and young people.
3. The current contract ends on 30 September 2023 and activity to commence the recommissioning of the service is due to begin to allow sufficient time for the procurement process and allow for the mobilisation

of the new contract.

4. Domestic Abuse is a key priority highlighted within every Community Safety Strategic Assessment across all Staffordshire Districts and Boroughs and the joint commissioning of the service has enabled a consistent approach for Domestic Abuse services across the whole of Staffordshire and Stoke-on-Trent.
5. Demand for Domestic Abuse services remains high, and it is noted that referrals to the victim service have increased by approximately 30% on pre-covid figures. Referrals made into the current contracted services to date are highlighted in the tables below for information.

**1/10/18 to 31/03/2022**

**Past 12 months**

	<b>Pan-Staffordshire</b>	<b>Staffordshire</b>	<b>Pan-Staffordshire</b>	<b>Staffordshire</b>
Victim service	21,884	13,678	7,669	4,771
Perpetrator service	1,200	650	286	140

6. Overarching governance for the contract is provided by the Domestic Abuse Commissioning and Delivery Board (DACDB) which is jointly chaired by Stoke-on-Trent City Council and Staffordshire County Council representatives. Domestic Abuse, including the commissioned service contract performance, is also considered at the Safer and Stronger Communities Strategy Group, chaired by the County Council's Cabinet Member for Communities & Culture. It is intended that these arrangements will continue with the new Contract.

## **Legal Implications**

7. It is proposed that Tri-Partite Agreements will be drawn up and signed by all Parties. that will detail the terms under which the Parties have agreed to fund the cost and will outline joint working arrangements to ensure the effective and efficient delivery of Domestic Abuse Services for Victims and Perpetrators. This mirrors the approach that is currently in place with financial arrangements for the current contract. Existing documents will be reviewed and updated by the County Council's Legal Services Team to ensure they reflect the new contract arrangements.

## **Resource and Value for Money Implications**

8. The funding from Staffordshire County Council will provide services solely within the local authority footprint. The Staffordshire Commissioner Office's contribution will fund additional resources. The pooling of funding for the provision of these services together with Stoke-on-Trent City Council and Staffordshire Commissioners Office will enable services for victims and their families to be consistently available across the whole county, regardless of where they live.
9. The joint recommissioning of domestic abuse services across Staffordshire and Stoke-on-Trent, and all the other key areas of work outlined in this report, benefits those members of the community who are victims, or at risk of being victims, of domestic abuse. A community impact assessment has been produced and is attached as Appendix 1.

## **Climate Change Implications**

10. There are no climate change implications arising as a result of the recommendations set out within this report.

## **List of Background Documents/Appendices:**

**Appendix 1** – Community Impact Assessment Executive Summary

## **Contact Details**

<b>Assistant Director:</b>	Catherine Mann Interim Assistant Director for Culture, Rural and Safer Communities
<b>Report Author: Job Title:</b>	Trish Caldwell County Commissioner Regulatory Services and Community Safety
<b>Telephone No.:</b>	01785 277804
<b>E-Mail Address:</b>	trish.caldwell@staffordshire.gov.uk



# Community Impact Assessment – Checklist and Executive Summary

**Name of Proposal:** Domestic Abuse Services - Recommissioning

**Project Sponsor:** Catherine Mann, Assistant Director, Culture, Rural and Safer Communities, EI & S

**Project Manager:** Trish Caldwell, County Commissioner, Regulatory Services and Community Safety

**Date:** 09/08/22

# Final Checklist

*Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself/ SLT/ Cabinet that the CIA process has been undertaken appropriately.*

Checklist	Action Completed (tick)	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	✓	
It is clear what the decision is or what decision is being requested.	✓	
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and <b>potential impacts are clearly identified and mitigated for</b> (where possible).	✓	The Cabinet report requests approval to recommission domestic abuse service jointly with SCO and Stoke on Trent City Council .
The <b>aims, objectives and outcomes</b> of the policy, service or project have been clearly identified.	✓	
The <b>groups</b> who will be affected by the policy, service or project have been clearly identified.	✓	
The <b>communities</b> that are likely to be more adversely impacted than others have been clearly identified.	✓	No communities will be adversely affected. Domestic Abuse services are available to all communities across Staffordshire and Stoke-on-Trent.
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	✓	Lengthy engagement and consultation exercises will be undertaken as part of the commissioning of Domestic Abuse services.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	✓	
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	✓	A comprehensive Domestic Abuse Needs Assessment and refresh has been undertaken to inform the service specification relating to Domestic Abuse services.
<b>The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.</b>	✓	

The next steps to deliver the project have been identified.	✓	A comprehensive schedule is being produced to set out timescales for each of the steps required to enable the recommissioning.
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**Executive Summary** – The Executive Summary is intended to be a collation of the **key issues and findings** from the CIA and other research undertaken. This should be completed **after** the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the **CIA template**. Where no major impacts have been identified, please state N/A.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
<b>PSED – What are the impacts on residents with a protected characteristic under the Equality Act 2010?</b> <i>Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision and this can be supported with robust evidence.</i>	ALL	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty.	None identified	N/A
<b>Health and Care – How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</b>	ALL	Receipt of DA services should have a positive impact on a person's mental health and wellbeing.  DA services: - are required to support empowerment, resilience, risk reduction and recovery; - have good links with Social Care;	None identified	N/A

		<ul style="list-style-type: none"> <li>- enable victims to remain in their own home wherever it is safe and practical to do so;</li> <li>- prioritise the safeguarding of children and adults.</li> </ul>		
<b>Economy</b> – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire’s residents?	N/A	N/A	N/A	N/A
<b>Environment</b> – How will the proposal impact on the physical environment of Staffordshire?	N/A	N/A	N/A	N/A
<b>Localities / Communities</b> – How will the proposal impact on Staffordshire’s communities?	ALL	<p>DA services:</p> <ul style="list-style-type: none"> <li>- promote awareness of DA to communities helping increase; capacity to deal with it.</li> <li>- work proactively with a wide range of partners including Staffordshire Police, Local Authorities and Community Safety Partnerships;</li> <li>- signpost service users to appropriate positive activities;</li> <li>- employ volunteers as part of their workforce;</li> <li>- support the Early Help Assessment process as appropriate and work with Education and Alternative Education Providers;</li> <li>- are available to people across the whole of</li> </ul>	Volunteers may not be suitable	Volunteers are vetted and receive training

		Staffordshire (and Stoke-on-Trent) and this includes those in rural communities.		
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## **Safeguarding Overview and Scrutiny Committee - Thursday 01 September 2022**

### **Children's Transformation Six Month Review**

#### **Recommendations**

I recommend that the Committee:

- a. Receive the findings of the Children's Transformation Six Month Review.
- b. Scrutinise the plans to address the areas identified for improvement.

**Local Member Interest:** N/A

#### **Report of the Cabinet Member for Children and Young People**

##### **Summary**

1. Following the Children's Transformation, we committed to conducting a review at six months. This review was a commitment to the aspiration for Children's Services to instil a learning culture into the department so that we continued to learn and evolve. This review gave us the opportunity to reflect on:
  - a. What is working well?
  - b. What could be better?
  - c. How will we make it better?
2. This report summarises the findings from the review. It also presents an overview of the changes proposed and the work that is being initiated on the basis of the feedback.
3. As part of the review, we provided all participants with the opportunity to present alterations that may be needed. They were asked to consider this proposal on the basis of £1 in £1 out so if they identified additional spend required, they also needed to discuss the support that they would forgo.

##### **Report**

###### **Background**

4. This report provides an overview of the findings of the Children's Transformation six-month review. This provides details of the key themes that have emerged and the plans we are putting in place to address them.

## **Methodology**

5. The feedback provides an overview of the feedback that was submitted as part of the transformation six-month review. There were over 25 responses however these responses often reflected a broader group of people's feedback for example the IRO service submitted a collective response. The feedback represents a much larger cohort of staff who have contributed.
6. In addition, the Local Authority conduct the Net Promoter Score across the council. Much of the feedback from this was related to the Children's Transformation. These findings that present further insight as to how the workforce are feeling about the transformation. Following this feedback, the main themes were analysed and presented back to the workforce allowing for reflection and discussion.

## **Key Findings**

### **What is working well?**

7. The vision aims and outcomes of the transformation: The vision for the transformation, the way in which it sought for us to work as a system placing the needs and families at the centre was the right thing to do. The feedback indicated that this was already starting to have an impact and people reported being able to see the improvements for children and their families in several areas. There was also a wealth of feedback to suggest that the closeness of working in a district/ borough was making more local and meaningful connections as part of a broader system of support for children and families.
8. Improves working conditions and environment: People commented on a number of occasions that there was better working conditions for several staff such as the Family Practitioners who now benefit from essential care user for example which has made a difference to staff who have benefitted. People reported that working more flexibly with agile working was having an impact on their work life balance. Although people appreciate the benefit of being in the office or meeting together as a team. Remote working and MS Teams offer teams an opportunity to engage more meaningfully in meetings with little or no travelling time. Many commented that team identity was emerging post transformation via regular in person meetings in a central location.
9. Better collaborative working: Front line staff within district teams often reported seeing improvements in terms of the efficiency for example

many staff commented on 'less paperwork' and 'less bureaucracy.' In addition, there was overwhelming feedback that staff being located in a place was have an impact and many felt the most significant impact was 'improved co-working' which was adding value and improving outcomes for families. Many people who had move teams such as SENDIASS commented that they had a better awareness of other people, their roles, and the ways in which they were working better together. A lot of the feedback indicated that informal opportunities to know and learn more were actively being encouraged. This was and continues to be a system aspiration and it is great to see this happening so early into the changes.

10. More front-line staff: A lot of the feedback demonstrated that people could see the benefit in the investment in additional social workers and family practitioners. Whilst there appeared to be a lack of awareness across all staff groups in the increases and some staff absence which was impacting on the feel this was having people acknowledged that this was a welcome addition.
11. Improved service for children and families: A number of staff reported that the new model was bringing about positive change for children and families, particularly where there was consistency of practitioners providing a more cohesive offer of support. There were early signs of sharing practices that work in Early Help for example to ensure that more families benefitted from this support systematically. There was evidence that from a child's perspective the aspiration was the right thing to do.
12. Improved systems and processes: Some people commented that there was an improvement in the system view of how we worked, this included access to policies on the desktop and Power Bi. There was feedback to suggest that the systems and processes were getting better but there was still more to do for example all practitioners on one system, access to the right technology to support them and more visibility of processes that people should follow.
13. Training and opportunities to develop: Several staff reported that they felt well supported by their team, a sense of being in it together was evident where people pitched in to help and support where there were challenging workloads and visibility and access to training and support was mentioned several times. People commented positively on the opportunities afforded to them such as ASYE opportunities being made available to support their development and more training opportunities being accessible by them and team members. There was a lot of feedback which suggested that the transformation had provided an opportunity to grow, learn and push themselves in a good way out of comfort zones. Many experienced an increase in the availability of training.

## **What could be better?**

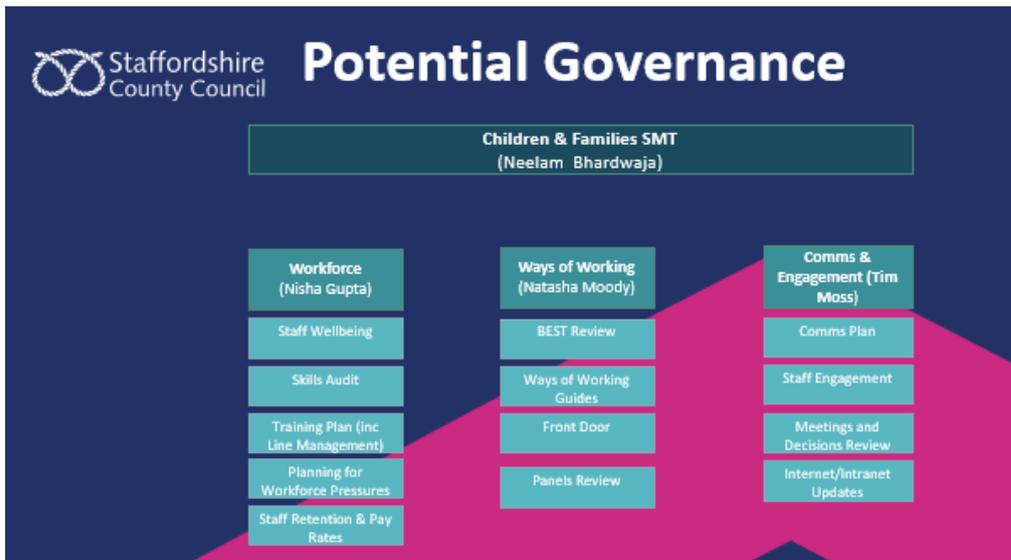
14. Workplace pressures: Staff reported that there were pressures on their time. This seemed to be caused by two primary things, the increased demand and the volume of change that took place at one time.
15. Wellbeing of staff: Staff felt that they would benefit from more of a focus on their personal and teams wellbeing. The impact of the pandemic had clearly had an impact on many staff. In addition, the complexity of needs of children, young people and their families has increased meaning that staff would welcome greater opportunities to meet together, reflect and check in on each other and focus on their wellbeing. Staff were asked what support might be beneficial and they added that more time to connect would support them to feel well at work.
16. Clarity on people's roles and functions: Staff reported that the systematic review of the whole of children and families' services had resulted in people being unclear about the different roles across the system. Staff asked for opportunities to share their roles e.g., videos or information on their role so people could access this independently.
17. Central management support: Some roles that are now part of the district model feedback that they would benefit from central management support and oversight as the technical know how was important to them and their role for example the education inclusion officers. Following this feedback, the district roles have access to central management support in addition to the district engagement as part of their team.
18. Training Plan and Continued Professional Development: Whilst staff felt that there was a range of training available, they reported that this training was not necessarily aimed at the areas where there were the greatest gaps. As a result, the workforce suggested a skills audit was needed to help to identify the priority gaps and ensure that the training plan was fit for purpose. In addition, some staff felt that their training needs were not considered e.g., education welfare or commissioning teams.
19. Increased demand: The Children's Transformation was structured based on the number of children known to the service at that time. However nationally and locally the number of children needing our care and support has increased. This has meant that there is insufficient staff to deliver against the aspirational numbers we were trying to achieve.
20. Communications: Staff felt that they wanted more regular and consistent feedback and communications. They feel that they are not getting the information that they need and want consistently. They reported

receiving regular emails but were seeking more innovative ways of communicating with them and the most cited method was face to face or videos.

21. Changes to team structures: Some specific feedback was provided about changes to the structure that was required now people were embedding the transformation. For example, the development of the Family Hubs, new requirements in relation to children
22. Quality of support from the contact centre: As part of the transformation there was a change to the front door for children and family services. This created better links with the Contact centre as the aspiration was to build greater resilience and signposting to the local community networks of support. The feedback suggests that this is not working effectively. As a result, more 'Early Help' which could be supported independently by partners and communities is ending up being referred into the district teams.

## **Our Plans**

23. This feedback is important to us, and we want to make sure that we take steps to address the areas for improvement. There were concerns within the feedback about identifying priorities and whilst we think this feedback is all important, we think it is important to address the key priorities first.
24. We have agreed the following plans to address these areas for improvement.
  - a. We will review the staffing structure to ensure it is fit for purpose. We will maintain the principles of the transformation and live within our means, but we think it is important to reflect on the feedback and make the required changes.
  - b. We will establish three task and finish groups to take forward the areas that received the most feedback, workforce, communications and engagement and ways of working. These groups will be led by multidisciplinary teams to ensure that they reflect the needs identified and the feedback from the workforce has been shared with them to ensure that a coherent plan is developed.
  - c. We will continue to keep the workforce up to date with progress and we are committed to continuing to engage in regular dialogue about how the system operates so that we can continue to learn and evolve to better meet the needs of children and their families.
25. These plans will be overseen by the leadership team for Children and Families Services. The outline of the task and finish groups is detailed below.



## Link to Strategic Plan

26. The Children's Transformation was a key part of the previous strategic plan. This work now aligns with Staffordshire County Council's Strategic Plan's priorities in terms of giving children the best start and encouraging communities to help themselves and the workforce being ambitious, courageous, and empowered.



**Staffordshire County Council**  
**Vision:** An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy

### Outcomes

Everyone in Staffordshire will:



Have access to more good jobs and share the benefits of economic growth



Live in thriving and sustainable communities



Be healthier and independent for longer

### Priorities



Support Staffordshire's economy to grow, generating more and better-paid jobs



Tackle climate change, enhance our environment, and make Staffordshire more sustainable



Encourage good health and wellbeing, resilience and independence



Fix more roads, and improve transport and digital connections



Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential

### How we work



Encourage our communities to help themselves and each other



Lead our workforce to be ambitious, courageous and empowered



Use digital technology and data to connect, inform and support the people of Staffordshire



Engage and listen to our communities, partners and business, working together to improve our county

**Pledge:** Live within our means and deliver value for money

## List of Background Documents/Appendices:

Appendix 1: Children's Transformation Cabinet Paper

## Contact Details

**Report Author:** Natasha Moody  
**Job Title:** Assistant Director for Wellbeing and Partnerships  
**Telephone No.:** 07976191079  
**E-Mail Address:** [natasha.moody@staffordshire.gov.uk](mailto:natasha.moody@staffordshire.gov.uk)



## **Safeguarding Overview and Scrutiny Committee - Thursday 01 September 2022**

### **Ofsted Focused Visit – Improvement Action Plan**

#### **Recommendation(s)**

I recommend that the Committee:

- a. Note the findings of the focused visit & resultant action plan

**Local Member Interest:** N/A

### **Report of the Cabinet Member for Children and Young People**

#### **Summary**

##### **What is the Overview and Scrutiny Committee being asked to do and why?**

1. Consider the update following the focussed visit and the action plan that has been developed to address the areas identified for improvement.

#### **Report**

##### **Background**

2. On 26 and 27 May 2022 Her Majesty's Inspectors working on behalf of Ofsted visited us under the inspection of local authority children's services (ILACS) framework. This was a focused visit to look at our arrangements for children subject to child in need and child protection planning and did not cover other social care services. This was the first social care visit from Ofsted since 2019 due to the pandemic.
3. This is the first update that has been shared with the committee following the visit however there is a link between this report and the report that was discussed by the committee on 16 June 2022 about Neglect.

##### **Inspection findings**

4. The inspectors' findings were largely positive stating that children in need of help and protection receive services that respond to their needs, risk is managed effectively, children are visited and trusting relationships built with their practitioners, and that there is effective partnership working.

5. There were also areas for improvement identified. These are grouped into four areas as follows:
- a. The quality of case supervision records, to ensure a consistent focus on planning for all children.
    - i. Ensure children's needs are prioritised over adults
    - ii. Team managers to record actions that progress children's plans ensuring there is no drift or delay
    - iii. Supervision records detail child's experience and reflection on practice
  - b. The maintaining of timely recording on children's case files, to accurately reflect children's experiences.
    - i. Ensure appropriate case loads
  - c. The effectiveness of the audit process, to improve outcomes for children.
    - ii. Ensure independent scrutiny within audit process.
    - iii. Improve the moderation process.
  - d. Ensure that accurate performance data is used effectively, to improve social work practice.

### **Improvement plan**

6. An improvement plan has been developed in response to the findings. This can be found in Appendix 1. Most items raised had already been identified by the workforce with associated actions in place. To ensure alignment, this plan therefore provides a means of linking the relevant plans together without duplicating work (under column titled 'link to delivery plan') whilst still providing a holistic view of progress against findings.
7. The actions have been prioritised and although some have a longer timescale to ensure fully embedded the majority of the work will take place in the first 3 months.

### **Link to Strategic Plan**

- 8. Encourage good health and wellbeing, resilience, and independence.
- 9. Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential.

### **Link to Other Overview and Scrutiny Activity**

10. Neglect (16/06/2022).

### **Community Impact**

11. No Impact Assessment required.

### **List of Background Documents/Appendices:**

Ofsted summary letter following the Focussed Visit (dated 4<sup>th</sup> July 2022)  
[50187408 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/summary-letter/summary-letter?case-ref=50187408)

Appendix 1 – Improvement Plan

### **Contact Details**

**Assistant Director:** Nisha Gupta, Assistant Director Children’s Social Care

**Report Author:** Jenny Herbert  
**Job Title:** Head of Performance, Quality Assurance & Engagement

**Telephone No.:** 07800 626415

**E-Mail Address:** [jenny.herbert@staffordshire.gov.uk](mailto:jenny.herbert@staffordshire.gov.uk)



Project title	Project/accountable lead	Ofsted said we need to improve...	Reference	During 2022/23 we will...	Our children, young people & their families will...	Expected completion by	Link to delivery plan	Delivery Lead	Governance	After 3 months we will have...	After 6 months we will have...	After 9 months we will have....	After 12 months we will have...	
ILACS 1.0 Supervision records	Claire Cartwright	the quality of case supervision records, to ensure a consistent focus on planning for all children	ILACS 1.1	Update documentation to distinguish between Key Decisions and supervision and ensure reflective discussion recorded	be able to understand the rationale of decision making and progress of their plans.	30.04.2023	Policies & procedures workplan	Hayley Edwards	Embedding Transformation project	Identified all relevant forms and templates	Made relevant changes to forms and templates	Trained workforce		
			ILACS 1.2	Review and update the supervision policy	Be able to experience timely achievement of outcomes.	30.04.2023	Policies & procedures workplan	Jennie Arries		Completed initial review	Launched revised policy	Trained workforce		
ILACS 2.0 Recording	Claire Cartwright	the maintaining of timely recording on children's case files, to accurately reflect children's experiences	ILACS 2.1	Review and update our recording policy	Understand their journey through various processes.	30.04.2023	Policies & procedures workplan	Jennie Arries		Completed initial review	Launched revised policy	Trained workforce		
			ILACS 2.2	Rebalance district resources to respond to changing demand	receive good quality support to achieve good outcomes.	30.04.2023		Claire Cartwright		Completed case load analysis	Responded to pressure points	Put processes in place to regularly review resources vs demand		
			ILACS 2.3	Improve Business Support team's capacity to support timely recording	receive good quality support to achieve good outcomes.	31.07.2023	Business Support Improvement Plan	Victoria Holt	Held focus groups to identify improvements	Embedded a training & CPD offer and planned process improvements	Completed priority process improvements	Improved communication and have manageable workloads that address demand		
ILACS 3.0 Auditing	Jenny Herbert	the effectiveness of the audit process, to improve outcomes for children	ILACS 3.1	Enhance our Quality Assurance Framework	benefit from services that continually improve	30.04.2023	Link to IPET QA plan	Amy Sales	IPET plan progress reporting and quarterly inspection prep meeting	Revised our approach to audit selection & moderations	Improved the triangulation of information to assess quality & identify learning	Quarterly reporting that leads to improved practice	N/A	
			ILACS 3.2	Improve and embed a more robust approach to auditing and moderation		30.04.2023		Amy Sales		Revised audit forms to more clearly include voice of the child	Increased the number & effectiveness of moderations	Evidence of moderations improving audit practice	N/A	
ILACS 4.0 Performance data	Jenny Herbert	our performance data, ensuring it is used effectively to improve social work practice	ILACS 4.1	Improve our approach to producing data for inspection		30.04.2023	Link to IPET data plan	Craig Woods		Automated more reports to allow more frequent scrutiny	PowerBI reports that highlight gaps in data & automated remaining lists	Worked with business support to complete data validation regularly	N/A	
			ILACS 4.2	Develop Power BI to enable access to more information to improve social work practice		31.07.2023		Craig Woods		Completed comparison of PowerBI and the ChAT data	Developed revised visiting dashboard & improved care leaver reporting	Developed missing & PLO dashboards	Reviewed access and use of dashboards with practitioners	



## **Safeguarding Overview and Scrutiny Committee - Thursday 01 September 2022**

### **Independent Review of Children's Social Care (McAlister Report)**

#### **Recommendation**

I recommend that the Committee:

- a. Scrutinises the matters raised in this report.

**Local Member Interest:** N/A

#### **Report of the Cabinet Member for Children and Young People**

##### **Background**

1. The final report from the Independent Review of Children's Social Care was published in May 2022, followed by the report from the National Panel into the deaths of Arthur Labinjo-Hughes and Star Hobson towards the end of May 2022.
2. This report brings together some of the headline themes that come out from these reports as they collectively will have an impact on organisation and delivery of Children's Social Care.

##### **Summary**

3. The final report from the Independent Review of Children's Social Care was published on Monday 23rd May 2022, followed by the report from the National Panel into the deaths of Arthur Labinjo-Hughes and Star Hobson on 29th May 2022. The Government responded to the Care Review on the day of publication committing to producing an implementation strategy by the end of the year and moving forward with the development of a national children's social care framework, support for social workers in their early career, exploring data to increase transparency and improving foster care recruitment.
4. An Implementation Board will be established to bring together the recommendations from the Independent Review, the National Panel Report and the Competition and Market's Authority (CMA) Children's Social Care Study into one coherent plan of work while also making the connections to the major reforms proposed in the Schools White Paper and SEND green paper.

**Progress update:**

5. The government's ambition for change as a result of the care review and National Panel report is significant and it is conscious of the need to bring things together, think about a reform programme from a systems perspective and not allowing the response to become piecemeal.
6. The Department is working through all of the recommendations to consider what immediate action can be taken and what the medium to longer terms reforms should be. Consideration is also being given to what can be done within the current spending review period, and what work needs to take place to build the case for investment post spending review period for the longer-term pieces of work.
7. Staffordshire is working closely with the DCS network to influence this process and ensure that they remain a key partner in the reform programme and are fully engaged in helping shape implementation.

**Link to Strategic Plan**

8. N/A

**List of Background Documents/Appendices:**

<https://childrensocialcare.independent-review.uk/>

**Contact Details**

**Report Author:** Nisha Gupta  
**Job Title:** Assistant Director Children's Social Care  
**E-Mail Address:** [Nisha.gupta@staffordshire.gov.uk](mailto:Nisha.gupta@staffordshire.gov.uk)

## **WORK PROGRAMME**

### **Safeguarding Overview and Scrutiny Committee – 2022/2023**

This document sets out the work programme for the Safeguarding Overview and Scrutiny Committee for 2022/2023.

The Safeguarding Overview and Scrutiny 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 Bob Spencer**

Chairman of the Safeguarding Overview and Scrutiny Committee

If you would like to know more about our Work Programme or how to raise issues for potential inclusion on a Work Programme, then please contact Helen Phillips, Scrutiny and Support Officer ([helen.phillips@staffordshire.gov.uk](mailto:helen.phillips@staffordshire.gov.uk))



**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
Page 43	Cabinet Member: Mark Sutton Lead Officer: Kate Bullivant		complaints around SEND were likely to level off.
	<b>Customer Feedback &amp; Complaints Annual report – Adults Social Care</b> Cabinet Member: Julia Jessel Lead Officer: Kate Bullivant	Report brought annually	Members welcomed the report and, in particular, commended the proactive work to identify and address future challenges from the new Social Care Act.
	<b>Draft Early Help Strategy</b> Cabinet Member: Mark Sutton Lead Officer: Natasha Moody	Draft Early Help Strategy for pre-decision scrutiny	The comments and concerns raised by the Committee inform the further development of the Early Help Strategy.
1 September 2022 10.00 am	<b>Family Hub</b> Cabinet Member: Mark Sutton Lead Officer: Ruth Blunn-Jennings	Pre-decision scrutiny	
	<b>Children’s Services Transformation</b> Cabinet Member: Mark Sutton Lead Officer: Neelam Bhardwaja	The new Children’s Transformation went live on 1 October 2021. More than six months on this is an opportunity for Members to seek reassurance that it is delivering as intended, including on SEND.	

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
	<p><b>MacAlister Report</b> Cabinet Member: Mark Sutton Lead Officer: Nisha Gupta</p>	<p>Suggested at 17 June meeting – looking at the report’s proposals and how they impact on Staffordshire’s Children’s Services November date for this suggested at 3 Aug Triangulation Originally scheduled for 4 November meeting but moved back awaiting publication of the final report. Final report published on 23 May 2022</p>	
	<p><b>Ofsted Focused Visit – improvement action plan</b> Cabinet Member: Mark Sutton Lead Officer: Nisha Gupta</p>	<p>The Chairman attends the Children’s Improvement Board (CIB) meetings on behalf of the Committee. At the June CIB details of the Ofsted Focused Visit were discussed, including the development of an improvement action plan. The Chairman requested this plan be brought to the O&amp;S Committee.</p>	

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
	<p><b>Domestic Abuse recommissioning arrangements</b> Cabinet Member: Victoria Wilson Lead Officer: Trish Caldwell</p>	<p>Pre-decision scrutiny item</p>	
<p>Page 15 24 October 2022 10.00 am</p>	<p><b>Community Safety &amp; the Outcome of the Fishmonger Hall Investigation</b> Cabinet Member: Victoria Wilson Lead Officer: Trish Caldwell</p>	<p>Findings from the Fishmonger Hall incident showed there had been inadequate management of Usman Khan. Members want to satisfy themselves that changes have been made to prevent further such incidents. This also impacts on the Committee's role as the designated crime and disorder panel. This will include outcomes from the Commissioner's 28 June meeting considering Inquiry findings.</p>	
	<p><b>The LAs role in the Prevent Partnership &amp; Feedback from the Commissioner's 28 June meeting</b></p>	<p>As part of their Crime and Disorder role the Committee wish to scrutinise the methods the LA has in addressing community safety. They also requested feedback from the Commissioner's</p>	

**Work Programme 2022/2023**

Date of Meeting	Item	Details (Background)	Action / Outcome
	Cabinet Member: Victoria Wilson Lead Officer: Trish Caldwell	meeting with partners around learning from the Fishmonger Hall inquest.	
24 Nov 2022 10.00 am	<b>Staffordshire Safeguarding Children's Board Annual Report</b> Independent Chair: Sue Barnsley Lead Officer: Lynn Milligan	Report brought annually.	
5 January 2023 10.00am Page 46	<b>Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board (SSASPB) – Annual Report</b> Independent Chair: John Wood Lead Officer: Helen Jones	Report brought annually.	
16 Feb 2023 10.00 am	<b>Whole Life Disabilities Strategy 2023</b> Cabinet Member: Julia Jessel Lead Officer: Andy Marriot & Nicola Day	Pre-decision scrutiny	
20 April 2023 10.00 am			
tbc	<b>Early Intervention &amp; prevention</b>	Suggested by the Cabinet Member at 17 June meeting.	

### Work Programme 2022/2023

Date of Meeting	Item	Details (Background)	Action / Outcome
	Cabinet Member: Mark Sutton Lead Officer: Neelam Bhardwaja		
tbc	<b>Governance Model</b> Cabinet Member: Mark Sutton Lead Officer: Neelam Bhardwaja	Suggested by the Cabinet Member at 17 June meeting. Considering how to work better together. Trying to develop a better and more effective governance model.	
bc	<b>Regional Permanency Partnership</b> Cabinet Member: Mark Sutton Lead Officer: Scott Crawford & Jo Sullivan	Previously considered at 6 July O&S Committee where Members requested details of how the partnership progresses and specifically the two pilot projects TESSA and Mockingbird.	

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### Items for Consideration – Work Programme 2022/2023

Suggested Item	Details (Background)	Proposed Date of Meeting

### Standing Items 2022/2023

Item	Details (Background)	Action / Outcome
<b>Crime &amp; Disorder</b> Cabinet Member: Victoria Wilson Lead Officer: Janene Cox/Trish Caldwell	This O&S Committee is the LAS designated Crime and Disorder Panel. Following discussions with the Chairman and Officers from the PFCC and the	Chairman and Vice-Chairman briefings on: <ul style="list-style-type: none"> <li>Thursday 19 May (at the conclusion of Full Council) to brief</li> </ul>

### Standing Items 2022/2023

Item	Details (Background)	Action / Outcome
	Cabinet Member and Officers responsible for community safety, it was agreed that the Chairman and Vice Chairmen will meet with the Cabinet Member and Officers after each Safer and Stronger Communities Strategy Group (SSCSG) to gain an overview of community safety within the County and identify areas for further scrutiny as appropriate.	on performance discussed at the 18 May 2022 SSCSG NB the May SSCSG was moved to 16 June and consequently the briefing was moved to 20 June <ul style="list-style-type: none"> <li>Tuesday 13 September to brief on performance discussed at the 12 September 2022 SSCSG</li> </ul>
<b>Children Improvement Board (CIB)</b> Cabinet Member: Mark Sutton Lead Officer: Neelam Bhardwaja Page 48	The Chairman attends the CIB on behalf of the O&S Committee and feeds back developments to Members at each meeting as part of the work programme agenda item. CIB scheduled dates: 28.04.22; 25.05.22; 30.06.22; 20.07.22; 25.08.22; 29.09.22; 27.10.22; 24.11.22; 22.12.22	
<b>Themes emerging from Serious Case Reviews</b> Cabinet Member: Mark Sutton Lead Officer: Neelam Bhardwaja	Where Serious Case Reviews have taken place the Overview & Scrutiny Committee will consider any learning that can be taken from the Review	Some areas picked up by the DHR review process

### Briefing Notes / Updates / Visits 2022/2023

Date	Item	Details (Background)	Action / Outcome

### Working Groups / Inquiry Days 2022/2023

Date	Item	Details (Background)	Action / Outcome
tbc  Teams meeting in September	Young Carer Visits	Following scrutiny of the Young Carers Service in April, Members requested the opportunity to speak first hand with young carers to consider the service they receive.	

### Membership – County Councillors 2022-2023

### Calendar of Committee Meetings - 2022-2023

Bob Spencer (Chairman)	16 June 2022 at 10.00 am
Gill Burnett (Vice Chairman - Overview)	19 July 2022 at 10.00 am
Richard Ford (Vice Chairman - Scrutiny)	1 September 2022 at 10.00 am
Janet Ealand	24 October 2022 at 10.00 am
Derrick Huckfield	24 November 2022 at 10.00 am
Johnny McMahon	5 January 2023 at 10.00 am
Gillian Pardesi	16 February 2023 at 10.00 am
Kath Perry	20 April 2023 at 10.00 am
Mike Wilcox	Meetings usually take place in the Oak rm, County Buildings
Conor Wileman	



## **Safeguarding Overview and Scrutiny Committee - Thursday 01 September 2022**

### **Family Hubs in Staffordshire**

#### **Recommendation(s)**

I recommend that the Committee:

- a. Consider and comment on the emerging Family Hub model detailed within this report.
- b. Consider and comment on the staffing structure of the Family Hubs outlined within this report.

**Local Member Interest:** N/A

### **Report of the Cabinet Member for Children and Young People**

#### **Introduction:**

1. The Local Authority and its partners want to make a commitment to change the way we currently deliver services for families locally. We think that we could provide a more co-ordinated approach so that all expectant parents, parents children and young people have services that are easy to access and meet their needs.
2. Whilst we know there are strengths to the way in which we work and many families tell us that the help and support that they receive is helping them achieve better outcomes as a partnership we recognise that this could be better integrated around the needs of families and this is needed as we see increased need resulting following the pandemic.
3. We want Staffordshire to develop a Family Hub Model of delivery to support families with children 0-19 (25 with SEND) as part of this commitment.
4. This report outlines the proposed components of the model, the staffing structure that we think we will need to deliver it and the proposed next steps to make this vision a reality.

#### **What are Family Hubs?**

5. Family Hubs are not just a physical place but a way to bring together all the support families may need from pregnancy through to young people turning 18 (25 if they have a disability).

6. Family Hubs provide families with the right help, at the time and in the right place. They are a critical way in which we will deliver our Early Help Strategy.
7. These Hubs will use predictive analysis to determine needs of the community and work with those communities using evidence-based approach to develop partnerships and support to meet family's needs as early as possible.
8. They bring together early help and intervention delivered by a variety of people including, children, young people and their families, Children's Centres, Early Years settings and Schools, Health, Housing, Police, Fire and Rescue, District and Borough Councils and local voluntary and community service providers.
9. Support and services can be delivered in a variety of ways from numerous venues that form the wider Family Hub Network including Children's Centres, Libraries, community venues, Youth Clubs, leisure centres and many more places.
10. A Family Hub network should be able to provide access, information and support across:
  - a. Midwifery
  - b. Health Visiting
  - c. Breastfeeding support and groups to support first 1001 days of life (antenatal to 2 years old)
  - d. Play, early learning and out of school activities
  - e. Advice on housing
  - f. Advice on benefits, debt and other money issues
  - g. Family learning
  - h. Help to return to work or access training
  - i. Domestic Abuse support
  - j. Parenting courses
  - k. Support for children's transitions into and between schools and engaging with learning
  - l. Young carer support
  - m. Parental conflict support
  - n. Young people's groups and opportunities
  - o. Referral for additional support
  - p. Support around Special Educational Needs and Disabilities (SEND)
  - q. Volunteering opportunities
11. We want to focus on supporting the first 1001 days of life (0-2 years of age) will achieve greater impact ensuring children are school ready and able to thrive, ensuring any emerging issues are identified and

appropriate interventions put in place to support them at the earliest opportunities.

12. The family hubs have three core components, relationships, connection and access and it is envisaged that a local family hub model would work towards a single point of access for families needing early help.
13. The Family Hub networks are run by the services that support families from a range of partners in a joined-up way to ensure families receive the right help at the right time in the right place.
14. A Family Hub can be the banner under which a range of services co-ordinate their support.
15. The principles of the Family Hubs are further detailed here [Principles of FH model DOC \(familyhubsnetwork.com\)](https://www.familyhubsnetwork.com)

### **National Context:**

16. The Government's 2019 Manifesto pledged to champion Family Hubs across England. In December 2020 the Minister for Children, Vicky Ford, outlined plans to create a National Centre of Excellence for Family Hubs, funded by the Department for Education (DfE).
17. The Best Start for Life Review: a Vision for the 1,001 Critical Days outlined a programme of work to ensure the best support during those crucial first 1001 days, setting babies up to maximise their potential for lifelong emotional and physical wellbeing.
18. The Anna Freud Centre would facilitate the National Centre of Excellence, to be a champion for Family Hubs, spread best practice and evidence on integrated family service models, working with areas to help establish their Family Hubs.
19. The DfE and DHSC announced in April 2022 the 75 local authorities who would become pilot areas for the Family Hubs and best start in life scheme, Staffordshire is not one of the pilot areas.
20. Staffordshire was not allocated funding for Family Hubs but we remain committed to delivering integrated services and support under Family Hubs locally.
21. Troubled Families programme was renamed in March 2022 to 'Supporting Families'. This was to reflect the scope of the work delivered under this programme and its principles. The programme aims to ensure all families who need support get it at the right time and right place. This programme is key to the delivery of Family Hubs.

22. The independent review of Children’s Social care was published in May 2022 and called for a revolution in family help, moving away from silo working teams around ‘targeted early help’ and ‘child in need work’ to one team centred around high level of support, Family Help teams. These new Family Help teams are to be multidisciplinary in nature and should be aligned/work as part of the Family Hubs.

23. The Department for Education and the Department for Health and Social care are currently consulting on a green paper around changes to SEND and alternative provision across England. Focusing on ensuring the right support at the right place and the right time.

**Local Context:**

24. Our Strategic Plan for 2022-26 outlines our ambitions and priorities for the years ahead and how we intend to achieve them. Staffordshire’s vision is to be “An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy.”



Figure 1 – Outcomes and Priorities Source: Strategic Plan, SCC

25. The development of the Family Hubs will be contributing towards many different aspects of this strategic plan, particularly the three outcome areas which will be at the centre of local plans.

26. Everything we do is underpinned by our workforce values and we would embed these values across the staff who work within the Family Hubs.



Figure 2: Corporate Values Source: Strategic Plan, SCC

27. In September 2021 we consulted with you around our intention to develop Family Hubs across Staffordshire, recommission our Family Support, Outreach service, and agree the next steps for our Early Years Co-ordination commissioned service.
28. The Family Support and Outreach service was recommissioned from the 1st of April 2022 with Family Action and Malachi securing the contracts to deliver the service across the county. The service is now mobilised and continues to support our families in need of Early Help. They will work from the Family Hubs and their support will be ready to align to the single point of access when this is ready.
29. The Early Years Coordination service was brought in house from the 1st of May 2022. The Early Years Coordination Service and the Business Support teams have been brought together as one team. This has been beneficial to understand the functions of the team and how they can support us to deliver the Family Hub Model.
30. Workshops have been held to seek people's views on the core components of a Family Hub, access, relationships and connection and feedback has informed this report.
31. The Early Help strategy has been brought for scrutiny and ultimately Cabinet Approval and the Family Hub is key to the delivery of this strategy.

### **Local Need:**

32. There are circa 185,800 children and young people aged 0-18 years in Staffordshire. Approximately 8,500 babies are born each year across an area which spans 1,010 square miles.
33. Our areas of multiple deprivation are scattered across smaller pockets the county (Appendix 1).

34. Children, young people and their families and communities already benefit from a range of services, provisions and activities offered across the statutory, private, community and voluntary sectors in the county. Sometimes this can be confusing to people who don't understand how to connect with the right help and support. Sometimes people spend too long getting to the right help and support to meet their needs.
35. The impact of the pandemic has had an impact on the local area; income, child development, people's wellbeing and physical health all have been impacted. So now more than ever we need the system of support to be easy to access and responsive to the needs identified.
36. We have an existing network of 11 Children's Centres spread across the 8 districts. We think that the Family Hubs provide the opportunity to build on these local community assets working with other partners to achieve a broader network of Early Help Support.
37. Each Family Hub will have access to a range of data that would underpin their work, an example of this district data profile has been included Appendix 2.

### **Engagement:**

#### **Children Young People and Families**

38. The Children's Commissioner launched the Big Ask survey (Supporting Document 4) in 2021 to capture the voices of children in England, over a half a million children responded to the survey. Some of the key themes of the survey were:
  - a. 94% of 6–8-year-olds and 71% of 9–17-year-olds are happy with their life overall
  - b. 95% of 6–8-year-olds and 80% of 9–17-year-olds are happy with their family life
  - c. 81% of 9–17-year-olds are happy with the choice of things to do in their area
  - d. 80% of 9–17-year-olds are happy with their mental health
  - e. 84% of 9–17-year-olds are happy with their school or college
  - f. 69% of children felt having a good job or career was one of their main priorities when they grow up
  - g. 61% of children in care are happy with their life, with 68% happy with their family life
39. Staffordshire Council of Voluntary Youth services (SCVYS) compiled the top 10 recurring issues and concerns identified by Children and Young People, shown below.

40. The list is compiled from a range of consultations and engagement events over the past few years such as: Make Your Mark, DCMS Youth Review, The Big Ask and The Big Vote.

### Top 10 recurring issues and concerns identified by local Children and Young People



Figure 3 - Top 10 recurring issues for CYP. Source: SCVYS.

41. We want the Family Hub Network to work with children and young people so that they feel safe within their home and the community, can access things to do and places to go and the right extra help at the right time.

### Partnership and Stakeholder Engagement

42. A range of partners and stakeholders including staff have been engaged in the development of this proposed model. The main themes from the engagement are:

- Keen to align services with shared aims and objectives to achieve better outcomes for children and families
- Provide enhance the use of the data we all hold and bring it together to see a clearer holistic picture
- Acknowledgement that following place-based approach is vital to ensure we are meeting the local needs of our families
- A single access point of access for families is critical.
- The work should include a shared and underpinning approach to workforce development

43. Partners were keen to progress and be part of the Family Hub model, but they recognise that the way in which we currently work needs to be considered in order to affect change. In addition, all partners acknowledged that the ambition to deliver this is inhibited by the fact

that Staffordshire will not benefit from funding to support the delivery of this transformation.

### **Proposed Family Hub Model for Staffordshire:**

44. There are key components of the Family Hub model and we have taken each in turn to provide an overview of the proposed model.

#### **The Physical Place**

- a. Developing the Family Hub Networks is an opportunity to build on the Placed Based Approach that we have developed with partners over recent years. We therefore propose that 8 Family Hub Networks are developed aligned to the district and borough boundaries. Details of these can be found in Appendix 4
- b. These family hubs will facilitate district-based conversations with partners to establish the local network.
- c. These Family Hub networks will provide whole family support for the communities in a more collaborative and integrated way.
- d. These hubs will provide spaces for co-located teams from across the partnership to be based and work from to meet family's needs.
- e. This will maximise the opportunities for families to access support close to where they live in a timely way.

#### **Access**

- a. We have a number of statutory duties which require us to have a Local Offer. In Staffordshire we do this through Staffordshire Connects. We will continue to develop and update this interactive digital directory families and partners so that they can access accurate and up to date information on services that area available across the County and how they can be accessed.
- b. We will work towards a single point of access where all referrals are made to the Family Hub. This will require a partnership approach to ensure that onward referrals are received by partners. We will work with partners to achieve an integrated referral form for easy access. It is likely that access to this onward referral will build on the successes of the SEND and Inclusion Hubs.
- c. We will ensure that people can access information advice and guidance online, on the phone and via the physical place.

#### **Support Provided**

- a. The network of support will be flexible, adaptable and respond to changing needs and priorities within each district.
- b. The support provided will be peer, community, professional led and we will ensure that all people working with families understand the

principles of restorative practice. We will work to develop a workforce development plan across the partnership that meets the needs identified.

- c. We will work with partners to secure their buy in and support for this model which will result in a local plan for the area owned by the partnership.

### **Governance:**

45. Each local area will be supported by Family Improvement Boards who will oversee the operational delivery at a local level and agree local priorities and work programme delivered by the partnership. To achieve this broader purpose the terms of reference for the existing Family Improvement Board will need to be reviewed.
46. We will work with the Local SEND and Inclusion Partnership Boards and district and borough partnership governance to ensure a co-ordinated local governance structure is in place.

### **Data and Intelligence:**

47. We seek to improve our data and intelligence reporting by developing a Family Hub Data Dashboard (Appendix 2) which will help inform future development of services for children and families ensuring services meet the needs of individual communities and resource is targeted in the right places. This system will also provide evidence to support outcomes achieved.
48. We will work to evidence impact so that we understand the impact on outcomes for children and families, agreeing them with leaders and partners by producing a Family Hub dashboard to identify need and evidence impact and outcomes.

### **Legal Implications:**

49. The County Council's statutory duties in respect of Children's Centres, as set out in the Childcare Act 2006 and the Apprenticeships, Skills, Children and Learning Act 2009, will be delivered through the proposed network of Family Hubs. This includes:
  - a. The duty to secure sufficient Children's Centres to meet local need, so far as this is reasonably practicable.
  - b. The duty to secure that each children's centre is within the remit of an advisory board and a governing body.
  - c. The duty to consider whether early childhood services should be delivered through one of the children's centres in the area.

50. The County Council is required under Section 5D of the Childcare Act 2006 to facilitate appropriate consultation in respect of the significant changes made to services in respect of Children's Centres. Due to the significant changes proposed in respect of the development of Family Hubs, the County Council will be required to undertake a period of consultation and engagement to ensure compliance with Section 5D of the Childcare Act 2006. This is only required in respect of changes to Children's Centres and therefore the County Council will exceed the minimum consultation requirements.
51. Whilst the development of Family Hubs is a significant change in respect of Children's Centres, the County Council is not seeking to remove and/or close any Children's Centre within the county and will continue to deliver the statutory duties outlined.
52. In addition to the above, the development of Family Hubs will also contribute to the delivery of a range of statutory duties, including those set out in the Children Act (1989), Children Act (2004) and the Health & Social Care Act (2012).

### **List of Background Documents/Appendices:**

1. Best Start for Life Review – Andrea Leadsom published 25<sup>th</sup> March 2021  
<https://www.gov.uk/.../the-best-start-for-life-a-vision-for-the-1001-critical-days>
2. Appendix 1 – Areas of multiple deprivation
3. Appendix 2 – Data Pack East Staffordshire
4. Appendix 3 - Draft Proposal for the Family Hub and Network sites
5. The Big Ask Survey  
[The Big Ask - The Big Answer \(childrenscommissioner.gov.uk\)](https://childrenscommissioner.gov.uk)

### **Contact Details**

**Assistant Director:** Natasha Moody, Assistant Director for Wellbeing and Partnerships

**Report Author:** Ruth Blunn-Jennings  
**Job Title:** Commissioning Officer  
**Telephone No.:** 01785 895538

**E-Mail Address:** [ruth.blunn-jennings@staffordshire.gov.uk](mailto:ruth.blunn-jennings@staffordshire.gov.uk)

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