

Safe and Strong Communities Select Committee

Monday, 12 December 2016

10.00 am

Oak Room, County Buildings, Stafford

John Tradewell
Director of Strategy, Governance and Change
2 December 2016

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Safe & Strong Communities Select Committee held on 9 November 2016** (Pages 1 - 6)
4. **Modern Slavery** (Pages 7 - 18)
Report of the Cabinet Member for Communities and Environment
5. **Progress with the Children and Families Transformation Programme** (Pages 19 - 44)
Report of the Cabinet Member for Children and Young People
6. **Transforming Care Partnerships - Adults Safeguarding Implications** (Pages 45 - 52)
Report of the Cabinet Member for Health, Care and Wellbeing
7. **Work Programme** (Pages 53 - 60)
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)

9. Confidential HR Matter

(Pages 61 - 62)

(exemption paragraphs 1 & 7)

Report of the Cabinet Member for Children and Young People

Committee Membership

Maureen Compton
Mike Davies
Terry Finn
John Francis (Chairman)
Bob Fraser

Sandra Hambleton
Robert Marshall
Christine Mitchell
Mark Olszewski
David Williams (Vice-Chairman)

Note for Members of the Press and Public

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Scrutiny and Support Manager: Tina Randall Tel: (01785) 276148

Minutes of the Safe and Strong Communities Select Committee Meeting held on 9 November 2016

Present: John Francis (Chairman)

Attendance

Maureen Compton	Robert Marshall
Mike Davies	Christine Mitchell
Terry Finn	Mark Olszewski
Sandra Hambleton	David Williams (Vice-Chairman)

Also in attendance: David Loades and Mark Sutton

Apologies: Bob Fraser

PART ONE

21. Declarations of Interest

There were none on this occasion.

22. Minutes of the Safe & Strong Communities Select Committee held on 5 September 2016

RESOLVED- That the minutes of the Safe and Strong Communities Select Committee held on 5 September 2016 be confirmed and signed by the Chairman.

23. Deprivation of Liberty Safeguards

The Deprivation of Liberty Safeguards (DoLS) provide protection for the most vulnerable people living in residential homes, nursing homes or hospital environments. They give a legal requirement for care to be provided in a way consistent with the human rights of people lacking capacity who are not otherwise protected or safeguarded through the use of the Mental Health Act or Court of Protection powers.

The Select Committee noted that as of 30 September 2016 there were 1817 DoLS referrals and a backlog of 2687 referrals awaiting assessment. They also noted that it was anticipated the current monthly demand of completing 81 high priority assessments should be reached by the end of January 2017, at which point the high priority assessment backlog would have increased to an estimated 300 assessments. A number of measures were being introduced to address the backlog, including: recruiting to three new substantive Best Interest Assessors (BIA) posts; increasing the number and capacity of independent BIA contractors; and increasing the performance of the BIA rota from the current 20 assessments a month to 44 a month by April 2018 in partnership with the Staffordshire and Stoke-on-Trent Partnership NHS Trust (SSOTP).

Whilst Members welcomed the action taken to address this backlog they remained concerned over whether the expectation of eliminating the high priority assessment backlog by June/July 2018 was realistic. They also noted that these measures only addressed high priority DoLS, with no capacity to address medium or low level assessments.

Anyone deprived of their liberty had a statutory right to appeal and Members heard that Staffordshire currently had 18 ongoing and expected cases, and 9 completed appeals with timescales for completing these being variable. Members were aware of the impact of the 2014 Supreme Court judgement on P verses Cheshire West and Chester Council, with a 13 fold increase in requests for DoLS nationally. However, whilst acknowledging this, they remained concerned at the backlog of high priority cases, the lack of capacity to address any low or medium priority applications and the budgetary overspend. Members also asked for a more detailed explanation of the rationale behind the high priority application backlog being eliminated by June/July.

A draft Bill on mental capacity and deprivation of liberty was due in December and it was hoped that this would have a bearing on future DoLS. Members requested a further report to their January meeting considering the impact of the draft Bill whilst giving more detail on the referral backlog, the high priority anticipated backlog elimination and the overspend figures and how these would be addressed.

RESOLVED – That a report be brought to the 16 January meeting on the implications to DoLS of the draft Bill and addressing Members continued concerns around:

- a) the anticipated elimination timescale of June/July 2018 for the high priority backlog and the rationale behind this;
- b) the budgetary overspend; and
- c) how medium and low level referrals will be addressed.

24. Customer Feedback & Complaints Adult Social Care Annual Report 15/16

The Select Committee considered the Annual Report of the Customer Feedback and Complaints Service, Adults Social Services 2015/16. The Report provided information about complaints made during 1 April 2015 to 31 March 2016 under the complaints and representation procedures established under the NHS and Community Care Act 1990 and the Local Authority Act 1970.

There had been a total of 186 statutory complaints received this year, 54 of these were County Council complaints with 132 SSOTP complaints. 20 complaints had escalated to the Local Government Ombudsman (LGO). 108 compliments were recorded during this period.

There was a 60% increase in the number of complaints investigated under the “Independent Investigation” stage of the Statutory Complaints Procedure when compared with the previous year. Members heard that an independent investigation was initiated when a complaint was complex and/or a level of seriousness was identified, often in circumstances where there had been multi-agency involvement.

Members were concerned that 79% of complainants had not received a formal outcome (ie an investigation report and covering letter) to their complaint within the agreed

timescales. The legislation gave statutory timescales within which the formal outcome should be received, however unfortunately SSOTP had not given their response within these agreed timescales. Members felt this was unacceptable and were aware that SSOTP delays adversely affected the County Council's ability to work within the statutory timescales. The Section 75 Agreement was currently being amended to ensure more detail was included to help address this issue.

Members noted the learning actions that had been identified from complaints investigations. Whilst they were pleased that actions were taken to address any issues found, no timescales were shown within the report by which the changes should be made. Timescales were produced showing when each action should be completed, but had not been included in this report. This information would be made available to Members after the meeting.

The Select Committee felt that case management was a theme within the complaints received. They noted the 45% reduction in complaints received for Independent Futures in this period and commended officers for this success. Members also suggested that for future an indication should be given of where a case was ongoing, rather than (as within this report) reported as "outcome not known".

The Select Committee expressed concerns around the use of Care Director, asking why the system worked well within children's services but not for adults services. The Cabinet Support Member felt there were a number of possible reasons for this, including the type of information input and the range of staff proficiency in using the system.

RESOLVED – That:

- a) Officers be commended on the thoroughness of the report;
- b) details of the timescales for implementing the "learning actions" within the customer feedback and complaints annual reports be forwarded to the Select Committee Members after the meeting; and
- c) where an investigation has not yet been completed this should be reported as "ongoing", rather than "outcome not known".

25. Customer Feedback & Complaints - Children's Social Care Annual Report 15/16

The Select Committee considered the Annual Report of the Customer Feedback and Complaints Service, Children Social Services 2015/16. The Report provided information about complaints made during 1 April 2015 to 31 March 2016 under the complaints and representation procedures established under The Children Act 1989 Representations Procedure (England) Regulations 2006, and "Getting the Best from Complaints", the accompanying guidance.

A total of 70 complaints were investigated at Stage 1 of the Statutory Complaints Procedure. This was a decrease of 64% in comparison with the previous year. However this did not represent a trend as number of complaints fluctuated on a year on year basis. The Select Committee noted that again the main theme for the nature of complaint was found to be around case management.

Last year the Select Committee had requested comparative data be included within the Annual Report. Whilst some authority comparisons had been included it had been difficult to get data from those authorities the Department for Education (DfE) used as comparators for Staffordshire as none of these authorities had published an annual report on line. The Complaints Managers for these authorities had been contacted and the comparative data would be shared with Members once this was available.

Members noted that 59% of corporate complaints were responded to within the prescribed timescales and asked how this figure could be improved. The Customer Feedback and Complaints Manager explained that the complaints investigating officer would be in constant contact with the complainants throughout the investigation and should ensure that they were the centre of the complaint. 80% of investigating officers worked to this standard, with training being undertaken to address the other 20%. It was more critical to ensure the complainant was at the centre of the complaint and to ensure the complaint was investigated thoroughly than to fit with a timescale.

RESOLVED – That:

- a) the Customer Complaints and Feedback Manager be commended for her report; and
- b) comparative data be shared with the Select Committee once this was available.

26. Staffordshire and Stoke on Trent Adult Safeguarding Partnership Board (SSASPB) Annual Report 2015/2016

The Select Committee considered the Annual Report of the Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board (SSASPB) covering the period 1 April 2015 to 31 March 2016.

Members noted the speed of progress with the Transition and Leadership in Care Homes Strategic Priorities was reported as slower than expected. The SSASPB had agreed a move to a three year strategy to allow further scoping and help make delivery more realistic. Rather than this being an example of “moving the goal posts” Members were informed that this gave a more realistic timeframe, particularly in those instances where information required to help clarify and identify issues had previously been unavailable. It was also important to ensure the appropriate people were part of the discussion and demands on partners made this difficult within too short a timescale.

The Select Committee were informed that Care Act terminology now used “concerns” rather than referrals for adult safeguarding. Members also noted that there had been a decrease in the total number of concerns reported, from 4789 in 2014/15 to 4457 in 2015/16. This had been attributed to the introduction of the Care Act in April 2015 and Members heard that grey areas had been clarified by the Act around vulnerabilities, which had been helpful. Improved screening and sign posting was also helpful as a better understanding of the Care Act was developed.

The report indicated there continued to be unavailable data on the source of concerns due to limitations with data capture of the Care Director IT system. They were informed this was largely due to issues around the type of data the system had been set up to capture. A workshop session had been held to identify the type and range of information needed and a new platform was being developed to capture this. The cost of this

system update was not currently available and Members asked that details of cost be forwarded to them as soon as this was possible.

Members expressed their concern that there appeared to be year on year difficulties identified with IT systems and suggested that there would be benefit in undertaking a stand alone piece of work to identify the issues and how best to address these. Members felt it was not possible to scrutinise or make recommendations without adequate information. As this was a corporate issue it was suggested that this would best be addressed through the Corporate Review Committee.

Members noted that the main source of risk to adults with care and support needs continued to come from individuals known to them. Members queried why the IT system didn't record the relationship of individuals to the adult. Anyone seeking greater clarity would need to access the actual records on Care Director to find out who was the source of risk, which was easily achieved. Information was shared where appropriate and working through the MASH had made a positive contribution to this.

The Select Committee noted the extension of the definition of Domestic Abuse into wider family relationships had led to a number of referrals for Domestic Homicide Reviews (DHRs) where they could be a safeguarding element. The SSASPB had worked with connected partners to ensure that the Safeguarding Adult Review (SAR) Sub-Group was notified of potential DHRs and had the opportunity to consider whether a safeguarding element existed, ensuring this was considered throughout the review where appropriate. Members understood this approach needed to be ratified in the SAR Protocol during 2016/17. This change in definition created some potential difficulties in demarcation. However, Members were informed that the Police, as the reporting body, contacted Helen Jones, SSASPB Manager, to determine whether each incident required a DHR or SAR.

Level 1 adult safeguarding training was mandatory for SSOTP staff, provided via E-learning or taught sessions. Members asked how this mandatory level of training was guaranteed. The Chairman of the SSASPB informed Members this was an area subject to scrutiny and that there was no complacency. Progress was being maintained and SSOTP were aware they were under scrutiny.

Members were also informed that a new webpage was available promoting the SSASPB and officers would welcome feedback on the type and detail of information included.

RESOLVED – That:

- a) the Annual Report of the SSASPB for 2015/16 be noted;
- b) a letter be sent to the Chairman of the Corporate Review Committee outlining the Select Committee's concerns around IT issues, suggesting they include an item on their work programme to identify problems and how to address these; and
- c) details of the SSAPSB webpage be forwarded to the Select Committee.

27. Work Programme

The Select Committee agreed the following amendments to their work programme:

- a) a report on DoLS, including the impact of the White Paper be added to the January meeting items ;

- b) The Staffordshire Safeguarding Children's Board Annual Report 2015/16 be moved from the December to the January agenda; and,
- c) Following the September meeting with the Police and Crime Commissioner, the item on Places of Safety – use of Police cells, be removed from the work programme.

RESOLVED – That the amendments to the work programme be noted.

Chairman

Local Members' Interest
N/A

Safe and Strong Communities Select Committee – 12th December 2016

Modern Slavery

Recommendation/s

1. It is recommended that the Safe & Strong Communities Select Committee scrutinises the progress made to date in relation to tackling modern slavery.

Report of Cllr Gill Heath, Cabinet Member for Communities and the Environment

Summary

2. The purpose of this report is to update the Safe & Strong Communities Select Committee on the development and progress in respect of the Staffordshire and Stoke-on-Trent multi-agency partnership approach to tackle the issue of modern slavery, following on from the report that was presented to the Committee on 6th April.

Report

Background

3. Tackling modern slavery in Staffordshire requires a co-ordinated, consistent partnership approach. In April, a paper was presented to the Safe & Strong Communities Select Committee, and subsequently to the Safer Staffordshire Strategic Board, with the recommendation that a Staffordshire and Stoke-on-Trent multi-agency task and finish group be established to develop a partnership plan to tackle modern slavery. This approach was endorsed.
4. Subsequently, a pan-Staffordshire multi-agency Strategic Task & Finish Group was established to:
 - a. Oversee co-ordination of a consistent multi-agency partnership approach to tackling modern slavery across Staffordshire and Stoke-on-Trent.
 - b. Develop a joint Staffordshire and Stoke-on-Trent action plan, which clearly outlines the roles and responsibilities of partners, actions required and timescales.
 - c. Consider and recommend most appropriate governance arrangements for this area of work and consider how this can link in with existing and related areas of work.
5. This report provides an update on the work of the Modern Slavery Strategic Task & Finish Group to date.

Update on Progress

6. An action plan has been developed which outlines key areas of focus for the partnership. At the last meeting of the Strategic Task & Finish Group, leads were identified for each of the priorities within the Action Plan. These leads have been tasked with co-ordinating activity and requested to report back progress at the January 2017 meeting of the Group.
7. The following three actions were agreed as immediate key priorities:
 - a. developing a consistent and co-ordinated approach to training and awareness raising across the partnership workforce;
 - b. agreeing the operational arrangements for tackling modern slavery;
 - c. Identifying clear referral routes which align with existing processes and procedures.
8. Two subject-specific task groups have been established to address these actions on behalf of the partnership. These groups have met and reported back their progress to the last meeting of the Strategic Task & Finish Group in September.

Training Task Group

9. The Training Task Group is developing a Modern Slavery Training Framework (based on the existing partnership Prevent Training Framework). The purpose of the Framework is to enable organisations to prioritise their staff for training and to support them in identifying what type of training is required for different cohorts of staff. This is to encourage consistency in message across the partnership, and ensure that staff receive the right level of training for their role, while allowing organisations to be flexible in the methods they use to deliver the appropriate training. Elected members are included within the framework document, as a distinct cohort who will require training.
10. The Framework will include a tool to enable organisations to group staff into distinct 'cohorts' (depending on nature of role, level of contact with public etc.) and will outline the level of training required for each cohort. The framework document has been drafted and is being refined by the Task Group.
11. The next key areas of work for the Group are to develop a 'menu' of training (drawing upon existing training where available) which organisations can draw from; to identify existing training which could include an element on Modern Slavery (e.g. Safeguarding Level 1, CSE training etc.) and make these links, where appropriate; and to finalise the framework document, share with wider Strategic Task & Finish Group for input and endorsement and roll out to wider partnership.

Referral Routes Task Group

12. The Referrals Routes Task Group agreed that there is a requirement for consistent, clear routes for practitioners and members of the public who identify

concerns relating to modern slavery and wish to refer. Once agreed, these referral routes will be promoted through training and awareness-raising.

13. It was proposed that referrals of children would be made through the existing children's safeguarding referral pathways in both Staffordshire and Stoke, with processes being built into these pathways to ensure that referrals are made to the National Referral Mechanism¹ (NRM) and to ensure that the Police are alerted to these referrals in a timely way.
14. Adult victims of modern slavery who do not have 'care and support needs' (as defined in the Care Act) would not currently be picked up through adult safeguarding routes and it has been noted that existing safeguarding routes may not be the most appropriate pathway for these individuals. It has been suggested that as the vast majority of adult victims of modern slavery are unlikely to have care and support needs, it may be more pragmatic for referrals to be made via the Police in the first instance. Any victims who were identified as having 'care and support needs' would then be referred to adult safeguarding, as necessary. Further dialogue is taking place with Staffordshire Police and Stoke-on-Trent City Council with regard to the development of referral routes for adult victims.

Operational Arrangements

15. It was agreed by the Strategic Task & Finish Group that an operational forum was needed to enable partnership problem-profiling and problem-solving in relation to modern slavery and to facilitate and support multi-agency involvement and co-operation in enforcement activity.
16. A monthly operational group has been established which will:
 - a. Enable partners to share information / intelligence in relation to modern slavery;
 - b. Discuss recent information / intelligence received and, where possible, expand upon this information;
 - c. Identify how this information / intelligence can be used to inform enforcement activity;
 - d. Ensure multi-agency co-operation and involvement in relation to enforcement activity;
 - e. Offer a forum in which issues in relation to enforcement and multi-agency practice can be identified and addressed.
17. Terms of Reference have been developed and partners are being invited to identify appropriate representatives to be part of this group.

Governance Arrangements

18. It is acknowledged that governance arrangements for community safety and safeguarding are complex across the county and the city and, from the outset, it was not intended that an additional partnership structure be established to govern

¹ The National Referral Mechanism (NRM) is a gateway for locating and identifying potential victims of modern slavery and ensuring that they receive the appropriate protection, support, accommodation and advice.

the work around modern slavery. It would be preferable for this work to be embedded within existing partnership arrangements.

19. The purpose of the Strategic Task & Finish Group is to develop a shared action plan, identify key leads for various actions and co-ordinate the initial work which is required to implement the partnership approach. Once this phase of the work is completed, the expectation is that the Strategic Task & Finish Group will no longer continue to operate. However, some form of continuing partnership oversight will be required to ensure that work is effectively embedded within organisational practice and that partners are held to account for their activities.
20. A paper was submitted to the Safer Staffordshire Strategic Board (SSSB) on 26th July, on behalf of the Task & Finish Group, with recommendations in relation to governance. The paper recommended that, as the overarching strategic community safety group with a remit which covers both Staffordshire and Stoke-on-Trent, the SSSB may be in a position to undertake this oversight and hold partners to account with regard to delivering actions within the Action Plan. It was suggested that the Staffordshire Safer & Stronger Communities Strategy Group and Stoke-on-Trent Responsible Authorities Group could support this by overseeing the work undertaken at a locality level and ensuring that work is embedded within and delivered through existing local community safety partnership structures. This recommendation was endorsed by SSSB.

Staffordshire County Council Activity

21. As highlighted in the April report to the Safe & Strong Select Committee, the Modern Slavery Act 2015 has a number of implications for Staffordshire County Council. Local authorities are required to notify the Secretary of State of any case whereby they have reasonable grounds to believe a person (adults and children) may be a victim of slavery or human trafficking. They are also required to provide information to the Independent Anti-Slavery Commissioner when requested under section 43 of the Act. To ensure that victims of modern slavery are effectively identified and supported, and that information is reported as required to the Secretary of State, there is a need to embed a co-ordinated and consistent response to modern slavery within operational practice and existing referral mechanisms. Frontline practitioners (including contractors) will need to receive appropriate training to ensure that they have the necessary knowledge to identify and refer people who may be victims of modern slavery.
22. Staffordshire County Council are actively contributing to the partnership activity outlined above and are supporting the co-ordination of the various groups which have been established to embed this work. In addition, an internal County Council Working Group has been established to ensure that our work in relation to modern slavery is joined up and links appropriately with the wider partnership activity.
23. Training has been delivered to selected frontline staff across Families First, to ensure coverage across the service. The training aimed to provide the frontline practitioner with an awareness of what constitutes modern slavery and enable them to better identify victims, improve their responses, and further develop a

victim centred approach. Ongoing training will be delivered using the partnership training framework.

24. A good practice guide for practitioners has been developed to raise awareness regarding modern slavery and the duty to refer young people through to the NRM where there is concern that they have been trafficked for the purpose of exploitation. This good practice guide has been distributed to all managers and they have been asked to cascade this information to their teams. Following on from this email, a communication has been circulated to managers to cascade to their teams giving further advice regarding the criteria for a referral through to the NRM, specifically linked to Child Sexual Exploitation (CSE), and highlighting the benefits of this for children and young people. The good practice guide is available on the intranet and the communication emails have been made available on the managers' communications weekly blog.
25. The CSE Panels are now considering cases whereby a referral through to the National Referral Mechanism may be appropriate. If the elements of the Modern Slavery Act recruitment and transportation for the purpose of exploitation are present, this is raised at panel and an action to follow up a referral through to the NRM is given.

Link to Strategic Plan – Work to tackle the issue of modern slavery will contribute to the following strategic priority: “The people of Staffordshire will feel safer, happier and more supported in and by their community”.

Link to Other Overview and Scrutiny Activity –

Community Impact – The development of an evidence base, which will facilitate the consideration of potential community impact, is being undertaken by Staffordshire Police in partnership with other agencies. The evidence base will inform the development of a multi-agency partnership plan.

Contact Officer

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Appendices/Background papers

Appendix A - Staffordshire Anti-Slavery Partnership - Modern Slavery Action Plan

APPENDIX A: Safe & Strong Communities Select Committee – 12th December

Staffordshire Anti-Slavery Partnership Action Plan

Action	Owner	Timescale	Outcome
1. Intelligence and Information Sharing			
1.1. Undertake local, regional and national research to identify good practice and evidence based approaches which can be adopted in Staffordshire and Stoke-on-Trent.	R. Hyde, Detective Chief Inspector, Staffordshire Police	To be confirmed by Lead Officer – Jan 2017	Local activity is well informed by best practice and learning from other areas.
1.2. Gather information and data to assist in informing on vulnerabilities and threats to the Staffordshire/Stoke-on-Trent area around key domains of Foreign National Offenders, Modern Slavery and Organised Immigration Crime and the subsequent links and risks within Child Sexual Exploitation and Missing Children.	Strategic Profiling Unit, Research & Analysis, Staffordshire Police	To be confirmed by Lead Officer – Jan 2017	Improved analysis of patterns, trends and emerging threats to enhance strategic understanding and operational effectiveness.
1.3 Use performance data and intelligence to identify vulnerable people and locations, and employ preventative or targeted strategies to address identified local risk / needs.	R. Hyde, Detective Chief Inspector, Staffordshire Police	To be confirmed by Lead Officer – Jan 2017	Local risk / need is identified and addressed effectively.
1.4 Ensure that there is cross referencing of work around Child Sexual Exploitation Action Plan and the Modern Slavery and Human Trafficking Action Plan.	A. Grice, Specialist Safeguarding Development Manager, Staffs County Council (Joint LSCB Child Sexual Abuse Forum)	To be confirmed by Lead Officer – Jan 2017	To ensure that there is a link between the issue of Human Trafficking and Child Sexual Exploitation given the significant correlation.

Action	Owner	Timescale	Outcome
2. Governance and Reporting			
2.1 Develop local governance, scrutiny and assurance arrangements for Modern Slavery and Human Trafficking.	N. Dawkins, Commissioning Officer – Community Safety, Stoke-on-Trent City Council / B. Murphy, Safer Communities Commissioning Officer, Staffs County Council	To be confirmed by Lead Officer – Jan 2017	The strategic partnerships are working collectively and consistently to address risk, duplication is avoided and outcomes within delivery plan are reached.
2.2. Develop a performance management process to measure delivery of partnership outcomes around Modern Slavery and Human Trafficking.	N. Dawkins, Commissioning Officer – Community Safety, Stoke-on-Trent City Council / B. Murphy, Safer Communities Commissioning Officer, Staffs County Council	To be confirmed by Lead Officer – Jan 2017	Identified outcomes are achieved and risk is identified, managed and reduced.
2.3. Provide quarterly data report to Safer Staffordshire Strategic Board.	N. Dawkins, Commissioning Officer –	To be confirmed by Lead Officer – Jan 2017	Quantitative and qualitative data is available which informs local activity and identifies outcomes.

Action	Owner	Timescale	Outcome
	Community Safety, Stoke-on-Trent City Council / B. Murphy, Safer Communities Commissioning Officer, Staffs County Council		
3. Communication			
<p>3.1 Develop partnership communication plan to include both internal and external communication to ensure a consistent approach to communication across Staffordshire and Stoke-on-Trent.</p>	Communication Task Group – to be established / led by D. Morris, Office of Police & Crime Commissioner	To be confirmed by Lead Officer – Jan 2017	Well informed partners, businesses and the general public are well placed to contribute effectively to identifying, reporting and preventing incidence of Modern Slavery and Human Trafficking.
3.2 Identify opportunities for shared communications and marketing across the partnership, including making use of social media.	Communication Task Group – to be established / led by D. Morris, Office of Police & Crime Commissioner	To be confirmed by Lead Officer – Jan 2017	Increased awareness and knowledge of Modern Slavery and Human Trafficking.
3.3. Raise awareness about Modern Slavery and Human Trafficking with partners, businesses, community groups and the general public to increase confidence in recognition and reporting.	Communication Task Group – to be established / led by D. Morris, Office of Police & Crime Commissioner	To be confirmed by Lead Officer – Jan 2017	Well informed partners, businesses and the general public are well placed to contribute effectively to identifying, reporting and preventing incidence of Modern Slavery and Human Trafficking.

Action	Owner	Timescale	Outcome
3.4 Develop ways to engage with victims and witnesses to increase trust and confidence leading to increased reporting of modern slavery offences.	Communication Task Group – to be established / led by D. Morris, Office of Police & Crime Commissioner	To be confirmed by Lead Officer – Jan 2017	Increased reporting of Modern Slavery resulting in provision of appropriate support to victims.
4. Training and Awareness Raising			
4.1 Develop a Modern Slavery and Human Trafficking Workforce Development / Training plan, which priorities delivery based on risk and need, maximises opportunities for shared training across the partnership and makes use of existing resources, training packages and best practice.	Training Task Group – led by B. Murphy, Safer Communities Commissioning Officer, Staffordshire County Council / T. Brookes, Staffordshire Police	January 2017	All partners are able to access good quality, consistent training. Frontline staff (including contractors) have a good understanding of Modern Slavery and Human Trafficking, are trained to recognise the signs and are aware of how and where to refer concerns.
4.2 Raise awareness with the community and community based organisations about Modern Slavery and Human Trafficking. This includes where to seek help and advice locally, how to raise concerns, and how to ensure their activities and supply chains are free from Modern Slavery and Human Trafficking.	Training Task Group – led by B. Murphy, Safer Communities Commissioning Officer, Staffordshire County Council / T. Brookes, Staffordshire Police	To be confirmed by Lead Officer – Jan 2017	The community and community based organisations have a good understanding of Modern Slavery and Human Trafficking, are trained to recognise the signs and are aware of how and where to refer concerns. Communities are resilient and are empowered to recognise and report Modern Slavery and Human Trafficking.

Action	Owner	Timescale	Outcome
4.3 Raise awareness amongst elected Members about Modern Slavery and Human Trafficking, how they can raise concerns and where they can seek advice and help locally, and support them to utilise their role as community champions to effectively engage with the community about Modern Slavery and Human Trafficking/	Training Task Group – led by B. Murphy, Safer Communities Commissioning Officer, Staffordshire County Council / T. Brookes, Staffordshire Police	To be confirmed by Lead Officer – Jan 2017	Elected members are empowered to utilise their role as community champions to raise awareness of Modern Slavery and Human Trafficking, identify any concerns and know how and where to raise concerns.
Safeguarding			
5.1 Develop a shared approach to responding to Modern Slavery and Human Trafficking to include clear referral pathways which are aligned with existing safeguarding processes.	Referrals Task Group - led by B. Murphy, Safer Communities Commissioning Officer, Staffordshire County Council / T. Brookes, Staffordshire Police	January 2017	<p>Agencies work together effectively so that vulnerable individuals are identified and supported appropriately and perpetrators are identified and dealt with.</p> <p>Processes are aligned and resources are used effectively, to ensure consistency and avoid duplication.</p>
5.2 Embed referral processes within operational practice to ensure that practitioners are aware of the systems that are in place to identify and refer people who may be victims of Modern Slavery or Human Trafficking.	Referrals Task Group - led by B. Murphy, Safer Communities Commissioning Officer, Staffordshire	To be confirmed by Lead Officer – Jan 2017	<p>A wide range of organisations make appropriate referrals to ensure that vulnerable individuals are appropriately supported and perpetrators are identified and dealt with.</p> <p>All partners are aware of and implement</p>

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Action	Owner	Timescale	Outcome
	County Council / T. Brookes, Staffordshire Police		the reporting process of suspected incidence of Modern Slavery in accordance with the 2015 Act
6. Procurement and Commissioning			
<p>6.1 Ensure that all partners procurement and commissioning processes are compliant with Modern Day Slavery Act 2015.</p>		To be confirmed by Lead Officer – Jan 2017	<p>All partners are committed to eliminating human trafficking, slavery, forced labour and domestic servitude from its business and supply chain.</p> <p>Public resources are not inadvertently used to support Modern Slavery and Human Trafficking and organisations utilise their consumer power to help to eradicate Modern Slavery.</p>
Pursue			
7.1 Ensure that the Crown Prosecution Service Guidance on Modern Slavery is effectively implemented in Staffordshire and Stoke on Trent.	R. Hyde, Detective Chief Inspector, Staffordshire Police	To be confirmed by Lead Officer – Jan 2017	Ensure that the strongest possible cases are prepared and prosecuted and the rights of victims, witnesses and potential victims of human trafficking are upheld.

Local Members' Interest
N/A

Safe and Strong Communities Select Committee – 12th December 2016

Progress with the Children and Families Transformation Programme

Recommendation

1. That the Committee scrutinise this Children, Young People and Families Transformation Programme update report which outlines progress since June 2016

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

Summary

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

2. The Select Committee is asked to scrutinise the following report which outlines the progress since the previous updates in June and July 2016.
3. Comments of the Select Committee will be reported to the Programme Board on 14th December and will inform the future planning, management and delivery of the next phase of the programme.

Report

Background

4. The Children's and Families System Transformation Programme continues to address the challenges identified within the children's social care system and the broader children's system. The papers to this Committee in June and July 2016 highlighted that a new way of working had been developed with partners, which recognises the importance of system leadership, commissioning in partnership and empowering communities and families to help each other and themselves.
5. To achieve the benefits of demand reduction, improve outcomes for children and families and utilise all available resources effectively a way forward has been agreed through the Families Strategic Partnership to implement the system transformation through a place-based approach, this is referred to later in the report.
6. Our goal is to create a new relationship between Staffordshire families and the organisations which support them. The aim is to create a balanced partnership where organisations help families and communities to build skills and confidence

so that they can effectively support themselves and one another within their own community.

7. This work is being tested and evidenced through the eight district pilots. A separate progress report will be presented to the Select Committee on the 19th January 2017 based on the report previously submitted on 8th July 2016.

Progress

Governance

8. The current governance structure consists of the Family Partnership Executive Group (FPEG), which informs the Family Strategic Partnership Board (FSPB) to enable collaborative working.
9. A number of working groups report into FPEG including Building Resilient Families (BRFC). A key part of this work is to mainstream BRFC practice across the partnership. A copy of the Families Strategic Partnership: Children's, Young People and Families Strategy is attached at Appendix A. This outlines the outcomes framework and assists FPEG co-ordinating activity.
10. The Families Strategic Partnership (FSP) (Appendix C) revised its partnership arrangements in September 2015. The revised FSPB arrangement provides leadership, on behalf of the Health and Wellbeing Board (H&WBB), for the improvement of outcomes for children, young people and families, to deliver the following H&WBB priorities:
 - a. Starting Well: every child has the best possible start in life to reduce differences in the quality of people's health and wellbeing in the future
 - b. Growing Well: children and young people are supported to reach their potential so that they can have greater control over their lives
 - c. Living Well: children, young people and adults are supported to make good lifestyle choices.
11. The aim is to triangulate activity on the children and families agenda. The FSPB also works closely with the SSCB; examples of joint activity include, Early Help and Hidden Harm.

Early Help

12. Following on from the Early Help Strategy, the Early Help Steering Group is co-ordinating a number of work streams to embed the early help offer as core business across commissioning, workforce development, early years and voluntary sector organisations. This will be captured in a supporting document defining the early help and earliest help offers in conjunction with partners. This will generate the Early Help offer in districts, and a means of measuring it. Discussions will also be held with partners on a district by district basis as part of a Place Based Approach

Pilots

13. With the exception of Newcastle (start date December 2016) the district based pilots are all operational, with Tamworth and Newcastle pilots being included in the place based approach planning. The update on the progress of the pilots will be presented to the Select Committee in January 2017 to enable detailed discussions and evaluation of the pilots.

Community Capacity

14. The 'People helping People' strategy is key to the success of the transformation programme and central to the place based approach. There are a great deal of community based projects that undertake excellent pieces of work with families which prevent them entering a public service system. The place based approach will capture this offer and support and grow this activity within localities. The 0-5 year's age range is a particularly vulnerable group and represents the largest cohort of children on child protection plans; therefore these young children will be a key target group.

Intelligence Function

15. Work continues with designing and piloting an intelligence function, which is now being refocussed in line with the place based approach. The Intelligence Function will support work with families, including commissioning. It will ensure that our commissioning intentions are intelligence led and locally effective.
16. Building relationships and working with the local schools that have valuable information about the communities, families and vulnerable children within their catchments is central to effectively shaping our placed based approach. The work around our intelligence function will use soft and hard intelligence from schools along with other partners, for example health professionals, to fully understand who our most vulnerable families are and where help and support should be targeted.

Front Doors

17. Work has previously been undertaken to reduce the number of access points available to families and individuals who are contacting Staffordshire County Council to ensure that all contacts reach those who are best placed to help. The 'front door' work stream has now refocussed in light of the placed based approach and this may change the original design. The work around an integrated voice recognition system continues and will be implemented in First Response with the aim to direct help to the appropriate location and reduce demand into First Response.

Other Progress

18. The Healthy Child Programme, 0-19 Children and Young People's Health and Wellbeing Programme will commence on 1st April 2018. This will incorporate the health visiting and school nursing contract which is currently being delivered by

separate providers. This will go out to tender and is linked to developing community capacity to support those children under the age of 5 who are our most vulnerable.

19. Work within Families First continues to see positive outcomes for children and families via activities targeted at those on the cusp of statutory intervention. The Intensive Prevention Service is contributing to reducing the number of children aged 11-17 years that become 'looked after'. Through direct work using evidence based programmes on a 1 to 1 basis and family work this project is on target to achieve the anticipated 5% reduction in the number of children in this age range becoming looked after.
20. The Breathing Space project is aiming to prevent repeat removals of babies from mothers where a child has already been taken into care. Again through intensive key worker support in a multi-agency team and working systematically with wider family and social networks, this project is avoiding costs by preventing children entering or remaining in the care system. For example, there are 14 intensive support currently cases open to the service and one mother and baby family have been placed in supported accommodation from foster care whilst another child in care has now returned to the family home on a plan.
21. Families First is also working with partners with a targeted intervention (Intensive Family Support Service) focussed on parental drugs and alcohol abuse, and this service is making positive progress, A total of 43 families have been supported by a family intervention worker and are completing or have completed 4-6 weeks of intensive support in additional to 'check in' support.
22. Where it is appropriate and safe to do so Families First are working to return children who have been in care back to their families. This programme ensures that appropriate support is available to enable this to happen safely and to maintain the child / young person within the family environment.
23. A workshop was held in August 2016, where 25 partners came together to discuss what is meant by Hidden Harm. As a result, the group will develop a strategy to deliver on the Hidden Harm agenda by aligning work already being done around parental mental health, parental substance misuse and domestic abuse.

Integrated Commissioning

24. The working group continues to meet to discuss best practice and developing processes and practices which will enable commissioning for root causes. The group will be meeting at the end of November to consolidate the learning to date and co design a future plan of work. Operating principles have been designed and agreed that represent best commissioning practice. A timeline will be produced which will outline current and future contracts, and will provide greater clarity around opportunities to jointly commission. This is in conjunction with a best practice toolkit to influence and inform future commissioning practice.
25. There are a number of opportunities where contracts are currently being jointly commissioned and these will achieve better outcomes for young people and their

families; for example the Child Sexual Exploitation (CSE) and Missing person contract.

26. Where contracts are not in a position to be jointly commissioned, the group have an awareness of other work which may influence their own commissioning work in the future and avoid duplication. The workshop will also provide an opportunity to inform partners of the place based approach and a discussion of the Joint Strategic Needs Analysis (JSNA). The work of the Integrated Commissioning Group will continue be informed by partner activity including Early Help and the development of Community Capacity through the 'People Helping People' work stream

Place Based Approach

27. The first phase of a multi-agency approach towards a new way of working has focussed largely upon the governance of the system, ensuring that we have the correct stakeholders around the table, developing our understanding and thinking around the commissioning process and testing areas of work which will inform the model going forward.
28. We have now reached an important point in this work and are modelling phase two of the transformation. This next phase will consider the future design of the children and families system from tier one through to tier four services.
29. A place based approach to the transformation is an opportunity to design and implement locally based solutions, tailored to the individual needs of a district, rather than one that is centrally designed without local input. This will enable partners to work more effectively together. Our working definition, to be agreed with partners, for a "place-based approach" is:

"We will be working collaboratively and creatively on an evidence base, using all available assets and resource within an identified place to improve outcomes for families and children"

30. Helen Riley, the Deputy Chief Executive and Director of Families and Communities, has initiated high level strategic conversations with senior key partners and internal stakeholders to discuss the potential end state of a place-based approach in districts (Appendix B).
31. This will shape how our communities grow, how we commission effectively with partners and internally, and how we focus money on an evidential basis to reduce demand and improve outcomes systematically. The very nature of a place-based approach means there is no "one-size" fits all.
32. Conversations have begun with two districts and Staffordshire Police to understand and design what a systematic place-based approach may look like. Both of these districts have their own complex needs and have begun the process of co-location of partnership-led solutions to enable more effective working practices. The next stage is for all partners to discuss what each of their critical success factors are and their specific key accountabilities.

33. Strategic partners are collating information to paint the systematic financial picture of a placed based approach by assessing the current costs and resources in each of these districts. This includes staff costs, commissioning expenditure, alongside general running costs. It is recognised that some areas of statutory responsibility may need to continue to be maintained and developed centrally, however this will be designed and shaped by partners.

Link to Other Overview and Scrutiny Activity:

- Children, Young People and Families Transformation Programme – Safe and Strong Communities Select Committee – 8th June 2016
- C,Y,P&Fs Transformation Programme – Overview of Programmes Including the Vision Pilot – Safe and Strong Communities Select Committee – 8th July 2016

Contact Officer

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Appendices/Background papers

Appendix A: Families Strategic Partnership: Children's, young people and families strategy

Appendix B: Place Based Approach /End State diagram

Appendix C: Governance structure



STAFFORDSHIRE
FAMILIES
STRATEGIC
PARTNERSHIP

STAFFORDSHIRE'S CHILDREN, YOUNG PEOPLE AND FAMILIES STRATEGY 2016 – 2026.

FOREWORD

On behalf of the Families Strategic Partnership Board, we are delighted to share the Staffordshire Children, Young People and Families Strategy with you. This document has been developed so that all partners including families, have a clear understanding of our ambition for Staffordshire's families and how we intend to meet it.

Families continue to be the cornerstone on which our society is built; children and young people are so important. Their wellbeing and future is a priority for all of us.

We want families to be happy, healthy and safe. To feel they belong to and can give something good back to their communities.

The Families Strategic Partnership Board has taken an approach that puts families at the heart of all we do. We have listened to the feedback from our families and considered a range of data.

People don't want to be in systems, they want to be supported by their friends, families or communities to manage the day-to-day problems they face.

We want to support people to help people and to enable communities to see the strengths and resources they have to support the families within them.

Our goal is to create a new relationship between families living in Staffordshire and the organisations who support them. A more balanced partnership where organisations help families and communities to build skills and confidence so that they can continue to support the families within them .

In practice, more families will feel confident and able to address their own concerns and needs as soon as they arise and to help others. Where support and early help is required for some families, access to this will be quick and make a difference. We recognise that some families need more intensive support and we will continuously strive to make sure our response helps families with problems to get back on track.

By taking this approach, we can make best use of public sector resources by reducing demand for specialist support, especially across adult and children's health and social care.

No single organisation can fully support the various and sometimes complicated challenges that some of our families face.

To succeed we will need to work together and commit to continuous improvement in both planning for and delivery of services.

We would like to thank everyone who has helped to shape this strategy and who will now drive forward actions both locally and at a county level to make a real difference for Staffordshire's families and communities.



Insert signature

Helen Riley
Chair of the Families Strategic Partnership Board
Deputy Chief Executive and Director of Families & Communities, Staffordshire County Council

A handwritten signature in black ink, appearing to read 'G. Luznyj'.

Glynn Luznyj

“The foundations for virtually every aspect of human development – physical, intellectual, and emotional – are laid in early childhood. What happens during these early years (starting in the womb) has lifelong effects on many aspects of health and wellbeing.”
(Marmot, 2010)

Introduction and context

This is the overarching strategy for how organisations in Staffordshire will support children, young people and families. It drives every other plan or piece of work we do in Staffordshire to support them.

Staffordshire is a good place to live. Most children are happy, safe and have loving homes, but there are some families who face challenges that mean they cannot thrive in the way they want to.

There are 189,343 children¹ and young people aged 0-19 years old across the county, an area which spans 1,010 square miles.

Staffordshire’s families live in one of eight districts - Cannock Chase, East Staffordshire, Lichfield, Newcastle-under-Lyme, South Staffordshire, Stafford, Staffordshire Moorlands, and Tamworth. The largest city in Staffordshire is Stoke-on-Trent, which is administered separately from the rest of the county as an independent unitary authority.

Families across Staffordshire can be very different to each other. Some live in middle of the countryside. Others live in big towns with lots of other people. People in some areas have quite a lot of money and comfortable lives, others have less and some live in poverty.²

This means that the needs of Staffordshire’s children and families can be very different and the way we meet the needs of these families will be different.

One of the biggest challenges we face is how to make a limited amount of money and resource work as hard as it possibly can to meet these varying needs.

Figure 1 - If Staffordshire had 100 children

48 would be girls, **52** would be boys. 2013 mid-year estimates(ONS)

91 would be White British and **nine** would be from minority ethnic communities, Inc White European, Asian or mixed heritage. 2011 Census (ONS)

Seven children would speak a language other than English. Jan School Census

The majority of children would be growing up in stable, loving households; however, **four** would have been allocated a social worker, out of which, **one** would be in care or be subject to a child protection plan. **Three** children would be receiving targeted, early help from Families First. **One** child would be a young carer. Families First

Many children would live in families of modest or affluent means; however, **14** would be living in poverty and **15** would have a special education need/disability. DWP

Most children would be in loving households, but **two** would experience living with parents where domestic abuse, substance misuse and mental health concerns impact on their daily lives. TSU

Most children would be happy at school, but **three** would be experiencing bullying at least once a week, and **four** would be regularly absent. TSU The majority would have good emotional wellbeing; however **10** children would have a mental health problem. ONS

Most children would be healthier than their parents, but on average, **14** would be classified as obese. Nat Child measurement programme

Most young people would make a positive contribution to their community, with only **one** getting into trouble and working with the Youth Offending Service.

98 young people would leave school at age 16 achieving at least one qualification, and **55** would leave school with five or more A*-C GCSEs (Inc English and maths). DfE School Perf Tables

87 would go on to further education, but **five** would not be in any form of education, employment or training at 16. LA NEET figs 2014

The views of children, young people and families

Young people want somewhere safe to go, something positive to do and someone trustworthy to talk to (Youth Matters 2010). Figure 2 summarises a 2013 survey completed by 1700 8-15 year olds looking at their area, their future, their health and their safety. It also includes a series of local engagement events in 2015/16 to ask young people to identify what, if anything had changed from the 2013 survey. Source: <http://www.staffscvys.org.uk/youthevents.html>

The key message from children, young people and parents is that when they need help and support, they will turn to people in their community that they trust – peers, neighbours, friends, family.

They are less likely to seek the help of a 'service'. Many parents said they found service based help stigmatising and accessing it made them feel like a bad parent.

Children, young people and parents want to see more opportunity to get support from people facing similar issues as them who are living nearby, whether this is face to face or online.

They also said that they would seek professional help but that this would be when the problem is specific, difficult or complicated.

Parents want:

- Networks of support in their community
- Schools to be proactive
- More activities for their children

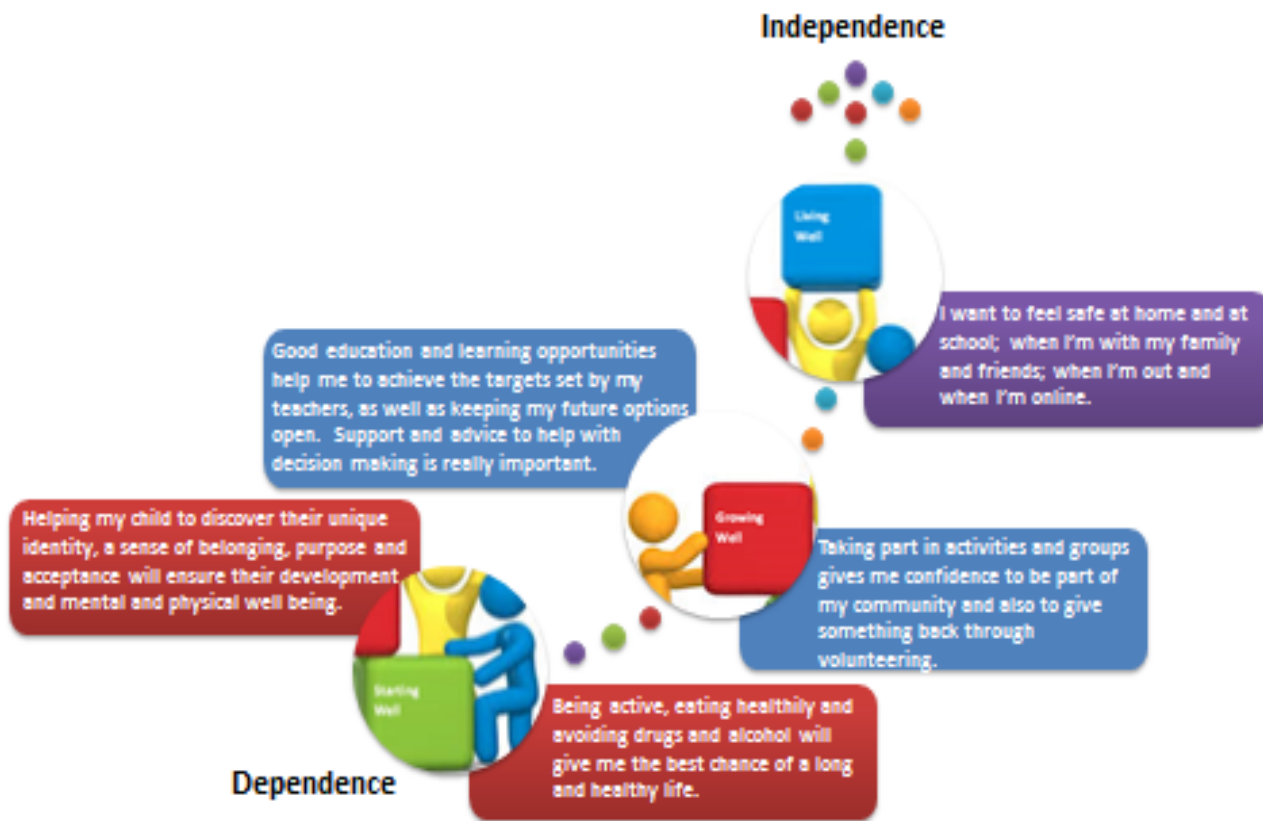
They said when they access help from a professional they would like it to be in their community, at places they go to such as the school, GP or nursery.

They also said they wanted consistency in professional support and did not want to have to tell their story to multiple people or be 'passed around' services.

The Best Start consultation (2014) had over 1600 responses. In short:

- 97% wanted more focus on being positive parents
- 96% wanted good support for those in need of help
- Parents wanted better information about the early days and preparing for parenthood through to local community activities and meeting other parents
- Parents sometimes found it difficult to navigate services and there was uncertainty of what support is available and when.

Figure 2 – What Staffordshire’s young people and parents value in striving for a positive future



Working together so that families can thrive

What we want for Staffordshire’s children and young people

At all stages in their lives we want Staffordshire's children and young people to lead the best life possible. We want to see children and young people who are:

1. Happy and healthy
2. Feel safe and belong
3. Achieve and contribute

Our Vision

To get what we want for Staffordshire's children and young people, we have a clear vision where:

Families and communities have the strength, skills and knowledge they need to ensure their children and young people are healthy, happy, safe and achieve their potential

Our Approach

Children, young people and families have said they don't want to be in systems. They want to be supported by people they trust - their friends and 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.

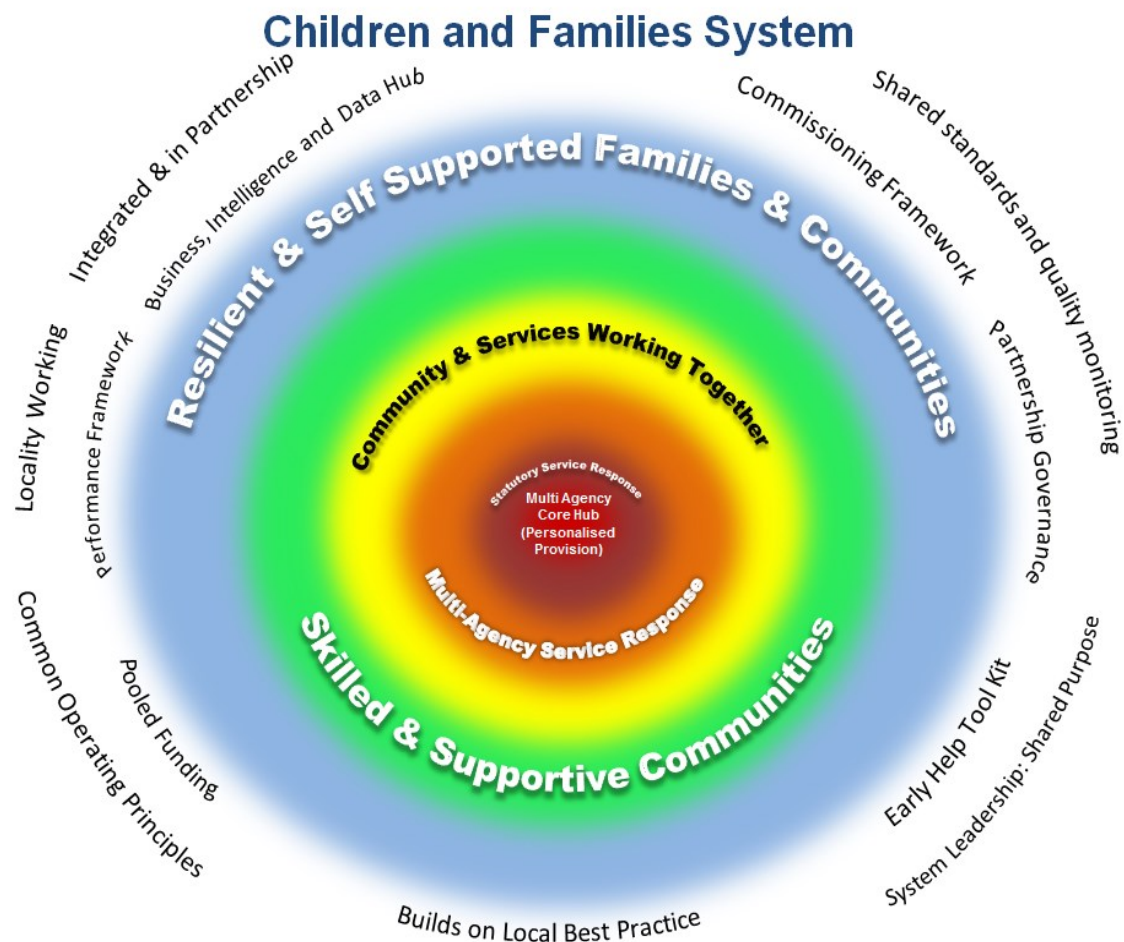
Supporting families is not about 'doing it for them'. It's about enabling families to find their own solutions to problems and keep going with the positive changes they make to their lives. We want to encourage and support families and communities to make use of the support around them, help each other and be able to tackle problems using the strengths they have within their family and community.

From time to time, some families will need early help and a few will need statutory services and intervention. Where it is required, this input from services will be effective and timely, helping families to get back on track and to stop their situation worsening.

Figure 3 – Our approach to working with children, families and communities

Note: I'd suggest taking out the enablers around the very edge and having these in the 'Making it happen' section

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A detailed explanation of each element can be found in appendix 1.

Our approach is underpinned by the following principles:

- We will look to build strength and the ability to deal with problems between people and the networks available to them (be that in their families and/or wider communities) so that they can meet their own needs
- We will always consider how we can enable the community to meet the needs of its families before developing new public sector services
- Where specialist services are required, they will be provided quickly and alongside early help
- We will use our resources fully and efficiently to improve the lives of Staffordshire's children and will target those who need most help

Working in this way is not only better for families, it is better for public services too. When families and communities are strong, and are able to get early help, there will be less demand for expensive specialist services.

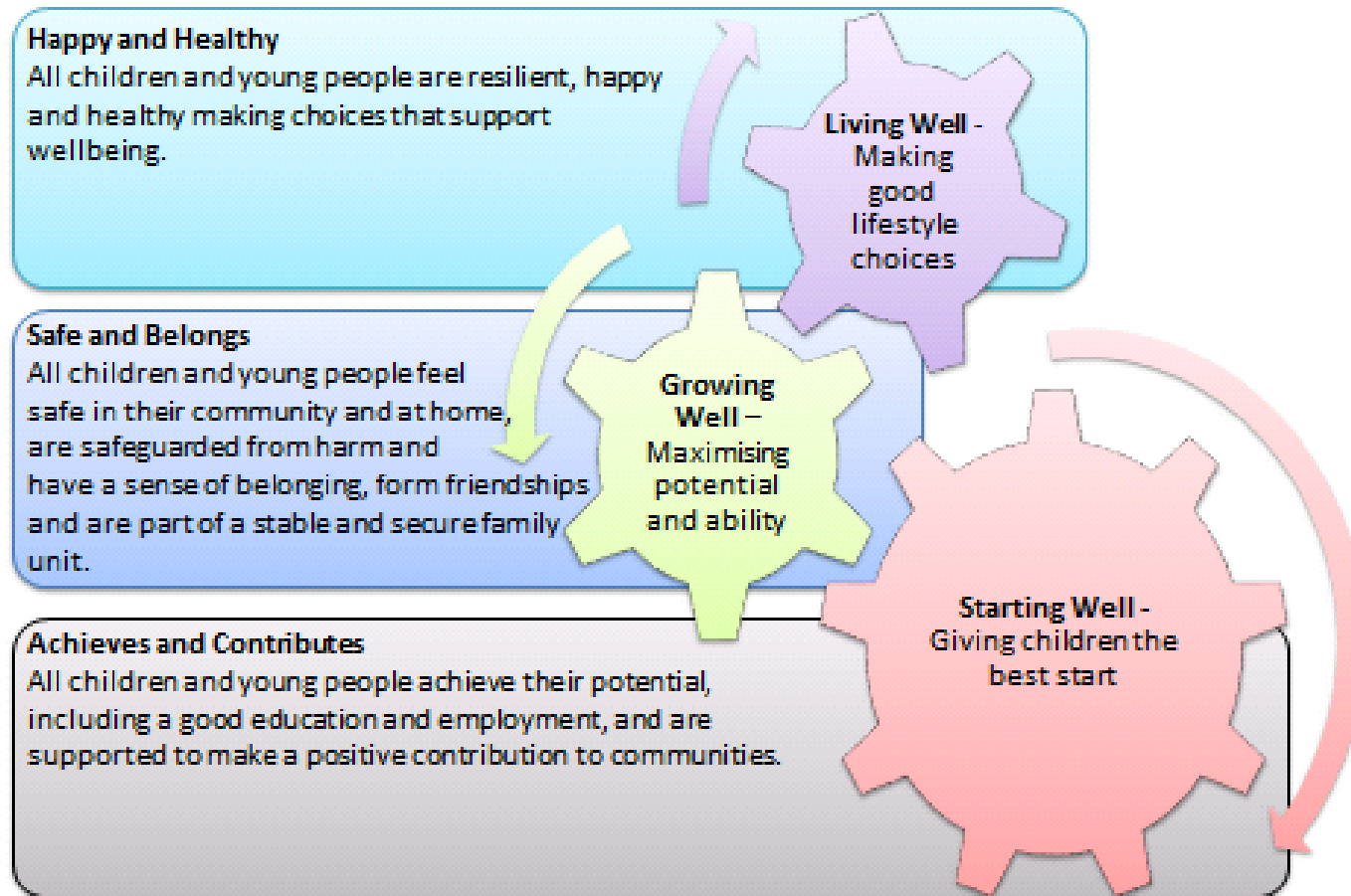
Our priorities

To get what we want for Staffordshire's children and young people, we need children and young people who are supported to start, grow and live well.

Staffordshire's Health and Wellbeing Board and Families Strategic Partnership Board have chosen these same priorities as they are important to every person living in Staffordshire:

1. **Starting Well**: every child has the best possible start in life to reduce differences in the quality of people's health and wellbeing in the future
2. **Growing Well**: children and young people are supported to reach their potential so that they can have greater control over their lives
3. **Living Well**: children, young people and adults are supported to make good lifestyle choices.

Figure 4 – Summary of outcomes and priorities



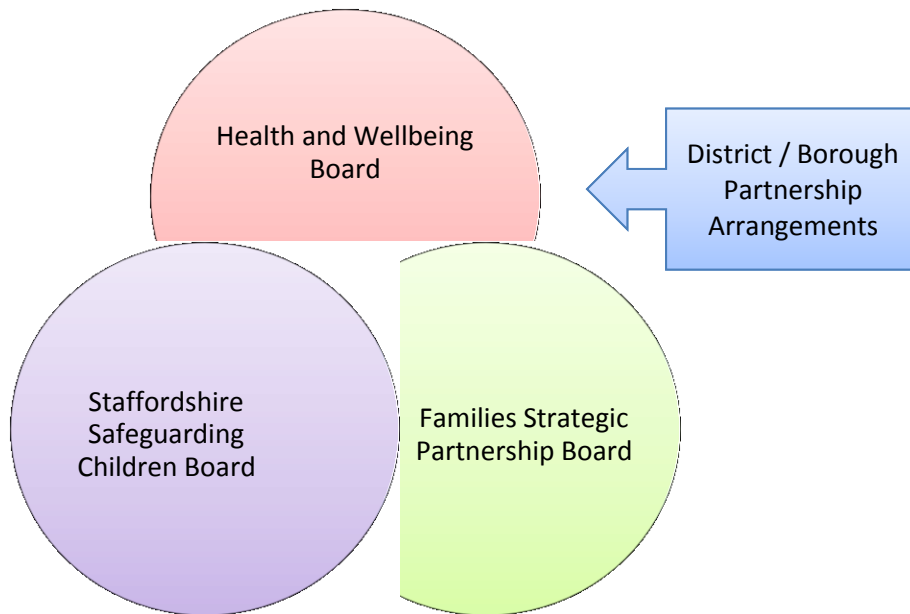
Making it happen

Accountability and responsibility

The responsibility for making sure that this strategy is delivered rests with Staffordshire's Families Strategic Partnership Board and in turn, the organisations who are part of the Board.

Partnership representatives include the Office of the Police and Crime Commissioner, Police, Fire, Voluntary and Community Sector (VCS), Local Authorities (including County/District/Boroughs), NHS England, Clinical Commissioning Groups and Education colleagues. The Partnership works on behalf of the [Health and Wellbeing Board](#) and closely with the [Children's Safeguarding Board](#)

Figure 5 – Partnership arrangement for Staffordshire.



The Families Strategic Partnership Board will:

- Set the strategic direction and vision around children, young people and families, reviewing and refreshing it when required to ensure it is still relevant and focussed on the right things
- Champion the culture of working together in partnership around the needs of families, continuously asking each other ‘what are you doing to embed and deliver this strategy and how can we work together more effectively’?
- Provide leadership to ensure that the actions of different people and organisations in Staffordshire complement each other
- Regularly review performance against delivery plans to ensure progress in delivering this strategy
- Aim for continuous improvement and transformation at a local and county level across priority topics for example, emotional wellbeing and Special Educational Needs and Disability (SEND)

Clear delivery plans

To make this strategy a reality and achieve what we want for Staffordshire’s children and families, we need a clear plan of action that we can measure our progress against.

The first thing we will focus on is the creation of delivery plans that enable us to:

1. Embed effective and systematic **early help** across Staffordshire in line with the Early Help Strategy and toolkit
2. Plan for and **commission joint ways of working** across organisations
3. Drive action to reduce the effects and impact of **hidden harm** in line with the Hidden Harm Strategy
4. Facilitate and help to grow **community based support**

Every new piece of work to support Staffordshire’s families will be in line with what we want to achieve for Staffordshire’s children and families and the approach set out in this strategy. Every organisation must own and adopt it and work jointly to develop delivery plans if we are to implement this strategy successfully.

Shared ways of working

To continue to strengthen how we work together, we will also take opportunities to:

- Pool funding

- Share information and intelligence
- Create a joint commissioning framework
- Share standards, quality monitoring and performance frameworks

Local focus

There are times when a countywide approach may be helpful in maintaining consistency and getting the benefits of doing something on a big scale, but we know that the needs of families and communities differ from each other and so much of the work to ensure families are supported must be driven locally in the heart of communities themselves.

A standard way of identifying what is most needed in an individual community will be rolled out.

This will involve listening to feedback from families, communities and professionals and looking at a range of data to decide what priority areas require action. It will also need to be part of district governance arrangements.

How will we know we are making a difference?

Overall, we would like to see evidence that Staffordshire's families and communities are stronger and able to use their strengths to solve the day-to-day problems they face. We'd expect to see people getting help early from their families and communities and demand for specialist and statutory services reducing because people no longer need them.

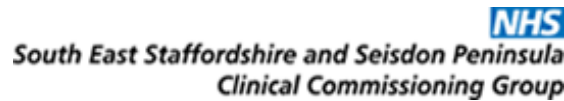
Our delivery plans will be joined up and measurable so we can continually track our progress towards this.

We will ask our families what difference this strategy and its plans have made to their lives. We will also use data that we collect on the quality of people's lives to see if this keeps improving.

Appendices

Appendix 1 – Description of the elements within the Children and Families System

	What?	Who for?
Resilient and self-supported families and communities	Families and communities support themselves and are resourceful and resilient.	The community
Skilled & Supportive Communities	Communities have the skills and knowledge on how to access resources/support when a family needs additional help. Communities are integrated, sustainable and resilient and help each other.	All children, young people and families and the people they interact with in their community
Community & Services Working Together	An environment where communities and services work together to find solutions and support children, young people and their families.	<ul style="list-style-type: none"> • Children and Families where there is a risk of escalation • Children and Families where issues have occurred • Children and Families de-escalated from targeted support • Localities that are struggling (with multiple risk factors)
Multi-agency service responses	<p>An environment that identifies and engages promptly with children, young people and their families in need of support to enable them to maintain an independent family life.</p> <p>A 'whole system' partnership approach that considers the whole family.</p> <p>Robust information sharing and professionals working more effectively and efficiently together to support families.</p>	<ul style="list-style-type: none"> • Children and Families where there is a risk of escalation • Children and Families where multiple issues have occurred • Children Families de-escalated from the statutory services • Localities that have long term, ingrained challenges
Statutory Service responses	An environment where vulnerable children, young people and their families are supported for the right time by the right services, in order to return, where possible and appropriate, to independent family life as quickly as possible. It is also about maintaining family life through access to skilled and supportive communities and communities and services working together even when statutory services become involved, it isn't an 'either/or' option.	Covers children, young people and families in the statutory parts of the social care (Children in Need – S17 Children Act 1989 definition; LAC; safeguarding; adoption), mental health, SEND (a proportion of) and YOS systems and partners statutory responses for vulnerable people (e.g. Police, Housing, DWP)



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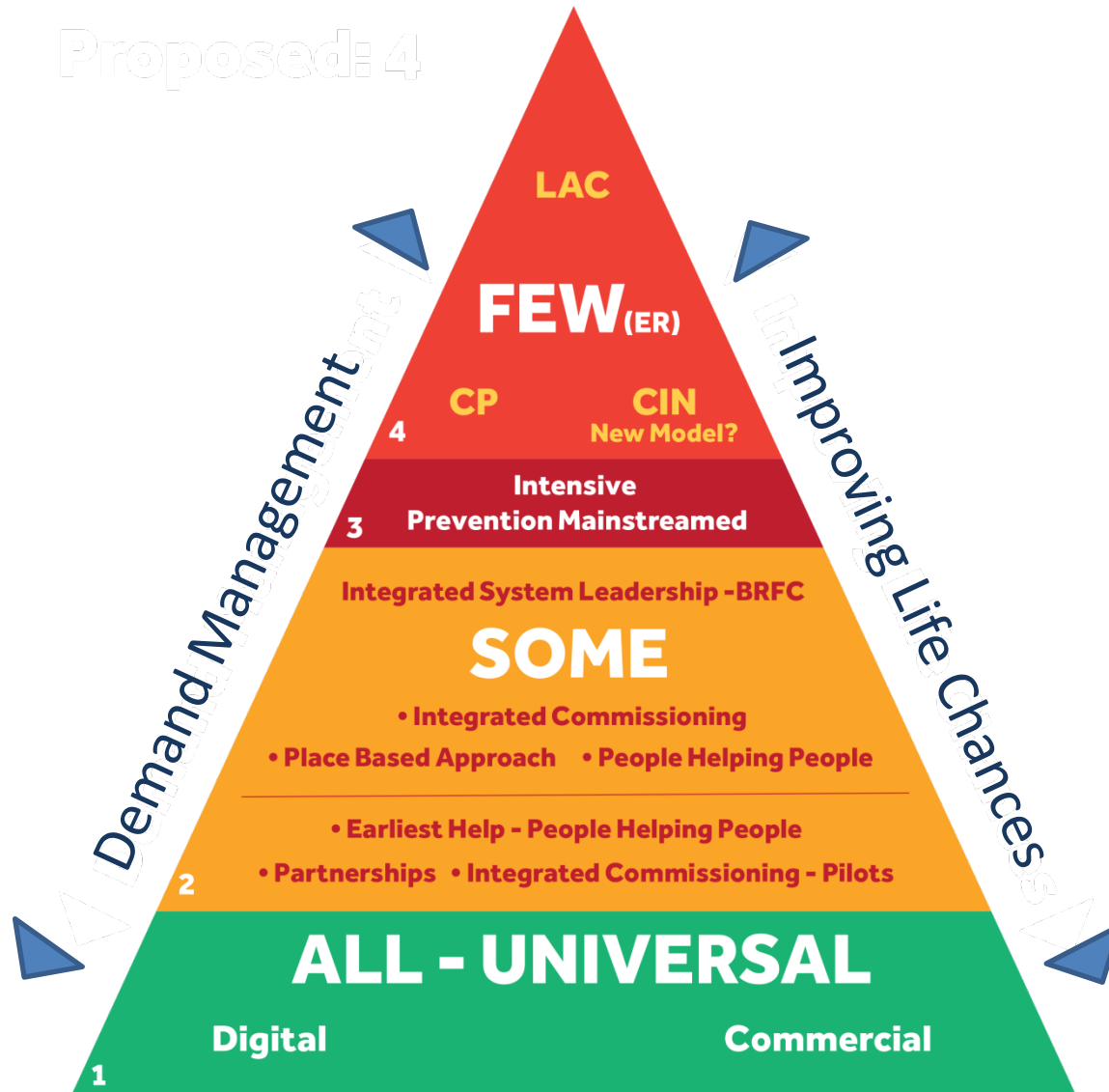
Staffordshire Fire and Rescue Service
preventing • protecting • responding



STAFFORDSHIRE
moorlands
DISTRICT COUNCIL
AIMING FOR EXCELLENCE

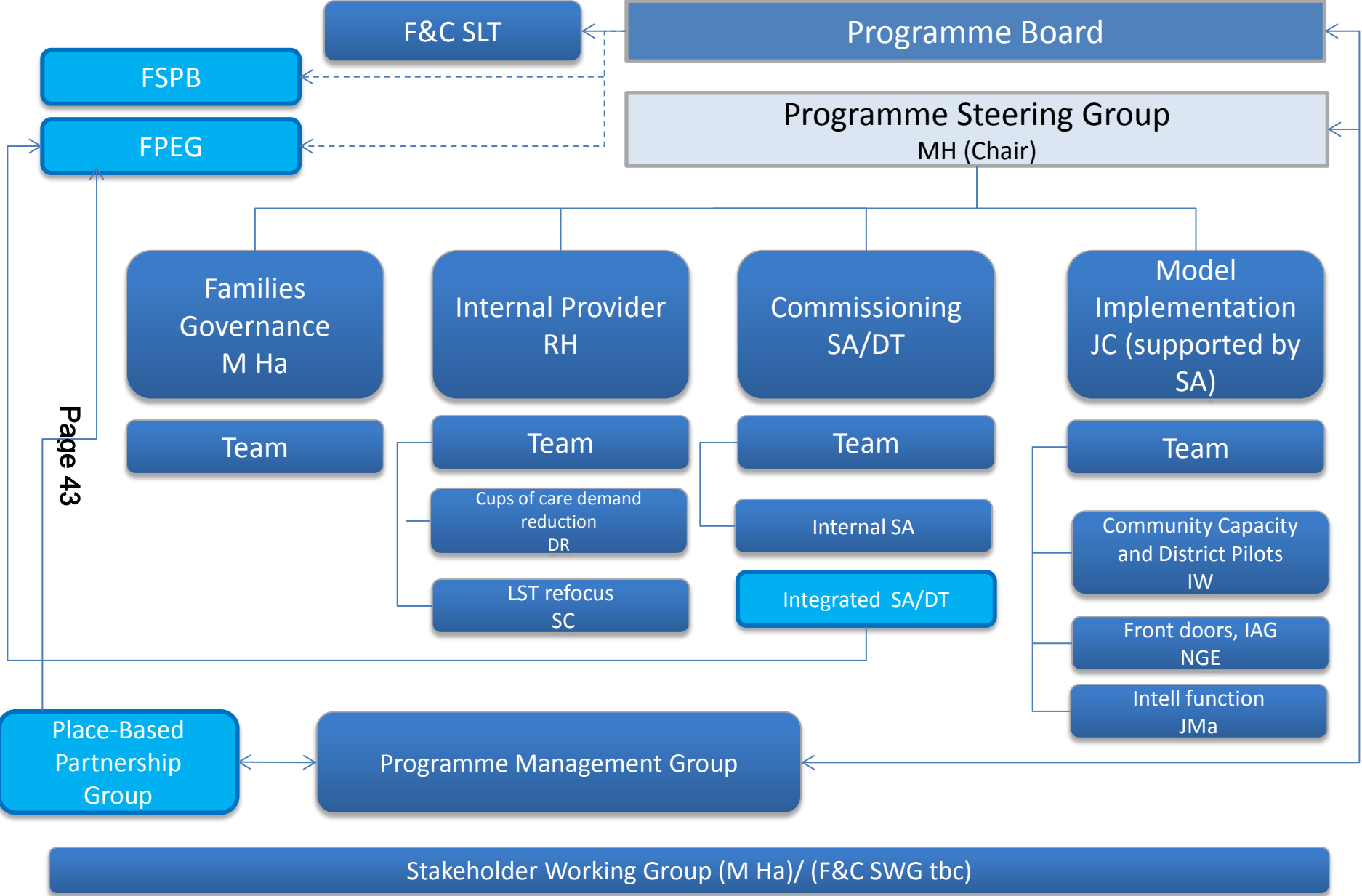


Proposed: 4



Children's Transformation Programme – Phase 1 Implementation Place-Based Approach

October 2016



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Local Members' Interest
NA

Safe and Strong Communities Select Committee – 12th December 2016

Transforming Care Partnerships – Adults Safeguarding Implications

Recommendations

1. That Members of Safe & Strong Select Committee consider the progress made towards the development and implementation of the Transforming Care Programme; and
2. Members consider the findings of the needs assessment and give their thoughts on priorities for development and next steps.

Report of Cllr Alan White, Cabinet Member for Health, Care & Wellbeing

Summary

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

3. This report updates the Committee on progress made on the development and implementation of the Transforming Care Programme following its sign-off by Cabinet on 18 May 2016, and the request by Members to understand the safeguarding implications arising from the above.
4. Since this time, the local programme has made significant progress in scoping the needs of the existing in-patient cohort and mapping the current admission, discharge and Section 117 preventing re-admission pathway. However, discharging people from long-term in-patient care has proved more challenging. The reasons for this are set out in this report together with the proposals for development of the local provider market and a Dynamic Purchasing System to support patient discharges and develop a new model of care to support people to live in the community.

Report

Background

5. The Transforming Care Programme is a national programme that was set up following a slow and limited response to the Winterbourne View scandal which highlighted the abuse of some long-term in-patients with learning disabilities and/or autism. Led by NHS England, the Local Government Association (LGA) and Association of Directors of Adult Social Services (ADASS), the programme aims to transform the way services for children, young people and adults with these diagnoses, including those with mental health conditions or challenging behaviours, are commissioned and delivered. It aims to reduce the current reliance on in-patient treatment, often for long periods of time in locked facilities far from home.

6. The programme will stop people being referred to hospital inappropriately, provide the right model of care so people can live in the community, either at home or in more supported settings, and drive up the quality of care and support for people with these diagnoses. The programme will achieve this through the delivery of a:
 - a. New national service model to provide support to live in the community
 - b. National resettlement programme to move service users out of hospital/care home settings into more appropriate local accommodation. The programme aims to reduce reliance on in-patient beds, which result in the closure of some facilities. The programme will be underpinned by more appropriate, personalised models of care and provision of support for people closer to their families. Nationally, local partnerships should the new service model should be in place by March 2019, alongside completion of patient discharges and the associated bed closure programme.
7. The Transforming Care Partnership Plan was brought to the Healthy Staffordshire Select Committee on 10 May prior to its approval at Cabinet on 18 May 2016. Questions at the time were raised regarding the financial implications for our care budgets arising from the discharge of in-patients from long-term health settings into the community, which are currently being negotiated with the CCGs to limit the impact.
8. The Select Committee is being asked to review the progress made towards to development and delivery of the proposals set out in the Staffordshire and Stoke Transforming Care Partnership Plan, which was approved by NHSE in May 2016. This set out how the Staffordshire County Council, Stoke on Trent City Council and the six local Clinical Commissioning Groups will work together to deliver the discharge and resettlement programme from long-term in-patient settings and to commission and deliver the new service model to support this cohort to live in the community.

Staffordshire & Stoke on Trent Transforming Care Partnership

9. The Staffordshire and Stoke on Trent Transforming Care Partnership is a commissioner led partnership, which brings together Staffordshire County Council, Stoke-on-Trent City Council together with the six local Clinical Care Groups (CCGs), NHS England and patient representation via Health Watch to plan and deliver the programme.
10. The cohort of individuals affected by the resettlement strategy for Staffordshire and Stoke currently stands at 53 per NHS data submitted. This is a moving population as admissions to an inpatient setting can vary from week to week. NHSE have set all local partnerships a trajectory for discharges with an aligned bed closure programme to release funding to fund the development of services and support needed to prevent admissions and support people to live in the community leading satisfying and valued lives.
11. Since the programme was established in January 2016, the initial focus was on developing a Transformation Plan and then on carrying out a detailed needs assessment of the current in-patient cohort to understand where they are now, where they want to be and their current and future needs. The needs assessment highlights a local need for accommodation, support and provision for people with autism, challenging and forensic behaviours, particularly in Stoke and the south of the county. These needs

will be reflected in updated commissioning intentions for health and care for all-age disabilities.

Findings from the Needs Assessment and Review of Current Pathway

12. The current “AS IS” pathway for admission, discharge and preventing re-admission have also been mapped with local health providers and included engagement and consultation with people with lived experience, their families and carers to identify issues with the current pathway to support it re-design. Review of the current patient pathway has found that the current system is reactive and focussed on the assumption of admission.
13. The needs assessment highlights that there is a need to:
 - a. design integrated, joined-up approach for the whole of Staffordshire with all providers following the same pathway so that all patients experience the same
 - b. proactively manage the barriers to discharge – funding, lack of providers and the lack of the right placement.
 - c. ensure providers actively plan for discharge during in-patient treatment
 - d. develop alternatives to admission, such as respite, in the community and provision of on-going support and upskilling of care providers to prevent admission.
 - e. develop the market to make sure commissioners have the right providers, for the person in the right place.
 - f. involve social care throughout admission and discharge process
 - g. develop integrated health and care teams
 - h. pool funding and integrate commissioning

Next Steps

14. As part of the next phase of the programme, commissioners from health and care will work with providers to re-design the pathway to agree one way of working across north and south of the county based on true partnership working between health and care. This will include reviewing the Multi-Disciplinary Team meeting so health and care staff work effectively to ensure timely discharge.
15. The needs assessment demonstrates a new for new ways of working and alternative provision to that currently available in Staffordshire and Stoke. Commissioners are currently conducting a gap analysis between need and current provision to see what support and services need to be developed – this will include flexible, short term respite accommodation and enhanced crisis support to help people stay out of hospital. It is likely to include enhanced intensive community support for complex needs and development of a step-up/step-down approach recognising that some individuals will need additional support at certain times.
16. To overcome funding issues over whether patients have a health or care need, commissioners will establish a virtual pooled fund. Work to establish a combined Dynamic Purchasing System with Stoke City Council, local CCGs and NHSE has commenced. This will work alongside existing frameworks the Council has negotiated to provide health and care needs for the TCP cohort and other complex needs that are not covered by existing procurement frameworks, which will be set up in 2017 alongside market and workforce development activity.

17. In addition, further work is planned with ASIST, a local voluntary and community group who supports people with learning disabilities, who have been commissioned by CCGs to support identification of accommodation, forensic and community service needs and to support the re-design of any new services and support. This has been funded by national transformation funding for partnerships and will add to the existing service user, family and carer engagement as part of the pathway mapping.
18. Alongside developing the new service model, commissioners are also progressing the discharge of individual patients with patients and their families supported by advocates from ASIST in the Care and Treatment Reviews. However, the pathway review shows that there is still more that can be done to support patients and to actively plan for their discharge, which will be reflected in the re-designed pathway.
19. In some instances, these are highly complex individuals who have been in institutionalised care for a number of years. Focus is therefore being given to ensure that they are discharged safely, receive the right care and treatment and are in the right environment. In some cases, where there are forensic needs, this may mean they are still cared for in secure environments but that these will be more home-like settings with appropriate care and support.
20. The Council has robust policies and procedures and risk assessment processes in place to support patient discharges so that nobody will be discharged unless it is safe to do so. A key focus of the local partnership is development of the market to support the Transforming Care cohort and other people with complex needs so that there is sufficient, appropriate and high quality local provision to support people in the community. Alongside this, the programme will focus on workforce development to ensure that there is an appropriately qualified and empathetic workforce to support people with dignity.
21. Negotiations are also on-going between the Council and CCG partners to ensure that discharge programme does not result in a cost pressure to the Council as people are discharged from health setting into the community and care. An outline proposal has been produced setting out guiding principles to support to ensure the Council limits the cost and liability associated with the discharging patients when they transfer from health to care budgets. Once agreed in principle, this will need to be reflected in a signed legal agreement.
22. The programme is being led by the Transforming Care Partnership Board, supported by a Steering Group of lead commissioners for this cohort and the Transformation Support Unit. There are also a number of work-streams and task and finish groups to progress activity. An operational providers group has also been established, which will support the re-design of the pathway.
23. Transforming Care Partnerships are required to have discharged patients and delivered of the new service model by end March 2019 with progress monitored regularly by NHS England. A high level plan is set out in Appendix X showing key areas of activity so members can see the general scheduling. Now the main body of the needs assessment and "AS IS" mapping has concluded, the focus moves into the the re-design and commissioning of new services during 2017 and 2018.

24. Further reports to Cabinet, Select Committees and Safeguarding Boards will be brought to update on progress or to support key decisions.

Link to Strategic Plan

25. The Transforming Care Programme aims to improve the lives of disabled people in Staffordshire across all three Strategic Priorities but in particular:

- a. Be healthier and more independent
- b. Feel safer, happier and more supported in and by their community.

Community Impact

The CIA for the Programme has been updated and included below for reference.

SCC's Priority Outcomes & Impact Areas	Impact Assessment	
	Impact	Provide brief detail of impact
Prosperity, knowledge, skills, aspirations	Positive	The programme support people with a learning disability (LD) and/or autism to lead active lives in the community and improve their life chances.
Living safely	Positive	The programme will move current in-patients out of hospital/care home settings into more appropriate local accommodation and provide support live safely in their own homes just as other citizens expect to.
Supporting vulnerable people	Positive	The programme will ensure people with a LD and/or autism have the same opportunities as anyone else to live satisfying and valued lives, and to be treated with dignity and respect. The national programme has a strong emphasis personalisation.
Supporting healthier living	Positive	The programme will ensure that people with a LD and/or autism have better health. It will deliver redesigned health and care pathways and support a resettlement programme for long-term in-patients into more appropriate community settings. The new service model will provide

		support to delay or prevent in-appropriate admissions to secure hospitals and in-patient facilities.
Highways and transport networks	Neutral	No direct impact.
Learning, education and culture	Positive	The programme will engage education providers and the Transitions Team to support life-long learning.
Children and young people	Positive	The programme aims to improve the life chances of people with a LD and/or autism including children and young people.
Citizens and decision making, improved community involvement	Positive	The national programme aims to deliver a shift in power to individuals with an emphasis on personalisation and giving greater control to service users, their families and carers.
Physical environment including climate change	Neutral	No direct impact.
Maximisation of use of community property portfolio	Positive	As part of work to deliver the resettlement programme, the local partnership will conduct a review of current accommodation provision to see if this meets current needs and whether there are opportunities to seek national match funding to deliver improvements, which may include consideration of existing community property portfolio.
Equalities Impact	Impact	Provide brief detail of impact
Age	Positive	The programme will improve the life chances of all people with a LD and/or autism. The programme focuses on people with a LD and/or autism
Disability	Positive	
Ethnicity	Neutral	No impact identified as part of the analysis conducted.
Gender	Neutral	
Religion / Belief	Neutral	
Sexuality	Neutral	
Impact / Implications		

Resource and value for money (in consultation with finance representatives)	Contained n paragraphs 15 and 16 of the report.
Risks identified and mitigation offered (see corporate risk register categorisation)	There is a need to confirm the numbers and needs of any service users transferring from NHS care to social care. NHS England has not currently published any guidance on how the funding will be calculated, which remains a significant risk to the Authority. Work to confirm the numbers, need and financial pressures on the social care budget is on-going.
Legal imperative to change if applicable (in consultation with legal representative)	None directly arising.

Contact Officer

Report Commissioner: Nichola Glover-Edge

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Appendices/Background papers

None.

WORK PROGRAMME

Safe and Strong Communities Select Committee 2016/17

This document sets out the work programme for the Safe and Strong Communities Select Committee for 2016/17. 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 Tina Randall, Scrutiny and Support Manager on 01785 276148 or by emailing tina.randall@staffordshire.gov.uk

Membership – County Councillors 2016-17

John Francis (Chairman)
David Williams (Vice-Chairman)
Maureen Compton
Michael Davies
Bob Fraser
Terry Finn
Sandra Hambleton
Robert Marshall
Christine Mitchell
Mark Olszewski

Calendar of Committee Meetings 2016-2017

Wednesday 8 June – 2pm

Friday 8 July – 10am

Monday 5 th September – 10am

Wednesday 9 th November – 2pm
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Monday 12 th December – 10am

Monday 16 th January 2017 – 10am

Monday 6 th March 2017 – 10am
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Meetings usually take place in the Oak Room in County Buildings.

Work Programme 2016-17

Date of meeting	Item	Link to Council's Commissioning Plans	Details	Action/Outcome
Wed 8 June 2pm	Low Level Neglect Working Group Feedback Councillor David Williams	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	This will be an opportunity for the Working Group to share their findings and recommendations with the Select Committee.	The report was endorsed by the Committee and submitted to the Cabinet Members for response.
	Children, Young People and Families Transformation Programme Cabinet Member: Mark Sutton Officer: Mick Harrison	Resilient Communities Living Well Best Start Ready for Life Enjoying Life	This report follows on from the information presented in October 2015 on Commissioning for better outcomes for children, young people and families.	The Children's Transformation Programme was discussed. More detail would be provided regarding the pilot programmes to the Committee in July 2016.
	Update on work to address child sexual exploitation (CSE) in Staffordshire, to include progress against the CSAF Action Plan and information regarding Revenge Porn & Sexting Cabinet Member: Mark Sutton Officer: Mick Harrison	Resilient Communities Build a joint approach to crime and addressing the causes of crime. Enable people to access appropriate intervention at the right time. Ensure effective safeguarding for the most vulnerable in our communities	This item is considered on a biannual basis. At the Triangulation meeting in May 2016 the work undertaken to address revenge porn and sexting was queried.	It was confirmed that Staffordshire Safeguarding Children Board was undertaking an audit of schools and that the findings of this audit could be shared with the Committee. The Vice Chairman had written to the Leader of the Council re Chelsea's Choice funding. The number of referrals to CSE Panels were increasing as they had shown to be useful. There had not been appropriate or sufficient interest from providers to commission bespoke support service. Members sought reassurances regarding licensing practices in the District and Boroughs and it was confirmed that South Staffordshire District Council had invited auditors in to assess the process.

Fri 8 July 10am	Youth and Community Service update Cabinet Member: Mark Sutton Officer: Paul Woodcock	Living Well Enjoying Life Resilient Communities	The Committee last considered this item in July 2015.	<ul style="list-style-type: none"> The District Commissioning Leads share more information about local funding at Member Meetings. More information about the Liberty Staffordshire Community Interest Company be shared with Councillor Finn.
	C,Y &Fs Transformation Programme – Overview of Programmes including the Vision Pilot Cabinet Member: Mark Sutton Officer: Janene Cox/ Barbara Hine	Resilient Communities Living Well Best Start Ready for Life Enjoying Life	This report will follow on from the Overview of the Children Young People and Families Transformation Programme presented in June 2016. There are a number of pilots that are being initiated by partners across Staffordshire to explore the delivery of different aspects of the Family System model.	The names of schools involved in the pilots will be circulated to the Committee and an update will be brought to in December 2016.
	New: Verbal Cabinet Response: Preventing the Low Level Neglect of Children in Staffordshire Cabinet Member: Mark Sutton Officer: Mick Harrison	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	The Working Group's report was endorsed by the Committee at the 8 June Committee meeting and an Executive Response to the recommendations requested in 3 months time. This verbal update will be followed by a formal response in September.	The Select Committee were informed that a full written response to the recommendations would be presented to the September Select Committee meeting.
Mon 5 Sept 10am	Update from Staffordshire Police and Crime Commissioner P&CC: Matthew Ellis	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities. Build a joint approach to addressing crime and the causes of crime.	The Committee has a responsibility to hold the Police and Crime Commissioner to account for safety issues. The Cabinet Member for Health, Care and Wellbeing had suggested that the Committee scrutinise how successful diversion schemes had been. Responses to modern slavery, honour crime and the protection of those who are vulnerable and supporting victims may also be of interest. At the December 2015 meeting it was agreed that the Police and Crime Commissioner be invited to attend a future meeting and that Members submit lines of inquiry in advance of this	Discussion centred around the PCC's safeguarding role. Key areas of inquiry being around: <ul style="list-style-type: none"> Visible policing; Rises in violent crime including hate crime since Brexit; Protection of the most vulnerable within the community; Investigative policing hubs; The use of police cells as places of safety; Potential risks around sex offenders released from Stafford Prison; The current and future relationship between the Fire and Police Services; and Access to local crime statistics

Wed 9 Nov 2pm	Deprivation of Liberty Safeguards: update on the impact of central government cuts on assessments. Cabinet Member: Alan White Officer: Peter Hampton	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities.	This item was suggested at the Triangulation Meeting in May 2016.	The Select Committee requested a report to their January meeting highlighting the implications of the White Paper and addressing their continued concerns around: <ul style="list-style-type: none"> the anticipated elimination timescale of June/July 2018 for high priority backlog; the budgetary overspend; and how to address the medium and low level referrals.
	Customer Feedback & Complaints Adult Social Care Annual Report 15/16 Cabinet Member: Alan White Officer: Kate Bullivant	Running the business well	Adults' Services have a statutory obligation to submit the Annual Report on complaints and representations	The Select Committee commended the Customer Complaints and Feedback Manager on the thoroughness of the report. They have requested detail on: <ul style="list-style-type: none"> timescales for implementation of "learning actions", and comparative data for children's services from those authorities considered by the DfE to be comparators for Staffordshire Members also suggested that where an investigation had not been completed, this should be recorded as "ongoing" rather than "outcome not known"
	Customer Feedback & Complaints - Children's Social Care Annual Report 15/16 Cabinet Members: Mark Sutton Officer: Kate Bullivant	Running the business well	Children's Services are required to submit an annual report on complaints and representations to the relevant County Council Committee.	
	Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board 2015-16 Annual Report Cabinet Member: Alan White Independent Chair: John Wood	Resilient Communities Ensure effective safeguarding for the most vulnerable in our		The Select Committee had continued concerns over the limitations of Care Director. They agreed to raise these with the Corporate Review Committee, suggesting that the Committee consider a review of IT systems to highlight concerns and corporately address these.
Mon 12 Dec 10am	Confidential HR Update Cabinet Member: Alan White Officer: Liz Kealy/Mick Harrison/Deborah Ramsdale	Resilient Communities Ensure effective safeguarding for the most vulnerable in our	Item requested by Shadow Cabinet Member for Safe and Strong Communities in November.	

	<p>Transforming Care Partnerships – Adults Safeguarding Implications (previously referred to as “Quality of Care in Adult Residential Care Homes”) Cabinet Member :Mark Sutton Officer: Nichola Glover-Edge</p>	<p>Resilient Communities Ensure effective safeguarding for the most vulnerable in our</p>	<p>This item was suggested at the Triangulation Meeting in May 2016.</p>	
	<p>Progress with the Children and Families Transformation Programme Pilot projects Cabinet Member: Mark Sutton Officer: Mick Harrison</p>		<p>This report will follow on from the information presented in June/July 2016.</p>	
	<p>Modern Slavery Officer: Mick Harrison Tim Martin and Lindon Evans, Staffordshire Police</p>	<p>Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.</p>	<p>It was agreed at the April 2016 meeting that update on Modern Day Slavery would be shared with the Committee in July 2016 however it was suggested in June 2016 that an update in December would be more timely.</p>	
<p>Mon 16 January 2017 10am</p>	<p>Cabinet Response: Preventing the Low Level Neglect of Children in Staffordshire Cabinet Member: Mark Sutton Officer: Mick Harrison</p>	<p>Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.</p>	<p>This item is the formal response to the Working Group’s recommendations.</p>	
	<p>Update on work to address child sexual exploitation (CSE) in Staffordshire, to include progress against the CSAF Action Plan and information regarding Revenge Porn &</p>	<p>Resilient Communities Build a joint approach to crime and addressing the causes of crime. Enable people to access appropriate intervention at the right time. Ensure effective safeguarding for the most vulnerable in our communities</p>	<p>This item is considered on a biannual basis. This issue was last considered on 8 June 2016.</p>	

	Sexting Cabinet Member: Mark Sutton Officer: Mick Harrison			
	Deprivation of Liberty Safeguards: update on the impact of central government cuts on assessments. Cabinet Member: Alan White Officer: Peter Hampton	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities.	Following consideration of DoLS at their November meeting the select Committee requested further detail around addressing the backlog and the implications of the White Paper.	
	Staffs Safeguarding Children Board (SSCB) Annual Report 15/16 Cabinet Member: Mark Sutton Independent Chair : John Wood	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Build a joint approach to addressing crime and the causes of crime.	SSCB is a statutory inter-agency forum for agreeing how different services and professional groups should co-operate to safeguard children throughout Staffordshire and, for making sure that arrangements work effectively to promote better outcomes. The 2014/15 report was considered in December 2015.	
Mon 6 March 2017 10am	Wood Report: review of the role and functions of local safeguarding children boards Cabinet Member: Mark Sutton Officer: Mick Harrison	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Build a joint approach to addressing crime and the causes of crime.	Item requested at the 8 June meeting..	

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Items carried over from the 2015/16 Work Programme

Safeguarding Vulnerable Children

<i>Item</i>	<i>Link to the Council's Commissioning Plans</i>	<i>Background</i>	<i>Possible Option</i>
Social work staffing levels and caseloads Cabinet Member: Alan White Officer: Richard Hancock	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities.	Discussed at the March 15 meeting. Within the Specialist Safeguarding Units (SSUs) caseloads of between 17 and 23 were considered acceptable, but in Oct 13 and early summer 14 there was a significant increase in referrals. At the same time the 40 week legal process was reduced to 26 weeks and Court work had to be undertaken by the SSUs. Teams largely fully staffed and the	Briefing note by Richard Hancock before July meeting.

		referral rate stabilised but some staff having caseloads are over 23.	
Impact of the Staying Put Policy Cabinet Member: Mark Sutton Officer: Richard Hancock	Resilient Communities Ready for Life Living Well	Staying Put Policy arrangements are where young people aged eighteen and older who were previously looked after, remain living with their former foster carers. The broader policy issue was considered by the Corporate Parenting Panel on 16/06/16 and is discussed on a regular basis.	Briefing note by Richard Hancock before July meeting.
Fostering and adoption: availability of places Cabinet Member: Mark Sutton Officer: Richard Hancock	Resilient Communities Enable people to access the appropriate intervention at the right time Ensure effective safeguarding for the most vulnerable in our communities.	The MTFS report in Feb 15 identified concerns about the non delivery of savings in respect of foster care placements. Adoption support was considered by the Corporate Parenting Panel in March 2015.	Briefing note by Richard Hancock before July meeting.
Evolve YP Pilot Project Cabinet Member: Mark Sutton Officer: Richard Hancock	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities	The predecessor Committee evaluated the Social Work Practice (SWP) pilot: Evolve YP. The SWP contract was extended to April 16 to allow time for the commissioning for children's services to become clear and the future role of SWP contract to be considered.	Briefing note by Richard Hancock before July meeting.

Safeguarding Vulnerable Adults

<i>Gem</i>	Link to the Council's Commissioning Plans	Background	Possible Option
Protecting from harm those who are vulnerable and supporting victims. Cabinet Member; Alan White Officer: Mick Harrison	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities.	In December 2015 HMIC published PEEL: Police effectiveness 2015 (Vulnerability). An inspection of Staffordshire Police . This report considered how effective the force was in protecting from harm those who are vulnerable, and supporting victims. HMIC found serious weaknesses in the services Staffordshire Police provides to protect and support victims, most notably victims of domestic abuse. Some staff were focused on identifying and protecting vulnerable victims. Where vulnerability is identified and the risk to victims is assessed properly the force works well with partner agencies to safeguard and support victims. However, there are several areas where urgent improvement is needed to ensure that the force provides a consistent service, and that victims are kept safe. HMIC has particular concerns about Staffordshire Police's poor approach to formally assessing the risks	At the January 2016 Councillor Frank Chapman, Chairman of the Police and Crime Panel explained that Her Majesty's Inspection of Constabulary (HMIC) had undertaken an inspection of Staffordshire Police Force in December 2015 and that the Police and Crime Commissioner and Chief of Staff would be held account at a meeting of the Police and Crime Panel. It was agreed that a copy of the report would be shared with Members. A backlog in the MASH was referred to in January 2016, the Chairman of the Police and Crime Panel discussed with Suggested that this item be programmed as part of the 2016/17 Committee Work Programme.

		<p>faced by domestic abuse victims. Given the scale of the challenge in this area and the significant risk that these weaknesses pose to some of the most vulnerable people, HMIC judges that overall, the force is inadequate. In many cases, Staffordshire Police responds well to victims but this standard is not achieved consistently.</p>	
<p>Care Director Cabinet Member: Alan White Officer: Ian Benson</p>	<p>Running the business well</p>	<p>The Chair proposed an investigation into the implementation of Care Director across children and adults services, to compare and contrast the implementation.</p>	<p>A letter was sent to the Chairman from the Cabinet Member and circulated to the Committee 04/08/15. Information was included in the 07/09/15 Care Act report. At the Sept 2015 meeting the Cabinet Member discussed the work undertaken with the architects of Care Director to ensure that the system was Care Act compliant. At the Nov meeting it was suggested that the use of Care Director in adult services be added to the work programme. At the Triangulation meeting on the 9 December it was agreed that a briefing note would be provided giving an update on the current situation.</p>

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