

Safe and Strong Communities Select Committee

Monday, 5 March 2018

10.00 am

Oak Room, County Buildings, Stafford

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

John Tradewell
Director of Strategy, Governance and Change
23 February 2018

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 15 January 2018** (Pages 1 - 6)
4. **Children and Families System Transformation**
 - a) Children and Families Transformation Programme (Pages 7 - 14)
 - b) Children's & Families System Transformation & Update on Pilot Projects (Pages 15 - 42)

Report of the Cabinet Member for Children and Young People
5. **Work Programme** (Pages 43 - 54)
6. **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)

7. **Exempt minutes of the Safe & Strong Communities Select Committee held on 15 January 2018**

(Pages 55 - 58)

(exemption paragraph 3)

Committee Membership

John Francis (Chairman)	Kyle Robinson
Syed Hussain	Paul Snape
Trevor Johnson	Conor Wileman (Vice-Chairman)
Jason Jones	Victoria Wilson
Natasha Pullen	Mike Worthington

Note for Members of the Press and Public

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

**Minutes of the Safe and Strong Communities Select Committee Meeting held on
15 January 2018**

Present: John Francis (Chairman)

Attendance

Syed Hussain	Paul Snape
Trevor Johnson	Conor Wileman (Vice-Chairman)
Jason Jones	Victoria Wilson
Kyle Robinson	Mike Worthington

Also in attendance: Gill Heath

Apologies: Natasha Pullen, Mark Sutton and Alan White

PART ONE

1. Declarations of Interest

There were none at this meeting.

2. Minutes of the previous meeting held on 9 November 2017

RESOLVED – That the minutes of the Safe and Strong Communities Select Committee held on 9 November 2017 be confirmed and signed by the Chairman.

3. Domestic Abuse

Staffordshire County Council, Stoke-on-Trent City Council and the Office of the Police and Crime Commissioner (OPCC) jointly commission Domestic Abuse (DA) services across Staffordshire and Stoke-on-Trent. The OPCC acted as lead commissioner, with services including provision for victims, perpetrators, children and young people.

The Select Committee were informed that whilst DA services went out to tender in January 2017, no contract had been awarded as the bids received had not fully met the service specification. A retendering process was underway, with services expected to be in place by October 2018. Members heard the Funding Agreements had been extended with three commissioned Staffordshire DA Support Service providers (Arch, Pathway and Staffordshire Women's Aid) to continue with existing provision until the new services were in place in 2018. They also received details of the governance and funding arrangements.

Members queried the cost of the continuation of existing provision and were informed that there had been no gap in provision, with services provided on the same basis and at the same level of funding as before. Officers were now able to report that the Domestic Perpetrator Programme had also been extended until the newly tendered service began.

At the time the report was written in November 2017 the annual value of the new commissioned DA services for victims and perpetrators (from October 2018) was still to be confirmed but would be at least £1,836,000 per annum, of which the County Council's financial contribution would be £600,000 per annum with £421,000 from Stoke-on-Trent City Council.

The services went out to tender in December 2017 and the re-tendering period would be at least twelve weeks and there would be a three month mobilisation period. The Select Committee queried why the initial tendering process had been unsuccessful and what had been changed in readiness for the second tendering process. The initial bids hadn't met the service specification and officers had felt they were not strong enough for them to commit public money. Discussions had taken place after this with organisations to assess how they had found the tendering process and their comments had been taken on board and factored into the new process. More detailed information had been made available to organisations interested in bidding in the second process, with two market engagement events prior to the re-tendering to help inform potential bidders. The engagement leading up to the second tender had been encouraging and officers were hopeful that this time the process would be successful.

Members noted that the total Multi-Agency Risk Assessment Conference (MARAC) demand for April 2016-March 2017 was 2247 and there had been 447 MARAC cases within the first quarter of 2017-2018. Data indicated an upward trend in respect of repeat cases and Members asked for more detailed figures on this issue to enable them to see the extent of the upward trend. They also raised the issue of stalking, some concerns that the Police may not always take this issue seriously and the destructive impact this can have on victims. They asked for more details and figures on the extent of the issue in Staffordshire. Officers agreed to contact Staffordshire Police and to provide data on both the upward trend in repeat cases of DA and incidents of stalking. This data will be forwarded to Members after the meeting.

On enquiry Members heard that the DA Perpetrator Programme in Staffordshire was provided by Core Assets Children's Services Ltd. The programme worked to the Respect guidelines and was the first programme of its type in Staffordshire. The Programme had been run for male perpetrators aged 16 years and over, however the new tendered programme would be for both male and female perpetrators. Most referrals were made via partner agencies, however self-referrals could also be made. No charge was made for participating in the programme and participation is voluntary. Members heard that the current Core Assets perpetrator programme was open to, amongst others, men with a child or children on a Child Protection Plan.

Members were aware that two years ago the OPCC, led by the Deputy Police & Crime Commissioner (PCC), had agreed to undertake a piece of work on DA. They asked whether this work had been completed and requested a copy of the findings. DA had been a key priority for the OPCC, with the PCC investing in services. Much work had been undertaken to improve the governance and communication around this issue, including the establishment of the Domestic Violence Commissioning and Development Board which had been running for 9 months. The Board aimed to ensure consistency of service across Staffordshire and Stoke-on-Trent. It also looked at a more holistic

approach to the issue, including education through the healthy relationship programme delivered through PHSE (Personal, Health, Social & Economic) in schools.

Members noted the 'Project Doing More' had moved to an implementation phase on 1 February 2016 which effectively improved the MASH model and significantly reduced the challenge of case backlogs compared to what partners had previously experienced.

The Select Committee heard details of the October 2017 Pilot launched in Tamworth which adopted the principles set out in the MARAC review for a different way of working. This in essence meant that domestic abuse cases would be discussed daily in the Multi-Agency Team (MAT) meetings and that MARAC cases would be initially actioned on a daily basis but reviewed against additional information from the MASH on a weekly basis to ensure that a multi-agency plan was effective and delivering appropriate safety for victims and their family. The method and outcomes would be evaluated with a view to formulating a business case for further adoption and roll out. In the meantime MARAC in its traditional form would continue elsewhere. The Select Committee also noted the project board had reviewed the position in November 2017 to ensure that service delivery met the assumptions of the project and that close liaison was being maintained with the OPCC in relation to the commissioning of services in 2018. A full business case was expected to be provided by April 2018 and Members asked to see this business case once this was available.

Members considered the technology challenges faced by the Police and were aware of OPCC funding to address this. They asked how this had been used. This was a question for the OPCC's office and Officer's agreed to contact the OPCC to request this information.

RESOLVED – That:

- a) the report be noted;
- b) that further information be forwarded to Members after the meeting on:
 - the figures regarding the upward trend in repeat cases of DA;
 - the figures of stalking incidents in Staffordshire;
 - the full business case following the Tamworth Pilot Project once this became available;
 - details of Police technology challenges and how these are addressed; and,
 - the Deputy OPCC report on DA following the piece of work undertaken two years ago.

4. SSCB Annual Report 2016-17

[John Wood, Staffordshire Safeguarding Children Board Chairman, in attendance for this item]

The Staffordshire Safeguarding Children Board (SSCB) is the key statutory mechanism that brings together representatives of each of the main agencies and professionals responsible for promoting the welfare and safety of children and young people. The SSCB must report annually on progress made to provide a transparent, public account of its work. The Select Committee now considered the SSCB Annual Report for 2016-17.

Members received details of the key priorities and actions that would drive the Board activity over the next twelve months around early help, neglect and child sexual abuse.

On querying whether the Board was satisfied that Staffordshire's safeguarding thresholds for services and intervention were fit for purpose the SSCB Chairman felt that they were. He referred Members to the recent Ofsted of Children's Services, which had rated the services as good. The Ofsted inspection process was very robust and part of this process was to test the "front door" to test service access, thresholds and consistency. The one front door concept was important in helping to ensure consistency.

Members asked whether the rise in the number of Staffordshire children in the Looked After Care system echoed the national picture. There was an increase in the number of children in the care system nationally with variances between authorities. Within the Midlands most authorities had seen a rise in numbers, other than those whose numbers were already high, with some external factors impacting on the increase. Whilst in recent years the rise in numbers had predominantly been amongst young teenagers, more recently the rise had been with children in the 0-4 years age bracket, with many more complex cases being seen.

The report noted that the Child Sexual Exploitation (CSE) Coordinator, who played an important role in driving the CSE agenda across Staffordshire, had been reviewed and extended to January 2018 with funding provided by the Staffordshire PCC. Members were now informed that a further 18 months funding had been made available by the OPCC for the CSE Co-ordinator.

Members noted the work to ensure that all children and young people had equal access to information about how to keep themselves safe regardless of where they lived in the county and what education provision they accessed. Parents and carers should also receive consistent messages about how to help keep their children safe and education staff should know about local multi-agency arrangements or learning that helped them to fulfil their critical safeguarding role. Members noted that whilst some good work had been undertaken, further action was required to help to build on this to ensure a consistent approach across the county.

Schools had an important part to play in the safeguarding of young people, including their PHSE programme and the role of their designated safeguarding officer.

Members raised concerns over un-registered schools and were informed that there was no intelligence to suggest there were any un-registered schools in Staffordshire. However there may be some Staffordshire young people who attended un-registered schools in other counties.

Members raised concerns regarding the number of private children's homes in Staffordshire Moorlands and were assured that these must be registered with Ofsted as fit for purpose. Members also asked if there was a robust system in place for dealing with children missing out on education and were assured that this was the case although Members were concerned at the level of resources committed to this area of work.

RESOLVED – That:

- a) the report to understand the role and function of Staffordshire Safeguarding Children Board be received; and
- b) the Board's progress and thorough annual report be commended.

5. Staffordshire and Stoke on Trent Adult Safeguarding Partnership Board - Annual Report 2016/17

[John Wood, Staffordshire & Stoke-on-Trent Adult Partnership Safeguarding Partnership Board Chairman, in attendance for this item.]

The Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board had a duty to publish an annual report which set out the work undertaken and progress made by the Board. The Select Committee now considered the Annual Report of 2016/17.

The report highlighted a 25% increase in reports of safeguarding concerns in Staffordshire, from 4393 to 5529. Members were informed that this was in part due to raised awareness of what constituted abuse and neglect and how to report incidents, whilst there remained a belief that safeguarding was still underreported. The majority of individuals for whom concerns were raised were aged 65 years and over (66%) with physical support needs. 28% of concerns reported were in connection with those aged 85 years and above.

Evidence showed that when abuse or neglect occurred it most frequently took place in the person's own home or residential care home, with the perpetrator being an individual who was known to them. Approximately one in four reported safeguarding concerns related to people in positions of trust. 26% of concerns were about neglect, 26% were in relation to physical abuse, 20% financial abuse, 14% psychological or emotional abuse, 8% domestic abuse and 3% sexual abuse.

Members queried the recruitment practices of some larger care companies, citing examples of inadequate and rushed training. Members felt strongly that those receiving care deserved to be treated with dignity and respect and they queried whether the Board had similar concerns over the training of care providers. Whilst the training provided was at the discretion of the independent companies who employed the individual care workers, if there were any safeguarding concerns these would be challenged. Where companies were found to have practices that were problematic this information was shared with the Clinical Commissioning Groups (CCGs). If a pattern of concerns was identified a quality visit was undertaken and where necessary an improvement plan was produced. If any such improvement plan was not implemented successfully the County Council would cease to use the provider. Quality of providers was tracked and this information was shared amongst authorities and with NHS colleagues.

The Select Committee shared concerns that whilst there had been a national recognition of the ageing demographics within the UK population, very little had been done to address this. In particular Members felt there needed to be a long term plan to identify and address the needs of the ageing population. They were informed that there was a 3-5 year time line which helped identify gaps in service provision and address these. An

example of this was an identified shortage in dementia nursing and work was already underway to address this.

RESOLVED – That:

- a) the work of the Staffordshire and Stoke on Trent Adult Safeguarding Partnership Board (SSASPB) noted; and
- b) the Board be commended on the thoroughness of their Annual Report.

6. Work Programme

The Scrutiny Manager highlighted the following areas of their work programme:

- the Edge of Care inquiry session had been set up for 30 January;
- the Elective Home Education review group had held its initial meeting to brief Members. Cllr Paul Snape had been appointed as Chairman. Mr Snape reported on progress so far. A planning meeting was scheduled for 31 January with the inquiry session scheduled for 21 March; and
- Members had now received the briefing note on hard to reach communities.

Members also asked for the following additional pieces of work to be included on the work programme going forward:

- further work on domestic abuse with consideration being given to a review in the new municipal year; and
- concerns over a perceived rise in crime and lack of both Police Officers or PCSOs. The Chairman asked Members to forward details of concerns within their areas to the Scrutiny Manager with a view to requesting the Police and Crime Commissioner and the Chief Constable to attend a special Select Committee meeting to address safeguarding concerns raised.

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

7. Exclusion of the Public

RESOLVED - 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.

8. Home Care

The Select Committee considered the report on Home Care.
(exemption paragraph 3)

Chairman

Local Members' Interest
N/A

Safe and Strong Communities Select Committee – 5th March 2018

Children's & Families System Transformation

Recommendation

1. That the Committee scrutinise this Children, Young People and Families Transformation Programme update report which outlines progress since July 2017.

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 July 2017.
3. Comments of the Select Committee will be reported to the Programme Management Group on 19th March 2018 and will inform the future planning, management and delivery 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. A Cabinet Report in June 2017 (appendix A) and papers to this Committee in July 2017 (see Link to Other Overview and Scrutiny Activity) 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. The recommendations in the Cabinet Report which were agreed on 21 June 2017 were:
 - a. Cabinet agree the principles that underpin the Children's and Families' Transformation Programme
 - b. Cabinet agree the proposed changes to the operating model and associated working practices
 - c. Cabinet agree to the implementation of system change

6. This paper details progress made to implement the proposed changes to the system, operating model and associated working practices.

Development of a Place Based Approach in Partnership

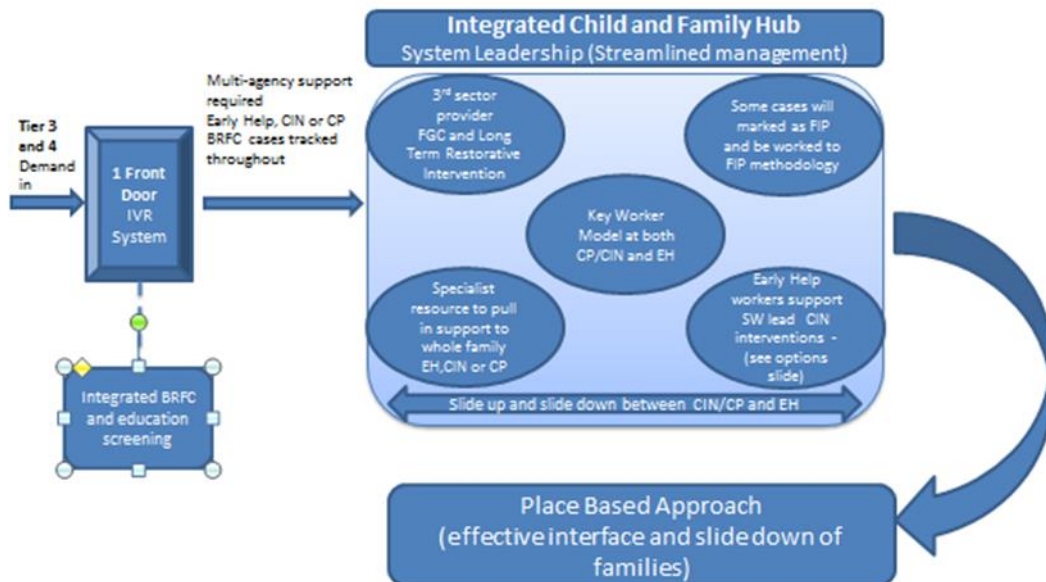
7. The partnership Place Based Approach (PBA) is “A collaborative approach using the right resources (multi-skilled teams, universal services, voluntary sector, communities etc.) at the right time to improve outcomes for children, young people, families, vulnerable people and communities in an identified locality”. This definition has been agreed with partners at the Family Strategic Partnership Board (FSPB)
8. A programme of local workshops based on agreed principles has been established. The aims have been to build upon existing local strengths, fill the gaps in local provision and consider how we can most effectively work in partnership with communities, the voluntary sector and locally commissioned providers to develop strong and stable families and communities. Work began in Tamworth and Newcastle and since June 2017 the approach has been rolled out to South Staffordshire, Moorlands, Cannock and East Staffordshire, with work very recently initiated in Stafford and Lichfield Districts.
9. The workshops and subsequent activity is focused upon: understanding and managing the current demand within each district in a more cohesive manner, which enables vulnerable children and families to receive the right support at the right time (this should be predominantly tier two support and community provision), ensuring appropriate data and intelligence is generated locally to target improvements in the PBA offer, linking local assets, increasing awareness and where appropriate developing an earliest help offer in the community to address needs. There is an emphasis on focusing on community first, services last, and addressing the root causes of issues through use of intelligence to target commissioning and improve the outcomes of Families, Children and young people within that District/Borough.
10. Learning is being taken from the original Children’s pilots, (a separate paper on these is also being discussed at this Select Committee) and where appropriate localities are building on these and using the experience to inform the development of the PBA.
11. Additionally work is underway to develop appropriate and sustainable governance both on a county and district/Borough level to ensure that there is a focus of activity, monitoring of performance and sharing of the learning and knowledge gained across Staffordshire.
12. Early progress from Tamworth and Newcastle evidences improved partnership working and a willingness to build on and improve current systems and processes. The current focus is upon developing daily vulnerability meetings, which aim to identify the underlying causes for vulnerable families, children and adults, and create action focussed solutions which address their needs in a timely manner. The focus is upon directing these families, children and adults into community provision where appropriate. The ambition is to have a local access

point in each district that can support families with lower level needs or sign post to alternative support as appropriate.

- Our approach to the PBA will also assist the police’s ambitions to roll out daily vulnerability meetings across the county, with a standard set of principles that will be supported by all relevant partners in each locality, and will additionally contribute to the support of Multi Agency Risk Assessment Conferences (MARAC) cases locally.

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

- Proposals to change the way we support families and children with complex needs were described in the June 2017 Cabinet paper (appendix A, paras 52-65). The proposed changes will enable targeted intensive support to tackle the root causes of the problems experienced by a family with complex needs, which can improve their lives and reduce the likelihood of them needing specialist statutory services in the future. As a result, the county council hopes to improve the outcomes for these families whilst reducing the costs associated with these higher tier services.
- The new model of working, with an Integrated Children and Families Hub for each district, and with Early Help key workers, will lead to a joined up service that can tap into community strengths and respond to local needs. As outlined below there is a real need for a clear interface between this way of working and what is being developed within the PBA.



- Since July 2017 the practices and processes required to support the new model of working have been identified and designed: Based on feedback from our staff and partners the Early Help paper work has been streamlined and simplified. Processes required to mainstream the Building Resilient Families and Communities (BRFC) model of working have been produced; and a single point of access (“front door”) into a range of family support services has been designed

which will enable us to manage, and respond to our demand more dynamically and consistently.

17. These new practices will be piloted in the Tamworth district, starting in February 2018. The Tamworth district has been selected to ensure the new processes dovetail with the systems and processes that are being developed through the PBA. It is recognised that it is important to signpost families to offers within their communities. It is equally important that families experience an effective transition into or out of statutory services. As the pilot develops the new model of working will be rolled out across the county as appropriate.
18. Our aspiration is to bring specialist drug and alcohol, mental health, finance and housing expertise into the Integrated Child and Family Hubs. This will enable the team to effectively address the root cause without having to make numerous referrals or only deal with the presenting issue. Work is currently taking place to design and test the new model of working. This will be further supported by the development of the Family Group Conference approach, a well tried, tested and evidence based way of supporting communities to be strong and resilient.

Changes to commissioning

19. Proposals to change the way we support families and children through our commissioning approach were described in the June 2017 Cabinet paper (appendix A, paras 66-69). Our commissioning needs to be focused on supporting families to be strong and stable so that we can reduce the number who need specialist statutory services. We believe that some services and support will be most effective if we commission them across the whole county. In other instances, it will be more effective if our commissioning is designed to meet a local need and specific services/support which cover a smaller area. Work has taken place to identify the functions and capabilities required for this to happen effectively and efficiently, and since June 2017 the plans have progressed to bring commissioning and delivery together.
20. To support the new system a set of Commissioning Standards are currently being developed. These will be informed by the Children's JSNA and they will provide up to date analysis on commissioning/ contract arrangements, ensuring that we work to a collective set of principles which place outcome and opportunity at the heart of what we deliver. This will also outline our commissioning intentions across the partnership. These Commissioning Standards will be designed and be part of our practice by April 2018.
21. To support the PBA a new Family Support Contract has been commissioned and will begin in April 2018. This will support children and families in need, reduce demand and prevent the need for statutory services. The expectation is to align the Building Resilient Families and Communities (BRFC) model and its ways of working to ensure a whole family approach when providing support to families.
22. Alongside this, at the Schools Forum on 3rd October Head teachers considered options for the best use of the £1.448m Dedicated Schools Grant (DSG) from April 2018. The Forum agreed the most appropriate use of this resource would be for

the County Council to act as a broker, acting on behalf of the schools to offer earliest and early help provision through commissioning arrangements based on needs in each of the eight districts. This approach will provide a real opportunity for schools to shape provision for children and families across a district/borough. A progress report will be delivered Schools Forum to be held in the Summer Term 2018.

Support Function Development

23. To support the commissioning and delivery of work across the Families and Communities Directorate, a support function is required, which was described in the Cabinet paper in June 2017 (appendix A, paras 70-72). This function will:
 - a. initiate and support programmes of work that ensure appropriate data is collated and intelligence/insight gathered to improve, develop and quality assure our work.
 - b. ensure we are meeting our statutory responsibilities and are able to respond appropriately as part of the Ofsted inspection framework
 - c. inform future service planning, commissioning and delivery
 - d. call upon existing corporate functions where appropriate to ensure best use of resource and avoid duplication of activity.
24. Work has been completed to identify the core functions and roles required to deliver the new support function.

Reorganisation of Children's Services

25. As agreed by Cabinet in June 2017, we have begun a process of change to deliver the new operating model. A new organisational structure has been designed and new roles developed to ensure a resilient system which can operate effectively within the challenging social and financial environment. We are aiming to implement the new system during 2018.
26. We will continue to actively seek the views of colleagues and partners across the Children's and Families system to help shape and inform the new functions, practice and operating model.
27. Those who are affected by this change will be formally consulted as appropriate in partnership with Trade Unions.

Looked After Children

28. Alongside our focus on developing the PBA, and ensuring effective support for families with complex levels of need who require formal Early Help/ Child in Need/ Child Protection, we have also been driving forward with work to ensure that we have the most effective and efficient structure and processes to support children and families with the greatest levels of need. This includes working intensively with families to keep children safe at home, ensuring that they can return home when this is appropriate and that when in our care they are in safe, cost effective

placements which are able to deliver best outcomes and that they also receive high quality social work support, assessment and care planning

Conclusion and Next Steps

29. The children and families system transformation is a key piece of work for the County Council and has made significant progress since the last update in July 2017. Ahead of implementing the new organisational changes, the important changes to culture and practice which underpin the transformation have already started. A whole system approach to developing new ways of working internally and across the partnership is being embraced, critical for the sustainability of the future system. The following paragraphs provide examples of the new whole system approach to our work.
30. Partners have fully engaged with the PBA and this has led to a newly formed Staffordshire-wide multiagency partnership group, which will coordinate and lead on the implementation of Early Help, BRFC, MARAC and PBA.
31. The Family Support Contract is now aligned with the PBA and will start on 01.04.18. Work has been ongoing across the county with schools to broker the DSG money to support Early Help and to reduce demand coming into statutory services. The Healthy Child Programme, which is currently in its mobilisation phase with SSoTP will also go live in April.
32. The structure, systems and practice associated with the Integrated Children and Families Hub are now well advanced, along with our commissioning and support functions.
33. Our whole system approach working with the family has informed our submission to the MHCLG to earn autonomy for the BRFC programme. If successful this will provide much greater flexibility and sustainability in funding for the earliest help/Early Help offer across Staffordshire. Staffordshire has been successful in getting through the initial expression of interest stage – one of 19 authorities across the country through to the final stage. The final bid was submitted in February and we are awaiting the outcome, due mid-March. If Staffordshire is successful, the funding will commence from 01.04.18.
34. There is further work ongoing with a bid to the DfE to support the development of our regional adoption and permanency hub. This covers the four authorities of Staffordshire, Stoke-on Trent, Telford and Shropshire. If successful this will provide an integrated resource across four local authorities to deliver improved outcomes and efficiency for our Looked After Children.

Strategic Plan

35. The Children and Families System Transformation is a key outcome in the delivery plan and links to the Best Start strategic priority.

Link to Other Overview and Scrutiny Activity

- a. Children, Young People and Families Transformation Programme – Safe and Strong Communities Select Committee – 8th June 2016
- b. C,Y,P&Fs Transformation Programme – Overview of Programme Including the Vision Pilot – Safe and Strong Communities Select Committee – 8th July 2016
- c. Progress with the Children and Families Transformation Programme – Safe and Strong Select Committee – 12th December 2016
- d. Children and Families System Transformation Programme – 16th January 2017
- e. Children, Young People's and Families System Transformation – Safe and Strong Communities Select Committee – 13th July 2017
- f. Children and Families System Transformation (pilots) – Safe and Strong Communities Select Committee – 13th July 2017
- g. Children and Families System Transformation (pilots) – Safe and Strong Communities Select Committee – 5th March 2018

Community Impact

Appendices B and C are detailed Community Impact Assessments from the Cabinet paper in June 2017.

Contact Officer

Michael Harrison, Commissioner for Safety, Children's and Families
01785 278148
Email: michael.harrison@staffordshire.gov.uk

Appendices/Background papers

Appendix A: Children and Families System Transformation - Cabinet Paper - 21st June 2017
Appendix B: Community Impact Assessment – 18th May 2017
Appendix C: Community Impact Assessment – Checklist and Executive Summary
13th June 2017

Local Members' Interest
N/A

Safe and Strong Communities Select Committee – 5 March 2018

Children's and Families System Transformation & Update on Pilot Projects

Recommendation

1. That the Committee reviews the progress and supports the recommendation that the pilots become part of our Place Based Approach to Early Help/Earliest Help within the community.

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 review the further progress of the Pilots and note their impact.
3. Comments from the Select Committee will be reported to the family Strategic Partnership Board and will inform the planning, management and delivery of the Place Based Approach, Early Help delivery and implementation of the Family Support Contract going forward.

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.
5. The 8 pilots were initiated during 2015/16 with the purpose of testing different approaches to dealing with families and children who are presenting with low level needs/issues to assess whether working differently will mean that demand into higher tiers of the system reduces.
6. In July 2017 the Committee was updated on the progress of each pilot project. A copy of that report is attached for reference. As part of that Select Committee Members requested a further progress report to include quantitative data where available.

Review of the pilot projects

Cannock

7. The Cannock pilot project commissioned two providers, West Chadsmoor Family Centre (WCFC) and Community Engagement Support Services (CESS), to deliver a coordinated volunteer led universal and tier 2 family intervention services. Following evaluation the West Chadsmoor Family Centre (WCFC) have had their contract extended until 31/08/18. This has been funded via the Cannock Chase Payment by Results money. The contract with CESS CiC was not extended beyond the initial 12 month period and closed on 30/09/17. This was because the evidence demonstrated that the need for an early intervention service as provided by WCFC is significantly higher in Cannock than Rugeley.
8. The delivery area of the WCFC Pilot has been expanded to include all Cannock wards (as requested by the Select Committee) excluding Rugeley. Referrals to the service are from Redhill, Moorhill, Chadsmoor Primary Schools, Staffordshire University Academy and Cannock Chase High School.
9. Since May 2017 the WCFC Pilot is now regularly receiving referrals which are being de-escalated from Local Support Teams through the local early help triage process. They are now working with 24 families, of which 12 cases were safely 'stepped down' from the Local Support Team (LST), which would have previously remained within the system longer or represented at a later date (this will continue to be monitored).
10. To measure family progress towards outcomes the pilot has used the Outcome Star Tool which is an evidence based tool for supporting and measuring change and is also used by the BRFC Programme. Of all those families 'stuck' in terms of progress at the first outcome star reading, all have progressed by the time of the second reading. There has been significant progress in terms of physical health, wellbeing, emotional needs, social networks, boundaries and behaviours and family routines. Issues that have progressed but have improved less significantly are keeping children safe, education and learning, home and money and progress to work. 17 of the 23 families (75%) where outcome stars have been completed have seen a positive change.
11. To ensure sustainability WCFC have engaged in three meetings regarding a potential consortium bid with Spark CiC to explore a Big Lottery Application.
12. As the Place Based Approach is rolled out it is intended that the WCFC early intervention service and its Family Centre works alongside the Family Support Service to ensure that there are a range of local assets providing low level support within the community it serves (see appendix).

East Staffordshire

13. The East Staffordshire pilot is focused upon strengthening community assets and bringing together statutory, community and voluntary sector organisations to provide an effective and accessible 'touch point' for families.

14. This pilot has focussed on adopting a community asset based approach and it was recognised that evidence of demand reduction into higher tier statutory services will take longer. Therefore it was agreed that this would be a 2 year pilot, and it is due to end in October 2018. The development of social capital alongside continuing coproduction is evidencing positive benefits, building resilient and empowered communities, creating support networks and providing knowledge and access to local community services. This approach is enabling communities, and hopefully in the longer term it will encourage personal responsibility and self-help, and therefore reduce demand into the system.
15. There are 4 work streams within the pilot. They are:
 - a. Workstream 1 - Improved Community Information – Increasing awareness of local support services for communities
 - b. Workstream 2 – Early Years and Health - Improving access to early years services and preventative healthcare
 - c. Workstream 3 – Skills and Jobs - Improving access to support for entry into paid employment and/or volunteering
 - d. Workstream 4 – Environment and Community Safety - Reducing ASB incidents promoting safer communities and better environments
16. Work stream 1 and 3 have met regularly to positively progress activity. There has been an increase in participation of families in the Ready Steady Library Project. Parish Council members have been actively engaged and the development of an information directory is in progress. Ready Steady Library Project, has evidenced that 25% of the participants are from the Shobnall ward.
17. Ready Steady Library, funded by a successful grant of £60,000 from Arts Council England (ACE), aims to increase the number of children accessing universal education provision, reduce referral rates to services and improve school readiness.
18. Ready Steady Library is contributing to this through:
19. Over the Summer months 20 critical friends have been recruited to the project including representatives from Early Years, Polish Association, Islamic Group, OFSTED, Children's Centres, parents, adult and young volunteers and health. Their role is to be part of a focus group giving feedback on the resources, engaging the community and acting as observers and advisers.
20. Participant locations include the following areas:
 - a. Shobnall 25%
 - b. Eaton and Horninglow – 15%
 - c. Town – 17%
 - d. Anglesey – 23%
21. These are our target location based on level of needs, and current access to service provision.

22. To date the project has enabled:
 - a. The library service to make new and strengthen existing partnerships
 - b. Encouraged families to visit the library and over the duration of the project helped parents to give their child the best start in life so that their child is ready for school
23. Following an evaluation of the data, Work Stream 2 has revised its objectives to focus on increasing GP and Dental registrations. Work is planned to take place with Grange School where there is a higher number of families believed to be recently transitioned into the area.
24. Workstream 3 is on track with BRFC families identified as workless households. ESOL and IT classes have begun and take up has been positive. Job Club/Advice & Guidance sessions targeting these families have also begun and these will be reviewed periodically by Trent & Dove and CAB who are delivering the sessions in partnership. Since July, 18 BRFC households have been identified as workless within Shobnall (ie. No one working in the household). One of these households has successfully secured employment. Further outcome data will feed into the Place Based Approach within East staffs.
25. As part of Workstream 4, the ASB incidents in Unity Park have now reduced. The events held in Shobnall promoted the positive use of the park and this promotional work continued through into the event in October 2017. This work stream is now hoping to secure charitable funding for new playground equipment.
26. As part of the Place Based Approach an initial workshop was held in Burton. This was well attended by statutory, voluntary and community providers. It is recognised that work to date as part of this pilot has engaged both the community and relevant providers positively and it will inform the approach going forward.

Lichfield

27. The Lichfield pilot is developing community based solutions to support families with children aged 0-5 years. These families have known low level risks factors and the pilot aims to reduce the number of families escalating into higher tier services. The pilot is a collaboration of SPARK Community Interest Company (CIC) and the Burntwood Childcare Hub.
28. Processes have been embedded with Spark CiC to measure their engagement with potentially vulnerable families and they remain collaborative partners of the district Children's Centre Advisory Board. Their running costs continue to be met through local grants, funding bids, voluntary contributions and room hire charges. Board members are established in their roles and they continue to operate entirely with volunteers to deliver their service to the community.
29. Spark CiC has now input 12 months user data into the 'UPSHOT' programme, by cross matching the UPSHOT attendance registers using the home postcode, Spark and SCC continue to identify those under 5s attending the Spark Centre

from the 'Very High' and 'High' BRFC LSOA demand areas in Burntwood, Cannock Chase district and also Lichfield.

30. As a result of the 'incentive payment' process which is now embedded, SCC continues to reimburse Spark, £3 per session for each geographically targeted "at risk" attendance from potentially vulnerable families from those LSOAs.
31. Since the start of data capture in April 2016 Spark has engaged with a total of 178 unique under 5s from the BRFC Demand areas. This equates to 33% of the total 478 under 5 individual attendees.
32. Following SCCs supportive marketing campaign last term with Spark to reach more families, Spark now have their own membership form and 2,000 households in the demand areas received the 'Spark Brochure', delivered by Spark volunteers. This initiative has seen an increase in attendance and membership with more families signing up to a Spark membership. Spark CIC has seen the following increases from Summer 2016 to Summer 2017:
 - a. 177% increase in the number of sessions delivered
 - b. 128% increase in unique attendees from 'at risk' LSOAs.
 - c. 168% increase in unique attendees from other LSOAs.
 - d. 286% increase in participation hours.
33. Spark's Facebook page advertises all the sessions available to families from a wide range of partners.
34. SCCs partnership with Spark CiC has been recognized as a model of best practice by the Family and Childcare Trust. Josh Cottell from the Trust has been asked to complete a piece of research for the Greater London Authority which includes identifying examples of good practice in early year's education and childcare. The finished report will be shared with local authorities in London, and also made publically available. Whilst we are not yet in a position to provide long term tangible results regarding demand reduction all outcomes to date suggest that this approach is effective in engaging families in preventative and supportive activity , and as the Place Based Approach is rolled out across the district we will continue to build on this model.

Newcastle

35. The pilot in Newcastle was originally focussed around the development of locally based intelligence function, the creation of a Tenshi Challenge to identify a solution with support for the Girl Power group, which supports young girls at risk of Child Sexual Exploitation (CSE). This work ceased in July due to difficulties in resolving issues relating to information sharing at a local level and the Tenshi Challenge did not provide an innovative solution. Taking the learning from this pilot solutions to information sharing are being progressed at a strategic level across the Children and Families Strategic Partnership.

36. Following this decision the locality partnership within Newcastle made the decision to focus on expanding and developing the Girl Power project which is jointly funded via the Borough Council and SCC.
37. The Select Committee are reminded that the Newcastle pilot ceased as part of the Children's Transformation Programme and that the contract to ARCH for the Girl Power project is monitored through the contract monitoring process locally.

South Staffordshire

38. The South Staffordshire pilot commissioned a tier two early help service to bridge the gap between school and community support. The pilot has evolved from a commissioned Early Help Service (EHS) into assessing how partners and community organisations can support families at the earliest stage to prevent escalation into higher tier services.
39. 12 months into delivery, TSU led an evaluation of the pilot. The outcomes of which are as follows:
 - a. Schools do own the pilot as they have co-produced and supported its growth.
 - b. The EHS is now transparent and trusted.
 - c. Seamless transition between services has been achieved.
 - d. The pilot has improved communication, confidence, and has created positive working relationships.
 - e. Families are better supported at the level which is more suited to them.
 - f. Organisations and practitioners have greater awareness of the resources which are available within the local area.
40. The performance indicators have now been amended to enable the pilot to monitor any reduction in demand to public services and to evidence improved outcomes for individual families.
41. A drop in session for residents in the area at the end of June was organized by the Village Agent. The EHS attended and promoted a range of organisations of which offer Early Help support. As of a result of this event four families self-referred.
42. A mapping of the services in the area has been undertaken by SCYVS. This was then overlaid with the needs highlighted through the Outcome Star. This has enabled the partnership to identify gaps in the earliest help provision and proactively seek solutions.
43. SCVYS have also met with the Early Years Coordinator to identify groups which with additional development could support children and families at an earlier stage.
44. The evaluation also showed that referrals from the pilot into the LST have increased. However, when looking further into the data the following issues have been identified:

- a. There were a number of inappropriate referrals (due to a lack understanding of thresholds, this has since been rectified).
 - b. One of the pilot schools has amended their policy for managing school attendance resulting in an increase in penalty notices. This has increased referrals to the Education Welfare Officer within the LST. The school is confident that parents will note this policy change and there will be fewer referrals in the future.
 - c. Due to a further policy change within the schools there has been an increase in exclusions; again this should not mean a longer term increase in referrals.
45. The Learning from this pilot has fed into the review of the Early Help Assessment process and paperwork
46. The EHS has engaged with 45 families and an overall progress for parents within these families has improved. Out of the families engaged with the EHS the following vulnerabilities are as follows:
- a. 26 children/parent have a disability,
 - b. 2 families have a parent in prison,
 - c. 10 families have one or both parents out of work and claiming benefits and
 - d. 3 families from minority ethnic backgrounds.
47. The review has shown that 50% of families were previously making good progress and this has now risen to 68%. The EHS is continuing to increase the number of community organisations involved in supporting families.
48. Meetings have now taken place to roll out the Place Based Approach in South Staffordshire and the development of the Family Support Specification has been informed by the learning from this and other tier 2 pilots.

Stafford

49. The Stafford pilot has implemented a Multi-Agency Centre (MAC) based in Stafford Manor and a community hub within Doxey Primary. The aim is to provide tier 2 support for children, young people and their families who have identified needs and where no formal intervention is taking place. The Stafford tier 2 provider is also supporting Stafford Manor High School families to step down from the LST and transition smoothly into low level universal service.
50. 40 young people have been supported in the MAC since January 2017 without any input from the LST.
51. The outcome star has not been used with families however the school's own evaluation evidences that behaviour incidents have reduced by 60%.
52. Stafford Manor has reorganized pastoral care around the MAC and are working closely with community organisations to enable access to early family support.
53. Stafford Manor has a high number of children on pupil premium (62%) and the new Head teacher and governing body continue to support the value of pilot.

54. The pilot has lost its MAC coordinator and the school has recruited a community organisation (SAAAB) to coordinate the MAC and access to early family support. This has established stability.
55. SAAAB also provide interventions around behaviour and attendance, responding to issues and themes arising from the early help assessments.
56. There are clear indicators that the MAC is now becoming part of the community - extending early help and support to children and families beyond the school's policies and practices to improve their life chances. This is evidenced through the links with Rising Brook Baptist church that now provide a range services within the MAC.
57. There is now a relationship between school and the Building Better Opportunities BBO Community Engagement and Volunteer/Work Coordinator (which will support the delivery of outreach as part of the MAC).
58. The communication between school and the LST continues to improve. A member of the LST is based there one day a week. The school pastoral team and the LST practitioner have regular face-to-face contact and the sharing of information / data in regards to attendance, persistent absence, safeguarding is in operation.
59. The mapping of services against identified need has been completed and this has been shared with partners to ensure family support at the right level and effective signposting. It will continue to be refined as pathways develop and can be further used to develop community services to address gaps.
60. The link between Doxey Primary and the Children's Centre is now established and the co-ordinator has started the delivery of a parent and toddler group - once the sessions get established she will begin to monitoring the progress of the children.
61. Additional data shows that there has been a 60% decrease in the number of incidents of challenging behaviour since January 2017. This is a significant reduction and the school believe it is related to the way that SAAAB are delivering the interventions by coaching teachers to respond more positively and holistically to a child's challenging behaviour.
62. PBA engagement and rollout is due to begin in January 2018, consideration will to the outcomes of this pilot and the synergy with PBA.

Staffordshire Moorlands

63. The Staffordshire Moorlands pilot is working with Health Visitors, Nurseries and Schools in the Leek North area to identify families who are not in receipt of services, but there are concerns that the families need may escalate.

64. The intention of the pilot is to see whether a community focused and lower level intervention with a whole family would build resilience. The pilot offers the basis for the development of a place based approach in Staffordshire Moorlands.
65. Visyon has been commissioned (September 2016) at £15,000 per annum for a two year period to work with a rolling programme of 20 families.
66. The current figures to September 2017 show that there have been a total of 41 family referrals made to Visyon with 62 children in these families being supported.
67. Whilst the pilot opened out to a number of schools the 3 main referring schools were Beresford Primary, Churnet View Middle and Leek High, alongside referrals from Health visitors. The majority of families presented with multiple needs upon assessment however the three main areas of need were linked to emotional health, behaviour and parenting support.
68. Evaluation with the families has evidenced that by providing early support via a third sector charity trust and confidence within the families has grown. The Visyon key worker has actively worked with families to enable them to create stronger connections within their community.
69. Of the 41 families supported, 28 families have partially achieved outcomes but are making significant progress. 11 families have fully achieved all their outcomes and made outstanding progress. 2 families did not engage and did not achieve outcomes (due to complexity of their cases it was not deemed appropriate). 20 of these families remain open cases, 5 are ready for closure and 16 are closed.
70. None of the 39 families engaging with Visyon have been stepped up to LST or SSU to date.
71. The area the pilot focused on does place the highest demand on statutory services and the quality of provision provided during this pilot has contributed to a visible reduction in referrals to Local Support Teams; with average caseloads in the Leek LST decreasing from 170 to 130 families over the last 6 months.
72. In September 2016 LST 2 (Leek team) were averaging around 180/190 cases open within a month period.
73. This has gradually reduced over the last twelve months and although there was a spike in May 2017 (184 cases) the average caseload for the team is currently reduced to 145/150.
74. Whilst it is recognised that there are a number of contributing factors to this reduction the work Visyon has completed with schools and families is one of those factors. Visyon has also ensured that the referrals now being made by those schools which are closely linked to the pilot are relevant and meet the appropriate criteria
75. This learning will inform the Place Based Approach within Staffordshire Moorlands.

Tamworth

76. The Tamworth pilot has built on the existing foundations of the established MAC provision, commissioning a tier 2 family support service (Malachi). The service provides a dedicated worker who works with families from two high schools (Rawlett and Tamworth Enterprise College). It is a 2 year pilot that started in September 2016 and will end in September 2018.
77. The three broad objectives for this service are:
- a. Deliver comprehensive targeted family support to include the delivery of evidenced based parenting programmes and transitional support and or transitional support groups for children entering secondary school, working in close collaboration with the schools pastoral teams providing a joined up and seamless service. (Early Intervention).
 - b. Adopt a whole family approach, to provide holistic family support to children, young people and their families delivering effective co-ordinated support, building family resilience, aspiration, tackling roots causes, promoting personal responsibility and empowerment.. Helping families to help themselves to seek the right support, at the right time from their support networks and communities. (Preventative approach).
 - c. Promote and support the development and delivery of integrated practice within the Multi Agency Centres (MAC's) (Integrative approach).
78. The pilot's aims are to:
- a. Provide Holistic Family Support for 60 Families in Year 1 & 90 Families in Year 2 – (A total of 150 Families)
 - b. Deliver 4 Evidence Based Parenting Programmes per year – (A total of 8 Programmes)
 - c. Provide bespoke support for Young People transitioning to Year 7 – (Variable number based on need locally determined)
 - d. MAC Development & Integration - Increase the existing membership from the voluntary sector and community organisations that are connected to local communities & encourage collaborative and joint working, furthermore promoting family resilience and access to community support.
79. The pilot has been progressing well and helping to manage the demand/referrals into local support teams by reducing escalation and demand from the pilot's target schools.
80. The provider has received 32 eligible referrals from Rawlett and 22 referrals from TEC. A total of 2 parenting programmes have been delivered over the year with 5 parents completing the programme. A total of 77 children have been supported via transitional support across academies and primary feeder schools in the district.
81. Early findings are showing that the LST referrals been have reduced for both pilot schools. Referrals from TEC during Apr-Aug 16 were 11, this has reduced to 2 for the same period Apr- Aug 17. Likewise the referral rates for Rawlett during Apr-Aug 16 were 23, this has now reduced to just 8 for the same period Apr-Aug 17.

This data will further validated throughout the academic year to understand the true impact.

82. Landau Forte Amington Academy is now participating in the pilot as the third school for Year 2 of the pilot.

Conclusion

83. Many of the district pilots have progressed with either early intervention or family support approaches that aim to draw upon the involvement of local community assets and voluntary services. All pilots have been responsive to local need and there is much learning to be taken in terms of understanding a different approach to supporting families in their community. There are several district examples that have provided evidence of positive outcomes being achieved as well as a reduction in referrals to LST and higher tiered services.
84. Furthermore there are examples of community and voluntary organisations developing whose aim it is to support vulnerable families to become more resilient and less reliant on statutory services. Positively, within a number of areas there has also been a number of well attended community events to engage with hard to reach families and promote the community offer.
85. The development of social capital alongside continuing co-production is bringing positive benefits by building resilient and empowered communities. It is envisaged that the development of these more resilient communities will encourage and promote personal responsibility and a self-help approach that supports a sustainable children's system in the future.
86. An identifiable success of many of the pilots is their alignment to schools. Where there is a strong relationship with schools and schools have supported the pilot to develop governance, outcome measures and identified cohort of children needing support these pilots have seen the most success.
87. Across the districts the pilots have offered insight into the gaps in provision and good practice, and this has influenced the development of the Family Support Contract.
88. The Family Support Contract brings together the BRFC Accreditation Scheme and the Children's Centre Family Support offer and this ensures that there is a seamless service available in all districts which will enable families to access earlier support. Where appropriate work will continue to develop and align pilot providers with the Family Support Contract to ensure a robust Earliest Help / Early Help offer thrives within communities. Whilst it is recognised that there has been a clear progression in community understanding and support for the pilots we recognise the need to further develop the strength of the partnerships so that families' needs can be confidently met within the community, therefore reducing the need for service intervention.

89. The pilots offer the basis for the continued development of the Place Based Approach. All of these pilots are transitioning into the Place Based work as it develops across the County.

Next Steps

90. A large amount of detailed data is emerging from these pilots which will be analysed for best practice and areas of learning to share, aiming to understand impacts and the potential for invest to save models within the PBA. A paper will be taken to FPEG with the findings.

Link to Other Overview and Scrutiny Activity

- a. Children, Young People and Families Transformation Programme – Safe and Strong Communities Select Committee – 8th June 2016
- b. C,Y,P&Fs Transformation Programme – Overview of Programmes Including the Vision Pilot – Safe and Strong Communities Select Committee – 8th July 2016
- c. Progress with the Children and Families Transformation Programme – Safe and Strong Select Committee – 12th December 2016
- d. Children and Families System Transformation Programme – 16th January 2017

Contact Officer

Janene Cox OBE, Commissioner for Culture and Communities

Tel: 01785 278368

Email: Janene.cox@staffordshire.gov.uk

Appendices

Appendix A – Cannock Outcome Star Results

Appendix B – South Staffs Outcome Star Results

Appendix C – Tamworth Outcome Star Results

Appendix D – Family Support Services

Background Paper

Children, Young People and Families Pilots – Safe and Strong Communities Select Committee on 13th July 2017.

Cannock Pilot - WCFC

No. Service Users	11	
No. 1st Stars Completed	11	100%
No. with at least 1 reviewed Star	8	73%
No. with at least 2 reviewed Stars	2	18%
No. Stars Completed in Total	23	

inc. x1 s/u with 5 stars

How many first Stars were completed collaboratively?

Worker & Service User	21	91%
Worker Only	2	9%
Service User Only	0	0%
Total	23	

Overall change across all Star areas

Change Type	No.	%age
Negative	0	0.0%
No change (-0.25 or +0.25)	6	25.0%
Positive	17	75.0%
Total	23	100.0%

How were service users distributed across journey of changes stages on their first stars.

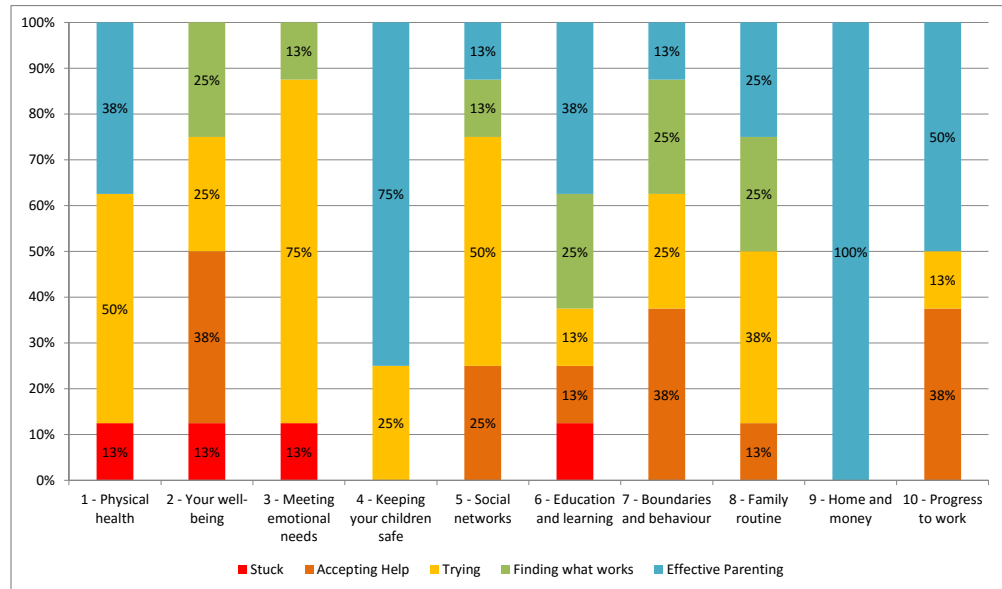
This is the number/percentage of service users at each journey of change stage for each area, based on initial star readings. Note - only families with at least one reviewed star included

Star Area	Stuck		Accepting Help		Trying		Finding what works		Effective Parenting	
	1	2	3	4	5	6	7	8	9	10
1 - Physical health	0	1	0	0	3	1	0	0	0	3
2 - Your well-being	0	1	1	2	2	0	0	2	0	0
3 - Meeting emotional needs	0	1	0	0	1	5	0	1	0	0
4 - Keeping your children safe	0	0	0	0	0	2	0	0	2	4
5 - Social networks	0	0	1	1	0	4	1	0	1	0
6 - Education and learning	0	1	0	1	0	1	0	2	1	2
7 - Boundaries and behaviour	0	0	2	1	2	0	2	0	0	1
8 - Family routine	0	0	1	0	3	0	0	2	1	1
9 - Home and money	0	0	0	0	0	0	0	0	2	6
10 - Progress to work	0	0	2	1	0	1	0	0	0	4

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Star Area	Number of families				
	Stuck	Accepting Help	Trying	Finding what works	Effective Parenting
1 - Physical health	1	0	4	0	3
2 - Your well-being	1	3	2	2	0
3 - Meeting emotional needs	1	0	6	1	0
4 - Keeping your children safe	0	0	2	0	6
5 - Social networks	0	2	4	1	1
6 - Education and learning	1	1	1	2	3
7 - Boundaries and behaviour	0	3	2	2	1
8 - Family routine	0	1	3	2	2
9 - Home and money	0	0	0	0	8
10 - Progress to work	0	3	1	0	4

Star Area	Percentages				
	Stuck	Accepting Help	Trying	Finding what works	Effective Parenting
1 - Physical health	13%	0%	50%	0%	38%
2 - Your well-being	13%	38%	25%	25%	0%
3 - Meeting emotional needs	13%	0%	75%	13%	0%
4 - Keeping your children safe	0%	0%	25%	0%	75%
5 - Social networks	0%	25%	50%	13%	13%
6 - Education and learning	13%	13%	13%	25%	38%
7 - Boundaries and behaviour	0%	38%	25%	25%	13%
8 - Family routine	0%	13%	38%	25%	25%
9 - Home and money	0%	0%	0%	0%	100%
10 - Progress to work	0%	38%	13%	0%	50%

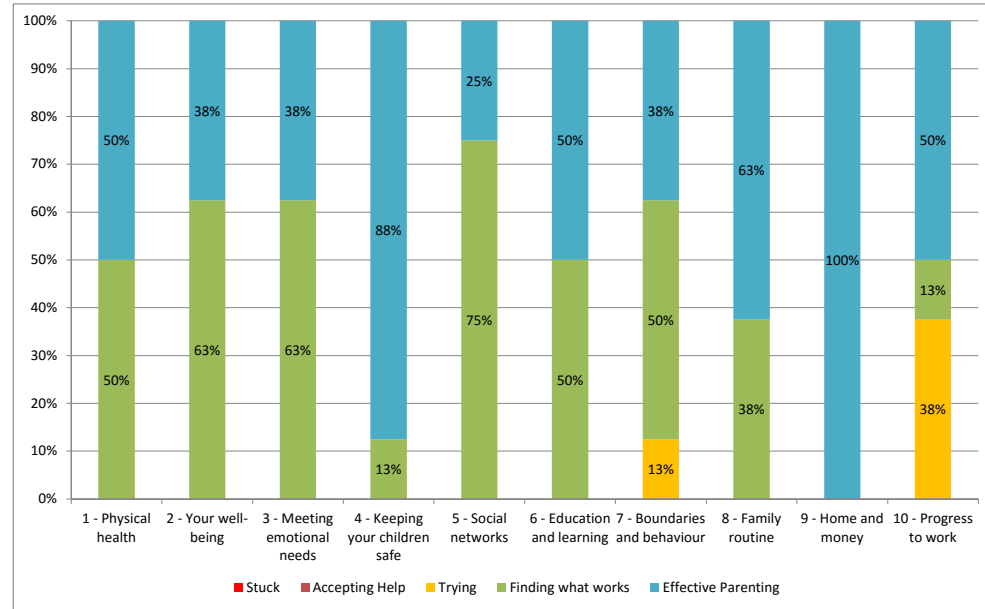


How were service users distributed across journey of changes stages on their most recent stars.

This is the number/percentage of service users at each journey of change stage for each area, based on the most recent star readings.

Star Area	Stuck		Accepting Help		Trying		Finding what works		Effective Parenting	
	1	2	3	4	5	6	7	8	9	10
1 - Physical health	0	0	0	0	0	0	2	2	1	3
2 - Your well-being	0	0	0	0	0	0	1	4	2	1
3 - Meeting emotional needs	0	0	0	0	0	0	3	2	3	0
4 - Keeping your children safe	0	0	0	0	0	0	1	0	3	4
5 - Social networks	0	0	0	0	0	0	2	4	1	1
6 - Education and learning	0	0	0	0	0	0	2	2	1	3
7 - Boundaries and behaviour	0	0	0	0	0	1	2	2	2	1
8 - Family routine	0	0	0	0	0	0	1	2	3	2
9 - Home and money	0	0	0	0	0	0	0	0	1	7
10 - Progress to work	0	0	0	0	0	3	0	1	0	4

Star Area	Number of families				
	Stuck	Accepting Help	Trying	Finding what works	Effective Parenting
1 - Physical health	0	0	0	4	4
2 - Your well-being	0	0	0	5	3
3 - Meeting emotional needs	0	0	0	5	3
4 - Keeping your children safe	0	0	0	1	7
5 - Social networks	0	0	0	6	2
6 - Education and learning	0	0	0	4	4
7 - Boundaries and behaviour	0	0	1	4	3
8 - Family routine	0	0	0	3	5
9 - Home and money	0	0	0	0	8
10 - Progress to work	0	0	3	1	4



Star Area	Percentages				
	Stuck	Accepting Help	Trying	Finding what works	Effective Parenting
1 - Physical health	0%	0%	0%	50%	50%
2 - Your well-being	0%	0%	0%	63%	38%
3 - Meeting emotional needs	0%	0%	0%	63%	38%
4 - Keeping your children safe	0%	0%	0%	13%	88%
5 - Social networks	0%	0%	0%	75%	25%
6 - Education and learning	0%	0%	0%	50%	50%
7 - Boundaries and behaviour	0%	0%	13%	50%	38%
8 - Family routine	0%	0%	0%	38%	63%
9 - Home and money	0%	0%	0%	0%	100%
10 - Progress to work	0%	0%	38%	13%	50%

Star Charts showing mean first and second Star readings for all families with a first and second star

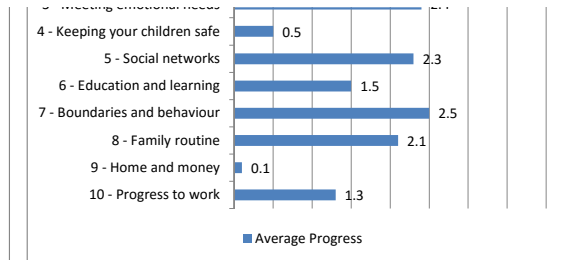
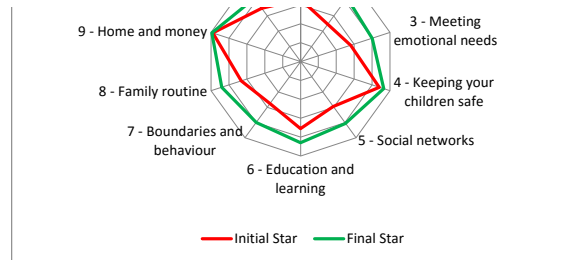
This shows the mean for the first and most recent Star.

It may only indicate small amounts of change as it may include service users who start at 10 and therefore cannot improve

Star Area	Initial Star	Final Star	Average Progress
1 - Physical health	6.60	8.60	2.0
2 - Your well-being	4.90	8.40	3.5
3 - Meeting emotional needs	5.60	8.00	2.4



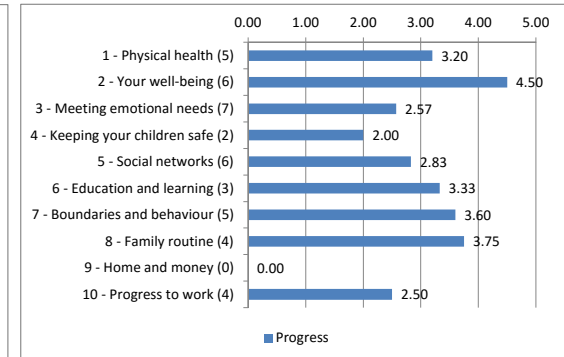
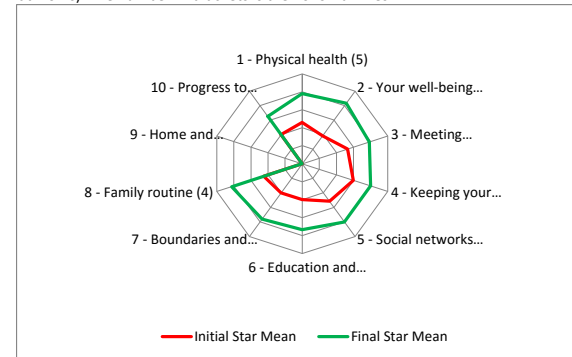
4 - Keeping your children safe	8.80	9.30	0.5
5 - Social networks	5.90	8.10	2.3
6 - Education and learning	7.10	8.60	1.5
7 - Boundaries and behaviour	5.50	8.00	2.5
8 - Family routine	6.60	8.80	2.1
9 - Home and money	9.80	9.90	0.1
10 - Progress to work	7.00	8.30	1.3



Star Charts showing mean first and second Star readings for those beginning at less than 7 (i.e.1-6)

This shows the means at the first and most recent Star for those beginning at 1-6 (i.e. not yet learning what works). The number in brackets is the no. of families.

Star Area	No. less than 7	Initial Star Mean	Final Star Mean	Progress
1 - Physical health (5)	5	4.60	7.80	3.20
2 - Your well-being (6)	6	3.83	8.33	4.50
3 - Meeting emotional needs (7)	7	5.29	7.86	2.57
4 - Keeping your children safe (2)	2	6.00	8.00	2.00
5 - Social networks (6)	6	5.17	8.00	2.83
6 - Education and learning (3)	3	4.00	7.33	3.33
7 - Boundaries and behaviour (5)	5	4.00	7.60	3.60
8 - Family routine (4)	4	4.50	8.25	3.75
9 - Home and money (0)	0	0.00	0.00	0.00
10 - Progress to work (4)	4	4.00	6.50	2.50



Data Source: Outcomes Star Online Reports (12/10/17)

South Staffs Pilot - SCTSP

No. Service Users	40	
No. 1st Stars Completed	40	100%
No. with at least 1 reviewed Star	26	65%
No. with at least 2 reviewed Stars	4	10%
No. Stars Completed in Total	71	

inc. x1 s/u with 4 stars

How many first Stars were completed collaboratively?

Worker & Service User	38	95%
Worker Only	2	5%
Service User Only	0	0%
Total	40	

Overall change across all Star areas

Change Type	No.	%age
Negative	11	16.0%
No change (-0.25 or +0.25)	11	16.0%
Positive	49	68.0%
Total	71	100.0%

How were service users distributed across journey of changes stages on their first stars.

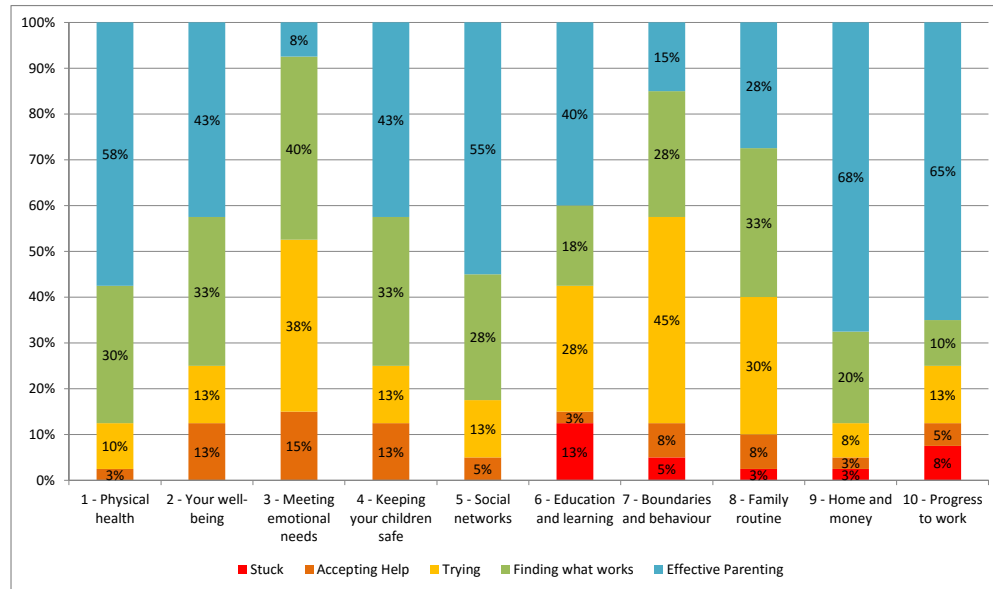
This is the number/percentage of service users at each journey of change stage for each area, based on initial star readings. Note - only families with at least one reviewed star included

Star Area	Stuck		Accepting Help		Trying		Finding what works		Effective Parenting	
	1	2	3	4	5	6	7	8	9	10
1 - Physical health	0	0	0	1	1	3	3	9	9	14
2 - Your well-being	0	0	1	4	0	5	7	6	3	14
3 - Meeting emotional needs	0	0	4	2	4	11	8	8	2	1
4 - Keeping your children safe	0	0	1	4	3	2	6	7	10	7
5 - Social networks	0	0	1	1	4	1	7	4	6	16
6 - Education and learning	0	5	0	1	9	2	4	3	4	12
7 - Boundaries and behaviour	0	2	1	2	8	10	9	2	1	5
8 - Family routine	0	1	1	2	6	6	5	8	2	9
9 - Home and money	0	1	0	1	1	2	4	4	9	18
10 - Progress to work	0	3	1	1	4	1	2	2	2	24

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Star Area	Number of families				
	Stuck	Accepting Help	Trying	Finding what works	Effective Parenting
1 - Physical health	0	1	4	12	23
2 - Your well-being	0	5	5	13	17
3 - Meeting emotional needs	0	6	15	16	3
4 - Keeping your children safe	0	5	5	13	17
5 - Social networks	0	2	5	11	22
6 - Education and learning	5	1	11	7	16
7 - Boundaries and behaviour	2	3	18	11	6
8 - Family routine	1	3	12	13	11
9 - Home and money	1	1	3	8	27
10 - Progress to work	3	2	5	4	26

Star Area	Percentages				
	Stuck	Accepting Help	Trying	Finding what works	Effective Parenting
1 - Physical health	0%	3%	10%	30%	58%
2 - Your well-being	0%	13%	13%	33%	43%
3 - Meeting emotional needs	0%	15%	38%	40%	8%
4 - Keeping your children safe	0%	13%	13%	33%	43%
5 - Social networks	0%	5%	13%	28%	55%
6 - Education and learning	13%	3%	28%	18%	40%
7 - Boundaries and behaviour	5%	8%	45%	28%	15%
8 - Family routine	3%	8%	30%	33%	28%
9 - Home and money	3%	3%	8%	20%	68%
10 - Progress to work	8%	5%	13%	10%	65%



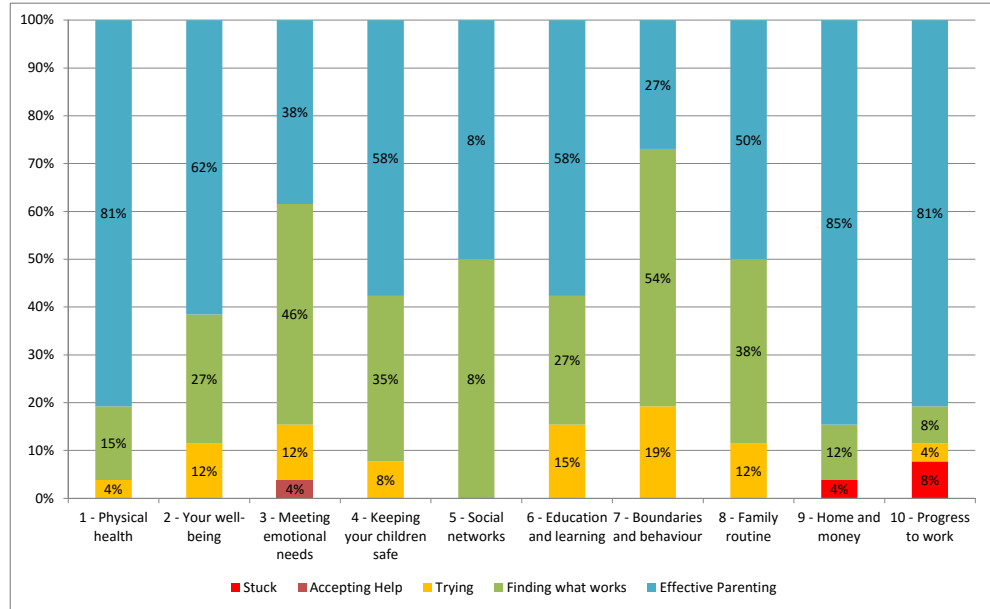
How were service users distributed across journey of changes stages on their most recent stars.

This is the number/percentage of service users at each journey of change stage for each area, based on the most recent star readings.

Star Area	Stuck		Accepting Help		Trying		Finding what works		Effective Parenting	
	1	2	3	4	5	6	7	8	9	10
1 - Physical health	0	0	0	0	0	1	2	2	9	12
2 - Your well-being	0	0	0	0	1	2	1	6	6	10
3 - Meeting emotional needs	0	0	0	1	0	3	3	9	6	4
4 - Keeping your children safe	0	0	0	0	0	2	1	8	7	8
5 - Social networks	0	0	0	0	0	0	1	1	0	2
6 - Education and learning	0	0	0	0	1	3	4	3	6	9
7 - Boundaries and behaviour	0	0	0	0	2	3	3	11	1	6
8 - Family routine	0	0	0	0	1	2	3	7	5	8
9 - Home and money	0	1	0	0	0	0	2	1	5	17
10 - Progress to work	0	2	0	0	1	0	1	1	2	19

Star Area	Number of families				
	Stuck	Accepting Help	Trying	Finding what works	Effective Parenting
1 - Physical health	0	0	1	4	21
2 - Your well-being	0	0	3	7	16
3 - Meeting emotional needs	0	1	3	12	10
4 - Keeping your children safe	0	0	2	9	15
5 - Social networks	0	0	0	2	2
6 - Education and learning	0	0	4	7	15
7 - Boundaries and behaviour	0	0	5	14	7
8 - Family routine	0	0	3	10	13
9 - Home and money	1	0	0	3	22
10 - Progress to work	2	0	1	2	21

Star Area	Percentages				
	Stuck	Accepting Help	Trying	Finding what works	Effective Parenting
1 - Physical health	0%	0%	4%	15%	81%
2 - Your well-being	0%	0%	12%	27%	62%
3 - Meeting emotional needs	0%	4%	12%	46%	38%
4 - Keeping your children safe	0%	0%	8%	35%	58%
5 - Social networks	0%	0%	0%	8%	8%
6 - Education and learning	0%	0%	15%	27%	58%
7 - Boundaries and behaviour	0%	0%	19%	54%	27%
8 - Family routine	0%	0%	12%	38%	50%
9 - Home and money	4%	0%	0%	12%	85%
10 - Progress to work	8%	0%	4%	8%	81%

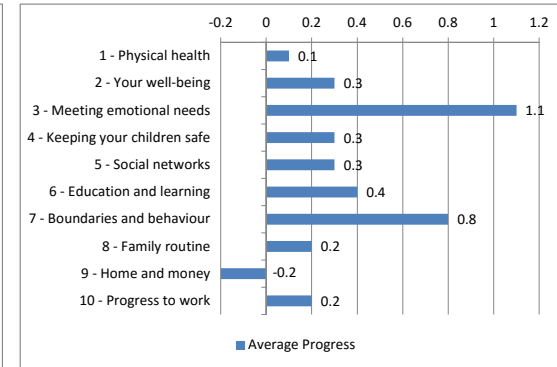
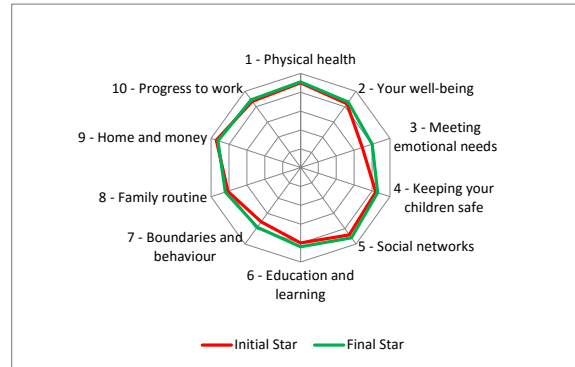


Star Charts showing mean first and second Star readings for all families with a first and second star

This shows the mean for the first and most recent Star.

It may only indicate small amounts of change as it may include service users who start at 10 and therefore cannot improve

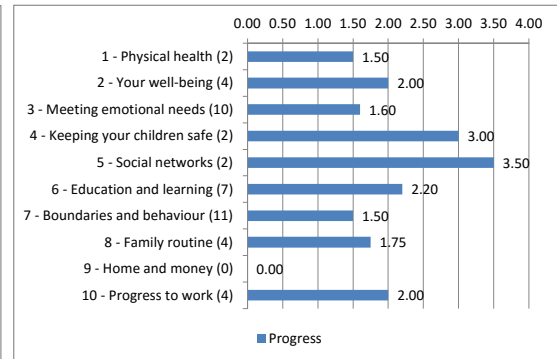
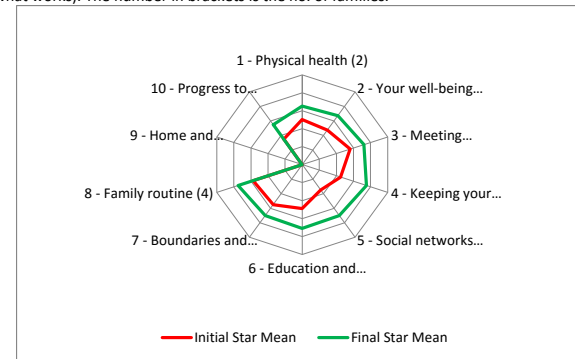
Star Area	Initial Star	Final Star	Average Progress
1 - Physical health	9	9.1	0.1
2 - Your well-being	8.4	8.6	0.3
3 - Meeting emotional needs	6.9	8	1.1
4 - Keeping your children safe	8.4	8.6	0.3
5 - Social networks	8.8	9.2	0.3
6 - Education and learning	8	8.4	0.4
7 - Boundaries and behaviour	7.1	7.8	0.8
8 - Family routine	8.1	8.4	0.2
9 - Home and money	9.4	9.2	-0.2
10 - Progress to work	8.7	8.9	0.2



Star Charts showing mean first and second Star readings for those beginning at less than 7 (i.e.1-6)

This shows the means at the first and most recent Star for those beginning at 1-6 (i.e. not yet learning what works). The number in brackets is the no. of families.

Star Area	No. less than 7	Initial Star Mean	Final Star Mean	Progress
1 - Physical health (2)	2	5.00	6.50	1.50
2 - Your well-being (4)	4	4.75	6.75	2.00
3 - Meeting emotional needs (10)	10	5.60	7.20	1.60
4 - Keeping your children safe (2)	2	4.50	7.50	3.00
5 - Social networks (2)	2	3.50	7.00	3.50
6 - Education and learning (7)	7	4.90	7.10	2.20
7 - Boundaries and behaviour (11)	11	5.50	7.00	1.50
8 - Family routine (4)	4	5.75	7.50	1.75
9 - Home and money (0)	0	0.00	0.00	0.00
10 - Progress to work (4)	4	3.50	5.50	2.00



Data Source: Outcomes Star Online Reports (12/10/17)

Ruth Holden
BRFC Data Officer

Tamworth Pilot - Malachi

September 2016 to August 2017

Data source: Outcomes Star Online Service User Inclusion and Combined User and Star Reports 29/09/2017

Summary	No.
Total no. service users (families) on system	41
No. with initial star completed	35
No. with a reviewed star	20
No. left service	17
No. left service and a final star	16

Total no. stars completed	56
- Worker & Service User	49
- Worker Only	6
- Service User Only	1

41 families in total have been created in the Star Online system. Of these, 35 have had an initial star completed (85%) and, of those with an initial star, 20 (57%) have at least one reviewed star.

17 families have now left the service and of these, 16 (94%) have at least one reviewed star.

For consistency, it is preferable for stars to be completed collaboratively by the key worker and the service user/family; of the 56 family stars completed, 49 (88%) have been completed collaboratively.

Measure	Sep to Nov 2016	Dec to Feb 2017	Mar to May 2017	Jun to Aug 2017
Number of families added to the family star system each quarter	1	7	15	18
Number of stars initiated (i.e. scores added on) during quarter	0	11	10	35
Number of service users that have had reviews added	0	3	3	14
Number of service users that have had final scores added and closed	0	2	3	11

Across the year, the number of families and stars that have been added to the family star system has steadily increased. During the first 3 months of the pilot there was very little activity, with only 1 family added and no stars initiated.

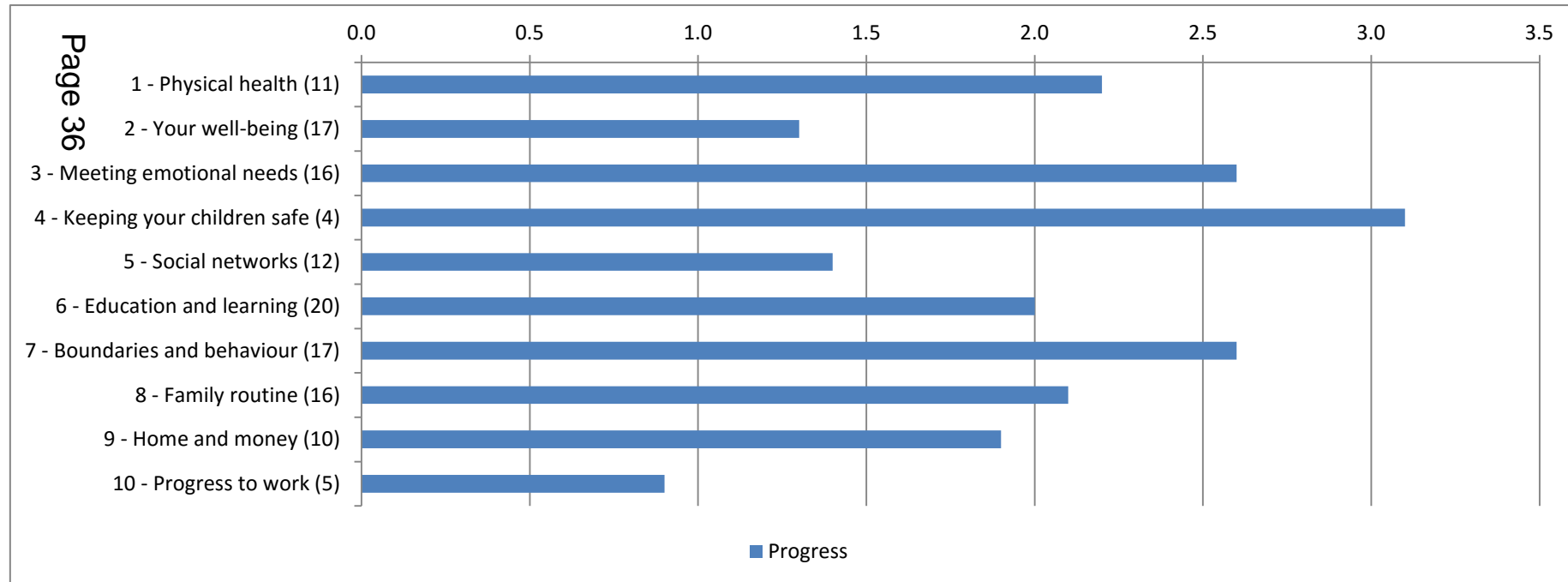
The majority of families and stars have been added in the final 3 months of the year. 35 stars were initiated in the final 3 months of the year accounting for 63% of all stars initiated during the year.

Work has been completed with 16 families, 11 (69%) of which were closed in the period June to August 2017.

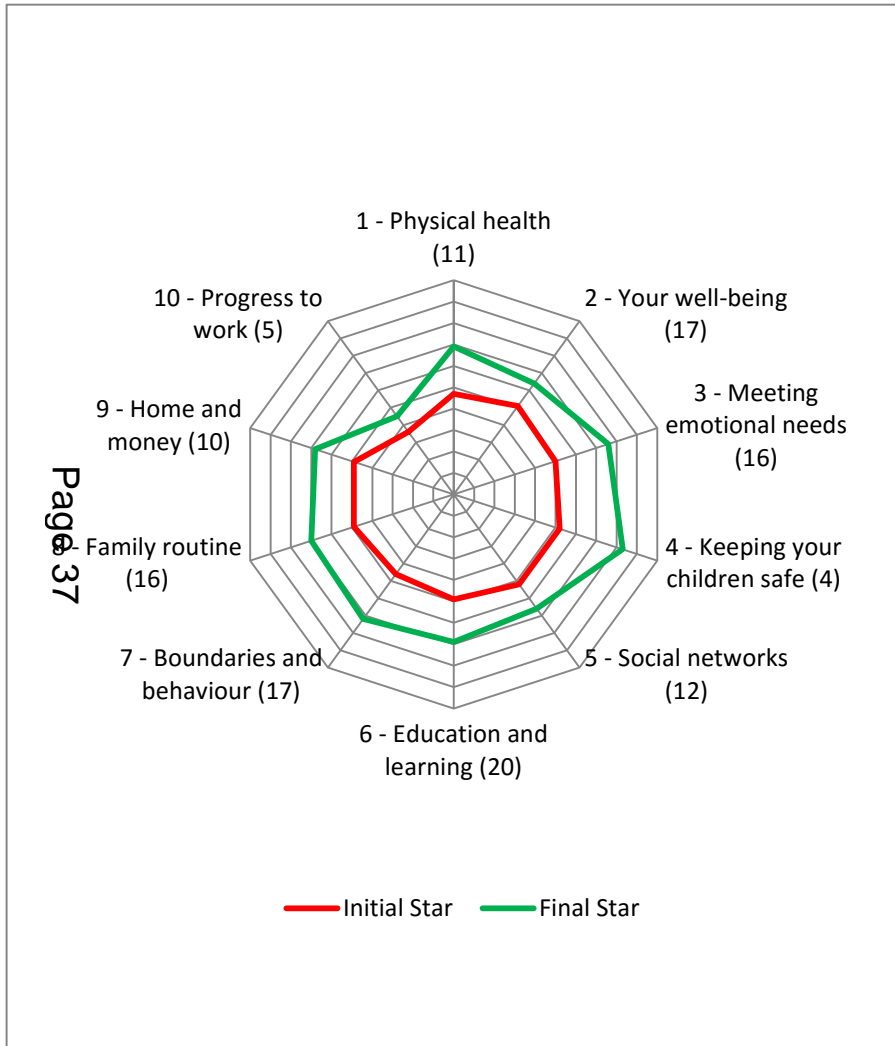
Star Charts showing mean first and second Star readings for those beginning at less than 7 (i.e.1-6)

This shows the means at the first and final Star for those beginning (at 1-6). Number in brackets is the no. of families.

Star Area	Families scoring < 7	Initial Star	Final Star	Progress
1 - Physical health (11)	11	4.7	6.9	2.2
2 - Your well-being (17)	17	5.1	6.4	1.3
3 - Meeting emotional needs (16)	16	5.0	7.6	2.6
4 - Keeping your children safe (4)	4	5.2	8.3	3.1
5 - Social networks (12)	12	5.2	6.6	1.4
6 - Education and learning (20)	20	4.9	6.9	2.0
7 - Boundaries and behaviour (17)	17	4.6	7.2	2.6
8 - Family routine (16)	16	4.9	7.0	2.1
9 - Home and money (10)	10	4.9	6.8	1.9
10 - Progress to work (5)	5	3.6	4.5	0.9



Star Charts showing mean first and second Star readings for those beginning at less than 7 (i.e.1-6)



The Family Star Plus has five stages on the journey of change:

- 1-2 Stuck
- 3-4 Accepting help
- 5-6 Trying
- 7-8 Learning what works
- 9-10 Effective parenting

These charts illustrate the means at the first and most recent star for those beginning at 'trying' or below (i.e. 1-6, not yet learning what works), and the progress made in each of the ten areas of the star. It is acknowledged as a more accurate measure of progress made by families, as those who start at the higher end of the journey of change (e.g. 7-10) have less further to travel which can distort progress made by families at the lower end of the journey of change.

There has been positive progress made across all 10 areas of the star, with the greatest amount of progress being made in 'keeping your children safe', from 5.2 at the initial star to 8.3 at the most recent star.

The area with the greatest number of families (10) at 'trying' or below at the initial star is 'Education & Learning'. The initial mean star reading for this area was 4.9, increasing to 6.9 (2 points) at the most recent star.

The area with the lowest initial mean star reading was 'progress to work' (3.6) although there were only 5 families initially scoring at 6 or below. This increases to a mean score of 4.5 at the most recent star. This area also shows the least amount of progress (0.9 points) from initial to most recent star.

Only 4 families scored 6 or below in the area 'Keeping your children safe', although this area showed the most progress overall (3.1 points) and scored the greatest mean area with 8.3 at the most recent star.

Family Support Services

Contract name	Provider name
Family Support (Cannock)	Barnardo Services Limited
Early Years and Children Centre's Co-ordination (Cannock)	Pre-School Learning Alliance
Early Learning (Cannock)	Pre-School Learning Alliance
Family Support (Proactive Home Visiting) (Cannock)	CESS
Family Support (East Staffs)	Harvey Girls
Early Years and Children Centre's Co-ordination (East Staffs)	SEAM
Early Learning (East Staffs)	Pre-School Learning Alliance
Family Support (Lichfield)	Barnardo Services Limited
Early Learning (Lichfield)	Little Owl Limited
Family Support (Proactive Home Visiting) (Lichfield)	Little Owl Limited
Early Years and Children Centre's Co-ordination (Lichfield)	Pre-School Learning Alliance
Family Support (Moorlands)	Homestart (Staffordshire Moorlands)
Early Years and Children Centre's Co-ordination (Moorlands)	SEAM
Early Learning (Moorlands)	Soccer Lions
Family Support (Newcastle)	Homestart (Newcastle)
Early Learning (Newcastle)	My Baby Time
Early Years and Children Centre's Co-ordination (Newcastle)	SEAM
Family Support (South Staffs)	Pre-School Learning Alliance
Early Years and Children Centre's Co-ordination (South Staffs)	Inspired Parenting
Family Support (Stafford)	Barnardo Services Limited
Early Years and Children Centre's Co-ordination (Stafford)	Pre-School Learning Alliance
Family Support (Proactive Home Visiting) (Stafford)	Homestart (Stafford)
Early Learning (Tamworth)	Pre-School Learning Alliance
Early Years and Children Centre's Co-ordination (Tamworth)	Pre-School Learning Alliance
Family Support (Tamworth)	Barnardo Services Limited
Children Centre Premises Agreement	Queen Street Neighbourhood Resource Centre
Children Centre Premises Agreement	Charnwood Primary School
Children Centre Premises Agreement	University Primary Academy of Kidsgrove (Maryhill)
Children Centre Premises Agreement	Landywood Primary School
Children Centre Premises Agreement	Silkmore Primary School

WORK PROGRAMME

Safe and Strong Communities Select Committee 2017/18

This document sets out the work programme for the Safe and Strong Communities Select Committee for 2017/18. 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 Gould, Scrutiny and Support Manager on 01785 276148 or by emailing tina.gould@staffordshire.gov.uk

Membership – County Councillors 2017-18

John Francis (Chairman)
Conor Wileman (Vice Chairman)
Syed Hussain
Trevor Johnson
Jason Jones
Natasha Pullen
Kyle Robinson
Paul Snape
Victoria Wilson
Mike Worthington

Calendar of Committee Meetings 2017-2018

13 June 2017 at 2.00 p.m.
13 July 2017 at 10.00 a.m.
26 September 2017 at 2.00 p.m.
9 November 2017 at 10.00 a.m.
11 December 2017 at 2.00 p.m. Cancelled due to inclement weather
15 January 2018 at 10.00 a.m.
5 March 2018 at 10.00 a.m.
26 March 2018 at 1.30 pm

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

Work Programme 2017-18

Date of meeting	Item	Link to Council's Commissioning Plans	Details	Action/Outcome
Tues 13 June 2017	Introduction to S&SC SC	Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	The Committee received a presentation which gave an overview of the remit of the Select Committee and highlighted some of the key issues going forward.	As a result of the presentation and subsequent discussion on developing the work programme Members requested the following items be included on their work programme: <ul style="list-style-type: none"> • The West Midlands Peer Review of Adult Safeguarding • How to engage with hard to reach communities • Modern day slavery and domestic violence • CSE
Thurs 13 July 2017	Children's & Families System Transformation Cabinet Member: Mark Sutton Officer: Mick Harrison/Helen Riley	Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	The Transformation programme for Children and Family Services has previously been considered by this Select Committee on 8 June, 8 July & 12 December 2016.	Due to meeting timings and restrictions during the recent elections it had not been possible on this occasion for the Select Committee to undertake pre-decision scrutiny, with this report being included on the 21 June 2017 Cabinet agenda. Comments and/or concerns raised were therefore reported to the 19 August Transformation Programme Board, with these then helping inform future working.
	Children, Young People & Families Pilots Cabinet Member: Mark Sutton Officer: Mick Harrison/Janene Cox	Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	The Pilots support the work of the Transformation Programme and were last considered by this Committee on 16 January 2017.	Progress on the Pilots varied and Members requested that in their next 6 monthly report they receive details of which pilots will cease and how the success of the others will inform best practise across the County.
	Public Analyst & Scientific Services Laboratory Cabinet Member: Gill Heath Officer: Trish Caldwell [exempt item]	Well Run Council Making the most of our Assets, Managing Change Well, Transforming Ourselves, Innovation in ICT, Continued Modernisation of HR, Outcome Based Performance Management	To inform the Select Committee of a review carried out into the operation of the in-house Public Analyst and Scientific Services laboratory.	The Select Committee did not endorse the recommendations but asked the Cabinet Member for Communities to take their concerns to the 19 July Cabinet and ask for a deferment on the decision to close the service pending consideration of their concerns/alternative suggestions.

Mon 26 Sept 2017	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 Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	The Committee has requested a six monthly update on this issue. The Chair of the Children and Young People's Overview and Scrutiny Committee at Stoke City Council has been invited to attend this meeting and this arrangement is reciprocated.	The Select Committee want to encourage schools to make use of the DVD "For the Whole World to See" in their PHSE lessons and for this resource to be used as part of school governor training. Future reports are also asked to include consideration of LGBT as a potential vulnerable group within this context. Members also requested that they receive an update in 6 months time on the OPCC funded post to develop PHSE resources around safeguarding in its broadest sense and the take-up of schools.
	Cabinet Response: Preventing Low Level Neglect of Children in Staffordshire Cabinet Member: Mark Sutton	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities	The Committee received an initial response to the recommendations contained within its Working Group report on Low Level Neglect on 6 March 2017. It was agreed to follow up outstanding actions in 6 months' time.	Members thanked the Cabinet Member for Children and Young People for his progress in implementing the recommendations made by the Working Group. They also asked for an organogram showing the governance model and relationship between groups involved.
Thurs 9 Nov 2017 Page 45	West Midlands Peer Review of Adult Safeguarding Cabinet Member: Alan White Officer: Andrew Sharp	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities	This review took place in February 2017. Councillors Francis and Olszewski participated in this review. At the June meeting Members requested feedback on the review to a future meeting.	The select Committee commended officers on the significant progress made in implementing the recommendations made by the Peer Review. They also requested a progress report on the action plan and implementation of recommendations to a future meeting.
	Deprivation of Liberty Safeguards Cabinet Member: Alan White Officer: Peter Hampton	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities.	At its meeting on 9 November 2016 Members were told that the anticipated backlog of referrals should be cleared by June/July 2017. The Committee should monitor and review this matter.	Members noted the difficulties with the number of referrals and the need to prioritise high priority assessments only. They have some concerns that this means the Council is effectively in breach of the law but within the resource available accept this is the only current solution.
Mon 11 Dec 2017 <i>cancelled</i>	Customer Feedback & Complaints, Adult Social Care Annual Report 16/17 Cabinet Member: Alan White Officer: Kate Bullivant	Well run Council	Adult's Services have a statutory obligation to submit an Annual Report on complaints and representations to the relevant County Council Committee.	The answers to the key lines of inquiry were forwarded to Members.

	<p>Customer Feedback & Complaints, Children's Social Care Annual Report 16/17 Cabinet Member: Mark Sutton Officer: Kate Bullivant</p>	<p>Well run Council</p>	<p>Children's Services have a statutory obligation to submit an Annual Report on complaints and representations to the relevant County Council Committee.</p>	<p>The answers to the key lines of inquiry were forwarded to Members.</p>
<p>Mon 15 Jan 2018</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 46</p>	<p>Staffordshire & Stoke-on-Trent Adult Safeguarding Partnership Board Cabinet Member: Alan White Independent Chair: John Wood</p>	<p>Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities</p>	<p>This report is presented to the Select Committee on an annual basis.</p>	<p>Members commended the Board on the thoroughness of their report and the activity undertaken.</p>
	<p>Staffs Safeguarding Children's Board (SSCB) Annual Report 2016/17 Cabinet Member: Mark Sutton Independent Chair: John Wood</p>	<p>Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities</p>	<p>This report is presented to the Select Committee on an annual basis.</p>	<p>Members commended the Board on the thoroughness of their report and the activity undertaken. They have some concerns over the possibility of pupils attending unregistered schools outside of the county.</p>
	<p>Home Care Cabinet Member: Alan White Officer: Richard Harling</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>Included on the work programme following the October Triangulation meeting. Consideration of Home Care from a safeguarding point of view and the lessons learnt around communication.</p>	<p>This item was considered in the private part of the agenda under exemption paragraph 3.</p>

	<p>Domestic Abuse Cabinet Member: Gill Heath 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>Select Committee Members requested an item on this issue at their meeting of 13 June.</p>	<p>Members noted the work undertaken to ensure there were no gaps in service provision during the re-tendering process and the marketing events that had been held to inform potential bidders. They scrutinised in detail the services delivered through the DA programmes. Members feel there is further work to be done here and requested follow-up information on a number of areas, including figures for the upward trend in repeat incidents and for incidents of stalking.</p>
<p>Mon 5 March 2018</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 47</p>	<p>Child Sexual Exploitation (CSE) in Staffordshire, to include progress against the CSAF Action Plan 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>The Committee has requested a six monthly update on this issue. The Chair of the Children and Young People's Overview and Scrutiny Committee at Stoke City Council has been invited to attend this meeting and this arrangement is reciprocated.</p>	
	<p>Children's & Families System Transformation & update on Pilot Projects Cabinet Member: Mark Sutton Officer: Mick Harrison/Helen Riley/Janene Cox</p>	<p>Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.</p>	<p>The Transformation programme for Children and Family Services has previously been considered by this Select Committee on 8 June, 8 July & 12 December 2016 & 13 July 2017.</p>	
<p>Extra meeting 26 March NB meeting starts at 1.30pm</p>	<p>Safeguarding concerns over the Rise in Crime PCC – Matthew Ellis Chief Constable – Gareth Morgan</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>Following concerns raised at the 15 January Select Committee and discussions at the 10 January Triangulation meeting the Chairman requested all Members of the Council forward details of crime and safeguarding issues within their area with a view to this Select Committee meeting with the PCC and Chief Constable to address these safeguarding concerns.</p>	

Briefing Notes/Updates/Visits 2017-18				
Date	Item	Link to Council's Commissioning Plans	Details	Action/Outcome
17 July, 10 August and 15 September 2017	Visit to the MASH (Multi Agency Safeguarding Hub)	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities	Select Committee Members requested a visit to the MASH to see first hand the multi agency partnership working and the rationale for creating this facility.	The main visit took place on 10 August jointly with members of the Corporate Parenting Panel, with those unable to make 10 August visiting separately.
December 2017	Modern Slavery	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	At the 12 December meeting Members requested a further report giving progress on the Task and Finish action plan following their January meeting. Following this meeting there was no significant developments to report and this item has therefore been deferred for consideration in the new municipal year and due to be considered at the December meeting, which was cancelled. The report was therefore circulated to Members as a briefing note	Briefing note circulated and Members asked to highlight if they wished to include any further investigation on the work programme.
January 2018	Community Safety Agreement	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities.	Select Committee response to the SCC Stronger Communities Strategy Group Draft Agreement and results of the Strategy Group's 13 September meeting had been requested by the Select Committee and at the 11 October Triangulation meeting it was agreed that this information should be brought to the Select Committee via a briefing note rather than be included on an agenda.	

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Working Group and/or Inquiry Days 2017-18				
Date	Item	Link to Council's Commissioning Plans	Details	Action/Outcome
Monday 31 July 2017 9.30 – 11.00 am	Community Safety Agreement – shared priorities Cabinet Member: Gill Heath Officer: Mick Harrison	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities.	The SCC Stronger Communities Strategy Group (chaired by Gill Heath and including representation from District and Borough Councils) has produced a draft Community Safety Agreement Safe which sets out shared priorities. This will be agreed at their meeting of 13 September. The Select Committee will consider the Draft Agreement at an informal review session, reporting their findings to both the Strategy Group on 13 September and the Select Committee on 26 September.	Findings from the informal meeting were agreed by Members and forwarded to Becky Murphy, Safer Communities Commissioning Officer, to share at the 13 September Strategy Group meeting. Feedback from the Strategy Group meeting will be shared with the Select Committee at their meeting of 26 September.

<p>Monday 14 August</p>	<p>Local Business Case for Joint governance of Police and Fire & Rescue in Staffordshire PCC: Matthew Ellis</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>The Police and Crime Commissioner (PCC) has produced a business case proposing the joint governance of the Police and Fire and Rescue Services in Staffordshire. The consultation ends at the beginning of September. This informal session will be an opportunity for the Select Committee to consider the business case in detail and formally respond to the consultation.</p>	<p>The Select Committee's informal workshop session was held jointly with the Corporate Review Committee and the Police and Crime Panel. The findings from this scrutiny will be formally reported to a special meeting of the County Council on 31 August where they will agree the County Council's formal response to the PCC's consultation.</p>
<p>Thursday 9 November</p>	<p>Customer Feedback and Complaint Annual Reports for adult and children's social care Cabinet Member: Mark Sutton and Alan White Officer: Kate Bullivant</p>	<p>Well run Council</p>	<p>An informal session will be held to consider these annual reports in detail. From this informal session a list of questions and/or comments will be drawn together and forwarded to the Customer Feedback and Complaints Manager prior to the December meeting. This will enable the discussion at the December Select Committee meeting to concentrate on the key areas highlighted by Members.</p>	<p>Key lines of inquiry were forwarded to the Customer Feedback and Complaints Manager in readiness for the December meeting.</p>
<p>Inquiry Day 30 January 2018 + follow-on meetings on 12 February 13 March</p>	<p>Preventing Children coming into Care- now called "Edge of Care" Cabinet Member: Mark Sutton Officer: Richard Hancock</p>	<p>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 was initially proposed by the Commissioner for Community Safety, Children and Families. The Chairman has met with the Head of Families First and a scoping report has been prepared for Members' consideration.</p>	<p>The 30 January Inquiry has been held. A further Member meeting on 12 February identified a range of further information they required. This detail will be presented by Officer at the 13 March meeting.</p>
	<p>How to engage hard to reach communities Cabinet Member: Gill Heath 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>Possible Review to identify hard to reach communities within Staffordshire and the most effective way of addressing the issues identified.</p>	<p>A desk top exercise is underway to establish if, and in what ways, the County Council is currently addressing this issue.</p>
<p>tbc</p>	<p>Children's Centres – 3 years on 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>Three years ago the Select Committee completed work to assess the role of the Children's Centre. Three years on the Select Committee will re-visit this work, visiting the Centres to assess the current situation in comparison with the findings of the original working group report.</p>	<p>At the Select Committee meeting of 26 November Members agreed to a request that this review be put back until the current significant changes within Children's Centres were completed.</p>

Referrals from other Select Committees 2017-18				
Timescale	Area of Work	Link to Council's Commissioning Plans	Details	Action/Outcome
12 January 31 January 21 March	Elective Home Education	Best Start	Referral from Corporate Parenting Panel – August 2017 (NB – also referred to Prosperous Staffordshire Select Committee)	A review group has been set up jointly with members of the Prosperous Staffordshire Select Committee. Its first meeting was held on 12 January where Members received a briefing from officers. A planning meeting is scheduled for 31 January with the inquiry session scheduled for 21 March.

Current & Related Work of Select Committees and/or All Party Member Groups 2017-18				
Timescale	Area of Work	Link to Council's Commissioning Plans	Details	Action/Outcome
Page 50 tbc – likely to be December or January	All Age Disability Strategy Cabinet Member: Alan White Officer: Martyn Baggaley	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	The Healthy Staffordshire Select Committee has the All Age Disability Strategy on their work programme. To avoid duplication this issue has not been included as a work programme item for this Select Committee, however the outcome of their scrutiny will be shared with Safe & Strong Communities Select Committee Members.	
September 2017 -	Children's mental health & wellbeing Cabinet Member: Alan White Officers: Tilly Flannigan & Divya Patel APMG Membership Keith Flunder (Chair) Johnny McMahon Bernard Peters Ron Clarke Bryan Jones Ann Edgeller	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	Innovation APMG: Terms of Reference 'how to promote children's emotional and mental wellbeing to reduce referrals to specialist services across SCC and other partners, by intervening earlier to ensure better long-term outcomes'	End of September agree scope, lines of enquiry and membership of the APMG First full meeting of the APMG with specialist officers - October Development of the focus groups - October Submit initial progress to the Leaders report October / November
August 2017 -	Increasing S3 Capacity Cabinet Member: Gill Heath Officers: Angela Schulp & Adam Rooney APMG Membership Mike Davies (Chair) David Smith Kyle Robinson Maureen Compton Julia Jessel	Well run Council	Community APMG: How do we increase the capacity and utilise the services of S3 to deliver 'People helping people' and reduce the involvement of SCC?	Agree scope with Cabinet –end of August Meet with S3 to understand what they do – end of August / early September Look at 8 Community Members priorities and see if any cross over / themes – end of August / early September Meet with local agencies that are also building capacity – e.g. Fire service,

				<p>bigger voluntary groups (Age UK, Alzheimer's Society etc) – September</p> <p>First meeting APMG to discuss scope and plan – September</p> <p>Meet with local community groups with DCLs and CPOs – September / October</p> <p>Submit early findings to Leaders report – October</p> <p>Second meeting of APMG to discuss findings – late October / early November</p>
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Work Programme 2018-19

Following the Triangulation Meeting of 10 January 2018 and items put forward by Members at their meeting of 15 January, the following items have been included on the Work programme for the new municipal year.

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Date of meeting	Item	Link to Council's Commissioning Plans	Details	Action/Outcome
tbc	Domestic Abuse	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	Following their meeting of 15 January Members requested further details on a range of areas to be forwarded to them with a view to further work being undertaken in the new municipal year. Consideration will be given to whether this is undertaken by a review/working group.	
tbc	Provision of "places of safety" under section 136 MHA. Cabinet Member – Alan White Lead Officer -	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	Following the Triangulation meeting of 10 January the Deputy Leader and Cabinet Member for Health, Care and Wellbeing asked the select Committee to consider undertaking an overview of the current provision of places of safety. A few years ago there had been circumstances where prison cells were being used, which was agreed as inappropriate. A review to assess the current provision was requested.	
tbc	Short breaks for children with disabilities Cabinet Member – Mark	Resilient Communities Ensure effective safeguarding for the most vulnerable in our	Suggested for inclusion on the work programme at the 10 January Triangulation.	

	Sutton Lead Officer -	communities Enable people to access the appropriate intervention at the right time.		
tbc	Trading Standards Cabinet Member: Gill Heath Officer: Trish Caldwell	Well Run Council Making the most of our Assets, Managing Change Well, Transforming Ourselves, Innovation in ICT, Continued Modernisation of HR, Outcome Based Performance Management	Suggested for inclusion on the work programme at the 10 January Triangulation. Considering the safeguarding issues following the service review in 2018.	
tbc	Child Sexual Exploitation (CSE) in Staffordshire, to include progress against the CSAF Action Plan 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 Committee has requested a six monthly update on this issue. The Chair of the Children and Young People's Overview and Scrutiny Committee at Stoke City Council has been invited to attend this meeting and this arrangement is reciprocated.	
tbc Page 52	MISPERS Cabinet Member Lead Officer	Resilient Communities Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	Suggested for inclusion on the work programme at the 10 January Triangulation.	
tbc	Children's & Families System Transformation & update on Pilot Projects Cabinet Member: Mark Sutton Officer: Mick Harrison/Helen Riley/Janene Cox	Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	The Transformation programme for Children and Family Services has previously been considered by this Select Committee on 8 June, 8 July & 12 December 2016 & 13 July 2017 and 5 March 2018.	
tbc	Independent Futures and Disability Team Cabinet Member: Lead Officer:	Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	Suggested for inclusion on the work programme at the 10 January Triangulation.	
tbc	Youth Offending service	Well run Council	Consideration of the YOS Review	

	Cabinet Member: Mark Sutton Officer: Vonni Gordon			
tbc	Direct Payments Cabinet Member: Alan White Lead Officer: Andrew Jepps	Ensure effective safeguarding for the most vulnerable in our communities Enable people to access the appropriate intervention at the right time.	Following the 15 January consideration of Home Care Members requested an item on Direct Payments to clarify how the system worked.	

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