

Agenda

Children and Families Overview and Scrutiny Panel

Monday, 14 August 2017, 2.00 pm
County Hall, Worcester

All County Councillors are invited to attend and participate

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 844963 or by emailing democraticservices@worcestershire.gov.uk

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Children and Families Overview and Scrutiny Panel

Monday, 14 August 2017, 2.00 pm, County Hall, Worcester

Membership

Councillors:

Mrs F M Oborski (Chairman), Mrs J A Potter (Vice Chairman), Mr R W Banks, Ms P Agar, Ms R L Dent, Ms P A Hill, Mr S M Mackay, Ms T L Onslow and Ms S A Webb

Co-opted Church Representatives (for education matters)

Bryan Allbut (Church of England)

Parent Governor Representatives (for education matters)

Ms C Richardson (Parent Governor) and Vacancy

Agenda

| Item No | Subject | Page No |
|----------------|---|----------------|
| 1 | Apologies and Welcome | |
| 2 | Declaration of Interest and of any Party Whip | |
| 3 | Public Participation Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Friday 11 August 2017). Enquiries can be made through the telephone number/e-mail address below. | |
| 4 | Confirmation of the Minutes of the Previous Meeting (previously circulated) | |
| 5 | Update on the Children's Social Care Service Improvement Plan | 1 - 26 |
| 6 | Family Front Door | 27 - 28 |

Agenda produced and published by the Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. To obtain further information or hard copies of this agenda, please contact Alyson Grice 01905 844962/Samantha Morris 01905 844963 email: scrutiny@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's website [here](#)

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CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 14 AUGUST 2017

UPDATE ON THE CHILDREN'S SOCIAL CARE SERVICE IMPROVEMENT PLAN

Summary

1. The Cabinet Member with Responsibility for Children and Families and the Assistant Director Safeguarding Services (Children's Social Care) have been invited to the meeting to provide an update on the Children's Social Care Service Improvement Plan.

Background

2. On 24 January 2017, Ofsted published their report entitled 'Inspection of services for children in need of help and protection, children looked after and care leavers; and Review of the effectiveness of the Local Safeguarding Children Board'.

3. The overall judgement for Worcestershire was 'inadequate'. This was a very disappointing judgement for Worcestershire's children and young people, as well as for the committed and hardworking staff within the service.

4. Following the Ofsted judgement, a Service Improvement Plan (SIP) has been developed to cover all of the recommendations made by Ofsted.

5. On 13 March 2017, the Director of Children, Families and Communities (DCS) provided an update to the Panel on peer learning gleaned from other Local Authorities in the development of the plan, outlined the governance arrangements for the SIP and reported an early progress update.

Key updates since last report to Children and Families O&S Panel

6. Since the last update to the Panel, there have been a number of notable meetings/events which have taken place that relate directly to the SIP.

7. On Thursday 30 March 2017, a small cohort of our Looked after Children and Care Leavers did a take-over of the Council's *Leadership Exchange* event, which brings together senior managers from across the Council on a quarterly basis to collaborate on key issues. The session focused on Corporate Parenting responsibilities and was planned and delivered by our Looked after Children and Care Leavers. It was an incredibly informative session, with the children and young people sharing their own stories to provide a very powerful and moving insight into their experiences in the social care system.

8. As a result of the session, a series of 'pledges' were identified to represent part of the Council officers' commitment to Corporate Parenting. These are owned by the

Wider Leadership Team, with support provided from across all Directorates within the Council. This represents the start of our journey to develop a culture that ensures children and young people are at the heart of everything we do. Progress will be reported to our children and young people on a regular basis. Appendix 1 outlines the Corporate Parenting pledge.

9. In the March report to the Panel, the DCS stated that the Local Authority was awaiting communication from the Department for Education (DfE), about the appointment of a person to assess the Local Authority's capacity and capability to deliver the improvements required to Children's Services.

10. In March, the DfE appointed Trevor Doughty (DCS at Cornwall Council) as the Children's Commissioner for Worcestershire. The Commissioner, supported by a team from Cornwall Council, led a review of Children's Services in Worcestershire with the following brief:

- To provide the Council with the opportunity to provide evidence that it has taken decisive action since the Ofsted inspection and is no longer failing to perform to an adequate standard in the delivery of its Children's Social Care functions
- To assess the Council's capacity and capability to improve itself – within a reasonable timeframe – and to sustain improvement long-term
- To advise the Minister on whether an alternative delivery and governance arrangement for children's social care, outside the operational control of the Council is required.

11. The review took place over 2 weeks at the end of March and beginning of April. Whilst the report was submitted to the DfE in accordance with the original timeline (9 June 2017), the General Election on 8 June 2017 impacted on Ministerial appointments nationally, and the report is yet to be published into the public domain. The report is expected to be published later this year. The DfE have extended the contract of Trevor Doughty as Children's Commissioner for Worcestershire, until 29 September 2017.

12. On 6 April 2017, Cabinet approved the Service Improvement Plan and delegated authority to the DCS in consultation with CMR: Children and Families to update the plan as appropriate.

13. Cabinet also reviewed and approved the following strategy documents to support the improvement activity:

- *Commissioning and Sufficiency Strategy for Looked after Children and Care Leavers* which will ensure that we better understand, plan and meet future accommodation demand for Looked after Children and Care Leavers within Worcestershire;
- *Corporate Parenting Strategy* which sets out the Council's approach to delivering effective corporate parenting responsibilities across the whole Council and partner agencies to our Looked after Children and Care Leavers population; and
- *Care Leavers Strategy* which sets out the key responsibilities for the Council and our partners to ensure that our Care Leavers receive the

support, help and guidance they may need to be able to support themselves, as they transition into adulthood to live independently.

14. During April and June, a series of Partnership Locality Events were held across all six District areas within the county, led by the Assistant Director: Safeguarding Services. A range of partner agencies attended to receive an overview of the challenges faced in helping to safeguard and promoting the welfare of children and young people and messages were tailored to address local context. These events will be held on a quarterly basis in the future to enhance children's practitioner networks between partner agencies and improve the quality of professional conversations, and to share best practice. A key theme for the events held between April and June was to raise awareness and understanding around the Local Safeguarding Children Board's (LSCB) thresholds guidance document around levels of need. Ofsted reported that understanding and consistency of application was a key issue for the Local Authority and partners as a result of the inspection in October/November 2016.

15. On 6 April 2017, Worcestershire formally submitted our Service Improvement Plan to Ofsted. Chris Sands, Senior Ofsted Inspector provided the following feedback on Worcestershire's Service Improvement Plan submission on 28 April 2017:

- Generally positive feedback – the plan sets out priorities clearly, and is congruent with *Putting Children First*
- Clearly states the importance of partners – strong governance
- All areas of the Ofsted report are covered through the eight-point plan
- Suggested areas to address include:
 - Need to be more specific about measures for improvement – the 'by when' factor
 - Hugely ambitious plan – which is much needed, but can it be achieved?

16. A revised plan was submitted to Ofsted on 5 May 2017 to address the feedback, and this was subsequently endorsed by Ofsted as acceptable.

17. Following the submission and subsequent acceptance of our Service Improvement Plan, Ofsted monitoring visits could be agreed. These will take place at a frequency of approximately every 3 months. Each visit will have a key theme, agreed in advance between Ofsted and the Local Authority.

18. Ofsted conducted their first monitoring visit on 23 and 24 May 2017, with the focus being the Family Front Door service. Jenny Turnross, HMI from Ofsted, who led the inspection in October/November 2016 led the first monitoring visit too. This has helped to ensure continuity from Ofsted, and should make it easier to assess and track our improvement, whilst also building on the relationships developed during the inspection last year.

19. Each visit is followed by a letter which outlines the outcome of the visit (there are no judgements made but instead a statement summarising direction of travel). The first letter is not published, however a brief summary is provided in the next section of this report.

Feedback from Ofsted Monitoring Visit – No.1

20. Unfortunately, the feedback reported from Ofsted in May was not as we would have liked. Despite Ofsted recognising some positives such as the political, corporate and leadership commitment to the improvement, most of the positives were qualified with a caveat. For example, Ofsted reported that social worker caseloads had reduced, but were still too high. Ofsted recognised that Community Social Workers were now better configured to support management of the demand at the Family Front Door, but there was still more that could be done.

21. Ofsted also recognised our acceptable and detailed improvement plan, which is targeted on outcomes but challenged whether the focus was too broad based at our current point in the improvement journey.

22. Ultimately, Ofsted deemed that the Local Authority is not yet making the expected progress to improve services for children and young people and cited that an absence of clear priorities was impeding our ability to make tangible and sustained change. Ofsted also reported that learning from audits was not being utilised to improve services and LSCB thresholds were still not understood and/or being applied consistently.

23. The next Ofsted monitoring visit (No. 2) is scheduled for 12/13 September 2017 and will again focus on the Family Front Door.

Service Improvement Board response

24. The Panel is asked to note that the Service Improvement Board (SIB) now includes representation from Health, Police and Education, with Business and VCS representation expected from August 2017.

25. This is in addition to the cross-political party representation, with Elected Members Pattie Hill (Labour), Fran Oborski (2017 Group and Chairman of Children and Families O&S Panel) and Jane Potter (Conservative and Vice Chairman of Children and Families O&S Panel) forming membership of the Board following local elections in May, along with Senior HMI Ofsted Inspector, Chris Sands.

26. Jenny Turnross, Ofsted, attended the Children's Social Care Service Improvement Board meeting on 28 June 2017 to outline key findings and discuss next steps.

27. As a result of this meeting, the Board directed that a revised set of priorities should be developed to address the Ofsted monitoring feedback. The SIB recognised that despite the eight point plan being comprehensive and detailed, there is a need to refine focus in order to enable tangible and sustained improvement to take place.

28. Appendix 2 provides the revised Improvement Plan which has been produced to focus on activity/improvements required between July and September 2017. It is important to note that this does not supersede the eight point plan, but instead places an intensive focus on the following priorities/activities already included:

- Family Front Door – Management of Contacts, Referrals and Assessments
- Remodel the Early Help Offer

- Culture – Create a Child-focused and Accountable Culture
- Quality Assurance – Understand What 'Good' Looks Like

29. This revised plan incorporates feedback provided by Jenny Turnross, following her review of the plan, and at the SIB meeting on 26 July 2017, the Board endorsed the revised focus on these four key priorities ahead of September's Ofsted monitoring visit.

Update on Revised Priorities

30. Operational and business support resource has been reconfigured to support delivery of the revised SIP priorities. The following activity has been completed in July against the four revised priorities:

- **Family Front Door – Management of Contacts, Referrals and Assessments**
 - Revised LSCB Levels of Need guidance document issued to all staff and partners via the Local Safeguarding Children's Board (LSCB)
 - Family Front Door (FFD) pathway revised to better manage contacts and referrals – including role of the Community Social Work (CSW) team
 - Backlog of assessments being reduced through temporary additional capacity (Quality Assured Project (QAP) commissioned)
 - Online booking system now live for professionals to speak directly with CSWs and publicised via the LSCB
 - Meeting held with partners (Education, Health, Police, Social Care) at FFD to scope the development of MASH
 - FFD Diagnostic focussed on contact and referral, timeliness and quality of decision-making undertaken by Leeds City Council
- **Remodel the Early Help Offer**
 - Draft Early Help strategy, including Early Help Pathway, has been produced and circulated to LSCB for feedback and discussion at September board meeting
 - Revised Early Help Assessment, Action Plan and Closure Forms developed and uploaded to website in Microsoft Word format for ease of use by all partners
 - District events taking place with commissioned and partner agencies on Levels of Need Guidance and the Early Help Pathway
- **Culture - Create a Child-focused and Accountable Culture**
 - New social worker induction programme developed and approved
 - Developed a shared vision, mission and core values statement
 - Delivery of Social Work Conference session on 17 July (mandatory attendance for Social Work staff) - communicated key messages around vision, mission and core values
 - Weekly newsletter created as vehicle to deliver key messages
 - Cultural diagnostic programme scoping session held on 24 July with Directorate Leadership Team
- **Quality Assurance – Understand What 'Good' Looks Like**
 - Development of a new KPI report on key performance areas reported to DCS and Leadership Team on a weekly basis now live

- Audit programme refocused on Family Front Door, undertaking a number of thematic audits including:
 - repeat referrals in the last 12 months;
 - tracking level 3 cases from contact to provider;
 - assessments at the Family Front Door; and
 - s47s that end in closure

Next Steps

31. The following activity is planned during August against each of the four revised priority areas:

- **Family Front Door – Management of Contacts, Referrals and Assessments**
 - LSCB Levels of Need guidance document refresher sessions continue to be run for all FFD staff
 - Complete the work to re-establish MASH arrangements at FFD with agreed multi-agency protocol
 - Impact of revised Levels of Need Guidance on volume and type of referral received at FFD to be assessed and reported to a future Service Improvement Board meeting
 - Continuous cycle of learning regarding threshold decision making via weekly communication, team meetings, audit and supervision
- **Remodel the Early Help Offer**
 - Revise Early Help practice standards and procedures – in progress
 - ‘Step Up – Step Down’ process between Social Care and Early Help revised and to be communicated and embedded. Audit cycle to monitor improvements.
- **Culture - Create a Child-focused and Accountable Culture**
 - Ofsted readiness sessions to be planned for staff ahead of Monitoring Visit
 - Social Work Conference session on 10 August (mandatory attendance for Social Work staff) – communicate key messages around vision, mission and core values
 - Cultural diagnostic programme commences with the aim of creating a high support / high challenge environment
- **Quality Assurance – Understand What 'Good' Looks Like**
 - Principal Social Worker to ensure Social Work Practice Standards are repackaged into a single set of procedures and re-launched
 - Continue audit programme focusing on FFD
 - Establish Early Help Key Performance Indicator (KPI) dashboard to enable effective monitoring of performance at LSCB level
 - Practice observations on visits to children undertaken by managers to create a baseline for individuals and the service, in terms of quality of practice
 - Messages from audits to be shared across whole workforce via a Principal Social Worker newsletter, which has a practice focus
 - Team Manager looped learning audit programme (designed by Essex County Council), to be delivered by WCC

Specific Information Requests from Elected Members

32. The following requests for information were made by Elected Members to be incorporated into this report:

- Social worker workloads (Councillor Dent)
- Numbers on a comparative basis for performance of agency staff, recruitment and retention, and caseloads (Councillor Banks)

33. Appendix 3 and Appendix 4 provide the requested information.

Purpose of the Meeting

34. The Children and Families Overview and Scrutiny Panel is asked to:

- consider the information in the report
- determine whether it would wish to carry out any further scrutiny, and
- agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Children and Families

Supporting Information

- Appendix 1 – Corporate Parenting pledge
- Appendix 2 – Service Improvement Plan revised priorities (July – Sept 2017)
- Appendix 3 – Social Work Caseload information
- Appendix 4 – Social Work Recruitment Summary

Contact Points

County Council Contact Points

Worcestershire County Council 01905 763763

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Specific Contact Points for this report

Alyson Grice/Samantha Morris, Overview and Scrutiny Officers 01905 844962/844963

Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Director of Children, Families and Communities) the following background papers relate to the subject matter of this report:

- Agenda and background papers for the meetings of the Cabinet held on 2 February 2017 and 6 April 2017
- Agenda and background papers for the meeting of the Children and Families Overview and Scrutiny Panel meeting on 13 March 2017

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OUR PROMISES TO YOU...

AS A COUNCIL, WE MAKE THESE COMMITMENTS TO OUR CHILDREN AND YOUNG PEOPLE...



We will give all young people in our care the chance to gain work experience by shadowing our staff or having the opportunity to complete a work placement with us.



We will act as the guarantor for those care leavers seeking rented accommodation.



We will give free access to children and young people in our care, and their families, to our museums and leisure facilities. We will encourage our partners to do the same.



We will make sure that all of our major contracts include commitments to support young people in our care and our care leavers.



We will provide every care leaver with the opportunity to have a business mentor to support them as they start their first job.



We will keep in touch with our children and young people and our care leavers. We will follow their progress.



We will provide our children and young people with the digital tools (phones and tablets) that they need to contact each other and their social workers.



We will help to set up group conversations on social media so young people can talk to each other and to get support from our social workers.



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Working Together

Improving the lives of children and young people

in Worcestershire

Worcestershire County Council

Children's Social Care: Service Improvement Plan

(PRIORITY ACTION PLAN: JULY – SEPTEMBER 2017)



worcestershire
county council



Introduction

1. Following an Ofsted monitoring visit undertaken on 23 and 24 May 2017 (focusing on the Family Front Door service) and proposed final recommendations presented by our DfE Children's Commissioner on 9 June 2017, the Council and partners, sponsored through the Service Improvement Board, have re-focused their improvement priorities to address the key concerns / feedback provided.
2. This document sets out the immediate priorities for our improvement journey for the period from June 2017, leading up to the next Ofsted monitoring visit on 12 and 13 September 2017.
3. The four priorities are :
 - Family Front Door – Management of Contacts, Referrals and Assessments
 - Remodel the Early Help Offer
 - Culture – Create a child-focused and accountable culture
 - Understand What 'Good' Looks Like

Our Vision for Children and Young People

4. Taking the lead from the Worcestershire Children and Young People Plan (2017-2021), our **vision** is for Worcestershire to be a wonderful place for all children and young people to grow up. We envision a supportive community where children and young people are safe, secure, and nurtured into successful independence.
5. Our **mission** as a Directorate is to deliver high quality services to children, young people and their families.
6. Our core **values** are:
 - We believe that all children and young people should be at the heart of everything we do
 - We will make a positive difference to every child we work with
 - We will we keep families together where it is in the best interests of the child
7. We will ensure children achieve the following **outcomes**:
 - Are safe from harm
 - Reach their full potential
 - Make a positive contribution in their communities
 - Live healthy, happy and fun-filled lives
8. The way we will work:
 - **Listen to, hear and understand** children, young people and families
 - Find strengths and build on positives to help **people help themselves**
 - Prioritise **partnerships** to improve outcomes - doing things with people, instead of to them, for them or doing nothing
 - Focus on **adding value** and keep asking 'is anyone better off / is anyone worse off'?
 - Be **brave** enough to always do the right thing for children and young people

| PRIORITY 1 | | | |
|---|-------|-------------|---|
| Family Front Door – Management of Contacts, Referrals and Assessments | | | |
| Benefit for Children and Young People: High-quality decision-making on children's needs, through consistent application of LSCB revised levels of need, and without delay. | | | |
| Activity | Owner | By When | What will be different by September 2017 |
| Develop and implement new multi-agency protocol and workflow arrangements for the management of Contacts, Referrals and Strategy discussions at the Family Front Door | TiRu | 18 Aug 2017 | Compliance with <i>Working Together</i> <ul style="list-style-type: none"> • Timescales of referral decisions in 24 hours • Health, police and education contributions to strategy discussions at the FFD will be over 95% • All referral decisions will be made in line with the LSCB revised levels of need document |
| All staff, including partner agencies at FFD and Early Help understand revised levels of need guidance and revised workflow arrangements – reinforced through team meetings and supervision | ShMo | 31 Aug 2017 | All FFD and Early Help employees and commissioned staff will be applying thresholds appropriately and consistently |
| Establish daily MASH meetings to support multi-agency information sharing and joint decision making arrangements at the FFD | TiRu | 31 Aug 2017 | MASH will be an effective forum for identifying a multi-agency chronology of information on which to base sound decisions on the level of need and risk |
| Address backlog of open assessments through provision of additional social work and team manager capacity | TiRu | 18 Aug 2017 | All new assessments to be completed within 45 days maximum |
| Assessments Dashboard to be amended to include timeliness of visits to children during the social work assessment. This will be added to Safeguarding TM Performance Management Dashboards | EmBr | 3 July 2017 | Immediate access to live performance data and compliant with standards. |

| PRIORITY 2: | | | |
|---|--------------|------------------|--|
| Remodel the Early Help Offer | | | |
| Benefit for Children and Young People: Children and young people are able to access the right help early enough to prevent problems escalating and they are assisted to exit statutory services. | | | |
| Activity | Owner | By When | What will be different by September 2017 |
| With LSCB partners, produce an Early Help strategy including procedures and practice standards. | ShMo | 31 Aug 2017 | Strategic partnership commitment and buy-in to delivery of Early Help in Worcestershire and strategy and associated documentation approved by the WSCB |
| Develop WSCB assurance framework for Early Help in preparation to submit regular reports to WSCB | ShMo | 31 Aug 2017 | WSCB receive assurance on the effectiveness of the Early Help Offer |
| Agree operating model for Early Help for internal and commissioned Level 2 and Level 3 early help services | HaNe | 1 September 2017 | Clarity of vision and implementation plan identified – ready for commencement in September |
| Revise the pathway between Targeted Early Help and Safeguarding services 'step up and step down' | TiRu | 31 July 2017 | Increase in numbers and better quality of step up / step down arrangements |

| PRIORITY 3 | | | |
|--|--------------|--------------------|---|
| Culture – create a child-focused and accountable culture | | | |
| Benefit for Children and Young People: Social care and targeted services staff understand their role and responsibilities and Worcestershire's way of working; and children and young people value their involvement. | | | |
| Activity | Owner | By When | What will be different by September 2017 |
| Produce a communication strategy and plan to ensure staff and partners understand the vision, mission and values of the organisation and their role in driving improvement – e.g. SW Conference | ShMo | 31 July 2017 | Regular communication and events ensuring staff are informed of latest developments |
| Commence cultural diagnostic (24 July) programme over 12 weeks | BeWi | 24 July 2017 | Emerging understanding of what are the key drivers of existing culture of practice |
| Communicate our intention to implement the Signs of Safety model (without distracting staff from priority activity) | DaAd | July / August 2017 | Staff have an awareness of the new model |
| Agree a revised social care operating model that puts the child's experience first | TiRu | 31 July 2017 | We will have commenced formal consultation on agreed organisational structure |
| Promote Worcestershire County Council as an employer of choice | RiTā | 31 August 2017 | We will have a clear revised employment offer that will have demonstrable recruitment improvements |
| Implement performance management strategy to include proactive identification and mitigation of poor performance | RiTā | 31 August 2017 | We will be able to identify key challenges in teams and individuals and will be able to take assertive action to improve services to children |

| PRIORITY 4 | | | |
|--|--------------|----------------|--|
| Understand what 'Good' Looks Like | | | |
| Benefit for Children and Young People: Children and young people receive purposeful and outcome focussed interventions where their wishes and feelings are understood and acted upon. | | | |
| Activity | Owner | By When | What will be different by September 2017 |
| Ensure practice standards are in place for key areas of the business and staff apply these consistently: <ul style="list-style-type: none"> • Allocations and transfers • Visits • Plans • Reviews | TiRu | 18 Aug 2017 | Standards understood and applied by staff |
| Draw together a robust Quality Assurance and Performance Monitoring Framework for safeguarding and targeted services so we can measure our impact against improvement priorities | ShMo | 18 Aug 2017 | A simplified set of Key Performance Indicators and quality measures and learning communicated from analysis of these |
| Undertake key audit and observation activity against the priority KPIs to evidence our understanding of the impact of changes – and share key learning with staff and partners | TiRu | 31 August 2017 | Staff will have an increased understanding of what 'good' looks like and improving compliance with standards |



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Social Work Caseloads – Performance Information (June 2017)

| Measure | Jul-16 | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 | Target |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 1 Average Caseload - FFD (FTE) | | | | | | | | | - | 27 | 29 | 31 | 20 |
| 2 Number Social workers with more than 20 cases - FFD | 4 | 10 | 14 | 19 | 21 | 22 | 22 | 25 | 23 | 23 | 22 | 24 | 0 |
| 3 Average Caseload - Locality Teams (FTE) | | | | | | | | | 18 | 20 | 20 | 19 | 16 |
| 4 Number Social workers with more than 16 cases - Locality Teams | 70 | 56 | 55 | 52 | 57 | 51 | 57 | 63 | 68 | 70 | 72 | 72 | 0 |
| 5 Number Personal Advisors with more than 22 cases - Care Leavers (Allocated, Co-worker & Awaiting Allocation) | | | | | | | | | 10 | 11 | 9 | 12 | 0 |
| 6 Average Caseload - Care Leavers (FTE) (Allocated, Co-worker & Awaiting Allocation) | | | | | | | | | 27 | 27 | 26 | 27 | 22 |
| 7 ASYE - number with more than 12 cases | | | | | | | 13 | 12 | 9 | 10 | 10 | 12 | 0 |
| 8 ASYE - % with more than 12 cases | | | | | | | 76% | 71% | 60% | 77% | 71% | 71% | 0% |

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Analysis:

Measure 1:

- Despite data referenced in above table, only being available to end of June 2017 – a piece of work undertaken during July with additional commissioned capacity (QAP Teams) has reduced caseloads at the FFD significantly - with only 3/29 Social Workers having more than 20 allocations
- Average caseloads at the Family Front Door are now 10 allocations per social worker
- As of 31 July, there are now 3 Initial Safeguarding Teams at the Family Front Door, each consisting of 10 Social Workers per team (up from 8), and are now aligned directly to Safeguarding Locality Teams

Measures 5 & 6:

- There is a slight increase between May to June re: caseloads in Care Leavers Service.
- There are currently 3 Personal Advisor vacancies against FTE (only 1 is not covered by an agency worker).
- The Care Leavers Service has gone back out to recruit permanent staff against these vacancies.
- The change in legislation to support 21-25 year olds has also started to have impact on caseloads as well as 2 staff being on long term sick - the Care Leavers Service is working on a paper to highlight impact of legislative changes on demand to service (approx. 350 21-15 year olds).

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Social Work Recruitment Summary

C&F O/S Panel – 14 August 2017

Correct as at 19 July 2017

Social Work Recruitment

Activity January to June 2017

24 adverts promoted in addition to rolling advert for experienced Social Workers, agency conversion support and ASYE & SuSW advertising and selection

Success rate overall for all vacancies advertised in this period = **63%***

Channels used

- Worcestershire County Council Website
- West Midlands Jobs
- Facebook
- LinkedIn
- Internal promotion
- Word of mouth via existing staff

Issues

- System change and ongoing issue of formatting of advert, number of clicks
- Less online applications, more CVs post launch of Mercury system
- Management of Social media communications

**excludes rolling advert for experienced Social Workers*

Social Work Recruitment

Permanent Recruitment success to date

6 agency conversions to permanent positions

32 of 51 vacancies filled permanently *

* *Offers Accepted*

2 ASWP

11 Practice Leaders

2 Case Progression Officers

1 LADO

3 Team Managers

6 IRO

1 Principal Social Worker

3 Group Managers

Challenges

Experienced Social Worker attraction

Social Work Recruitment Summary

| KPI Measure | Jan | Feb | Mar | Apr | May | June |
|--|-----|-----|-----|-----|-----|------|
| Number of Leavers (in Month) | 2 | 5 | 3 | 8 | 7 | 1 |
| Number of Frontline SW Vacancies Open* (month end) | 24 | 24 | 25 | 28 | 27 | 31 |
| | | | | | | |
| Number of Applications Received (in Month) | 25 | 33 | 42 | 7 | 8 | 16 |
| No candidates invited to interview | 10 | 14 | 29 | 6 | 9 | 10 |
| No candidates interviewed | 9 | 13 | 27 | 6 | 8 | 9 |
| Number of Offers made (in Month) | 6 | 6 | 20 | 4 | 5 | 6 |
| Number of Offers accepted (in month) | 5 | 6 | 17 | 3 | 3 | 6 |

% applications successful in accepting offer of employment = average of 30%

**Excludes Non-Frontline SW and all other roles (e.g. ASWP, Practice Leader, Team Manager)*

Active Social Work Agency Placements

| Agency usage information | | | | | | | | |
|--|--|-------------------------------|-------------------------|----------------------|---------------------|--------------|---------------------------------|---------------------------------|
| Placements as at 1st March to 31st March | | | | | | | | |
| | Newly Qualified Social Worker | Qualified Social Worker | Senior Social Worker | Senior Practitioner | Team Manager | IRO | Other Social Work Professionals | |
| Numbers | 0 | 167 | 241 | 0 | 63 | 0 | 55 | |
| Hours in month | 0 | 5179.5 | 4758.5 | 0 | 2277.5 | 0 | 1670.25 | |
| Page 25 | Placements as at 1st June to 30th June | | | | | | | |
| | | Newly Qualified Social Worker | Qualified Social Worker | Senior Social Worker | Senior Practitioner | Team Manager | IRO | Other Social Work Professionals |
| | Numbers | 0 | 103 | 113 | 0 | 32 | 0 | 62 |
| | Hours in month | 0 | 3458.5 | 3773.75 | 0 | 1185 | 0 | 1629.5 |

PLEASE NOTE –All Local Authorities have recently replied to a national data request via WM ADCS Regional Network meaning we should have better access to comparative data within the next couple of months.

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CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 14 AUGUST 2017

FAMILY FRONT DOOR

Summary

1. The Assistant Director - Safeguarding Services (Children's Social Care) has been invited to the meeting to provide Members with a presentation on the Family Front Door (FFD). Members are invited to consider and comment on the information provided.

Background

2. The Family Front Door is the single way for members of the public or professionals to report a concern about a child or young person, or request additional help for a family.
3. Launched in July 2016, the FFD brings together functions that were previously provided by the Children's Social Care Access Centre, Early Help Hub and partner services such as Police and Health. The Family Front Door identifies and makes decisions around the levels of need for children and young people to ensure that we provide the right services and intervention to meet their needs at the right time. The Family Front Door aims to assess enquiries coming through to Children's Services in a timely way with partner agencies and provide information and advice to professionals, parents and carers and young people.

Purpose of the Meeting

4. The Children and Families Overview and Scrutiny Panel is asked to:
 - Consider and comment on the presentation on the Family Front Door;
 - Determine whether it would wish to carry out any further scrutiny, and
 - Agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Children and Families.

Contact Points

Worcestershire County Council: 01905 763763
Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Alyson Grice/Samantha Morris, Overview and Scrutiny Officers,
Commercial and Change Directorate (01905 844962/844963)
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Background Papers

In the opinion of the proper officer (in this case the Director of Children, Families and Communities) there are no background papers relating to the subject matter of this report.

[All agendas and minutes are available on the Council's website here.](#)