

Agenda

Children and Families Overview and Scrutiny Panel

Thursday, 22 March 2018, 10.00 am
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

Thursday, 22 March 2018, 10.00 am, County Hall, Worcester

Membership

Councillors:

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

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 21 March 2018). 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 of the Children's Social Care Service Improvement Plan - Ofsted Monitoring Visit Feedback	1 - 22
6	Performance Monitoring	23 - 30
7	Alternative Delivery Model	31 - 34

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 22 MARCH 2018

CHILDREN'S SOCIAL CARE SERVICE – OFSTED MONITORING VISIT FEEDBACK

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 outcome of Ofsted's third monitoring visit of the Council's safeguarding services, which took place on 30 and 31 January 2018 and focused on the Family Front Door service.

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'. Following the Ofsted judgement, an eight-point Service Improvement Plan (SIP) was developed by Children, Families and Communities Leadership Team to cover all of the recommendations made by Ofsted.

4. Ofsted conducted their second monitoring visit on 12 and 13 September 2017, with the focus of the inspection being the Family Front Door service. The outcome letter that was published by Ofsted following that visit reported that 'the local authority has taken steps to tackle the serious weaknesses and is now beginning to make progress to improve services for children and young people.'

5. Ofsted also acknowledged within the outcome letter that a number of the improvements seen during the September 2017 monitoring visit were relatively embryonic and so agreed with the Director of Children's Services (DCS) to do a final monitoring visit inspection at the Family Front Door in January 2018 to ensure the changes they'd witnessed were embedded over time and that further improvements had been made.

Feedback from Ofsted Monitoring Visit – No.3

6. Ofsted conducted their third monitoring visit on 30 and 31 January 2018, with the focus again being on the Family Front Door service. Jenny Turnross, Senior Her Majesty's Inspector (HMI) from Ofsted, led the inspection working alongside fellow Ofsted inspector, Andy Waugh (HMI), and Lee-Anne Farrach, Ofsted Inspector.

7. Appendix 1 is the outcome letter which was published by Ofsted on 22 February 2018. The purpose of each letter following an Ofsted monitoring visit is to outline

the outcome of the visit. There are no judgements made, but instead a statement summarising the direction of travel.

8. Ofsted's headline statement on Worcestershire following the monitoring visit in January 2018 is that 'while services for children in Worcestershire continue to require much work to be of a good standard, progress has been made since the last monitoring visit'.

9. Ofsted also reported that 'Leaders recognise that a strong infrastructure needs to be in place to support effective social work practice and while practice overall needs to improve, positive progress is starting to be made.'

10. Ofsted were clear that whilst significant investment into the service has supported improvement and positive progress is being made, there are still a number of challenges that need to be tackled in order for services for children to be of a good standard. Appendix 2 is a presentation which will be delivered to the Children and Families Overview and Scrutiny Panel meeting on 22 March, by the Assistant Director for Safeguarding Services and will elaborate on the feedback provided by Ofsted, as well as outlining next steps.

Next Steps

11. The next Ofsted monitoring visit (No. 4) is currently scheduled to take place in April 2018 and will focus on the development of the newly established Through Care service, which is a key part of the new Children's Social Care operating model, which was effective from 1 February 2018.

12. Just over 12 months on from the publication of the Ofsted report, the Children, Families and Communities Leadership Team (CFCLT) have commenced a review of the SIP, to review the progress made and to ensure it continues to remain focused on the key priorities in light of the feedback provided from Ofsted following three monitoring visits which have taken place since the SIP was launched, in May 2017, September 2017 and January 2018.

13. This review will also incorporate feedback provided by other key stakeholders including the DfE Children's Commissioner, and our Improvement Partner, Essex County Council.

14. CFCLT will continue to lead delivery of the SIP and ensure positive momentum is maintained whilst the implementation phase of the Alternative Delivery Model (ADM) is underway in parallel.

15. The SIP will continue to be reviewed regularly, with progress reports provided to key stakeholders and partners including the Local Safeguarding Children Board (LSCB), Elected Members and Scrutiny Panels, whilst continuing to work in partnership with our Improvement Partner, Essex County Council.

Purpose of the Meeting

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

- consider the information in the report and the presentation to be provided on the day

- 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 – Ofsted Monitoring Visit Outcome Letter
- Appendix 2 – Presentation to be delivered to Children and Families Overview and Scrutiny Panel by Assistant Director: Safeguarding Services

Contact Points

County Council 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 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) 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, 14 August 2017 and 24 October 2017

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

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22 February 2018

Dr Catherine Driscoll
Director of children, families and communities
Worcestershire County Council
County Hall
Spetchley Road
Worcester
WR5 2NP

Dear Catherine

Monitoring visit of Worcestershire children's services

This letter summarises the findings of the monitoring visit to Worcestershire children's services on 30 and 31 January 2018. The visit was the third monitoring visit since the local authority was judged to be inadequate in November 2016. The inspectors who conducted the visit were Jenny Turnross, Senior Her Majesty's Inspector, Andy Waugh, Her Majesty's Inspector, and Lee-Anne Farrach, Ofsted Inspector.

While services for children in Worcestershire continue to require much work to be of a good standard, progress has been made since the last monitoring visit.

Areas covered by the visit

During the course of this visit, inspectors reviewed the progress made in the areas of help and protection, with a focus on the 'family front door'. Inspectors reviewed the local authority's response to referrals, the quality of assessments and planning for children, and this included evaluating the quality of management decision-making. The effectiveness of systems and processes that social workers, managers and senior managers use to oversee and track workflow arrangements were also considered. The visit also reviewed a small number of cases subject to pre-proceedings and care proceedings. This included the arrangements for managing the quality and timeliness of cases in public law outline. The progress of the local authority was reviewed against its improvement plan targets, with a particular focus on the impact of leaders and managers on practice, to assess the distance travelled.

A range of evidence was considered by inspectors, including electronic case records, supervision files and notes, observation of social workers and managers undertaking referral and assessment duties. Inspectors spoke to representatives of partner

agencies, senior leaders and managers, including the cabinet member responsible for children and families.

Overview

Elected members and senior leaders clearly articulate the improvements that must be made to ensure that children receive effective services. Significant financial investment means that senior leaders are able to implement change, from a very low base, where it is needed. Leaders recognise that a strong infrastructure needs to be in place to support effective social work practice and while practice overall needs to improve, positive progress is starting to be made. Investment in additional social workers is resulting in reduced caseloads for some, but not all, parts of the workforce, including newly qualified social workers. The local authority has also reviewed social work pay and conditions, which is resulting in a number of agency social workers securing permanent contracts with the council.

Inspectors saw a positive shift in the morale and culture of the workforce. Social workers are growing in confidence, and this is starting to result in creative, thoughtful and resourceful work with children. Children's case files demonstrate that an improved level of professional curiosity, including the identification and response to risk, is more evident in social workers' practice. This approach is supporting improvements in the consistency of practice and outcomes for children. In their discussions with inspectors, social workers are calm, measured and focused as they go about their day-to-day business.

Nevertheless, some children continue to experience too many changes in social workers and team managers. This has at times resulted in delays in case progression for a small number of children. The quality and consistency of management oversight and decision-making remain areas of improvement and the local authority has not yet achieved its ambition to reduce caseloads for all social workers.

Findings and evaluation of progress

Investment and clear priority setting by elected members and senior leaders is resulting in a stronger and sustainable infrastructure. Relevant performance management information is available to assist staff and managers to understand their day-to-day work, and this supports social workers to take a more proactive approach to their practice. The development of a performance framework is very positive. However, there is some further work to be undertaken so that the local authority can be assured that performance data is always accurate. Inspectors were impressed that a comprehensive system for managing work that is subject to the public law outline has been developed. This helps managers to track this important work, ensuring that timescales for court are adhered to, reducing drift and delay in case progression.

Inspectors identified some delays in securing appropriate legal advice when decisions to initiate court or legal processes are made. A more streamlined process would ensure a more timely response to children at risk of significant harm. The establishment of two case progression officers is strengthening the quality of court care planning. Social workers have received compliments from both the court and partners for the quality of their written evidence in court.

Partners reported to inspectors that the director of children's services and senior managers are acutely focused on delivering the required improvements to services for children. As a result, an understanding that all partners must contribute to the safeguarding and support of children has been reached. Strategic arrangements to deliver this multi-agency commitment in practice are already in place, although operational delivery remains a challenge. For example, partners are not yet fully integrated into frontline practice and governance arrangements at the 'family front door' do not yet ensure that all agencies fully contribute to the safeguarding of children.

The application of thresholds for intervention by children's social care and their partners has improved but remains inconsistent, and not all children receive a good enough service. Inspectors did not see any evidence of children suffering any adverse impact from this inconsistency. The implementation of a universal model of assessing risk to children has been welcomed across the partnership as the establishment of a corporate language that will be understood by all.

Team managers are not yet sufficiently proactive in making the right decisions for children in accordance with their levels of need. Although some evidence of improved decision-making was seen, some children's circumstances continue to be explored through social work assessments when a strategy discussion is the more appropriate forum. This is further evidenced by a significant reduction of 50% in the rate of strategy meetings from November 2017 to the end of January 2018. The time between strategy meetings and initial child protection conferences is too long and contributes to unnecessary delays to children's needs being fully considered by all relevant partners. The contribution to strategy meetings and child protection enquiries by partners remains too irregular and infrequent. This means that the authority cannot be assured that all children are receiving a comprehensive multi-agency consideration of their needs at the earliest opportunity when they may be at risk of significant harm.

Overall, audit activity undertaken by the local authority accurately reflects the quality of social work practice seen by inspectors. An effective whole-system approach to quality assurance has been developed. The local authority is using a number of platforms for assessing user experience, including an improved performance framework, quarterly audit cycle, learning from compliments and complaints and service user feedback. This diligent work is helping senior managers and leaders to

shape and develop improved services, and they now understand in far more detail the views of children and families.

Supervision of social workers by team managers continues to be process driven, not reflective and not always regular. The local authority is aware that this is an aspect of practice requiring improvement and has acted to reduce the number of social workers each manager is responsible for in an effort to improve the quality of their oversight. As yet, limited positive impact is evident, although social workers value supervision, say they receive it more frequently, and that they feel listened to. They would like more opportunities to focus on reflective practice.

Newly qualified social workers report that they are well supported in their first year in practice. However, some caseloads are too high, even when co-working arrangements are in place. A range of appropriate training and development opportunities are in place for social workers and managers, and this is starting to have the desired impact. The local authority has invested significantly in supporting social workers to understand the child's lived experience and, as a result, assessments and plans are demonstrating early signs of featuring the child's voice and their lived experience. Direct work and the identification of risk are more evident in children's case records and reduced caseloads enable social workers to spend more time getting to know and understand children. While there remain areas of improvement, this is an ongoing and positive trajectory for the quality of core social work practice.

I would like to thank you and your staff for your contribution to this monitoring visit.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Jenny Turnross".

Jenny Turnross
Senior Her Majesty's Inspector



Working Together

Improving the lives of children and young people

in Worcestershire

Ofsted Monitoring Visit Feedback: January 2018

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Children and Families Overview and Scrutiny Panel

22 March 2018



Supporting...

Children and Families



From A to D

- **A – Full Safeguarding Inspection Oct/Nov 16:** *There are widespread and serious failures in the services provided to children in Worcestershire who need help and protection and children looked after*
-
- **B – First monitoring visit May 2017 :** *The local authority's improvement plan is not yet resulting in progress in a number of key areas*
- **C – Second monitoring visit September 2017:** *The local authority has been working hard to improve services to children since Ofsted inspectors conducted a monitoring visit in May. Many of the actions taken by the local authority are quite recent, and some are too new to have yet had a significant impact on improving services. However, the local authority has achieved some tangible improvements 2017*
- **D – Third monitoring visit January 2018:** *While services for children in Worcestershire continue to require much work to be of a good standard, progress has been made since the last monitoring visit*

Strategic Commitment, Investment and Leadership

- Elected members and seniors leaders clearly articulate the improvements that must be made to ensure that children receive effective services. Significant financial investment means that senior leaders are able to implement change, from a very low base, where it is needed
- Leaders recognise that a strong infrastructure needs to be in place to support effective social work practice and while practice overall needs to improve, positive progress is starting to be made

Our areas of continued weakness

- The quality and consistency of management oversight and decision-making remain areas of improvement
- The local authority has not yet achieved its ambition to reduce caseloads for all social workers.
- Team managers are not yet sufficiently proactive in making the right decisions for children in accordance with their levels of need

Working with Partners

- Partners reported to inspectors that the Director of Children's Services and senior managers are acutely focused on delivering the required improvements to services for children.
- As a result, an understanding that all partners must contribute to the safeguarding and support of children has been reached. Strategic arrangements to deliver this multi-agency commitment in practice are already in place
- However operational delivery remains a challenge. The contribution to strategy meetings and child protection enquiries by partners remains too irregular and infrequent.
- The application of thresholds for intervention by children's social care and their partners **has improved** but remains inconsistent. Inspectors did not see any evidence of children suffering any adverse impact from this inconsistency
- The implementation of a universal model of assessing risk to children has been welcomed across the partnership as the establishment of a corporate language that will be understood by all

Performance Management

- The development of a performance framework is **very positive**. Relevant performance management information is available to assist staff and managers to understand their day-to-day work, and this supports social workers to take a more proactive approach to their practice
- Further work to be undertaken so that the local authority can be assured that performance data is always accurate.

Arrangements for managing the quality and timeliness of cases in pre and care proceedings

- **Inspectors were impressed** that a comprehensive system for managing work that is subject to the public law outline has been developed. This helps managers to track this important work, ensuring that timescales for court are adhered to, reducing drift and delay in case progression.
- The establishment of two case progression officers is strengthening the quality of court care planning. Social workers have received compliments from both the court and partners for the quality of their written evidence in court.

Quality Assurance and Learning to understand the experience of our service user

- **An effective whole-system approach to quality assurance has been developed.** The local authority is using a number of platforms for assessing user experience
- Overall, audit activity undertaken by the local authority accurately reflects the quality of social work practice seen by inspectors.
- **This diligent work** is helping senior managers and leaders to shape and develop improved services, and they now understand in far more detail the views of children and families.

Learning, development and support for staff

- A range of appropriate training and development opportunities are in place for social workers and managers, and this is starting to have the desired impact.
- Newly qualified social workers report that they are well supported in their first year in practice

Our quality of practice and child centred approach

- Inspectors saw a positive shift in the morale and culture of the workforce.
- Social workers are growing in confidence, and this is starting to result in creative, thoughtful and resourceful work with children.
- In their discussions with inspectors, social workers are calm, measured and focused as they go about their day-to-day business.
- Children's case files demonstrate that an **improved level of professional curiosity, including the identification and response to risk**, is more evident in social workers' practice.

Supervision

- Social workers value supervision, say they receive it more frequently, and that they feel listened to.
- Supervision by team managers continues to be process driven, not reflective and not always regular
- Service has acted to reduce the number of social workers each manager is responsible for in an effort to improve the quality of their oversight.

Our quality of practice and child centred approach

- Assessments and plans are demonstrating early signs of featuring the child's voice and their lived experience
- Direct work and the identification of risk are more evident in children's case records and reduced caseloads enable social workers to spend more time getting to know and understand children.

In Conclusion

“While there remain areas of improvement, **this is an ongoing and positive trajectory** for the quality of core social work practice.”

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CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 22 MARCH 2018

PERFORMANCE MONITORING

Summary

1. The Chairman of the Panel has requested performance monitoring data for children's social care and has been provided with a data set for 2017/18 Q3 which is attached at Appendix 1.

Background

2. Performance information provides an overview of activity levels within the service, trends and emerging patterns of need that helps identify where performance is improving and where further investigation or targeted improvement action is required.

Performance Data

3. Data has been provided for:

- Family Front Door Social Work Assessments Timeliness
- Family Front Door Assessment Outcomes
- Child Protection Plans – Rate per 10,000 under 18's
- Child Protection Plans – starts and ceases since April 1st
- Children in Need per 10,000 under 18's – Local definition Safeguarding Teams
- Open Cases - Main Categories at Quarter End
- Children Missing from Home in Month
- Children Missing from WCC Care in Month
- Missing from Home – Return Interview Timeliness
- Missing from WCC Care – Return Interview Timeliness
- Child Sexual Exploitation – Numbers at Month End
- Looked After Children – Rate per 10,000 under 18's
- Looked After Children – Starts/Ceases since April 1st
- Time Children had been in Care when they left the Care System
- Looked After Children Reviews – Attendance/Participation 4+
- Three or more placements in 12 months
- Looked After Children Reviews – Timeliness
- Type of Placement Costs
- Placement Type – Comparison with National Picture

4. Commentary has also been provided by way of analysis.

Purpose of the Meeting

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

- consider the data provided
- agree whether any other detail is required for the Panel to carry out its performance monitoring role
- agree the frequency that the Panel will receive the data
- 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 – Performance Monitoring Data for 2017/18 Q3

Contact Points

County Council Contact Points

Worcestershire County Council 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

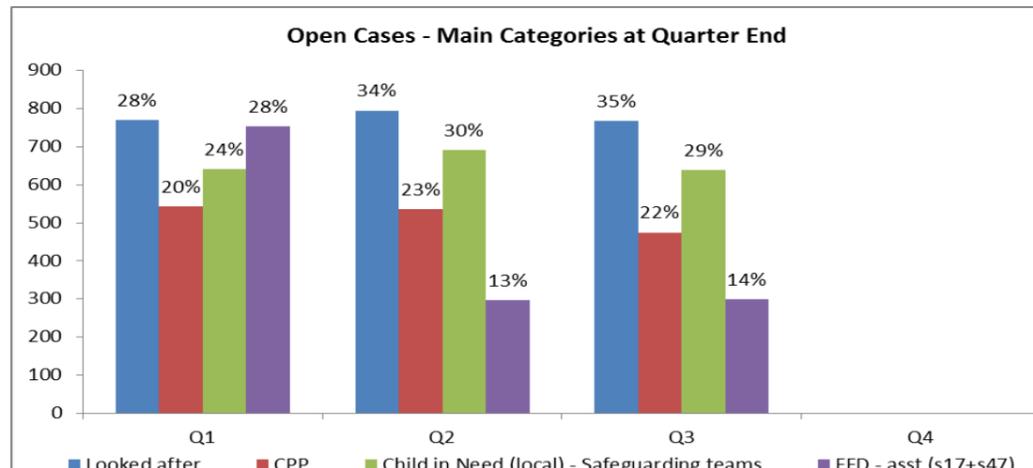
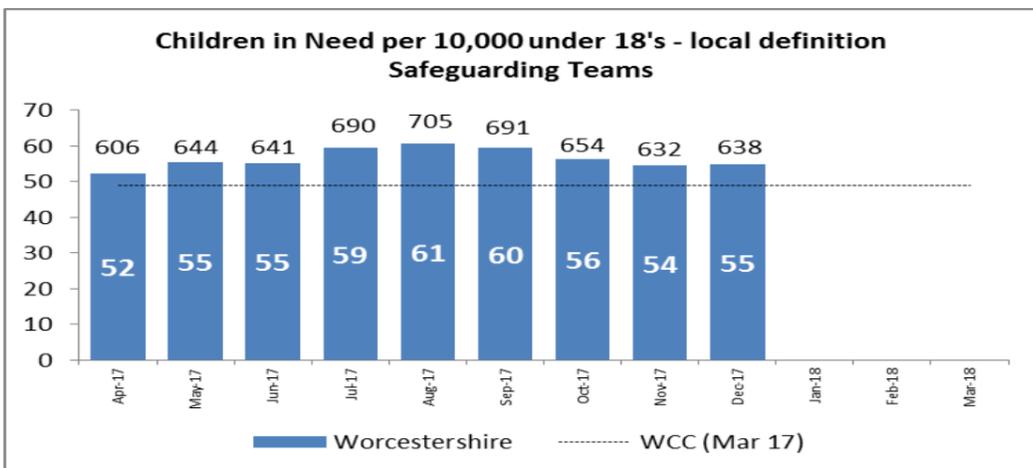
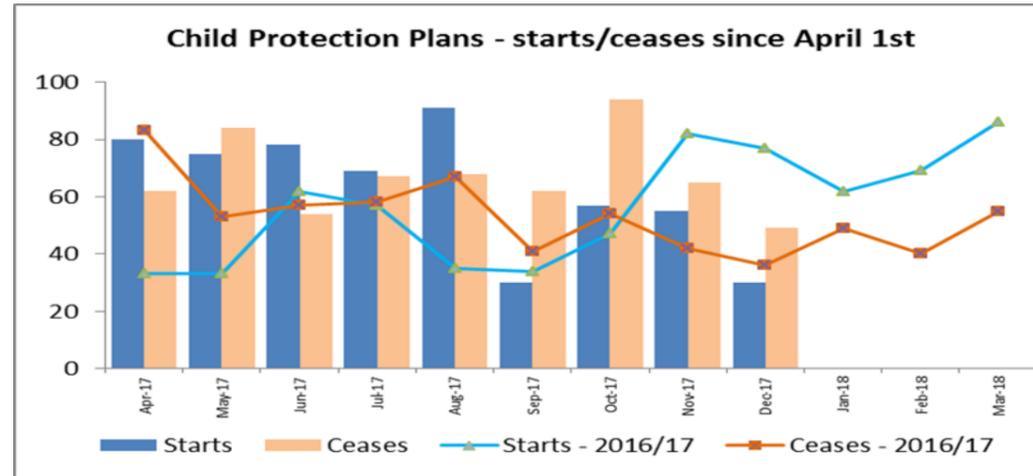
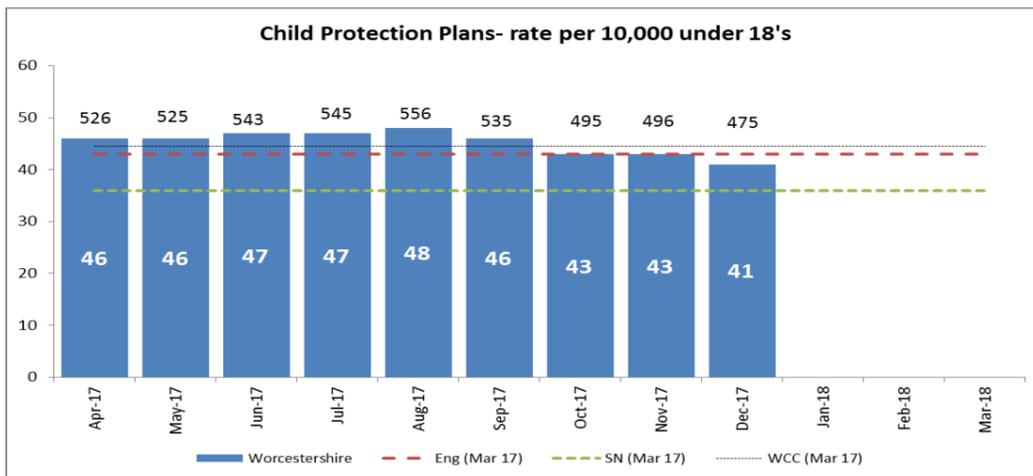
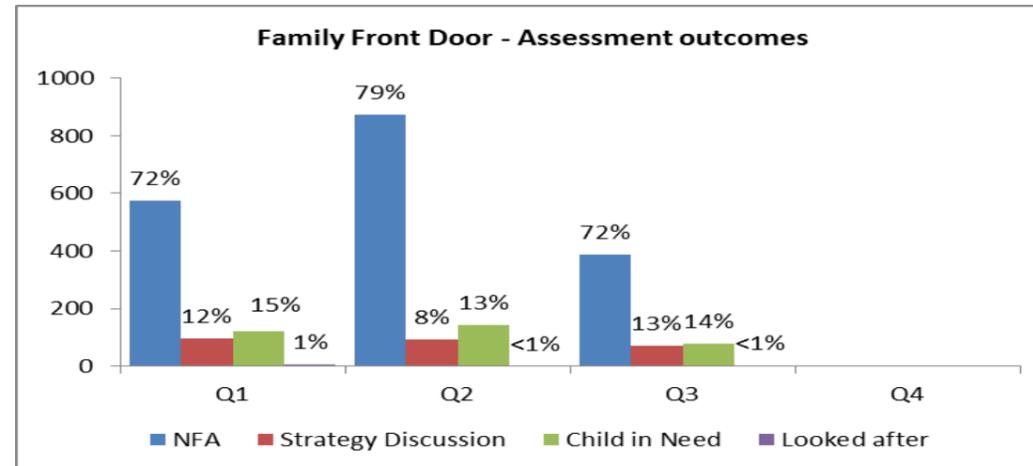
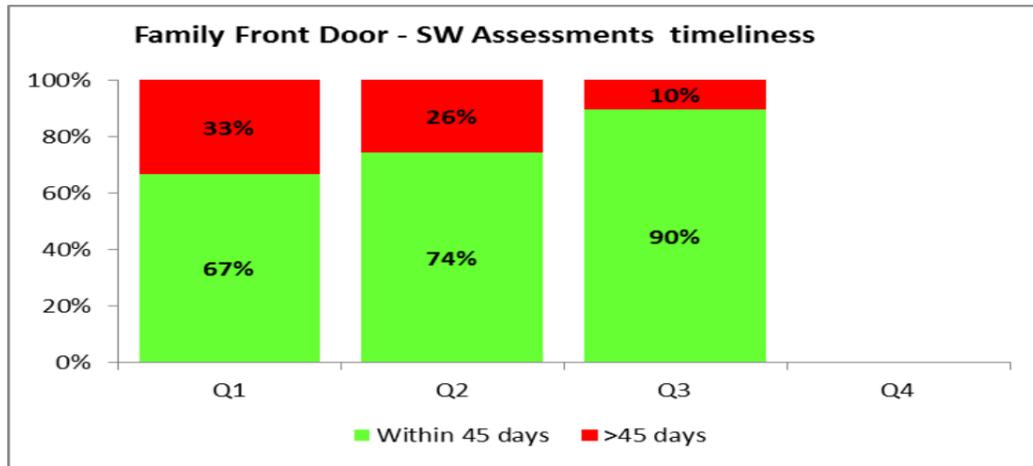
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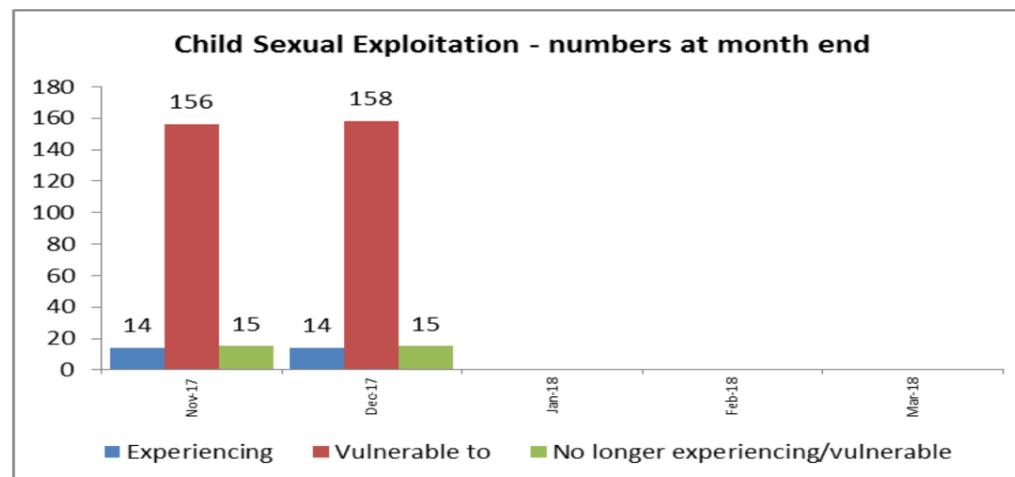
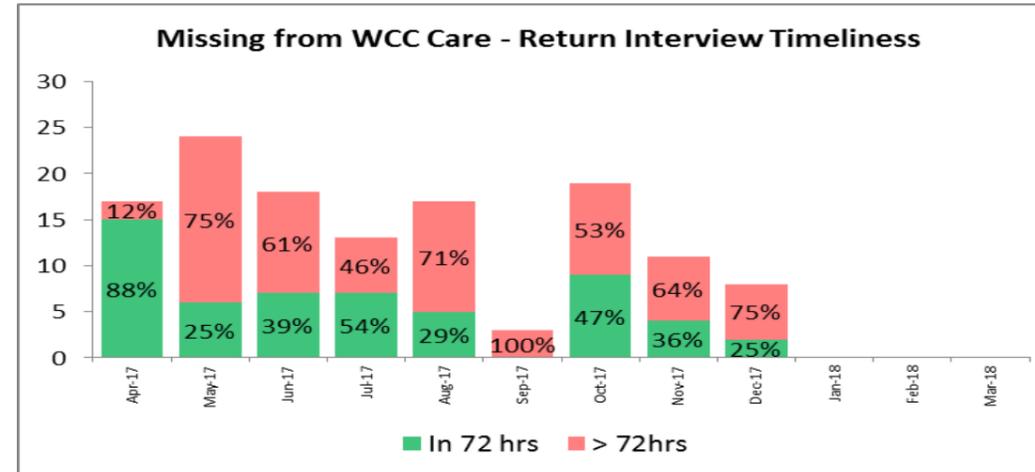
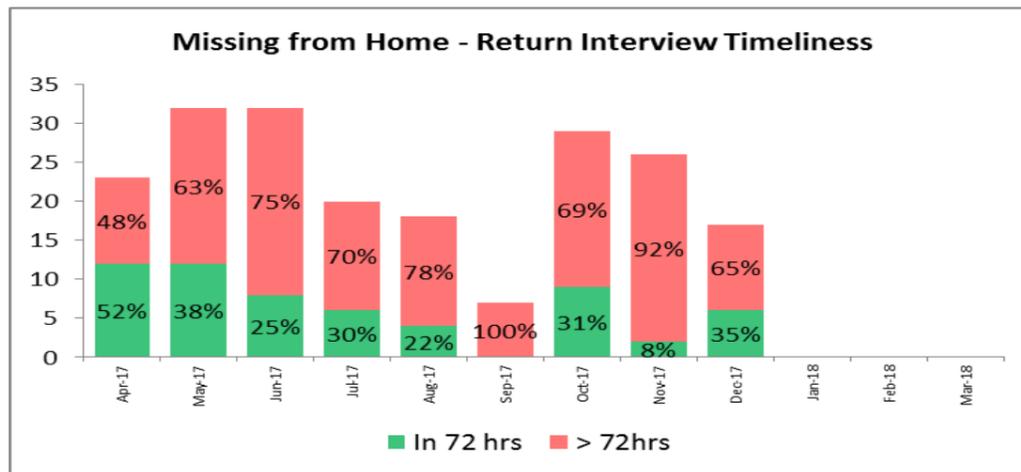
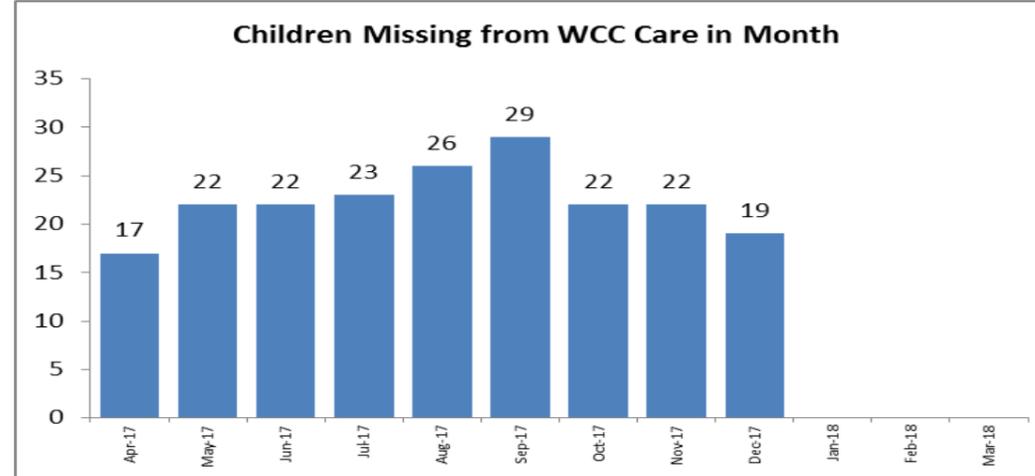
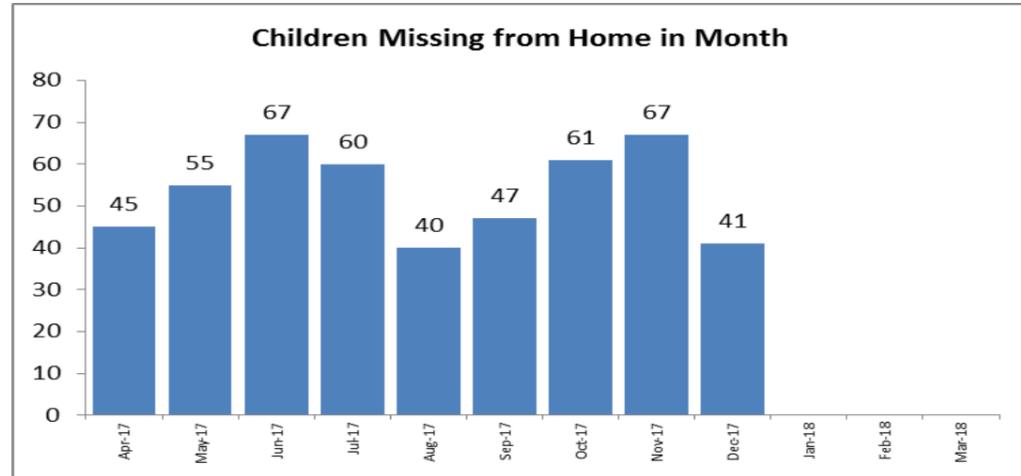
Email: scrutiny@worcestershire.gov.uk

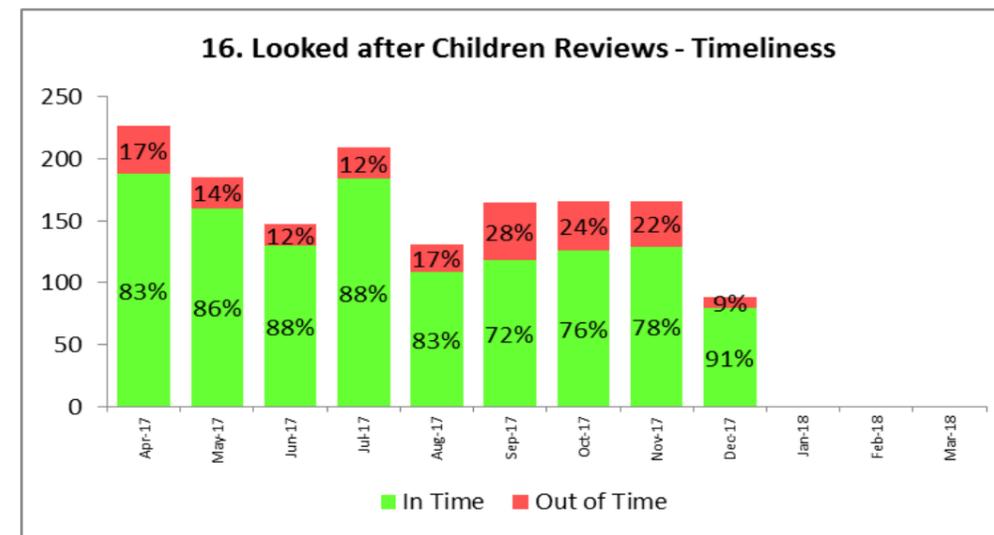
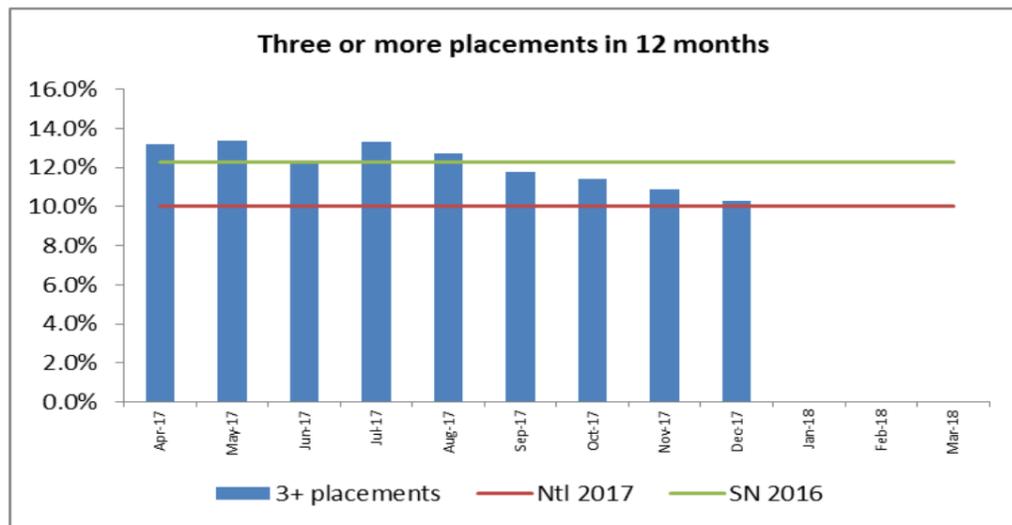
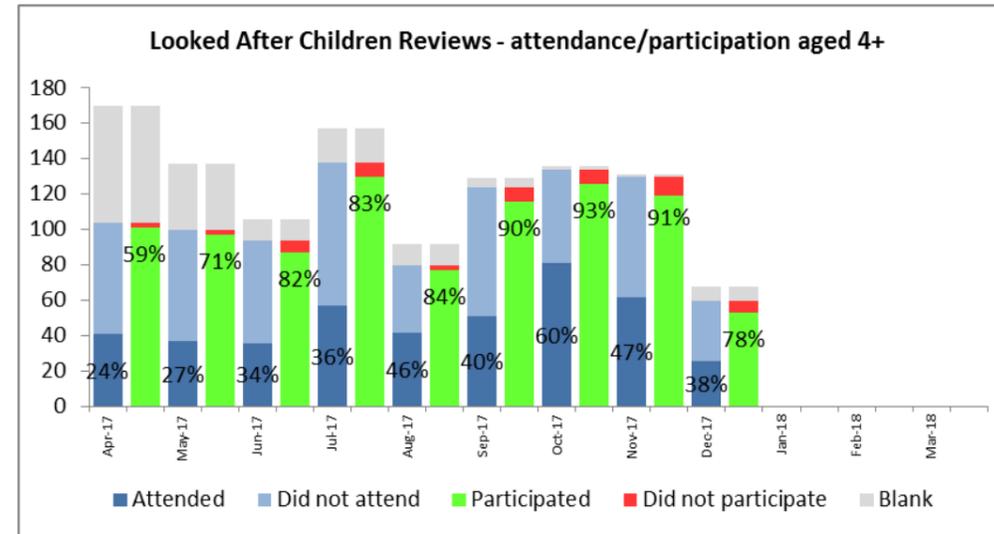
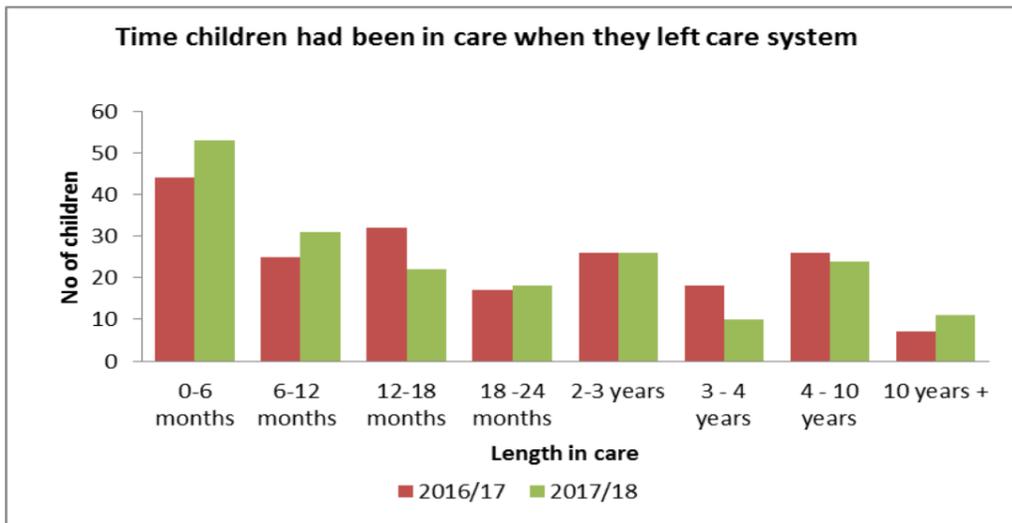
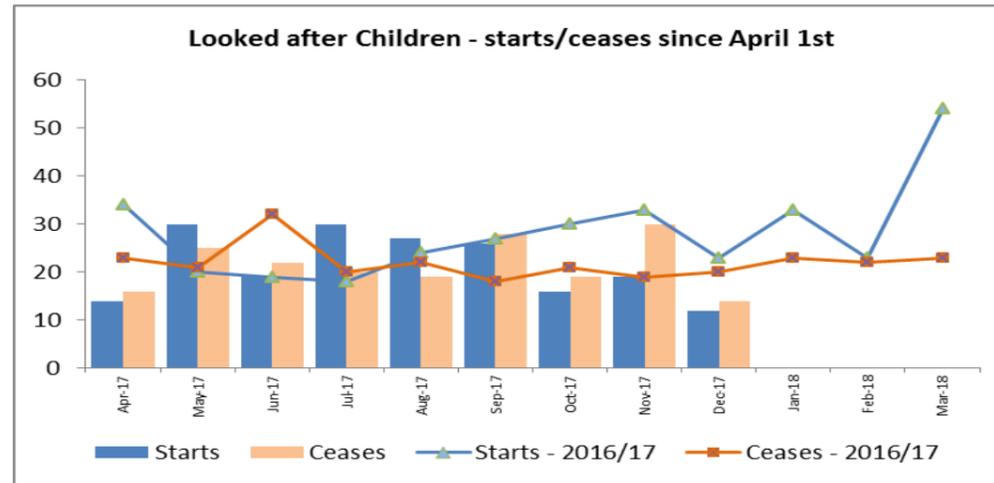
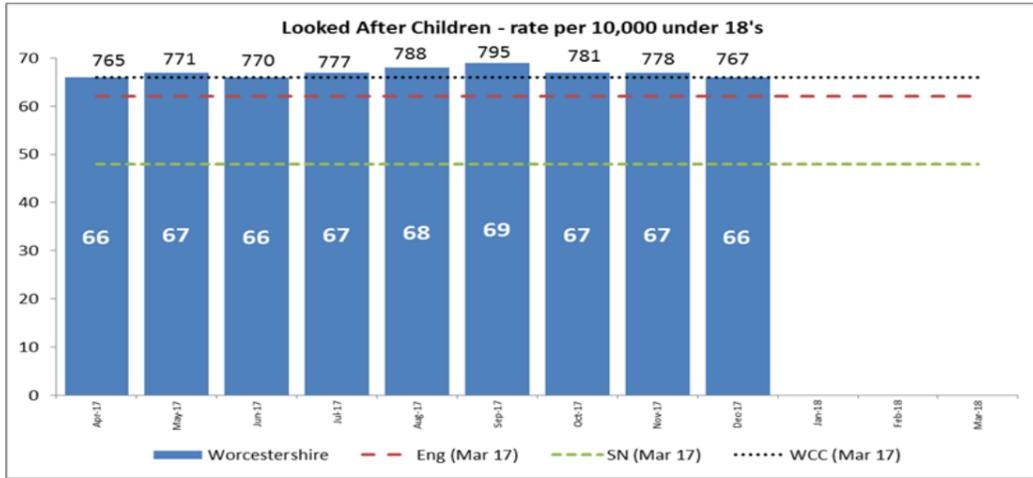
Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

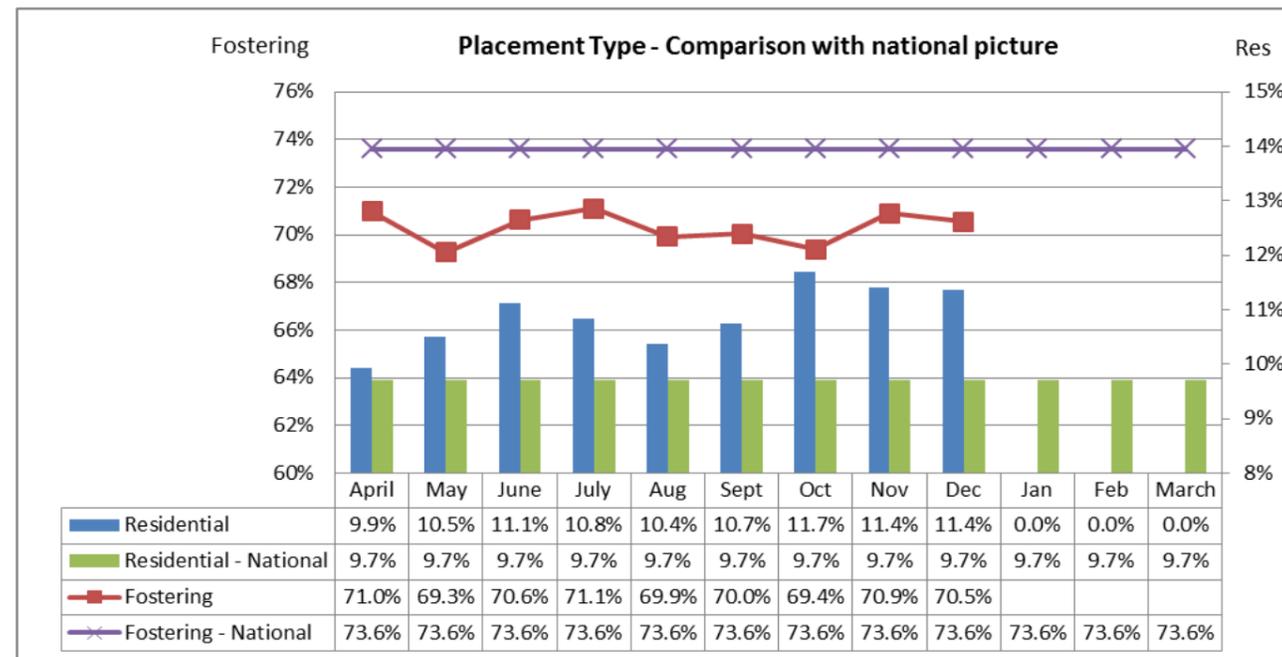
[All agendas and minutes are available on the Council's website here.](#)







Type of placement - Costs	Ave Unit Cost £ / Week	Number
Agency Residential	3,546	63
Secure Units	0	0
In-house Residential	2,748	25
Independent Fostering Agency	792	231
In-house Fostering	476	189
Kinship Fostering	389	137
Placement Plus	964	4
External Supported Living	858	26
Internal Supported Living	244	20
Internal Supported Living -Complex Needs	1,079	6
Safe Base / Supported Lodging	305	7
Student Accommodation	99	7
Staying Put Arrangements	177	39
TOTAL	954	754



ANALYSIS

Analysis - Family Front Door - Social Work Assessments - 90% of SWA now being completed in 45days and importantly a good range of timelines within this to **reflect proportionate assessments**. A rise in repeat assessment in September is reflective of some past poor decisions making - the role of Targeted Early Help is also significant in this as **"step down" have been insufficient in timeliness and quality** which means families haven't been supported appropriately and needs and risk have re-emerged. Our move to six teams Feb 18 with 1:5 manager: social worker ratios aims to ensure SW receive regular supervision and QA of assessment and decisions.

However challenges at FFD remain with high rates of agency TM/SW; although some good conversations have taken place in response to our Recruitment pay award and the rate of agency has dropped from 65.45% Dec to 60.93% January 18. **Dec17 we appointed to a new post for Group Manager for Targeted Family support** which sits within the social work service - this role alongside the development of our Targeted Early Help offer is crucial priority for us in achieving our vision to help families early and at the lowest level it is safe to do.

Analysis - Child Protection - Following an increase in Child Protection cases post Ofsted, peaking in Aug 17, we have seen a steady reduction in the number of children now at its lowest level year to date at 41 per 10k Dec 17. The overall number is reflected by the pattern September – Dec where more children have been removed from a plan than started.

Thresholds for Intervention – Our Vision - We want to ensure we are supporting parents at the lowest level that it is safe to. do so Whilst we will take protective steps to protect children where they need protection and or where there are no sustained outcomes we will use Targeted Family Support or Children in Need support to support families to sustained positive care for their children. This means as an authority we will see our LAC and CIN numbers rise and our Child Protection numbers drop. It will be important to monitor this through audit but also cross ref KPI being; Repeat Assessments and Children subject to Child Protection Plans. **Outcomes for children on CP plans** - Year to date 22.73% of children being removed from a CP plan is due to them being received into LA care – the majority after 9-15 months on a CP plan. This is reflective of our focused work to review cases at 9mths where there is no clear sustained outcome and significant harm threshold continues to be met. For these cases the Snr Manager holds a Legal Planning Meeting to review threshold for pre and care proceedings. Year to date 74% of children have had CP plan ended due to the Significant Harm threshold no longer being met. **Repeat Child Protection Plan** - We saw a rise in this overall cohort May - July 17 reflective of poor decision making historically where children were removed from plans without either without evidence of improved safety in their CP planning period and or without sufficient support being in place to help families sustain outcomes. The number of children on repeat CP (specifically those within 2yrs) is figure we need to see reduced consistently over the next 18mths to evidence good practice taking place now.

Analysis - Children in Need

Children in Need continue to represent approx. 34 % of our cases open in Safeguarding teams. Approx 55% of our current CIN cases have been open to the service more than 9 months. Our aim is to provide focused CIN intervention within 16 weeks and then to have a review by Snr manager and a decision as to the need to step up or step down preventing drift for these children.

Overall we can see an improvement in the % of children on CIN plans open over 9mths from 15% in Qtr. 1 down to 12% in qtr. 3. Our own case management information by GM/TM though tells us we still have a number of CIN in the system that are in need of closure (work is completed) and a number of CIN co worked by Targeted Family Support and social workers which have been identified through audit and Essex Team Diagnostics as children who's cases need to close to the Social Work Teams as level 3.

Analysis - Missing Children

We are seeing a slight de-crease in the number of children going missing each moth from Home or Care but this is a single month picture and yet to show sustained improvements. Review of management oversight and responses to young people missing completed and new standards . Dec 17 Audit undertaken of 22 missing notifications to review compliance with standards and quality of decision making. Findings TM decision making appropriate 70% where it wasn't appropriate poor rationale/ insufficient ref to historical concerns - No children left at risk - Welfare Return interviews were identified as required but timeliness in these being undertaken and YP engagement in them limited. **Successful appointment of 3 fte dedicated Missing Children**

Officers (who take up post Feb 18) aims to improve timeliness and success rates in completing Welfare Return Interviews for children missing from Home and Care - these staff are managed by CSE lead manager to ensure there is condition of information sharing on risk for CSE and Missing

Analysis -Child Sexual Exploitation

All children are now flagged as CSE in FWI and regular reporting on number currently vulnerable to, experiencing or moved away from risk is available in the CSE This reliable data now gives us a base line and we can identify children with reduced risk as well as review cases of ongoing high through the CSE operational group.

Multi-agency and single agency briefing for staff around best practice in managing and supporting young people (CSE) have been completed and best practice documents from Barnardo's uploaded to practice standards website. **National CSE awareness week** is 18th March and we have a range of activities planned with partners

Analysis - Looked After Children - Children Entering Care and Stability since Sept 17 we have seen more children leaving than entering the care. This has meant our overall numbers of children in our care are stabilising, although we are still higher than Eng./SN. The rise in qtr. 4 (16/17) and qtr. 1 (17/18) is a reflection of protective safeguarding for children who were drifting in pre proceedings and unprotected in drifting child protection plans. The service is dealing with "real time" cases now and as such we don't expect to see a peak rise. (NB peaks in Looked After Children numbers can often follow SCR/Ofsted inspections/public awareness campaigns to protect children from harm) **Reviews and Participation** - we have improved the timeliness of children's Looked after review and are focused on sustain this improvement - we have too many children who don't attend their review in person and this is a focus of the service business plans Our **stability for Children in placements** has improved reducing from 13% of children with 3 or more placements at April 17 down to 10% Dec. The stability of care placement is dependant on appropriate decision making and matching at the point of placement and the support offer to carer and children when things in placement become a challenge.

We continue to have more **children placed out of county 87 children (11%)** then we would like and challenges in identifying placement to meet the complex needs of children entering the care system are also being considered through the regional ADCS and Commissioning forums.

Our number of **children in Residential care** is 11.4% which is higher than the national average of 9.7%. However the number of children in external residential care is an improving picture with 53% in external residential care Dec 16 down to 49% Dec 17. Our percentage of children in **Foster Care placements** is 70.5% which is lower than the national average of 73.6%. A concerning picture continues with the number of our children in external fostering provision increasing from 51% in Dec 16 up to 53% Dec 17. These issues will be reviewed and addressed in a sufficiency strategy for 18/19 and are a focus of our work within the Service improvement plan.

Placement Type and Costs - We have a high number of children in **high cost residential placements** (63) which is the main reason for the significant overspend predicted, with the annual cost being £11.6m which is £5m greater than forecast. Based on the opening financial forecast, it was expected that the number in this type of placement would have reduced to 35 at this point in the year. Delays in developing the in-house service has contributed to this position. The average unit cost of agency residential is increasing and is £798/week higher than internal (£42k/annum/placement).

The numbers of placements with **internal foster carers** has decreased by 5 this month and is much lower than the target and is 11 less than at the start of the year. The number of children in internal fostering and placement plus is lower than expected. The unit cost of IFAs is £316/week higher than internal (£16k/annum/placement).

The number in kinship placements is significantly higher than forecast and stands at 56 higher than at this point last year which reflects the conversations social workers are having with connected people prior to placing with foster carers. The number in non-related internal fostering and placement plus is lower than expected. The unit cost of kinship is £87/week lower than internal £5k / annum / placement)

The costs of **external supported living** is increasing and quality decreasing with most WM LAs reporting a similar position. It is essential we continue with the development of in-house resources in order to provide good quality and cost effective placements to support the development of independence skills for our 17 year olds.

We have 72 young people who are still in a **placement who are over 18**. Some of these are in Staying Put arrangements and some remain in supported living whilst the service works with them

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CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY PANEL 22 MARCH 2018

ALTERNATIVE DELIVERY MODEL

Summary

1. The Cabinet Member with Responsibility for Children and Families and the Assistant Director of Families, Communities and Partnerships have been invited to the meeting to update the Panel on Alternative Delivery Model (ADM) for Children's Social Care.

Programme Update

2. Phase 1 of the Programme was completed by 31 December 2017, Phase 1 being the completion of an Options Appraisal to decide the preferred form of the ADM for Worcestershire.

3. Phase 2 is the completion of a detailed Business Case on the preferred form of the ADM. (Subsequent phases and timings will be clarified within the detailed Business Case). The detailed business case to be formally discussed at Cabinet 29 March 2018.

4. The implementation phase of the programme, subject to 'call-in', starts on the 10 April 2018 with a projected 'go live' date for the ADM being April 2019.

Development of the Full Business Case

5. The Full Business Case has been created using the 'Five Case Model': an approach contained within HM Treasury's guidance and standard methodology, which is both scalable and proportionate and familiar to the DfE. The approach has been tailored to the timescale and resource available in the Council.

6. The Five Case Model comprises the following key components:

- The **strategic case** - this sets out the case for change, together with the supporting investment objectives for the arrangement;
- The **economic case** - this demonstrates that the organisation has selected the most economically advantageous offer, which best meets the existing and future needs of the service and optimises value for money;
- The **commercial case** - this sets out the content of the proposed 'deal', i.e. that the ADM is commercially feasible for the Council to implement;
- The **financial case** - this confirms funding arrangements, affordability and the effect on the medium term financial plan for the Council; and

- The **management case**– this specifies the plans for the successful delivery of the programme of work to cost, time and quality.

Key Milestone for the Full Business Case

Key milestones	Dates
Review findings of business case(s) conclusions	6 March 2018
Revised draft of business case(s) & Cabinet Report	9 March 2018
ADM Programme Board sign off of business case	13 March 2018
Cabinet briefing	13 March 2018
Cabinet papers published	21 March 2018
Cabinet	29 March 2018
Submission to DfE	31 March 2018
Implementation Starts	10 April 2018

Purpose of the Meeting

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

- Consider the presentation received on Alternative Delivery Models for Children's Social Care;
- Agree whether it would wish to comment on the full business case ahead of formal discussions at Cabinet 29 March 2018.

Supporting Papers

Appendix 1 – Full Business Case (to follow)

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of the Overview and Scrutiny Performance Board on [23 November 2017](#)
- Agenda and Minutes of the Cabinet on [28 September 2017](#) and [14 December 2017](#)

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

Contact Points

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