Notice of Meeting

CHILDREN’S SERVICES SELECT COMMITTEE

Monday, 14 March 2016 - 6:30 pm
Committee Rooms 1 & 2, Civic Centre, Dagenham

Members:
Cllr John White (Lead Member), Cllr Melanie Bartlett (Deputy Lead Member), Cllr Simon Bremner, Cllr Edna Fergus, Cllr Elizabeth Kangethe, Cllr Moin Quadri and Cllr Danielle Smith

Co-opted Members (for education related matters):
Faith Representatives: Mrs G Spencer (Roman Catholic Church) and Ms I Robinson (Church of England)
Parent Governor Representatives: Mrs T E Dahunsi (Primary) and Tracy MacDonald (Secondary)
Youth Representative: Suriyaa Gnanapandithan (Chair, BAD Youth Forum)

Date of publication: 3 March 2016
Chris Naylor
Chief Executive

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AGENDA

1. Apologies for Absence

2. Declaration of Members' Interests

   In accordance with the Council’s Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.

3. Minutes - To confirm as correct the minutes of the meeting held on 18 January 2016 (Pages 3 - 4)

4. Update from Communications Team on recommendation made as a result of school visits (Pages 5 - 11)

5. The Prevent Strategy and Duty (Pages 13 - 27)

   The Council’s Prevent Coordinator, Gareth Tuck, will deliver a presentation.
6. Children's Services' Social Care Ambition and Financial Efficiency (SAFE) Programme (Pages 29 - 39)

7. Recommendations arising from workshop on Corporate Parenting (Pages 41 - 43)

8. Answers to questions on Corporate Parenting (Pages 45 - 51)

9. Any other public items which the Chair decides are urgent

10. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.

    **Private Business**

    The public and press have a legal right to attend Council meetings such as the Children’s Services Select Committee, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant legislation (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 as amended). **There are no such items at the time of preparing this agenda.**

11. Any other confidential or exempt items which the Chair decides are urgent
Our Vision for Barking and Dagenham

One borough; one community; 
London’s growth opportunity

Encouraging civic pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

Growing the borough

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough’s image to attract investment and business growth
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MINUTES OF CHILDREN'S SERVICES SELECT COMMITTEE
Monday, 18 January 2016
(6:40 - 6:55 pm)

Present: Cllr John White (Chair), Cllr Edna Fergus, Cllr Moin Quadri and Cllr Danielle Smith, Mrs I Robinson and Rao Khan

Also Present: Cllr Bill Turner

Apologies: Cllr Simon Bremner and Mrs Glenda Spencer

18. Declaration of Members' Interests

There were no declarations of interest.

19. Minutes - To confirm as correct the minutes of the meeting held on 16 November 2015

The minutes of the meeting held on 16 November 2015 were confirmed as correct subject to the inclusion of Councillor Bill Turner in the list of members who were present.

20. Health Visiting Update Report

The Corporate Director of Children’s Services (CDCS) presented a report which updated the Committee on progress following the transfer of commissioning responsibilities for the 0-5 health visiting services to the Council from October 2015, and set out the proposals for the development of a service model for 0-19 services in the borough, as outlined to Cabinet in June 2015. The Council had awarded the contract to provide 0-5 health visiting services to North East London Foundation Trust (NELFT) for a period of two years, with an option to extend for a further year, on the basis that the current market for suitable health visiting providers was relatively limited. The contract duration period allowed for an assessment of the provider market and the development of a procurement strategy for the commissioning of more cost-effective services. The 0-5 health teams were aligned with children’s centre localities and GP surgeries.

Members asked what the strengths and challenges were in delivering the service following the transition. The CDCS stated that the service was a very essential part of the Council’s early health offer and had safeguarding benefits because families using the service were in touch with professionals with strong links to the Council. There were a number of challenges including recruiting to the number of posts required, the lack of experience of health visitors, pressures on the Council’s Public Health Grant and the lack of funding specifically for posts required to supervise health visitors.

Members asked what the main barriers to recruitment were. The CDCS stated that an increase in the child population meant that the number of health visitors required was now higher than it was a few years ago. It appeared that this was not
planned for; colleges did not put up enough health visiting training and there had not been enough initiative in encouraging health visiting as a career option for students. The challenges were similar to the challenges around recruiting social workers and this Council was not the only one facing recruitment challenges.

In response to a question the CDCS stated that:

- Children’s centres were fairly evenly spread across the borough and there was some capacity to move staff around to meet need and
- The service did employ temporary health visitors when needed.

21. Work Programme

Members agreed the latest version of the Work Programme.
Background
On 10 August 2015 the Marketing and Communications Team was asked by the Children’s Services Select Committee to monitor the number of positive school stories it promoted, ensuring that at least one positive story was achieved monthly.

Summary
Since the date of this request to monitor the number of positive stories about the borough’s schools - we have extended six invites to local and national media, written 16 press releases, been responsible for 14 stories appearing in the media and posted over nine social media news items.

A monthly breakdown can be seen below.

Current situation
We have a good relationship with schools across the borough and promote good news stories as and when they happen, using:

- Media invites – before an event
- Press releases – after an event
- Phone calls to media contacts - to generate interest in good news stories
- Social media – posts on Facebook and twitter

We forward links or scans of these stories to headteachers, the Corporate Director of Children’s Services, the Divisional Director Education and lead members as they are published.

In the event that a school has a straightforward good news story or event, the team will either inform or invite the media about/to the event or provide contact details and advice to enable schools invite or inform the media directly.

Schools who have built up a good relationship with the local media and are comfortable liaising directly with the media will often do so themselves with good outcomes.*

Media coverage of good news stories can come from a variety of sources and keeps the steady stream of positive news a frequent mainstay in the local media. However, there is no way of guaranteeing positive stories will come through the team. You will note that although for most months there was one or more good news stories coming through the
team, there are none recorded in the month of September. This will be due to schools taking time to settle back into a new academic year following the long summer break.

This report will focus on the positive stories we have been directly involved in getting into the media, including social media posts from 10 August 2015 to 29 February 2016. It does not include positive and proactive articles generated around the wider youth agenda, such as volunteering, education and training opportunities, school attendance, admissions, school places, expansions and funding.

*Schools are advised to deal directly with the media for good news stories only. All sensitive or contentious press enquiries are fed through the press office to ensure schools receive appropriate support and media advice to protect and maintain the reputation of the local authority and the borough’s schools.

The monitoring report below records the team’s activity to promote stories centred around schools for each month since 10 August 2016.

**August 2015**

**LBBD press releases:**
1. **Barking and Dagenham A Level results buck falling national trend** – 14/8/15
   Barking and Dagenham schools have continued to see its A level results improve yet for another year with improvements against the national average for the ninth year in a row.
2. **Pupils celebrate with news of GCSE results** – 24/8/15
   Nearly 55 per cent of Barking and Dagenham pupils achieved 5+ A* - C GCSE grades in English and Maths.

**Media articles:**
1. **Pos – The Post (online) - 13 August 2015**
   **Barking and Dagenham students celebrate their A-level results**
   [http://www.barkinganddagenhampost.co.uk/news/barking_and_dagenham_students_celebrate_their_a_level_results_1_4193517](http://www.barkinganddagenhampost.co.uk/news/barking_and_dagenham_students_celebrate_their_a_level_results_1_4193517)
   A long, anxious wait ended today as hundreds of sixth formers across the borough reaped the rewards of their hard work.
2. **Pos – ELY Standard (online) - 13 August 2015**
   **Robert Clack pupil bags Princeton University place with top A-Level results**
   [http://www.elystandard.co.uk/news/robert_clack_pupil_bags_princeton_university_place_with_top_a_level_results_1_4192630](http://www.elystandard.co.uk/news/robert_clack_pupil_bags_princeton_university_place_with_top_a_level_results_1_4192630)
   Connor Bridges is somewhat of a pioneer in his family.
Pupil bags Princeton uni place
Robert Clack pupil, Connor Bridges secures full scholarship to Princeton University.

A-Level joy as clever students buck trend
Schools record some of their best ever results despite a drop in top grades across the country.

Social media:
1. A Level results
2. GCSE results

September 2015

October 2015

LBBD press releases:
1. School meals are top of the class – 16/10/15
   Barking and Dagenham Catering Services and Lisa Morris, Cook Supervisor at Manor Longbridge School, are crowned Primary School Caterer of the Year at the EDUcatering Excellence Awards.
2. Headteacher wins Duathlon for GB – 19/10/15
   Simon Abeledo, headteacher of Rush Green Primary School, wins gold for Great Britain in the 2015 Adelaide ITU Duathlon.

Media articles:
1. Pos – 4 Traders - 1 Oct 2015
   Taylor Wimpey: Schoolchildren help unveil artwork at Academy Central
   Creative children from Manor Longbridge School in the Borough of Barking and Dagenham were invited to help unveil public artwork incorporating their own designs at our nearby Academy Central development, located off Longbridge Road.

2. Pos – The Post (online) – 6 Oct 2015
   Barking school picks up international award
   http://www.barkinganddagenhampost.co.uk/news/barking_school_picks_up_international_award_1_4260983
   A primary school in Barking has been awarded a prestigious prize by the British Council, in recognition of its work to bring the world into the classroom.
Social media:

1. Cook Supervisor at Manor Longbridge School is crowned Primary School Caterer of the Year at the EDUcatering Excellence Awards

November 2015

LBBD Media invites:

1. **Healthy Schools London Celebration Event** – 02/11/15
   The media are invited to a photo opportunity to a healthy schools celebratory event to thank schools and others for their commitment to improving the health of young people in Barking and Dagenham.

2. **School wins Dragon and Chinese Cooking Day competition** – 02/11/15
   The media are invited to a photo opportunity at Thomas Arnold Primary School to see excited pupils meeting their very first animatronic dragon.

3. **Groundbreaking at Riverside kicks start 18 month building programme** – 19/11/15
   The media are invited to a photo opportunity at Riverside Campus for a groundbreaking event that will begin the process to provide much needed school places.

4. **£44m investment kick starts development of three-in-one school** – 23/11/15
   A £44 million building project has taken off which will see the construction of an innovative three school campus providing additional school places in one of London’s fastest growing boroughs.

LBBD press releases:

1. **School wins Dragon and Chinese Cooking Day competition** – 09/11/15
   A Barking and Dagenham school’s pupils meet a fire breathing dragon after winning a competition for primary schools to see who could encourage the highest uptake of school meals on Dragon and Chinese Cooking day.

2. **Schools committed to improving the health of young people** – 16/11/15
   More schools than ever in Barking and Dagenham signed up to the Healthy Schools London programme and committed to improving the health and wellbeing of their pupils are celebrated in a special event.

Media articles:

1. Pos – The Yellow Advertiser
   **Dagenham pupils enjoy day with robotic dragon after winning cooking contest**
   [http://www.dagenham-today.co.uk/article.cfm?id=107831](http://www.dagenham-today.co.uk/article.cfm?id=107831)
   PUPILS have enjoyed the day with a fire breathing dragon after winning a cooking contest.

   **Barking and Dagenham Seed to Plate programme is top of the crops**
   [http://www.barkinganddagenhampost.co.uk/news/barking_and_dagenham_seed_to_plate_programme_is_top_of_the_crops_1_4310180](http://www.barkinganddagenhampost.co.uk/news/barking_and_dagenham_seed_to_plate_programme_is_top_of_the_crops_1_4310180)
Primary pupils were not the only ones to reap what they sowed after a pioneering food education programme received recognition earlier this month.

Social media:
1. Healthy Schools in Barking and Dagenham
2. Thomas Arnold Primary School pupils meet their very first animatronic dragon
3. Riverside Campus groundbreaking will provide much needed school places

December 2015

LBBD press releases:
1. **Primary schools in Barking and Dagenham achieve 5 year high** – 03/12/15
   Primary schools in Barking and Dagenham have improved at a faster rate than other London boroughs with an increase of 8 percentage points over the last year.
2. **Local teacher wins prestigious national prize** – 04/12/15
   A Sydney Russell School teacher has been awarded the Pearson Prize for her relentless dedication to improving the life chances of pupils.
3. **North African inspiration gives school chef national award** – 08/12/15
   Barking and Dagenham Catering Services wins Highly Commended Dessert, for three years running!
   On 19 November, Lisa Morris, School Cook at Manor Longbridge, entered the Regional Finals of the School Chef of the Year competition, with two delicious North African inspired dishes.
4. **Eastbrook School hero receives award** – 15/12/15
   A Year 11 Eastbrook pupil who cycled to the rescue of a former council Leader’s pet greyhound following a car accident was today (15 December) presented with a special award.
5. **Local headteacher receives OBE at the palace** – 15/12/15
   Trinity School head is honoured at Buckingham Palace as he receives OBE for his services to special educational needs.
6. **Barking and Dagenham primary school in top 100 in the country** – 21/12/15
   The hard work and dedication of the headteacher, staff and pupils of Warren Junior School has been recognised by the Minister of State for Schools.
7. **Whopping numbers of festive school lunches served** – 22/12/15
   Barking and Dagenham schools served over 20,000 tasty festive Christmas dinners in primary and secondary schools in the run up to the holidays.

Media articles:
1. Pos – Yellow Advertiser
   **More than 20,000 Christmas lunches served at primary and secondary schools in Barking and Dagenham before holidays**
Chefs at the borough’s schools dished up 25,000 turkey slices, 50,000 brussel sprouts, 75,000 sliced carrots and more than 100,000 roast potatoes.


Chadwell Heath headteacher made OBE

http://www.barkinganddagenhampost.co.uk/news/chadwell_heath_headteacher_made_obe_1_4363095

A headteacher who has taught in Barking and Dagenham for 36 years has been made an OBE.

Social media:
1. Year 11 Eastbrook hero presented with special award
2. Local headteacher receives OBE at the palace
3. Local primary school in top 100 in the country

January 2016

LBBD media invites:
1. Eastbury Comprehensive presents a Diary of a Bad Man – 18/01/15
   The media are invited to a great photo opportunity at an exciting anti-terrorism performance delivered by internet sensation Humza Arshad.

LBBD press releases:
1. Online Youtube sensation fights radicalisation – 25/01/15
   ‘Diary of a Bad Man’ – a performance aimed at preventing young people from being drawn into terrorism was performed at Eastbury School on the same day the government launched its ‘Educate against hate’ website.

Media articles:

1. Pos - The educator – 11 Jan 2016

Schools getting fit for the New Year

http://www.the-educator.org/schools-getting-fit-for-the-new-year/

Research carried out by the Get Britain Standing campaign has revealed that the average Brit spends a staggering 8.9 hours every day sitting down, be that at work, in a car or on the sofa in front of the TV.

Bucking this trend however, is All Saints Secondary School in Dagenham. Daisy Hamilton, head of PE at the school, says that last year, the school reported a significant increase in students’ uptake of physical activities, with 95 per cent of Key Stage 3 pupils attending at least one extracurricular club.


Eastbury Community School in east London officially designated the kindest school in the UK
Education Editor Richard Garner visits Eastbury Community School, Barking, where exclusions are down, and results are up.


YouTube star supports cause


Muslim comedian and YouTube sensation Humza Arshad gave a performance to pupils to help prevent them from being drawn into terrorism.

February 2016

LBBD media invites:
1. An Antarctic adventure day – 29/02/16
   The media are invited to an Antarctic adventure designed to make the school dining hall more exciting and vibrant for young children.

LBBD press releases:
1. The power of storytelling set to challenge stereotypes – 16/02/16
   Secondary schools across Barking and Dagenham are set to benefit from a series of workshops which are aimed at helping young people challenge discrimination.
2. Brand new secondary school opening this September – 22/02/15
   Greatfields School plans to open in the Gascoigne area in September 2016, helping to fulfil Barking and Dagenham Cabinet’s promise of a school place for every child.

Media articles:
1. Pos – Post – 23 Feb 2016

New secondary school planned for Barking

http://www.barkinganddagenhampost.co.uk/news/education/new_secondary_school_planned_for_barking_1_4429991

A new secondary school is expected to open in the Gascoigne area of Barking in September.
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One borough; one community; London’s growth opportunity

Encouraging civic pride

Enabling social responsibility

Growing the borough

For more information visit lbbd.gov.uk/visionandpriorities
Aims & Objectives

1. Introduction to Prevent

2. The Prevent Duty on Local Authority

3. Practical steps in implementing Prevent
What is Prevent?

The UK Government define Prevent as “Stopping people becoming terrorists or supporting terrorism.”

- Respond to the ideological challenge of terrorism and the threat we face from those who promote it
- Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support and;
- Work with sectors and institutions where there are risks of radicalisation that we need to address
What is Prevent?

Safeguarding vulnerable people from radicalisation is no different from safeguarding from other forms of harm.

The context is what defines the type of grooming but vulnerable individuals could be susceptible to many forms of abuse, Child Sexual Exploitation, Gangs, Domestic Violence, Substance Misuse.
The Counter Terrorism and Security Act 2015 (CTSA 2015) put the Prevent programme on a statutory footing as of 1\textsuperscript{st} July 2015.

This places a duty on specified authorities to have “\textit{due regard to the need to prevent people from being drawn into terrorism}.”
Prevent Strategy and Steering Group

• Includes representatives from LA, police, Education, NELFT, probation, faith forum, faith and culture committee, voluntary services and the membership continues to increase.

• To develop and oversee the implementation of the Prevent Strategy 2016-18.

• To ensure that Prevent, as defined in the Counter Terrorism and Security Act 2015, is embedded into the boroughs practices and processes.

• To oversee the delivery of the Barking and Dagenham Prevent Delivery plan 2016-18.
Main priorities:

- Improving understanding and awareness of Prevent, extremism and recognising radicalisation

- Reducing the risk of vulnerable individuals to extremism

- To build community resilience to identify and challenge extremism

- To ensure that Prevent messaging is communicated effectively both within frontline services and to the wider community
Safeguarding

• There needs to be consistency in the reporting of safeguarding issues in relation to extremism.

• Working with the MASH team to ensure any concerns are first highlighted to them. This would mean any safeguarding issues are addressed immediately.

• Police Prevent Officer, Prevent Coordinator and MASH team manager meet regularly to discuss cases and identify if there is a need for referral to Prevent Case Management or Channel.
Prevent in Schools

THE DFE have provided guidance on how schools can meet the requirements of the Prevent duty.

- Risk assessment – Working in Partnership and Staff training (WRAP)
- Internet safety
- External lettings
- Improving resilience to being drawn into extremism

If you require any advice on any element of the Prevent Duty please contact me.
Four projects to engage the community and provide a safe platform to discuss ways in which people can be drawn into extremism and terrorism and the effects of this.
17 year old Samuel is a natural gamer. He can beat anyone online and his 'Black Ops' scores are legendary.

But in his mind, Samuel is playing a different game - one where the stakes are high, for both him and his family.

When a powerful new influence comes into his life, what happens when the fantasy of violence becomes a reality?
‘I.B.E’ stands for Identity, Belonging and Extremism and is a workshop based learning activity that uses animated content and narrative to develop key understanding in young people of issues related to Identity and Belonging.

The context of this understanding is based around the need to safeguard and develop young peoples awareness of the risks posed by extremism both in the online and offline worlds.

Using three short videos on the themes of Identity, Belonging and Extremism the videos express universal concerns and thoughts on various difficult and complex issues.

Dates will be circulated in due course.

Expected to be dates in January – March 2016
Any Questions?
References


Gareth Tuck
LBBD Prevent Coordinator
gareth.tuck@lbbd.gov.uk
T: 020 8227 3875

PC Greig Urquhart
SO15 – Prevent Engagement Officer
greig.urquhart@met.pnn.police.uk
M: 07766 227 261
CHILDREN’S SERVICES SELECT COMMITTEE

14 March 2016

Title: Children’s Social Care Ambition and Financial Efficiency (SAFE) Programme – Progress Update & Outline Business case Review

Name of Sponsor Helen Jenner  Directorate Children’s Services  Programme Lead Richard Lundie-Sadd  Date 29 February 2016

Original Case for Outline Business Case

The September 2015 Cabinet report reported a challenging position for Children’s Services. A potential pressure of £11.65m was identified. The table below outlined the financial position of Children’s Services for 2015/16 and 2016/17. The Service was asked to deliver real savings while the financial pressure on it was recognised with an additional contribution of £2.2m from corporate finance.

The savings initiatives and the efficiency programme targeted a **net Children’s Services position of £6m overspends in 2015/16**, with further reductions to lead to a **balanced position for 2016/17**.

### CHILDRENS SERVICE EXPECTED BUDGET POSITION

<table>
<thead>
<tr>
<th></th>
<th>2015/16</th>
<th>2016/17</th>
<th>Ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Childrens Budget (Oracle Sept 15)</td>
<td>£62,975,000</td>
<td>£62,975,000</td>
<td>£62,975,000</td>
</tr>
<tr>
<td>MTFP Savings proposals</td>
<td>-£1,837,000</td>
<td>-£1,837,000</td>
<td>-£1,837,000</td>
</tr>
<tr>
<td>MTFP Growth</td>
<td>£1,000,000</td>
<td>£1,000,000</td>
<td>£1,000,000</td>
</tr>
<tr>
<td>Savings on track (Outside Programme)</td>
<td>£917,000</td>
<td>£917,000</td>
<td>£917,000</td>
</tr>
<tr>
<td><strong>Revised Budget</strong></td>
<td><strong>£62,975,000</strong></td>
<td><strong>£63,055,000</strong></td>
<td><strong>£63,055,000</strong></td>
</tr>
<tr>
<td>Projected Outturn (September monitor)</td>
<td>£74,630,000</td>
<td>£74,630,000</td>
<td>£74,630,000</td>
</tr>
<tr>
<td>Programme savings</td>
<td><strong>£3,505,895</strong></td>
<td><strong>£10,229,730</strong></td>
<td><strong>£11,590,333</strong></td>
</tr>
<tr>
<td>Corporate Funding</td>
<td>£1,700,000</td>
<td>£1,200,000</td>
<td>£1,200,000</td>
</tr>
<tr>
<td>Partnership funding</td>
<td>£474,000</td>
<td>£474,000</td>
<td>£474,000</td>
</tr>
<tr>
<td><strong>Projected Deficit/Surplus</strong></td>
<td><strong>£5,975,105</strong></td>
<td>-£328,730</td>
<td>-£1,689,333</td>
</tr>
</tbody>
</table>

### Programme Costs

- Recruitment Project costs: £374,071
- Additional staffing costs (Early Help and NRPF): £134,003
- Agreed business case and modelling cost (previously agreed at cabinet): £260,000
- Future Programme costs: £245,000

**Programme total cost**: £1,013,074

Programme SAFE (Social Care Ambition and Financial Efficiency) was initiated in July 2015 to respond to the increasing financial pressure. The Programme SAFE outline business case was approved at October 2015 cabinet and further reviewed at PAASC on 21 October 2015.
On receipt of approval the Director of Children’s Services implemented a number of service initiatives and launched Programme SAFE to realise identified savings within Children’s Services and reduce the £11.65m financial pressure.

The SAFE Programme’s aims, whilst ensuring children in our Borough are protected from harm, are:

- To prepare a business case for resourcing change required to significantly reduce service budgets;
- To document and evidence the impact of work that has already taken place in 2015/16 to manage and reduce demand and cost;
- To ensure delivery of already identified savings and demand management proposals; and
- To work with colleagues, across the Council, to identify any areas of efficiency/change which can help drive down a £11.65m predicted pressure this year and prepare for further budget restrictions in the future.
- To establish an appropriate level for future MTFP for Children’s Social Care.

To drive down costs the SAFE Programme identified the following key areas:

- Demand Management & Service Cost Modelling – understand and forecast demand and service costs thereby enabling more effective planning and partnership working to more effectively manage demand on limited resources.
- Information workflow and financial & performance governance improve financial transparency and decision making in the service and improve information flow between agencies and within the service to reduce duplication of data collection and analysis.
- Commissioning – conduct a value for money review across all social care services and present options for meeting the needs of children more efficiency.
- Early Help & MASH – focus is to safely reduce the number of contacts & referrals escalating to tier 3 and consider alternative support pathways, working across the agencies and services that make contacts and referrals to social care.
- Effective workforce – increase the permanent staff within the service to facilitate lasting change and reduce costs of agency staff.
- Care Management & Assessment – increase effective and efficient working practices within these areas and, where possible, reduce the cost of Placements.
- No Recourse to Public Funds and Unaccompanied Asylum Seeking Children – safely reduce the number of families and children, especially in 16+ and 18+ and ensure only those that qualify for support, receive it.

The programme worked to three month milestones based on delivering change followed by evidencing delivery of cashable benefits and review. The short term key milestones for the programme are:

- 31st December 2015 – implement short term cost saving changes
- 31st March 2016 – Evidence realisation of £3.5m of cashable financial savings
- 31st March 2016 – Implement medium term cost saving changes
- 30th June 2016 – Evidence realisation of medium term cashable financial savings
- 31st March 2017 - Evidence realisation of target £10.2m of cashable financial savings
Children’s Services commenced a number of saving initiatives at the beginning of 2015/16. These saving initiatives were subsumed into Programme SAFE reporting from November 2015. The Service and Programme are projected to exceed 2015/16 financial saving targets. With the projected outturn for 2015/16 expected to be in the region of £5.8m overspend, exceeding the targeted £6m overspend with the SAFE programme contributing £2.7m savings between November 2015 and April 2016.

The table below highlights the key achievements of Children’s Services and Programme SAFE in 2015/16:

<table>
<thead>
<tr>
<th>To drive down costs the SAFE Programme identified the following key areas</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand Management &amp; Service Cost Modelling – understand and forecast demand and service costs thereby enabling more effective planning and partnership working to more effectively manage demand on limited resources.</td>
<td>Demand model and Cost models are completed. Model now used in business planning</td>
</tr>
<tr>
<td>Information workflow and financial &amp; performance governance improve financial transparency and decision making in the service and improve information flow between agencies and within the service to reduce duplication of data collection and analysis.</td>
<td>Information flow work has been completed and identified areas for improvement in particular between LBBD call centre and Children’s Services MASH The financial review has been completed and financial management training needs identified for business support and cost centre managers.</td>
</tr>
<tr>
<td>Commissioning – conduct a value for money review across all social care services and present options for meeting the needs of children more efficiency.</td>
<td>Reviews completed and seven areas identified for review. These include DCT direct payments; residential review of placements; external to internal fostering and reduction in accommodation costs</td>
</tr>
<tr>
<td>Early Help &amp; MASH – focus is to safely reduce the number of contacts &amp; referrals escalating to tier 3 and consider alternative support pathways, working across the agencies and services that make contacts and referrals to social care.</td>
<td>Implemented an effective process for managing ‘green’ Merlins which have reduced Merlins entering MASH by 20%. Currently working with agencies, in particular LBBD stakeholders to better manage risk and reduce contacts and referrals coming through to tier 3. Thresholds document re-prioritised and circulated to agencies</td>
</tr>
</tbody>
</table>
Effective workforce – increase the permanent staff within the service to facilitate lasting change and reduce costs of agency staff.

Outsourced recruitment to Penna. The contract has been slow in attracting candidate through to job offer however recently there has been a marked increase in candidates entering the recruiting process.

In-house work has reduced agency from Agency staff over all down to 26%, from 39% in May.
- Assessments agency down from 70% to 43%
- Care Management down from 60% to 44%
- DCT down 50% to 15%
- Fostering and adoption down 10% to 9%

Care Management & Assessment – increase effective and efficient working practices within these areas and, where possible, reduce the cost of Placements.

The has been a significant improvement in assessments completed on time

A far higher percentage of children in need (85.3%) have a recorded plan in place.

No Recourse to Public Funds and Unaccompanied Asylum Seeking Children – safely reduce the number of families and children, especially in 16+ and 18+ and ensure only those that qualify for support, receive it

With the introduction of Home Office Officer and Fraud officer NRPF team have reduced number of families by 13 and managed 45 families at the front door thereby avoiding costs.

Programme SAFE and Children’s Social Care have achieved the reduction in projected overspend and delivered £2.5m of the £3.5m targeted savings. The table below details the 2016/17 savings against the original savings identified in the October 2015 Outline Business Case.

<table>
<thead>
<tr>
<th>Workstream</th>
<th>OBC Benefits (Gross) 2015/16</th>
<th>Projected Benefit (Gross) 2015/16</th>
<th>Variation</th>
<th>Variation Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers of Children in Social Care (P600)</td>
<td>£197,770</td>
<td>£36,628</td>
<td>£161,142</td>
<td>Open cases reduced by 391 (17%) to make case loads manageable with avg allocations reduced from 30 to 23. No Fte realised until caseloads below 1:20 (currently a6 1:23)</td>
</tr>
<tr>
<td>Agency to Permanent</td>
<td>£1,002,833</td>
<td>£1,083,163</td>
<td>£80,330</td>
<td>Reduced agency from Agency staff over all down to 26%, from 39% in May.</td>
</tr>
<tr>
<td>Commissioning</td>
<td>£770,115</td>
<td>£110,908</td>
<td>£659,207</td>
<td>Reduction in residential costs</td>
</tr>
<tr>
<td>LAC 18+ accommodation and subsistence</td>
<td>£329,185</td>
<td>£294,450</td>
<td>-£34,735</td>
<td>10 young people moved to lower cost accommodation</td>
</tr>
<tr>
<td>Reduction in Referrals</td>
<td>£0</td>
<td>£0</td>
<td>£0</td>
<td>Redirected police contacts from MASH to Tier 2 by 20%. This has helped</td>
</tr>
</tbody>
</table>
A number identified savings, highlighted below, were initiated later than planned in order to ensure they were delivered without placing children at risk. They are now starting to deliver savings and these will continue through 2016/17. These are:

- Reduction in caseloads: Delay was due to high caseloads and the recruitment of a new Group Manager, who then had to review the plans and organise a team
- Commissioning: Delay due to extended time to review, ensure no child would be unsafe and confirm saving opportunities. The opportunities are now identified and activity is underway to realise savings.
- LAC 18+ accommodations: There were challenges in identifying appropriate housing for the young people due to increased pressure on housing stock. This is now being work through in partnership with Housing.
- Service reductions: This area has dependencies on reducing caseloads and contact and referrals and therefore the Service is unable to re-organise until it is safe to do so. Caseloads remain above the agreed 1:20 threshold.
- Legal: This delay was due to the need to recruit to internal positions. The recruitment is underway and the savings will be realised in 2016/17.

Programme SAFE will be working across the Council to identify further savings in 2016/17 to make up for the short fall in 2015/16.

Children’s Social Care and Programme SAFE has also been very successful in a number of areas due to the dedication of the staff in identifying and implementing savings. The areas most successful are:

- Reconfiguration of Pitstop: The Service was able to re-configure the services earlier than planned
- Reduction in NRPF families: The engagement of a Home Office Officer and Fraud officer has delivered significant savings by reducing the number of families applying.
Overall Programme SAFE and Children’s Social Care has achieved a great deal in a short period of time; however, the Service recognises that it will need to continue to identify and implement saving initiatives in 2016/17, with the support of corporate colleagues. This will continue to be worked on with an appropriate balance between realising the strong need to reduce cost while ensuring children are safe.

**Review Programme SAFE OBC assumptions**

Programme SAFE planned a review of 2015/16 benefits achieved and underlying assumptions used in March 2016 to rebase the programme and identify if additional savings are required to deliver a balanced budget in 2016/17.

The original outline business case benefits assumptions were reviewed and the savings originally identified for 2016/17 amended. The revised savings are shown in the table below.

<table>
<thead>
<tr>
<th>Project</th>
<th>Revised 2016/17 plan</th>
<th>OBC Revised Assumption</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency to perm (inc leaving 15% SW as Agency)</td>
<td>£1,289,180</td>
<td>Currently 56 agency Staff. Saving assumes that the Service will reduce agency levels either through recruitment or by agency staffing reductions connected to the other project streams to leave a remaining cohort of 15% agency social workers</td>
<td>The recruitment initiative is unable to source and recruit the number of permanent social workers required in a timely manner.</td>
</tr>
<tr>
<td>Legal Advocate saving (net saving)</td>
<td>£213,040</td>
<td>Replace 3rd party legal counsel with two in-house advocates and 1 paralegal assistant. Target is to reduce spend on external legal counsel by 80%.</td>
<td>Legal have not estimated the number of cases per in-house resource accurately and external counsel is still required.</td>
</tr>
<tr>
<td>Further NRPF Saving based on Embedded officer reducing cases</td>
<td>£342,450</td>
<td>Target based on reduced accommodation and subsistence costs by moving approximately 18 families to appropriate accommodation 2016/17.</td>
<td>Insufficient housing stock available. Legal and other challenges to solutions outside of Borough.</td>
</tr>
</tbody>
</table>
| LAC Review of placements to Housing               | £491,860             | - Move a further 32 18+ L2L LAC children from CSC residential care into alternative housing saving accommodation and subsistence payments  
- a further savings from moving some 16+ children into cheaper 18+ accommodation or social housing | Appropriate accommodation is not available in a timely manner. |
<table>
<thead>
<tr>
<th>Referrals saving based on reductions in MASH/Assessments later in 2016</th>
<th>£204,680</th>
<th>Home visits (by EH) will allow 71% of Amber Merlins to be stepped down to EH and avoid referral and assessment. Potentially can remove 1 MASH SSW from Sept 2016 and remove a further Assessment Team from October 2016. Other changes could potentially lead to a reduction in FTEs - including more comprehensive CAFs, better, more accessible and more complete information at the first point of contact. A new case recording system would also have the potential of reducing time spent on recording and therefore numbers of FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>P600 Project</td>
<td>£861,530</td>
<td>Based on a reduction of up to 20 social workers out of 105 and 5 managers across all of social care services and a reduction in subsistence costs through having less Children in the system by closing 600 cases. The risks are:  - the need to balance cases out against number of cases continuing to come in  - ASYE have capped caseloads of either 12 or 15  - High turnover of staff and impact on case throughput -  - There may not be 600 cases to take out of the system</td>
</tr>
<tr>
<td>Commissioning initiatives:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DCT Direct payments - resource needed to carry out review</td>
<td>£214,000</td>
<td>Predicated on accelerating outstanding reviews of t2 packages. This is underway. Risk is not all savings are realised in a timely manner. Consultation response may make savings liable to legal challenge.</td>
</tr>
<tr>
<td>SEN Transport</td>
<td>£180,000</td>
<td>Based on changes in policy set out in February cabinet paper. Limited risk other than deployment of actions in a timely manner. Cabinet paper has been called in, potential delay of impact.</td>
</tr>
<tr>
<td>Residential review of placements</td>
<td>£910,000</td>
<td>Currently 31 res placements – Saving predicated on a reduction of 7 (£130k each). Recharge to DSG £1.5m and £244k health contribution</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Better procurement (includes translation)</td>
<td>£150,000</td>
<td>Revised commissioning of DCT packages and 16+ accommodations. Exploration of co-commissioning with neighbouring boroughs.</td>
</tr>
<tr>
<td>Extra Health funds (one off windfall)</td>
<td>£164,000</td>
<td>Historical contribution from CCG to Educational placements and ‘Aiming High’.</td>
</tr>
<tr>
<td>Ext - Int Fostering</td>
<td>£250,000</td>
<td>Option paper to be drafted with GM Scope to include: - Fostering sourcing options - Review of IFA’s to step down to SGO’s, 26</td>
</tr>
<tr>
<td>Use of Funding for Educational Health</td>
<td>£200,000</td>
<td>Based on a review of the priorities of the funding allocation in this area</td>
</tr>
<tr>
<td><strong>Proposed SAFE savings</strong></td>
<td>£5,470,740</td>
<td></td>
</tr>
</tbody>
</table>

The impact of the review of original benefits has reduced the potential savings identified in the original outline business case by **[need to check on new benefits and those rolled forward]**. The financial impact on achieving a balanced budget is shown below.

<table>
<thead>
<tr>
<th>Pressures (July 2015)</th>
<th>£11.4m</th>
<th>(£3.0m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing savings delivered 2015/16</td>
<td>£1.0m</td>
<td></td>
</tr>
<tr>
<td>Further demand pressure 2016/17</td>
<td>£1.0m</td>
<td></td>
</tr>
<tr>
<td>Project costs</td>
<td>£1.7m</td>
<td></td>
</tr>
<tr>
<td>MTFP growth</td>
<td>£0.8m</td>
<td></td>
</tr>
<tr>
<td><strong>Starting point 2016/17</strong></td>
<td><strong>£9.5m</strong></td>
<td>(£5.5m)</td>
</tr>
<tr>
<td>Proposed SAFE savings</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Remaining funding gap</strong></td>
<td><strong>£4.0m</strong></td>
<td></td>
</tr>
</tbody>
</table>

The financial position for 2016/17 including revised Programme SAFE savings is indicating £4m funding gap. Programme SAFE together with Children’s Service has further reviewed the service and identified a number of areas where potentially additional savings may be realised.
Consideration of Additional Savings in 2016/17

Work is underway through the SAFE Programme and Corporate Performance Group as well as Children’s Services to see where further reductions may be possible in 2016/17 to mitigate the current predicted financial pressure for next year. This will be reported to the Programme Board and PAASC this month.

Delivery Team
Capabilities required to deliver the programme between 1\textsuperscript{st} October 2015 and 31\textsuperscript{st} March 2017

The programme’s projects and potential additional savings will be delivered through a mixture of internal and external resources. Wherever possible the programme will seek to source capacity and capability from within the Council however there will be a requirement for capability and at times additional capacity that the Council’s internal resources are unable to provide and the programme may have to seek externally.

The table below outlines the key capabilities this programme will require between March 2016 and March 2017. This covers internal and external resources.

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Management</td>
<td>Programme planning</td>
</tr>
<tr>
<td></td>
<td>Programme monitoring</td>
</tr>
<tr>
<td></td>
<td>Delivering business case</td>
</tr>
<tr>
<td></td>
<td>Programme governance</td>
</tr>
<tr>
<td></td>
<td>Programme reporting</td>
</tr>
<tr>
<td>Communications</td>
<td>Programme communications</td>
</tr>
<tr>
<td></td>
<td>Stakeholder management</td>
</tr>
<tr>
<td></td>
<td>Public &amp; partner communications</td>
</tr>
<tr>
<td></td>
<td>Internal communications</td>
</tr>
<tr>
<td>Organisational Development</td>
<td>Supporting the organisation through change and ensure it is lasting</td>
</tr>
<tr>
<td>Business Analysis</td>
<td>Data and information analysis to ensure that all change can be measured and is transparent</td>
</tr>
<tr>
<td>Finance</td>
<td>Ensure effective financial governance throughout the programme lifecycle</td>
</tr>
<tr>
<td>Service Delivery Specialists</td>
<td>Those within service or detailed knowledge of the service will be responsible for leading the change with service</td>
</tr>
<tr>
<td>Service Design Leads</td>
<td>Working with services to ensure changes to not disrupt service delivery and risk around children are managed effectively through change</td>
</tr>
<tr>
<td>Benefit Realisation Lead</td>
<td>To work with service delivery to ensure the benefits identified in this business case are realised.</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>Quality assurance as children are removed from the system to ensure they are not being placed at risk.</td>
</tr>
</tbody>
</table>

Programme Risks
The delivery of the programme benefits and additional savings will have associated risk. The table below sets out the high level, likelihood, impact and mitigations.

The Programme will continue use a risk tool to monitor each strand of the programme. The risk tool will consider high and low financial benefits against high and low safeguarding risks.
**Description of Risk** | **Likelihood** | **Impact** | **Mitigation**
---|---|---|---
Risk that BAU demand pressure on staff will limit the amount of time to be dedicated to delivering project outcomes and outputs and result in delays in realising cashable and non-cashable benefits. | High | High | To develop a detailed resource based delivery plan that is approved and supported by the Programme sponsor and Programme Board. To obtain approval for the business case to engage additional resources to supplement the internal resources available.

Limited programme funding access to service resources will limit resources dedicated to delivering outcomes and outputs and potentially impact on timing and size of benefits. | High | High | To obtain approval for the business case to engage additional resources to supplement the internal resources available.

Reducing number of children in the system will potentially increase risk to those children which could lead to a costly Serious Care Review (SCR). | Low | High | To ensure every child receives the appropriate level of support if they leave CiN or LAC. There will be careful assessment of risk for every child. This will be audited with monthly reports to the Lead Member and DCS.

Introducing alternative support packages in Tier 2 may result in children’s needs not being fully met and increasing the risk of harm to the child. | Medium | High | To develop capacity, through training and supervision, within Early Help to minimise the risk.

Children Social Care is unable to deliver savings by 31<sup>st</sup> March 2017 and intervention is required. | Medium | High | To respond rapidly to any shifts of target through the Programme Board. The benefit realisation reporting regime will identify at an early stage if the programme is unable to deliver the targeted savings and therefore provide Children Service’s early indication and opportunity to take remedial action.

In meeting budget pressures OFSTED expectations are not meet and Children Services are put into special measures/Secretary of State | Low | High | To ensure the programme governance and risk approach in planning the savings mitigates the risk.

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Note: 1 – Safeguard risk levels are defined by Safeguarding Board
<table>
<thead>
<tr>
<th></th>
<th>Risk Level</th>
<th>Risk Level</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Externally imposed spend continues to reduce opportunities to reduce budget.</td>
<td>High</td>
<td>High</td>
<td>To identify and challenge any imposed spend and also continue to monitor demand impacts on services.</td>
</tr>
<tr>
<td>Population changes and increasing poverty increase vulnerability of children so that realised savings cannot keep pace with increased demand. See above.</td>
<td>High</td>
<td>Medium</td>
<td>To map demand so that Children’s Services and Corporate management receives early indications and accurate data to enable them to take appropriate actions.</td>
</tr>
<tr>
<td>Wider agencies and other departments unable to adapt to meet changes required.</td>
<td>High</td>
<td>High</td>
<td>To develop a detailed stakeholder engagement plan to limit the risk of agencies not supporting the programme. To identify and challenge any lack of capacity to adapt through the LSCB, Children’s Trust, Community Safety Partnership and Health and Wellbeing Board, as necessary.</td>
</tr>
<tr>
<td>Changes to service capacity may increase the risk to vulnerable children.</td>
<td>Medium</td>
<td>Medium</td>
<td>To risk assess all proposed service changes for both safeguarding and financial risk before implementation.</td>
</tr>
<tr>
<td>The sustainability of the initiative to increase permanent staff and reduce agency will be at risk if induction, training and performance management are not in place.</td>
<td>Medium</td>
<td>Medium</td>
<td>To work with Children’s Services, HR &amp; OD to ensure the appropriate support is in place.</td>
</tr>
<tr>
<td>Court challenge to Local Authority policy changes.</td>
<td>Medium</td>
<td>Medium</td>
<td>To ensure due process is followed at all times.</td>
</tr>
</tbody>
</table>
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CHILDREN'S SERVICES SELECT COMMITTEE

14 March 2016

Title: Recommendations arising from the Children’s Services Select Committee’s Workshop on Corporate Parenting

Report of the Corporate Director of Children's Services

Open Report | For Decision
---|---
Report Author: Masuma Ahmed, Democratic Services Officer, Scrutiny, Law & Governance | Contact Details: Tel: 020 8227 2756 E-mail: masuma.ahmed@lbbd.gov.uk

Accountable Divisional Director: Ann Graham, Divisional Director, Complex Needs and Assessment

Accountable Director: Helen Jenner, Corporate Director of Children’s Services

Summary:

At the start of the 2015/16 municipal year members of the Children’s Services Select Committee (CSSC) stated that they wished to consider the issue of corporate parenting as part of the Committee’s annual work programme. They particularly wished to consider how the principles of corporate parenting could be embedded into the mindset of all members of the Council, as they felt this was an area for improvement.

On 18 January 2016 members of the CSSC took part in a workshop that involved members considering suggestions for raising further awareness and strengthening all Council members' knowledge of the Council’s corporate parenting functions in small groups, which resulted in a number of suggestions being made. Councillor Turner, the Cabinet Member for Children’s Services and Social Care, also took part in the workshop.

At the end of the workshop the CSSC asked officers to consider each suggestion and report back to the next CSSC meeting as to which of the suggestions could be taken forward and how they could potentially be implemented.

The Corporate Director of Children’s Services discussed the suggestions arising from the workshop at a meeting of the Departmental Managers Team meeting. Appendix 1 lists a number of recommendations for the CSSC to discuss further and agree.

Recommendation(s)

The CSSC is recommended to discuss and agree the recommendations at Appendix 1.

Reason(s)

The recommendations at Appendix 1 all seek to raise further awareness and strengthen members’ knowledge of the Council’s Corporate Parenting functions. They relate to the objectives of narrowing the gap in attainment and realising high aspirations for every child (under the “Encouraging Civic Pride” priority), ensuring children and young people are well-educated and realise their potential and, protecting the most vulnerable, keeping adults and children healthy and safe (under the “Enabling Social Responsibility” priority).
Background Papers Used in the Preparation of the Report:

None.

List of appendices:

Appendix 1  Recommendations arising from the CSSC’s workshop on Corporate Parenting
Appendix 1

Recommendations arising from the CSSC’s Workshop on Corporate Parenting

It is recommended that:

1. Members ask questions to the relevant Cabinet Member on services for looked after children (LAC) at Assembly meetings to raise the profile of LAC. The questions would be supplied in advance to allow the Cabinet Member to bring the relevant information with him/her.

2. All the select committees take an interest in LAC issues, not just the CSSC. The Chair of the Members’ Corporate Parenting Group (MCPG) should receive an invite to a meeting of each of the select committees once every municipal year to discuss the issues affecting LAC and young people which fall under the select committee’s remit. Scrutiny officers should ensure this is placed on the select committee’s annual work programmes.

3. A member of the CSSC regularly attend the MCPG and provide feedback and updates to the CSSC on issues affecting LAC. A copy of the minutes of the last MCPG meeting should be included in CSSC agendas as part of this.

4. A pre-assembly briefing on LAC strictly takes place every year for all councillors with representatives of Skittlz (if they agree) attending to talk about their experiences. The Member Development Officer should keep a check on which members have/ have not attended.

5. Online training on Corporate Parenting be made available for members and the Member Development Officer should check to see who has completed it.

6. Councillors take part in the “Total Respect” training, which involves young people.

7. Members be invited to the LAC Christmas party, Fostering Conference and Leaving Care Awards.

8. All councillors be sent the Annual Report on LAC. They should read this to be familiar with the profile of LAC in the borough.

9. Children’s Services provide an opportunity for councillors to meet with a social worker who works with LAC on an annual basis.

10. Councillors who sit on governing bodies raise the profile of LAC as part of their role in holding school leaders to account and this should include the use of the pupil premium for the benefit of LAC’s education. Officers should produce a “crib sheet” type list of questions these councillors could ask that would support them to do this.
Title: Answers to CSSC’s List of Selected Questions on Corporate Parenting

Report of the Corporate Director of Children’s Services

Open Report | For Decision
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Report Author: Masuma Ahmed, Democratic Services Officer, Scrutiny, Law & Governance

Contact Details:
Tel: 020 8227 2756
E-mail: masuma.ahmed@lbbd.gov.uk

Accountable Divisional Director: Ann Graham, Divisional Director, Complex Needs and Assessment

Accountable Director: Helen Jenner, Corporate Director of Children’s Services

Summary:

At the start of the municipal year, the Children's Services Select Committee (CSSC) requested a report on Corporate Parenting for its meeting on 16 November 2015 with a view to discussing the areas of strength and challenge in caring for the borough’s looked after children. The Cabinet Member for Children’s Services and Social Care was in attendance to take part in the discussions.

At the meeting it was felt that due to the time constraints of the meeting and the detail required to answer some of members' questions, it would be appropriate for a further report to be presented at the CSSC meeting on 14 March 2016, which would include the data members wished to see.

The answers to the questions which could not be fully answered at the meeting on 16 November 2015 are provided in Appendix 1 to this report.

Recommendation(s)

The CSSC is recommended to note the answers to the questions raised by members at the meeting on 16 November 2015.

Reason(s)

The issue of the Council’s performance as a Corporate Parent relates to the Council’s objectives of narrowing the gap in attainment and realising high aspirations for every child (under the “Encouraging Civic Pride” priority), ensuring children and young people are well-educated and realise their potential and, protecting the most vulnerable, keeping adults and children healthy and safe (under the “Enabling Social Responsibility” priority).

Background Papers Used in the Preparation of the Report:
None.

List of appendices:
Appendix 1 Answers to CSSC’s List of Selected Questions on Corporate Parenting
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Appendix 1

Answers to CSSC’s List of Selected Questions on Corporate Parenting from Children’s Services

1. Who are your looked after children in terms of age, gender, ethnicity, religious or cultural background and disability? What needs and challenges does this profile present? How does the local authority’s commissioning plan reflect these needs?

January 2016 Data (Categories are as defined nationally)

<table>
<thead>
<tr>
<th>LA1</th>
<th>Number of Children in Care</th>
<th>414</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA2</td>
<td>No of children in care per 10,000 children aged 0-17 (LBBD Population 59,106)</td>
<td>70</td>
</tr>
<tr>
<td>LA3</td>
<td>Children in Care Breakdown by age</td>
<td>0-4 - 15.7%, 5-9 - 19.6%, 10-15 - 37.2%, 16-17 - 27.5%</td>
</tr>
<tr>
<td>LA4</td>
<td>Children in Care Breakdown by Ethnicity</td>
<td>White - 58.9%, Black - 18.6%, Asian - 5.9%, Mixed - 11.8%, Other - 4.8%</td>
</tr>
<tr>
<td>LA5</td>
<td>Children in Care Breakdown by Legal Status</td>
<td>ICO - 14.0%, FCO - 49.8%, S20 - 27.8%, PO - 7.0%, Other - 1.4%</td>
</tr>
</tbody>
</table>

Religion of LAC – 7% identify as Muslim, 27% identify as Christian, 24% no religious persuasion, 1% as another religion. (Please note 37% of looked after children do not have a religion recorded).

9% of looked after children (LAC) are recorded as having a disability.

Commissioning impact

As the borough has become more diverse we have worked to ensure we have staff from a wide range of backgrounds, and with an increasing number of languages spoken to reduce our dependency on services such as language line.

There is a high number of children with complex needs known to social care so we run a specialist Children with Disabilities Team.

A number of specialists exist within the Local Authority to advise on particular issues, for example, gender identity, Prevent, and child sexual exploitation, to reflect the changing needs of our youth population. It is important to note that the age group with the highest proportion of children in care (10-15 year olds at 37.2%) is the section of the population likely to grow the most by 2020 (a 30% increase is expected).
2. **Do you have a system for seeking feedback from looked after children and care leavers about the services they receive?**

A range of systems are in place. Young People feed into their own reviews to ensure their voices are heard. We run an annual survey where young people feedback on the quality of support they receive. There is a Children-in-Care Council (Skittlz) who present to Assembly. This will now be annually when the social care annual report is presented. We are considering ways to link feedback to events such as the Christmas Party and the Leaving Care Awards Night.

3. **How much do you spend on out of area placements for looked-after children? What are the factors behind this spend and how do commissioning processes ensure that complex needs can be met in the best interests of children?**

Every out of area placement has to be agreed by the Corporate Director. In addition there is now a weekly review of placements with Jon Bunt and Anne Bristow. The total costs are not calculated on this basis, and are spread across social care, education and health.

Our inclusion strategy is very clear that, wherever possible, children’s needs are met in-borough. The SEN /EHC Strategy is increasing in-borough provision to reduce out-of-borough costs.

Individual cases can be very expensive. 3 case study examples will be presented to the meeting.

4. **What plans does the local authority have to raise educational attainment of looked after children?**

The Local Authority has a new permanent Virtual Headteacher. Children in Care have a six monthly education review (of a document called a Personal Education Plan, known as a “PEP”). This gives individual targets to raise attainment. January figures show that 90% were up to date.

The Pupil Premium provided for looked after young people is targeted at meeting their educational needs, to raise attainment. It can be spent on mentors, text books, additional tuition, as decided through the virtual school, the school the young person attends and the social worker. The views of young people are sought, but not all young people agree with the decisions reached; for example, they might feel an iPad would help them the most but the adults may feel a maths tutor would be better.

5. **Do you monitor the number of looked after children that are excluded from school and do you know what support and alternative provision is available for them?**

This is monitored very closely by the Virtual School and is an absolute priority for their work. Figures for the Autumn Term are shown below. We try to ensure that no LAC are permanently excluded. Alternative provision is put in place whenever appropriate.
6. **Are looked after children a priority group for getting access to therapeutic and psychological services including Child and Adolescent Mental Health Services (CAMHS) and how long are waiting times for referrals?**

Once a child’s mental health needs have risen to the highest level, LAC children are prioritised and waiting times are reasonable. The latest CAMHS review and strategy has identified the need for specialist LAC provision. This will be very helpful and will improve support at early intervention levels.

7. **As an at-risk group, what access do looked-after children and young people get to services to help with substance misuse, sexual health and teenage pregnancy?**

Yes, these services prioritise LAC. Foster Carers receive training in these areas. They are expected to make sure that young people attend. Referrals are often part of care plans, but foster carers and schools are able to raise the need with social workers should it become apparent between meetings.

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<table>
<thead>
<tr>
<th>Days</th>
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<th>Ethnicity</th>
<th>Date in Care</th>
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<td>WBRI</td>
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<tr>
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<td>MWAS</td>
<td>06/07/2006</td>
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<td>1</td>
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<td>WOTH</td>
<td>10/07/2015</td>
</tr>
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8. **What do looked-after children say about their placements?**

Children are generally very positive about their placements (as evidenced in the surveys they complete). Young people in secure and residential placements are not always as positive. Where young people express particular concerns, this is always fully investigated.

9. **How many children move placements three or more times during a year?**

In 2014/15, 60 children had three or more placements (13.1%), this compares to 46 children (10.0%) in 2013/14. As of the end of Q2, 17 children have had three or more placements so far in 2015/16 (3.9%). SN/ national average is 11%.

10. **Do you believe any of the children placed out of borough (or neighbouring boroughs) could be looked after within the area of the local authority?**

We try hard to place as many children as possible in-borough and have excellent local foster carers. One factor that presents a challenge is that many foster carers already have children and so need a larger house to take additional children. Most properties in Barking and Dagenham do not have sufficient space.

11. **What is the percentage of children who maintained the same social worker for the last 12 month period?**

35% of children in care, who have been in care for at least 12 months, have had the same social worker for the last year. The turnover rate and level of agency staff is lower in the looked after children teams, to reduce the impact of turnover on young people. However, this is still higher than we would like.

12. **What percentage of children are placed for adoption within national timescales of the decision to adopt and are subsequently adopted?**

In 2014/15, 19 out of 32 children were placed for adoption within timescales (59.4%). This compares to 9 out of 17 (52.9%) in 2013/14. As of the end of Q2, 9 out of 12 (75%) children have been placed within timescales.

13. **What is the profile of children waiting for a permanent placement and what are the barriers to finding them a home?**

This information will be provided in the next Annual Adoption Report as it is not collated mid-year.

14. **Do you have a sufficient pool of suitable foster carers locally to meet the needs of children requiring placements? If not, what steps are being taken to address this?**

We have a very strong fostering team who recruit more successfully than other boroughs. That is why we are able to maintain relatively low placement costs. We recruit constantly.
15. What is the turnover rate of foster carers and do you understand the reasons why carers leave the service?

This is not calculated numerically. Turnover rates are low. Recently one couple retired after 40 years of fostering for us. Foster parents end their role for a variety of reasons, sometimes they cannot manage the behaviours of an individual child and so the placement may end, but they remain foster carers and a new placement starts. In a very few cases we terminate the foster carers because their care has not been good enough.

16. How does your use of residential care compare to other similar authorities?

Our use of residential care is relatively low, but this varies.

The CIPFA benchmarking report will be available at the meeting.

17. Do you have any children placed in a secured care?

Yes. This is for one of two reasons. Either they are extremely high risk to themselves or others (for reasons including running away, self-harming and sexual abuse) so we need them to be somewhere safe for a while whilst we stabilise their behaviour patterns, or because the courts have placed them in a secure setting due to offending behaviours.

18. What data is available regarding the number of looked after children who are asylum seekers within the borough and does this percentage have a detrimental effect on the local looked after children in care within the borough?

Looking at the number of in-house foster carers within the borough, does this mean more local looked after children have to be placed out of borough and how does this affect the caseload levels carried by social work staff?

There are currently a total of 29 UASC who are LAC (7% of the total LAC population). 20 of the 29 are placed in semi-independent accommodation, 7 are placed with LBBD foster carers (5 in-borough, 2 out-of-borough), and the remaining 2 are placed with Agency Foster Carers (both out-of-borough).

19. What procedures do social workers use when putting a care plan in place, for example, for asylum seekers, before placing these vulnerable young persons with foster carers or other care providers, given that it is possible that they have very little information about the vulnerable young person?

A full assessment is completed for all young people who come into care. This is normally completed before placement. In an emergency this is not always possible so we place young people with the best foster carers available initially and plans are then reviewed as the assessment takes place and the young person settles down. A number of UAS children are placed with a foster carer initially but the older ones quickly move on to semi-independent living.

A presentation about Leaving Care Services was shared with the Corporate Parenting Steering Group. This will be circulated to the Select Committee.
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