



# Scrutiny Board

9 December 2014

**Time** 6.00 pm      **Public Meeting?** YES      **Type of meeting** Scrutiny  
**Venue** Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

## Membership

**Chair** Cllr Peter O'Neill (Lab)  
**Vice-chair** Cllr Barry Findlay (Con)

### Labour

Cllr Ian Angus  
Cllr Alan Bolshaw  
Cllr Paula Brookfield  
Cllr Claire Darke  
Cllr Julie Hodgkiss  
Cllr Lorna McGregor  
Cllr Rita Potter  
Cllr John Rowley  
Cllr Stephen Simkins

### Conservative

Cllr Arun Photay  
Cllr Wendy Thompson

Quorum for this meeting is four Councillors.

## Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

**Contact** Jonathan Pearce  
**Tel/Email** 01902 550741 or [jonathan.pearce@wolverhampton.gov.uk](mailto:jonathan.pearce@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 2<sup>nd</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

**Website** <http://wolverhampton.moderngov.co.uk/>  
**Email** [democratic.support@wolverhampton.gov.uk](mailto:democratic.support@wolverhampton.gov.uk)  
**Tel** 01902 555043

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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

# Agenda

## Part 1 – items open to the press and public

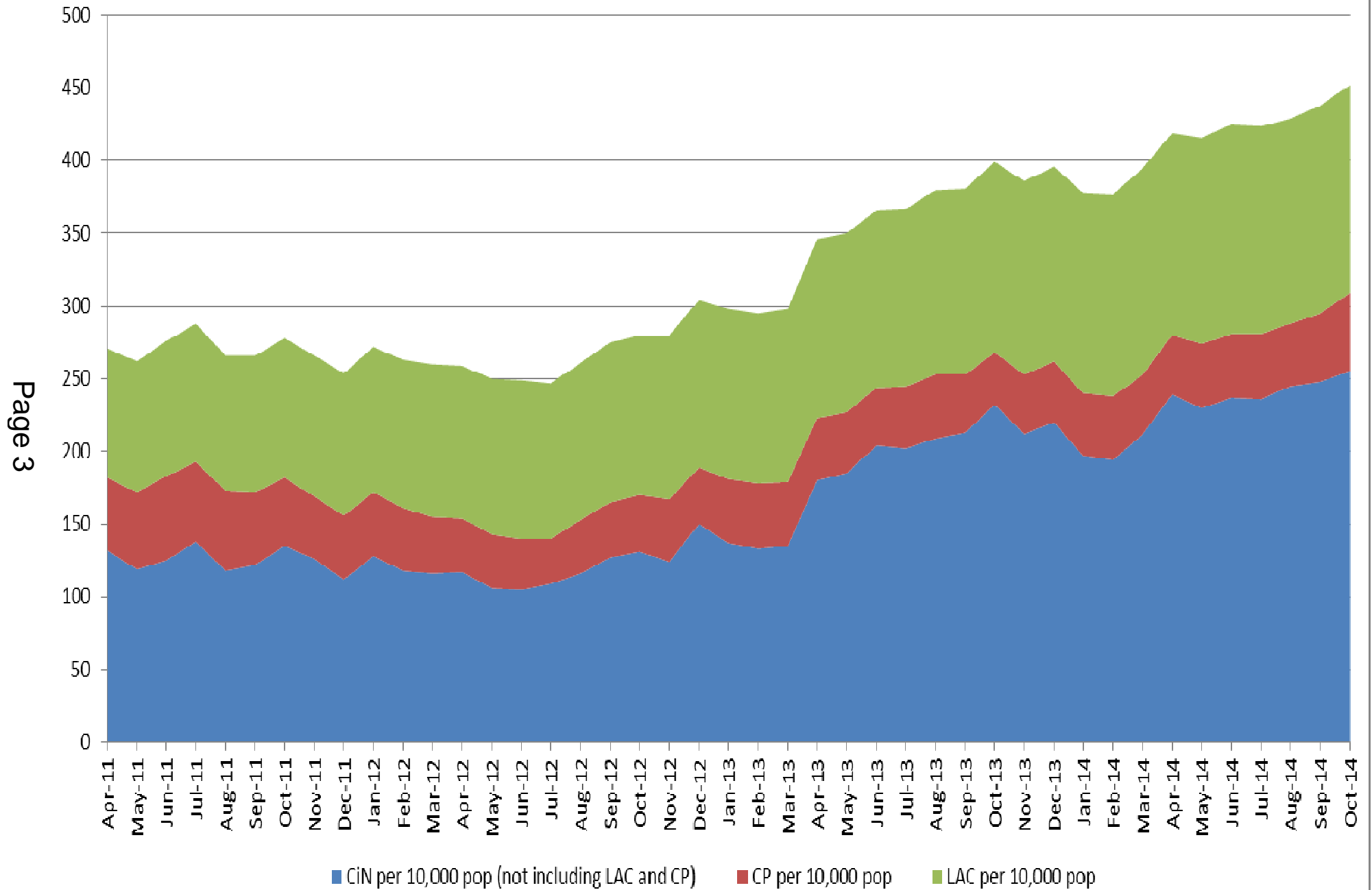
<i>Item No.</i>	<i>Title</i>
7	<b>Quarter 2 performance report including an update on Families r First</b> (Pages 1 - 22) [To report on the performance of all corporate performance indicators for quarter two 2014/15 (July – September).]

# Families r First

# Coverage of this presentation

- **LAC: the current position**
- **LAC trends in the recent past**
- **Families r First: keeping families together**
- **Future projections of LAC, and the intelligence programme to understand the key drivers**

### Wolverhampton CiN per 10,000 pop. (inc. LAC & CP)



# LAC: Current position

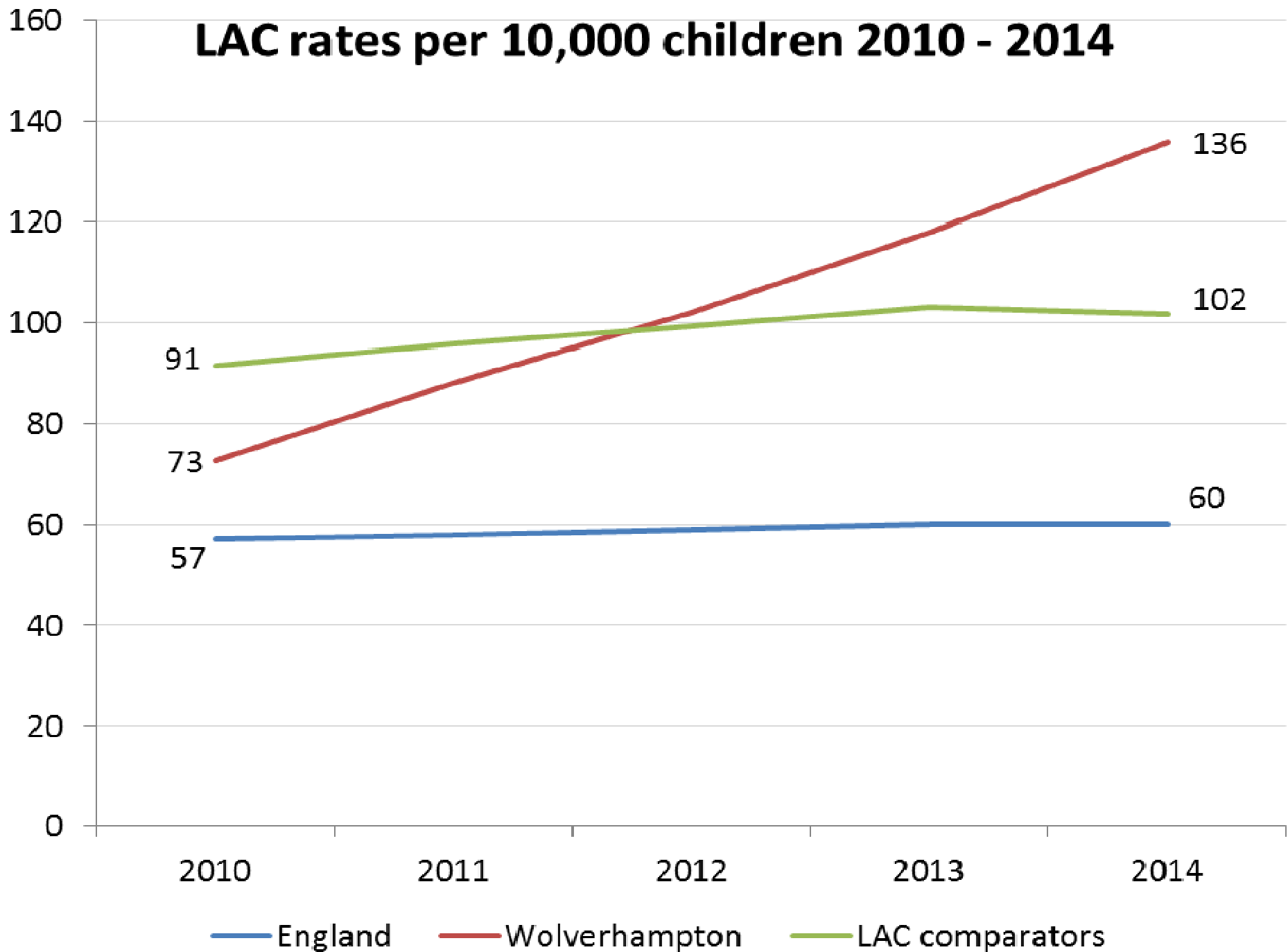
- **Continuing growth in LAC numbers (benchmarked in terms of rates per 10,000 children aged 0 to 17) for latest available financial year for which we have comparators (13/14 FY):**

**Wolverhampton: 136 per 10,000 vs 60 per 10,000 (England), 73 per 10,000 (West Midlands), 102 per 10,000 (Comparator Average)**

- **LAC rates fluctuate, but for the most recent quarter (Q2 14/15 FY), there was a rate of 143 per 10,000 0-17 year olds**

# LAC rates per 10,000 children 2010 - 2014

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# LAC trends

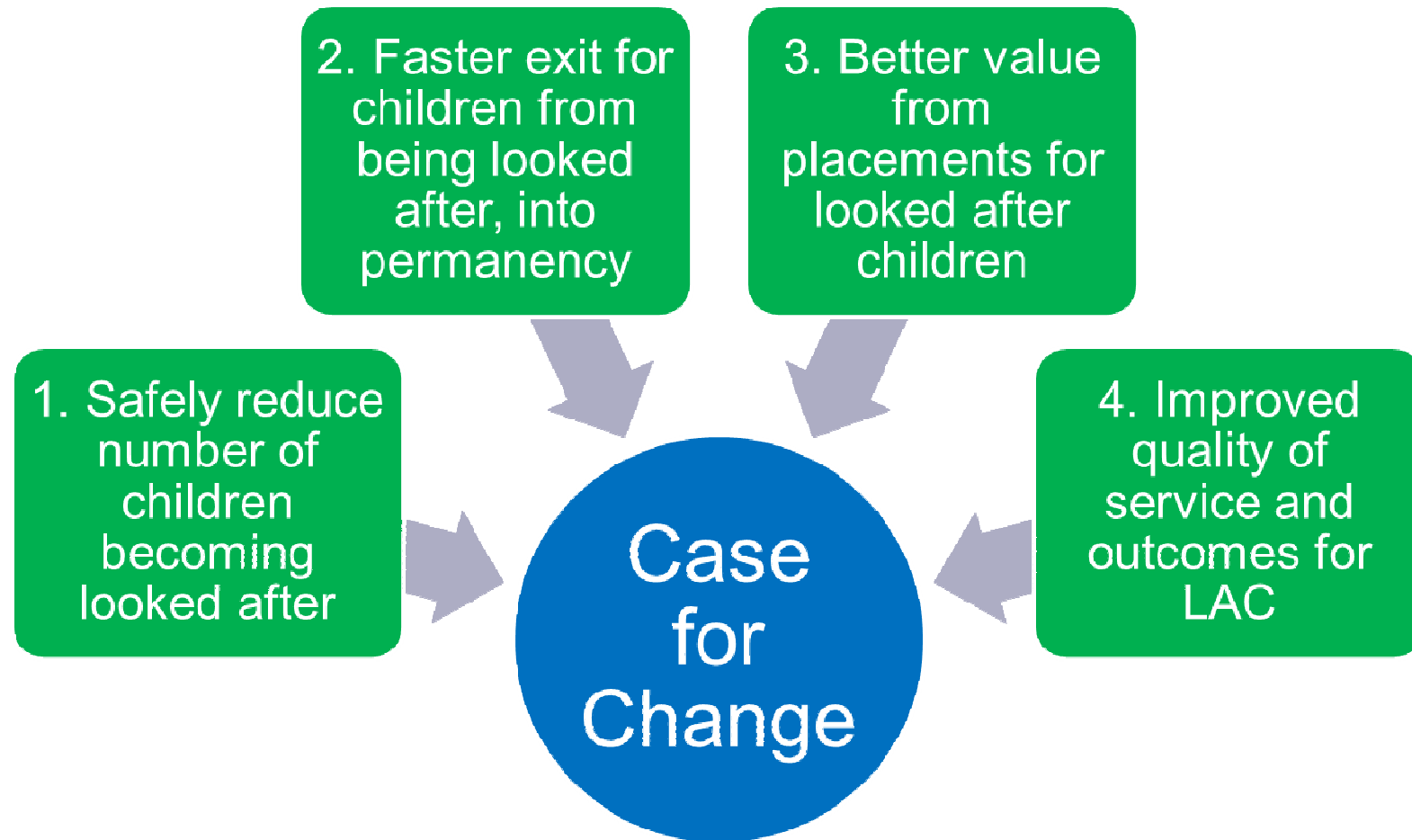
Date	Rate per 10,000 children	Rank (of 152 LEAs)
2010	73	44
2011	88	25
2012	102	8
2013	118	6
2014	136	2

•Our numbers of LAC rose in absolute terms, from 405 in 2010 to 770 in 2014. This was a 90% increase.

- If we compare 2010 with the latest figures (800 children in Q2 14/15), we have a rise of 395 children since 2010.
- Such a situation is unsustainable...



# What we want for LAC in the city



# Families r First: values & principles

**Children should remain  
with their families  
whenever possible.**

**Only the right children  
should be in care.**



# **Work Stream 1: A Committed Partnership**

- **Information sharing at the earliest point**
- **Shared responsibility and understanding**
- **Commitment to engaging in the Early Help process**
- **Commitment to ‘Whole family’ approach**
- **Virtual ‘Unblockers’ service**
- **Resilience building**
- **Trigger tree**

# Interagency referrals, joint working

- **Agreed and shared understanding across key services of who are the children at risk of impaired development**
- **Clear step up-step down procedures with a consistent response**
- **Assertive engagement and outreach**
- **Well understood 'edge of care' procedures**
- **Tracking of all children from the 'edge of care' into permanency**

# **Work Stream 2: Early Help Support**

- **New Operating Model (NOM) across Children, Young People and Families – promoting a ‘team around the child/family/school/locality’ approach**
- **Early Help assessment pathway**
- **Troubled Families agenda**
- **Locally based family support**
- **Virtual ‘Whole Family’ locality teams**
- **Community Developments**

# **Work Stream 3: Targeted Intervention**

- **Review of Looked After Children**
- **Reunification action plan**
- **Risk management framework**
- **Gateway to being looked after**
- **Review of social care structure to promote twin priorities of supporting families in the community and on enabling CYP to leave care**
- **Targeted action plan to increase in house foster carers and decrease external placements**

## Families r First Programme –October 2014 to November 2014

<b>Report Author:</b>	Elaine O'Callaghan		<b>Programme Manager:</b>	Elaine O'Callaghan
<b>Accountable Strategic Director:</b>	Sarah Norman		<b>Accountable Assistant Director:</b>	Emma Bennett
<b>Overall Programme Budget</b>	<b>Revenue:</b>	Nil	<b>Capital:</b>	Nil
<b>Timescales</b>	<b>Start date:</b>	7 April 2014	<b>End Date:</b>	31 March 2015
<b>Corporate Plan objective:</b>	Empowering families and working with community resources and partner agencies to enable children and young people to remain with their families where possible			
<b>Programme Objective</b>	Over the last 5 years Wolverhampton has seen a continued growth in Looked After children (LAC) at a greater pace than has been seen nationally and more recently this has significantly increased rising from 118 per 10,000 in 2012/13 to currently 133 per 10,000. This is a multi-agency strategic programme, governed by the Children's Trust Board with principles of supporting children to live safely with their families, ensuring only the right children come into care and, when they do, robustly managing placements and permanency plans, promoting an ambition that all children are provided with a permanent family. The FrF Programme has three key elements: A committed partnership, Early help support and Targeted intervention			
<b>Overall Programme RAG status last reporting period</b>	<b>Overall Programme RAG status this reporting period</b>	<b>Comments</b>		
AMBER	RED	The numbers of looked after children are still high. The programme actions are on target to reduce the numbers by March 2016 with a mid point target of reducing to 720 by March 2015		
<b>Overall risk RAG status relating to savings and finance last reporting period</b>	<b>Overall risk status relating to savings and finance this reporting period</b>	<b>Comments</b>		
RED	RED	The costs associated with looked after children budget continue to increase, with a projected overspend of £2.7m		
<b>Actions required by SEB/CDB:</b>	Monitoring by SEB: If the number of LAC is not reduced this will result in an increase in costs, budget overspends and an increased demand on children's services and on the resources and budgets of partner agencies			
<b>Information to be noted by SEB / CDB:</b>	The numbers of looked after children have been consistent staying around the 800 mark. The Programme has halted the trend of numbers rising each month over the past four years and has enabled the numbers to remained static at around 800 for some months now. The expectation is for the trend to now start to reduce in numbers.			

Title of Project/s or workstreams. List all applicable	Project Manager	Overall RAG status Last Month	Overall RAG status This Month	Comments – use this space to make general comments around the status of the project or workstream
1.0 Early Help Assessments Project	S Cartwright / A Wolverson / Steve Dodd	GREEN	GREEN	Early Help assessment went live week commencing 2/6/14 Training to be rolled out by October Evaluation of data to be delivered by October. Extended to November
1.2 Early Help: Family Support Role	R King / J Cunningham	AMBER	AMBER	Following a meeting with the family support workers the decision to move all of them to the early help teams is being reviewed. Once an agreement on the way forward has been reached then the following actions in the programme can continue -Step down of CIN cases to be completed -Training on EHA for all FSW's transferring to be completed.
1.3 Development of Family Support services <ul style="list-style-type: none"> <li>• Intensive Family Support (IFS) project</li> <li>• Supporting Adolescents In Families (SAIF) project</li> <li>• Innovation Bid</li> </ul>	W. Edwards  S.Nash N.Price	AMBER	AMBER	Pilot on providing intensive support to families focusing on neglect and under 5's. Policy and procedures to be written and circulated Report on evaluation of pilot to be provided. SAIF – policy and procedures to be developed. Report to be provided to next meeting Bid for funding to support specialist foster carers to prevent the need for residential placements enabling young people to live in a family. Linked to placement sufficiency. Go ahead given for next stage (November 2014)
1.4 Early Help sites	A Wolverson / J Cunningham	GREEN	GREEN	Staff are in situ. A few staff are waiting to move from Priory Green. Asset Management are supporting teams to manage this.
2.0 Partnership working : Summit and Charter Events	E Bennett	GREEN	AMBER	Details of Charter to be drawn up and circulated to all partner leads to sign up to. Tasks from event to be included in FrF project: Charter to CTB for agreement in Sept, Launch scheduled for November.
2.1 Partnership working: Adult services <ul style="list-style-type: none"> <li>•TCA Bid / Trigger Tree</li> <li>•Unblocker / Task Group</li> </ul>	E O'Callaghan  A Wolverson	GREEN	GREEN	Joint approach by Community Safety team, Mental Health, Early Intervention /Domestic Violence , Health, Police and Vol. Agencies to bid for funding to redesign service pathways for agencies where children may be a secondary consideration. Proposal submitted for £789,000 on 1 July 2014. for 15/16 funding given the go ahead by DCLG Submit full bid by October 1 <sup>st</sup> . Unblocker / Task group have met to plan way forward. Andrew meeting with Housing in September to scope project and plan for pilot in December and January. Report on pilot to be delivered in Jan 2015.
3.0 Targeted Intervention: Gateway to becoming looked after	EO'Callaghan	GREEN	GREEN	Ensuring everything possible is done to help families before the need to become looked after. Referral Pathways and thresholds to be reviewed Edge of care meetings, admission to care panel, care plan tracking



Title of Projects all applicable	Project Manager	Overall RAG status Last Month	Overall RAG status This Month	Comments – use this space to make general comments around the status of the project
3.2 Targeted Intervention: Exit from Care Team Project	A Hinds	GREEN	GREEN	Teams in place. Recruitment to vacancies to be completed by October. Care Plan tracking in place to review LAC PwP and Placement Orders identified for revoking and sent to legal services. Cases to heard in court by November. This is linked to the panel reviews.(3.4)
3.3 Targeted Intervention: Placement Sufficiency	F Ellis / A Hinds	GREEN	GREEN	Report on review of sufficiency strategy by October. Proposal on redevelopment of fostering / residential care to be provided by October Use of Boarding Schools to be explored-September (link to 3.0)
3.4 Targeted Intervention: Review of current LAC	E O'Callaghan	GREEN	GREEN	Review Panels set up on 22/7/14, 24/7/14, 31/7/14, 12/9/14, 25/9/14 & 6/10/14. Review of 16/17 year olds, parental placements, external (agency) placements and young people in residential care. Three panels completed, 45 young people reviewed. Report on outcome of panels to be delivered by October 2014.
4.0 Business Intelligence	E.O'Callaghan	AMBER	GREEN	Work with Management of Information team to provide information on performance indicators, LAC drivers analysis, reports and evaluations. Initial work undertaken by Mol and Policy Team on early analysis of LAC. Scoping meeting for reports on 2/7/14. Business intelligence analyst to be appointed by August 2014 Will link with partner agencies and early help to analyse data / triggers which may contribute to children becoming LAC. Risk is in delay to analyst being appointed. Interviews for post to be held week com 15 September
5.0 Marketing Strategy •FrF •NOM	R Warrender	GREEN	GREEN	Communicating changes and expectations to staff in all agencies. Formal Launch of children's services / charter /NOM to be held in November
6.0 Changing the Culture	E.O'Callaghan	GREEN	GREEN	Management away days arranged. Survey monkey in January to review embedding of culture change.

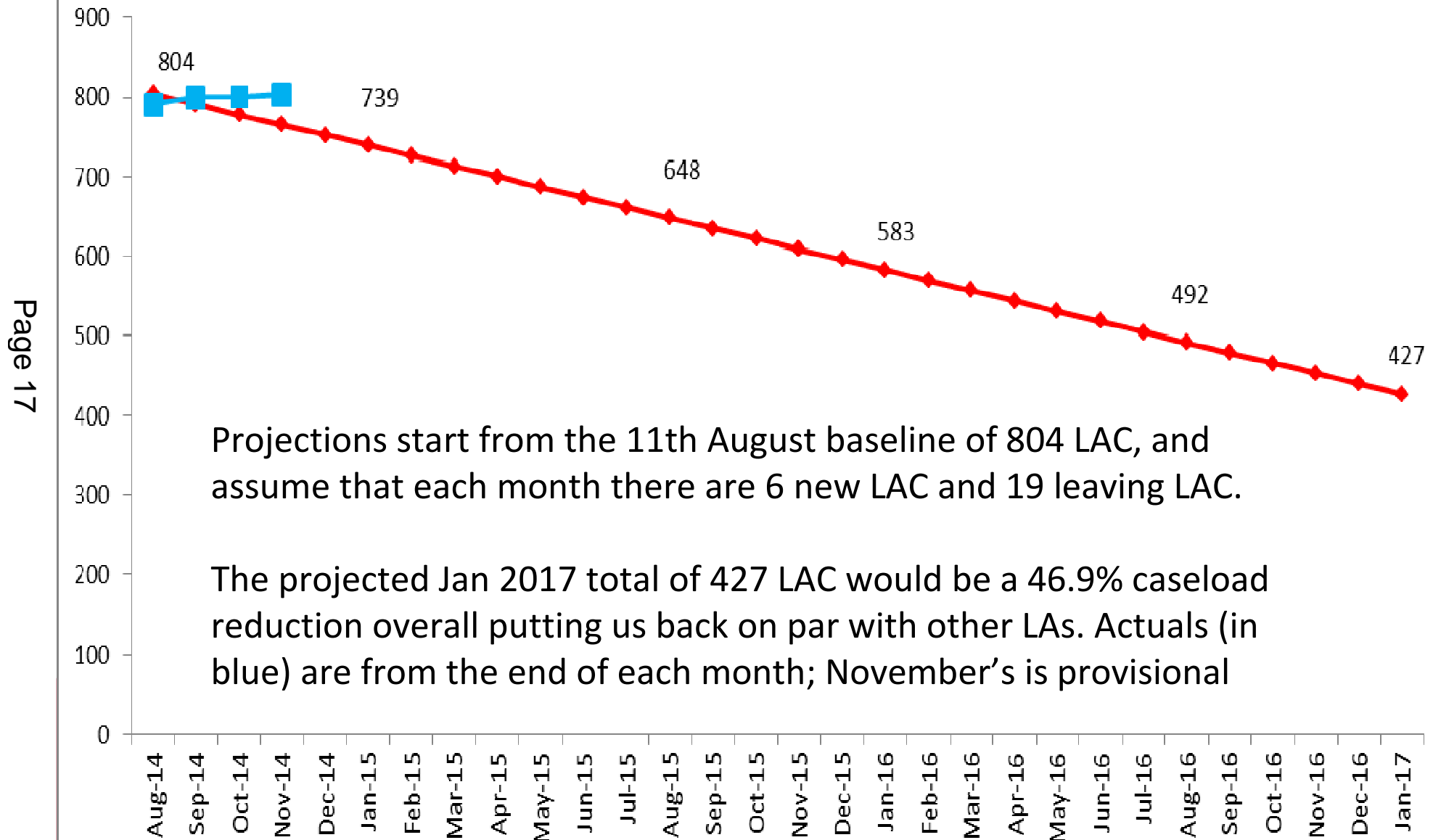
Key to RAG status reporting for workstreams	
<b>RED</b>	Reflects significant delays to progression due to missed milestones within the project / programme or reflects that the project / programme will exceed its end date and or has high reputational damage implications for the council if not delivered
<b>AMBER</b>	Reflects some potential delays to progression due to baseline dates being likely to be exceeded within the project / programme or reflects that the project / programme is likely to exceed its end date and or has some reputational damage implications for the council if delayed
<b>GREEN</b>	Reflects the project / programme is on target and is due to be completed by its target end date

# LAC Projections

- **We have recently been attempting to project LAC figures for several years hence using monthly data.**
- **Projected targets require 6 new LAC cases per month, and 19 LAC ends in order to meet savings.**
- **Each month, a net reduction of 13 LAC cases, but projection assumes no outside drivers causing sudden increases unexpectedly.**
- **From August to the start of November we have had more LAC ends than starts but not at the level required.**

# Baseline LAC, and total LAC projections

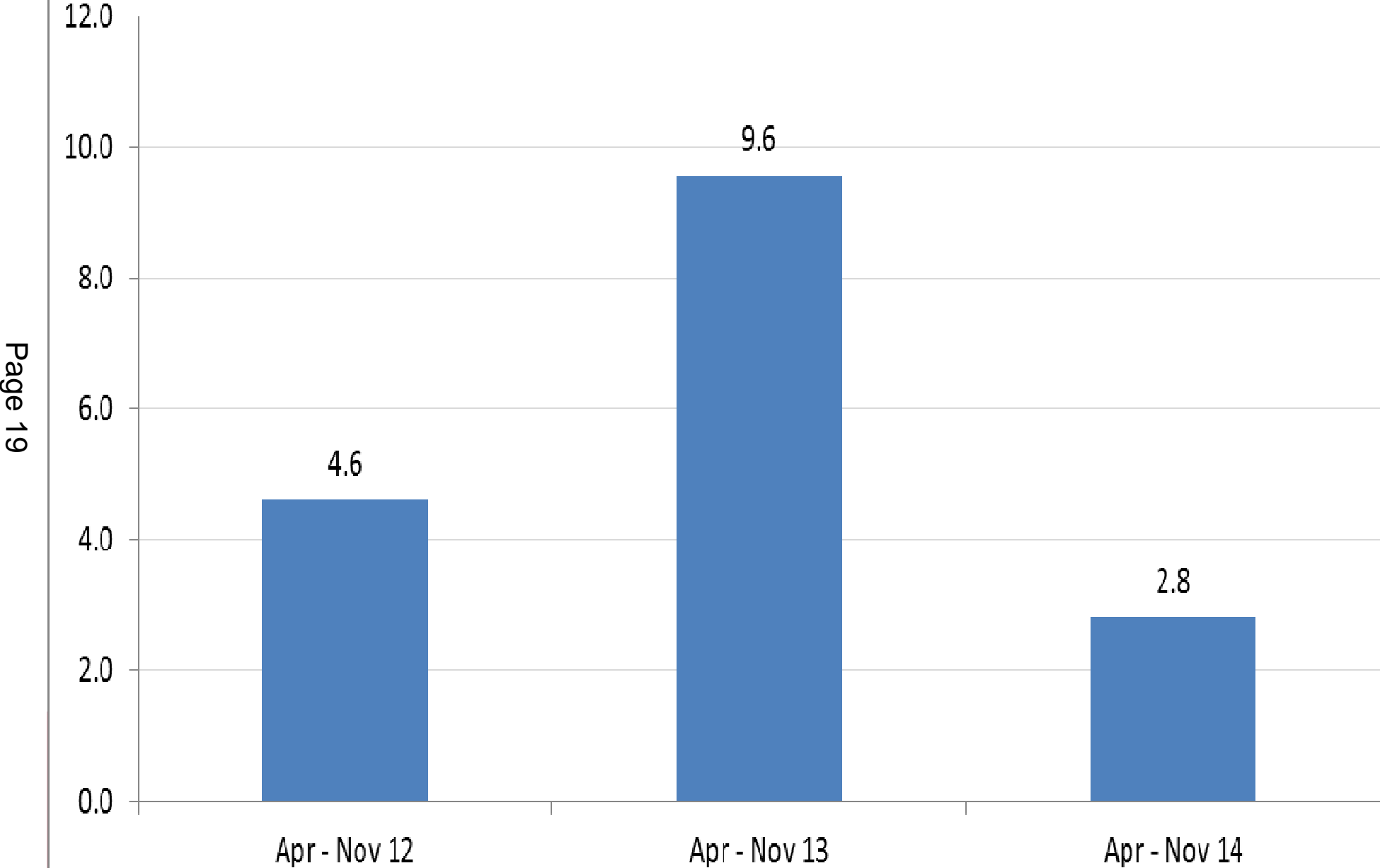
LAC numbers   Actuals



# The impact of Families r First

- **Despite the LAC numbers not yet falling against projections, the numbers have at least begun to stabilise**
- **The average rate of increase between April and November 2014 was 2.8%; for the same time period in 2013, it was 9.6%.**
- **From April 2014 to November 2014, there was a net gain of 22 children in care, but if the rate increase of 9.6% from the same time in 2013 applied, the net gain would have been 75 children in care.**
- **Therefore, the reduction in the rate of increase meant 53 fewer children in care than if FrF hadn't happened**

# Average LAC growth rate between April and November



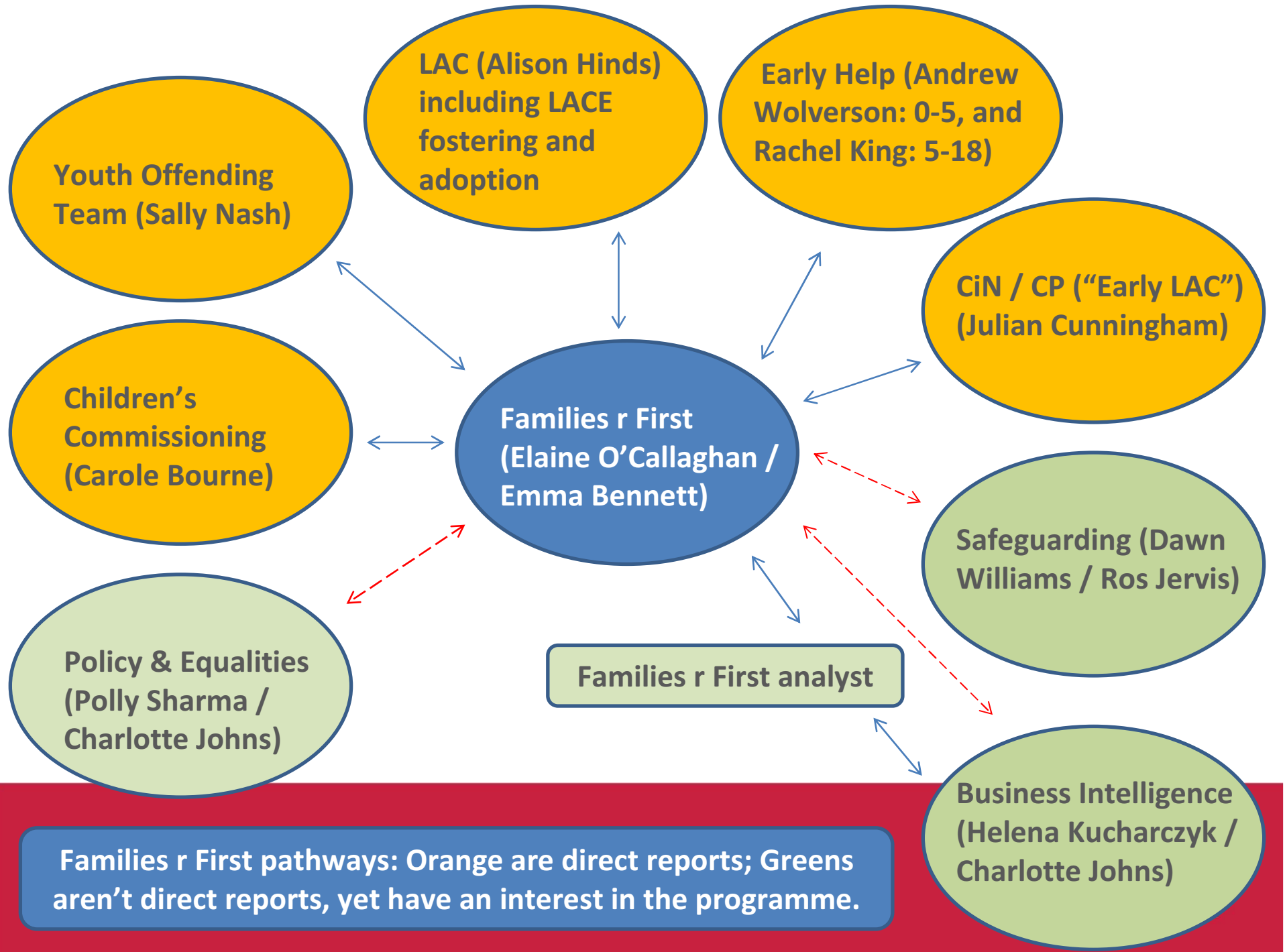
# The intelligence programme

To reach the position we want to, we need a nuanced understanding of who the LAC cohort are exactly...

- Pathways into and out of LAC
- Overall demography of the LAC cohort
- Characteristics / circumstantial risk factors
- Partnerships and systems of reporting

# **Cohorts of children and young people as of 01/12/14**

- **260 children and young people looked after but in placements with no or minimal placement cost (defined as between £0 - £100 per week).**
- **48 young people in residential care (children's home inside or outside the local authority boundary)**
- **120 on an interim care order (“in proceedings”)**
- **461 on a full care order**
- **107 on a placement order**
- **101 are accommodated as an s20**



Families r First pathways: Orange are direct reports; Greens aren't direct reports, yet have an interest in the programme.