

Keeping Families Together – Update Report

INTRODUCTION

The Keeping Families Together Strategy was finalised following consultation by Jacqui Jensen, former Service Director – Early Intervention and Integrated Safeguarding, in March 2012 and was agreed by the Authority in April 2012.

The key purpose of the Strategy is to transform operational deliver of family support services, including social work services, and planning for children in care.

The three key priority areas are:

1. to provide early help to families to improve outcomes for those who are most vulnerable
2. to better identify those children who are at risk of significant harm and to intervene to prevent escalation of that risk or the need for them to become Looked After Children – in care
3. to make sure that those children who do come into care are planned for effectively, to achieve reunification with their community or timely placement in good quality alternative permanent care.

The Strategy aims to deliver against these priorities through five objectives and a range of actions.

Since the Strategy was agreed, there has been a change of political and senior officer leadership in Derby and there have also been changes in Government Guidance. This report provides the second update of activity and progress against the Strategy it does not replace the original strategy document, which continues to provide the vision and direction, nor does it intend to provide a reanalysis of the issues.

A CHILD, YOUNG PERSON AND FAMILY CENTRED SYSTEM

At the point that the Keeping Families Together Strategy was drafted, there was much national attention being given to the Munro review of Child Protection. The landscape for Child Protection continues to change and in recent weeks and months there have been a series of high profile cases, reports and public sector changes that require us to clarify and restate our thinking.

More recent reports published – Children first: The Child Protection System in England and The Edlington Case: A review by Lord Carlile of Berriew OBE QC – and statements made by the Department for Education as a consequence of the publication of high profile Serious Case Reviews including the Daniel Pelka and Hamzah Khan cases suggest that, despite rising national numbers, there is much concern that not enough children are being taken into Local Authority care and that many are being left at risk.

The approach in Derby continues to be about the right response to the needs of each child and family, not simply a debate on the numbers who are in care. It reinforces our position that tackling 'risk' is not just seen as the territory of Children's Social Care professionals. The Munro report talks about redesigning Children's Social Care and early help and our focus is on the ability of all services to help children, young people and families effectively. Therefore, this report will demonstrate, amongst other things, how any redesign of social work services are mirrored or complemented by early intervention services and the input from partner agencies.

ACTIVITY TO DATE

Objective 1: Supporting Families to Stay Together

This objective began with the presumption that 'Children's needs are best served in their own families', the publications mentioned above would challenge this assumption. However, Derby is committed to ensuring that ***wherever possible, children are safer and are enabled to remain part of their families and communities.***

This may, or may not, be with their birth parents and there is a recognition and appreciation that many families have extended family networks and community relationships that can provide good, safe alternative care arrangements or support networks that can diminish risk.

Much progress has been made against the actions for this objective.

Multi-agency teams have now been in place for over 2 years. They are co-located with social work teams and it can be demonstrated that they have forged close working relationships within their localities. The number of children and families they are working with is increasing and there has been a subsequent drop in children requiring services from social work teams, either as 'Children in Need' or as children requiring a Child Protection Plan. The numbers of children becoming Looked After has reduced slightly since March 2012, from 480 to a provisional figure of 455 at end March 2014.

Multi-agency teams are providing a co-ordinated response to notifications from the police when children and young people go 'missing' and there is now an agreed multi-agency protocol in place to reduce the risks to this vulnerable group of young people.

Each locality has in place **Vulnerable Children Meetings – VCMs** – these meetings allow practitioners to present the cases of individual children to find creative solutions to complex issues and to review progress. Evaluation has been conducted and demonstrates positive outcomes.

Staff from the **Family Intervention Project** – the predecessor for the Government's current Troubled Families initiative – have now been integrated into the localities, although retaining a specialist role, this has again been subjected to formal evaluation and demonstrates positive outcomes, with a great sense of a co-ordinated response and better use of resources to assist families (Lorraine Testro :2012). The government's Troubled Families initiative has been taken forward in Derby City as the **Priority Families Programme** over 505 families have been identified with 71 families being allocated an Intensive Family Support Worker and with positive outcomes being demonstrated for 248 families allowing Derby to claim a payment by result. The Intensive Family Support Workers are colocated with the

Multi-agency Teams and with the Youth Offending Service. A Dynamic Purchasing System has been put in place to enable the families lead worker to access additional support services for example counselling services from a range of providers.

Common Assessment Framework (CAF) Advisors are now in place in each locality and there is a Single Point of Access (SPA) Clerk. This has resulted in an increased number of CAF's being completed and work with families using a team around the child/family approach. A regional CAF peer challenge has highlighted significant strengths in the system and some areas for development. A revised **Early Help Assessment** tool has been developed jointly with partner agencies and will be rolled out from April 2014 replacing the current CAF documentation and processes.

Children's Centres have been remodelled to provide a greater focus on families who may be vulnerable, with revised opening times, greater use of family visitors and the role out of evidence based practice. Recent inspections have confirmed the progress made with only two centres graded adequate, the rest being graded good and one outstanding. No centres are deemed inadequate. Children's Centres continue to work with a range of other providers to deliver services from the buildings for example a number of food banks now use children's centres as distribution points.

Workforce Development activity has commenced with:

- roll-out to all tier 3 and 4 managers of the regional ALICSE programme – Advance Leadership in an Integrated Children's Services Environment
- six Social Work Managers and three MAT managers undertaking the Munro Leadership Programme, organised by the regions Tier 2 Safeguarding Leads.
- six Social Work Practitioners completing a University Course on Systemic Family Practice
- the commissioning of specialist short courses on solution focussed interventions through the Priority Families programme –for managers and for practitioners
- a programme of additional training for Children's Services staff on equality and diversity issues

Vacancy rates in Children's Services are low with figures for 12/13 being 7.17 %, including in traditional problem areas such as Qualified Social Work posts, and turnover identified as being 2% below the East midlands average at 30th September 2013 according to the social work workforce data published by DfE in march 2014.

Issues for new arrivals into the country are a particular challenge in certain areas of the city. A **New Communities Team** is in place to focus on the needs of children newly arrived into the area and to make sure they are quickly linked into appropriate services and agencies. The team is co-located with Children's Centre staff in the heart of the community.

Targeted youth work has been conducted with specific communities to develop the strengths and give an outlet for their talents. For example, a specific youth group for Eastern European communities has high attendance week on week and the group have shown themselves to be highly creative and musical.

Objective 2: Keeping Children In Education

The **Primary Behaviour Panel** and the **Secondary Placement Panel** work closely with the Virtual School Headteacher, the Specialist EWO for LAC, Multi-agency teams and the Special Educational Needs team, as required, to ensure coordinated responses to services for children and young people.

Partnerships and communication with schools is critical to keeping children in education. Co-ordinated meetings of secondary schools **safeguarding leads** have been arranged in order to keep safeguarding leads up to date with relevant regulatory and legislative changes as well as sharing information regarding the new multi systemic therapeutic service and the priority families agenda, information regarding the referral pathways has been disseminated at these meetings.

Locality forum meetings with all schools and partner agencies including the voluntary sector are planned in order to share information, intelligence and ideas and will take place on a termly basis.

Secondary schools have regular **multi-agency team around the school (TAS)** meetings to discuss vulnerable children who are not recipients of statutory specialist services. Managers from MAT teams attend these meetings to ensure that the needs of this cohort of children are met at the earliest possible opportunity. Primary schools who have been identified as having significant numbers of children from deprived backgrounds have developed TAS meetings, under 11 MAT managers attend these meetings with other professionals to identify and support children who may be struggling at school.

Each MAT team has identified **Child Sexual Exploitation (CSE)Champions** to ensure schools have a pathway for information and discussion if they have concerns over children at their respective school who may be identified at potential risk of CSE.

Improving school attendance is a key driver of the national **priority families** agenda. Each family will have an identified lead professional who will lead on assessment of the family and offer practical 'hands on' support and a persistent assertive and challenging approach along with co-ordinated multi-agency service delivery.

Improvement needs to be made in Derby in relation to targets for **NEET** (not in education, employment or training) in particular the tracking of young people to ensure we know what and where they are accessing employment and/or training so that we can reduce the number of young people whose destination is '**Unknown**'. A **NEET Strategy** has been developed and will be taken forward by a multi-agency NEET strategy group

A number of key drivers are changing the way that young people at risk of or in the NEET group are supported. These include:

1. The 2011 Education Bill

Moved the responsibility for provision of universal careers, education and guidance from local authorities to schools. The Local Authority remains responsible for:

- completing Section 139's Assessment with young people at risk of NEET
- supporting young people at risk of NEET
- supporting young people in the NEET group
- tracking all young people 16-18 (approx 9,000).

2. The Raising of Participation Age

From 2013 young people have been expected to participate in some form of education, employment or training until they are 17 and to 18 by 2015. Derby has very good transition from Y11 into post 16 into participation, for the 2013 Y11 school leavers the figure for participation was 95 %.

There is a central multi-agency youth base **Space@Connexions** offering support to young people and adults. Footfall at the Centre is over 2,000 people per month and it offers a base from which a range of support services, such as sexual health clinics, are delivered. In 2013 Space was allocated a £ 250K savings target by the Council and was identified as a resource to be closed, through extensive remodelling the savings target has been secured without the need to close the resource with significant rental income generation achieved.

Objective 3: Managing Risk Confidently and Supporting Families at the Edge of Care

A number of the specific developments relating to this objective have now been implemented. However, as is often the case, the passage of time and changes of leadership has resulted in the need to amend the focus of some of the underpinning actions, this will be further detailed in the later section outlining next steps.

The **Multi-Systemic Therapy (MST) Team** has been in operation for 12 months. This team will target young people with the most high risk behaviour and complex needs and provides intensive family and community-based treatment.

Case Review Panel has been introduced to discuss the placement needs and assessment of those children who are at most risk of coming into Local Authority Care. These panels have effectively reduced by almost a third the rate of care proceedings initiated and has reduced the average length of care proceedings to an average of 25.4 weeks from a National average of 35-36 weeks against a Government target of 26 weeks. In the last 6 months the agency adoption panel advisor has joined the panel to enable early consideration of the option of 'fostering to adopt' placements being made this places Derby ahead of the changes that will be brought in through the Children and Families Bill in 2014 and enables young

children to achieve permanence quickly when there is no prospect of them being cared for by their birth parents.

Family Group Conferencing continues to be used to enable families to find solutions within their extended family and friends networks, when they are struggling to cope with the demands of parenting or have issues of their own that affect their ability to provide consistent care.

An action plan is now in place for continual service improvement that is compatible with revised **Ofsted Inspection Frameworks**. This plan is overseen by the **Children's Improvement Board**.

Staff have been trained in the use of the **Graded Care Profile** an evidenced based tool used with families where there may be concerns around the standard of care they are offering to their children. This is particularly useful for those families where without intervention children may experience neglect.

Multi-agency strategies have been developed to respond to teenage vulnerability. These include strategies relating to **Child Sexual Exploitation**, those who go **Missing** and those who are involved with **Gangs**. The strategies are supported by a specialist Child Protection Manager (CSE), a multi-agency monitoring group and a range of other measures. They are demonstrating clear impact and were highlighted as an area of good practice during the Inspection of Derby's Child Protection Arrangements(Ofsted December 2012)

A replacement **Children's Information System** has been successfully secured. This system will be the sole recording tool for Children's Social Care workers and multi-agency team members. The aim is to implement a system that is user friendly and intuitive, to enable the story of the child and the link to intervention to be much more clearly demonstrated through case records. It is also the aim to reduce the amount of time staff spend recording on the IT system to enable that time to be better spent in direct work with the child or family. The tender process has been completed with a supplier identified, an implementation project manager is in place with a plan to have the new system in place by April 2015.

Derby has in place a **Designated Principal Children and Families Social Worker**, in line with the recommendations of the Munro Review of Child Protection. The role of the Principal Social Worker is to report the views and experiences of the front line to all levels of management.

Social work remodelling – the Munro Review states *"Social work can and should be a highly skilled job, where Social Workers are capable of using relationship and therapeutic skills to help families overcome their problems"*. There is an acknowledgement that, as a result of previous major tragedies, there was a desire to eliminate risk through overly prescriptive models of intervention, with the danger that this resulted in a 'tick-box' approach to social work that deskilled professionals and interfered with the ability to develop relationships with the families they were working with.

A number of authorities have responded to this recommendation by whole scale restructuring of services – for example, the Hackney Pod Model – others have introduced elements of evidence based models. There are risks involved with such radical restructuring, including

increased anxiety for staff, reduction of productivity and distraction from core business. It is also the case that while structures can create an environment where improved practice is more likely to flourish, simply restructuring and doing nothing else will result in the same practice. Many of these debates are also entirely social work focussed and yet safeguarding of children and families can only be delivered through the effective intervention by a multitude of professionals and agencies.

During 2013 three pieces of research were conducted in Derby to analyse the local need taking into account that Derby has a 'good' service providing social work intervention and early help. The pieces of research were:

1. A detailed analysis of social workers skills in engaging with families – conducted by Harry Ferguson Professor of Social Work, University of Nottingham.
2. A Research Seminar in partnership with Research In Practice to consider evidenced based models of intervention to achieve family change.
3. A research project undertaken by five Derby City Managers across Early Intervention and Social Work Teams to evaluate a range of options for remodelling.

A programme of work has commenced to implement:

1. Reflective practice – putting in place **Supervision and support systems** that enable practitioners to reflect on their practice and use their professional skills and judgement.
2. Evidence informed practice- Following the research outlined above it was determined that Derby will implement **Signs of Safety** across its Social Work and Early Intervention Workforce and will explore the potential for roll out across the broader children's workforce . Signs of Safety is an evidence informed model of practice which provides a consistent language, model and tools for engaging families in change. To take this forward a project manager will be appointed for 2 years (see next steps section)
3. Reduction of administrative burden – the administrative burden on frontline staff had grown significantly as a result of a number of factors, including the reduction in 'back-office' roles, greater regulation and inspection, an increase in statutory prescription, changing expectations of the public in terms of transparency and disclosure of information and, for Derby staff, a cumbersome recording system. Models for administrative support have been developed with investment in new **Casework Support Officer** roles to ensure that maximum time is spent by practitioners in their delivery role. Casework support officers have now been in place since the end of October 2013 and initial feedback is extremely positive and with impact including an improvement in some key performance indicators such as completion of Personal Education Plans for Looked After Children.
4. The **replacement children's information system** has been commissioned and project plan is in place. The project plan ensures there is strong operational input to ensure maximum usability.

Alignment and integration – Realignment of responsibilities between Early Intervention and Integrated Safeguarding and Specialist Services has been completed. The outcome of is that the social workers who are responsible for care planning for Looked After Children have moved into the EIS structure aligned to localities along with the new Exit Team. The move ensures continuity of planning for children in line with Objective 5 and provides a managerial distance from the Independent Reviewing Officers – IRO's – who sit within Specialist Services, who have a role to challenge and quality assure the effectiveness of this practice.

Chesapeake family support centre staff have been integrated into localities. The staff group have specialist skills in undertaking **parenting assessments** and were previously part of a dedicated standalone unit, Chesapeake Family Resource Centre. While highly valued and respected by the Courts, the assessments conducted were almost exclusively within cases where Care Proceedings are already initiated and largely centre based. In order to intervene earlier assessments are now conducted at an earlier stage, particularly during pregnancy for parents who may otherwise be high risk. The service is conducting community based assessments so that the functioning of the parents can be assessed in real life settings. This ensures that, where early assessments are completed, intervention plans can be tried and tested to either enable children to remain in the care of their family or, when this is not possible, that proceedings are quicker as the assessments have already been concluded and tested. An additional benefit has been that families that were previously hard to reach but who are particularly vulnerable can be linked into Children's Centres for on-going support.

The identification of vulnerable families in the antenatal period was also a key priority and a new multi-agency **pre-birth assessment protocol** has been developed and implemented.

Agreement was reached in December 2012 for a model for a **MASH arrangement**– Multi-agency Safeguarding Hub – with Derbyshire Police . This will see some staff co-located with Derbyshire police in a model which mirrors one agreed by Derbyshire County Council to provide greater consistency across the two Local Authorities. Staff have been recruited to this service and work has been completed to agree processes across the agencies. The service will be operational from April 2014 subject to IT being set up within the police headquarters at Ripley.

Objective 4: Providing High Quality Care Placements that Include Appropriate Education

All the actions identified within this objective have been taken forward robustly by the Service Director for Specialist Services.

As mentioned in the section above, **Panels** have been introduced to discuss the placement needs and assessment of those children to make sure there is better matching of children to placements. Since the initial introduction the function of the panels has been reviewed and a number of panels will be brought together as a **Multi-agency Resource Panel (MARP)** from April 2014 the aim of this panel will be to draw in and allocate resources to divert children and young people away from care .

A **commissioning review** has been undertaken into the sufficiency and quality of foster placements and residential care placements. This has contributed to the creation of substantial plan and a comprehensive **Looked After Children Strategy (November 2012)**.

Engagement of Looked After Children in their planning and service development has been strengthened through Voices in Action, the Children's Rights Service.

The **Corporate Parenting Sub Group** will challenge and hold officers to account on progress against these strategies.

The Virtual School headteacher works with the **Senior School Improvement Officers** to ensure that schools monitor and report on the academic progress of LAC. Schools are given guidance in terms of use of the Pupil Premium funding to ensure that pupils at the risk of falling behind are enabled to access appropriate interventions.

Objective 5: Giving Children Clearly Planned Journeys Through Care

An **Exit Team** has been operational since January 2013. The Exit Team focusses on reunification of children into their families and/or extended family or community network. The priority is to make sure that any such reunification is safe, supported and sustainable. A performance monitoring process is in place using a virtual payment by results model. To date the team have enabled 11 children and young people to be discharged from care resulting in savings of £636,333 to the council

There has been substantial progress in the timeliness of **adoption** and success in placing those groups of children who are generally viewed as hard to place. In particular, older children, children from minority ethnic communities and sibling groups this is demonstrated through the adoption scorecard published in January 2014.

A **Transition Pathway** has been developed to aid effective planning for young people as they move from a care setting into independence. There is a specific enhanced process for disabled children. This will be supported by revised **Pathway Plans** that are more young person friendly and focus on improved outcomes, skills development and readiness for independence. There has been additional investment in the leaving care workers to enable an increase in the number of PA's to implement the new pathway plans this will be maintained until April 2016.

The **Local Family Justice Board** ensures regular dialogue between the designated Family Judge and senior officers from the Local Authority and CAFCASS to make sure there is effective and speedy resolution to **Care Proceedings** through the family courts. Additional analysis has been completed to examine the reasons for the high number of Care proceedings in Derby (report by Nina Martin September 2012) with an accompanying action plan which has been implemented in full

Productive Children's Services: The Wedge

The Keeping Families Together Strategy provides illustrative analysis of the relationship between severity of needs and the numbers of children and young people in the system

related to cost. The optimal points for intervention and support are identified. This diagrammatic model continues to provide a roadmap for the strategy.

IMPACT

The impact of the first year of implementation of the Keeping Families Together Strategy can be demonstrated with the following evidence.

Data trends

Reduction in referral rates

There has been a significant reduction in the number of referrals over the past three years:

2010-11	3,842 referrals were completed
2011-12	3,248 referrals were completed – a reduction of approx. 600 from 2010-11
2012-13	2,509 referrals were complete – a reduction of 739 from 2011-12
2013/14	provisional figures are 2,750 – although this is a slight increase, it remains significantly below figures for 2011-12.

Reduction in LAC numbers

During the past 12 months the LAC numbers have reduced from 480 seen on 31st March 2012 down to a figure of 467 at 31st March 2013, and 455 end March 2014.

Reduction in care proceedings

In 2011/12 Derby City Council initiated 103 sets of public law care proceedings in relation to 174 individual children. In 2012/13 this reduced to 63 applications relating to 102 children. Figures at the end of Quarter 3 for 13/14 indicate that numbers will have been maintained at the same rate as 12/13 a reduction of just under 40% on the 11/12 figure.

Increase in number of CAFS completed

The numbers of CAFs completed by year are:

- 420 in 2010/11
- 456 in 2011/12
- 544 in 2012/13
- 610 in 2013/14 (provisional)

Inspection Findings

Ofsted Inspection of arrangements for the Protection of Children(December 2012) – outcome overall grade ‘good’. Previous comparable inspection ‘adequate’(May 2011) .

Evaluation Findings

FIP Integration into Localities evaluation report, Lorraine Testro:2012
Evaluation of VCM's, Jacqui Jensen: March 2012
CAF regional peer challenge, April 2012
Peer Review Team Visit- December 2013 identified that service was good overall

NEXT STEPS

Social work remodelling

1. Signs of Safety is an evidence informed model of practice which provides a consistent language, model and tools for engaging families in change. To take this forward a project manager will be appointed for 2 years their role will be to amend systems, implement training, develop tools, and support ensure processes are in place.
2. Careers structures – Derby currently has a limited professional social work career structure, with the exception of the role of the Principal Social Worker similarly the progression routes for non-social work practitioners are not clearly mapped. This impacts on the balance of experience within teams, the ability to retain experienced professionals and has become a significant issue following the pay and reward process. A working group will be created to focus on the development of a career structures that reflects experience, expertise and additional work responsibilities, with clear criteria for progression. This will be done in consultation with Adults, Health and Housing Directorate

New Service

While there are a range of support services available to parents who are struggling to care for their children **An Enhanced Family Support Service**, will be developed to provide additional support to kinship carers (family and friends carers) to enable children and young people to be cared for within their community network and to ensure that the Local Authority provides effective assessment and support packages .

Tracking Outcomes – work has commenced to look at the impact of services on children and families. For example, Child Protection Plans are now more outcome focussed and VCM's consider outcome and impact, but there is a need to track longer-term outcomes. We know that there have been many occasions when an intervention has reduced risk and may have prevented the need for a child to come into care or may have led to swifter removal from an unsafe situation. The peer review team was asked to analyse our impact in this area during their visit in December 2013 and they were 'convinced it was making a difference however no Local Authority has yet been able to objectively and systematically evidence impact in Early Help Services and this is an area for action.

NEET Strategy–The NEET strategy will be taking forward with improved tracking of outcomes additional capacity will be delivered through a redefinition of the tracking management role and the creation of an apprenticeship role.

Operational Delivery Action Plan

A detailed operational delivery action plan is attached as appendix 1 implementation will be monitored through quarterly reporting to the Children's Improvement Board.

Financial Plan

Funding was agreed in principle for the delivery of the Keeping Families Together Strategy in Autumn 2012 the breakdown of this funding against service development and delivery is attached as Appendix 2

CONCLUSION

The Keeping Families Together Strategy pulled together a coherent and comprehensive plan for the delivery of services to vulnerable families across Derby and much has been achieved.

This report demonstrates the significant progress that has been made and early signs of impact.

There remain a number of challenges and remaining actions, this report sets out the next steps and is a tool for sharing and communicating these it does not replace the original strategy document.

Below is a high-level action plan for delivery of the identified priorities, covering on-going work streams and priorities looking forward. Many of the work streams have additional detailed project plans behind them.

Objective 1 - Supporting families to stay together				
Action	Lead CYPS Officers	Timescale	Update March 2013	Financial Requirements (note KFT investment spend shown in bold)
1.1 Develop a 'Think Family' Model – working with Adult Services and undertaking family assessments.	TBC	TBC	LSCB development day held 2012. Think Family Strategy to be developed by LSCB	TBC
1.2 Develop a New Communities Team, bringing together the Access and No Recourse to Public Funds Teams into Locality 3/4.	SD EIIS SD learning + Inclusion	April '12	Achieved	N/A
1.3 Develop all frontline staff in evidence based interventions, such as: • Social learning approaches	SD EIIS Heads of Service		Updated action programme	Training to date delivered through core

<ul style="list-style-type: none"> • Incredible Years • Graded Care Profile 			outlined below	budget
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New Actions Added March 2013				
1.4 Needs analysis- Expression Of Interest completed for Fulfilling Lives National Lottery funding programme.	SD commissioning	Bid unsuccessful	Action closed	
1.5 Priority Families Programme <ul style="list-style-type: none"> •Derby Model for programme •Launch programme •Data Analysis 	Priority Families co-ordinator Priority Families co-ordinator Priority Families co-ordinator	Complete March 13 Event March 2013 Initial co-hort identified spreadsheet established for collection of local intelligences	Complete Achieved	Priority Families Funding Grant Funded Finance Plan completed

<ul style="list-style-type: none"> • Recruitment of additional practitioners 	Ops Group	Advert March 13 Interviews April 13	All achieved	
<ul style="list-style-type: none"> • Agree processes for Budget Holding Lead professional 	Priority Families co-ordinator	April 13		
<ul style="list-style-type: none"> • Commission interventions • Collection of data for PBR • Impact measurement 	Priority Families co-ordinator	October 13		
1.6 Integration of Chesapeake Family Support Workers into EIS <ul style="list-style-type: none"> • Agree bases and locations • Develop models for assessment 	Head of Service Youth Offending & Head of Service Locality	Sept 13	Complete	Nil cost Savings Target of £85,000 achieved

<ul style="list-style-type: none"> • Agree prioritisation of work • Outline specification for contact delivery models • Confirm management arrangements • Identify training and development requirements for managers and staff 				
1.7 Strengthen pathways for pre-birth assessment and support - agree pathways and responsibilities across agencies	Head of Service Safeguarding(specialist Services)	May 13	complete	Nil
1.8 Develop specification for Enhanced Family Support Service	Heads of Service	End April 14		See investment plan appendix 2
1.9 Develop methods for evaluating impact of early help services <ul style="list-style-type: none"> - Implement QA framework across all services - Implement Engagement and Participation Strategy - Develop processes for analysing feedback received from families 	Head of Service EIS(safeguarding + integrated processes leads Adele Styles Gavin Thompson(Head of Service)	 April 13	Achieved Achieved	Nil cost Nil Cost See investment plan appendix

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- Review Research in Practice work on 'IMPACT' and pilot in a Children's Centre, an under 11's MAT and an over 11's MAT	Heads of Service Localities	Pilot to commence June 13		Nil cost
- Implement improvements to VCM <ul style="list-style-type: none"> - implement recommendations from review of business processes - agree sampling approach to track outcomes - Make VCM's more outcome focussed (currently very allocation focussed) - implement common language tool 	Heads of Service + VCM chairs	October 13	achieved	Nil Cost

Objective 2 - Keeping children in education				
Action	Lead CYPS Officer	Timescale	Update March 2013	Financial Requirements
2.1 Tackle problems at home and at school together by joining up MAT / Social Care focus with inclusion and education work in each locality.	Heads of Locality Services		Termly Locality forum meetings with all schools and partner agencies are planned to share information, intelligence and ideas and will take place on a termly basis.	Nil Cost
2.2 Share good practice between schools in working with children at risk of disengagement.	SD Learning + Inclusion		See above	Nil Cost
2.3 Monitor and champion access to education and attendance	SD Learning + Inclusion Head of Service Localities(EW lead)		All Secondary schools and Primary schools who have been identified as having significant numbers of	Nil Cost

			children from deprived backgrounds have regular multi-agency team around the school (TAS) meetings to discuss vulnerable children Managers from MAT teams attend	
2.4	Embed and test the approach to support schools to break the link between educational underachievement and poverty.	SD Learning + Inclusion		Nil Cost

New Actions Added March 2013				
2.5	Implementation of RPA strategy	Graham Ferguson(RPA Strategy Lead)	Ongoing	Nil cost
2.6	Develop updated NEET strategy linked to RPA strategy	Head of Service (neet lead)	June 13	complete

Objective 3 – Managing risk confidently and supporting families at the edge of care				
Action	Lead CYPS Officer & support	Timescale	Update March 2013	Financial Requirements
3.1 Commission and Implement MSTT.	Head of Service Commissioning	March 2013	MST service operational from January 2013	Budget in place
3.2 Evaluate the FGC model or a similar model, to engage the wider family in solutions at an earlier stage.	Head of Service Commissioning	TBC	National evaluation conducted, contract monitoring in place for local provisions	Nil cost- other than contract value
3.3 Evaluate policy and practice to support young people aged 16+ with housing need, including preferred providers.	Head of Service Commissioning Head of Service YOS	April 2013	Commissioning proposal drafted	Costs for commissioned service identified and found from core budget
3.4 Prepare for New Ofsted Inspection Framework: <ul style="list-style-type: none"> o Early help offer o Social work quality o Embeddedness of previous actions 	JJ / MB & HOS's	on-going	Achieved however framework has again changed	Nil cost

3.4 Design, plan and Implement Munro Recommendations – a new model of social work practice based on social learning approaches.	SD EHS Head of Service	Action plan	See new actions section	See below
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New Actions Added March 2013				
3.4 Remodelling our workforce <ul style="list-style-type: none"> Workshop to be held to explore models of evidence based practice (RIP to facilitate) Workforce development for managers- Managers to be engaged in Munro leadership programme Research project explore range of evidence based practice models and needs for Derby with recommendations for required training for workforce across EHS and specialist services 	Hof S Safeguarding	July 2013	Achieved	See investment plan appendix 2
	SD EHS			
	Regional plan	Commence programme March 2013	Ongoing	
	Munro participants(as above)	Workbased project from April 2013	Completed	

<ul style="list-style-type: none"> • Develop clear careers structures and progression criteria for practitioners <ul style="list-style-type: none"> - clarify and strengthen role of principle social worker - clarify role and progression and selection criteria for role of senior social workers/consultant social workers - clarify role and responsibilities of children's practitioners in CIC and safeguarding team - clarify careers structures for all other non-social work qualified staff • Develop administrative support arrangements- to invest in administrative support to ensure minimum level of provision for each team • Develop reflective supervision models with training for managers and practitioners • Develop behavioural leadership 	<p>Head of Service Locality &Head Of Service Safeguarding</p> <p>Deputy Head of Service Safeguarding</p> <p>Head of Service Locality &Head Of Service Safeguarding</p> <p>Head of Service Locality &Head Of Service Safeguarding</p> <p>SD EIS</p>	<p>October 2014</p> <p>Implementation plan by October 2013</p>	<p>Complete</p> <p>ongoing</p>	
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<ul style="list-style-type: none"> - Implementation of leadership recruitment processes - Assess training and development needs of workforce - Implement corporate developments around behavioural leadership 				
3.5 Implement Mini-MASH jointly with Derbyshire police <ul style="list-style-type: none"> - Appoint Deputy Head of Service Reception - Reach agreement with police on proposed model - Develop detailed project plan 	Head of Service Safeguarding SD EIS Deputy Head of Service Reception	March 13 March 13 April 13	Achieved Achieved Complete-operational date April 14	See investment plan appendix 2
3.6 Review model for Common Assessment and develop single assessment framework(subject to revised Working	Head of Service Safeguarding	Commence April 13	complete	See investment plan appendix

Together)	Head of Service QA Head of Service Locality			2
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Objective 4 - Providing a high-quality placement and a good education for all Looked After Children				
Action	Lead CYPS Officer	Timescale	Update March 2013	Financial Requirements (note KFT investment spend shown in bold)
4.1 Redefine the role of residential child care in our Placement Strategy	SD Specialist Services		LAC Strategy drafted to cabinet for sign off March 2013	See lac strategy
4.2 Foster Friendly Council – increase the number and capacity of fostering families.	SD Specialist Services		LAC Strategy drafted to cabinet for sign off March 2013	See lac strategy
4.3 Explore joint commissioning of holistic placements.	SD and Hof S Commissioning		Commissioning strategy in place opportunities for social finance being	See lac strategy

			explored	
4.4 Re-develop joint funding arrangements for children with complex needs with Health partners.	SD and Hof S Commissioning			See lac strategy
4.5 Manage viability assessments effectively and efficiently.	Head of Service LAC Provision and Head of Service Social Work		Performance surgery held and development plan for fostering services being shaped	See lac strategy
4.6 Develop a Fostering Strategy that sits alongside the Residential Strategy.	SD Specialist Services		LAC Strategy drafted to cabinet for sign off March 2013	See lac strategy

New Actions Added March 2013				
4.7 Fostering service redesign	SD Specialist Services	tbc	ongoing	

Objective 5 - Giving children clearly planned journeys through care	
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Action	Lead CYPS Officer	Timescale	Update March 2013	Financial Requirements (note KFT investment spend shown in bold)
5.1 Increase our focus on giving children stability and permanence in care as quickly as possible through <ul style="list-style-type: none"> • a new performance framework • LAC Reduction Monitoring Panel. 	Mark Barratt / EC	April 12	See new actions below	Nil cost
5.2 Achieve further safe exits from care where appropriate among the cohort of Looked After Children and recruit to the 'Keeping together' Team.	MB/ EC		Exit from Care Team established and operational Jan 2013. Additional actions see below .	Exit from care team funded on invest to save(virtual payment by results) basis
5.3 Create a single care plan for Looked After Children to support consistency in care.	Head of Service Social Work		To commence April 13	Nil cost
5.4 Improve transitions into adulthood for Looked After Children	Head of Service(Leaving Care lead)	April 2013	Transition Protocol Drafted to be implemented	Nil cost

			April 13	
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New Actions Added March 2013				
5.5 Realign services to children in care	SD EIIS	April 13	complete	Nil cost
- Planning sessions with staff group	SD EIIS			
- Develop statement of principles	Head of Service Safeguarding			
- Agreed alignment of teams to localities	Deputy Head of Service Safeguarding(CIC lead)	April 13		
- Outline allocation and management arrangements				
- Development needs of managers and staff identified	Head of Service Safeguarding	April 13		
- Develop QA Framework for CIC teams	Head of Service Safeguarding	April 13		
- Move Children in Care Social Work Teams into EIIS structures	Head of Service Safeguarding & Deputy Head of Service	May 13		
- Evaluate performance in service and readiness for LAC inspection				

Appendix 2

‘Keeping Families Together’ Investment Plan

As part of the 2013-2016 Medium Term Financial Plan (MTFP) £979,000 investment was made to the 'Keeping Families Together' Strategy. The funds are to support Children's Services to invest in the priority areas and achieve the outcomes as contained within the report.

A summary of the investment plan is detailed below.

Objective 1 – Supporting Families to stay together	2013/14	2014/15	2015/16	Notes
1.1 Develop a 'Think Family' model – working with Adult Services and undertaking family assessments				tbc
1.8 Develop an Enhanced Family Support Service. 7 FTE Family Workers (appointment wef June 2013) Management Capacity	£148,000 £40,000	£177,000 £48,000	£177,000 £48,000	2 FTE PAs Leaving Care 3 Children's Practitioners, Kinship Care 1 Apprenticetracking NEET £20k parenting assessment training
1.9 Develop Methods for evaluating impact of early hep services Develop processes for analysing feedback from families	£20,000	£20,000	£20,000	0.5 WTE Early Help Tracking Support Officer
Objective 3 – Managing risk confidently and supporting families at the edge of care				

3.4 Design, plan and implement Munro Recommendations – a new model of social work practice based on social learning approaches				
Venue costs for workshop to be held to explore models of evidence based practice	£5,000			
Workforce developments for managers to be engaged in Munro leadership programme	£6,250			
Training workforce post project exploration	£20,000			
Develop clear career structures and progression criteria for practitioners				
Develop admin support arrangements –	£103,000			
21 Unit coordinators (additional costs from current team clerks) wef September 2013	£150,000	£206,000	£206,000	20 teams; 1 uplift per team from scp 36 to 39 plus 3 additional senior practitioners at scp 39
				UPDATE April 2014 following outcome of pay and reward
		£256,000	£256,000	18 unit coordinators scp 21 netted off with current 13 team clerks. Plus 3 additional unit

				coordinators – total 21.
3.5 Implement Mini-Mash jointly with Derbyshire police Additional Investment required: 1 Service Manager (Sept 2013) 1 Administrator IT hardware and infrastructure 2 workers fist contact team	£29,000 £14,000 £10,000 £60,000	£50,000 £24,000 	£50,000 £24,000 	MTFP implications
3.6 Review model for Common Assessment and develop single assessment framework Training and Learning Costs	£15,000			
Remodelling the workforce	£100,000	£198,000	£198,000	Project manager to be appointed for 2 years April 14- March 16 with additional training and system development costs

Total Investment	£720,250	£979,000	£979,000	
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