

HAMPSHIRE COUNTY COUNCIL

Decision Report

Committee:	Cabinet
Date:	5 November 2018
Title:	Annual Safeguarding Report – Children’s Services
Report From:	Director of Children’s Services

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1 Recommendations

- 1.1 That Cabinet notes the positive progress and continued consistently high performance with regards to safeguarding children in Hampshire.
- 1.2 That Cabinet note the commitment of a wide range of Children’s Services officers in achieving this level of performance.
- 1.3 That Cabinet endorses the future direction of travel identified in this report.
- 1.4 That Cabinet receives further updates on safeguarding on an annual basis.

2 Executive Summary

- 2.1 The purpose of this report is to provide an annual update to Cabinet on safeguarding children activity within Children’s Services during the financial year 2017/18.
- 2.2 This report identifies key national developments, summarises performance and activity levels, and details a number of key local developments and future priorities.
- 2.3 The report provides assurance that whilst demand for children’s social care services continues to increase year on year, the response to the safeguarding of vulnerable children is both robust and timely. New and emerging risks to children are identified and addressed collaboratively with partners and the wider transformation of children’s social care will deliver a modern social work service fit for the future challenges over the next decade.

3 Background

- 3.1 Cabinet will recall that in 2014, Ofsted carried out an inspection of Hampshire Children’s Services’ safeguarding practice and associated arrangements for children in care and adoption services under their then new, explicitly tougher, Single Inspection Framework. The outcome of that inspection was that the local authority’s performance was assessed as

being 'good' with 'outstanding' leadership and management and adoption services. This report provides an update on national developments, local performance and activity data and ongoing challenges during 2017/18.

- 3.2 The outcome of the December 2016 Joint Targeted Area Inspection (JTAI) of the multi-agency response to abuse and neglect in Hampshire, was an exceptionally positive report, and although no graded judgements are given in such reports, it reads as one of the most positive JTAI feedback letters written nationally. There is recognition of the strong performance of the Children's Services in tackling the issue of domestic abuse and is also particularly positive in respect of the mature multi agency children's safeguarding partnership arrangements across Hampshire.
- 3.3 Inspectors found that the overall standard of practice by Hampshire's agencies in their response to domestic abuse is strong, and that strategic arrangements for responding to domestic abuse are robust and highly effective. Their view was that "all partners are dedicated to improve outcomes for all vulnerable children, including those experiencing domestic abuse." Hampshire Safeguarding Children Board (HSCB) was also praised as being "dynamic and forward thinking".
- 3.4 Inspectors highlighted that frontline social workers were knowledgeable about individual children and ensure that their needs are met at an appropriate level. Equally strong, is the way in which managers oversee and analyse the work of social workers - with Inspectors stating they had seen how this was improving outcomes for children.
- 3.5 A clear commitment to partnership working by HCC was acknowledged and the Inspectors reported that the "open style of leadership and innovation is creatively driven by the Director of Children's Services. Considerable support for this innovation is offered from both the Lead Member and the Chief Executive.' Feedback highlighted the impact of the Family Intervention Teams based on improving outcomes for children and families as well as citing this as "one of many examples where the strategic intention of the partnership has been successfully translated into practice."
- 3.6 Ofsted have now issued a new inspection framework, the Inspection of Local Authority Children's Services (ILACS). Under this new framework each local authority will be inspected annually, through either a full ILACS inspection, a focussed visit or a Joint Targeted Area Inspection. Hampshire can expect to have a full ILACS inspection given the last full inspection was 2014. Further detail on this can be found at paragraph 7.5.

4 National Developments

4.1 Child exploitation:

- 4.2 Following consultation, the government published in February 2017 a new definition of child sexual exploitation and non-statutory practice guidance for those working with children and families. The new definition is as follows:

Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

- 4.3 Local priorities in response to the risks that children across Hampshire face in relation to child sexual exploitation are captured in the Hampshire Safeguarding Children Board (HSCB) child exploitation strategy and action plan, in summary these are:
- Understand and identify - strengthen the identification and assessment of children at risk
 - Prevention - raise awareness of missing, exploited and trafficked issues across agencies, children and their families and the wider Hampshire community.
 - Intervene and support - improve safeguarding of vulnerable children deemed to be at risk of exploitation and trafficking. Provide direct therapeutic support and access to specialist services.
 - Disrupt and bring to justice - lead in disrupting perpetrator behaviour and bringing those offenders to justice by building an accurate and clear picture of local trends and networks.
- 4.4 The child exploitation sub group is a multi agency group that reports to the HSCB on matters relating to the exploitation of children. Its original focus was children who go missing where they may be at risk of being trafficked, or being subject to other forms of exploitation. It has broadened its remit to look at all forms of exploitation regardless of whether a child is going missing or not. It continues to look at children who go missing and to ensure that proper steps are being taken to identify those children, and to understand why they have gone missing and what can be done to keep them safe.
- 4.5 The latest available data for children who go missing in Hampshire, be that from home or for those in care, shows a continued improving position. Fewer children are going missing and when they do, there is a robust and effective response from children's social care and Hampshire Constabulary. Each district team tracks and risk assesses their children who go missing to ensure appropriate safeguards are in place to prevent repeat occurrences. This is an important area of work and one that Ofsted give significant scrutiny to.
- 4.6 The child exploitation sub group is well attended by all statutory agencies and partners from the voluntary sector and considers how the exploitation of children can be identified and better understood, by professionals, parents/ carers and by children themselves. It considers how children can be supported to seek help and how adults who exploit children can be

identified and their activity disrupted. Examples of ways in which children can be exploited are: children being exploited for sexual purposes either on line or physically; children being used to entice other children to be exploited, children being trafficked for cheap/free labour, children being used to transport drugs or other goods (county lines); children being threatened for money (gang activity); children being bullied.

- 4.7 'County lines' remains an emerging concern for Hampshire Children's Services and all agencies concerned with children in the area. In essence, it is the supply of Class A drugs, predominantly from inner-city gangs to suburban areas, and targets rural and coastal towns as well as major cities, as part of widening the drug market. For Hampshire much of this activity is supported by good transport links and close proximity to London.
- 4.8 This activity involves child criminal exploitation as criminal gangs use children and vulnerable adults to move drugs and money. Gangs establish a local base or can send adults in to a local area, who actively recruit vulnerable children.
- 4.9 Whilst all agencies and professionals contribute to tackling this new form of exploitation, more specialist work is undertaken by the pan-Hampshire Police Missing team and the Hampshire Children's Services specialist Willow team. The Willow team is a multi agency team consisting of specialist social workers and health professionals, working closely with Hampshire Constabulary to protect the highest risk children. Together with Hampshire Constabulary there is a coordinated deployment of these specialist resources to identify networks, ensuring the safeguarding of the most vulnerable children and the disruption of county line activity.
- 4.10 Work has recently started to bring together the 4 pan-Hampshire child exploitation sub groups, in recognition of the fact that child exploitation is not limited by geographic boundaries and there is much to be gained by working as collaboratively as possible.
- 4.11 Unaccompanied Asylum Seeking Children (UASC):
- 4.12 There are three groups of asylum seeking children: those who enter the UK illegally, those who enter according to the DUBS¹ amendment and Syrian refugees who travel legally to the UK. These children become looked after children and are the responsibility of the Local Authority but the implications are wide reaching and complex. Health services and education are impacted as are Child and Adolescent Mental Health Services (CAMHS) as many of the children are traumatised. There are also issues around the availability and cost of translation services alongside a significant national shortage and lack of suitable placements for looked after children.

Hampshire UASC Arrivals

¹ <https://www.gov.uk/government/news/unaccompanied-asylum-seeking-children-to-be-resettled-from-europe>

	Apr-Jun 2016	Jul-Sep 2016	Oct-Dec 2016	Jan-Mar 2017	Apr-Jun 2017	Jul-Sept 2017	Oct-Dec 2017	Jan-Mar 2018
Quarterly Data	7	19	27	20	17	27	18	14

4.13 As at 31 March 2018 the total number of UASC (under 18 years) looked after by Hampshire is 149, up from 73 reported last year. Since July 2016, Hampshire has been accepting children through the South East National Dispersal Team. The transfers through this scheme and from the closure of the Calais camp account for the large increase in UASC from July 2016 onwards. The majority of the children are placed in independent fostering agency (IFA) placements and a significant number are placed outside of Hampshire, in order that we can better meet their cultural and individual needs. The age range is from 11 years old and the significant majority are males. They will need to be looked after by the local authority until they reach 18 years and will then have care leaver status with continuing support from the local authority until they are 25 years of age. Whilst the Home Office provide set funding for UASC, an Association of Directors of Children's Services report² evidenced that the funding only covers 50% of the actual costs to the local authority. It should also be noted that around 30% of UASC will not be given leave to remain in the UK and as such will have 'no recourse to public funds' requiring the local authority to entirely fund all of their living costs until they reach 25 years of age.

4.14 Working Together 2018

4.15 In October 2017, The Department for Education (DfE) began consultation on the new statutory guidance for safeguarding children, titled 'Working Together 2018'. The main proposed changes relate to the organisation and functioning of the local safeguarding arrangements between partners. Currently it is a requirement to have a Local Safeguarding Children Board (LSCB). In the proposed new arrangements it will not be mandatory, however, each local authority will be required to have formal arrangements in place. The responsibility for local partnerships will rest with the three safeguarding partners, the Local Authority, Police and the CCG for an area. The lead representative from each must play an active role. They can delegate their functions if felt appropriate.

4.16 The partners will need to agree how to coordinate their services, act as a strategic leadership group for others, and implement local and national learning from serious child safeguarding incidents.

4.17 The proposed new statutory framework will give local partners the freedom to decide how they operate to improve outcomes for children. The three key local partners, will be required to make and publish plans showing how

² http://adcs.org.uk/assets/documentation/ADCS_UASC_Report_Final_FOR_PUBLICATION.pdf

they will work together to safeguard and promote the welfare of children in the local area. However, if the three partners see the current arrangements as the most effective form of joint working they will be able to continue them. There can be consideration to having wider partnership arrangements, such as pan-Hampshire. Work is being undertaken on developing the new arrangements in Hampshire.

5 Performance and Activity levels

5.1 Workloads, as evidenced in contacts, referrals and safeguarding activity, continue to be high with 10,542 cases open to Children's Social Care at the time of writing this report. The table below sets out the trends over the last four years including the source of referrals received via Hantsdirect.

5.2 Contacts and Referrals

Contact and Referrals	2013-14		2014-15		2015-16		2016-17		2017-18	
	Denom	Value	Denom	Value	Denom	Value	Denom	Value	Denom	Value
Number of initial contacts	N/A	68789		71591		77934		87235		106010
Number of CIN referrals	N/A	16217		16749		16666		19435		16596
Referral source: Individual	1809	11.2%	1834	10.9%	1835	11.0%	2165	11.1%	1908	11.5%
Education	3038	18.7%	3633	21.7%	4149	24.9%	4559	23.5%	3862	23.3%
Health Services	2225	13.7%	2312	13.8%	2148	12.9%	2603	13.4%	2251	13.6%
Housing	0	0.0%	277	1.7%	277	1.7%	233	1.2%	174	1.0%
Local Authority Services	1816	11.2%	1447	8.6%	1596	9.6%	1606	8.3%	1704	10.3%
Police	4719	29.1%	4745	28.3%	4346	26.1%	5360	27.6%	4265	25.7%
Other legal agency	527	3.3%	496	3.0%	370	2.2%	447	2.3%	388	2.3%
Other	1194	7.4%	1364	8.1%	1255	7.5%	1765	9.1%	1194	7.2%
Anonymous	364	2.2%	419	2.5%	400	2.4%	478	2.5%	384	2.3%
Unknown	290	1.8%	222	1.3%	290	1.7%	219	1.0%	466	2.8%
Not recorded	230	1.4%	0	0.0%	0	0.0%	0	0%	0	0.0%

5.3 The total number of contacts as at 31 March 2018 (106,010) is 22% higher than the total received at 31 March 2017 (87,235) which was 11.9% higher than the total received as at 31 March 2016. This is indicative of the continuing pressures across the child protection system which is being seen nationally. Police remain the highest referrer (25.7%) followed by education (23.4%) and then health services (13.6%). This trend has remained consistent over the last three years. National benchmarking

highlights that the referral rate from schools in Hampshire are comparable with the south east region.

5.4 Section 47 and Assessments

Section 47 and Assessments	2013-14		2014-15		2015-16		2016-17		2017-18	
	% of S47 going to ICPC	2755	53.5%	4623	45.7%	4182	44.9%	4,211	43.7%	3926
Initial Assessments Timeliness	8689	68.1%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Core Assessments Timeliness	4714	66.6%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
C&FA Timeliness	5849	91.4%	17096	79.4%	16931	88.3%	19841	89.6%	18496	87.9%
Assessments Total	19252	74.8%	17096	79.4%	16931	88.3%	19841	89.6%	18496	87.9%

5.5 With regards to assessments, as can be seen in the table above, the percentage of child abuse investigations (section 47 investigations) which progress to an initial child protection conference has remained at around the same level compared to previous years. This continues to reinforce the fact that thresholds are being consistently applied by social workers and has been the picture locally for the last three years strengthened by the introduction of MASH.

5.6 The timeliness of completing a Child and Family Assessment (C&FA) since their introduction in 2014-15, is a positive picture given the large number of assessments undertaken over the last year. This has remained in the high 80s for the last three years.

5.7 Child Protection Plans (CPP)

Child Protection Plans (CPP) and visits	2013-14		2014-15		2015-16		2016-17		2017-18	
	No of children on CPP	N/A	1111		1354		1441		1263	
New CPP in the Year %: Neglect	656	49.0%	1043	56.7%	1005	60.1%	977	61.8%	1080	70.4%
Physical	289	21.6%	280	15.2%	219	13.1%	123	7.8%	122	7.9%
Sexual	66	4.9%	101	5.5%	122	7.3%	124	7.8%	65	4.2%
Emotions	329	24.6%	414	22.5%	326	19.5%	358	22.6%	268	17.5%
New CPP in Year Rate Per 10,000 : Neglect		20.7	1043	37.0	1005	35.7	977	34.7	1808	38.4
Physical		8.2	280	9.9	219	7.8	123	4.4	122	4.3
Sexual		1.9	101	3.6	122	4.3	124	4.4	65	2.3
Emotional		8.7	414	14.7	326	11.6	358	12.6%	268	9.5
CPPs ending	36	3.2%	43	2.7%	65	4.1%	86	4.9%	108	7.2%

Child Protection Plans (CPP) and visits after 2 or more years	2013-14		2014-15		2015-16		2016-17		2017-18	
Current CPs lasting 2 or more years	20	1.8%	26	1.9%	20	1.4%	27	2.1%	28	2.2%
Children requiring a repeat CPP	233	17.4%	300	16.3%	336	20.1%	384	24.3%	352	23.0%
Children requiring a repeat CPP within 2 yrs	133	10.0%	144	7.8%	165	9.9%	227	14.3%	195	12.7%
Visits made in accordance with CPP - 14 days	2093	84.4%	2515	81.2%	3131	86.8%	3258	89.7%	3160	86.0%

5.8 As detailed above, work within the child protection planning process remains robust with numbers showing a slight decline as of the end of March 2017, and steady in March 2018 at 1293. There has been a percentage rise in the number of children subject to a plan for neglect (although a word of caution in that categorisation between neglect and emotional abuse can be variable). HSCB launched its Neglect Strategy in October 2016 and this continues to help professionals better identify neglect. The accompanying toolkit and resources developed for frontline staff assists in identifying the right interventions and support in place for children and families to ensure sustainable change can be achieved.

5.9 A low percentage of child protection plans are lasting beyond two years (which is good as it indicates proactive work) and relatively few require a repeat plan within two years. The number of timely visits made within the required dates remains a significant strength of the service.

5.10 Full Time Children Looked After (CLA)

Full Time Children Looked After (CLA)	2013-14		2014-15		2015-16		2016-17		2017-18	
No of full time CLA		1267		1339		1305		1440		1592

	Oct-Dec 16	Jan-March 17	April-June 2017	Jul-Sep 2017	Oct-Dec 2017	Jan-Mar 2018
Entering full time care	169	152	156	168	152	146
Leaving full time care	136	117	121	110	136	123
Net increase	33	35	35	58	16	23
Of those new into care children PwP	6	26	33	21	29	39
Of those new UASC	27	20	13	27	18	14

- 5.11 With regards to children in care, the number has increased by 152 (10.5%) over the last 12 months, which is impacting significantly on the financial challenges the Council is facing and the capacity of the service. The rise in the number of new UASC (72) has contributed to the overall rise in children becoming looked after by Hampshire and if those numbers are removed, then the actual increase of new children in care for 2017/18 is 80, or 5.5%. This is in line with the national average increase. It should be noted that there is of course significant churn throughout the year of the children in care population. Additionally, changes in court practices are ensuring that more children are placed at home whilst on a Care Order (and thus 'in care') whilst previously such children would probably have remained the subject of support in the community without entering the court (and care) arena. This is primarily due to a complex set of changes relating to the 'Public Law Outline'. The table above shows the quarterly rise in numbers of children being placed with parents by the courts.
- 5.12 Nationally the picture of demand continues to outstrip the supply of placements for children in care, and the costs of placements are still rising significantly. The increasing complexity of these children coming into the care system has meant additional costs associated with their placements. As above, demand for placements outstrips supply and this is particularly the case with the most complex and troubled teenagers, who frequently require more intensive residential placements. The costs of those placements continue to rise year on year. Significant work is carried out by our Placement Commissioning team (such as working through framework contracts and contract specification) to ensure that Hampshire achieves the best value that it can in what is an 'overheated' market.

6 Local Developments

6.1 MASH:

6.2 The Multi Agency Safeguarding Hub (MASH) is now fully embedded since it became operational in 2014. It operates alongside existing services provided by Hantsdirect and the children's reception team (CRT). CRT screen incoming contacts to Children's Services. MASH provides multi-agency assessment and triaging of all children's safeguarding concerns at the point of referral, protecting vulnerable children from harm, neglect and abuse. CRT was managing in excess of 7,000 contacts per month (highest month 9,730 in July) and in total received 106,010 over the last 12 month period (1 April 2017 to 31 March 2018).

6.3 Referrals meeting the threshold for statutory intervention from children's social care are transferred into the MASH for a multi agency decision regarding the level and type of intervention required. MASH includes Children's Services, Hampshire Constabulary and Southern Health with virtual partners including Hampshire Probation, Hampshire Fire and Rescue Service, Southern Central Ambulance Service and district councils.

6.4 Referrals that do not meet the threshold for a statutory service are transferred into the Family Support Service. Increases in referrals progressing to a children's social care assessment are attributable to the good information sharing within MASH and the improved quality of referrals following a review of the Inter Agency Referral Form.

6.5 Child Assessment and Safeguarding Teams (CAST)

6.6 Hampshire Children's Services has been exploring ways in which to provide a more efficient service, manage demand from the front door and most importantly, reduce transition points for families. From 6 February 2017, Basingstoke district piloted a new structure which integrated our traditional Referral and Assessment team and Children in Need teams into Children's Assessment and Safeguarding Teams (CAST). The 4 district CAST teams rotate over a 4 week period, receiving incoming work from the MASH. A report went to the children and families senior management team in June 2017 which outlined the positives of the change which included:

- Reduced transition points and greater continuity for children, families and partner organisations
- All CAST team members are skilled across a range of casework and able to enjoy a more diverse role
- A reduction in caseloads was evident
- The plans for children and families are more robust and social workers have a greater ownership of casework.
- Assistant Team Managers have greater capacity to support line-management of staff (including social workers)
- Reduced duplication of work

6.7 A decision was made given the success of the Basingstoke pilot to roll out CAST teams across the county. The work towards the CAST structure also forms part of the Partners in Practice redesign work (see paragraph 6.25) to create multi-agency hubs where CAST social workers are able to call on and utilise the input of other specialist workers to support families.

6.8 The CAST rollout has been carefully planned with the infrastructure, staff mix and training, carefully implemented in the run up to each district roll out which was achieved in January and February 2018.

6.9 Family Support Service (FSS):

6.10 This integrated service brings together the work of children's centres and the Early Help Hubs, including youth support services, into a single service. The service commenced in December 2016 and supports vulnerable families with children aged 0-19 years (or up to age 25 for young adults with learning difficulties and/or disabilities). It is also more closely aligned with the Supporting Troubled Families Programme. Help and support is targeted specifically to vulnerable families with children who have multiple needs, often requiring the involvement of more than one agency, but who

do not meet the criteria for statutory, children's social care intervention. Tailor-made support is provided at a local level, in order to respond to the needs of local families. With one point of contact, families no longer need to go to different early help services. A total of 3,462 children were open to the FSS as at the end of March 2018 which is an increase on the numbers previously supported at this level under the previous system.

6.11 Recruitment and Retention:

6.12 A key issue continues to be the recruitment and retention of social workers. Nationally vacancy rates are now at around 20% of all posts and, at times, there have been similar rates in Hampshire.

6.13 In part this has been due to aggressive recruitment tactics by agencies which have played on the insecurity in social work posts brought about by critical Ofsted judgements (sometimes in neighbouring authorities) or national reports. Social workers report being offered very high hourly rates to switch to an agency and to then work in a neighbouring authority. The recruitment and retention strategy implemented by the department is beginning to address these issues and create a more stable workforce in Hampshire.

6.14 As part of the strategic response to the aggressive tactics of agencies, Hampshire County Council has now established its own agency in partnership with Kent. The 'Hampshire Agency' will source and supply social workers (and a range of other staff for the council) with a view to those social workers becoming permanent employees over time.

6.15 A Memorandum of Co-operation (MoC) agreed by the South East Regional Assistant Directors meeting came into place over 18 months ago. This is slowly shifting the price and command of the agency market away from private agencies towards local authorities. Pay rates for agency social workers are agreed, based on London rates, although in Hampshire we are yet to see any reduction in agency social workers usage.

6.16 We have seen a continued steady rise in demand across social work services in line with the national picture, which was increasing the caseloads of our social workers. The Council's investment of £6.5m in over 100 new social work posts recognised that to deliver effective sustained change in vulnerable families, social workers require greater time to deliver meaningful interventions, therefore requiring greater capacity. This investment will, in the longer term, keep more children at home where it is safe and appropriate to do so, and reduce the number of children the service is working with. This in turn should see a reduction in spend on children in care placement costs as referred to earlier.

6.17 As part of the drive to increase the recruitment and retention of social workers, in February 2018, Children's Services entered into a strategic 'attraction resourcing and retention' partnership with Community Care. This includes the following; attendance at Community Care Live events in Manchester in April and London as the Supported Learning Sponsor; dedicated campaign management and analysis; Social Work Retention Risk Tool developed in partnership with the University of West England;

Employer Zone articles promoting Hampshire Children's Services and increasing awareness of employment benefits; unlimited advertising through Community Care social media reach, website and targeted emails against their talent bank.

- 6.18 A substantially enhanced programme of recruitment activities was developed for 2018 and is now fully underway. This is based upon a continuous approach to recruitment which is open to applications at all times.
- 6.19 There is proactive promotion of our Graduate Entry Training Scheme to current university students, including direct attendance at student events seeking to recruit 3rd year students subject to graduation. For the last 18 months Hampshire has been developing the social work Graduate Entry Trainee Scheme (GETS), which is fundamentally changing our recruitment and retention approach. Hampshire has been more able to recruit newly qualified social workers (NQSWs), and recognises the need for them to be fully prepared for a career in social work. The nine month GETS works on the basis that each cohort recruited, receives intensive support within a protected environment. Increased management oversight and supervision provides a gradual introduction to the social work role and embeds the expectations and high quality standards of Hampshire. This provides more resilient social workers better able to deal with the challenges of front line practice. The first two cohorts of Graduate Trainees (GTs), 19 and 17 NQSWs respectively, joined Hampshire in August 2017, with further cohorts in place for January, February, May, August and October 2018; five further cohorts will join in 2019. There is understandably a time-lag of six months between GTs joining the department for their induction and then moving into their substantive post; in 2018 we anticipate approximately 70 GTs joining substantive posts with over 100 expected to take up post in 2019.
- 6.20 There is good involvement with the Step up to Social Work programme and the current Step Up to Social Work cohort started in mid January 2018. There are 6 students in Hampshire who will qualify in April 2019.
- 6.21 There is a review of the selection and appointment process to support continuous receipt and processing of applications throughout 2018, without periods of closure to applications. Additionally, conversion of existing agency staff to HCC employment through District Manager led discussions and interventions.
- 6.22 Strengthening Troubled Families Programme (STFP):
- 6.23 In September 2017, the Hampshire Supporting Troubled Families Programme was renamed the 'Supporting Families Programme'. In 2017/18 Hampshire identified/engaged 1113 families. Whilst this was the highest yearly figure to date it was 300 short of the increased Government target (1413), adding to the shortfall from 2016/17 (171). As a result Hampshire has submitted a plan to the Ministry of Housing, Communities and Local Government (MHCLG), outlining how Hampshire will make up the shortfall over the last two years of the programme. In 2018/19 the

Hampshire target for identifying/engaging families is 1250 families. The Recovery Plan also includes measures to increase the proportion of reward claims accepted by MHCLG. Hampshire currently has a 15.6% (499 claims) success rate against its own projection of 30%. In December 2017 MHCLG refreshed the Financial Framework so Hampshire's Troubled Families Outcome Plan (TFOP) has been updated and came into effect from 1/4/18. The Supporting Families Programme Strategic Lead has now been given the lead for Early Help within Hampshire Children's Services and as such will be meeting each month with Family Support Service Managers who chair the Early Help Hubs across Hampshire, whom are a significant source of family nominations to SFP.

6.24 In March 2018 Solent University, the independent academic evaluators of phase 2 of the programme, delivered their interim report which stated; 'There has been sustained progress since the Portsmouth evaluation in 2015 as systems and relationships have matured. This has resulted in improved approaches to, and greater confidence in, whole family working.' The final Solent evaluation report is due in early 2019 and will focus on the experience of families. It is understood the Government's funding of the programme will cease at the end of 2019/20.

6.25 Transforming Social Care in Hampshire – Partners in Practice programme

Hampshire is one of only a small number of good /outstanding local authorities chosen by the Department for Education to innovate and test new ways of delivering social work to vulnerable children and families. This is a radical whole system change and Hampshire Children's Services' vision is to build a new service around five key principles:

- A family service - a system focusing on improving outcomes for the child in the context of their family
- A social work led, integrated, multi-disciplinary service, from the front door through to specialist services
- Social workers supported to deliver meaningful interventions based on an underpinning methodology of resilience that creates lasting change
- A service where good practice is free to flourish unfettered by bureaucracy and unnecessary regulatory demands
- Children are supported by and within their own family/community wherever possible. Where children do come into care longer term their experience will be life changing for the better.

6.26 To do so, we are focusing on three key areas:

6.27 *1) Family focused and evidence based practice*

6.28 We are developing the 'Hampshire Approach', a resilience, strengths based way of working with families grounded on academic research by the University of Winchester. The Hampshire Approach will provide a strengths based platform and structure for staff to work with families to identify their strengths and to find solutions to the challenges they face.

- 6.29 In support of the 'Hampshire Approach', we have developed an online toolkit that provides the tools and resources staff need to work with children and families to enable the best possible outcomes. We want to lead the way, across the country, in adopting an evidence based model of practice. The way that we intervene will reflect the best available research, and the 'Hampshire Approach' will incorporate a continuous feedback loop so we continue to build our own knowledge and research of what works best in which situations.
- 6.30 *2) Dynamic and sustainable multi-disciplinary service*
- 6.31 To ensure we are able to put the right support around the family, and do so in a way that is sustainable in the long term, we are creating a multi-disciplinary service that makes the best use of the collective resources available for children and their families.
- 6.32 To achieve this, we have needed to work closely with those that commission or provide other services to build a shared, joint understanding of how we can collectively work for children and families in Hampshire. As a result of our programme, we will have a sustainable multi-disciplinary service with buy-in and support from across agencies and no reliance on short term funding from the DfE.
- 6.33 *3) Graduate Entry Training Scheme (GETS)*
- 6.34 As in paragraph 6.18 this will create a steady intake of newly qualified social workers that have been effectively supported in their transition from education to social work, positioning them to have long careers in Hampshire.
- 6.35 Youth Offending Service:
- 6.36 Hampshire Youth Offending Service (YOS) aims to prevent offending and reoffending by children and young people aged 10 -17 years. This aim involves significant criminal justice statutory functions which include the assessment and supervision of children and young people subject to out of court disposals, court orders, custodial sentences and bail and remand. YOS also has statutory duties to co-operate under the Multi Agency Public Protection Arrangement framework (MAPPA), and a duty under the 2004 Children Act to promote the welfare and safeguarding of children and young people. Hampshire YOS is geographically represented across the county in four teams in addition to the 'prevention arm' of youth crime prevention being present in all districts. Hampshire YOS staff and service, the three Youth Courts in the county in addition to the Crown Court sitting in various locations. Alongside this they work with children in custody from Hampshire accommodated across England and Wales. The YOT, alongside Children's Services, continues to identify young people who can benefit from Hampshire's innovative 'Wessex Dance Academy'. This is a partnership with the Hampshire Cultural Trust which uses the medium of contemporary dance to achieve sustained positive change in the lives of particularly vulnerable young people. The programme has been running for almost ten years now with many young people having benefited from the programme with evidenced improvements in offending rates, school/college

attendance and a range of social and emotional benefits for the young people.

- 6.37 At any one time, Hampshire YOS is working with 250-300 children and young people across the county; during 2017/18 they worked on 1,002 interventions with 755 young people. Furthermore, the Youth Crime Prevention Team worked on 511 interventions with 481 children and is working with around 170-200 at any one time. In addition, Hampshire YOS works with both the victims and the parents of those children and young people. All victims of youth crime are contacted by specialist trained Restorative Justice staff within the YOS and offered the opportunity to participate in a restorative intervention if they wish. Hampshire YOS was awarded the Restorative Services Quality Mark by the Restorative Justice Council in April 2016. In 2017 the Hampshire YOS has been commended by the Youth Justice Board for its positive progress in reducing first time entrants to the criminal justice system, with Hampshire's performance being described as 'exceptional'. Hampshire YOS has recently been inspected by HMI Probation in a report that assessed the service as being 'good'.
- 6.38 Sector Led Improvement:
- 6.39 Hampshire County Council has been working with the Department for Education to develop sector led improvement in children's social care. Going forward it is likely that this will have a more regional component, however, in the last year Hampshire has been supporting the improvement of Torbay Children's Services following their Ofsted inadequate judgement in November 2015. Hampshire's Chief Executive, has taken on the formal role of 'Commissioner' with Hampshire Children's Services senior managers acting as 'expert advisers' for the service. This means Hampshire has a responsibility for supporting and directing Torbay's improvement journey. The agreement between the Department for Education and HCC was extended until the end of the year.
- 6.40 This is not the same role as HCC have with the Isle of Wight Children's Services, where a partnership has been established whereby HCC lead and manage those services. In the case of Torbay, HCC is not as intensively involved with staff and providing management time as it is with the Isle of Wight Children's Services. Senior managers and frontline practitioners have been providing support, challenge and direction on-site and remotely over the 2017/18 year. This has included the short term secondment of an Area Director from Hampshire to work alongside Torbay's Director of Children's Services for six months to bring about the pace of change expected from the Department for Education as set out in the 'Government Direction' issued after the inadequate judgement.
- 6.41 The Isle of Wight has continued to make positive improvements and in a pilot Ofsted focussed visit in summer 2017, the feedback reflected our own positive assessment of the improvements made across the service. For the purposes of governance in Hampshire, members can be assured that even with the work of the Director of Children's Services and some of his senior managers in the above two authorities, there is no detriment to the

oversight and management of Hampshire Children's Services. As with all work undertaken in other authorities, there is always positive learning gained to further improve services in Hampshire.

7 Future Challenges and Operational Priorities

- 7.1 The future challenges and priorities can be summarised as follows (this is not an exhaustive list and the history of this type of work is that new priorities will emerge such as child exploitation and domestic abuse have done).
- 7.2 The number of children entering the care system remains a challenge, as do the cost of their placements. It is essential that the transformation work as described in paragraph 6.25 and the new operating model become fully embedded to keep more children at home, where it is safe and appropriate to do so. Transforming children's social care will deliver a modern social work service fit for the future challenges over the next decade
- 7.3 Child exploitation continues to be an increasing area of work, particularly the emerging 'county lines' issues. Although Hampshire is well placed to meet these challenges, it is important that we remain vigilant and responsive, working in tandem with partners to protect children.
- 7.4 The recruitment and retention of social workers will continue to need to be addressed. Nationally vacancy rates are now at around 20% of all posts and, at times, there have been similar rates in Hampshire, although in the main we have less churn than other authorities in the region. As above in paragraph 6.11, there is significant work underway to both recruit and retain social workers.
- 7.5 Ofsted's new framework began in January 2018. Local authorities that are not judged inadequate will fall within this new framework which allows for standard and short inspections. Authorities that are Requires Improvement, for example the Isle of Wight, will receive a standard inspection which will involve one week pre-inspection and then two weeks on site. Local authorities that are good or outstanding will receive short inspections which will involve one week on site. Indications are that although shorter that the volume of work remains as intense. In addition to these, between the three yearly inspections Ofsted will aim to visit local authorities on an annual basis to conduct JTAs or focussed visits which will take two days and will explore in detail a particular theme. Prior to inspections Ofsted will hold an annual conversation with the Director of Children's Services and will expect advance sight of a self assessment of children's social care.
- 7.6 Tactical changes have been made to the current social care IT system to ensure that the system continues to be fit for purpose. A new system will be implemented through procurement during 2018. The new system must allow social workers to work in a modern technological environment, which will free up their capacity and reduce administration. The new system is expected to be in place in 2020.

7.7 A further priority will be continuing to develop capacity and sustain improvement in the Isle of Wight and develop options for future arrangements beyond the end of the partnership agreement in 2018.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	yes
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	yes
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	no
Corporate Improvement plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

8. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;

Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;

Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;

Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

9. Equalities Impact Assessment:

This report is for Cabinet to note Hampshire County Council's progress and performance with regards to safeguarding vulnerable children. As such it creates no disadvantage or inequality and the activity described serves to reduce inequality for some of the county's most vulnerable children

10. Impact on Crime and Disorder:

The report is for Cabinet to note and so does not create any impact on crime and disorder although the activity described herein serves to reduce the impact of crime on the most vulnerable children.

11. Climate Change:

How does what is being proposed impact on our carbon footprint / energy consumption?

How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

It is not anticipated that this decision will have any impact on Climate Change.