

# Agenda



**AGENDA for a meeting of the CHILDREN, YOUNG PEOPLE AND FAMILIES CABINET PANEL in COMMITTEE ROOM B, at County Hall, Hertford on WEDNESDAY, 20 JUNE 2018 at 9.30 A.M.**

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## **MEMBERS OF THE PANEL (13) (Quorum 3)**

N Bell, S Brown, E H Buckmaster (*Substituting for A Plancey*), L A Chesterman, J M Graham, L J Greensmyth, D Hart, T C Heritage (Chairman), T Howard, G McAndrew (Vice-Chairman), R G Parker, A Rowlands, M A Watkin

Meetings of the Cabinet Panel are open to the public (this includes the press) and attendance is welcomed. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under "Part II ('closed') agenda".

The Committee Room B is fitted with an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact main (front) reception.

**Members are reminded that all equalities implications and equalities impact assessments undertaken in relation to any matter on this agenda must be rigorously considered prior to any decision being reached on that matter.**

**Members are reminded that:**

- (1) if they consider that they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting they must declare that interest and must not participate in or vote on that matter unless a dispensation has been granted by the Standards Committee;**
- (2) if they consider that they have a Declarable Interest (as defined in paragraph 5.3 of the Code of Conduct for Members) in any matter to be considered at the meeting they must declare the existence and nature of that interest. If a member has a Declarable Interest they should consider whether they should participate in consideration of the matter and vote on it.**

## **PART I (PUBLIC) AGENDA**

## **1. MEMBERSHIP AND REMIT OF THE PANEL**

To note the membership of the Panel as stated above, and the remit which is as follows:

*The responsibilities of the Executive Member for Children's Services are –*

*(Lead Member for all Children's Services, including Education, for the purposes of the Children Act 2004). Children's social care, corporate parenting, Children Looked After, the Virtual School, children's residential care, fostering and adoption, children's safeguarding, 0-25 Together including Special Education Needs and Disabilities, early years, children's centres & childcare, thriving families initiative, youth services, youth offending and youth justice.*

## **2. MINUTES**

To confirm the Minutes of the meeting held on 8 March 2018 (attached).

## **3. PUBLIC PETITIONS**

The opportunity for any member of the public, being resident in Hertfordshire, to present a petition relating to a matter with which the Council is concerned, which is relevant to the remit of this Cabinet Panel and which contains signatories who are either resident in or who work in Hertfordshire.

Members of the public who are considering raising an issue of concern via a petition are advised to contact their [local member of the Council](#). The Council's arrangements for the receipt of petitions are set out in [Annex 22 - Petitions Scheme](#) of the Constitution.

If you have any queries about the procedure please contact Michelle Diprose, by telephone on (01992) 555566 or by e-mail to [michelle.diprose@hertfordshire.gov.uk](mailto:michelle.diprose@hertfordshire.gov.uk).

At the time of the publication of this agenda no notices of petitions have been received.

## **4. HERTFORDSHIRE STRATEGIC PLAN FOR CHILDREN AND YOUNG PEOPLE 2018-21**

*Report of the Director of Children's Services*

## **5. PREVENTION INVEST TO TRANSFORM: CHILDREN'S SERVICES SPECIAL EDUCATIONAL NEEDS/DISABILITIES TRANSFORMATION**

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*Report of the Director of Children's Services*

**6. REPORT ON THE PROGRESS OF THE 0-25 TOGETHER SERVICE AND 0-25 SEND (SPECIAL EDUCATIONAL NEEDS AND DISABILITIES) COMMISSIONING**

*Report of the Director of Children's Services*

**7. QUARTERLEY PERFORMANCE REPORT Q4 2017-18**

*Report of the Director of Children's Services*

**8. HERTFORDSHIRE SUFFICIENCY STATEMENT 2017-2020 FOR THE ACCOMMODATION OF CHILDREN AND YOUNG PEOPLE**

*Report of the Director of Children's Services*

**9. ADOPTION AGENCY ANNUAL REPORT 2017/18**

*Report of the Director of Children's Services*

**10. OTHER PART I BUSINESS**

Such Part I (public) business which, if the Chairman agrees, is of sufficient urgency to warrant consideration.

**PART II ('CLOSED') AGENDA**

**EXCLUSION OF PRESS AND PUBLIC**

There are no items of Part II business on this agenda. If Part II business is notified the the Chairman will move:-

*"That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph .....of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information."*

If you require further information about this agenda please contact Michelle Diprose, Democratic Services Officer, Democratic Services, on telephone no (01992) 555566 or email [michelle.diprose@hertfordshire.gov.uk](mailto:michelle.diprose@hertfordshire.gov.uk).

Agenda documents are also available on the internet at: [Children's Services Cabinet Panel](#)

# Minutes



To: All Members of the Children's Services Cabinet Panel, Chief Executive, Chief Officers, All officers named for 'actions'

From: Legal, Democratic & Statutory Services  
Ask for: Michelle Diprose  
Ext: 25566

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## **CHILDREN'S SERVICES CABINET PANEL THURSDAY, 8 MARCH 2018**

### **ATTENDANCE**

#### **MEMBERS OF THE PANEL**

N Bell, S Brown, B A Gibson, J M Graham, D Hart, T C Heritage (Chairman), T Howard, T R Hutchings, G McAndrew (Vice-Chairman), A Plancey, A Rowlands, M A Watkin

#### **OTHER MEMBERS IN ATTENDANCE**

Upon consideration of the agenda for the Children's Services Cabinet Panel meeting on Thursday, 8 March 2018 as circulated, copy annexed, conclusions were reached and are recorded below:

*Note: No conflicts of interest were declared by any member of the Cabinet Panel in relation to the matters on which conclusions were reached at this meeting*

#### **Chairman's Announcements**

The Chairman advised that she had requested that the Panel be provided with an update on Nascot Lawn Respite Centre, that update is summarised below:

##### **Nascot Lawn**

The Judicial Review in relation to Nascot Lawn had taken place the beginning of February 2018. In the Judge's summing up he advised that he needed to determine if Nascot Lawn was a health service or not as each followed different procedures regarding consultation. In his judgement he found that Nascot Lawn was a health service and therefore Herts Valley Clinical Commissioning Group (HVCCG) was required to consult with the County Council via its Health Scrutiny Committee as required by regulation 23 of the Local Authority (Public Health, Health and Wellbeing and Health Scrutiny) Regulations 2013. Shortly after the judgement was issued The Council received an email stating that HVCCG was entering into consultation with the County Council regarding ceasing funding of Nascot Lawn, a response from the Council was required by 4 April 2018. From the 4 April 2018 until 18 April 2018 consultation with parents would take place and then the HVCCG would make a decision regarding its proposal to cease funding Nascot Lawn. A meeting of Hertfordshire County Council's Health Scrutiny Committee has been arranged for 21 March to consider questions regarding alternative arrangements for receiving services and how the County Council and HVCCG will work together. The outcome of the scrutiny would be fed back to HVCCG and they would then make their decision. If the County Council was not

happy with the decision then the matter could be referred to the Secretary of State.

The position prior to the Judicial Review was that East & North Herts Clinical Commissioning Group (ENHCCG) would continue with the same level of funding and HVCCG would fund £100k that would be tied to the children that met continuing health care criteria.

Officers have since met with the CCG's and have reached an agreement that the money would be put into an integrated pot and ENHCCG would match the funding of HVCCG of £100k to meet the needs of the children with complex health needs. Those who met continuing health care criteria, if they had specific nursing care needs, would be considered separately. It was noted that West Hyde in Rickmansworth was the preferred site for most families to receive services from which was leading to lengthy waits due to capacity issues. The County Council have spoken to officers at HVCCG and all sides were keen to move forward. It was noted the financial commitment from HVCCG would be received in writing.

## **PART I ('OPEN') BUSINESS**

### **ACTION**

#### **1. MINUTES**

- 1.1 The Minutes of the Cabinet Panel meeting held on 7 February 2018 were confirmed as a correct record and signed by the Chairman.

#### **2. PUBLIC PETITIONS**

- 2.1 There were no public petitions.

#### **3. CHILDREN'S SERVICES PERFORMANCE REPORT Q3 2017/18**

[Officer Contact: Paul Dryden, Performance improvement Manager (01992) 588196]

- 3.1 The Panel received a report which summarised performance during Quarter 3 2017/18 (September 2017 to December 2017). Members were referred to presentation papers for key performance indicators on Targeted Services and Early Help, Contact, Referral and Assessment (Safeguarding); Child Protection and Children Looked After (CLA). The figures were based using in-year monthly snapshot information.
- 3.2 Members noted there were a slight decrease in percentage of referrals to social care between September and December 2017 and there had also been a reduction month on month for Children subject to Child Protection Plans. It was also reported the majority of children subject to Child Protection Characteristics were white British. In relation to children looked after (CLA) Members noted there were 85 children with 3 plus placements, 75

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**CHAIRMAN'S  
INITIALS**

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of these were aged 11 and over. Members were informed there was a working group looking at why these children were subject to multiple placement changes.

3.3 In response to a Member question as to why the number of CLA in care had gone up for children aged 10-11 and did the statistics include the children that had left care, officers responded that it was the children aged 10-12 that were currently in care had been in care at aged 8 and therefore had been in care for 3 years or more, this age group were seen as too old to be adopted. Statistics monitored length of time in care and children that had left care. Officers agreed to provide further information to a future meeting of the panel. The panel were informed there had been 32 young people placed back home through focused reunification and it was noted it was always the plan to support a child to return home where it is safe to do so.

Paul Dryden to action

3.4 Members heard there was supportive work being carried out with adopters to adopt older children and Members were informed foster carers would not usually adopt but would apply for Special Guardianship Orders (SGO's). It was noted that if parents wanted to adopt a baby, adoption agencies would approach the local authority for babies that had a care order placed on them, the parents would foster the baby for the first six months, if the babies family home became stable through the care order proceedings then the baby could be placed back with the natural parents.

3.5 It was noted there were a low number of children that had been adopted and who had come back into care at a later date. Members heard these children were extremely distressed due to having an adoption breakdown. The Panel were informed of the 3 centres available for short breaks for children and families which could be used in a crises situation, these were located in Watford, Welwyn and Stanborough and these were part of Adolescence Resource Centre (ARC) services. Members requested a report on ARC services be presented to a future meeting of the Panel.

Marion Ingram / Lindsay Edwards to action

3.6 The Panel commended officers on the good work that has been carried out. Members requested that they would like to see more information to a future meeting of the Panel in relation to the district breakdown of figures for NEET and CLA. *NB this information was circulated to Members post meeting.*

Paul Dryden to action

**Conclusions:**

3.7 The Panel scrutinised current performance and commented on areas for improvement and/or interest.

#### **4. THE ANNUAL REPORT FROM THE VIRTUAL SCHOOL HEAD**

[Officer Contact: Felicity Evans, Head of Achievement, Virtual Schools, Tel: (01992) 555926]

- 4.1 The Panel received the Annual Report from the Virtual School Head. The report set out information on the attainment and progress of children looked after (CLA) at each key stage in 2017 and the progress and achievement of care leavers between the ages of 16 and 19. The report also outlined the progress and impact of the Virtual Schools improvement plan that included development across Children's Services, with schools both in and out of Hertfordshire, senior Ofsted Inspectors in the Eastern region and with children and young people.
- 4.2 Members were informed the data provided in the report was not complete, but once the statistical first release information had been received from the DfE the report would be updated. Officers indicated the current data collection methods could be strengthened and plans have been put in place to improve next year's report. It was anticipated there would be greater information on year by year progress and achievement and key stage results. The Panel were pleased with all the improvements that had been made to Virtual Schools.
- 4.3 Members noted the attainment of young people had improved; the outcome in relation to phonics was better; the numbers of CLA was reducing although school age groups are not so affected and the Virtual School had not seen a fluctuation in numbers; the absence rate of CLA had fallen since April 2017 and the exclusion from schools is rare and there were more young people going into further education and onto university.
- 4.4 In relation to voice of the child, Members were informed all looked after children (LAC) would have an opportunity to review their education through their electronic Personal Education Plan (ePEP) with their designated teacher. In relation to Bright Spot research which was a survey of the views of LAC and young people aged 4-18 in Hertfordshire it was noted that only a third of children and young people completed the survey but support for education was a 'Bright Spot'.
- 4.5 In response to a Member question on attainment at Hertfordshire schools and where a child or young person had personal issues that need addressing when being placed in a school. Members were informed the child would be placed at a school rated good or better where there would be a best match in terms of the skills at the school and the pastoral care support that was available. Officers were able to develop support packages for individual children and advise schools to help achieve better outcomes for

children and young people.

- 4.6 The Panel heard that officers had invited a statistical neighbour in to carry out a peer review to assess the performance of the Virtual School. It was noted the Improvement Plan for the Virtual School 2017-18 was based on the research carried out by the DfE and the National Foundation for Educational Research which outlined common factors where schools were most effective in improving the achievement of disadvantaged children.
- 4.7 In response to a Member query on the low level of apprenticeships, it was noted work was being carried out to increase opportunities with the Council's contractors and suppliers, brokered by the Chief Executive and Virtual School. There have been offers of work experience to young people to help direct them onto the right apprenticeship scheme for each individual. Officers confirmed that the percentage of apprenticeships was expected to rise. It was also noted that another area of achievement for CLA was those who were involved on the National Citizens Programme.
- 4.8 Members were informed of the Strengths and Difficulties Questionnaire (SDQ) which is a screening tool for children and adolescent's wellbeing and mental health that had been introduced in Hertfordshire in April 2017. The SDQ scores involved scores from Carer and Teachers for all ages and also the CLA aged 10 and above. It was noted that a Child & Adolescent Mental Health Service (CAMHS) report would be presented to a future meeting of the Panel.
- 4.9 In response to a Member question it was noted that counselling support through schools for CLA was supported through the Pupil Premium, and schools can use the money to 'buy in' counselling support. The Panel were informed if a CLA was struggling with a subject this would be highlighted in the ePEP and would be supported by intervention paid through the Pupil Premium to give further support where needed.
- 4.10 In relation to school records being made available to the school that a child or young person had transferred to, officers informed Members that although there should be records for each child, there were challenges in tracking the child's records and getting them transferred across Local Authority areas.

**Conclusions:**

- 4.11 The Panel noted and commented on:
- a) the summary of performance in 2017, attached as Appendix 1 to the report



b) the development of the Virtual School Improvement plan for 2017-18

**5 OTHER PART 1 BUSINESS**

5.1 There was no other business

**KATHRYN PETTITT  
CHIEF LEGAL OFFICER**

**CHAIRMAN** \_\_\_\_\_

**CHAIRMAN'S  
INITIALS**

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**CHILDREN, YOUNG PEOPLE AND FAMILIES CABINET PANEL  
WEDNESDAY, 20 JUNE 2018 AT 9.30AM**

**HERTFORDSHIRE'S STRATEGIC PLAN FOR CHILDREN AND YOUNG PEOPLE  
2018-21**

Report of the Director of Children's Services

Author: Karen Noble, Performance Improvement Manager;  
Tel: (01992) 588394

Executive Member: Terry Douris (Education, Libraries and Localism)  
Teresa Heritage (Children, Young People and Families)

**1. Purpose of report**

1.1 To present Hertfordshire's Strategic Plan for Children and Young People 2018-21, as attached at Appendix A.

**2. Summary**

2.1 Hertfordshire's Strategic Plan for Children and Young People 2018-21 ("the Plan") outlines our vision of giving every child, young person and their family the opportunity to live happy and fulfilling lives. It has been developed through discussions with staff, young people and partners and highlights the Council's ambition for children and young people in relation to Children's Services' [Outcome Bees](#)'.

2.2 If adopted by Cabinet, a web based version of the Plan will be created which will include video clips of young people and staff talking about support provided and the difference it's made. The aim is that the on-line pages will be 'live' during the life of the plan to enable a refresh of video clips and links to relevant strategies and performance information.

**3. Recommendation**

3.1 The Children, Young People and Families Cabinet Panel is asked to note and comment upon the plan and recommend to Cabinet that it recommends to Council that the Hertfordshire's Strategic Plan for Children and Young People 2018-21, as appended to the report, be adopted.

**4. Background and Context**

4.1 This Plan articulates more specifically the County Council's priorities for Hertfordshire's children and young people captured within the [Corporate Plan](#).

- 4.2 This three year plan will build on what the County Council is already doing well to target our resources on those children, young people and families that really need our help and guidance. The County Council is committed to meeting its statutory duties to protect children and young people effectively and ensuring that no child, family or community is left behind.
- 4.3 This Plan is also being considered by the Children, Young People and Families Cabinet Panel on 20 June 2018. As the Plan comprises one of the Council's policy framework documents it needs to be approved by Full Council. A report on the Plan will be taken to Full Council on 17 July 2018.

## **5. Financial Implications**

- 5.1 There are no anticipated financial implications with regard to the publication of the Plan. The strategies referred to in the plan underpin the savings targets identified for Children's Services in the Integrated Plan.

## **6. Equality Implications**

- 6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 6.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.4 Issues of equality and diversity are considered throughout the strategic focus, priorities and performance indicators in the Plan. This is illustrated, for example, in the focus on enhancing access to employment for young people with additional needs, or with low functional skills
- 6.5 Individual Equality Impact Assessments have been and will be completed for activity to deliver the priorities in the Plan.

Background Information

'Outcome Bees' - <https://www.hertfordshire.gov.uk/services/childrens-social-care/child-protection/hertfordshire-safeguarding-children-board/professionals-and-volunteers/hertfordshires-6-outcome-bees.aspx>

Coporate Plan - <https://www.hertfordshire.gov.uk/about-the-council/freedom-of-information-and-council-data/open-data-statistics-about-hertfordshire/what-our-priorities-are-and-how-were-doing/corporate-plan-2017-21.aspx>

Foreword

Key  
Hertfordshire  
Facts

Vision

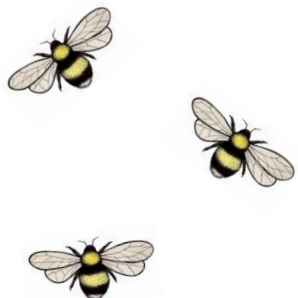
BE  
SAFE

BE  
HEALTHY

BE  
AMBITIOUS

BE  
INDEPENDENT

BE  
RESILIENT



# Hertfordshire County of Opportunity

## Hertfordshire County Council's Plan for Children & Young People 2018 - 21



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*A county that works for children, young people and families*





# Foreword

Hertfordshire’s Plan for Children and Young People presents more detail about the priorities for children, young people and their families outlined in Hertfordshire County Council’s Corporate Plan.

Part of the vision for Hertfordshire is to give every child, young person and their family the opportunity to live happy and fulfilling lives. This is underpinned by four ambitions which shape the work of the whole County Council, the: Opportunity to Thrive; Opportunity to Prosper; Opportunity to be Healthy and Safe; and Opportunity to Take Part. More specifically, the County Council in its role as a Corporate Parent for those children and young people who are in care or recently left care is committed to ensuring they feel safe, well cared for and supported to achieve their full potential.

These ambitions define the work of Children’s Services. The Service is part of the Hertfordshire system working for the benefit of children, young people, their families and communities.

We are supported by other departments within the County Council and partners such as the local district and borough councils, the health service, schools, police and the voluntary and community sector. Partnership working is essential in delivering effective services to all communities across Hertfordshire.

To achieve the Hertfordshire vision and ambitions for children, young people and their families, the County Council will work in a way that:

- Is open, honest and ethical;
- Identifies and addresses issues early;
- Values diversity, addresses inequality and supports the most vulnerable;
- Encourages commercial thinking and embraces digital opportunities to deliver services even more innovatively.

High quality schools and settings in Hertfordshire provide a high level of teaching from an early age which equip our children and young people for the future whatever their aspirations. However, whilst Hertfordshire is indeed a ‘county of opportunity’ for many, for some families and communities faced with generational issues and special educational needs and disabilities, accessing those opportunities is often hard to achieve.

This three year plan will build on what we are already doing well, it will evolve and develop our policies, procedures and the way that we work, but will target our resources on those children, young people and families that really need our help and guidance. The County Council is committed to ensuring that no child, family or community is left behind. In particular it is committed to meeting its statutory duties to protect children and young people effectively.

Financial pressures across the public sector; an increase in demography; the improvement of health care leading to the survival rate of children with complex medical conditions; an increase in the number of children with recognized complex behavioural difficulties; and an increase in the number of children and young people affected by intergenerational and societal pressures are placing extraordinary demands on Children’s Services. As a result, we are continually searching for new and innovative ways to deliver services to our communities to ensure we deliver the best services we can with the funding we have available.



## Foreword

## Key Hertfordshire Facts

## Vision

BE  
SAFE

BE  
HEALTHY

BE  
AMBITIOUS

BE  
INDEPENDENT

BE  
RESILIENT



Prevention is at the heart of all that we do. It is the basis of the Families First approach which focuses on providing support as problems emerge so families become more resilient and the challenges they face do not escalate. By helping families to sustain improvements, demand for more costly support is reduced. Success is dependent on partners and communities working effectively together to deliver early help to families, minimising the impact on the lives of children, the family and the communities around them. Our Family Safeguarding programme has changed the way child protection services are delivered leading to positive changes for families in terms of reducing crime, substance misuse, neglect, and health improvements and increasing attendance at school which in turn will be reflected in reduced demand on public services and a better prepared and skilled workforce across Hertfordshire.

To keep us focused on supporting families in a way that makes a positive difference to their lives, we are continuing to develop mechanisms to ensure we can evidence what works, share the learning across the services and develop and support our workforce to provide effective support to families.

For example, Children's Services has developed a new Outcomes Framework, known as the 'Six Outcome Bees' <http://www.hertfordshire.gov.uk/outcomebees> to enable us to assess and evidence our impact. This framework has been developed with the involvement of young people and partner organisations to ensure those things which are most important things to young people are identified and our performance against these are measured. The outcomes are inter-linked with all the 'bees' being important for the child or young person. Each outcome area means many different things depending on the individual or family we are working with. This framework enables us to set clear and measurable targets across the six domains that are agreed with service users, their families and our partners.

Hertfordshire is developing services in co-production with young people, families, carers and partner organisations to provide services which meet the needs of our communities and provide value for money in a time of scarce resources. The voice of children, young people and families spans our work as feedback is gathered about the services they receive and trained young commissioners are involved in the specification of services being commissioned.

Young people involved in 'Take Over Day' in November 2017 were asked what they consider are the two most important things to help them to live a happy and fulfilling life. Whilst these differ according to each young person, friends, family and being supported were commonly recurring themes. Hertfordshire relies on a skilled and dedicated workforce within the County Council, partner organisations and on staff and volunteers within the Voluntary and Community Sector. Together we will continue to work to improve all the outcomes for children, young people and families within Hertfordshire.



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Executive Member for  
Children's Services



**Terry Douris**  
Executive Member for  
Education, Libraries  
and Localism



**Jenny Coles**  
Director of  
Children's Services

# Foreword

# Key Hertfordshire Facts

# Vision

BE SAFE

BE HEALTHY

BE AMBITIOUS

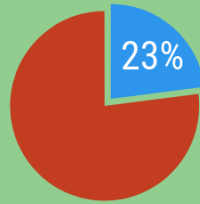
BE INDEPENDENT

BE RESILIENT

## Population

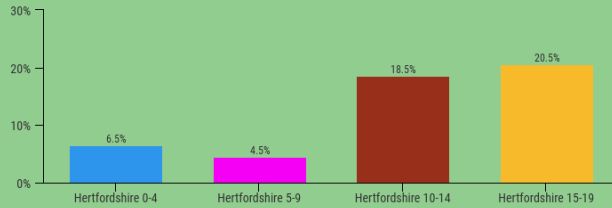


Hertfordshire population 1,166,000



23% of Hertfordshire's population are children and young people

% increase in population by age group between 2017 and 2026 based on ONS 2014 population projections



The overall 0-19 projected increase is 11.9% in Hertfordshire and 6.3% in England

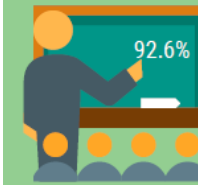
# Hertfordshire A Place in Which to Grow

## Early Years Foundation Stage

72.2% achieving a good level of development. (England average 70.7%)



Inequality gap 31.9% (England average 31.7%)



92.6% of Hertfordshire's schools rated as good or outstanding as at 31st March 2017 (England average 88.9%)

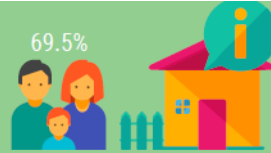
## Referrals



6,360

referrals to children's social care received during 2016-17

Families in need reached at any children's centre 2016-17



69.5%

Children under 1 reached at any children's centre 2016-17



68.3%

## Children in Need

Hertfordshire	England
193.1 children in need per 10,000 under 18 population	330.4 children in need per 10,000 under 18 population

Percentage of young people in Hertfordshire who are NEET as at March 2017

3.26%

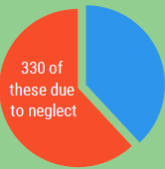


6.2%

Percentage of young people in England who are NEET as at March 2017

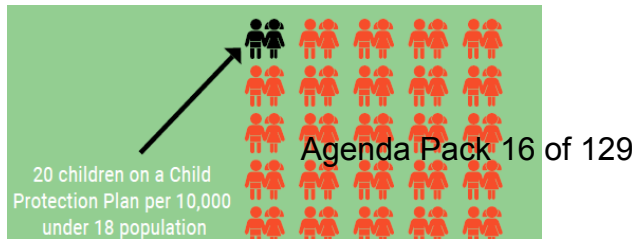
## Child Protection

533 children on a Child Protection Plan as at 31/03/2017



330 of these due to neglect

701 children became subject to a Child Protection Plan during 2016-17



20 children on a Child Protection Plan per 10,000 under 18 population

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## Attainment 8 average score per pupil at Key Stage 4 2017



- Hertfordshire: 49.7
- England: 44.6
- Hertfordshire disadvantaged: 35.8
- England disadvantaged: 37.1
- Hertfordshire non-disadvantaged: 52.6
- England non-disadvantaged: 49.9
- Achievement gap between disadvantaged and non-disadvantaged pupils: 16.8



## Children Looked After

905

Children looked after by Hertfordshire County Council as at 31/03/2017

75

CLA were Unaccompanied Asylum Seeking Children

100 CLA were adopted during 2016-17



That is 20% of those who left care



# Strategic Focus

BE  
SAFEBE  
HEALTHYBE  
AMBITIOUSBE  
INDEPENDENTBE  
RESILIENT

- Hertfordshire is striving for continuous improvement to provide the right support in the right place at the right time. Hertfordshire's Plan for Children and Young People over the next three years is driven by a number of key strategies and approaches which are dependent on integrated multi-agency work with partners taking a holistic approach to meet the needs of families and improve outcomes for children and young people, these include:
  - A co-produced **Education, Skills & Training Strategy** will encompass school improvement and SEND priorities within schools and further education settings. The aim of partners in the education sector is to raise aspirations for all children and young people, enhance opportunities into higher education, training and employment by closing the gap in attainment and inspire young people to develop the skills to flourish in the workplace in their future lives.
  - The **Skills Strategy** aims to increase and develop Hertfordshire's workforce to ensure we can support a strong economy within which businesses can thrive, whilst enabling all residents of Hertfordshire to maximise their own individual potential and share in Hertfordshire's prosperity.
- The **Health & Wellbeing Strategy** aims to tackle health inequalities to make life better for everyone living in Hertfordshire with priorities based on the four life stages of Starting Well, Developing Well, Living and Working Well and Ageing Well. The strategy will shape the commissioning of services across the health and care system to develop more detailed action plans to improve the health and wellbeing of people who live and work in Hertfordshire. The importance of mental health and emotional wellbeing for children and young people, their parents and carers is reflected in the development and implementation of the **Mental Health and Wellbeing Transformation Plan** for children and young people in Hertfordshire.
- The focus of the **Families First Strategy** is early help and prevention. The needs of vulnerable children, young people and their families are identified at the earliest opportunity, are well assessed and met by families and agencies working effectively together. Improved and sustainable outcomes are achieved through building a family's resilience to, and increasing their capacity to manage, challenging circumstances.



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- **Keeping young people safe in their community**, or contextual safeguarding, is an increasing priority in Hertfordshire. This means protecting children and young people who are at risk because of factors outside of their family, such as child sexual exploitation, increasing levels of violence or gangs and the threats posed by radicalisation. A key focus for partners working together is to develop resilient communities where children and young people feel safe and part of a supportive community.
- The **0-25 Integrated SEND Commissioning Strategy** brings together SEND commissioning activity across the health and social care partnership to develop a more integrated approach with other services including Integrated Services for Learning, Early Help Services, Early Years Services, Learning and Housing support and Adult Care Services. The strategy reflects Hertfordshire's commitment to transform our support for children and young people with SEND to improve their journey from childhood into adulthood by increasing inclusivity and equity and reducing marginalisation thereby enabling young adults to have more fulfilled lives through better planning and preparation. The focus is to give families access to a wider range of support, self-directed wherever possible and deliver a more joined up response so that families receive a single, personalised, coherent offer of support.



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- **Family Safeguarding** is a whole-system approach within Children's Services to improve the quality of work undertaken with families, and thereby outcomes for children and parents. It brings together a partnership including the police, health (including mental health), probation and substance misuse services to tackle issues of domestic abuse, substance misuse and mental health within families.
- When children and young people come into care our **CLA Strategy** outlines our commitment to creating opportunities for our looked after children, young people and care leavers to reach their potential and have created a shared vision to promote positive outcomes. As Corporate Parents we want our looked after children to be given the same positive childhood experiences and opportunities that any parent would wish for their own child.
- These key areas of focus are reflected in Hertfordshire's Outcome Bees framework.

# The Vision

Our Vision

Hertfordshire County of Opportunity:  
*A county that works for children and families*

Hertfordshire gives every child, young person and their family the opportunity to live happy and fulfilling lives

Corporate Ambitions

Opportunity to be **HEALTHY & SAFE**

Opportunity to **PROSPER**

Opportunity to **TAKE PART**

Opportunity to **THRIVE**

Children's Services Outcomes

**BE HAPPY**

**BE SAFE**



**BE HEALTHY**



**BE AMBITIOUS**

**BE INDEPENDENT**



**BE RESILIENT**

[www.hertfordshire.gov.uk/outcomebees](http://www.hertfordshire.gov.uk/outcomebees)

Priorities

Developing safe communities  
Providing early help to build resilience  
Protecting vulnerable children and young people

Providing children with a healthy start  
Communities make healthy choices  
Good mental health and emotional well-being

Narrowing the gap for underachieving groups  
Raising aspirations for all children  
Local integrated SEND support

Skills and Jobs for young people  
Housing and accommodation choices  
Employment for vulnerable young people

Empowered children making positive choices  
Self-reliant families able to help themselves  
Resilient children and young people





# Hertfordshire's Ambition for Be Safe

BE SAFE

BE HEALTHY

BE AMBITIOUS

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BE RESILIENT

Our ambition to keep Hertfordshire's children, young people and families safe is everybody's business, not just the responsibility of statutory authorities.

Hertfordshire's focus is on early intervention and prevention to reduce the need for protection. To achieve this we are working with communities, enabling them to take responsibility for their own safety and the safety of those around them.

Our aim is to work in partnership with other organisations to deliver the right services at the right time to prevent problems escalating. Partner agencies throughout Hertfordshire are enabling self-help by sign-posting to information enabling families to access the right support as their needs arise.

## Our Top Priorities

1. Develop safe communities by focusing on prevention.
2. Intervene early to address problems and build resilience.
3. Tackle domestic abuse and violence to protect and empower children, young people and families.



For more details you can visit:

[Families First Portal](#)

[Community Protection Plans](#)

[Domestic Abuse Strategy](#)

[Hertfordshire Safeguarding Children Board](#)

[Preventing Child Sexual Exploitation](#)

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## Hertfordshire's Priorities for the Future

- Protecting children from abuse and neglect and supporting their recovery from any resulting trauma.
- Keeping children safe through our multi-disciplinary Family Safeguarding approach working in a holistic and integrated way to meet the needs of families.
- Helping young people and families experiencing mental health, substance misuse issues or domestic abuse to improve their ability to protect themselves and their children.
- Providing young people and families with early help to prevent problems from escalating, such as school attendance.
- Working to safeguard and promote the welfare of Unaccompanied Asylum Seeking Children.

## How will we monitor our performance?

- Number of referrals to Children's Services
- Number of Families First Assessments closed due to needs met
- Number of children subject to a child protection plan
- Number of Children Looked After by the Local Authority
- Number of Children and Young People at risk of CSE being supported
- Number of children killed or seriously injured in road traffic accidents

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- Working in partnership to raise awareness of the risks of going missing and child sexual exploitation and help prevent it happening to young people in Hertfordshire.
- Working with partners to disrupt and tackle young people involved in violent activity which is closely related to the supply of drugs in Hertfordshire and child criminal or sexual exploitation and support victims.
- Working together with partner agencies and schools to reduce the threat from extremism.
- Using the wider resources of the Council, such as firefighters, to develop and promote community based prevention programmes.
- Targeting Road Safety campaigns to young people and newly qualified drivers between 17 and 25 years of age working towards the aim of zero road deaths in Hertfordshire.



# Hertfordshire's Ambition for Be Healthy

We are committed to improving the health and wellbeing of Hertfordshire's population and reduce the impacts of poor physical and mental health on children and families which can negatively affect educational achievement, income levels and quality of life.

Hertfordshire's focus on early intervention means working with partner organisations and schools to improve public health, key in preventing ill-health and disability saving the cost of future NHS treatment and social care.

Our aim is to ensure all children have a healthy start in life and are equipped with the knowledge and skills at an early age to make healthy and positive choices as they move into adulthood and throughout their lives.

## Our Top Priorities

1. Ensure children have a healthy start and can make healthy choices.
2. Promote healthy lifestyles and healthy relationships so that people are able to participate to, and contribute to their community.
3. Provide information and a range of support for mental health and emotional wellbeing.

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For more details you can visit:

[Hertfordshire Health & Wellbeing Board](#)

[Health in Herts](#)

[Healthy Young Minds in Herts](#)

[Transformation Plan for Mental Health and Wellbeing](#)

[Hertfordshire Sustainability and Transformation Plan](#)

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## Hertfordshire's Priorities For The Future

- Delivering the Healthy Child Programme for 0-19 year olds through Family Centres and nurseries to promote, demonstrate and educate parents and carers about healthy eating so that children are a healthy weight from the earliest years.
- Delivering the National Child Measurement Programme to inform parents and carers about their child's weight and direct them to advice and support to help their children to reach and maintain a healthy weight.
- Schools are encouraging physical activity as part of the normal daily routine to keep children fit, help their mental wellbeing and resilience and help them do better at school.
- Improving early access to a continuum of mental health support and emotional wellbeing services delivered through a range of settings including schools.
- Supporting parents, carers, schools and services working with children and young people to provide good quality education about sex, healthy relationships and good sexual health.
- Commissioning services that provide personalised support and flexible responses that best meet the needs of individuals and families.

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## How will we monitor our performance?

- Percentage of children in reception and year 6 who are overweight or obese
- Percentage of immunisations up-to-date for Children Looked After
- Proportion of young people with a learning disability receiving an annual health check
- Number of young people accessing sexual health information
- Number of children and young people accessing targeted support through CAMHS

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# Hertfordshire's Ambition for Be Ambitious

Our aim is to provide every child with a good start in life by supporting parents and early years settings to develop the skills and learning to ensure children across Hertfordshire begin school ready to thrive.

Hertfordshire's focus to provide 'A good school for every child in every district' has positively impacted outcomes at the end of Key Stages 1, 2, 4 and 5 and we wish to see these improve further.

Our aim is to improve outcomes for disadvantaged children who are not doing as well as their peers. Vulnerable children and those with challenging behaviour, those who are excluded from school or who otherwise miss elements of formal education need, and will receive, greater support. We wish to see disadvantaged children achieving well in line with their peers, locally and nationally, and aspiring to good future careers, higher and further education.

## Our Top Priorities

1. Narrow the gap between our most vulnerable children and general society by supporting them to overcome adverse childhood experiences and recent trauma.
2. Raise standards, attainment and aspirations for all children.
3. Transform SEND provision by providing more local integrated support.



For more details you can visit:

[All Age Autism Strategy](#)

[Herts for Learning](#)

[Integrated Services for Learning](#)

[SEND Strategy](#)

[SEND Local Offer](#)

[YC Hertfordshire](#)

[Youth Justice](#)

[DfE Unlocking Talent Report](#)



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## Hertfordshire's Priorities For The Future

- Bringing services together in Family Centres to provide local support to families.
- Working with our schools as key partners to produce and implement the School Improvement Strategy to improve the proportion of schools and settings which are Good and Outstanding and raise attainment across the county.
- Providing sufficient school places to meet needs and working with planners and developers to ensure new developments include community resources such as schools and green spaces.
- Inspiring and supporting young people to achieve their potential including progressing to apprenticeships or higher education and helping people with autism in education, transition to adulthood, training and work; developing skills and independence.
- Strengthening relationships with Multi-Academy Trusts, other school partnerships and Further Education colleges with a focus on supporting disadvantaged students.
- Developing our Special Education Needs and Disability (SEND) services to equip families and those that work with them to understand and address the underlying needs that result in behaviour difficulties.
- Supporting vulnerable young people, including young offenders and those who have disengaged, to stay in learning.
- Supporting families, enabling each child and young person to fulfil their potential both in childhood and as they move into adulthood.

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## How will we monitor our performance?

- Percentage of eligible 2 year olds accessing free early education
- Proportion of schools and settings judged as Good or Outstanding by Ofsted
- The attainment of disadvantage children and young people at the Early Years Foundation Stage and each subsequent Key Stage
- Percentage of 16-17 year olds in learning
- The number of home educated children

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# Hertfordshire's Ambition for Be Independent

Our aim is for all vulnerable young people to move successfully through training into sustainable employment and independent living within our communities.

Hertfordshire's focus is on increasing opportunities, particularly for those who have been in care or are disadvantaged, to access further or higher education, apprenticeships and to develop the skills needed for employment and a life of independence in their own homes.

Our aims are to work with partners to increase the number of young people in education, employment and training. Through partnership working with employers, housing providers and local authorities, to provide people with access to a range of suitable jobs and accommodation options and reduce their risk of homelessness.

## Our Top Priorities

1. Develop the skills of young people to flourish in the workplace.
2. Improve access to a wider choice of accommodation options and reduce homelessness.
3. Work with local economic partners to develop a broader offer of work experience and employment opportunities for our more vulnerable young people, including those with learning difficulties and disabilities.



For more details you can visit:

[Corporate Parenting Strategy](#)

[Hertfordshire Skills Strategy](#)

[SEND Local Offer](#)

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## Hertfordshire's Priorities For The Future

- Working with partners to deliver the Skills Strategy to support, schools, colleges and other services to provide impartial careers guidance.
- Working with Hertfordshire Local Enterprise Partnership, education providers and employers to ensure all young people have the skills and experience to flourish in the workplace and contribute to the local economy.
- Identifying young people at risk of not being in education, employment or training and providing opportunities for additional support through volunteer mentors, work experience or employer mentoring to inspire them to achieve.
- Working with local employers to provide a wide range of opportunities for work experience, apprenticeships and workplace training including for young people with additional needs.
- Improving access to a range of accommodation choices for care leavers and young people with additional needs and developing their independent living skills.

### How will we monitor our performance?

- Numbers of children receiving 30 Hours Free Childcare
- The proportion of young people aged 18-25 with a learning disability who are in employment
- Number of 18-25 year olds living in an independent setting
- Percentage of care leavers in suitable accommodation
- Percentage of young people, including care leavers in education, employment & training



- Helping vulnerable young adults, carers and those with disabilities to develop the confidence and skills to enable them to find work, build careers and be independent.
- Providing low cost courses to improve functional skills such as speaking & listening, reading & writing or courses which can help with gaining employment such as maths, computing and ICT skills or with finance, employment and skills mentoring.
- Providing 30 hours free childcare to support a move into employment for families where adults are not working.
- Providing good, reliable and accessible transport for young people, increasing their confidence and independence in making individual travel choices and promoting their physical and mental health.



# Hertfordshire's Ambition for Be Resilient

Hertfordshire aims to increase self-reliance and peer support for children, young people and their families so they can access the information and support they need as soon as problems arise.

Our focus is on the development of self-help tools and information portals via the internet as an accessible and cost-effective way for us to provide advice and information to as much of Hertfordshire's population as possible. We support children in care and care leavers to establish their own support networks to help them transition to adulthood.

Our aim is to build community resilience enabling our children, young people and families to flourish and cope with the pressures faced in today's world.

## Our Top Priorities

1. Ensure children have the best start in life and are equipped with the skills to make positive life choices.
2. Provide children and young people with the skills and information they need take responsibility for their own decisions.
3. Increase the resilience of families by providing them with the information, tools and services they need to help themselves.



For more details you can visit:

[Community First Strategy](#)

[Families First Portal](#)

[SEND Local Offer](#)

[YC Hertfordshire](#)

[Young Carers](#)



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## Hertfordshire's Priorities For The Future

- Continue to develop the Families First Portal to provide information for families about organisations, services and groups in Hertfordshire where they can find support for themselves to help with problems they face.
- Provide support and solutions through local multi-agency co-ordinated working that involves a range of partner agencies, offering different services to meet the needs of each family in a more personalised way.
- Supporting the Community First Approach with the aim of preventing, reducing and/or delaying statutory intervention through community involvement which includes families, friends and community support groups to aid the most vulnerable in our society.

## How will we monitor our performance?

- The number of children aged 3 & 4 benefitting from the Early Years Pupil Premium (EYPP) in addition to their free early education
- Numbers of children for whom Life Long Link networks have been created
- Sufficient local placements to increase choice for CLA
- Percentage of CLA in foster care who turn 18 in the year and stay put in their placement post 18
- Percentage of couples showing improved parental relationship following mediation or counselling



- Providing information to young people through YC Hertfordshire about local services and signposting to useful websites including job vacancies, advice drop in centres, travel services, youth projects, events and opportunities, music, media, games, performing arts and much more.
- Working with partners in the community, to ensure youth work projects and programmes provide information, guidance, work related learning and other positive experiences for young people which increase confidence, promote positive peer networks and build resilience.
- Providing stable placements for children in care and working with them and care leavers to build relationships with family members and establish their own ongoing support networks.
- Working with young carers and their families to provide support and prevent caring roles impacting on a child's ability to thrive, achieve and enjoy their childhood.

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**CHILDREN, YOUNG PEOPLE AND FAMILIES CABINET PANEL  
WEDNESDAY, 20 JUNE 2018 AT 9.30AM**

**PREVENTION INVEST TO TRANSFORM: CHILDREN'S SERVICES SPECIAL  
EDUCATIONAL NEEDS/DISABILITIES TRANSFORMATION**

Report of the Director of Children's Services

Authors: - Sally Orr Head of Family Services Commissioning (Tel: 01992 555680)  
Karen Noble Performance Improvement Manager (Tel: 01992 588394)

Executive Member/s: - Ralph Sangster (Resources and Performance)  
Teresa Heritage (Children, Young People and Families)

**1. Purpose of report**

1.1 For Panel to consider the business case (included as Appendix 1) for Prevention Invest to Transform funding.

**2. Summary**

2.1 The County Council is responsible for a range of services for children and young people with Special Educational Needs and/or Disabilities (SEND). There are already financial pressures on these services, and the increasing demography and complexity of need means the demand for high cost specialist services will significantly increase these pressures over the next five years.

2.2 In addition, the support and services currently offered have developed over a number of years and parents/carers, schools and professionals have fed back that the system is complex and difficult to navigate.

2.3 The rationale and proposals within the business case have been developed at a series of focus group meetings which included representatives from parent forums, schools, Adult Care Services, leads for current services, commissioners, Clinical Commissioning Groups and an external advisor from a neighbouring local authority.

2.4 Three priority areas for transformation have been identified:

- Develop local multi-disciplinary teams and community support networks
- Maximise the benefits of digital technology
- Improve access to independent living, employment and training.

- 2.5 The business case sets out the current barriers to success, context and data, required business changes, resources needed for transformation, outcomes for children, young people and their families. It also includes the anticipated savings and cost avoidance from the transformation.
- 2.6 The business case seeks two years funding (from September 2018) to deliver the transformation programme (Appendix 2) alongside the 'business as usual' work needed to meet the County Council's statutory responsibilities.
- 2.7 The outcomes from the transformation programme will ensure services for children and young people with SEND and their families provide effective intervention, manage the increasing demand and make efficient use of resources. Families will be able to access support in their local communities, be connected and more independent of public sector services, and this will reduce pressure across the SEND system in the local authority and the local health economy.

**3. Recommendation**

- 3.1 The Panel is asked to consider and comment on this report and to recommend to Cabinet that it approves the proposed approach of Children's Services to transforming the system, services and approach to support children and young people with SEND, and their families.

**4. Background information**

- 4.1 The case for change (section 1) the rationale (section 2) the current context in Hertfordshire (section 3) are set out in the business case (attached at appendix 1).

**5. Financial implications**

- 5.1 The business case sets out the current budget pressures (section 4), and the cost of doing nothing (section 5).
- 5.2 The business case seeks an investment of £3,012,357 from Prevention Invest to Transform funding:

	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>
Local networks and support	146,593	1,039,311	289,311	0	0
Maximising the benefits of digitalisation	65,782	280,107	130,107	0	0
Independent living and access to employment	127,330	248,615	248,615	0	0
Programme implementation	174,109	174,109	88,368	0	0



	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>
TOTALS:	513,814	1,742,142	756,401	0	0
<b>TOTAL INVESTMENT:</b>	<b>3,012,357</b>				

5.3 Sections 6.10 and 8.10 in the business case also set out the detail behind the expected savings of £1.74M and the expected cost avoidance of £3.23M from the transformation programme.

## **6. Equalities Implications**

6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.

6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EQIA) produced by officers.

6.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

6.4 A full Equalities Impact Assessment will be completed during the model development phase of the transformation programme if the application for Invest to Transform funding is successful.

### Background Information

None



# PREVENTION INVEST TO TRANSFORM: CHILDREN SERVICES SPECIAL EDUCATIONAL NEEDS/DISABILITIES TRANSFORMATION

## 1. The business case for change

- 1.1 Parents/carers have told us that the needs of children and young people are not always identified early and well enough; so often children have to struggle before they can access more support. The County Council's corporate plan sets out its desire to be a 'Council of Opportunity' for all Hertfordshire residents, and Hertfordshire's Health and Wellbeing Board aims to improve the health and wellbeing of the residents across their life course. In order to support these ambitions and ensure all children and young people can access their opportunities and be active within their community, the current models of support for children, young people with Special Educational Needs and/or Disabilities (SEND) and their families requires wholesale transformation, from the start of a child's life through into adulthood.

A child or young person has SEND if he or she:

- has a significantly greater difficulty in learning than the majority of others of the same age, (sometimes referred to as Special Educational Needs: SEN) or
- has a disability which prevents or impacts upon him or her from making use of educational facilities, generally provided for others of the same age in mainstream educational settings

- 1.2 Parents/carer views on the current services and support are summarised in this statement from a Hertfordshire parent of two boys with additional needs, who is also part of the Hertfordshire's parent/ carer forum, runs a Hertfordshire SEND charity and therefore knows first-hand the struggles families face day to day as they try to navigate the system:

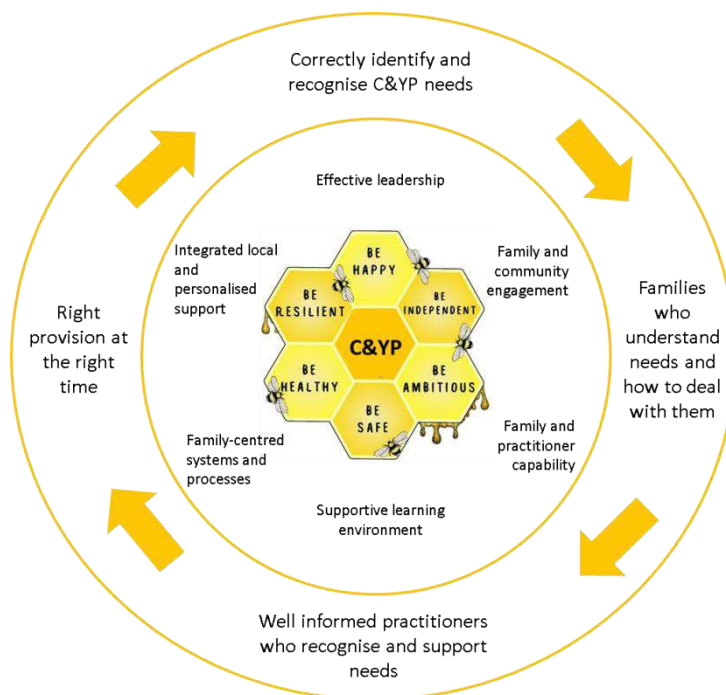
*"Parents know their children best. They understand how their child's difficulties interact with their personality. They learn from experience what will happen if you don't prepare correctly, don't plan ahead, and don't ensure every possible need is catered for. They know if their child enjoys a play scheme, or their school day, even if they can't tell their parent, because they know it in the tiny nuances of behaviour, the changes in interaction, however subtle. Parents have all this knowledge, and they don't necessarily realise, and they have to be very assertive for the most part to get anyone to listen.*

*They are the people who see their children as a whole – not just the contents of an Education, Health and Care Plan (EHCP) or an assessment or a Paediatrician's report. They are the people that think about their child's needs, now and in the future, not just while they are at school or on the*

case load of a particular professional. They know their whole history – why it might not be a good idea to go to that place, or why that strategy might need adjusting.

*We need to work at partnership between parents and professionals to make sure we can do the best for our children. Parents might need to be supported with this for many reasons, and they certainly need to be met half way, be respected for their knowledge.”*

- 1.3 Parents and schools have told us that the current system of support is complex and this creates barriers. The diagram below summarises the outcomes they believe would benefit children with SEND and what could be achieved if this transformation is successful in addressing the barriers that have been identified.



## 2. The rationale for our approach to transforming the current model

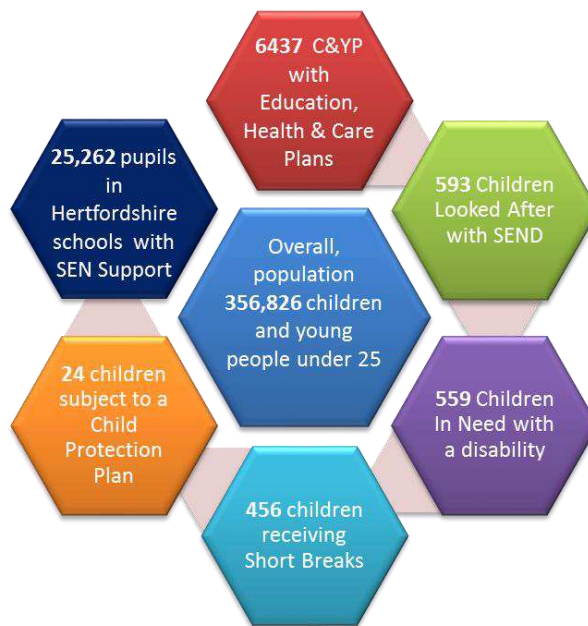
- 2.1 This Prevention Invest to Transform bid is based on the building blocks of prevention:
- 2.1.1 Providing the early support to enable individuals and families to **look after themselves** and develop the **sustainable skills** to manage their needs where possible
  - 2.1.2 **Mainstreaming prevention** throughout local communities by establishing local networks of integrated support and clearer pathways for parents and young people to access effective and equitable help when needed.
  - 2.1.3 **Developing the workforce** to ensure there is a focus on identifying issues early and preventing escalation at all levels of need to manage demand for more costly provision.
- 2.2 The concept of enablement is central to this bid. Enabling children, young people, and families to access their own communities and lead connected lives prevents long-term dependence on services. If we can prevent unnecessary journeys through services and assessments, we will better

support families to be independent, and will reduce pressure on services across the SEND system.

- 2.3 The strategic objectives of the transformation programme are to:
- Provide effective intervention
  - Manage demand
  - Make efficient use of resources
- 2.4 This will be achieved through the following areas of activity:
- Develop local multi-disciplinary teams and community support networks
  - Maximise the benefits of digital technology
  - Improve access to independent living, employment and training
- 2.5 Funding for two years is requested to provide the capacity to establish these building blocks and ensure they are embedded and sustainable whilst maintaining effective provision of current statutory services.

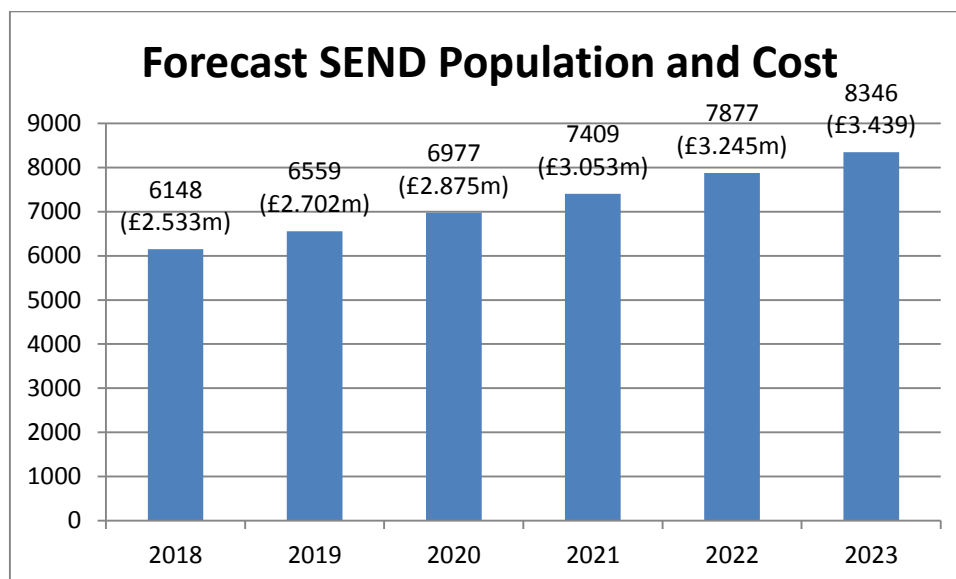
### 3. Hertfordshire's SEND population

- 3.1 The current SEND population receives support through a range of services in Hertfordshire. Children and young people may access support from more than one service:



- 3.2 **Rising demographic pressures**  
Between 2018 and 2023 it is projected that there will be a considerable increase in the overall under 19 population (11.3%), with particular growth in 10-19 age group, (18.5%).
- 3.3 In Hertfordshire, as at 31 March 2016, 58.8% (593) of children looked after had a Special Educational Need including 24.4% with an Education, Health and Care Plan (EHCP).
- 3.4 Furthermore, within that context, the number of children and young people in Hertfordshire with a recognised SEND condition is forecast to grow by 36% between 2018 and 2023, which is an additional 2,198 children.

- 3.5 The projected annual cost of Education, Health and Care Plan assessments (EHCP: previously known as Statements of Special Educational Need) this increase is £905,576 (based on average cost of £412 per EHCP and excluding inflation related costs).



- 3.6 In addition, the high cost of provision for children and young people with complex needs adds further financial pressures as this cohort is expected to increase by 80 children over the next five years.

#### 4. Current budget pressures

- 4.1 The proposals in this business case will prevent current levels of demand from escalating as well as reducing high cost support and provision by assessing needs more effectively and providing the right support earlier so that the services and support are sustainable within the financial envelope.

#### 4.2 Service budget pressures

Currently SEND budgets across Children's Services are experiencing significant pressures with the largest overspend against 2017/18 budgets being shown in the table below:

Service area	2017/18 £'000	Forecast Outturn £'000	Variance £'000
0-25 Together Under 18 Direct Spend	8,184	8,468	284
Mainstream Transport & SEN Transport	17,600	19,251	1,651
Independent Placements	22,498	23,648	1,149
0-25 Together Staffing	2,683	2,934	251

#### 4.3 Integrated Plan pressures

In addition, a number of new pressures were identified in the current year's Integrated Plan (IP) in order to fund both current overspends and expected future years' pressures as a result of both demographic change and increasing complexity, as shown in the following table.

Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Special Needs Home To School Transport – agreed as part of prior year IP	450	450	450	450
SEN Home to School Transport – additional pressure	1,530	1,890	2,250	2,610
SEND reform programme implementation	0	838	1,017	1,017
Independent Placement Costs	919	919	919	919
Children Looked After (CLA) Demographic Pressure	803	1,746	2,780	3,936

The transformation programme will reduce these pressures (as demonstrated in section 6.10).

#### 4.4 Health Economy Pressures

The inter-relationship between health and social care costs has been nationally acknowledged. The Hertfordshire and West Essex Sustainability and Transformation Partnership (STP) is working to align services in order to make best use of resources, particularly in adult services. The proposals in this business case will reduce pressure on primary health care services by providing local services for children and young people, and community and peer support for parents/carers thus reducing their stress and anxiety. It will also set a framework for integrating children's health, education and social care commissioning in Hertfordshire.

#### 4.5 Adult Care Pressures

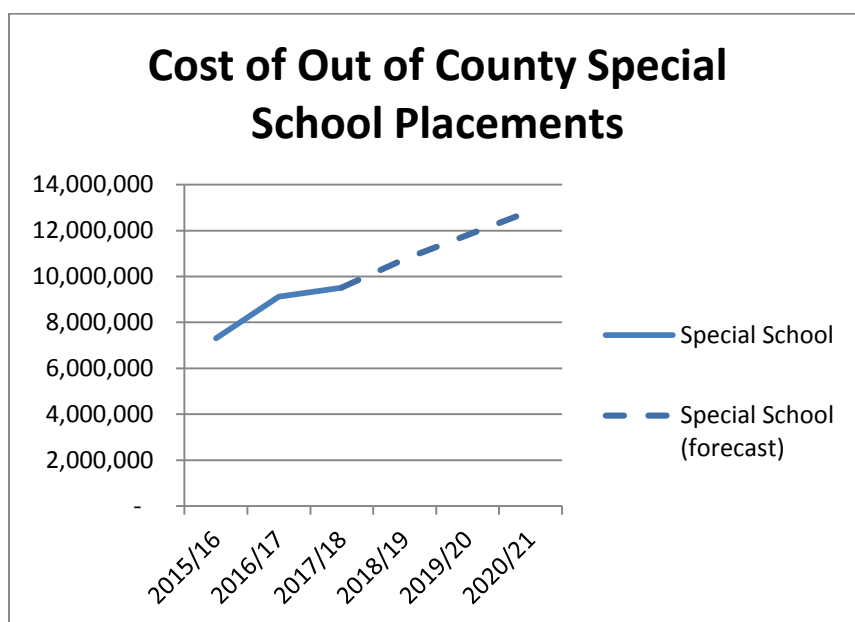
Adult Care Services (ACS) budgets have experienced significant pressure over the last seven years. As a result the service has developed an Invest To Transform programme of activity to generate savings of over £40m in the next four years, £15m of which is linked to the Learning Disabilities strategy incorporating services for young adults provided and commissioned through the 0-25 Together team. The detail of how this programme will contribute to the achievement of this efficiency will be detailed later in the Business Case. It is clear that the outcomes of this programme will prevent needs from escalating and improve resilience and independence which are the foundation for sustainable demand reduction for both Children's and Adult services in the future.

#### 4.6 Maximising the use of Dedicated Schools Grant (DSG): High Needs Funding

Hertfordshire receives £107m of High Needs Block funding through the DSG allocation. This has specific criteria for its use, but there may be opportunities to transfer some current County Council Revenue costs into High Needs Block budgets. This will release funding for savings or to re-invest in services to ensure we are maximising all available funding streams.

### 5. Cost of doing nothing

5.1 Predicting the impact of prevention activity is notoriously difficult to quantify. The range of support for children and young people is extensive across the local authority and partners. Consequently, increases in this cohort will have a far reaching effect and pressure, as demonstrated in the graph in section 3.4 above. However a range of factors are contributing to the predicted increase in the SEND. There has been an increase in the number of SEN Tribunal decisions ordering residential out of county placements for young people with the most complex set of needs. This not only places additional and immediate pressures on Children's Services budgets, but will result, for many of this cohort, in the need for residential provision into adulthood.



5.2 Furthermore, research elsewhere shows a continuing correlation between children with SEND and exclusions, low attainment, not being in education, employment or training (NEET) which can then have a negative impact long into adulthood.

5.3 In Hertfordshire we are also seeing examples of the impact of such issues in adoption breakdowns. During the period 2012-2017, 11 of the 20 cases of adoption breakdown involved children and young people with SEND. Since coming into care, packages of support for these children have amounted to £4.4m. Whilst a number of these children have very complex needs which may mean their adoptive families feel unable to cope as the child gets older, earlier and more personalised support may have avoided the difficult decision for some of the 11 cases.

- 5.4 Failure to address challenges caused by SEND and to prevent them from escalating has a significant impact not only on the lives of this group of children and their families but also on the long term demands for public services. For example, special educational needs are almost twice as common within the prison population as those from the general population. In addition there is a growing evidence to indicate a correlation between learning difficulties and mental health issues at all stages of life. Nearly 40% of those with a learning disability requiring specialist service during childhood will experience significant psychiatric disorder in comparison to less than 10% of those without (Emerson & Hatton, 2008).

## **6. Meeting the strategic objectives**

### **DEVELOP LOCAL MULTI-DISCIPLINARY TEAMS AND COMMUNITY SUPPORT NETWORKS**

#### **6.1 Barriers to Success**

Parents and young people have told us that:

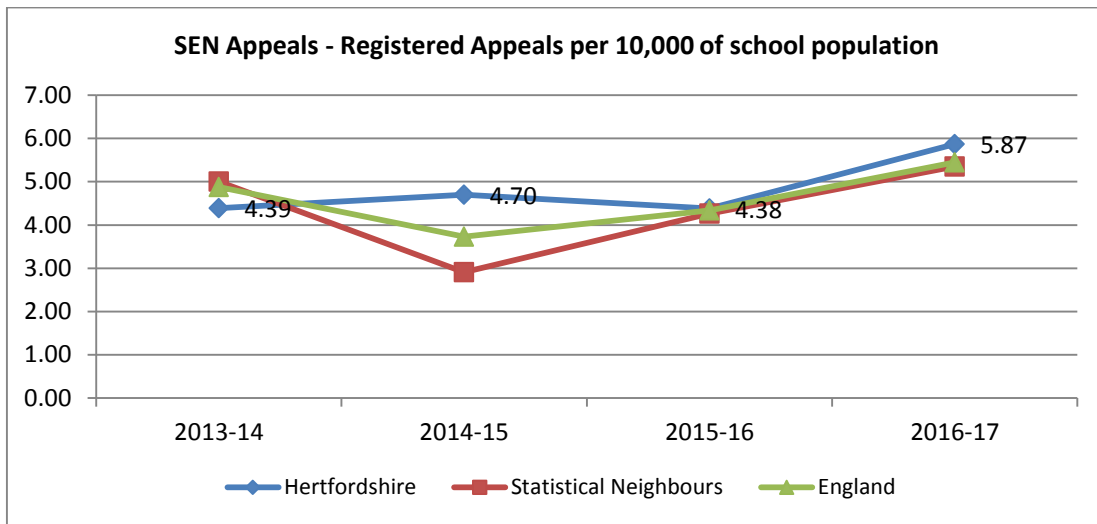
- 6.1.1 The needs of children and young people are not always identified early and well enough so often children have to struggle before they can access more support.
- 6.1.2 Communication amongst professionals in different services is insufficient particularly at transition points during their child's life
- 6.1.3 Services are designed and operate in a way that meets the needs of the service rather than those of the child or parents and often in isolation from each other. As a result, support is often disjointed and inconsistent and the views of the child and parent carer are not heard or respected.
- 6.1.4 The SEND world is inherently complex and many families find it hard to navigate on their own particularly alongside dealing with the complex challenges they experience on a daily basis.

#### **6.2 Context and data**

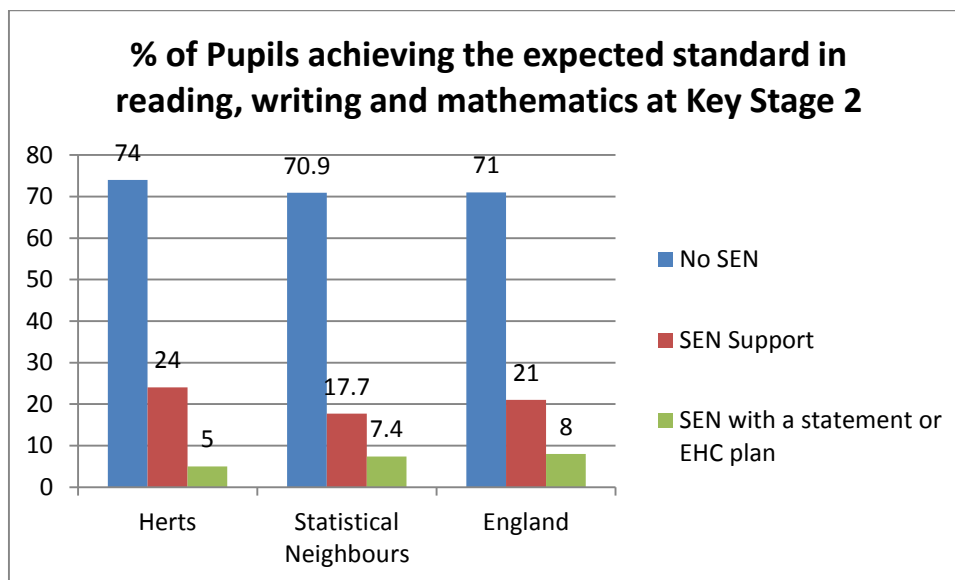
The number of EHCPs/statements where the pupil is educated outside Hertfordshire has increased every year since 2015 from 92 up to 122. A 33% increase in four years.

- 6.3 The number of registered SEN appeals in Hertfordshire reduced in 2015-16 against a national trend of increases bringing it into line with national and stat neighbours. However, the number in 2016-17 increased and is on an upward trajectory, now higher than national and statistical neighbour averages.



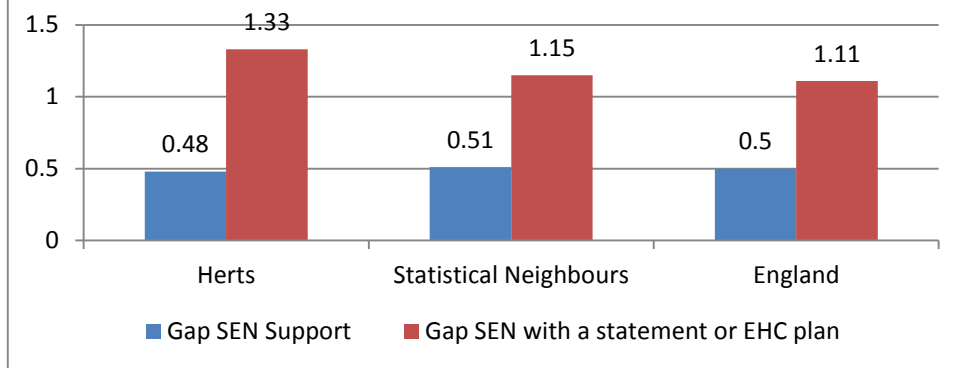


6.4 Hertfordshire performs better than national and statistical neighbour averages for children with lower levels of SEND, classed by schools as needing SEN support at both Early Years Foundation Stage and Key Stage 2, but lower for those with the higher level of need who require an EHCP.

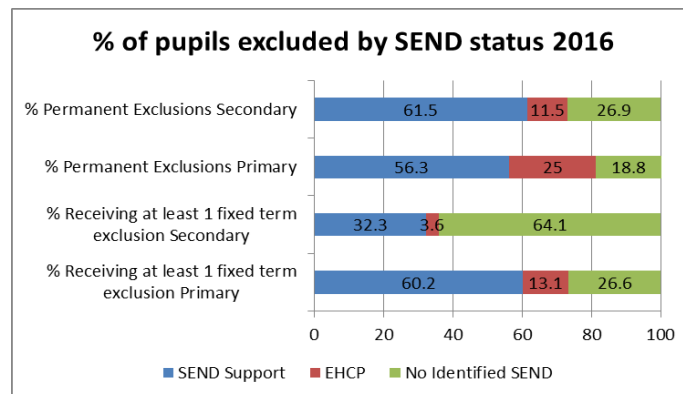


6.5 Pupils with SEN (whose needs mean they need support to access the curriculum) perform better than national and statistical neighbour averages for 'Progress 8'. This measures a student's progress between Key Stage 2 (end of primary school) and Key Stage 4 (GCSE) across eight key subjects. However those with an EHCP perform worse than national and statistical neighbour average. The gap between those with no educational need and those with an EHCP is also a greater at 1.33 compared with 1.15 for statistical neighbours and 1.11 nationally.

## Attainment Gap for Progress 8 compared against those with no SEN



6.6 The most recent available data about school exclusions highlights the prevalence of SEND amongst this cohort.



6.7 A review into the supply side of home to school transport was recently commissioned by Children's Services, and the final report identified that Hertfordshire spends almost £14m transporting 2421 pupils with SEND. The average cost more than doubles when transporting a pupil to an out of county provision.

	No. of children transported	Total Cost	Average cost per student per annum
SEN Out of County Travel	115	1,597,545	13,892
SEN In County Travel	2306	12,310,947	5,339
All SEN Travel	2421	13,908,492	5,745

6.8 **The Business Change**

The transformation programme will address these issues by undertaking the following activity through co-production with staff, parents, young people and partners.

- 6.8.1 Fundamentally re-designing services to provide seamless support to families that work across home and school boundaries. This will include; hubs in Family Centres to identify SEND early, co-located teams with the further aspiration of further joint commissioning with Health, extend the team around the family approach with an element of rapid response (practitioners who can support during a crisis to reduce escalation and exclusions) and an effective keyworker role to guide families through the 'system'.
- 6.8.2 Work with practitioners, parents/carers, the community sector and local partners to build local networks for sharing support, expertise and understanding of the needs of children and young people with SEND and their families and identify opportunities to improve accessibility to that support.
- 6.8.3 Implement the review of high needs education including the reconfiguration of in-county special schools and outreach.
- 6.8.4 Commission services so that children and young people with SEND are able to access social, leisure and community services independently from their primary carer.
- 6.8.5 Clarify the access to specialist provision that addresses the needs of children and young people with complex needs, such as behaviour support, across services
- 6.8.6 Explore the potential to implement a 'valuing care' approach to assessing need and support requirements, currently being piloted for children looked after, which ensures there is a transparent and consistent method of allocating cost effective provision.
- 6.8.7 Identify training needs, develop and deliver joint training and development for practitioners, schools and parents/carers.

## 6.9 Transformation programme resources

<b>Capacity Requirement</b>	<b>18/19 (£) (6 months costs)</b>	<b>19/20 (£)</b>	<b>20/21 (£)</b>
M5 SEND Transformation Manager x 1	33,307	65,405	65,405
M3 transformation Manager x 2	58,948	115,478	115,478
H8 Transformation Officer x 2	36,308	72,368	72,368
Commission development and delivery of training programme, (including training the trainer for sustainability)	150,000		
Provide pump priming funding to VCS* services to develop sustainable social and community activities during the transformation period	600,000		
Transformation training co-ordinator	18,030	36,060	36,060

<b>Capacity Requirement</b>	<b>18/19 (£)</b> <i>(6 months costs)</i>	<b>19/20 (£)</b>	<b>20/21 (£)</b>
Totals:	146,593	1,039,311	289,311
<b>TOTAL:</b>	<b>1,475,215</b>		

\* VCS: voluntary and community sector

#### 6.10 **Outcomes**

- ✓ Meeting right needs at the right time in the right way – building resilience across the system.
- ✓ Stronger co-ordination of local delivery so families and practitioners have confidence in the system
- ✓ Peer support to schools and families provides self-confidence and ability to manage needs with the help of local expertise when needed.
- ✓ Families are supported early in their journey to consider how they can support themselves, build their confidence to cope
- ✓ Professionals are empowered to work together and have a proactive approach to helping families including taking a long term approach to planning
- ✓ Practitioners and schools supporting families are equipped with the right skills to understand and support the needs of children and their families,

## 6.11 Cost avoidance and savings

Area	Saving or avoidance ?	Proposal	Saving/Avoidance Proposed (cumulative)					Impacts HCC Core/ DSG
			2018/19	2019/20	2020/21	2021/22	2022/23	
Service Efficiencies	Saving	10% reduction in service costs		£410,530	£410,530	£410,530	£410,530	HCC Core
Demography	Avoidance	Maintain the current level of EHCPs in line with 18/19 forecast		£169,332	£341,548	£519,532	£712,348	HCC Core
Complexity	Avoidance	10% avoidance of year on year projected increase of OOC special schools costs, estimated at £1m pa.		£100,000	£200,000	£300,000	£400,000	HCC Core/DSG 30:70
Adoption	Avoidance	Reduce number of adoption breakdowns by 1 each year over the next 5 years	£80,000	£160,000	£240,000	£320,000	£400,000	HCC Core
SEN Transport – in County	Savings	Reduce number of child journeys by 10% by reconfiguring Special School provision		£1,231,095	£1,231,095	£1,231,095	£1,231,095	HCC Core
*SEN Transport – out of county	Savings	Transfer 10% of children transported OOC to in-county provision		£98,360	£98,360	£98,360	£98,360	HCC Core
SEN Reform Grant	Avoidance			£838,000	£1,017,000	£1,017,000	£1,017,000	HCC Core
<b>Total Saving</b>			<b>£80,000</b>	<b>£3,007,317</b>	<b>£3,538,533</b>	<b>£3,896,517</b>	<b>£4,269,333</b>	

\*The total average annual cost per SEN student travelling out of County was taken from the Edge report 2017 (£13,892). The rationale is that the council could reduce the number of SEN students travelling out of County by 10% by transporting these students within county. Therefore the difference was taken between the average cost of an Out of County SEN student (£13,892) and a in County SEN student (£5,339) and multiplied by the number of students a 10% reduction would be (11.5 students)

## **7. MAXIMISING THE BENEFITS OF DIGITAL TECHNOLOGY**

### **7.1 Barriers to Success**

Parents and young people have told us:

7.1.1 They are tired of having to repeat their story at every meeting

7.1.2 They would like consistent, timely and more transparent information

7.1.3 We are not making the most of on-line processes to keep them informed or enable them to participate in decisions in a way and at a time that works for them.

### **7.2 Context and Data**

Increasingly parents/carers and service users expect to engage with Children's Services in a similar way to other aspects of their daily life, at times that suit them, and access support and tools to help them manage the needs and often resulting challenging behaviours of their child.

7.3 The way in which the population accesses information and uses technology to support their needs is changing all the time. Recent research suggests that voice searches (Siri, Alexa etc, and on phones) are between 0%-20% of current searches and this will rise to 50% by 2020.

7.4 Robust quantitative data is limited in this area, but we know from the Council's SMART Digital project that by maximising the use of technology we can:

7.4.1 Improve customer service and so build trust with parents/carers

7.4.2 Improve our online services and the Local Offer website so parents/carers choose to use them

7.4.3 Improve our data collection and analysis so we understand the needs and can plan and forecast effectively

7.4.4 Improve and streamline our back office processes

### **7.5 The Business Change**

7.5.1 Build on the development of the Children's Portal to enable families to contribute online to their child's EHCP.

7.5.2 Set up an online tracker and review alert system for EHCPs

7.5.3 Enable self-help techniques through improving online resources, establishing a single point of access telephone line and commissioning a secure text chat app as well as voice activated content to provide access to high quality information and advice.

7.5.4 Establish an online 'My child' record that parents own and can amend, and can be sent securely to practitioners so that families don't have to retell their story

7.5.5 Work with Adult Care Services to ensure that children's and adult's information, advice and guidance (IAG) services are aligned, consistent and appropriate.

## 7.6 Transformation Programme resources

Capacity Requirement	18/19 (£) (6 months costs)	19/20 (£)	20/21 (£)
Commission VCS support with IAG		50,000	
H8 Officer x 2	36,308	72,368	72,368
M3 Data and information Manager x1	29,474	57,739	57,739
IT system and app development		100,000	
Totals	65,782	280,107	130,107
<b>TOTAL:</b>		<b>475,996</b>	

## 7.7 Outcomes

- ✓ Parents feel empowered and more resilient through successful self-service and communication about their child's support
- ✓ Families feel that there is a personalised offer and the system is designed around their needs and those of their child
- ✓ Practitioners have more capacity to work directly with families and address more complex issues
- ✓ Parents don't have to spend so much time navigating the information and system.

## 7.8 Cost avoidance and savings

Through streamlining and integrating teams we will realise service efficiencies. In addition, consistent, accessible and available information, advice and support will reduce pressures from responses to complaints, repeated contacts and escalations.

- 7.9 By way of an example, last year over 2,000 forms were downloaded through the Local Offer website alone. Once completed, each of those would require back office activity to process and manage that information. As shown by the development of the on-line school admissions process, transferring these processes to on-line completion would improve efficiency and reduce back office costs.

## 8. IMPROVE ACCESS TO INDEPENDENT LIVING, EMPLOYMENT AND TRAINING

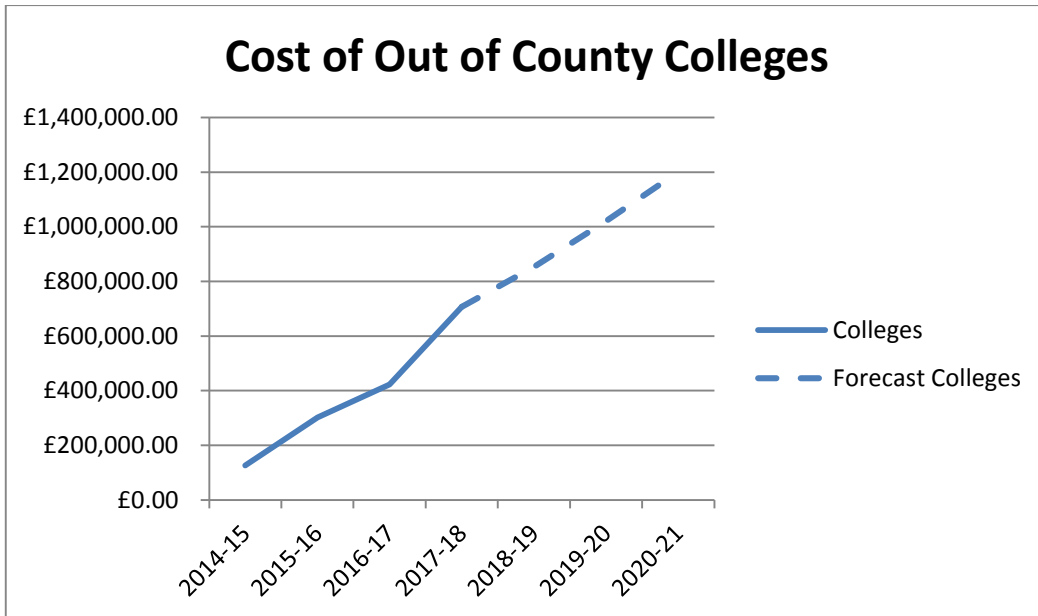
### 8.1 Barriers to Success

Parents and young people have told us:

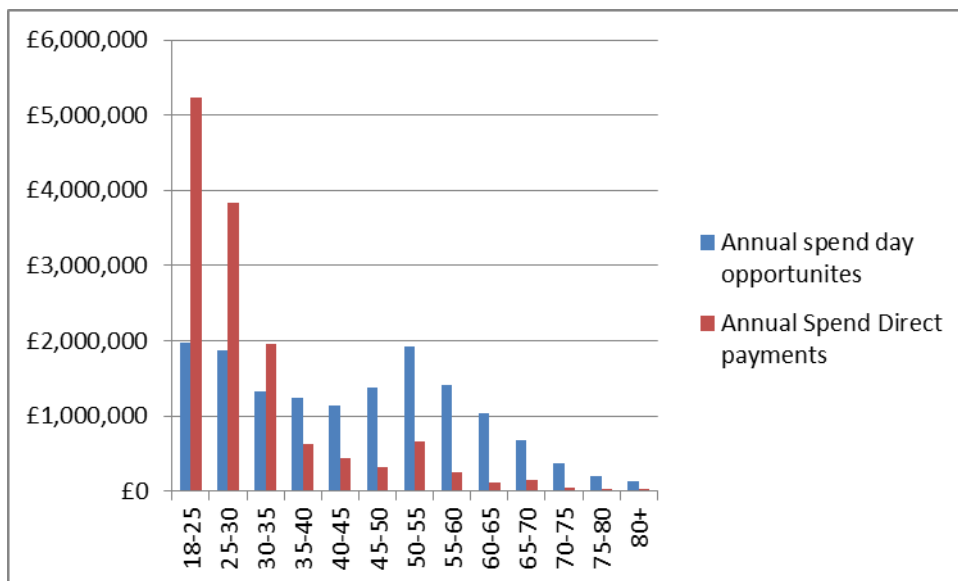
- 8.1.1 There is insufficient co-ordination of support and planning at the point of transition between social care, health and education settings
- 8.1.2 Children and young people need more effective support to build resilience and independence to face challenges in moving from one stage of life to the next.
- 8.1.3 Opportunities for young people with SEND moving into employment or training are too rigid and limited.
- 8.1.4 Parents and practitioners should focus on encouraging ambition amongst young people with SEND.

### 8.2 Context and Data

The cost of out of county college placements has increased significantly since 2014-15. Whilst it is difficult to evidence a direct correlation, this could be partly attributed to the introduction of the EHCP for this age group which provides parents with a stronger voice in terms of placement choice.



8.3 The cost of day opportunities for young adults, aged 18-25 amounts to over £7m and represents the largest proportion of adult learning disabilities expenditure for this age group. As part of a review by ACS into the efficiency of the adult disability service, ACS are exploring opportunities to provide this provision in a more cost effective way. By building independence and resilience earlier, this workstream will support the ACS supply management work by managing the demand for this type of provision.

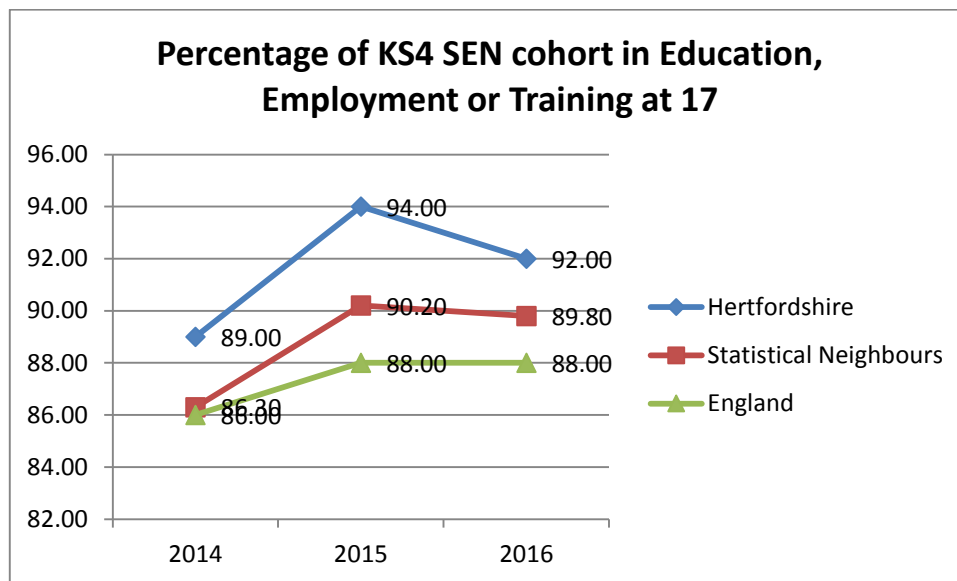


8.4 An additional element of the ACS Invest To Transform bid is focused on addressing the issues relating to access to appropriate housing for young people. The aim is to enable them to access mainstream provision with enablement rather than general cost supported accommodation. Currently



the Council spends £6.6m on providing supported living accommodation for 18-25 year olds. By increasing resilience and independence at an earlier stage, this programme of activity will reduce the pressure on this budget and release much needed capacity in this type of accommodation.

- 8.5 Currently Children’s Services spends almost £2.8m on direct payments relating to social enablement. The intention of this programme is to reduce the average rates of this provision through smarter commissioning and maximising support from mainstream provision such as colleges.
- 8.6 Whilst the percentage of 17 year olds with SEN in education, employment or training is high and consistently better than statistical neighbours and the national average, there has been a sharp decline over the period of available data.



### 8.7 The Business Change

- 8.7.1 Transform our approach to transition planning to increase focus on enabling young people to achieve their outcomes.
- 8.7.2 Reduce out of county college placements by joining up post 16 offers across Hertfordshire schools, colleges and employers and YC Hertfordshire to produce meaningful post 16 training & work experience.
- 8.7.3 Re-configure the services provided by a range of ‘preparing for adulthood’ roles and review how the services can be strengthened to provide employment choices, supported employment, volunteering and life skills for young people.
- 8.7.4 Explore the potential for the new County Council property company to provide ‘student’ type shared accommodation to enable independent living with peer support within Hertfordshire, and commission independent living skills support.
- 8.7.5 Develop the existing relationship with employers including raising awareness of the benefits of employing young people with SEND, what to expect and how best to support them to enable them to fulfil their potential and to transition effectively to sustained employment, and to identify any barriers to employing/offering placements to young people with SEND

8.7.6 Pilot the use of technology, including Alexa, to support independent living by providing reminders of the daily routine, medication and functional activities previously provided by parents/semi-independent living

## 8.8 Outcomes

- ✓ Families have confidence that transitions are well planned and personalised to enable children to move confidently through their life, enabling them to thrive.
- ✓ Young people make a fulfilling contribution to their local community and economy, supported by employers who are able to support them to fulfil their potential.
- ✓ More young people are able to access paid part-time or full-time employment and thus increase their self-confidence and self-worth.
- ✓ Children and young people with SEND feel included and empowered in their local community

## 8.9 Transformation Programme resources

<b>Capacity Requirement</b>	<b>18/19 (£)</b> <i>(6 months costs)</i>	<b>19/20 (£)</b>	<b>20/21 (£)</b>
4 x M1 Community Employment Advisers	97,856	190,876	190,876
1 x M3 Community Engagement Manager	29,474	57,739	57,739
Totals:	127,330	248,615	248,615
<b>TOTAL:</b>		<b>624,560</b>	

### 8.10 Cost avoidance and savings

Area	Saving or avoidance?	Proposal	Saving Proposed (cumulative)					Impacts HCC Core/DSG
			2018/19	2019/20	2020/21	2021/22	2022/23	
Day opportunities	Avoidance	10% reduction in cost as a result of reduction in demand for day opportunities		£700,000	£700,000	£700,000	£700,000	HCC Core (ACS)
Out of County Colleges	Avoidance	Maintain the current (2017/18) level of out of county college cost	£145,746	£313,914	£493,293	£493,293	£493,293	DSG
Direct Payments	Avoidance	Reduce the current cost of DPs by 10%		£280,000	£280,000	£280,000	£280,000	HCC Core
<b>Total Saving</b>			<b>£145,746</b>	<b>£1,293,914</b>	<b>£1,473,293</b>	<b>£1,473,293</b>	<b>£1,473,293</b>	

## 9. Programme Implementation

- 9.1 In order to deliver this transformational programme alongside statutory duties and responsibilities, this programme will require additional short-term capacity to protect business as usual whilst a holistic transformation of SEND services is undertaken.
- 9.2 If this bid is successful, Children’s Services will resource the ‘understand’ phase, undertaking robust engagement with staff, parents/carers and stakeholders, and recruiting to the fixed term posts in the proposal so that implementation can begin from September 2018.
- 9.3 It is anticipated that by September 2020 the transformation will be completed and there will be no ongoing additional costs. The future sustainability of the service at that point will be addressed through the existing financial envelope
- 9.4 Programme Timeline



- 9.5 Transforming services takes significant investment of time and focus to transform services and culture. This programme of activity will require dedicated resource to ensure it has:

- 9.5.1 Strong programme leadership including skills in project management, challenge and conflict resolution, co-production, voice of the child and family and engaging partners.
- 9.5.2 A robust evidence base on which to make informed decisions regarding the future delivery of support, during and post programme, and its impact both in terms of outcomes and financial benefits.
- 9.5.3 A systematic local collection of views to inform on-going effective service delivery and development.
- 9.5.4 Effective engagement with families and partners to ensure meaningful co-production
- 9.5.5 Robust progress monitoring and risk management
- 9.5.6 Management capacity for the transformation posts

## 9.6 Transformation Programme resources

<b>Capacity Requirement</b>	<b>18/19 (£)</b>	<b>19/20 (£)</b>	<b>20/21 (£) (6 months costs)</b>
1 x PMC SEND Transformation Programme Manager	99,539	99,539	50,374
1 x M1 Programme Officer	46,719	46,719	23,464
1 x H5 Support Officer	27,851	27,851	14,530
Totals:	174,109	174,109	88,368
<b>TOTAL:</b>	<b>436,586</b>		

## 10. Financial Summary

10.1 This is a request for ITT funding to support a holistic transformation to the structure, delivery, systems and processes for SEND services and support in Children's Services. It builds on the Families First approach and embeds the redesign services in the community through Family Centres. The transformation will deliver significant efficiencies and cost prevention and no on-going additional funding will be required beyond 2020/21.

	18/19	19/20	20/21	21/22	22/23
Local networks and support	146,593	1,039,311	289,311	0	0
Maximising the benefits of digitalisation	65,782	280,107	130,107	0	0
Independent living and access to employment	127,330	248,615	248,615	0	0
Programme implementation	174,109	174,109	88,368	0	0
TOTALS:	513,814	1,742,142	756,401	0	0
<b>TOTAL INVESTMENT:</b>	<b>3,012,357</b>				

## 11. Risk analysis

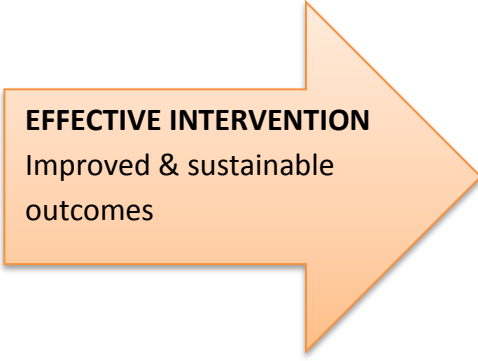
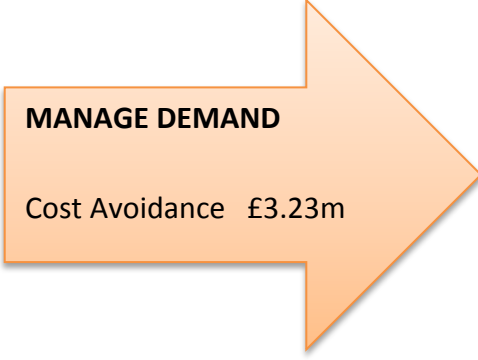
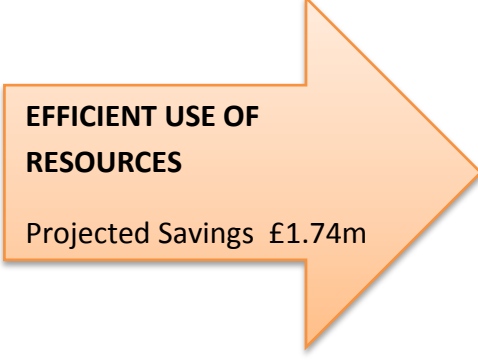
11.1 In terms of the individual proposals an initial risk analysis is set out below:

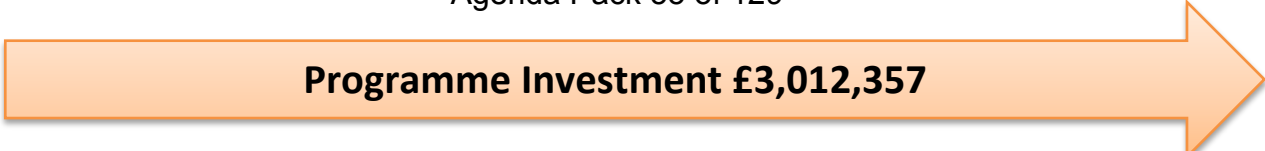
Summary of Key Risks	Probability	Impact	Containment
Scale of transformation is so ambitious that it's unachievable within the required timescales.	<b>H</b>	<b>H</b>	A robust project management structure will ensure clear goals; activity and timescales are established at the outset and then carefully monitored and reported during the programme.
Business as usual operates effectively during transformation period.	<b>M</b>	<b>M</b>	Additional short term capacity to implement the transformation together with effective communication with key stakeholders will minimise the impact of change during transformation.

Engagement of stakeholders will be reduced as they feel this has been discussed and promised before without result.	<b>M</b>	<b>H</b>	As the project progresses and tangible positive changes are made along the way, these will be actively shared and communicated with all stakeholders to show that the project is moving forward. Open and honest communication is vital and stakeholders will be asked for regular feedback. These comments should ALL be looked at and addressed.
We could do all of the actions stated and parents/professionals may still not be positive about the outcomes.	<b>M</b>	<b>H</b>	Maintaining a close working relationship with all stakeholders (both parents and professionals) will mean any concerns can be quickly addressed before they escalate. This will ensure we reach a result that everybody is satisfied with.
There could be issues of staff retention as they have already been through restructures recently.	<b>L</b>	<b>M</b>	Open and honest communication with staff throughout the process is vital to ensure they feel confident in the changes.
Efficiencies may be difficult to identify and quantify due to complex funding streams.	<b>L</b>	<b>M</b>	We need to be clear where we are going to save money. This needs to be communicated and finance monitors will help to show where savings are being made (and what still needs to happen).

## 12. Equality Impact Assessment

To be completed during model development phase if business case is successful

PRIORITY AREAS	BARRIERS TO SUCCESS	BUSINESS CHANGE	END BENEFITS	STRATEGIC OBJECTIVES
<p>Develop local multi-disciplinary teams and community support networks</p>	<ul style="list-style-type: none"> <li>• Current out of county special school placements have risen by 30% over the last 3 years and costs forecast to increase by £3.3m in the next 3 years</li> <li>• Support is disjointed and inconsistent particularly at transition points.</li> <li>• Services are designed around service need rather than those of families.</li> <li>• Attainment gap between those with SEND and those without is too large.</li> <li>• Average cost of home to school transport for out of county placements is more than double that of in-county.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-design services to improve efficiency and provide seamless support through the development of local integrated services and support networks for professionals and parents.</li> <li>• Re-configure Special School and outreach provision</li> <li>• Commission integrated provision to provide more personalised and flexible support so children and young people with SEND can participate in their community.</li> <li>• Develop a training programme for professionals and parent/ carers to enhance skills and expertise and create a positive, collaborative culture</li> </ul>	<ul style="list-style-type: none"> <li>• More children with SEND are educated within a local school and participate in their local community</li> <li>• Streamlined provision resulting in efficiencies of £1.74m over 5 years.</li> <li>• Parents and partners are more confident to support needs without escalating to specialist services.</li> <li>• Demand for costly packages of support are contained at current levels through reducing the need for EHCPs and tribunals as earlier, local support is more effective.</li> </ul>	<p><b>EFFECTIVE INTERVENTION</b> Improved &amp; sustainable outcomes</p> 
<p>Maximise the benefits of digital technology</p>	<ul style="list-style-type: none"> <li>• Unnecessary duplication in processes and insufficient communication amongst professionals and parents</li> <li>• Limited use of on-line processes to streamline back-office processes</li> <li>• Parents need more timely information accessed in a way and at a time that works for them</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot digital technology to assist young people to develop their independence</li> <li>• Develop on-line system to enable parents and professionals to track progress and contribute to EHC plans on-line</li> <li>• Establish a single on-line profile for each child and young person so that families don't have to retell their story</li> <li>• Establish a single point of access phone and on-line chat facility to provide families with 'real-time' advice and support.</li> </ul>	<ul style="list-style-type: none"> <li>• More on-line processes increase efficiency and releases professionals capacity to work directly with families.</li> <li>• Families access personalised advice and support when needed which builds their confidence in early support and reduces the need to escalate to more costly provision.</li> <li>• Young people live more independently with support from digital technology, reducing the need for additional support.</li> </ul>	<p><b>MANAGE DEMAND</b> Cost Avoidance £3.23m</p> 
<p>Improve access to independent living, employment and training</p>	<ul style="list-style-type: none"> <li>• Supporting young people to become more independent begins too late in their lives often resulting in the need for high cost, long term accommodation.</li> <li>• Out of county college placement costs have risen by over 400% in the last four years and forecast to rise by a further 70% over the next three to £1.2m</li> <li>• Aspirations and employment opportunities are too limited for young people</li> <li>• Demand for 'day opportunities' for 18-25 year olds is high and costs £7m.</li> </ul>	<ul style="list-style-type: none"> <li>• Join up post-16 offers across Hertfordshire schools, colleges, YC Hertfordshire and employers to provide more meaningful training and work experience</li> <li>• Consolidate the range of 'preparing for adulthood' type roles to provide a more cohesive and impactful offer.</li> <li>• Explore potential to provide student type accommodation for young adults to enable greater independence.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in the demand for out of county college placements by developing the in-county offer.</li> <li>• Reduce demand for 'day opportunities' provision in early adulthood by improving young people's independence and enabling them to engage in meaningful community activity and employment.</li> <li>• Less pressure on higher cost provision as people have the skills and confidence to remain more independent on into adulthood.</li> </ul>	<p><b>EFFICIENT USE OF RESOURCES</b> Projected Savings £1.74m</p> 

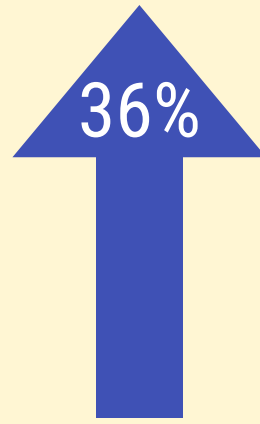


# SEND Transformation Programme

## Hertfordshire's SEND Population

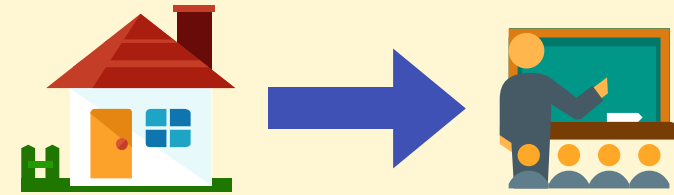


## Demand Pressures



SEND population growth forecast by 2023

Spend £9.5 million on out of county special schools, forecast increase of £3.3 million in next 3 years

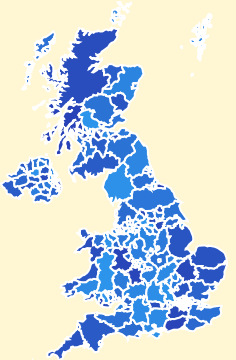


SEND Home To School additional IP pressures of £2.6 million by 2021/22



CLA IP pressures £3.9 million

Cost of out of county college placements increased by 400% to £707,000 in 2017/18



## Our Vision

### Children and Young People with SEND...

Are listened to, understood and valued

Receive the right support, at the right time, in the right place

Are supported by skilled staff who share information and work effectively together

Are able to access leisure activities, make friends and be part of their local community

Have choices, live independently and have a job

Have a keyworker who knows them and their needs. Who helps navigate the process

Have a single case file of information that they and relevant practitioners contribute to

## Costs

### Cost Avoided



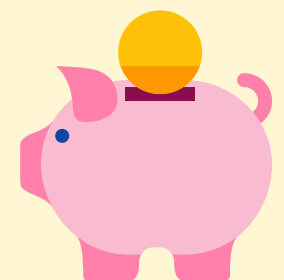
£3,230,000

### Transformation programme investment



Agenda Pack 56 of 129  
£3,012,357

### Cost Savings



£1,739,985



**CHILDREN, YOUNG PEOPLE AND FAMILIES CABINET PANEL  
WEDNESDAY, 20 JUNE 2018 AT 9.30AM**

**REPORT ON THE PROGRESS OF THE 0-25 TOGETHER SERVICE AND  
0-25 SEND (SPECIAL EDUCATIONAL NEEDS AND DISABILITIES)  
COMMISSIONING**

*Report of the Director of Children's Services*

Authors: Andy Lawrence, Head of 0-25 Together  
Tel: (07795) 811416  
Oliver Barnes, Senior Commissioning Manager, 0-25 SEND  
Commissioning Tel: (01992) 556309

Executive Member: Teresa Heritage, Children, Young People and  
Families

**1. Purpose of report**

1.1 The purpose of the report is to inform the Panel of the progress made by the 0-25 Together Service since its launch in October 2016; and provide an update on the future vision for the 0-25 social care offer. The report also outlines current priority work areas in 0-25 Together and 0-25 Special Educational Needs and Disabilities ( SEND) Commissioning.

**2. Summary**

2.1 This report provides updates on the on-going development of the 0-25 SEND system in order to most effectively meet the needs of children, young people, young adults and their families. The future vision for the 0-25 SEND system is to use person centred/individualised care practice to support families to remain resilient by building circles of support, including within their local community. This will be supported by a strategically commissioned local offer focused on working in partnership (co-producing) and delivering resilient pathways to community-based support.

### **3. Recommendation**

- 3.1 The Panel is asked to note and comment upon the progress of 0-25 Together, and the future vision for the 0-25 SEND system.

### **4. Background**

- 4.1 Part 3 of the Children and Families Act 2014, its associated regulations and the SEND Code of Practice establish a framework for the provision of support for children and young people aged from 0 through to 25 years.
- 4.2 The County Council established the 0-25 Integration Programme Board to design a system-wide network of support for children and young people with SEND. This was a county-wide initiative and involved the County Council, both of Hertfordshire's Clinical Commissioning Groups (CCG's), Adult Care Services ( "ACS"), (then known as Health and Community Services), Carers in Herts, and Hertfordshire Parent Carer Involvement Group (HPCI).
- 4.3 In October 2016 Children's Services launched the 0-25 Together Service by bringing together the Disabled Children's Service and the Transitions Team. The Service was designed in response to feedback from families who stated that transitions to adulthood were challenging, and the system of support was confusing. The 0-25 Together Service was developed to smooth the transition into adulthood and ensure that families received consistent support across the age range.

### **5. The 0 - 25 Together Service, Progress to Date**

- 5.1 The Service currently comprises 5 teams, 4 locality teams, aligned with the two CCG areas, and a central team. The teams consist of qualified children's and adults' social workers, unqualified children's practitioners, unqualified preparing for adulthood workers and learning disability nurses (post 18 years only). The locality teams carry out a range of functions including child/adult protection/safeguarding, assessments for support and the development of plans to meet identified needs. The central team takes new referrals, reviews support to families receiving short breaks only (not overnight) and works with Looked After Children (children who are placed in the care of the County Council as a result of Sections 31 and 38 of the Children Act 1989 or provided with accommodation by the County Council under Section 20 of the Children Act 1989). All parts of the service provide information, advice and guidance, carry out carers' assessments and contribute to the Education, Health and Care Plan ("EHCP") process.
- 5.2 Demand for support for children, young people and young adults with disabilities are high. At the end of March 2018 the service was working with 1,070 children and 1,417 young adults. There are 56.5 staff

working in the service. Managers work to ensure that social workers who are carrying out statutory functions have manageable caseloads. Over the last year the average number of disabled children on a child protection plan has been 24 and the average number of Looked After children has been 52.

5.3 The social care practice of 0-25 Together is based on:

- Motivational interviewing and strengths based practice
- Person centred approaches and tools
- Promoting independence and community involvement
- Planning for adulthood from an early age with a sustained focus from 14
- Promoting a 'One Plan' approach wherever possible, so that families have one plan to work to rather than a number of different plans from different service areas.
- Ensuring high quality and proactive communication with young people and their families
- Embodying the principles of the Professionals' Promise

The Professionals' Promise is a co-produced series of commitments made to each family the service supports and can be found on Hertfordshire's SEND Local Offer.

<https://www.hertfordshire.gov.uk/microsites/local-offer/media-library/documents/professional-promise.pdf>

5.4 Earlier this year an audit was carried out by the quality assurance team which looked at practice in 40 children's cases open or recently closed to the 0 – 25 Together Service. The cases looked at were children in need or children subject to a child protection plan. The audit evidenced that, over the last two years, there has been a good improvement in child protection work across the Service and that child protection plans addressed the assessed risk and needs of children, included purposeful contact with the child and family, were implemented in a timely way and Good outcomes for children were achieved. The implementation of Child in Need plans was also found to have some good features, including good engagement of multiagency partners and good assessments of children's needs. The audit identified some areas for improvement in the implementation of Child in Need cases, including ensuring there is a plan that is reviewed regularly, there is timeliness in implementation and there is recorded supervision and management oversight of casework.

5.5 Families were contacted as part of the audit. Overall, feedback was positive, with 16 of the 19 families (84%) stating they are very clear about the reason for the 0-25 Together Service's involvement. Twelve (63%) have seen their child's Child Protection/Child In Need Plan and believe that it is making/will make changes for their children, 68%

believe they have been treated with respect and listened to and 63% were satisfied with the service provided.

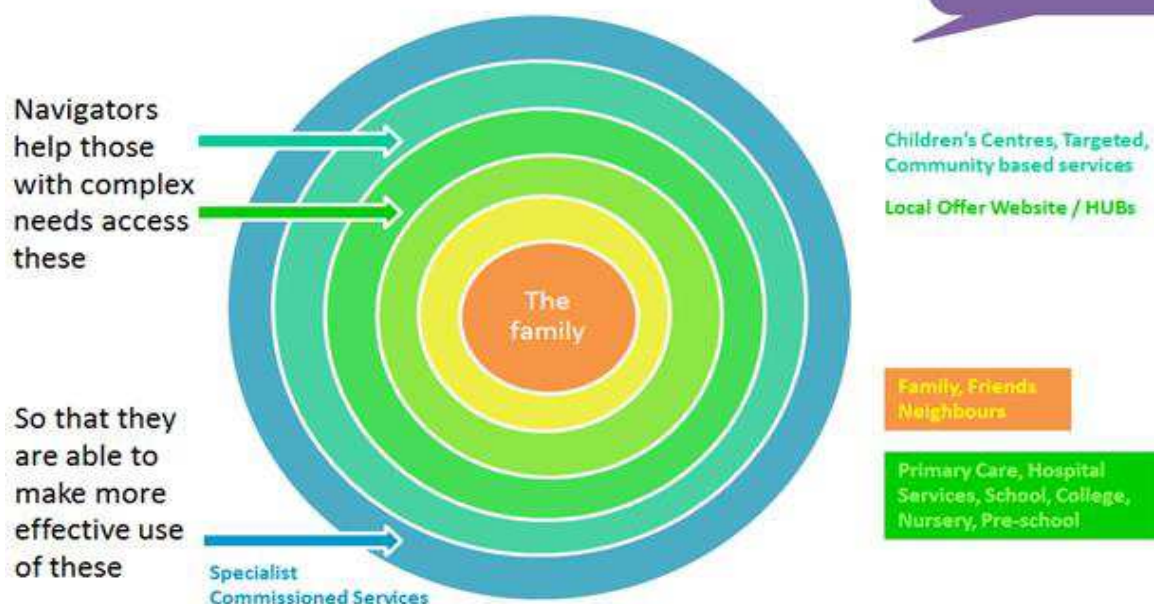
- 5.6 Staff in the 0 – 25 Together service were recently asked to complete a survey to ascertain staff wellbeing 18 months into the service. 34 staff completed the survey and findings included 91% feeling happy in their job all or most of the time, 82% feeling inspired to meet their goals at work all or most of the time and 88% feeling well supported by their manager all or most of the time.

### **The Future Vision of 0 -25 Together Service**

- 5.7 The vision for the future practice of 0-25 Together is a 'circles of support' approach. This is a holistic approach to care practice, which involves caseworkers and 0-25 SEND Commissioning.
- 5.8 Circles of support is a family-centred approach which begins by asking families what matters to them, and building up a multi-layered support package which includes informal support, complemented by formally commissioned resources. This model is designed to prevent families feeling like they have to fight through barriers and systems, and support them to access provision locally, which is a consistent request from families. 'Circles of support' aligns to the Connected Lives model in ACS. This is a way of support families by connecting them to communities, encouraging positive risk taking, sustaining positive relationships, and finding independence. This model recognises that sustainable and consistent support for families works best when informal support networks complement commissioned services. The innovative use of informal networks, as part of the Circles of Support model, will enable the system to manage long-term demand.

# Circles of Support

“As well as not instead of”



## 5.9 Other priorities for development during 2018/19 include:

- Implementing Family Safeguarding approaches across the service, adopting a multi-disciplinary approach and recognising that vulnerable children often live with vulnerable adults. The disability might, in many cases, enhance the vulnerabilities.
- Designing pathways for early years support, which build resilience and prevent escalations. There is a commitment to develop a clear pathway for all families, with initial sign-posting through the new Family Centre Service.
- Supporting children with complex health needs in community based support which will mean increasing the skill set of community based providers and ensuring that clinical support is available in the community as required.
- Developing clear pathways to adulthood, particularly relating to employment and to housing related support. This will require closer partnership working District Council as well as with colleges and potential employers in Hertfordshire.

5.9.1 These priorities form an integral part of the recently developed Invest to Transform (ITT) Proposal on 0 – 25 SEND services. This proposal outlines the increasing demand for both social care services and services to support special educational needs. It notes the statutory functions carried out in both these areas and requests additional resource in order to transform services, making them fit for the future. There are three key strands to the proposal:

- 5.9.2 The first is to identify and meet needs earlier and more effectively by bringing together services and harnessing community based resources more effectively. This very much fits with the 'circles of support' approach as well as the priority of early support delivered through universal Family Centre Services – rather than 'excluding' children at an early age and pushing families into a dependence on specialist services. The development of integrated, locality based teams who are familiar with their 'patch' will support this approach.
- 5.9.3 The second strand relates to making better use of digital technology including by enabling families to carry out more transactions 'on line', improving access to personalised information, advice and guidance and exploring how technology can be used to support young people achieving a more independent adult life.
- 5.9.4 The third strand mirrors the final priority above in that it is focused on helping young people move on to satisfying and fulfilled lives. It explores extending local college opportunities as well as bringing together support for young people as they move into employment. Alternative options for supported living arrangements will also be explored.
- 5.9.5 The ITT proposal recognises the challenge of whole system transformation whilst continuing to meet statutory requirements and deliver good quality services.

## **6 SEND Strategic Commissioning**

- 6.1 To make community support more resilient the current 0-25 Integrated Commissioning Strategy is being reviewed. The new strategy will focus on stimulating and developing community-based providers; understanding gaps in community provision; and making community provision more adaptable. Partners from both CCGs, Integrated Services for Learning, HPCI and Carers in Herts are represented on the group developing the new 0-25 Integrated Commissioning Strategy and membership will be continually reviewed to ensure that all voices are heard. The SEND young commissioners, young people with SEND who are being trained and supported to carry out activities in all parts of the commissioning cycle, will also be contributing to the development of the 0-25 Integrated Commissioning Strategy as well as being involved in commissioning activity as it develops.
- 6.2 The 0-25 SEND Commissioning team have developed four work streams to take forward the work the approach to making communities more resilient. These work streams are:

<b>Work stream</b>	<b>Description</b>
Community and Overnight Short Breaks	<p>To review existing models for commissioning the Short Break Local Offer and Overnight Short Breaks, to identify programmes for involving the Voluntary and Community Sector (VCS) to increase the range of opportunities available to families.</p> <p>This will include the development of an integrated overnight short breaks service where the significant majority of families will be able to access their local service regardless of the complexity of their child's needs.</p>
Connect and Enable	<p>To create and co-ordinate pathways which connect families to community-based resources; and to develop enabling services which support transitions.</p> <p>This work stream will have a specific focus on post-16 provision, to ensure that there is a co-ordinated approach to creating pathways to independence, and effective transition planning for leaving colleges.</p>
Integrated Therapies	<p>To deliver the long-standing strategic commitment to establish an integrated commissioning model for Speech and Language and Occupational Therapy.</p> <p>To understand best practice models of therapeutic interventions, which achieve sustainable outcomes.</p>
Community Navigation	<p>A social prescription approach which connects families to community resources, as they are going through social care assessment processes.</p> <p>This will involve current Brokerage Officers taking on the role of community navigators and supporting families to access support that extends beyond local authority funded services.</p>

6.3 The long-term ambition is to create resilient networks of commissioned community support. This means that families are able to access events, opportunities, and support services in the community around them. This ambition reflects the entire six outcome Bees.

- 6.4 The 0 – 25 Together Service is well established and working practice is closely aligned with commissioning activity. The service is currently looking forward to the next stage of its development which will involve closer working with special educational needs colleagues as well as with other partners. Feedback from stakeholders indicates that the service is becoming more ‘seamless’ and that communication is improving – although further work needs to be carried out in this arena, as evidenced through the recent audit.
- 6.5 Embedding a community-based approach will reduce the number of families escalating through the social care system; by supporting families to develop resilience and confident self-management, more families will be able to manage independently, within their ‘circles of (both formal and informal) support’. The SEND young commissioners and the parent/carer forum (HPCI) will be closely involved in all service development

## **7 Equality implications**

- 7.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 7.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council’s statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 7.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 7.4 The work of the 0-25 Service is focused on inclusion and equity, giving disabled people the same opportunities and expectations as their able bodied peers. The work to embed support for disabled children and young people into ‘mainstream’ support, for example Family Centres and Families First services, is a key part of this strategy. A core principle of the future SEND system will be to ensure that there is equality in service offer across county.



- 7.5 Equality Impact Assessments (EQIA) are carried out whenever there is a change to service delivery. Recent EQIA's include an assessment of the impact of changing the delivery model for overnight short breaks and changing the model for the delivery of information, advice and guidance. These assessments enable the 0-25 Together Service to identify and seek to mitigate any negative impact on any individual group with regard to their protected characteristics.

## **8 Financial implications**

- 8.1 The 0 – 25 Together Service works within a budget of approximately £45.9M. Circa £3.4M is spent on independent placements for children looked after and approximately £8M is spent on community based support for children and young people, much of which is provided as direct payments to families to 'commission' their own support. The remainder of the resource is spent on young adults with disabilities, primarily learning disabilities (£30.9M), with £3.3M spent on young adults with physical disabilities.
- 8.2 Overall last year the budget came in slightly underspent with a small overspend in the under 18 activity being offset by a slightly bigger underspend in over 18 activity.
- 8.3 This said however, the population of children and young people with SEND is rising, as is the complexity of need. Between 2018 and 2023 the population of children and young people with SEND is forecast to grow by 23% nationally. The ITT proposal discussed above is intended to ensure that the shape of services and support will accommodate this growing need. The investment request is for £3M which will deliver a small saving in future years as well as absorbing the projected increase in need/demand and cost.

### Background Papers

[Children's & Families Act 2014](#)  
[0-25 Together Service Home Page](#)

**CHILDREN, YOUNG PEOPLE AND FAMILIES CABINET PANEL  
WEDNESDAY, 20 JUNE 2018 AT 9.30AM**

**CHILDREN'S SERVICES PERFORMANCE REPORT Q4 2017/18**

Report of the Director of Children's Services

Author: Paul Dryden, Performance Improvement Manager;  
Tel: (01992) 588196

Executive Member: Teresa Heritage, Children, Young People and Families

**1. Purpose of report**

1.1 To present the Panel with a summary of performance during Quarter 4 2017/18 (Q4).

**2. Summary**

2.1 This report summarises Children's Services performance for the Q4 period of January to March 2018. It draws upon the conclusions from performance management reporting arrangements within Children's Services.

2.2 As Q1 data will not be presented until Children, Young People & Families Cabinet Panel on 7 September 2018, April's data has also been included in this report.

**3. Recommendation**

3.1 The Children, Young People and Families Cabinet Panel is asked to scrutinise current performance and comment on any areas for improvement and/or interest.

**4. Background and Context**

4.1 These indicators are summarised according to the following headings which relate to the main work streams for Children's Services:

- Targeted Services and Early Help;
- Contact, Referral and Assessment (Safeguarding);
- Child Protection; and
- Children Looked After and Care Leavers.

4.2 Figures are based on in-year monthly snapshot information. Some indicators will be subject to change as part of the preparation of the annual statutory returns to the Department for Education and final figures will be reflected in future performance reports. Where possible data is compared against national

data with the top quartile being the top 25% nationally.

- 4.3 We have developed a new Outcomes Framework in Children's Services in collaboration with our partners – [The Outcome Bees](#). The new framework aims to ensure that there is a shared vision and objectives for children, young people and their families in Hertfordshire. Where appropriate performance measures have been aligned to the Outcome Bees.



## 5. Highlights – Comparing Q4 2017/18 with Q3 2017/18

A rate per 10,000 of the 0-18 population is used throughout this document in order to allow direct comparison with the national picture and our statistical neighbours (those defined to have a similar demography to Hertfordshire).







Underlined indicates performance better than target.






Hertfordshire has 10 **statistical neighbours** defined by the Department for Education (DfE) as having a similar demography to Hertfordshire, these are; Bracknell Forest, Buckinghamshire, Cambridgeshire, Central Bedfordshire, Hampshire, Oxfordshire, Trafford, Warwickshire, West Berkshire and West Sussex.



Ref para in report:	Indicator	Q3 2017/18	Q4 2017/18	2017/18 Target	Latest Statistical Neighbour Average	Quartile	Direction of travel (compared to previous quarter)	Polarity
6.2	No. of Families First Assessments Finalised	268 (revised)	134	N/A	N/A	N/A	Q4 data may be subject to revision	N/A
6.3	First Time Entrants to Youth Justice System <sup>1</sup>	Q2 =63	Q3=65	Reduction	N/A	N/A		Low is good
6.4	16-18 year olds not in Education, Employment or Training (NEET)	3.18%  (1,115 out of 35,095)	3.08%  (1,088 out of 35,275)	N/A	3.5%	Top		Low is good


<sup>1</sup> Data is always one quarter in arrears.

Ref para in report:	Indicator	Q3 2017/18	Q4 2017/18	2017/18 Target	Latest Statistical Neighbour Average	Quartile	Direction of travel (compared to previous quarter)	Polarity
7.2	Referrals accepted into Children's Social Care (rate per 10,000) – rolling year	230.8 (6,163)	224 (5,974)	260	551	Top		Low is good
7.3	Re-referrals to Children's Social Care – rolling year	14.3% (883 out of 6,163)	13.8% (826 out of 5,974)	16%	25%	Top		Low is good
7.4	Child & Family Assessments Approved within 45 days	93.9% (445 out of 474)	94.9% (485 out of 510)	91%	86%	Top		High is good
8.1	Initial Child Protection Conferences within 15 days of S47 investigation	91.4% (32 out of 35)	88.1% (37 out of 42)	80%	79%	Second		High is good
8.2	Number of children subject to a child protection plan (rate per 10,000)	22.5 (601)	19.9 (533)	23	38	Top		Low is good
8.3	Percentage of Children subject to a child protection plan for a 2 <sup>nd</sup> or subsequent time	18.6% (142 out of 763)	19.7% (144 out of 732)	16%	19.9%	Third		Low is good

Ref para in report:	Indicator	Q3 2017/18	Q4 2017/18	2017/18 Target	Latest Statistical Neighbour Average	Quartile	Direction of travel (compared to previous quarter)	Polarity
9.1	Number of Children Looked After (rate per 10,000) (including UASC)	34.4 (919 inc 87 UASC)	34 (903 inc 88 UASC)	N/A	44.5	Top		Low is good
9.4	% of Children Looked After with 3+ placements	12.4% (114 out of 919)	12% (108/901)	10.0%	10.2%	Third		Low is good
9.6	% of Children Looked After who leave care through adoption or Special Guardianship Orders	13% (77 out of 593)	12.5% Adoption (52/413) 13.5% SGO	23.6%	23.6%	Third (Adoption)		High is good
9.8	Percentage of CLA and care leavers who are <u>not</u> in Education, Employment or Training (NEET) aged 16-18	18.97%	22.12%	Reduction	N/A	N/A		Low is good
9.9	% of Care Leavers aged 17-21 who are in Education, Employment and Training	58.3% (402 out of 689)	56.1% (395 out of 704)	N/A	49.8%	Second		High is good


## 6. Targeted Services and Early Help


6.1 Early Help services, as part of the **Families First programme**, play a key role in catching emerging problems early and therefore reducing the demand for, and high cost of, safeguarding and children looked after services. Effective early intervention, for example through Children's Centres, Targeted Youth Support and Troubled Families Phase 2, plays a key role in improving outcomes and reducing costs of statutory services.


6.2  **Be Safe:** This quarter there were 230 **Family First assessments started** (per family excluding TYS) in Q4 2017/18 compared to 289 (revised) in the previous quarter. There is a time lag for non TYS data resulting in an under-reporting for Q4 and it is anticipated that Q4 figures will increase in line with the revised Q3 figures over the next couple of months.


	Q4 16/17	Q1 17/18 (revised)	Q2 17/18 (revised)	Q3 17/18 (revised)	Q4 17/18
<b>Families First assessments started</b>	403	374	305	289	230
<b>Families First assessments completed by TYS (per young person)</b>		92	107	94	112
<b>Family First assessments finalised</b>		396	272	268	134

Figure 1: Family First summary data


6.3  **Be Safe:** There were 65 young people who were first time entrants (FTE) to the youth justice system at Q3 2017/18, a slight reduction on 63 at Q2 and a considerable improvement on the same period last year 83 (Q3 2016/17).


Improved since 2016/17 

6.4  **Be Ambitious:** The proportion of all young people who were not in education, employment or training (NEET) aged 16-18 has reduced this quarter to 3.08% (1,088/35,275) from 3.18% (1,115/35,095) in December. This is top quartile performance. Of the 1,088 young people in the NEET group, 797 were available and 291 unavailable.

Improved since 2016/17 


- The rate at March 2017 was 3.26%
- April 2018 = 3.04%


6.5  **Be Ambitious:** The percentage of Statements of Special Educational Needs transferred to Education Health & Care Plans is now 100% (3,306 plans). Hertfordshire must have transferred all children and young people with statements of SEN to the new SEN and disability system who meet criteria for an EHC plan by April 2018.

Improved since 2016/17 

## 7. Contact, Referral and Assessment (Safeguarding)

7.1 A referral is defined as 'a request for services to be provided by local authority children's social care' via the assessment process outlined in the Working Together guidance.


Improved since 2016/17 


7.2  **Be Safe:** The rolling year rate per 10,000 (0-18 population) for referrals accepted into children's social care in March 2018 has decreased to 224 from 230.8 in December 2017. This remains within top quartile.

- The rate at March 2017 was 238.2 (National 548.2 and Statistical Neighbours 551.01).
- *April 2018 = 228.8*


	2014/15	2015/16	2016/17	2017/18
Rate of Referrals per 10,000 0-18 population	262	254	238.2	224


Figure 2: Referrals data

Improved since 2016/17 

7.3  **Be Safe:** The rolling year rate of re-referrals to social care has reduced to 13.8% in March from 14.3% in December. This is within the 16% target and remains top quartile indicating that the right interventions are being delivered at the right time to prevent repeat referrals and repeat assessments.


- The rate at Q4 2016/17 was 15.5%.
- *April 2018 = 13.8*


Improved since 2016/17 

7.4  **Be Safe:** The percentage of Child and Family Assessments approved within 45 days has improved in March to 94.9% from 93.9% in December and performance remains within top quartile.

- Performance at Q4 2016/17 was 92.4%.
- *April 2018 = 94.6%*

## 8. Child Protection

Improved since 2016/17 

8.1  **Be Safe:** The percentage of children subject to an Initial Child Protection Conference (ICPC) who had their ICPC held within 15 working days was 88.1% in March compared with 91.4% in December. End of year performance is 82%, just within second quartile (between 82% and 90%). This is an improvement on 76.6% for 2016/17 and the best end of year performance to date.

- *April 2018 = 80.6%*



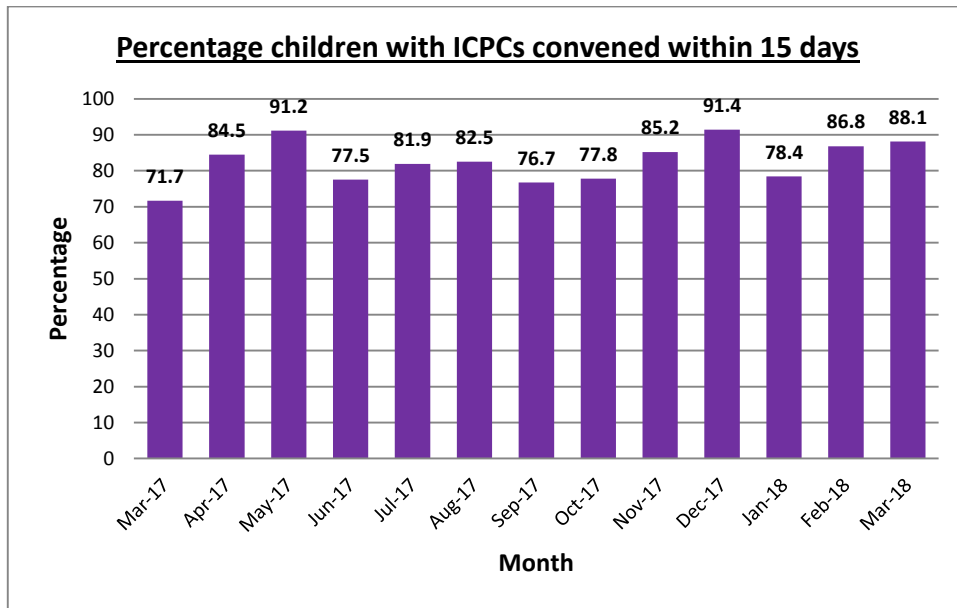


Figure 3: ICPCs convened within 15 days

8.2 **Be Safe:** The number of children subject to a child protection plan (CPP)

Declined  
Since 2016/17



has reduced for seven consecutive months and is 533 at the end of Q4. There are seasonal variations in child protection referrals with numbers reaching their highest approaching the end of the school year. This is slightly higher than end of March (2.5% increase). However this is not statistically significant and considerably below 736 in March 2016 and 896 in March 2015. An audit of thresholds was undertaken during May 2018 and all cases reviewed were appropriately escalated to child protection plans. Managers will continue to ensure that only cases that cannot be worked with under a child in need plan are escalated to child protection status.

- There were 520 children on a CP plan at March 2017.
- April 2018 = 540

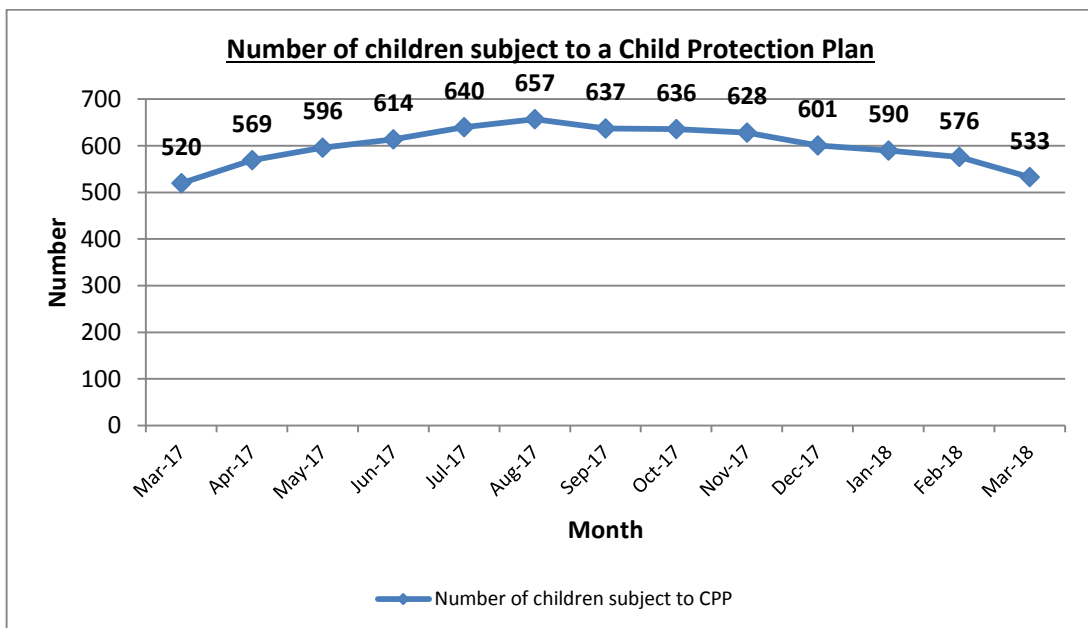


Figure 4: Number of children subject to a CPP

The rate per 10,000 (0-18 population) for end of Q4 was 19.9 compared to 22.5 in Q3 (20.0 per 10,000 for 2016/17 and the England average was 43.3). We remain in the top quartile nationally.

- *April 2018 = 20.2*

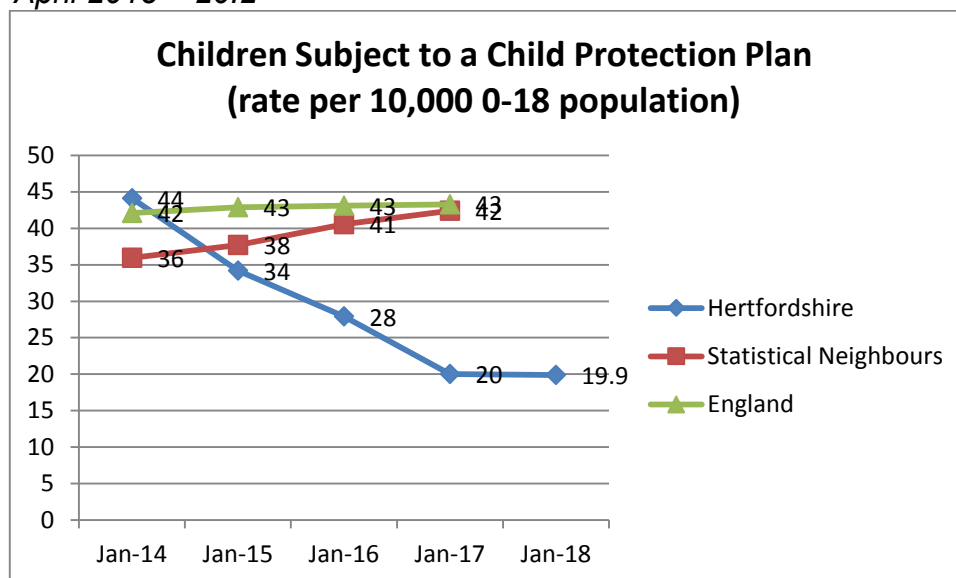




Figure 5: Rate per 10,000 children subject to a CPP

**8.3  *Be Safe:*** The percentage of children with a child protection plan (CPP) for a second or subsequent time has increased again this quarter to 19.7% from 18.6% (142 children) at the end of Q3 2017/18 and is almost 4 percentage points above our performance in April 2017 (15.9%). This takes us above the national average for 2016/17 of 18.7% but slightly below our statistical neighbours (20.18%). We are in the 3<sup>rd</sup> quartile nationally. Analysis has ascertained that in nearly 50% of all repeat CPPs, the previous CPP was three years or more ago (at a time when CPPs number were very high and before the implementation of Family Safeguarding). Audit work has also identified that in the majority of cases a change of circumstance led to the requirement for a repeat CPP. Further analysis is required to ascertain what level of intervention was in place in the period between child protection plans.

Declined  
Since 2016/17



- The percentage for 2016/17 was 17.1%.
- *April 2018 = 20.5%*

**8.4  *Be Safe:*** The percentage of children returning within two years of the previous CPP has decreased to 7.7% at Q4 from 8.1% at Q3 (reduced to 56 children from 62 children in Q3). The best performance since April 2017 (7.3%) was in February 2018 (7.6%) and shows that the work of the various teams is becoming more effective at ensuring that any CP plans that are ended are not returning within 2 years.

Improved  
since 2016/17



- Performance at March 2017 was 9.1%.
- *April 2018 = 8.3%*

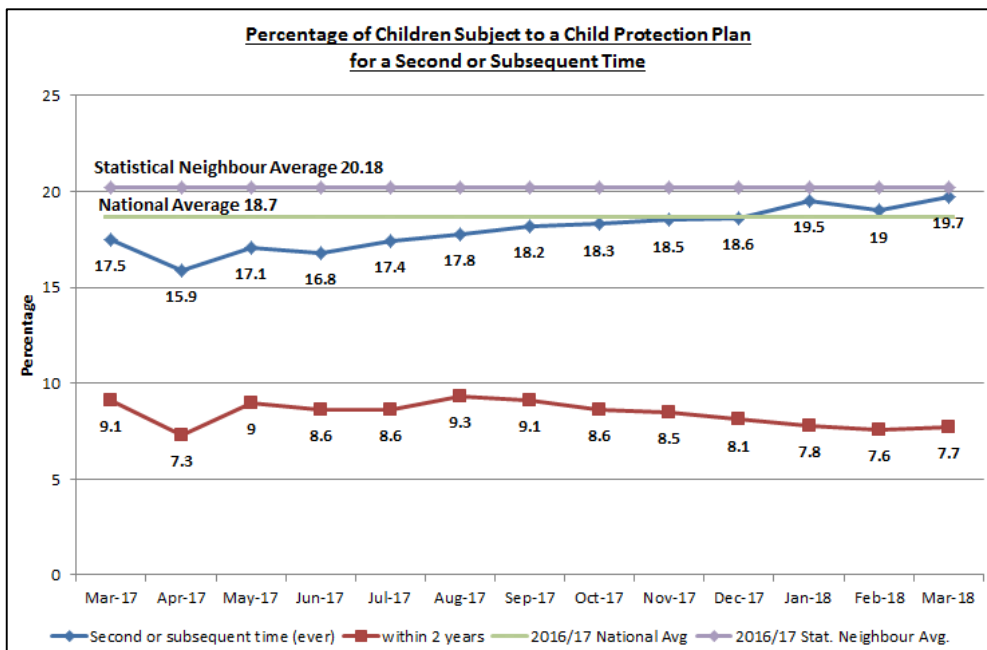



Figure 6: Percentage of Children Subject to a CPP for a second or subsequent time


## 9. Children Looked After

9.1  **Be Safe:** The number of CLA excluding UASC has reduced to 815 at the end of Q4 from 832 at the end of Q3.

- There were 840 CLA excluding UASC at March 2017.
- *April 2018 = 821*

9.2 The number of unaccompanied asylum seeking children (UASC) aged under 18 was 88 at the end of Q4 (87 at the end of Q3). This equates to 0.03% of the Hertfordshire under 18 population and 9.7% of the children looked after population.

- *April 2018 = 86*

Improved since 2016/17 

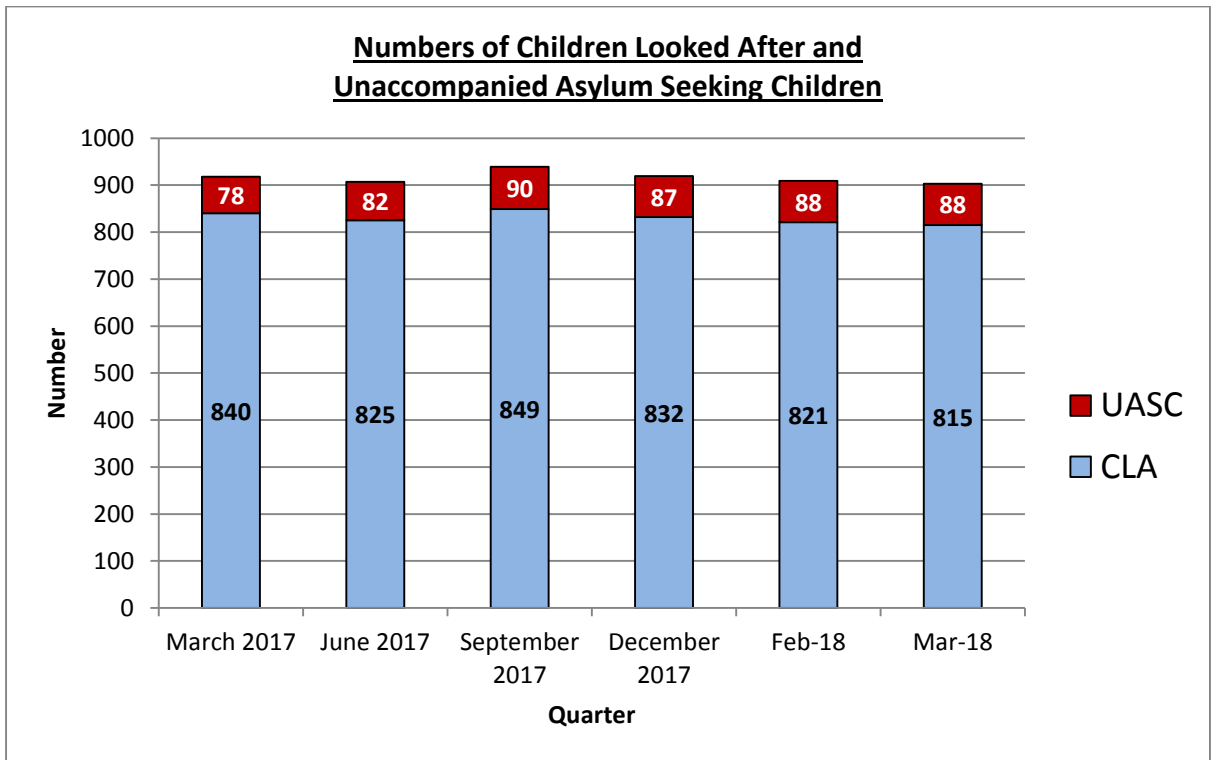



Figure 7: Numbers of Children and unaccompanied asylum seeking children

9.2.1 We continue to commission specialist UASC provision to ensure we have sufficient and appropriate placements to meet the needs of these young people.

9.3  **Be Happy:** For non-UASC children looked there have been decreases across most age groups with the exception of the 12-15 age range which has increased by 23 young people. This age group often has the most complex needs.

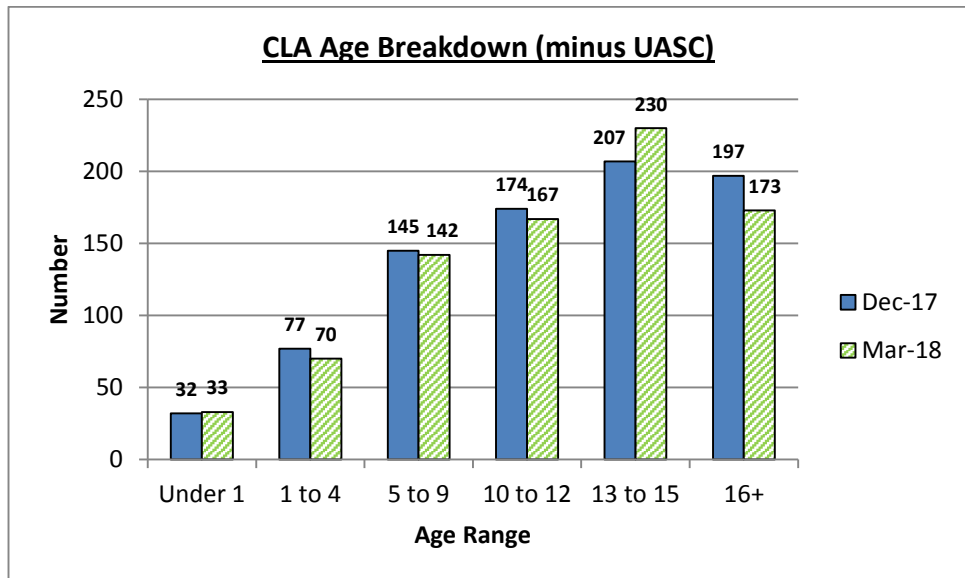




Figure 7: Number of CLA excluding UASC

Declined  
Since 2016/17

9.4  **Be Happy:** The percentage of children looked after with three or more placements rose to 13% in January but has decreased to 12% at Q4 (3<sup>rd</sup> quartile nationally) compared to our target for 2017/18 of 9.8%. This equates to 108 children, compared with 106 in 2016/17. Performance has been strong in the last three months with only an additional 20 children entering a third placement compared with 31 in the same period in 2017. Whilst change has now taken place in relation to operational activity to reduce the likelihood of a placement move this has not yet fully impacted upon the performance indicator due to poorer performance earlier in the year. A full review of all improvement activity is currently underway to ascertain which interventions have the most impact and where further changes are required.


- Performance at March 2017 was 11.6%.
- April 2018 = 12.6%

Declined  
Since 2016/17

9.5  **Be Happy: Long Term Stability** (*children who have been looked after for 2.5 years or more and remained in the same placement for the last two years*) has reduced since Q3 and is now at its lowest point in the last 12 months at 67.2%. This is below our target of 72% and moves us to the **3<sup>rd</sup> quartile** nationally.


9.5.1 The decline includes some young people who are moving onto planned new arrangements such as independent living. The arrangements for matching children long term to help develop a sense of permanence, continue to work well alongside a comprehensive programme of support available for foster carers, which has been further strengthened in 17/18 through the bespoke ARC offer for foster carers.

- Performance for 2016/17 was 68.2%.
- April 2018 = 65.5%

9.6  **Be Happy:** The percentage of children exiting care through adoptions is 12% (12.7% at Q3) and Special Guardianship Orders (SGO) is 13.5% (12.2% at Q3). The performance for children adopted or subject to SGO in 17/18 reflects the age profile change in the CLA population, and a corresponding drop in numbers of children with a placement order or a plan to exit care through a SGO.


- April 2018 = Adoption 12.6%, SGO 14.1%

Improved  
since 2016/17

9.7  **Be Happy:** The percentage of CLA adopted within 12 months of the decision is now 81.8%.

- Performance at March 2017 was 60.8%.
- April 2018 = 80.4%

Improved  
since 2016/17

9.8  **Be Ambitious:** The percentage of CLA and care leavers who are not in Education, Employment or Training (NEET) aged 16-18 at end of Q4 2018 was 22.12% (69 young people) compared to 18.97% at end of Q3 (59 young people / out of 311).


- Performance at March 2017 was 27.2%.
- April 2018 = 20.9%

Improved  
since 2016/17

9.9 The percentage of CLA and Care Leavers NEET for 6 months plus is 9.62% (30 young people). This is a considerable improvement on March 2017.

- March 2017 was 14.8% (48 young people).
- April 2018 = 10.93%

9.9.1 The number of young people in the total Hertfordshire cohort of NEET for 6 months plus was 471 at the end of March 2018, making CLA and Care Leavers 6.37% of this group.

- 9.10  **Be Ambitious:** The percentage of Care Leavers aged 17-21 who are in Education, Employment or Training (EET) is 56.1% (395/704) at the end of Q4 compared with 56.2% in 2016/17. Performance remains higher than our statistical neighbour average (49.8%) and the national average (52.3%).
- 2016/17 was 56.2%
  - April 2018 = 55.7%

## 10. Financial Implications

- 10.1 The challenge to improve outcomes for children and young people in Hertfordshire at a lower overall cost requires a high degree of interdependence across Children's Services. Children's Services spends just over £175m providing the following services:
- £68m is spent on Education related services;
    - the highest proportion of this (£24m) is spent on Services for Young People (which includes a range of early interventions and some statutory Children Looked After, Youth Justice and Care Leaver functions);
  - In addition, just over £107m is spent on Social Care related services including:
    - £52m on Services for Children Looked After and Leaving Care;
    - £22m on Safeguarding Operations;
    - £12m spent on Disabled Children's Services;
    - £10m on Adoption Services.
- 10.2 Demography is putting pressure on the Children Looked After budgets and in particular the increased numbers of Unaccompanied Asylum Seekers.
- 10.3 In addition to demography, there is a further pressure on budgets related to Children Looked After placements, due to more complex cases of children and young people who require residential placements.

## 11. Equality Implications

- 11.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 11.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

11.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

11.4 As shown in Figure 8 below, black and minority ethnic groups (BME) account for around 17.2% of the total under 18 population in Hertfordshire and 20.4% of the school aged population (a 0.9 percentage point increase on 2016). They also account for:

- 25.7% of referrals to social care (a slight decrease on 2015/16);
- 25% of Children in Need (1.4 percentage points higher than in March 2016);
- 24.6% of children subject to child protection plans (3.8 percentage points higher than March 2016 ); and
- 28.1% of Children Looked After (2.1 percentage points higher than in 2016).

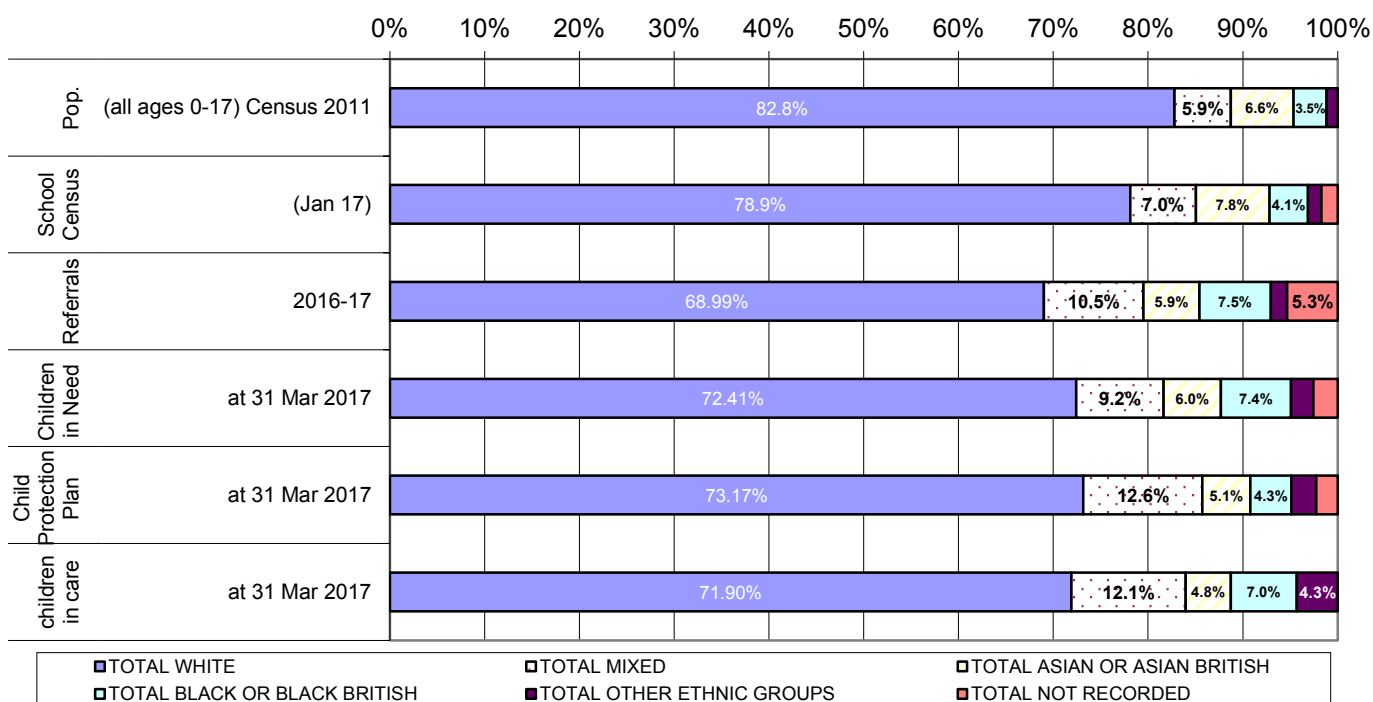


Figure 8: The ethnic profile of Hertfordshire children and young people March 2017

	Pop. (all ages 0-17) Census 2011	School Census (Jan 17)	Referrals 2016-17	Children in Need at 31 Mar 2017	Child Protection Plan at 31 Mar 2017	children in care at 31 Mar 2017
<b>TOTAL WHITE (see figure 9 for breakdown)</b>	<b>82.8%</b>	<b>78.9%</b>	<b>69.0%</b>	<b>72.4%</b>	<b>73.2%</b>	<b>71.9%</b>
<b>TOTAL MIXED</b>	<b>5.9%</b>	<b>7.0%</b>	<b>10.5%</b>	<b>9.2%</b>	<b>12.6%</b>	<b>12.1%</b>
<b>TOTAL ASIAN OR ASIAN BRITISH</b>	<b>6.6%</b>	<b>7.8%</b>	<b>5.9%</b>	<b>6.0%</b>	<b>5.1%</b>	<b>4.8%</b>
<b>TOTAL BLACK OR BLACK BRITISH</b>	<b>3.5%</b>	<b>4.1%</b>	<b>7.5%</b>	<b>7.4%</b>	<b>4.3%</b>	<b>7.0%</b>
<b>TOTAL OTHER ETHNIC GROUPS<sup>2</sup></b>	<b>1.2%</b>	<b>1.4%</b>	<b>1.7%</b>	<b>2.4%</b>	<b>2.6%</b>	<b>4.3%</b>
<b>TOTAL NOT RECORDED</b>	<b>0.0%</b>	<b>1.7%</b>	<b>5.3%</b>	<b>2.5%</b>	<b>2.3%</b>	<b>0.0%</b>

Figure 9: The ethnic profile of Hertfordshire children and young people March 2017

<b>White - any other White background<sup>3</sup></b>	<b>4.03%</b>	<b>7.85%</b>	<b>5.71%</b>	<b>5.30%</b>	<b>5.07%</b>	<b>3.65%</b>
<b>White - British</b>	<b>77.97%</b>	<b>70.06%</b>	<b>60.77%</b>	<b>65.60%</b>	<b>63.60%</b>	<b>67.37%</b>
<b>White - Gypsy/Roma</b>	<b>0.00%</b>	<b>0.15%</b>	<b>0.72%</b>	<b>0.27%</b>	<b>3.38%</b>	<b>0.66%</b>
<b>White - Irish</b>	<b>0.60%</b>	<b>0.67%</b>	<b>0.79%</b>	<b>0.86%</b>	<b>0.94%</b>	<b>0.11%</b>
<b>White - Traveller of Irish Heritage</b>	<b>0.18%</b>	<b>0.14%</b>	<b>1.01%</b>	<b>0.38%</b>	<b>0.19%</b>	<b>0.11%</b>

Figure 10: Breakdown on the total white category from Figures 7 and 8.

11.5 The total white category (Figures 7 & 8 above) includes those recorded as 'white other'<sup>3</sup> which according to the 2011 census accounts for 4% of the 0-17 population. They also account for;

- 7.85% of the school age population in the 2017 school census. A greater proportion than any of the other BME groups and 0.8 percentage point increase on 2016.
- 5.7% of referrals to social care (a 0.35 percentage point reduction on 2015/16).
- 5.3% of children in need (a 0.35 percentage point reduction on 2016).
- 5.1% of those subject to a child protection plan (a 2.5 percentage point increase).
- A further 3.4% of children subject to a child protection plan were from a white Gypsy/Roma background (a 2.7 percentage point increase).
- 3.65% of children looked after (a 0.2 percentage point increase)
- Equalities data for 2017/18 will be updated in August 2018.

11.6 More detailed information about the diversity profile of Hertfordshire is available through our Joint Strategic Needs Assessment and Community Profiles which can be found at [www.hertslis.org](http://www.hertslis.org).

11.7 No EqIA was undertaken in relation to this report.

<sup>2</sup> This includes Chinese, south east Asian, and middle east ethnicities.

<sup>3</sup> This includes Eastern & Western European nationalities, full breakdown on Department for Education ethnicity codes is available from [this link](#) (appendix 4).



## 12. Conclusion

- The rolling year rate per 10,000 of referrals to children's social care continues on a downward trend and performance remains top quartile.
- The numbers of children subject to a child protection plan (CPP) have reduced for seven consecutive months to 533. This is slightly above 520 in March 2017, however considerably below 736 in March 2016 and 896 in March 2015. Performance remains top quartile.
- The percentage of children with a CPP for a second or subsequent time ever has increased again and is almost 4 percentage points above our performance in April 2017.
- However, the percentage of children returning within two years of the previous CPP is decreasing.
- Children Looked After numbers (excluding UASC) decreased this quarter to 815.
- The number of Unaccompanied Asylum Seeking Children (UASC) has increased to 88.
- The percentage of children looked after with three or more placements is still higher than our target at 12% at Q4 in line with performance in 2016/17
- The percentage of children looked after and care leavers aged 17-21 in education, employment and training remains above the national average and in line with 2016/17.

## Background papers

Joint Strategic Needs Assessment and Community Profiles - [www.hertslis.org](http://www.hertslis.org).

**HERTFORDSHIRE COUNTY COUNCIL**

**CHILDREN, YOUNG PEOPLE AND FAMILIES CABINET PANEL  
WEDNESDAY, 20 JUNE 2018 AT 9.30AM**

**HERTFORDSHIRE SUFFICIENCY STATEMENT 2017-2020 FOR THE  
ACCOMMODATION OF CHILDREN AND YOUNG PEOPLE**

*Report of the Director of Children's Services*

Author:- Lynn Knowles, Head of Commissioning, CLA & Safeguarding Tel: (07740) 918847)

Executive Member: Teresa Heritage, Children, Young People and Families

**1. Purpose of report**

1.1 To provide the Panel with an update on the Sufficiency Statement for the accommodation of children and young people in Hertfordshire.

**2. Summary**

2.1 The Hertfordshire Sufficiency Statement for the Accommodation of Children and Young People has been prepared in response to the requirements of Section 22 G of the Children Act 1989 and is attached as Appendix A to the report.

2.2 It will drive commissioning activity for Children Looked After until 2020.

**3. Recommendation/s**

3.1 The Panel is asked to note, comment upon and support the activity proposed by Children's Services.

**4. Background**

4.1 Under Section 22G of the Children Act 1989, The County Council has a general duty to take steps so far as reasonably practicable to secure accommodation within its area that meets the needs of Looked After Children (CLA), children who are unable to live with their parents, someone with Parental Responsibility or a Child Arrangements Order or a child whose welfare requires it.

- 4.2 The refreshed Hertfordshire Sufficiency Statement for the Accommodation of Children and Young People is in response to the requirements of Section 22G of the Children Act 1989. It will drive commissioning activity for Children Looked After until 2020 duty”).
- 4.3 The attached Sufficiency Statement provides an analysis of the current provision and market capacity in relation to the demographics of the Children Looked After population in Hertfordshire. It also identifies where capacity is adequate or where there are gaps relevant to identified and evidenced need.
- 4.4 The statement is a refresh from the Hertfordshire Sufficiency Statement for the Accommodation of Children and Young People 2017 – 2018.
- 4.5 Accommodation for children and young people is provided by Children’s Services according to identified needs and will have due regard to the protected characteristics defined by the Equalities Act 2010.
- 4.6 The Sufficiency Statement provides a summary of progress against Children’s Services priorities for 2017-2018, its commissioning intentions for 2018-2019 to further improve service delivery and how it will address some of the challenges that Hertfordshire faces in delivering services for children who are looked after.
- 4.7 It also provides an analysis of the current provision and market capacity in relation to the demographics of the Children Looked After population in Hertfordshire, care leavers and children on the edge of care. This document identifies where capacity is adequate or where there are gaps relevant to identified and evidenced need.
- 4.8 Since the last Annual Sufficiency Statement, Hertfordshire has developed and is embedding an outcome framework across all Children’s Services in order to measure the distance travelled by individual children receiving services, and to shape how we commission services. These are entitled the ‘Outcome Bees’ which have been co-produced by families, providers, professionals and young people. These are based on Maslow’s hierarchy of needs, namely ‘Be Happy’, ‘Be Safe’, ‘Be Resilient’, ‘Be Ambitious’, ‘Be Healthy’ and ‘Be Independent’. A quarterly performance group with multi-agency professionals across Children’s Services, the Hertfordshire Clinical Commissioning Groups (CCGs) and the Virtual School will review and contribute to Children Looked After commissioning intentions, reflective of the outcome framework.
- 4.9 The County Council continues to host the Children’s Cross Regional Arrangements Group, demonstrating commitment to regional working

and reducing inefficiencies through sharing of monitoring and fee increase negotiations nationally.

- 4.10 The priorities for the coming year as outlined above are to increase the number of local placements, support more children to remain in their families where it is safe to do so, provide appropriate support and accommodation to care leavers who are not able to access social housing and to create more specialist provision for children with complex needs.

## **5. Equality implications**

- 5.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the Equality implications of the decision that they are making.
- 5.2 Rigorous consideration will ensure proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA).
- 5.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 5.4 Accommodation for children and young people is provided according to identified needs and will have due regard to the protected characteristics defined by the Equalities Act 2010. An equalities impact assessment is carried out for all commissioning activity.
- 5.5 The Sufficiency Statement addresses areas of equality and diversity and this is a key consideration in placement provision and planning.

**6. Financial implications**

- 6.1 The cost of the commissioning activity outlined in the report will be met by existing budgets.

Background Information

Sufficiency Statement - Appendix 1

# **Hertfordshire Sufficiency Statement: The Accommodation of Children & Young People Living Away from Home**



**2017 – 2020**

**Children and Young People's Commissioning  
Service: Children Looked After and Safeguarding**



## **Executive Summary**

The Children Act 1989 requires local authorities to take steps that secure, so far as reasonably practicable, sufficient accommodation within the Authority's area boundaries which meets the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area ('the sufficiency duty').

When assessing 'sufficiency', Hertfordshire County Council takes into account:

- the condition of the local market, including the level of demand for specific types of providers in a particular locality and the amount and type of supply that currently exists
- the development capacity of local providers
- the current resource and overall budget priorities of the council.

This Hertfordshire Sufficiency Statement reports achievements in 2017/18, current levels of demand, priorities for 2018/19 and our capacity to respond to demand.

## **Section 1**

### **1. Introduction**

This report provides a summary of progress against our priorities for 2017-2018, our commissioning intentions for 2018-2019 to further improve service delivery and how we will address some of the challenges that Hertfordshire faces in delivering services for children who are looked after.

A children and young people's sufficiency statement will be published in 2018 and shared with Hertfordshire children looked after, written by Hertfordshire Young Commissioners (including members of the Children in Care Council).

Since the last Annual Sufficiency Statement, Hertfordshire has developed and is embedding an outcome framework across all Children's Services in order to measure the distance travelled by individual children receiving services, and to shape how we commission services. These are entitled the 'Outcome Bees' which have been co-produced by families, providers, professionals and young people. These are based on Maslow's hierarchy of needs, namely 'Be Happy', 'Be Safe', 'Be Resilient', 'Be Ambitious', 'Be Healthy' and 'Be Independent'. A quarterly performance group with multi-agency professionals across Children's Services, the CCGs and the Virtual School will review and contribute to CLA commissioning intentions, reflective of the outcome framework.

Hertfordshire County Council continues to host the Children's Cross Regional Arrangements Group, demonstrating commitment to regional working and reducing inefficiencies through sharing of monitoring and fee increase negotiations nationally.

## **Section 2: Strategic Position 2017/2018**

As at 31<sup>st</sup> March 2018, we had 903 children in care (including unaccompanied asylum seekers) who make up slightly under 10% of the overall population. At the end of November, we had 618 CLA placed in county (66.5%) and 312 placed out of county (33.5%) out of our total of 930 CLA. Of the 312 placed out of Hertfordshire's borders, 229 are living in Local Authorities whose borders touch Hertfordshire and 83 are at a distance. Living in a border county can mean, in some instances, the child is closer to their originating community than if they were to live, for example, at the opposite side of Hertfordshire to where their family reside.

Where possible, we aim to keep children within their communities where it is safe to do so. However, we are facing increasing challenges in placement location, availability and choice. This is mainly due to age, urgency of placement needed, presenting needs and risks, the national shortfall in people wanting to foster and the residential market feeling under pressure and unable to manage the more complex children referred to them.

### **Needs**

Recently, iMPower have worked with us to promote needs and outcomes led commissioning. Workers will complete a tool to enable the placement service to better identify appropriate placements and negotiate placement cost according to level of need. The tool has been used to review 256 cases helping us to identify prevalence and trends:

- needs around identity and self-esteem are more prevalent for 0-9 year olds
- needs relating to safe decisions around drugs, alcohol and sexualised behaviour are more prevalent for 8 – 16 year olds and increase with age
- assessed learning disability/difficulty is more prevalent for 7 – 16 year olds
- there is a clear trend showing severity of need (average needs score) and number of identified needs increasing with age
- ages with the highest average number of needs are 7 and 12 years olds
- ages with the highest average needs score are 12, 8 and 9 year olds
- needs relating to emotional health (diagnosed/undiagnosed mental health), understanding life story and managing emotions and responding to stress were the most commonly identified and some of the highest scoring (i.e. the most severe)
- children placed outside of LA boundaries have a significantly higher than average needs scores than those placed within
- those placed in private provision, including residential schools and care homes, have the highest needs on average, by placement type
- on average, there is minimal difference between the needs score of boys (271) and girls (253); however, needs relating to physical and emotional health and management of emotions are more prevalent for girls, while needs relating to educational progress, assessed learning difficulties/disabilities and engaging in social activity are more prevalent for boys.



## 2.1 Hertfordshire Children Looked After (CLA) Strategy

Children's Services is continuing to co-ordinate the range of preventative support available with a clear focus on supporting families to stay together wherever it is safe to do so, thus minimising the need for children and young people to come into care, and supporting a timely return to their extended family network. In order to continue working towards achieving the CLA Strategy targets, placement and financial, the 2017/2018 sufficiency audit reflects the need to:

- maintain the number of in-house residential placements
- increase the number of in-house foster placements
- reduce the number of independent foster placements used
- reduce the number of independent placements outside Hertfordshire
- increase the level of support to families who are in crisis to prevent family breakdown and/or to support children and young people to return home post breakdown
- reduce the number of 16 year olds coming into care through more timely mediation and support for families.

## 2.2 Children Looked After (CLA) Population Data

The number of CLA (including UASC) has continued to reduce to 903 as of March 31<sup>st</sup> 2018 from 974 in September 2016. This represents a decrease in the rate to 34.4 from 39.3 two years ago and places us in the top quartile nationally.

The number of CLA excluding UASC has reduced to 816 and remains well ahead of the target of 941 in the 'Reducing the Number of CLA Strategy'.

	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18
<b>Under 1</b>	36	37	33	31	32	32	32	33
<b>1 to 4</b>	91	92	81	76	77	73	75	70
<b>5 to 9</b>	142	148	152	155	145	147	143	142
<b>10 to 12</b>	180	179	178	179	176	174	169	168
<b>13 to 15</b>	219	224	221	218	219	229	237	241
<b>16 +</b>	257	259	265	267	270	263	253	249

During 2017/18, numbers have most notably reduced in the 0-9 years age group, which is reflected in the last quarter for 2017/18. Numbers in the 16 years plus include unaccompanied asylum seeking children. It has been noted that in the last 3 years the number of 16 years plus coming into care has reduced year on year.

There is a continued decrease across all age groups apart from the 10-15 year olds where those coming into care has remained relatively steady. Those coming into care aged 10-12 years had increased by 10 in the last 7 months but steadied in April 2018. The range of family support including the family safeguarding model and support for teenagers on the edge of care is continuing to have an impact on the overall numbers. It is also noted that the teenage population in care have

increasingly complex needs and we therefore have to consider future commissioning intentions to ensure services are fit for purpose. We have noted that teenagers in particular are presenting with a range of needs which require health as well as social care intervention so it is critical that we work jointly with our colleagues in CAMHS to ensure we meet need.

### **Section 3: Key Achievements in 2017/18**

Robust contract management of 16+ semi-independent accommodation and support framework with a transparent pricing schedule to reduce the costs of placements.
Ongoing reduction in the number of 16+ young people coming into care for the first time by launching the prevention of homelessness service providing intensive support to work with the young people and their families to enable them to return home.
Providing 2 practice flats to enable the young people to develop their skills as they transition through from fostering, residential or semi-independent services to independent living.
Providing quality accommodation for families that have no recourse to public funds and 18+ young people seeking asylum ensuring value for money is achieved.
Herts Practical Parenting, Wrixon Care and other support agencies have continued to contribute to reducing the number of children and young people coming into care by working with just over a 150 children.
Procurement of local placements for fostering through IFAs and providers offering support packages to work alongside families to stay together, with detailed pricing schedules to ensure value for money and transparency over cost
An increase to 65 young people from the Young Commissioner programme being actively involved in commissioned activities, working cohesively with the Children in Care Council (CHICC) to shape service delivery (CLA and Safeguarding)
Inside out: Successful Regional DFE bid to develop a coaching programme to step down children in residential care
Credo Care: DFE bid to keep children with disabilities in local foster placements
Commission of solo residential provision for children with complex needs
New supported accommodation for 16 plus UASC CLA

## **Section 4: Demographics**

### **4.1 Gender**

There are a slightly higher proportion of males to females within the CLA population; however, this has evened out to 58% of males from 63% in the previous financial year.

### **4.2 Ethnicity Data**

Of Children Looked After, 28.1% are from Black and Ethnic minority groups (2.1 percentage points higher than in 2016).

The ethnic profile of children and young people in Hertfordshire as at March 2017 (next update due July 2018):

	Population	Referrals	Children in care
	(all ages 0-17) Census 2011	2016-17	at 31 Mar 2017
<b>TOTAL WHITE</b>	<b>82.8%</b>	<b>69.0%</b>	<b>71.9%</b>
<b>TOTAL MIXED</b>	<b>5.9%</b>	<b>10.5%</b>	<b>12.1%</b>
<b>TOTAL ASIAN OR ASIAN BRITISH</b>	<b>6.6%</b>	<b>5.9%</b>	<b>4.8%</b>
<b>TOTAL BLACK OR BLACK BRITISH</b>	<b>3.5%</b>	<b>7.5%</b>	<b>7.0%</b>
<b>TOTAL OTHER ETHNIC GROUPS<sup>1</sup></b>	<b>1.2%</b>	<b>1.7%</b>	<b>4.3%</b>
<b>TOTAL NOT RECORDED</b>	<b>0.0%</b>	<b>5.3%</b>	<b>0.0%</b>

### **4.3 Care Leavers**

The number of care leavers per annum as a total has increased in the 12 months Dec 16 to Dec 17 from 513 to 528.

The percentage of care leavers aged 19-21 in suitable accommodation has risen from 88.9% to 93.4% in the past year.

### **4.4 Length of time in care**

The percentage of children looked after with three or more placements in the last 12 months was 12% as of Mar 31<sup>st</sup> 2018. Long term stability (*children who have been looked after for 2.5 years or more and remained in the same placement for the last two years*) has decreased to 67.2%.

### **4.5 Unaccompanied Asylum Seeking Children (UASC)**

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<sup>1</sup> This includes Chinese, south east Asian, and middle east ethnicities.

The percentage of UASC as at Mar 31<sup>st</sup> 2018 was 9.63% of the overall CLA number. This group of children are more likely to be placed out of area due to cultural matching of placements. The majority of UASC originate from Eritrea, Iran, Iraq and Afghanistan. Hertfordshire is part of a regional scheme accepting new arrivals on a rota basis.

## **Section 5: Placement Information**

### **5.1 Placement Stability**

Performance in this area will require on-going focus to ensure that stability for children in foster care continues to improve.

As at March 2018, there were 12% of CLA population who have at least 3 placements. This is a 1% decrease from March 2016 across the whole CLA population. Work continues to reduce this figure further reduce to 11.5%.

The percentage of children looked after with three or more placements rose to 13% in January but has decreased to 12% as at end March 2018. This equates to 108 children, compared with 106 in 2016/17. Performance has been strong in the last three months with only an additional 20 children entering a third placement compared with 31 in the same period in 2017. Whilst change has now taken place in relation to operational activity to reduce the likelihood of a placement move, this has not yet fully impacted upon the performance indicator due to poorer performance earlier in the year.

We are aware of the increasing complexity of need of children coming into care and behaviour remains the main reason for placement breakdown. A range of training programmes and support packages are offered to carers to increase resilience within carer households.

### **5.2 Summary of all Placements**

Below is a summary of placement types for Hertfordshire children and young people over the last year. As at December 2017, placement types were as follows:

- 573 in-house fostering plus family and friends placements (including 31 UASC)
- 24 in-house residential placement
- 172 Independent Fostering Agencies (IFA) (including 22 UASC) plus 11 0-25 placements
- 49 Independent Residential Placements
- 100 semi-independent (including 36 UASC)
- 3 secure welfare
- 5 residential parenting assessments
- 4 in residential special schools. Of these, 3 are also education funded and one is over 18 and currently social care funded only.

Although the numbers have reduced significantly, the categories of placement types are relatively unchanged.

### **5.3 Location of Placements**

Ensuring that children and young people are placed within Hertfordshire continues to be a challenge for commissioners. This remains a key priority for commissioners going forward to commission more local provision.

There has been a 2% rise since last year to 92% of all CLA being placed in Hertfordshire or neighbouring authorities.

## **Section 6: Types of Provision**

### **In House Services**

#### **6.1 In House Fostering Service**

Fostering enquiries have reduced in quantity due to a specific focus on targeting groups who are most likely to have the skills, experience and attributes required to meet the needs of our current CLA population. Direct campaigns focusing on our service priorities for carers for teenagers, sibling groups, children with disabilities and children requiring specialist or long-term carers have resulted in fewer enquirers, but improved conversion rates with enquirers more likely to go on to have initial visits, attend Skills to Foster training and progress to assessment.

As at end March 2018, there were 467 children placed in in-house placements and 88 aged 18+ in staying put arrangements. There were 27 new fostering households approved by 31<sup>st</sup> March 2018. All of these households are registered to take children within our priority groups, with a potential to take up to 38 new placements. For Quarter 1 2018/19, there are already 10 assessments booked to panel, with a potential of 14 new placements in target groups. Future campaigns include Foster Care Fortnight with the launch of a recruitment film. The strategy group continues to encourage foster carer led local community events, as well as more general promotional activities within the community. A priority going forward is working with the web team to improve the content and appearance of the fostering pages on the website; further improvements have been made in March 2018 for better signposting to key recruitment information.

#### **6.2 Staying Put Arrangements**

As at 31<sup>st</sup> March 2018, 92 young people over the age of 18 were in (former) fostering or supported lodgings placements under 'Staying Put', an increase of 10 in the last year.

'Staying Put' represents a significant challenge both financially and in recruiting additional foster carers as young adults remain in placement. However, Hertfordshire County Council is committed to ensuring young people are able to 'Stay Put' wherever possible.

### **6.3 Special Guardianship Orders (SGOs) and Adoption**

The percentage of children exiting care through adoptions is 12% (12.7% at Q3) and Special Guardianship Orders (SGO) is 13.5% (12.2% at Q3).

The percentage of CLA adopted within 12 months of the decision is now 81.8%. The best performance was in February at 83.9%.

The number of new SGOs during 2016/17 to the end of February was 94, which is an increase of 82 during the year.

### **6.4 Residential Homes**

In-house residential have a total of 21 beds available. ARC has 3 six week 'families together' beds for children where the plan is to return home and short break provision. Over the past year, the average occupancy level was 93%. Occupancy for February 2017 was 97.1%. The number of independent residential placements has increased slightly from 46 in February 2017 to 49 in April 2018.

The cost of in-house provision continues to remain lower than that of the independent sector. In-house residential have maintained good occupancy levels and at the time of writing, 3 homes are Good, 2 Requires Improvement and the short breaks service is Outstanding. It is acknowledged that there may be a need to think about creating more specialist provision and options will be explored to maximise the potential of the current service.

### **6.5 ARC services**

Hertfordshire operate multi-agency therapeutic provision through the delivery of the ARC model.

The services are working well and achieving strong outcomes as outlined below:

- demand is high on outreach, short breaks and families together programme
- short breaks is effective in keeping children with their families
- outreach support is effective in building relationships and moving families forwards
- Sexually Harmful Behaviour service pilot-capturing service data/addressing the needs of those deemed to be at high risk/working with NCATs to provide appropriate assessment and intervention. This service is in place whilst a broader strategy is developed.

Waiting lists are a challenge in relation to need to respond in crisis when child is on the edge of care. Options will be explored in September / October regarding any possible reconfiguration of services.

## **6.6 Harmful Sexual Behaviour Team (HSBT)**

The HSBT have worked with 33 young people supporting them to remain in their family or their placement.

Since September 2016 to date, ARC have worked with 38 children with HSB (Brook Traffic Light Tool): 18 Red, 12 Amber and 8 Green and referred on 4 to NCATS (all Red).

## **6.7 Short Breaks**

A weekend residential short breaks service under Section 17 to support teenagers to remain in the family home. The Springs have worked with 62 children in 2017/2018.

## **6.8 Families Together Programme**

This is a 3 bed provision providing residential support over 6 weeks for young people where the plan is to return them to their families. From April 17 to January 18, FTP worked with 16 families and 75% of those children returned home.

## **6.9 Outreach across ARC Service**

ARC outreach works with about 55 families at any one time. The aim is to maintain children in their family unit.

## **Section 7: Review of Residential Provision**

### **7.1 Externally Commissioned Services - Commissioning Intentions**

The following commissioning arrangements are underway to meet the sufficiency for residential accommodation:

Hertfordshire County Council is part of a block contract arrangement with the Cross Regional Partnership and currently purchases 5 beds. This contract is currently being recommissioned, with a view to the new service being mobilised by 2019. The partners who are involved in this project are Hertfordshire, Buckinghamshire, Oxford, Milton Keynes and Reading. We are looking to commission a provider who can work with children and young people with complex needs and behaviours that challenge. The key outcomes we are looking to achieve from this project are:

- improved individual outcomes for children
- reduced care costs
- reduced staff costs
- access to additional property
- additional investment by the provider

Commissioners have been in consultation with local authorities who are part of the Children's Cross Regional Arrangements Group, which has included Essex / Luton / Milton Keynes and Buckinghamshire with a view to joint contractual arrangements.

This is still within the pre-procurement phase, however, Luton are committed to block purchasing a local residential home with Herts, with a view to growing the market over the next 2-3 years. The other local authorities have expressed an interest in soft purchasing the provision that we have set up. The advantage to Hertfordshire leading the commission is that we can decide upon the location of the new provision, and potentially sell on any vacancies in order to reduce the financial risk to HCC and achieve better matching.

Our plans are to deliver the following projects in the coming 6 months:

- 2 bed emergency provision at Hudnall Park (72 hours – 6 weeks)
- 4 bed residential unit (block purchase agreement with Luton)
- 1 solo placement in Bedford

## **Regional Commissioning**

Re-tender of the regional residential block purchase arrangement currently with Keys. Hertfordshire purchase 5 beds.

## **Section 8: Department of Education Innovation Bids**

### **8.1 Introduction**

Hertfordshire Commissioners have been working alongside regional colleagues on innovative models in order to attract DfE funding. As of July 2017, HCC was notified that both applications were successful.

### **8.2 Essex, Herts and Norfolk Intervention Model**

This bid was written in response to the Narey Report (2016) regarding to his findings of the residential market, and looked to address some of the wider issues that contribute to placement breakdown and poor outcomes for children/young people. A cohort of Hertfordshire young people will be supported during the second wave of this project with the aim to step down from residential to fostering or family back into Hertfordshire.

#### **Inside Out Project**

Hertfordshire is a partner to a successful application to the Children's Social Care Innovation Programme 'Inside Out'. The project is being led by Essex County Council and is also partnered with Norfolk County Council. The Children's Social Care Innovation Programme has awarded the project £3.1M over the life of a 3 year project.

The basis of the project is to reduce the financial burden for each LA of purchasing high cost placements which are not achieving better outcomes for children. The premise of the project is to 'step down' the level of support required for the child either into less intensive provision or reunification with families.



Progress:

- The Children's Society has been commissioned to provide the coaching programme.
- The Tavistock Clinic is carrying out an evaluation of the project.
- regular update meetings including lessons learned to date
- Hertfordshire 'go live' in the second phase in early 2019. We are beginning to look at a possible cohort of children for early 2019 and what resources will need to be in place to enable the project's success.

### **8.3 Credo Care Bid**

This bid is between Credo Care (a specialist foster care service for disabled children), Staffordshire LA and Hertfordshire. The concept was to recruit effectively and then train individual foster carers in the needs of a particular young person with a view to them being looked after by someone who was able to meet all of their needs. The bid has the benefits of potentially stepping down young people from residential care into foster care, and also for those who have just come into care and can be welcomed into a family home.

## **Section 9: Diversion from Care**

### **9.1 Externally Commissioned Edge of Care Contracts**

The number of children supported under Diversion from CLA from 1 April 2017 to 31 March 2018 was 197. To sustain a reduction in CLA numbers there is a need to continue with support packages.

We commission 6 agencies to provide a range of support including parenting programmes for child to parent abuse, support to children who have high needs and high risk behaviours where parents are struggling to manage and keep them safe, positive intervention for children who are not engaging fully in education and whole family support where relationships have become strained and parents are requesting their child to be looked after.

Out of the 197 support packages provided, only 20 children in this cohort have become looked after, meaning nearly 9 out of 10 have remained with their families.

Support often starts off intensively and may be daily in the first instance reducing over time. The average cost of a support package is between £5k and £7k. Parents and children report positively about the support received.

## **Section 10: Accommodation and Support for Young People Aged 16+ Years**

### **10.1 Introduction**

The framework for the 16+ semi-independent market has provided some local regulation of this demanding and challenging sector. A new structure within the commissioning team provides robust contract management of provision in order to safeguard young people within the unregulated sector.

The Housing Related Support contracts for the provision of supported accommodation for 16 – 25 year olds continue to be delivered by Registered Social Landlords across the 10 districts. A cohesive working relationship fostered through the Strategic Partnership Accommodation Board between HCC and District Housing leads has enabled a more flexible package of support to meet housing needs. Working closely with our district council colleagues we have commissioned a 16+ preventing homelessness service, offering mediation support and crash pad accommodation. We have noted positive outcomes in the numbers of children returning home and accessing appropriate accommodation avoiding care. Herts Young Homeless (HYH) and YMCA were successful in their bid to run the Hub.

During the first year of this contract, there has been a huge increase in referrals for 16/17 year olds and this has been evidenced throughout the year. Overall, we have received 615 referrals for April 2017 – March 2018. For the same period last year, 495 referrals were made. Progression to Section 20 requests did not take place in 90% of referrals.

### **Over 18s Accommodation and associated costs**

#### **10.2 Bed and Breakfast/Hotels**

In exceptional cases, bed and breakfast or hotel accommodation is used only when the alternative for the young person is street homelessness and whilst more appropriate accommodation is sourced. Commissioners have sought rental accommodation to reduce the use of emergency bed and breakfast accommodation and to provide better quality provision through quality monitoring visits. The average cost per person per night was £58.31 per night as opposed to £68.85 per night in the previous financial year.

#### **10.3 Families with ‘No Recourse to Public Funds’**

A key priority was to provide suitable accommodation for families with no recourse to public funds whose children are therefore ‘children in need’. Rented accommodation has been sought and currently supports 41 people. No families are currently living in bed and breakfast accommodation.

#### 10.4 Tender for accommodation post 18 former UASC

Pre-market engagement discussions are underway, with a view to tendering accommodation in September 2018.

#### Section 11: Cost of Provision

##### Average weekly Cost of Placements 2017/2018

	<b>Actual Average weekly costs 2017/18 (£)</b>
<b>Independent Placements - Social Care</b>	
Residential Homes IP	3,810
Residential Schools	3,235
Secure	3,412
Semi-Independent Living	1,115
Fostering IP	915
<b>Independent Placements - Disability</b>	
Residential Schools	2,192
Fostering IP	1,265
<b>In-house</b>	
In-house Fostering	414
In-house Residential	3,046

We have noted a marked increase in the cost of independent provision over the last 12 months.

With the implementation of the valuing care needs analysis, we are hoping to achieve better matching and negotiate cost according to need.

## **Section 12: 0 – 25 Integrated Commissioning Service**

The 0-25 SEND Commissioning Team undertakes a wide variety of activity to establish integrated commissioning arrangements and processes around children and young people with additional needs. The team works with partners in the CCGs to improve co-ordinated packages of support, promote co-production, align processes, reduce duplication, but above all, improve outcomes for those children and young people.

The vision in supporting children and young people with additional needs is set within the overall vision for all children and young people in Hertfordshire, as part of both Children's and Adult Services across education, social care and health strategic planning.

### **12.1 Short breaks**

Short breaks form part of a continuum of services which support disabled children and their families in universal and specialist services. In response to feedback from parents and disabled young people, Hertfordshire's Children's Services commissioned community based services resulting in a wider variety of services, providing increased individual choice for children, young people and their families. Each family will be entitled to 40 hours per year of short break activities without the need to have an assessment carried out by a social worker.

The local authority funded overnight short breaks units are able to meet the needs of a number of children with complex health needs. Hertfordshire County Council and both CCGs are negotiating a financial mechanism to create funding for nursing support to the existing overnight projects.

The council also has a Shared Care service comprising both paid and volunteer carers who support over 100 children and young people with disabilities, providing support and breaks to their family.

### **12.2 Commissioning Intentions 0-25 SEND**

#### **12.2.1 Overnight Short Breaks (OSB)**

Utilisation of HCC OSB has fallen significantly over the last four years from 380 children and young people using these services in 2011-12 to 110 children and young people currently using these services in 2017/18. In 2018/19 financial year numbers will increase. HCC is purchasing 120,778 hours in order to accommodate approximately 150 children and young people, including young people where a decision has been made by Herts Valley Clinical Commissioning group to cease funding an overnight nursing provision and there is a need to source suitable alternative overnight short breaks. In response to this and under a Section 75 pooled budget agreement the Council and both CCGs are working with parents, carers and children to develop integrated health and social care provision with a proposal to increase the beds available at the current West Hyde short breaks resource.

In 2018, there is a project to review all allocated overnight short break packages. This will involve speaking to each family to understand their current needs, and discuss whether their provided over-night package is still the most effective way of meeting their needs. This project will include a community navigation approach, signposting families to community provisions which add value to their commissioned packages.

HCC providers are reporting through their contract review meetings that there is an increase in the complexity of health / challenging behaviour needs of children and young people being referred to the service and is reflected in the percentage of hours that are used through bed blocking.

### **12.2.2 Complex Needs Residential Resource**

The service will provide a children's residential facility for those with complex needs including autism and behaviour that challenges, so that children and young people can continue their education in local special schools in Hertfordshire and not be placed out of area. The service will provide a dedicated local residential resource for children and young people with complex needs aged between 11 and 18 years. There will be four permanent beds, with a fifth bed available for emergency placements. The service will be delivered by MacIntyre Care at an existing building located in Wynchlands Crescent, St Albans.

In 2017/18, Hertfordshire led a tender process to secure a provider for this service. The tender process is approaching completion. The mobilisation plan states that the service will be operational by September 2018.

### **12.2.3 Divots Place**

0-25 Commissioners are working with colleagues in ACS to develop a service providing supported living for young people with learning disabilities and physical disabilities to have year-round accommodation in conjunction with attendance at a local Hertfordshire college and engagement with an extended curriculum to help develop independent living skills. The provision, based in Hertford, will provide accommodation for up to 8 young people.

### **12.2.4 Domiciliary Care**

In 2018, Hertfordshire County Council is undertaking a procurement exercise to recommission Domiciliary Care. HCC are commissioning this through a Lead Provider model. The purpose of this approach is to make domiciliary care more resilient. These new contracts will be in place from July 2018, and will be mobilised by September 2018.

At present, there are approximately 162 children and young people receiving domiciliary care. If there is increased pressure on the overnight short break provision, then it is possible to forecast an increase demand for personal care in the home.

## **Section 13: Specialist Provision**

### **13.1 Secure Accommodation**

Criminal secure placements are a consequence of offending behaviours. Welfare secure placements are used for the most vulnerable teenagers who, without a period in secure, would be at risk of serious harm. There is currently no secure provision nor a demand to develop it in Hertfordshire. Hertfordshire County Council sources placements through a central unit. There were 5 placements made in 2016-17 and a further 5 for 2017/18.

### **13.2 Youth Offending**

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) introduced a change to the legal status of young offenders who are remanded into custody and such young people are now children in care. If they remain in custody for 13 weeks or more they are entitled to leaving care services. The policy direction is for young offenders to be managed in the community unless there is a serious concern for public safety. Between January and March 2018, there were 12 looked after children living in Hertfordshire who appeared before court and received an order. The majority were aged between 15 and 17 years with the youngest being 11 years. Theft and assault were the most common charges.

There is currently one designated foster carer and one semi-independent bed for remands and transfer from police custody. The beds are used as a bail bed and we also commission bail beds where necessary. We are looking to increase capacity for emergency beds as part of our review of in-house services, which will offer further choice of beds in Hertfordshire or neighbouring authorities.

## **Section 14: Young Person's Voice**

### **14.1 Introduction**

Young Commissioners have worked alongside the Commissioning Team (CLA and Safeguarding) on multiple project works, inputting within all elements of the commissioning cycle. Young Commissioners are actively involved in scrutinising reports for the Hertfordshire Corporate Parenting Board and the quality and amount of input they have been enabled to provide is reflective of their active involvement in project work. There is clarity of roles between commissioners and YC Hertfordshire to actively support young people to shape service delivery.

### **14.2 Key Outcomes Achieved by Young Commissioners**

- commissioning of return home interviews (including interviewing staff)
- co-design and delivery of the Fostering and Support framework
- input into CSE workshops (boys and men) with specific project on sharing knowledge of social media to CLA providers
- the first child and young people's sufficiency report for Herts
- inception and delivery of practice flats
- quality assurance visits
- tender for Wynchlands Crescent

The Cross Regional Partnership will be utilising the skills and expertise of the Young Commissioners in their recommissioning of regional residential beds. Young Commissioners are also working alongside CCRAAG to input into regional projects and to provide opportunities for young people to learn key business skills to support their own personal development.

### **Conclusion**

There has been a range of activity this year both to look at supporting children on the edge of care to remain with their families and work with the provider market and regional colleagues to create more local placements to meet the needs of the current CLA population. Along with colleagues nationally, we are currently facing a challenge in sourcing local placements to meet the needs of teenagers and sibling groups especially, but with the planned activity and links with regional partners over the coming year we are hoping to begin to address this, so that all children are in the right placement to meet their needs.

### **Section 15: Key Findings**

1. There is a need for more local provision across fostering and residential care particularly for teenagers, young people with challenging behaviours and autism.
2. Intensive support packages into families have reduced the children looked after population
3. Teenagers are presenting with increasingly complex needs with common factors: ADHD/ASD, EHCP, history of neglect, presenting in crisis in hospital A&E/136 suite, undiagnosed mental health needs, known to multiple services, self-harm and harmful sexual behaviours. Young People coming later into the care system increasingly have challenging behaviours and mental health needs (this has been noted by all agencies and local authorities nationally).
4. There has been an increase in the numbers of young people where there are concerns or a risk of child sexual exploitation leading to some young people moving to out of county placements for their protection in the short to medium term while action is taken to remove offenders.
5. There has been a reduction in the number of 16+ coming into care for the last 3 years due to broader range of services and increased joint working with district councils.
6. Cross regional residential commissioning is a good model and is increasing placement choice
7. There is a need for more specialist fostering provision for children with complex needs supported by CAMHS colleagues.
8. There is a shortage of local emergency provision.
9. Short break provision at the ARC unit has been successful in the prevention of care.
10. Practice and support for young people in semi-independent provision has improved due to increased scrutiny and provider workshops.
11. Increasingly teenagers with complex needs require a joint health and social care approach
12. Supported shared provision for Unaccompanied Asylum Seekers has proved successful.

13. There needs to be an increase in specialist residential provision local to Hertfordshire.
14. The importance of a range of support to prevent breakdown of placements
15. Providers and in-house services need to work to a standardised set of outcomes to ensure value for money and good quality care.



## **Section 16: Key Priorities in 2018/19**

Broaden the range of support available to children and their families
Re-commission cross regional residential contract
Monitor the delivery of the prevention of homelessness hub. We have a number of KPIs to measure the success of the service including the number of young people who returned home successfully and the number who accessed appropriate accommodation and support.
Create 1-2 bed emergency residential provision
Commission of a medium term solo residential provision
Regional commission of 4 bed local residential provision
Work with Credo Care to deliver local specialist foster placements for children with disabilities.
Implement Inside Out project in conjunction with regional partners
Deliver the 18+ accommodation tender
Use the needs analysis tool to inform outcome based commissioning and value for money placements
Staying close: exploration of post 18 provision for those in in-house residential
Work with CCrag partners to further develop the outcomes framework
Meeting with 27 other LAs to look at children we place out of area. Herts to be notified when non Herts children placed in county move on, so that we are aware when placements are freed up.
To develop and stimulate the home care provider market to increase the number of homecare providers to effectively meet the need of children and young people and their families as part of a wider package of care and support.
Opening of local residential provision for children with Autism/challenging behaviour.
Continue to develop the 0-25 pathway for disabled children to enhance and improve transition arrangements.
Recommission community short breaks

**CHILDREN, YOUNG PEOPLE AND FAMILIES CABINET PANEL  
WEDNESDAY, 20 JUNE 2018 AT 9.30AM**

**ADOPTION AGENCY ANNUAL REPORT 2017/18**

*Report of the Director of Children's Services*

Author: Sue Lowndes, Head of Adoption and Fostering  
Tel: 07833 484306

Executive Member: Teresa Heritage, Children, Young People and Families

**1. Purpose of report**

1.1 This report considers the performance of the Hertfordshire Adoption Service during 2017/18. The Full Adoption Agency Report for 2017 -18 is attached as Appendix A to the report. The report also updates progress towards the regionalisation of adoption, the proposed arrangements to provide adoption services for Luton Borough Council and other development plans for 2018/19.

**2. Summary**

2.1 This report, in line with statutory requirements, provides summary information relating to the Adoption Service activity 1 April 2017 – 31 March 2018.

2.2 The Adoption and Children Act 2002 ("the Act") is the principal piece of legislation governing adoption in England and Wales. It has been in force since 30 December 2005,

The Act provides the framework for implementing plans for adoption. In addition much of the detail of the adoption system is set out in regulations, Statutory Guidance and National Minimum Standards and imposes a duty on the County Council to prepare an Annual Report.

**3. Recommendations**

3.1 Panel is asked to note, comment upon and support the content of this Report.

## 4. Background

### 4.1 Performance Summary at 31 March 2018

4.1.1 Hertfordshire continues to manage a significant number of children with a plan for adoption, although the cohort of children with an adoption plan is reducing in line with national performance.

4.1.2 Hertfordshire is making improvement on timeliness in matching on a rolling 12 month.

- 53 adopters were approved (15 dually approved)
- 50 children were matched with adopters
- 53 children were placed for adoption, 6 in early permanence arrangements (*foster to adopt*)
- 58 adoption plans were approved by the Agency Decision Maker, 70 in 2016/17
- 46 children received a court approved plan for adoption during this period, 60 in 2016/17
- 57 adoption orders were granted, 99 2016/17

13% of children leaving care in Hertfordshire were adopted, which is the average for the Eastern Region, but below the national average (14.9%). This is a reflection on the reducing cohort of children with a plan for adoption and the use of Special Guardianship Orders as an alternative permanence arrangement for children exiting care.

4.1.3 During the rolling year 2017/18, 81% of children adopted spent less than 12 months from Agency Decision Maker decision to placement. This is a significant improvement on 2016/17 at 61.6%. Hertfordshire is also performing above the Eastern Region average of 79.9%

4.2. **Adoption Leadership Board Summary at 31 March 2018**, attached as Appendix B to the report.

- Of the cohort of children with court approved plans for adoption, 37% were awaiting a match, slightly higher than the performance in 2016/17 at 34%, but an improvement on 2014/2015 where 44% were awaiting a match. Of the children awaiting a match, 10 were linked with adopters awaiting a panel date.
- A1 - the average time between a child entering care and moving in with its adoptive family; timeliness (rolling 12 months) in 2017/8 is 448 days, an improving picture on 2016/17 performance at 523 days.
- A2 - the average time between a local authority receiving court authority to place a child and the local authority deciding on a match to

an adoptive family; timeliness (rolling 12 months) in 2017/18 is 183 days, a significant improvement on the 2016/17 reported figure of 265 days.

- Only 7 children [8% of the cohort with court approved plans] had an adoption plan changed by the Agency Decision Maker due to changing needs. This is very similar performance to 2016/17 and continues to indicate the progress made to identify families to meet the needs of children most likely to wait for a match.

#### 4.3 **Adoption Score Card Summary 2014/17** attached as Appendix C to the report

- A1 – At 533 days, Hertfordshire is 107 days from the target performance (426 days). This performance represents an improvement. There are significant improvements in the timeliness of this activity which has been achieved by proactive planning by children's services and reducing court timescales. The 3-year average is shorter than that in 2013/16 and is just above the England average [520 days].
- A2 – At 247 days, Hertfordshire is 126 days from the target (121 days). The 3-year average between court agreeing adoption and LA approving a match is longer than in 2013-2016 and is below the England average [220 days]. This performance has been anticipated due to a cohort of 18 children, the majority aged between 4-11 with a complex profile, who waited a considerable period for a match. 9 of these children were adopted by their foster carers and 8 children were in sibling groups. Hertfordshire performs just above the England average with 6% of children 5 or over leaving care who are adopted. The timeliness of matching some of these children for adoption will remain a feature of this performance indicator until 2019/20.
- A3 – 50% of Hertfordshire children with a placement order are waiting less than 14 months from entering care to placement, this is an improvement on 2013/16 figure. Hertfordshire is slightly under performing in relation to the local authority average [53%].

#### 4.4 **Adoption Support Fund**

- 4.4.1 There remains a high demand for therapeutic provision for adoptive families in Hertfordshire, through use of the Adoption Support Fund. At the end of March 2018, 239 applications were made to the Adoption Support Fund, with a total of £445.058 being received for a range of specialist provision and assessment, including sensory integration therapy and therapeutic play therapy. New arrangements require Hertfordshire to match fund packages of support over the fair access limits. Match funding was received for 4 packages of support with total spend on £7.674.05.

## **5. Finance**

- 5.1 Financial support for adopters [adoption allowances] continues to be available to meet the needs of children and ensure the stability of the adoption arrangement. Further discretionary payments for support are available, where resource is not covered by allowances or the Adoption Support Fund.
- 5.2 The year-end spend of £2,402,551 [adoption allowances] was fully aligned to resource availability of £2,686,616

### **Inter-Agency Arrangements**

- 5.3 During 2017-18, 13 Hertfordshire children were placed in inter-agency arrangements. Hertfordshire adopters provided 21 placements for children from other Local Authorities generating an income of £346,145 from inter-agency fees.

## **6. Equalities Implications**

- 6.1 When considering proposals placed before Members it is important that they are fully aware of and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public-Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 6.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.4 The Adoption Service works with the statutory guidance issued with regard to the placement of black and minority ethnic (BME) children to avoid any delay in matching on the grounds of ethnicity. During 2017/18, the Adoption Service worked effectively through timely family finding activity to ensure that children from a BME background did not experience any undue delay in matching due to ethnicity, or any other background factors.
- 6.5 No EqIA was undertaken in relation to this report.

## **Background Papers**

- Adoption Service Annual Report – *Appendix A*
- Adoption Leadership Board Data – *Appendix B*
- Hertfordshire Adoption Scorecard – *Appendix C*



## Adoption Agency Annual Report 2017/18

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# Adoption Agency Annual Report 2017-18

## Section 1 Background Information

This is a report on the performance of the Hertfordshire Adoption Service in line with National Minimum Standards and Statutory Guidance.

### 1.1 Introduction

The work of Hertfordshire County Council Adoption Agency is governed by the Adoption and Children Act 2002 and associated regulations and guidance. The Adoption Service contributes to improving outcomes for the most vulnerable children and young people in the county; the key priority is to achieve 'permanence' for Children Looked After, ensuring they can be brought up in loving, secure and stable families. Where the child's welfare requires a placement outside the birth family the Adoption Agency's paramount consideration is the child's welfare through his or her life. Permanence outside the birth family can be legally secured through adoption, special guardianship or Child Arrangement Orders.

This report provides details of the Adoption Service activity from 1 April 2017 to 31 March 2018 and sets out plans for future development up to 31 March 2019.

### 1.2 National Context and Regional Adoption Agencies (RAA)

Hertfordshire County Council has remained fully engaged in the change agenda for adoption and sought to respond robustly to the challenge by central government to increase the effectiveness of adoption services as set out in; 'An Action Plan for Adoption: tackling delay' (March 2012), 'Further Action on Adoption: Finding More Loving Homes' in January 2013, and the adoption regionalisation agenda 'A Vision for Change' March 2016.

The Family Justice Review, introduced the 26-week timescale for care proceedings, has had a significant impact on the Adoption Service over the last few years. Local Authorities are required to develop permanence plans for children and place them in alternative family arrangements more quickly. There is a steady rise in the use of Special Guardianship Orders with family members as an alternative route to achieve permanency. Courts are increasingly reluctant to make a placement order, with Adoption being the last resort 'where nothing else will do. There is a reported national fall 25% in the number of children with a court approved plan for adoption (placement orders) granted by courts in England between 2013/14 and 2015/16. A further 15% decrease is reported in 2016/17.

The Education and Adoption Act 2016, provides the Secretary of State with the power to order local authority adoption services to combine services if they do not voluntarily do so. The expectation is that all local authority adoption agencies to join a Regional Adoption Agency [RAA] by March 2020.

In 2015, Hertfordshire became part of 'Adopt East' working with partners Essex, Suffolk, Southend on Sea, Luton Councils and Voluntary Adoption

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Agencies Adoption plus and Barnardo's to establish a Regional Adoption Agency (RAA).

The development priorities of the Adopt East partners are those outlined in 'A vision for change':

- Decisions about placements are always made in the child's best interests;
- Service delivery has at its heart innovation and practice excellence;
- Social Workers are highly skilled professionals who make high quality evidence-based decisions and do not tolerate damaging delay for children in their care;
- Matches are made without unnecessary delay;
- Fostering for Adoption to offer children early permanence placements;
- Every adoptive family has access to an ongoing package of appropriate support with a high-quality specialist assessment of need;
- The voice of adopters and their children is at the heart of national and local policy making and delivery of services.

During 2017/18, work has continued around the formation of Adopt East as a proposed Regional Adoption Agency. The work has been overseen by a Project Manager, a Project Board chaired by an Assistant Director of Children's Services from Suffolk County Council and a governance board of the partner Directors of Children's Services.

In October 2017, the Directors of Children's Services [DCS] made the decision that an RAA [single line of accountability through host local authority and pooled budgets] is not a model that will promote optimal success for adoption services within the Adopt East partnership. This decision was reached due to matters relating to effectiveness of a single line of operational management, given geography and size of partners. As an alternative, the DCS governance board are committed to best outcomes for children and families to be achieved through a regional alliance model. The priorities for the alliance model remain the same as those of an RAA, without the single line of accountability.

There remains an ongoing discussion with the Department of Education as to how the alliance model will achieve the criteria and outcomes set for the development of RAA.

During 2017/2018 the following progress has been made by Adopt East to meet key priorities:

- The Regional Matching Co-ordinator role has continued to promote timely matching across the region with a number of matching events which have continued to activity across the Alliance.
- Link Maker System [UK wide pool of available adopters] development for Adopt East partnership to aid matching across the Alliance through more effective tracking systems.

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- The Adopter Voice has remained a valued partner in the development of all Adopt East activity supported by Adoption UK.
- The proposed objectives set for the Adopt East *Adoption Support Centre of Excellence*, whilst not achieved due to DfE grant funding not being available, has informed the strategic planning for the alliance.

In May 2017, Luton Borough Council expressed an interest in delegating functions of their adoption service to Hertfordshire County Council. Luton Borough Council presented a report outlining these intentions to the Borough Council Executive Board on 4<sup>th</sup> June 2018. This matter will be further considered by Hertfordshire County Council Cabinet on 24 September 2018.

## Section 2 Service Structure

### 2.1 The Hertfordshire Adoption Service

The Adoption Service provides the following core services in accordance with statutory requirements:

- The recruitment and assessment of prospective adoptive parents.
- The selection of adoptive parents and matching of children to be for adoption.
- The management of the Agency Decision Maker (ADM) functions and adoption panels. The ADM approves both children's plans for adoption, matches of children to adoptive parents and approvals of adopters. The adoption panel makes a recommendation regarding matches of children and adoption assessments to the ADM.
- The provision of financial support in relation to adoption; special guardianship and child arrangement order applications where appropriate.
- The provision of adoption support services both pre-and post-adoption.
- The provision of inter-country adoption services – currently delivered through an arrangement with the Intercountry Adoption Centre (IAC). This arrangement is being delivered with regional partners Essex, Suffolk and Luton Councils and will continue during 2018/2019
- The provision to assess, supervise and report to Court for non-agency adoptive parents.

### 2.2 The Adoption Teams

The Adoption Service is comprised of 5 teams and supported by one Service Manager. The Adoption Service Manager also acts in an advisory role to the ADM regarding children's plans for adoption.

Recruitment activity is carried out by the joint adoption and fostering recruitment team. There are two assessment teams, which assess and support prospective adoptive parents and also match children with approved adopters. A single family

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finding team is dedicated to identify families for older children, or those with more complex needs.

The adoption support team provides support to children and their adoptive parents prior to and post adoption. It also provides a counselling and advice service to adult adoptees who want to see their child care records or trace birth relatives. Services to birth parents [ counselling] are also provided by this team.

A panel team supports the Agency Decision Maker process for children's plans and coordinates the work of the adoption panel, ensuring that statutory timescales regarding the production of reports and minutes of Panel meetings are met. The line management of the panel arrangements, is held by the Service Manager with responsibility for the fostering panel arrangements and the family and friends fostering teams

The teams are located in County Hall, Farnham House and Rainbow House, St Albans.

### *2.2.1. The Joint Adoption and Fostering Recruitment Team*

Hertfordshire operates a two-stage adoption recruitment process in line with statutory regulations. The stage 1 process is the initial checks and registration, is led by the applicant and usually takes no longer than two months. Stage 2 is the training, assessment stage lasting around four months and undertaken by a social worker. The joint adoption and fostering recruitment team manage the pre-stage enquiry and the stage 1 process. The adoption assessment teams are responsible for stage two. The final stage in the recruitment process is the adoption panel and the Agency Decision Maker (ADM) process.

During 2017-18 recruitment activity continued to focus on adoption applications for the profile of children waiting not matched, including sibling groups, those with more complex needs and applicants willing to be considered as dually approved to undertake an early permanence placement (*foster to adopt*).

At 31 March 2018, 53 Adopters were approved [ including second time adopters and foster to adopt dual approvals]. The target for adopter recruitment [50] reflected the reduced demand of children requiring a plan for adoption and the pool of adopters already available for matching.

### *2.2.2. Adoption Preparation Training (APT)*

The joint adoption and fostering team, alongside the assessment teams also provide the preparation and training courses for prospective adoptive parents called Adoption Preparation Training (APT).

During 2017/18, one course per month has been offered to prospective adopters which take place over 3 days. Applicants complete the first 2

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days in stage 1 and the final day and specialist dually approved/early permanency training in stage 2 of the process. The course is co-facilitated by an experienced adoptive parent and an experienced adoption social worker.

### 2.3 The Assessments Teams

The role of the assessment team is to progress applicants in stage 2 of the adoption process i.e. the home-study and present applicants to the adoption panel for recommendation for approval. The provision of independent social workers is available to be used if necessary.

#### 2.3.1. *Relinquished Babies*

The assessment teams provide a service for birth parents that wish to voluntarily relinquish their babies for adoption. These assessments require intensive support by social workers. The Adoption Service managed two relinquished babies during 2017/2018, both returned to the care of the birth parents with support from Children's Services.

#### 2.3.2. *Early Permanence (Foster to Adopt)*

*Foster to adopt* places a child during the period of temporary local authority care with dually approved (for adoption and fostering) carers who intend to adopt allowing for continuity of care for the child. A *foster to adopt* placement will only be made where there is clear evidence to the local authority that there is very little likelihood that the birth parents can resolve their problems or that there are no other family members to care for the child. The evidence for considering such a placement needs to be substantial and this usually means that the parents have had other children placed for adoption in the past and their circumstances have not changed following for the birth of the new child.

The Adoption Service work closely with Children's Services colleagues to ensure that as many children as possible are considered for the option of an early permanence placement. Relinquished babies are always considered for such arrangements.

At 31 March 2018, 6 children were placed in early permanence arrangements. Dually approved foster carers and adopters now have access to a regular support group.

#### 2.3.3. *Hertfordshire Youth Panel*

The Hertfordshire Youth Panel is a forum for adopted young people to contribute to the preparation of adoptive parents. This is an initiative that has been developed further in 2017/18. The forum meets with prospective adopters on a number of occasions throughout the year, with the purposes of young people being able to share with prospective adopters their insight and perspective of growing up as an adopted child. This is

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well received by all parties and provides an opportunity for the experience of the adopted child to inform the preparation of adopters.

### 2.4 The Family Finding Team

Each child with a plan of adoption receives a family finding service. The family finding team primarily provide this service, although at times workers from the assessment service will also undertake this role. The family finding team (FFT) work to ensure that all children are placed without delay. Each child has a bespoke Family Finding Plan which is regularly reviewed. The team works with children's social workers to establish precise needs and identify possible placements.

Matching Coordinator: Since October 2017, Hertfordshire appointed a Matching Co-ordinator. The role of the Matching Co-ordinator is to support the timely matching of children and to ensure that planning for children, who are likely to require adoption, takes place as early as possible. The Matching Co-ordinator attends Legal Planning Meetings, promotes early care planning through early permanence arrangements where possible.

#### 2.4.1. Matching Events

Since 2016, a comprehensive programme of regional matching events has been established. Children have been profiled as early as possible to secure a match and reduce time waiting not matched once placement order is granted. 2 regional matching events took place in 2017/18. Alongside this activity, other national family finding tools have been used such as the National Adoption Register, Exchange Events and the national Adoption Link Maker System.

During 2017/18, Hertfordshire arranged 6 in house *craft events* [adopter led matching], which has generated a number of successful matches for children waiting not matched. Such craft events were also made available for adopters from partner local authorities. Further craft events are planned to take across the Adopt East region in the coming months.

Further innovation around matching has continued in Hertfordshire, with Adopter Networking evenings. These events are established by existing adoptive families, for adopters waiting a match and promote both the strengths and opportunities of adopting older and harder to place children. These events have been well received by adopters and have led to a number of creative matching opportunities.

During 2017/18, we continued to welcome applications from foster carers to adopt the child or children placed with them, where the child has a court agreed plan for adoption. At 31 March 2018, 7 children were adopted by foster carers.

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### 2.4.2. *Ethnicity Match of Children*

The practice in Hertfordshire is to recruit families who can support and promote a child's ethnic and cultural heritage. If there are no suitable families a referral is quickly made to the Adoption Register for England and Wales, Adoption Link and to our regional partners in order to identify families as quickly as possible.

Hertfordshire continues to work with the statutory guidance issued with regard the placement of black and minority ethnic children to avoid any delay in matching on the grounds of ethnicity. During 2017/18, the service worked effectively to ensure that children from a BME background did not experience any undue delay in matching due to their ethnicity, or any other background factors. 17 of the 53 children placed for adoption are from a BME background. 8% of Hertfordshire children adopted during 2014-17 were from a BME background, in line with the England average.

### 2.4.3. *Transitions and Sibling Assessments*

An additional role played by the Adoption Service is the expertise in working with children in transition (from fostering placements into adoptive placements) and in preparing children and adoptive parents to make successful attachments and relationships. The other area of expertise, is in sibling assessments ensuring there is a full understanding of children's needs, when matching children with adopters.

During this period, 7 sibling assessments were undertaken (involving 26 children, including a sibling group of 9 and 7). These assessments support key decision making in relation to family finding together or apart and in relation of therapeutic support that may be required to support an adoptive family.

## 2.5 The Adoption Support Team and the Adoption Support Fund

The primary role and function of the adoption support team is to provide the services in accordance with the ASR (2005) and as outlined in the Statutory Guidance (2014).

### 2.5.1. *Adoption Support Regulations*

A local authority must provide a range of adoption support services under Section 3(1) of the *Children and Families Act 2014*. The *Adoption Support Regulations 2005* (ASR) and the *Adoption Support (Amendment) Regulations 2014*, set out the detail of such provisions. In summary, these include:

- Counselling, advice and information;

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- Therapeutic services;
- Financial support;
- Services to ensure discussion of matters relating to adoption;
- Services to ensure the continuation of adoptive relationship;
- Assistance in relation to arrangements for contact

### 2.5.2. *The Adoption Support Team*

The Adoption Support Team *provides a range of adoption support services, including access to counselling, information and advice for both adoptive parents and their children, who may have complex needs. There are around 40 individual requests per week for adoption support services.*

The range of services provided during this period include: adult records search and reunion, letter box service, support in complex family situations, assessments for access to the Adoption Support Fund [ASF], match funding for complex packages of interventions [sensory attachment therapy, therapeutic life story, Theraplay], peer support and group work. The most significant area of demand has been within the letter box service. This is a complex area of work, with nearly 1,000 individual arrangements of letter box contact taking place.

The Adoption Support Team works closely with Hertfordshire's Targeted Youth Support Services and Families First (Early Help) to ensure that adopted children, young people and their families are able to access a full range of support services.

In February 2018, Hertfordshire Customer Service Centre was commissioned by the Adoption Service to provide an initial triage of requests for advice, guidance and support regarding post adoption matters. This arrangement will be reviewed in June 2018, but indications are that the new arrangement is leading to quicker and more responsive service for enquires for Adoption Support.

Over the last 2 years an Advisory Teacher from the Virtual School, has been available to work directly with some individual families and a number of schools to promote better educational outcomes for adopted children. This arrangement [secondment from the Virtual School] has now ended, but feedback from adopters clearly indicates that this support has been very useful and helpful in managing the impact of school on an adopted child. Service development has taken place in partnership with adopters to ensure a more holistic approach to educational support for adopters, working alongside the Virtual School.



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### 2.5.3. Adoption Support Fund

Demand continues for counselling and therapeutic services due to the complexity of children placed. These services are critical to support families who are experiencing challenges in meeting the needs of adopted children. The majority of these referrals are associated with behaviour linked to attachment and developmental trauma. The introduction of the Adoption Support Fund in March 2015 has enabled Hertfordshire to expand the range of therapeutic provision for adoptive families that is accessed through the Adoption Support Fund.

At the end of March 2018, 239 applications were made to the Adoption Support Fund, with a total of £445.058 K being received for a range of specialist provision and assessment, including DDP, sensory integration therapy and therapeutic play therapy.

Whilst demand for the fund is similar that in 2016/17 [£498,000], changes to the arrangements of the fund have required Hertfordshire to match fund any packages of support over the fair access limits of up to £2,500 for specialist assessments and up to £5,000 for therapy per child, per financial year. Hertfordshire match funded 4 packages of therapeutic support with a total spend of £ 7,674.05

## 2.6 The Adoption Panel

- Hertfordshire has an independently chaired Adoption Panel which considers the following: Assessments of prospective adoptive parents for approval;
- The assessment of dually approved carers (early permanence/foster for adoption);
- The matching of children to be placed for adoption with approved prospective adopters;
- De-registration of approved adoptive parents who no longer wish to progress or are assessed as being unable to have an ongoing approval.

The panel management team meets quarterly and an annual report is provided by the panel chair on the quality of the panel business. The outcomes and any improvement required are incorporated into the Adoption Service Plan.

Since September 2017, following a review of panel activity completed by two independent Adoption Consultants [ February 2017], the following changes have been fully implemented

- That Hertfordshire Adoption Panel(s) has one central panel for consistent best practice and efficiency in the use of resources.
- The new central Hertfordshire Adoption Panel operates as a pooled central list of adoption panel members.

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- New arrangements have been made to ensure that the valuable input and contribution of the Medical Advisor(s) is retained within this new model.
- That all Hertfordshire Adoption Panel members will be provided with a learning and development programme to support them with these changes and in their individual roles.

### **Section 3 Finance**

#### **3.1 Financial Support for Adopters**

Financial support for adopters [adoption allowances] continues to be available to meet the needs of children and ensure the stability of the adoption arrangement. Further discretionary payments for support are available, where resource is not covered by allowances or the Adoption Support Fund.

The year-end spend of £2,402,551 [adoption allowances] was fully aligned to resource availability of £2,686,616

#### **3.2 Inter Agency Arrangements**

During 2017-18, 13 Hertfordshire children were placed in inter-agency arrangements. Hertfordshire adopters provided 21 placements for children from other Local Authorities generating an income of £346,145 from inter-agency fees.

### **Section 4 Other Services**

#### **4.1 Inter-Country Adoption**

A Service Level Agreement is in place with the Intercountry Adoption Centre alongside Alliance partners Essex, Suffolk and Luton to manage this aspect of the agency responsibility. Regular monitoring meetings are held to ensure that this service is effectively meeting the needs of Hertfordshire, Essex, Suffolk and Luton residents.

#### **4.2 Non-Agency Adoption (Step Parent Adoption)**

During 2017/18, non-agency adoptions were all managed in-house.

## **Section 5 Disruptions**

Hertfordshire has historically had a very low disruption rate, and this has been attributed to the ability to recruit and the quality of both preparation and adoption support services.

During 2017/18, there were 2 disruptions of arrangements pre-order, compared to 2 the previous year. The learning outcomes from the disruptions indicate the importance of ensuring that adopters fully understand a child's needs, the impact of adopting an older child on family life-style and have effective support around them. There is also the need to consider the arrangements for managing support expectations between adoption agencies, where the arrangement is with external adopters.

A new model for managing disruption meetings has been introduced using strengths-based approach. This has resulted in more child focused outcomes, social workers and adoptive parents have been more engaged in the process. This has supported the future care planning for the child.

## **Section 6 Complaints**

The service received 6 formal complaints at stage 1 during this period, 6 of which were managed informally outside of the complaints procedures. The following key learning outcomes have helped inform service planning:

- The importance of working in an open and transparent way with adopters at all times.
- That potentially difficult information is shared face to face with adopters.
- In assessment, being open to potential issues right from the beginning during the recruitment and assessment process.

## **Section 7 Adoption Performance Indicators and the Adoption Scorecard**

### **7.1 Performance Summary 2017/18**

Hertfordshire makes use of the variety of performance indicators to triangulate evidence of outcomes (the Adoption Leadership Board (ALB) data, Hertfordshire performance monitoring and the Adoption Scorecard, see *Appendix B & C*).

Hertfordshire continues to promote adoption as a permanence plan for children where this best meets their needs and is on an improvement journey in relation to timeliness in matching for adoption. Performance reflects the reducing cohort of children with a plan for adoption.

Performance Summary at 31 March 2018:

- 53 adopters were approved (15 dually approved) [ 44 in 2016/17, 14 dually approved].
- 50 children were matched with adopters, 55 2016/17
- 53 children were placed for adoption, 6 in early permanence arrangements (*foster to adopt*) [ 54 placed in 2016/17, 5 in early permanence].
- 58 adoption plans were approved by the Agency Decision Maker. [70 in 2016/17, 75 in 2015/16].
- 46 children received a court approved plan for adoption during this period [60 in 2016/17].
- 57 adoption orders were granted [ 99 children adopted 2016/17].
- 13% of children leaving care were adopted, which is the average for the Eastern Region, but below the national average (14.9%). This is a reflection of the reducing cohort of children with a plan for adoption in Hertfordshire and the use of Special Guardianship Orders as an alternative permanence arrangement for children exiting care.
- During the rolling year 2017/18, 81% of children adopted spent less than 12 months from ADM decision to placement. This is a significant improvement on 2016/17 at 61.6%. Hertfordshire is also performing above the Eastern Region average of 79.9%.

### **7.2 The National Adoption Leadership Board data (ALB) and Hertfordshire Performance Monitoring**

Over the last 3 years, the National Adoption Leadership Board data (ALB) (see *Appendix B*) highlights that Hertfordshire continues to manage a significant number of children with a plan for adoption. The Adoption Leadership Board data and local performance monitoring indicates an improving picture in the last 12 months in many areas.

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Key highlights of the ALB data at 31 March 2018:

- Of the cohort of children with court approved plans for adoption, 37% were awaiting a match, slightly higher than the performance in 2016/17 at 34%, but an improvement on 2014/2015 where 44% were awaiting a match. Of the children awaiting a match, 10 were linked with adopters awaiting a panel date.
- A1 timeliness (rolling 12 months) in 2017/8 is 448 days, an improving picture on 2016/17 performance at 523 days.
- A2 timeliness (rolling 12 months) in 2017/18 is 183 days, a significant improvement on the 2016/17 reported figure of 265 days.
- Only 7 children [ 8% of the cohort with court approved plans] had an adoption plan changed by the Agency Decision Maker due to changing needs. This is very similar performance to 2016/17 and continues to indicate the progress made to identify families to meet the needs of children most likely to wait for a match.

### 7.3 The National Adoption Scorecard

#### 7.3.1. *The Adoption Scorecard Indicators*

The Adoption Scorecard [*Appendix C*] was first introduced in November 2011, to measure local authority performance in relation to achieving permanence for children looked after; measured over a 3-year average and published 12 months after the reporting period has ended.

- A1: the average time it takes for a child who goes on to be adopted from entering care to moving in with his or her adoptive family.
- A2: The average time between local authorities obtaining a Placement Order for a child and matching that child with a prospective adoptive parent.
- A3: Children who wait less than 14 months between entering care and moving in with their adoptive family.

#### 7.3.2. *The Adoption Scorecard 2014/17*

The Adoption Scorecard (available in full in *Appendix C*), alongside the Adoption Leadership Board (ALB) (see *Appendix B*) provides an indication of the adoption performance by Hertfordshire. The most recent Adoption Scorecard 2014/17 was published in May 2018:

- A1 – At 533 days, Hertfordshire is 107 days from the target performance (426 days). This performance represents an improvement. There are significant improvements in the timeliness of this activity which has been achieved by proactive planning by

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children's services and reducing court timescales. The 3-year average is shorter than that in 2013/16 and is just above the England average [520 days].

- A2 – At 247 days, Hertfordshire is 126 days from the target (121 days). The 3-year average between court agreeing adoption and LA approving a match is longer than in 2013-2016 and is below the England average [220 days]. This performance has been anticipated due to a cohort of 18 children, the majority aged between 4-11 with a complex profile, who waited a considerable period for a match. 9 of these children were adopted by their foster carers and 8 children were in sibling groups. Hertfordshire performs just above the England average with 6% of children 5 or over leaving care who are adopted. The timeliness of matching some of these children for adoption will remain a feature of this performance indicator until 2019/20.
- A3 – 50% of Hertfordshire children with a placement order are waiting less than 14 months from entering care to placement, this is an improvement on 2013/16 figure. Hertfordshire is slightly under performing in relation to the local authority average [53%].

Hertfordshire performs just above the England average having 6% of children 5 and over leaving care adopted

The proportion of adoptive families matched to a child, during 2016/17, who waited less than 3 months from approval is 79%, which is just above the England average.

### **Section 8 Key Service Developments 2017/18**

The Key Service Developments for 2018/19 are:

- To recruit 50 adopters to match needs of children waiting not matched, including 10 dually approved adopters.
- To continue to contribute to the development of the Adopt East Alliance Model and regionalisation arrangements.
- To facilitate the delivery of Luton's Adoption Service by Hertfordshire by March 2019, subject to executive approval.
- To continue to drive forward the activity of all social workers to deliver timely matching for all children with a plan for adoption, especially those aged 5 and over.
- To establish an Adoption Support Improvement Plan focused on the following key areas; education, teenagers, therapeutic parenting, networking events and activities for families, birth relative support

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### **Summary**

The performance of the Hertfordshire Adoption Service is linked to the overall performance within Children's Services in relation to achieving good outcomes for permanency. Whilst there remains a challenge regarding the timeliness of matching on the three yearly score card, there are strong indications of improvements in timeliness for rolling 12 months. The Adoption Service remains committed to pursuing plans for adoption for children and sibling groups with complex needs. The Adoption Service is also committed to co-production of all service improvement plans with adopters and other key stakeholders (adopted young people and birth parents) and will continue to strengthen engagement during the next 12 months.

The Adoption Service has continued to make progress in terms of best practice and service development, through the Adopt East Alliance regional partnership. Hertfordshire. During 2017/18 a closer operational arrangement will be entered into with Luton Borough Council, subject to Executive approval.

The Adoption Service will also continue to work in close partnership with Children Services colleagues and with the local Family Justice Board, to consider all matters regarding timeliness in matching and placement of children with a plan for adoption to make further improvements.

Sue Lowndes  
Head of Adoption & Fostering  
May 2018

Adoption Summary

Activity of Adoption service during Month:

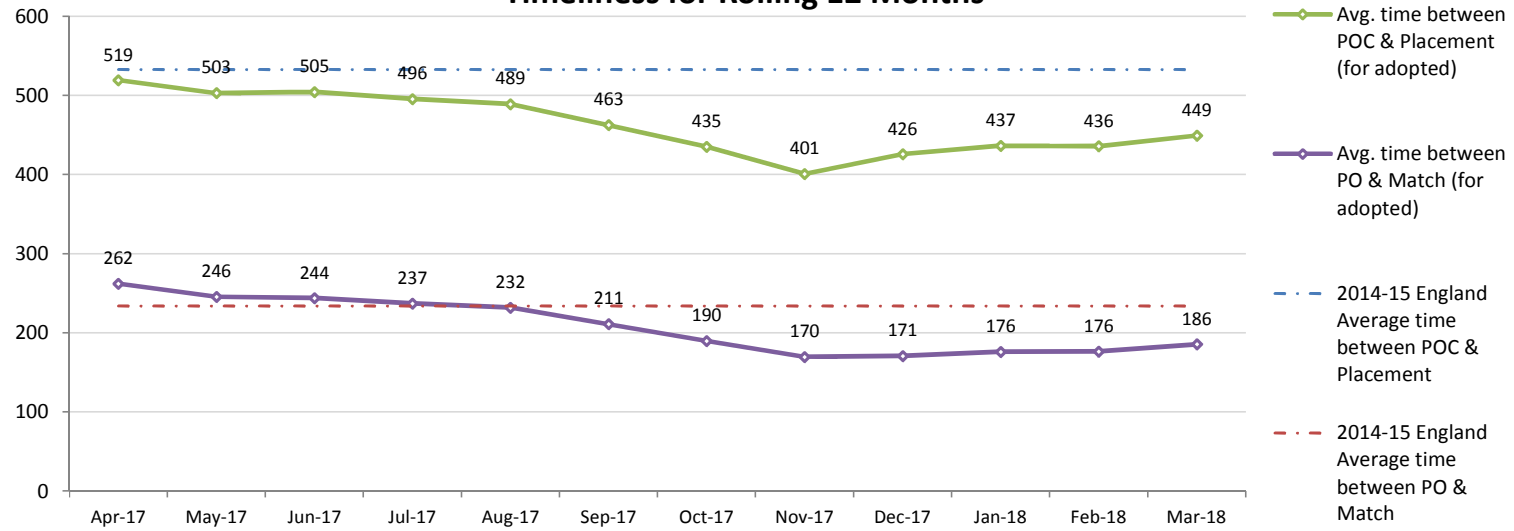
	2017-18 Q1			2017-18 Q2			2017-18 Q3			2017-18 Q4			01/04/2017 to 01/04/2018
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	
Best Interest ADM	3	4	6	2	6	2	4	11	6	5	3	1	53
Placement Order	2	1	11	0	3	2	1	5	2	11	8	0	46
Match ADM	2	3	10	6	5	0	4	1	3	3	7	6	50
Placements	5	3	9	9	4	3	2	3	1	4	3	7	53
Adoption Order	4	8	8	1	6	6	5	3	5	5	3	3	57
ADM Reversal	2	0	0	2	2	1	1	0	0	0	0	4	12
Placement Breakdowns	0	0	0	0	0	1	0	0	1	0	0	0	2
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Whole Year
Stage 1 Start	6	8	0	10	4	4	1	6	6	6	7	7	65
Stage 1 End	2	6	7	5	4	2	5	0	2	5	1	0	39
Stage 2 Start	2	2	3	5	3	3	5	4	1	2	1	3	34
Stage 2 End	3	6	4	4	5	2	4	5	2	4	3	7	49
Application Received	0	0	0	0	0	0	0	0	0	0	0	0	0
Application Approved	0	0	0	0	0	0	0	0	0	0	0	0	0
Approvals	3	6	4	4	5	2	4	5	2	4	3	7	49
Match ADM	2	5	6	5	3	3	3	2	3	3	8	5	48
Placed	5	5	7	6	2	3	3	3	1	4	5	6	50
Adoption Order	3	5	3	1	5	5	6	3	1	5	3	2	42
Withdraw/Cancelled	0	2	0	1	1	4	2	3	0	0	0	1	14

Status of Adoptees/Adopters at Month End:

	2017-18 Q1			2017-18 Q2			2017-18 Q3			2017-18 Q4		
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Awaiting PO (ADM but no PO)	7	10	5	6	8	7	9	15	19	13	7	6
Awaiting Match (PO but no Match)	33	31	32	26	24	26	23	27	26	34	36	28
Awaiting Placement (Match but not Placed)	4	4	5	2	3	0	2	0	2	1	5	4
Awaiting AO (Placed but no Adoption Order)	42	37	38	45	42	39	36	36	32	31	31	35
<b>Total Active Adoptees</b>	<b>86</b>	<b>82</b>	<b>80</b>	<b>79</b>	<b>77</b>	<b>72</b>	<b>70</b>	<b>78</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>73</b>
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
In Stage 1	30	32	25	29	29	30	26	29	33	34	40	47
Awaiting Stage 2	0	4	8	8	9	7	7	3	4	7	7	4
In Stage 2	19	15	14	15	13	13	14	13	12	10	9	6
Application being Assessed	0	0	0	0	0	0	0	0	0	0	0	0
Approved (awaiting match)	30	29	27	26	27	25	24	27	26	27	22	24
Matched (awaiting placement)	3	3	2	1	2	2	2	1	3	2	5	4
Placed (awaiting AO)	28	28	32	37	34	32	29	29	29	28	30	33
<b>Total Active Adopters</b>	<b>110</b>	<b>111</b>	<b>108</b>	<b>116</b>	<b>114</b>	<b>109</b>	<b>102</b>	<b>102</b>	<b>107</b>	<b>108</b>	<b>112</b>	<b>116</b>

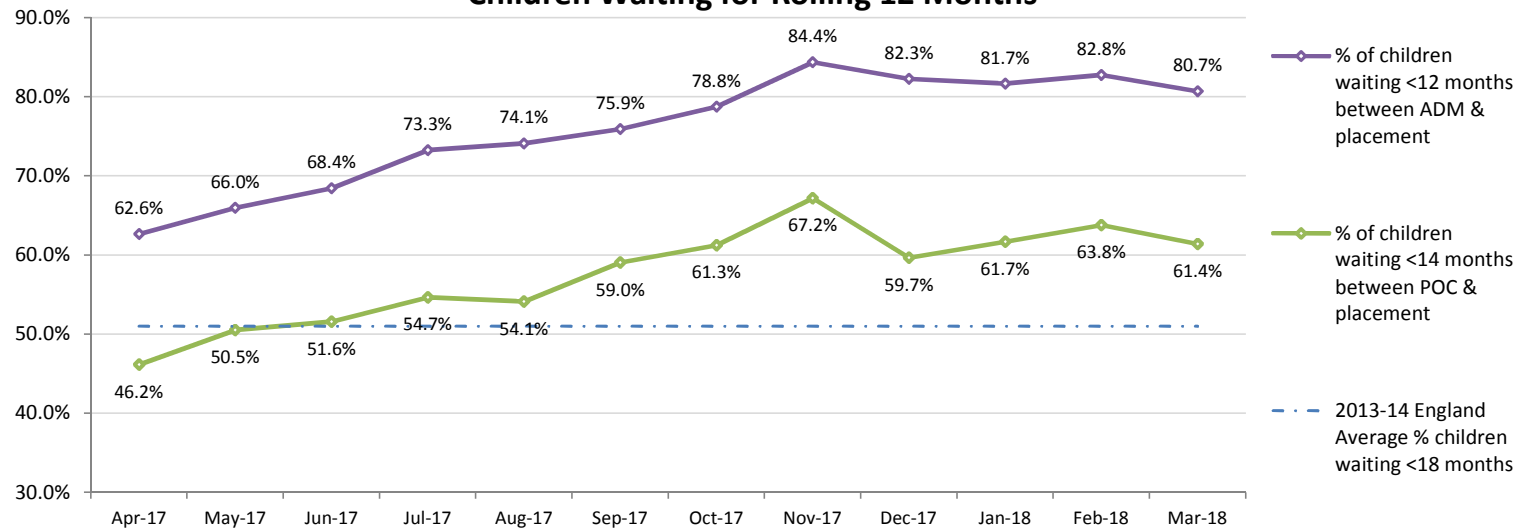
Adoption Timescales

Timeliness for Rolling 12 Months



◆ Adoptees	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Avg. time between POC & Placement (for adopted)	519	503	505	496	489	463	435	401	426	437	436	449
Avg. time between PO & Match (for adopted)	262	246	244	237	232	211	190	170	171	176	176	186
2014-15 England Average time between POC & Placement	533	533	533	533	533	533	533	533	533	533	533	533
2014-15 England Average time between PO & Match	234	234	234	234	234	234	234	234	234	234	234	234

Children Waiting for Rolling 12 Months



◆ Adoptees	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Numerator	42	49	49	47	46	49	49	43	37	37	37	35
Denominator	91	97	95	86	85	83	80	64	62	60	58	57
% of children waiting <14 months between POC & placement	46.2%	50.5%	51.6%	54.7%	54.1%	59.0%	61.3%	67.2%	59.7%	61.7%	63.8%	61.4%
Numerator	57	64	65	63	63	63	63	54	51	49	48	46
Denominator	91	97	95	86	85	83	80	64	62	60	58	57
% of children waiting <12 months between ADM & placement	62.6%	66.0%	68.4%	73.3%	74.1%	75.9%	78.8%	84.4%	82.3%	81.7%	82.8%	80.7%
2013-14 England Average % children waiting <18 months	51.0%	51.0%	51.0%	51.0%	51.0%	51.0%	51.0%	51.0%	51.0%	51.0%	51.0%	51.0%



## Adoption Scorecard

Choose Local Authority	Hertfordshire
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See methodology and guidance document for further information

Children				Average time indicators												
	A1: Average time between a child entering care and moving in with its adoptive family (days)	A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	A3: Children who wait less than 14 months between entering care and moving in with their adoptive family (number and %)	<p>A1: Average time between a child entering care and moving in with its adoptive family</p> <p>A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family</p>				<p>A1: Average time between a child entering care and moving in with its adoptive family, 2014-17</p>								
LA's 3 year average (2014-17)	533	247	160 (50%)													
Distance from 2014-17 performance threshold (426 and 121 days)	107 days	126 days	n/a													
1 year trend - Improvement from 2016 to 2017	Average time in 2017 was longer than in 2016	Average time in 2017 was longer than in 2016	n/a					<p>A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family, 2014-17</p>								
3 year trend - Improvement from 2013-16 to 2014-17	Average time in 2014-17 was shorter than in 2013-16	Average time in 2014-17 was longer than in 2013-16	n/a													
England 3 year average (2014-17)	520	220	11120 (53%)													
Adopters				Related Information												
	Number of approved adoptive families waiting to be matched as at 31 March 2017	Number of applications to become an adoptive family still being assessed (not yet approved or rejected) as at 31 March 2017	Proportion of adoptive families who were matched to a child during 2016-17 who waited more than 3 months from approval to being matched to a child	<p>New ADM decisions</p> <p>New placement orders granted</p> <p>THESE ARE NOT PERFORMANCE MEASURES</p>				Adoptions from care during 2014-17 (with % leaving care who are adopted)	Children for whom the permanence decision has changed away from adoption during 2014-17 (number and %)	Number of children waiting to be placed for adoption (as at 31 March 2017)	Number of children waiting to be placed for adoption with a placement order (as at 31 March 2017)	A1 timeliness where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family (days) (2014-17)	Number of children in a Fostering for Adoption / Concurrent Planning foster placement (as at 31 March 2017)	Adoptions of children from ethnic minority backgrounds during 2014-17 (number adopted and % of BME children leaving care who are adopted)	Adoptions of children aged five or over during 2014-17 (number adopted and % of children aged 5 or over leaving care who are adopted)	Average length of care proceedings locally during 2014-17 (weeks)
LA	35	50	79%	LA	230 (15%)	70 (18%)	50	30	463	x	35 (8%)	65 (6%)	33			
England	2,040	1,690	74%	England	14410 (15%)	2880 (12%)	4,100	2,580	435	380	2210 (8%)	3130 (5%)	30			