

# Public Document Pack



**Helen Barrington**  
Director of Legal and  
Democratic Services  
County Hall  
Matlock  
Derbyshire  
DE4 3AG

Extension 38324  
Direct Dial 01629 538324  
Ask for Alisha Parker

PUBLIC

To: Members of Improvement and Scrutiny Committee - People

Tuesday, 13 July 2021

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - People** to be held at **2.00 pm** on **Wednesday, 21 July 2021** in County Hall, Matlock, DE4 3AG, the agenda for which is set out below.

Yours faithfully,

A handwritten signature in black ink that reads 'Helen E. Barrington'.

**Helen Barrington**  
**Director of Legal and Democratic Services**

## **AGENDA**

### **PART I - NON-EXEMPT ITEMS**

1. Apologies for absence  
To receive apologies for absence (if any)
2. Declarations of Interest  
To receive declarations of interest (if any)
3. Minutes (Pages 1 - 6)

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – People held on 10 February 2021.

4. Public Questions (30 minute maximum in total) (Pages 7 - 8)

(Questions may be submitted to be answered by the Scrutiny Committee, or Council officers who are attending the meeting as witnesses, on any item that is within the scope of the Committee. Please see the procedure for the submission of questions at the end of this agenda)

5. Overview of Adult Social Care (Pages 9 - 32)

6. Overview of Children's Services (Pages 33 - 56)

7. Work Programme

PUBLIC

**MINUTES** of a meeting of **the IMPROVEMENT AND SCRUTINY COMMITTEE – PEOPLE** held on 10 February 2021

**PRESENT**

Councillor G Musson (in the Chair)

Councillors J Coyle, C Dale, R Flatley, J Frudd, R George, R Iliffe, D Taylor and J Twigg.

Also in attendance – Councillors S Swann, J Wharmby, and D Cohen.

No apologies for absence had been received.

**01/21** **MINUTES RESOLVED** that the minutes of the meeting of the Committee held on 04 November 2020 be confirmed as a correct record.

**02/21** **PUBLIC QUESTIONS** There were no public questions.

**03/21** **DISCUSSION WITH CABINET MEMBER FOR ADULT CARE - COUNCILLOR JEAN WHARMBY** Councillor J Wharmby gave an update on the Better Lives programme. The first year of the four year transformation programme had been successfully completed. Significant progress had been made on ambitions to improve outcomes for people and make more efficient use of resources.

All targets had been achieved or extended within the programme. All of the new ways of working had been designed by front line colleagues and had now either been rolled out or were in the process of being rolled out across the department.

The programme had so far focused on:

- Supporting people on discharge from hospital, ensuring, when possible that people returned to their homes.
- Improving the short term home care offer across departments and assisting those to regain independence.
- Supporting frontline practitioners to further develop their practice to support local people to remain at home.
- Reduce admissions to residential care which had been successfully reduced by a third.
- Supporting those with learning difficulties and/or Autism to move to supported living houses rather than residential units.
- Supporting those with learning difficulties and/or Autism to access employment and meaningful activities or volunteering in the community.

**04/21 ENGAGEMENT RE. DEVELOPING CARE AND ACCOMMODATION IN DERBYSHIRE**

It had been agreed that Derbyshire County Council (DCC) would update their current market position statement. In 2020, it had been intended to do a large scale engagement programme and a consultation asking for views on housing accommodation and support to help inform discussions or how work was done with the wider market.

This had been put on pause due to the Covid-19 pandemic, although it had still been planned to update the current market position statement with data coming through at present. This would be an interim market position statement which was predicted to last 12 months with the detailed engagement process planned to continue later in 2021.

A letter had been distributed asking for views on accommodation, housing and support along with a survey. That information would be used to inform the market position statement. Those who were currently adult social care recipients and their family carers had been targeted as these would be the individuals living at home and considering their future.

The survey closed on 08 February 2021, the engagement team had been actively involved, following up with phone calls and being available to speak to individuals. 1000 people had been contacted and 106 surveys had been completed and returned. The results would then be analysed and updated and would be available for the Committee.

**05/21 SCRUTINY WORKING GROUP PROGRESS REPORT - NEXT STEPS IN RELATION TO DIRECT CARE HOMES FOR OLDER PEOPLE**

Following the Cabinet meeting on 4th June 2020, the People Improvement and Scrutiny Committee had been invited to deliberate on the next steps in relation to seven of Derbyshire County Council's direct care homes. The potential closure of these homes, together with the proposed refurbishment of three, had been the subject of a consultation conducted earlier in the year. After considering the consultation outcomes, Cabinet agreed that "none of the homes proposed for closure will close unless a local care home or alternative provision is available to replace it".

The Cabinet report invited the Scrutiny Committee to adopt an overseeing role to ensure transparency of decision making and it had been suggested that the focus should be on the need for, and type of local provision required.

The Committee submitted an interim report to Cabinet on 19 November 2020. The report stated that the Committee was assured that the mitigation measures in place were sufficiently robust and durable to address the increased risk associated with the properties identified as needing rewiring in the near future. The report indicated that work would continue to pursue the remaining key lines of enquiry.

On 10 December 2020 the Executive Director for Adult Social Care and Health submitted a report to Cabinet providing an update on actions relating to direct care homes for older people and a prospective timetable for future actions.

**RESOLVED** that the Committee agreed that an interim report was submitted to Cabinet stating that: (a) due to the revised timetable the Committee would not be able to deliver against all of the key lines of enquiry in the timeframe anticipated; (b) the Committee had considered the proposed methodology to determine what was “local” and “suitable” alternative provision; (c) When determining what was “local”, as well as considering the distance, a high priority should be placed on a person’s connectedness to an area, location of family and friends and accessibility to transport routes; (d) when determining what was “suitable”, ongoing affordability for individual service users of CQC rated “good” or above provision, was of paramount importance; (e) the Committee recognised that in the current pandemic climate occupancy levels had been significantly reduced and the operating costs were temporarily well above the norm. The situation was unlikely to change in any significant way in the immediate term, but measures were being put in place, both nationally and locally, to improve the situation in the more medium term. The Committee understood the need to delay the development of the Market Position Statement and thought it sensible to delay decisions on long term strategies until such a time that future service needs, and the state of the market were more predictable; and (f) when the Committee conducted pre-decision scrutiny deliberations in relation to the future of the seven care homes, Members would require demand and the supply data for residential care that could be viewed with a high degree of certainty.

#### **06/21 DERBYSHIRE HEALTHWATCH CARE HOME REPORT**

HWD decided to gather information to try to understand how the Covid-19 pandemic had affected the wellbeing of care home residents and their relatives and to examine what measures had been introduced to combat these issues. The pandemic had been a particularly difficult time for residents, their friends and family and care home staff. At the same time, HWD were aware of some amazing examples of care and innovation by care homes. The aim of the project was to allow HWD to identify and share these good practice initiatives and helpful ideas across the care home community in Derbyshire.

Between 26th October and 16th November 2020, an online survey was shared with residents of Derbyshire. The survey asked about how the mental and physical wellbeing of care home residents had been affected during the pandemic and about any steps the homes had taken to address these challenges. The survey also asked about contact between relatives and their loved ones and communication between the relatives and the care homes themselves. Respondents were encouraged to share ideas and best practice.

HWD had received 90 responses. Those responses received shared the experiences of spouses, children, extended family and friends of care home residents thus offering a diverse perspective.

The report would be shared with The Strategic Care Home Group which provided guidance and support for the COVID Care Homes Cell on matters such as infection control, agreeing on local interventions needed and to ensure a good quality, safe and effective care home sector in Derbyshire that meets the needs of the local population. Copies would also be provided to the Directors of Public Health for Derbyshire and Derby City, and to the Association of Directors of Public Health nationally. The report would also be shared with Healthwatch England and used to inform national policy.

The findings of the survey had been outlined within the report.

**RESOLVED** that the Committee note the report.

#### **07/21 CHILDREN SERVICES COMPLAINTS REPORT**

Monitoring customer feedback provided valuable insight into where Children's Services could improve service provision and/or delivery. The department had developed a culture of listening and learning in order to drive improvement in services.

The report provided information about statutory and corporate compliments, complaints and representations received during the 12 months from 1 April 2019 to 31 March 2020.

In the period between April 2019 and March 2020, the complaints team received 139 compliments in relation to children's services. This had been a slight decrease on the 143 recorded during the previous year. Of these, 41 were corporate compliments and 98 were statutory; in comparison with 70 corporate and 73 statutory compliments recorded in 2018-2019.

From April 2019 to March 2020, 239 representations had been received, 159 of these were corporate, and 80 were statutory. This was a 4% increase from the 229 representations received in 2018/19. Of the 80 statutory representations, only 9 were responded to within agreed timescales, meaning that 71 took longer than 10 days to receive a response, which represented 89% of representations receiving late replies during 2019-2020. This was a substantial decrease in effective response times compared to the previous year, where 52% of representations were responded to within timescale.

Of the 233 statutory complaints received, 166 were acknowledged within timescales (71%). This represented a significant decrease on the previous year, when 93% of statutory complaints were acknowledged within timescale. Performance improved throughout the year, as the process was changed to complaints being acknowledged centrally rather than locally. For

the majority of quarter 3 and all of quarter 4, performance against this target had been around 100%.

Of the 233 complaints received, 32 (14%) fell outside the remit of children's services statutory complaints procedures. These included complaints from people without parental responsibility for the children receiving a service or being identified as having significant interest, some complaints were redirected to adult social care, others were considered historic complaints and some were complaints for other local authorities, district councils or services. All received responses where appropriate or were signposted to the correct point of contact for their complaint. 7 complainants rescinded their complaint before it went to formal investigation. 36 complaints were resolved by mediation or by local action/resolution without proceeding to the formal complaints process. This was by means of additional visits, phone calls or other area actions which satisfied the complainant and their concerns. This represented 15% of all statutory stage 1 complaints received being resolved informally.

**RESOLVED** that the Committee note the report.

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## **Procedure for Public Questions at Improvement and Scrutiny Committee meetings**

Members of the public who are on the Derbyshire County Council register of electors, or are Derbyshire County Council tax payers or non-domestic tax payers, may ask questions of the Improvement and Scrutiny Committees, or witnesses who are attending the meeting of the Committee. The maximum period of time for questions by the public at a Committee meeting shall be 30 minutes in total.

### **Order of Questions**

Questions will be asked in the order they were received in accordance with the Notice of Questions requirements, except that the Chairman may group together similar questions.

### **Notice of Questions**

A question may only be asked if notice has been given by delivering it in writing or by email to the Director of Legal Services no later than 12noon three working days before the Committee meeting (i.e. 12 noon on a Wednesday when the Committee meets on the following Monday). The notice must give the name and address of the questioner and the name of the person to whom the question is to be put.

Questions may be emailed to [democratic.services@derbyshire.gov.uk](mailto:democratic.services@derbyshire.gov.uk)

### **Number of Questions**

At any one meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation about a single topic.

### **Scope of Questions**

The Director of Legal Services may reject a question if it:

- Exceeds 200 words in length;
- is not about a matter for which the Committee has a responsibility, or does not affect Derbyshire;
- is defamatory, frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Committee in the past six months; or
- requires the disclosure of confidential or exempt information.

## **Submitting Questions at the Meeting**

Questions received by the deadline (see **Notice of Question** section above) will be shared with the respondent with the request for a written response to be provided by 5pm on the last working day before the meeting (i.e. 5pm on Friday before the meeting on Monday). A schedule of questions and responses will be produced and made available 30 minutes prior to the meeting (from Democratic Services Officers in the meeting room).

It will not be necessary for the questions and responses to be read out at the meeting, however, the Chairman will refer to the questions and responses and invite each questioner to put forward a supplementary question.

## **Supplementary Question**

Anyone who has put a question to the meeting may also put one supplementary question without notice to the person who has replied to his/her original question. A supplementary question must arise directly out of the original question or the reply. The Chairman may reject a supplementary question on any of the grounds detailed in the **Scope of Questions** section above.

## **Written Answers**

The time allocated for questions by the public at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by the public will be answered in writing. Any question that cannot be dealt with during public question time because of the non-attendance of the person to whom it was to be put, will be dealt with by a written answer.



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE – PEOPLE**

**21<sup>st</sup> July 2021**

**Report of the Executive Director Adult Social Care and Health**

**Overview of Adult Social Care**

## **1. Purpose**

To provide the Improvement and Scrutiny Committee - People with an overview of the Adult Social Care Department. To provide background information to support committee members to understand the role, functions and activity undertaken by the department in order to assist the committee to consider areas for further scrutiny as part of their future work programme

## **2. Information and Analysis**

This information is provided in the attached slide presentation format. The presentation provides committee members with information about the core purpose of the Adult Social Care Department and the legislative framework within which it operates. The presentation also provides information on the principles and focus of the Adult Social Care department.

Background detail is provided to support committee members to understand the resources and activity of the department and the current transformation activity being delivered through the Better Lives programme to support people to be as independent as they are able.

### **3. Alternative Options Considered**

N/A

### **4. Implications**

None directly arising from this report

### **5. Consultation**

N/A

### **6. Background Papers**

N/A

### **7. Appendices**

7.1 Appendix 1 - Implications

7.2 Appendix 2 - Presentation 'Overview of Adult Social Care'

### **8. Recommendation(s)**

That the Committee:

- a) notes the overview information provided by the Adult Social Care Department

### **9. Reasons for Recommendation(s)**

To support the committee to consider areas of Adult Social Care activity for further scrutiny as part of its future work programme

**Report Author: Simon Stevens**

**Contact details: [simon.stevens@derbyshire.gov.uk](mailto:simon.stevens@derbyshire.gov.uk)**

**Implications**

**Financial**

N/A

**Legal**

N/A

**Human Resources**

N/A

**Information Technology**

N/A

**Equalities Impact**

N/A

**Corporate objectives and priorities for change**

N/A

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# Adult Social Care

Discharging the local authority's statutory duties in relation to the Care Act (2014), the Mental Health Act (2007) and the Mental Capacity Act (2005). Supporting people to live independent and fulfilling lives being part of their local communities. \*\*see appendix 1 for legislative framework for Adult Social Care

21 July 2021

# What this presentation covers

- **Overview of Adult Social Care:**

- Principles
- Focus
- Purpose
- legislative framework (appendix 1)
- Resources
- Activity

- **Current Transformation, adaptation and innovation activity:**

- Better Lives Programme
- ICS Development
- Improved relationships



# Adult Social Care

Our principles, our focus and our commitment to supporting people to live their 'Best Life'

# Better Lives Social Care Support

Better Lives ASC vision and aspiration to support local people

- To be as independent as possible and to have control of their lives
- To live their lives in their way (“Best Life”)
- To be part of and have thriving local communities to call on

“ Don’t we all want to live in the place we call home with the people we love , in communities where we look out for one another , doing the things that matter to us. “ [socialcarereform#](#)

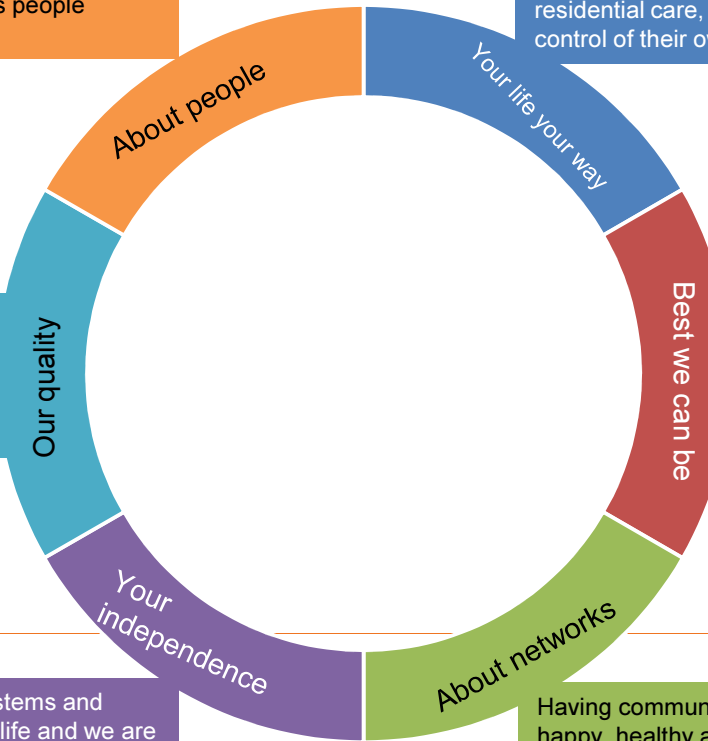
# Our Principles...

- We focus on **people**, not systems and services.
- We always **promote independence**, knowing that independent lives are **happier, healthier and more fulfilled**.
- We recognise that **people are the experts in their own lives** and work together, and wider **community networks**, to achieve the **best quality of life possible**.
- We are **bold and enterprising**, looking for the best solution and recognising that supporting people through change will often achieve the best outcome.
- We **look outward and forward** in our approach to embracing the social care of the 21<sup>st</sup> century, not inward and backward.
- We strive for the **highest quality standards** in everything we do.
- We **share best practice, celebrate success and learn and act** when we can do better.

# Our Focus....

We focus on the individual, rather than the current systems and processes. Prevention is the key to a better quality of life and we are focusing our efforts on early intervention and rehabilitation - looking broadly across a wide range of interventions including public health, wellbeing and economic growth - to keep Derbyshire's people independent and fulfilled.

People know themselves best. We will work with individuals, and the networks that exist across communities, to ensure that together we can access the support that is right for them and gives the best quality of life possible. We are focused on keeping people out of residential care, on living our lives our way, and on citizens having control of their own lives.



We are focused on quality in every part of our work. How we perform every element of our roles contributes to making people's lives better. We use our Quality Assurance Framework to make sure we use the right process, first time, every time.

We share our best practice, celebrate our success, learn and act when we can do better and strive to ensure local people, our partners and national organisations understand and value our contribution to Derbyshire.

We focus on the individual, rather than the current systems and processes. Prevention is the key to a better quality of life and we are focusing our efforts on early intervention and rehabilitation - looking broadly across a wide range of interventions including public health, wellbeing and economic growth - to keep Derbyshire's people independent and fulfilled.

Having community and support networks does more to keep people happy, healthy and independent than any traditional service-based intervention possibly can. In Derbyshire we break down traditional boundaries and focus on results, not on services or institutions.

“Adult social care covers a wide range of activities to help people who are older or living with disability or physical or mental illness live independently and stay well and safe”. The Kings Fund 2019.

...**Assessing need**...

This includes:

- Individual needs assessment
- Carers needs assessment
- Locality and community level needs analysis

...**promoting independence**...

This includes:

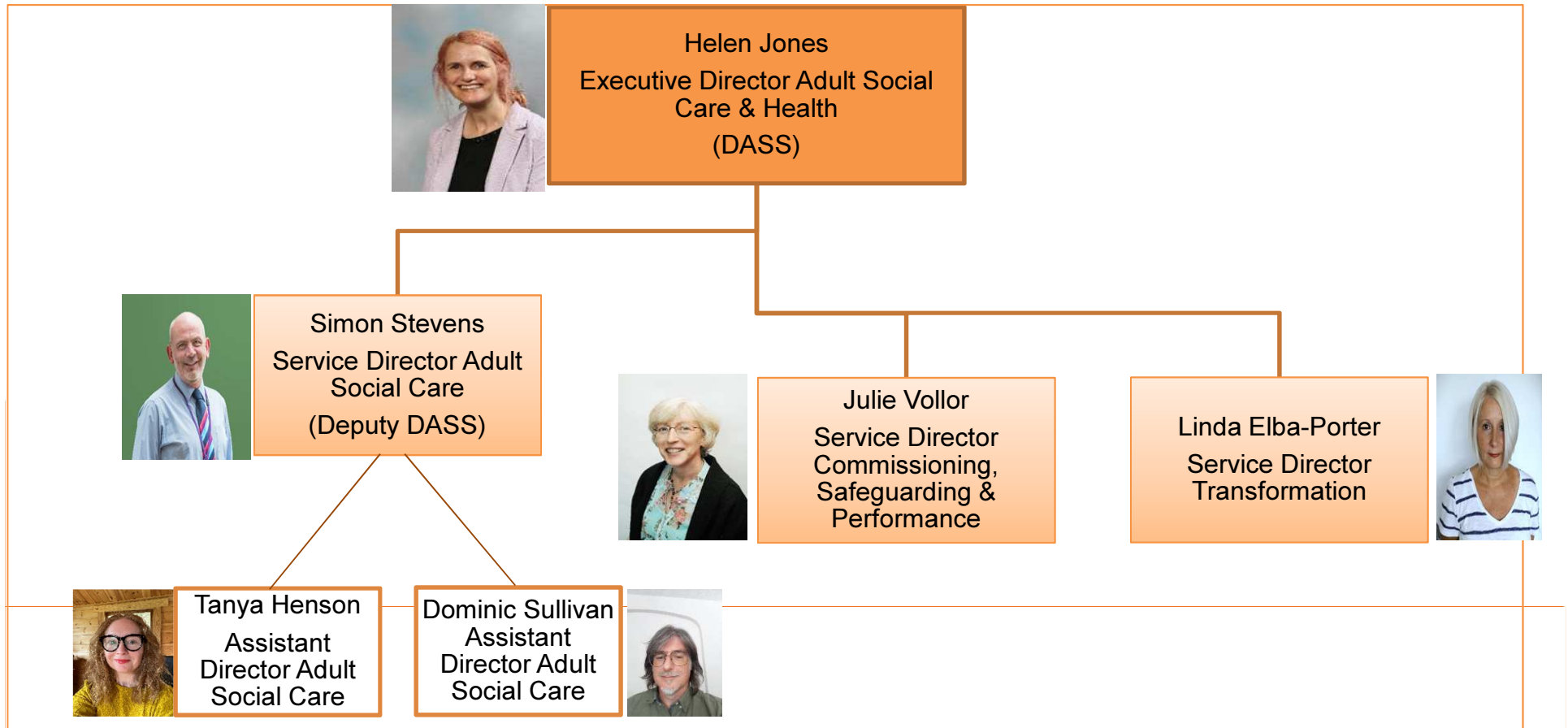
- Focus on strengths
- Delivering and commissioning enabling services.
- early engagement and preventative action
- Supporting people to develop and maintain effective support networks.

...**safeguarding**...

This includes:

- Protecting peoples rights to live in safety.
- Keeping people safe from harm.
- Supporting people to make their own decisions.

# ...via the following structure...



Supported by Extended Leadership Team

# Our Internal Resources...

- Around **4,800 employees** across our assessment, commissioning, delivery and transformation functions.
- 2200 working across **110** directly provided front line care and support teams
- 749 Care Workers (community) supporting **3955** individuals in receipt of homecare services.
- 1362 Care Workers supporting **1,574** people to receive short and long term residential care services across 23 directly provided residential care homes for older people
- 159 Residential Social Worker and Care Worker staff supporting **200** people with a learning disability to receive life skills and respite care services across 4 establishments.
- 236 Day Care Workers providing support to **659** individuals
- 328 Social Work team staff providing assessment and social work support to people in their own homes, living in care home settings and requiring support to discharge from hospital.

# Our External Resources...

- Around **18,078** paid care and support staff across a range of voluntary and private sector services.
- 74 providers of homecare services supporting **11,194** individuals in receipt of homecare services.
- 224 care home providers operating **5,624** residential and nursing care beds
- 93,000 Unpaid carers providing approximately **650,000** hours of care and support to people per week
- **150** voluntary sector organisations providing day centre, practical support, advice and



# And delivering the following actions and outcomes

- Supported **16,532** people to live independently at home (directly providing 302,800 hours and commissioning 1,706,826 hours of homecare support)
- Worked with **27,819** people actively known to our services
- Responded to **80,846** referrals for support
- Completed **4,342** safeguarding episodes
- Undertook **3,601** carers assessments
- Supported **9,459** people to be discharged from hospital
- Completed **1,325** Mental Health Act assessments

# Current Transformation, adaptation and innovation activity:






# A focus on improving outcomes for people...

- We have successfully completed the first year of our four year 'Better Lives' transformation programme and have made significant progress on our ambition to provide both improved outcomes for people and make more effective use of resources. Although we have faced unprecedented challenges as a result of the Covid pandemic we have achieved or exceeded all our targets within the programme.
- All the new ways of working have been designed by frontline colleagues and are now either rolled out or are being rolled out across the department. The programme has so far focused on the following areas:
  - Supporting people on discharge from hospital ensuring wherever possible people return to their homes with a reablement offer.
  - Improving the Short-Term homecare offer across the department, **embedding a reablement approach** ensuring people are supported to regain their independence following either a stay in hospital or following a crisis at home. **37% more people have been able to access this service**
  - Supporting front line practitioners to further develop their practice to support local people to remain at home. **Admissions to residential care have reduced by a third.**
  - Supporting people with a learning disability and / or who are autistic to move to supported living houses rather than live within residential units. **13 people have moved so far**
  - Supporting people with a learning disability and / or who are autistic to access employment, meaningful activity or volunteering in the community.

# Better lives

## Work streams

What phase is  
the work stream  
in?

	Working-Age Adults	Maximising independence for those with disabilities	SUSTAIN
	P&P Assessments & Reviews	Support planning for independent lives	SUSTAIN
	Short Term Services	Extra support to help people live happy lives at home	SUSTAIN PHASE 1
	Data Dock	Using data to help us improve practice and services	OPERATIONAL
	Hospital Discharge	Discharge support to get people home from hospital	SUSTAIN

# Joined Up Care Derbyshire / Integrated Care System

- Continue to provide executive and senior leadership engagement into system partnership developments ensuring that Social Care is a key partner in the creation of collaborative system working.
- Continue to drive Place based working through Group Managers at a locality level.
- Develop Place based commissioning arrangements to support the development of thriving communities.
- Drive a focus on individual responses and person focused delivery.

# Working with people in localities

- We are actively engaged with local people and system partners in localities as part of Place Alliance groups working to understand the strengths and needs of each locality and developing system responses to support individuals to maximise their independence and communities to thrive.
- We are set up structurally to respond to council district and borough footprints and focus our practice on improving outcomes for individuals.
- We continue to develop links with our council wide thriving communities approach.

## Improved system relationships

- We have worked hard to develop and sustain strong system relationships and have trusted partnerships in place across all levels.
- The Covid pandemic has enabled us to strengthen those relationships and our focus is to ensure that we continue to build on the strong foundations that are in place.

# Legislative Framework

**Care Act 2014** - This is the law which sets out the local authorities' duties in relation to assessing people's needs and their eligibility for care and support (adult social care), including carers who need support

- **Wellbeing principle** - whenever a local authority makes a decision about an adult, they must promote that adult's wellbeing.
- **Prevention** - requires local authorities to ensure the provision of services which help prevent, delay or reduce the development of care and support needs (including carers' support needs).
- **Integration** - duty to carry out care and support functions with the aim of integrating services with those provided by the NHS or other health-related services.
- **Information and advice** - duty to provide an information and advice service which is available to all people in the local authority's area.
- **Diversity and Quality of provision (Market Shaping)** - duty for local authorities to promote diversity and quality in the market of care and support providers for people in their local area.
- **Cooperation** - duty to cooperate between the local authority and other organisations which have functions relevant to care and support. This includes a duty on the local authority itself to ensure cooperation between its adult care and support, housing, public health and children's services.



# Legislative Framework

**Mental Health Act 2007** - The Mental Health Act is the main piece of legislation guiding the compulsory inpatient admission and treatment of people with mental health problems.

- Least restrictive option and maximising independence.
- Empowerment and involvement.
- Respect and dignity.
- Purpose and effectiveness.
- Efficiency and equity.

# Legislative Framework

**Mental Capacity Act 2005** - If you can't make decisions for yourself because you don't have the mental capacity to make them, the Mental Capacity Act tells you:

- what you can do to plan ahead
- how you can ask someone else to make decisions for you
- who can make decisions for you if you haven't planned ahead
  
- **A presumption of capacity** - every adult has the right to make his or her own decisions and must be assumed to have capacity to do so unless it is proved otherwise.
- **Individuals being supported to make their own decisions** - A person must be given all practicable help before anyone treats them as not being able to make their own decisions. If lack of capacity is established, it is still important that you involve the person as far as possible in making decisions.
- **Unwise decisions** - People have the right to make decisions that others might regard as unwise or eccentric. You cannot treat someone as lacking capacity for this reason.
- **Best interests** - Anything done for or on behalf of a person who lacks mental capacity must be done in their best interests.
- **Less restrictive option** - decisions made on behalf of a person who lacks capacity must consider whether it is possible to decide or act in a way that would interfere less with the person's rights and freedoms of action.



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE – PEOPLE**

**21<sup>st</sup> July 2021**

**Report of the Executive Director for Children's Services**

**Overview of Children's Services**

## **1. Purpose**

To provide the Improvement and Scrutiny Committee - People with an overview of Children's Services Department. To provide background information to support committee members to understand the role, functions and activity undertaken by the department in order to assist the committee to consider areas for further scrutiny as part of their future work programme.

## **2. Information and Analysis**

This information is provided in the attached slide presentation format. The presentation provides committee members with information about the core purpose of Children's Services department and the legislative framework within which it operates. The presentation also provides information on the principles and focus of the Children's Services department.

Background detail is provided to support committee members to understand the resources and activity of the department and the current transformation activity being delivered, including the Achieving Great Futures programme to improve outcomes for children and young people.

### **3. Alternative Options Considered**

N/A

### **4. Implications**

N/A

### **5. Consultation**

N/A

### **6. Background Papers**

N/A

### **7. Appendices**

7.1 Appendix 2 – Presentation ‘Children’s Services’

### **8. Recommendation(s)**

That the Committee:

a) notes the overview information provided by Children’s Services Department

### **9. Reasons for Recommendation(s)**

To support the committee to consider areas of Children’s Services activity for further scrutiny as part of its future work programme

**Report Author: Linda Dale**

**Contact details: [linda.dale@derbyshire.gov.uk](mailto:linda.dale@derbyshire.gov.uk)**

**Implications**

**Financial**

N/A

**Legal**

N/A

**Human Resources**

N/A

**Information Technology**

N/A

**Equalities Impact**

N/A

**Corporate objectives and priorities for change**

N/A

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# Children's Services

**Jane Parfremment**  
**July 2021**



# Childrens Services – Vision

**Working creatively together to inspire and empower children, young people and their families and communities to be the best they can be: safe, healthy, happy, learning and working**





# Key figures:

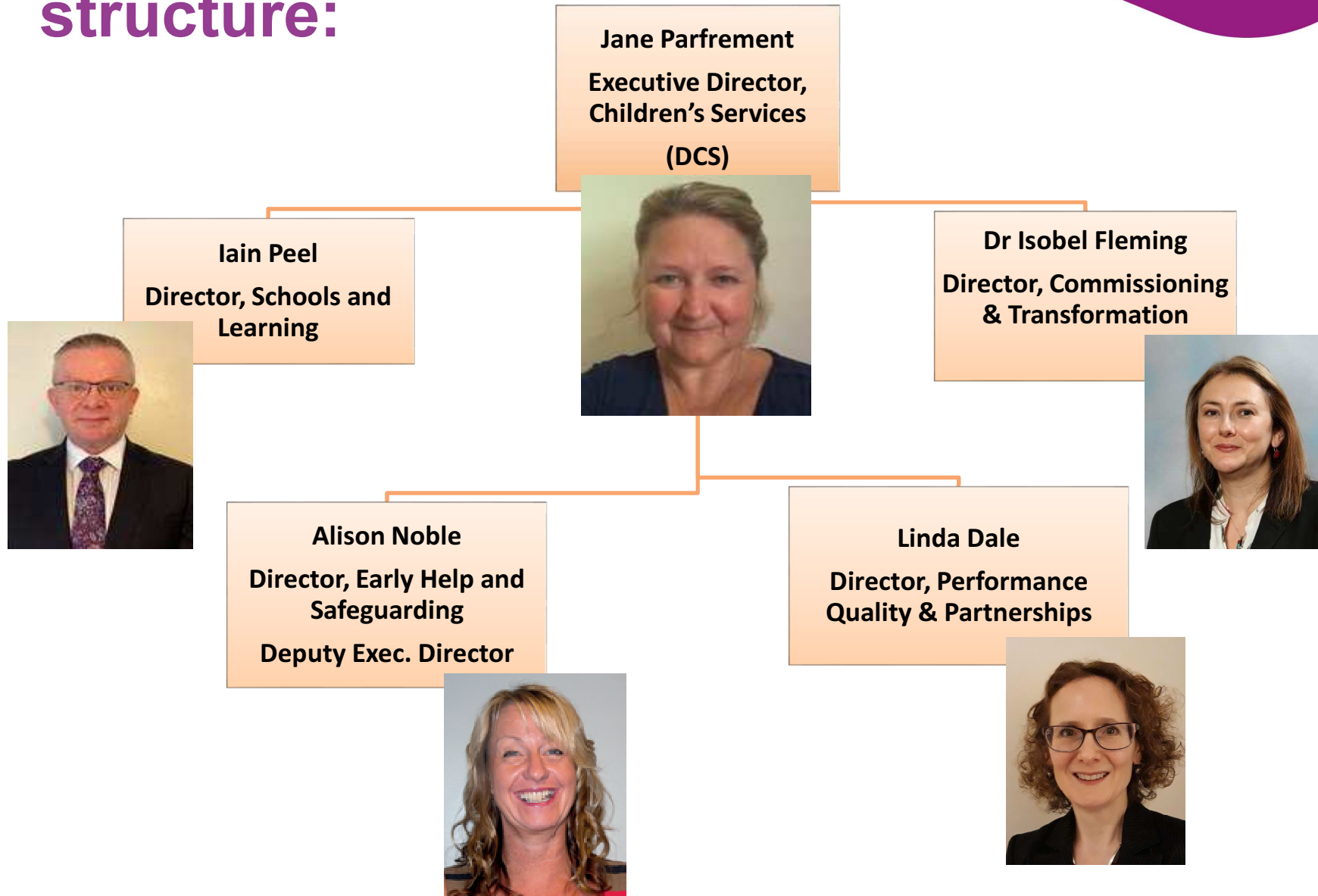
- 0-19 population of around 170,000
- 419 Schools including academies and support centres
- 3,567 Children in Need
- 914 Children in Care
- 897 Children subject to a Child Protection Plan
- 650 Children receiving Early Help
- 3,378 staff

(25 June 2021)

# Budget

- 2021/22 Funding:
  - Core budget = £125.5m + other income and grants (excl DSG) of approx £40m
  - Dedicated Schools Grant (DSG) = £643.1m
- Budget pressures:
  - Core budget -2020/21 £3.4m overspend net of Covid funding. Grant Thornton forecast 2021/22 overspend £9m-19m, mainly on placements.
  - DSG 2020/21: - £1.3m net overspend, mainly High Needs (£5.25m o/s). Accumulated DSG deficit 31/3/21- £1.16m (includes £6.2m General Reserve deficit) – recovery plan needed

# Senior management structure:



# Five Key Improvement Priorities:

- Improving the quality and consistency of social work practice
- Strengthening support to our care leavers
- Strengthening our support for children with Special Educational Needs and Disabilities (SEND) and their families
- Embedding our new arrangements for Early Help including support to develop partnership approaches
- Improving the % of children who achieve a good level of development in the early years

*Plus.....lots of other work occurring  
including Achieving Great Futures  
transformation programme – later  
in slides*

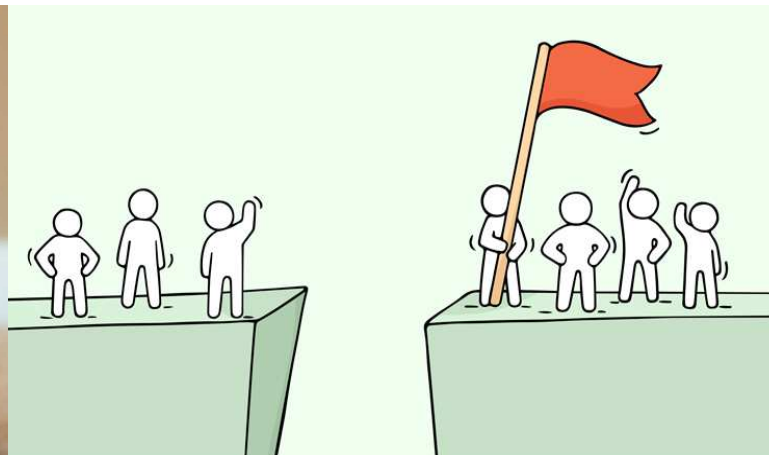
# Schools & Learning

Director: Iain Peel

- Relationship management – 419 schools; 705 early years settings
- Championing educational outcomes / working with settings to close attainment gaps
- Adult Education – 16 centres; 10,000 enrolments; 245 apprenticeships
- Special educational needs assessment, transport, specialist support
- School catering – 350 schools; 1,500 staff; 50,000 meals per day
- School admissions and planning for sufficient school places
- Education support for children in care
- Sports and outdoor recreation – Lea Green, Whitehall

# Key Issues

- Recovery from Covid-19
- % of schools good or outstanding
- Attainment gaps – early years, disadvantaged pupils
- Special educational needs – inclusive practice, specialist provision, co-working with families, preparing for adulthood
- Budget challenges – dedicated schools grant deficit
- Quality of school buildings – availability of capital
- Financial sustainability of traded services



## Next 12 months:

- Education recovery – co-design with ‘Future Shape’ groups
- Early years strategy and action plan
- Access to online learning
- New strategies to reduce attainment gaps
- Deliver SEND strategic action plan (3 yr programme)
- Dedicated schools grant recovery plan
- Value for money reviews – sports and outdoor education; specialist teaching service

# Early Help & Safeguarding

Director: Alison Noble

- Starting Point – Initial contact and referral to children’s services
- Children’s social care – 6 Localities
- Social care services for disabled children
- Early help services including children’s centres, youth service, careers, troubled families
- Children in care support and provision - including fostering, residential and adoption
- Care Leavers Service
- Youth Offending Service



# Key Issues

- Early help to reduce rising need (e.g. Covid-19, domestic abuse, mental health)
- Engagement of partners and impactful joint working
- Practice consistency - large, dispersed workforce
- Budget pressures - rising need, placement costs
- Recruitment & retention to build experienced, stable workforce



## Next 12 months:

- Deliver practice improvement plan
- Review short breaks for disabled children
- Major refurbishment of council-run children's homes
- Implement new model and offer for learning and development
- Evaluate impact of early help support to partner agencies
- Review fostering service including recruitment of foster carers

# Commissioning and Transformation

Director: Dr Isobel Fleming

- Strategic commissioning
- Transformation, change management and programmes
- Remodelling of services including process improvement
- Future service development
- Traded services (council-wide portfolio) including services for schools
- Derby and Derbyshire Music Partnership

System working - The division works holistically, both across the division and in how they support/work alongside the wider department and cross Council.

Page 50



# Achieving Great Futures:

- Evidence-based approach to achieve significant and lasting improvement for children, young people and families
- Diagnostic last year to understand root cause of challenges
- Extensive data analysis alongside frontline expertise
- 3 yr transformation programme - Newton Europe delivery partner
- 5 workstreams:
  - Reducing demand and early intervention;
  - Placement sufficiency;
  - Leaving care (e.g. going home to family);
  - Special educational needs transport;
  - Preparing disabled children for adulthood;
  - Children in need plan progression.

# Performance, Quality and Partnerships

Director: Linda Dale

Range of cross-departmental functions to enable service delivery and improvement:

- Independent oversight by child protection managers and independent reviewing officers for children in care
- Quality assurance including management of complaints and compliments
- Performance, business intelligence & inspection readiness
- Children and young people's participation
- Implementation/development of core ICT systems
- Business support

## Next 12 months:

- Being ready for our next inspection – currently we believe a focused visit on care leavers
- Key projects to improve ICT, business intelligence and reporting
- Embed new youth network – reach of 30,000 young people 11+
- Implementing new system to improve complaints performance
- Timeliness of subject access requests and eliminating backlog of overdue requests

# Arrangements to drive forward improvement plans:

- 'SMART' action plans for 5 key improvement priorities
- Thematic governance boards oversee progress – e.g. care leavers improvement board
- Overarching Quality Assurance and Transformation Board chaired by Executive Director
- Achieving Great Futures - governance includes Executive Director and Managing Executive Director
- Impact tested through ongoing targeted quality assurance activity



# Legislative framework:

Children's Services is heavily regulated – research by the Association of Directors of Children's Services (ADCS) in 2018 identified 298 legal duties. Most of these supported by detailed regulations and guidance.

Director of Children's Services and Lead Member for Children's Services are statutory roles under the Children Act 2004, for the purposes of discharging the education and children's social services functions of the local authority. Statutory guidance sets out factors that must be considered in making these appointments.

## Children Act 1989:

- Places duty on local authorities to safeguard and promote the welfare of children within their area by providing a range of services in relation to their needs
- Section 17 defines 'children in need' and gives local authorities responsibility for determining what services should be provided to them
- Duty on local authorities to identify and assess the needs of young carers and provide support
- Duty on local authorities to identify and assess whether the parent carer of a disabled child may have needs for support
- Section 47 places a duty on local authorities to assess whether children in their area is suffering, or likely to suffer, significant harm
- Enables the courts to make emergency protection orders and care orders
- Section 20 - powers to enable the local authority to provide voluntary accommodation for children in need
- Duty on local authorities to provide leaving care services up to age 21, subsequently amended to age 25

## Working Together to Safeguard Children 2018:

- Key piece of statutory guidance which informs local and national arrangements for safeguarding and promoting the welfare of children

## Children Act 2004:

- Duty on local authorities to promote co-operation with other agencies to improve wellbeing and safeguarding of children
- Duty on range of agencies to ensure their functions are discharged in a way that promotes the wellbeing and protection of children

# Legislative framework (cont'd):

## Education Act 2002:

- Places duties on local authorities, maintained schools and further education institutions to exercise responsibilities in a way that promotes safeguarding and wellbeing of children

## Education & Skills Act 2008:

- Places duty on academy schools to exercise responsibilities in a way the promotes safeguarding and wellbeing of children

## Children & Social Work Act 2017:

- Established national Child Safeguarding Practice Review Panel
- Replaced previous model of Local Safeguarding Children Boards with local arrangements made by key safeguarding partners (local authority, chief officer of police, clinical commissioning group)
- Key safeguarding partners required to make arrangements to work together to promote effective local safeguarding arrangements and identify serious child safeguarding cases and for these cases to be reviewed. Arrangements for working together must be published and must include arrangements for independent scrutiny
- Establishes responsible agencies and arrangements for reviewing child deaths within a local area
- Requires local authorities to provide personal advisers for care leavers up to the age of 25

## Children & Families Act 2014:

- Introduced Education, Health and Care plans for children and young people with special educational needs and disabilities up to age 25 with extended rights to request a personal budget
- Requirement to jointly commission health and care services for children with special educational needs and disabilities and to publish accessible information about the 'local offer'