

# Appendix 8 Director of Children's Services – Children's Social Care

## Budget Proposals 2021/22

Service	Revenue Budget £
Child Protection & Children In Need	7,665,420
Children's Social Care Safeguarding & Quality Assurance	1,955,990
Children's Social Care Senior Management	(6,441,620)
Early Help & Youth Offending	434,990
Early Help, Early Years & Neighbourhoods	4,309,600
Looked After Children (External Placements)	28,028,770
Looked After Children (Internal Placements)	9,961,330
Looked After Children (Support Teams)	7,595,520
<b>Grand Total</b>	<b>53,510,000</b>

### **Purpose of the Directorate:**

The purpose and key functions for which the Directorate is responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services and all children looked after by the local authority or in custody.

The Directorate is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers. The Directorate is responsible for the performance of local authority functions relating to the education and social care of children and young people.

The Directorate has a responsibility to -

- work with partners to promote prevention and early intervention and offer early help so that emerging problems are dealt with before they become more serious.
- promote effective care planning for our Looked After Children, caring and effective corporate parenting, with key roles in improving their educational attainment, providing stable and high quality placements, permanency planning, and preparation for adulthood.
- providing Youth Justice services for children involved in the youth justice system (including those leaving custody), secure the provision of education for young people in custody and ensure that safeguarding responsibilities are effectively carried out.
- Providing safe and effective child protection and Child in Need services
- understand local need and secure provision of services taking account of the benefits of prevention and early intervention and the importance of co- operating with other agencies to offer early help to children, young people and families.

The Directorates activities are underpinned by and contributes towards the Corporate priorities, specifically Starting Well, Living Well, Place Based Services and a Vibrant Economy.

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## Services provided include -

- Out of hours emergency support
- A multi-agency "front door" access point
- Statutory assessments of need
- Assessment, planning, intervention and review for children in need, child protection and looked after children including care leaver.
- A range of early help assessment and support.
- Youth Offending services
- One of three statutory partners in local safeguarding arrangements

Performance of the Children's Social Care Services Directorate is currently judged as Requires Improvement to be Good by the regulator, following inspection in May 2019. This is an improved position following an Inadequate judgement in November 2016. Improvement has been slow, but notable improvements have been made. Whilst much more of our activity is now judged to be requires improvement or good, there remains significant inconsistency .

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	23,386,433
Premises Related Expenditure	325,980
Transport Related Expenditure	340,960
Supplies and Services	3,184,110
Third Party Payments	32,675,510
Transfer Payments	3,745,110
Recharge Expenses	306,480
Capital Items & Reserve Movements	(188,550)
<b>Expenditure Total</b>	<b>63,776,033</b>
<b>Income</b>	
Recharge Income	(362,210)
Government Grant Income	(9,372,643)
Other Grants Reimbursements and Contributions	(177,650)
Other Income	(340,930)
Customer and Client Receipts	(12,600)
<b>Income Total</b>	<b>(10,266,033)</b>
<b>Grand Total</b>	<b>53,510,000</b>

**Achievements and successes in 2020/21:** Improvements through 2018/19 was slow, but this picked up in 2019/20. The upward/positive trajectory of many key indicators and the "rolling 12 months" showing a generally positive direction of travel, including a reduction in referrals and re-referrals for statutory services, reduced numbers of children's subject to a child protection intervention/ plan, or requiring statutory support as a Child in Need. Unfortunately this has been largely reversed with the advent of Covid and we have seen significantly increased numbers of contacts, referrals and cases held in the statutory system since June 2020, although this has not worked through to impact on the Child Protection or Cared for Children numbers.

Significant progress has though been made in further developing a locality based early help offer and the role out of Team Around the School with demonstrable impact, including the launch of our EH Access Point and Website. Close working arrangements between our EH services, Education and Schools during Covid has enabled significant numbers of children and families to be promptly and appropriately supported and minimised escalations into statutory services.

Significant progress has been made in delivering on the 7 Cared for Children sustainability projects despite the pandemic and most have remain on track.

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### Key priorities for 2021/22 and future years

At this stage in our improvement, although our reliance on agency staffing has now significantly reduced from a peak in 2017/18, it remains to high following an increase in Spring 2020. We retain a focus on further improving our work force stability and moving from a relatively high, but reducing reliance on newly qualified Social works. This is supported by an enhanced work force development offer including a second supported year in practice and a training program commencing January 2021 to support the quality of our practice.

In partnership with HR colleagues a recruitment and retention campaign will be launched in 2021

In Tameside we are now getting the basics right most of the time and we are now able to add to the focus on core compliance, a focus upon effective relationship based practice, but there remains a way to go to embed this consistently across the service. Signs of Safety remains our core practice framework, which continues to be embedded for frontline practitioners, supervisors and senior managers in 2021/22.

Our quality audits show that whilst the large majority of casework meets standards that are either Requires Improvement or Good, some casework remains Inadequate. This remains a priority for 2021/22 and we are launching an updated and revised Quality Assurance framework focused more on the wider engagement and ownership by managers across the service and with improved feedback and learning lops

The quality of our plans and the timeliness of achieving permanence for our children in care remains a priority.

We have made good progress on the implementation of a Multi Agency Safeguarding Hub (MASH) and incorporated this within an overarching and locality based operational model spanning Early Help and Social Care along with an aligned Early Help Access Point launched in 2020. The aim being to protect and safeguard the most vulnerable children from harm, neglect and abuse by taking a more holistic view of the needs and the situation of those most vulnerable and to ensure that we are able to support and when necessary intervene at an earlier pre statutory point and that our early help is appropriately targeted, evidence based and outcome focused , and we would anticipate more fully embedding this in 2021/22.

The number of Looked After Children remains high but stable and this a priority for 2021/22 to ensure that only those children who need to enter care and that once in care plans for permanency are both agreed and implemented in good time. This is supported by our 7 point Looked After Sufficiency plan and a range of other aligned activity.

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## Savings 2021/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	10	10	10	10	10
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	70	70	70	70	70
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	64	64	64	64	64
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	32	32	32	32	32
Duty and Locality Teams	Duty and Locality Teams	235	235	235	235	235
Children's Social Care Safeguarding & Quality Assurance	Review of staffing	81	81	81	81	81
		<b>492</b>	<b>492</b>	<b>492</b>	<b>492</b>	<b>492</b>

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## Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Other service pressures	Systems Investment / Liquid Logic	-250	0	0	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	329	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	179	0	0	0	0
		<b>258</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>