



### **Cabinet Member (Children and Young People)**

---

**Time and Date**

2.00 pm on Tuesday, 12th March, 2013

**Place**

Committee Room 2 - Council House

---

**Public Business**

1. **Apologies**
2. **Declarations of Interests**
3. **Minutes** (Pages 3 - 6)
  - (a) To agree the minutes of the meeting held on 22<sup>nd</sup> January, 2013.
  - (b) Matters Arising
4. **Report on Coventry, Warwickshire and Solihull Adoption Conference on 21 January 2013** (Pages 7 - 12)

Report of the Director of Children, Learning and Young People
5. **Implementation of Multi-Systemic Therapy and the KEEP Programme** (Pages 13 - 22)

Report of the Director of Children, Learning and Young People
6. **Update on the progress on the implementation of the Fundamental Service Review within the Children, Learning & Young People's Directorate** (Pages 23 - 32)

Report of the Director of Children, Learning and Young People
7. **Outstanding Issues Report**

There are no outstanding issues to report.
8. **Any Other Business**

To consider any other items of business which the Cabinet Member decides to take as a matter of urgency because of the special circumstances involved.

**Private Business**

Nil

---

Bev Messinger, Director of Customer and Workforce Services, Council House Coventry

Monday, 4 March 2013

Note: The person to contact about the agenda and documents for this meeting is Usha Patel  
Tel: 024 7683 3198

Membership: Councillors J O'Boyle (Cabinet Member)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting  
OR if you would like this information in another format or  
language please contact us.

**Usha Patel**

**Tel: 024 7683 3198**

**Minicom: (024) 7683 3029**

**Fax: (024) 7683 3266**

## CABINET MEMBER (CHILDREN AND YOUNG PEOPLE)

22<sup>nd</sup> January, 2013

Cabinet Member

Present: Councillor O'Boyle

Shadow Cabinet

Member Present: Councillor Lepoidevin

Other Members

Present: Councillor Lakha – Chair, Jobs, Skills and Growth Scrutiny Board

Employees Present:

V. Castree (Chief Executive's Directorate)  
S. Giles (Children, Learning and Young People's Directorate)  
N. Hale (Children, Learning and Young People's Directorate)  
N. Hart (Chief Executive's Directorate)  
I. Merrifield (Children, Learning and Young People's Directorate)  
U. Patel (Customer and Workforce Services Directorate)  
E. West (Finance and Legal Services Directorate)

### **Public Business**

#### **23. Declarations of Interest**

There were no declarations of interest.

#### **24. Minutes**

(a) The minutes of the meeting held on 16<sup>th</sup> October 2012, were signed as a true record.

(b) There were no matters arising.

#### **25. Annual Statement of payments to Coventry City Council Foster Carers**

The Cabinet Member considered a report of the Director of Children, Learning and Young People which considered proposals for the annual review of levels of fees and maintenance payments paid to foster carers for 2013/2014.

The report stated that all foster carers approved by Coventry City Council receive a 'maintenance allowance' for each of the children and/or young people in their care. This payment was made weekly and was intended to cover all costs associated with caring for a 'Looked after Child'.

Maintenance payments are set in line with Government guidance and reviewed annually. Historically in Coventry the maintenance fee was set to match the higher rate that is recommended by the Fostering Network. Local Authorities cannot lower their fees but they do have the option to freeze them. Maintenance allowances and fees were frozen last year in Coventry. The recommended national increase last year for maintenance allowances was 5%.

The Fostering Network was recommending a 2% increase on the maintenance payments for 2013/2014 period. If Coventry were to follow this line for child maintenance payments it would increase the shortfall with neighbouring authorities.

It was being proposed that in order to address some of the shortfall, the children's maintenance allowances and all other child care allowances are increased by 5% in 2013/2014.

All foster carers, except those who are related to children, receive a fee in addition to the child's maintenance allowance. There was no statutory guidance in relation to fee levels paid to foster carers.

In comparison to neighbouring authorities, Coventry's fee to foster carer was set at a competitive rate, with individual payments slightly higher than Warwickshire and Solihull. However, a number of Local Authorities, including Coventry's neighbours, pay the fees 'per child' while Coventry paid 'per household'.

The report proposed that for the period 2013-2014, Coventry increased the fee to Foster Carers by 2%.

**RESOLVED that after due consideration of the report and the matters raised at the meeting, the Cabinet Member (Children and Young People) approved the recommended payments to Coventry City Council Foster Carers, set out in the Foster Carers Letter in Appendix 1.**

**This included:**

- **A 2% increase in fees to foster carers.**
- **A 5% increase in maintenance payments and all other child care allowances.**
- **Deleting the Mainstream 1 fee payment foster carers and replacing it with Mainstream 2.**
- **Aligning Friends and Family weekly allowance with internal Foster Carers fees.**
- **Any Foster Carer who is currently receiving the Mainstream 2 fee (who has completed the relevant training), who has 5 years or more experience to receive the Mainstream 3 payment from April 1 2013.**

## **26. The Placement Sufficiency Strategy for Children and Young People's Placements**

The Cabinet Member considered a report of the Director of Children, Learning and Young People which introduced the recently completed placements sufficiency strategy for placements for Coventry's looked after children. The strategy forms the basis of the commissioning plan for 2013-14 on how Coventry City Council, along with its Children's Trust partners, intends to meet the "sufficiency duty". The report further provided an analysis of our needs for placements as well as identifying some gaps in provision types. The Strategy would be used as the basis for developing commissioning plans to ensure we have the correct provision in future. This would enable us to make efficient commissioning decisions and help us achieve value for money when we let contracts.

The Strategy included a detailed action plan which outlined how issues raised in the Strategy would be addressed. The Strategy would be reviewed on an on-going basis to ensure

that we were still commissioning the care our children and young people need and are achieving good value for money.

**RESOLVED that after due consideration of the report and the matters raised at the meeting, the Cabinet Member (Children and Young People):**

- 1. Endorsed the Strategy as the means for developing sufficient provision of placements for looked after children and ensuring value for money on the types of provision sourced by the Council.**
  - 2. In particular, endorsed the priorities detailed in section 3 of the Strategy and the action plan as a means of developing sufficient provision.**
- 27. Report back from Scrutiny Task & Finish Group on Looked after Children and Apprenticeships**

The Cabinet Member considered a report of Scrutiny Task and Finish Group on Looked after Children and Apprenticeships which was established to determine whether anything could be done to improve the uptake and successful completion of apprenticeships by care leavers. Members felt it was important that, as Corporate Parents, the City Council offered as much support to Care Leavers as possible. The present system had resulted in minimal success by Care Leavers at gaining and maintaining an apprenticeship and therefore to do nothing was not an option.

The Scrutiny Task and Finish Group made eight recommendations for the Cabinet Member to consider and all the recommendations as outlined below were accepted.

**RESOLVED that after due consideration of the report and the matters raised at the meeting, the Cabinet Member (Children and Young People) agreed:**

- 1. That the Council widens the target pool of Care Leavers from those currently Not in Education, Employment or training (NEET) to include those in learning and on track to successfully complete Level 2 and Level 3 courses in FE colleges and schools.**
- 2. That the Council continues to work with those Looked After Children and Care Leavers who are NEET to develop their skills and personal resilience through provisions such as European Social Fund, the Young Persons' Employment Placement Scheme, work experience in the City Council, whilst recognising that for many of these young people the transition from NEET to accessing and sustaining an apprenticeship will not be achieved quickly or easily.**
- 3. To provide a financial incentive to those Care Leavers on apprenticeship programmes, for example, through a bonus at the end of the first three months of an apprenticeship to be paid through the After Care Service. The financial incentive would be £1200 per year per Looked After Child, the same as a care leaver remaining in education receives the 16-19 Bursary.**
- 4. To continue to provide ongoing support to Care Leavers to help them find**

appropriate work at the end of their apprenticeship programme.

5. That Care Leavers who start an apprenticeship with the City Council, are supported not only by the Council's Entry to Employment Team, but also by a nurturing/peer support mentor within the employing service in addition to links with the relevant Personal Advisor or Social Worker.
6. That City Council departments who take on a Care Leaver as an apprentice, use the support available to them from the Entry to Employment Team, After-Care Service and the Participation Team to maximise opportunities for the apprenticeship to succeed.
7. That the Care Leaver and Personal Advisor work with the appointing manager to decide whether preparation may be beneficial for the team who will be working with and supporting the young person.
8. That the Council actively negotiate with Partners to encourage them to offer apprenticeships, employment and work experience to Care Leavers.

## 28. Outstanding Issues Report

The Cabinet Member noted the outstanding issues relevant to his portfolio and requested that the report be updated accordingly.

**RESOLVED** that after due consideration of the report and the matters raised at the meeting, the Cabinet Member (Children and Young People): -

1. Item 1 headed "Implementation of Multi-Systemic Therapy and Keep be deleted as this was launched last year.
2. Item 2 headed "Adoption Services Annual Report and Statement of Purpose" be scheduled into the Children, Learning and Young People's Directorate's forward planner.

## 29. Any Other Items of Public Business

There were no other items of public business.

(The meeting closed at 2.30 p.m.)



---

Cabinet Member Children and Young People

12 March 2013

**Name of Cabinet Member:**

Children and Young People – Councillor Jim O’Boyle

**Director Approving Submission of the report:**

Director of Children, Learning and Young People

**Ward(s) affected: All**

**Title:**

*Report on Coventry, Warwickshire and Solihull Adoption Conference on 21 January 2013*

---

**Is this a key decision?**

No

---

**Executive Summary:**

Coventry, Solihull and Warwickshire held a joint conference on adoption on 21 January 2013. The purpose of the conference was to raise the profile of adoption as offering one of the best means to achieve a permanent, safe and loving family life for children in the care of the three Councils. The conference keynote speaker was Sir Martin Narey who is the Government’s adoption advisor. He outlined the reasons for the development of the Government’s programme to reform adoption services, what has been done already and what further reforms are planned. The Government’s aim is to increase the number of children adopted from care.

The Conference was attended by about 90 staff from across the three local authorities and provided them with an opportunity to hear about the Government’s programme and consider how adoption can be improved across the Coventry, Solihull and Warwickshire sub-region.

**Recommendations:**

- 1. Note the benefits of holding this conference**
- 2. Recognise the good work being done by the Coventry Adoption service**
- 3. Agree that a further sub-regional conference should be held in 2014 to continue to promote adoption**
- 4. Ask officers to work with their colleagues in Solihull and Warwickshire on how we can improve recruitment and assessment of adopters through working more closely together**

**List of Appendices included:**

None

**Other useful background papers:**

*None*

**Has it been or will it be considered by Scrutiny?**

*No*

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

*No*

**Will this report go to Council?**

*No*



**Report title:**

**1. Context (or background)**

- 1.1 Increasing the number of children adopted from care is a Council and Government priority. To help promote this priority Coventry, Solihull and Warwickshire agreed to hold a conference on adoption aimed at staff and Councillors. The conference aimed to provide information on current and future Government policy, reflection on what it is like to be adopted and the opportunity for staff to consider how adoption services can be improved in each local authority and across the sub-region..

**2. Options considered and recommended proposal**

- 2.1 The decision to hold the conference was made by the respective Cabinet members and Directors of Children's Services in Coventry, Warwickshire and Solihull. Sir Martin Narey agreed to be the keynote speaker, supported by input from two adoptive parents and the adult adopted child of one of the adoptive parents. There were also speeches by the respective Cabinet members and senior officers from each local authority.
- 2.2 Sir Martin Narey spoke about the development of his interest in adoption and children in care from his time first as Director of the Prison Service and then as Chief Executive of Barnardos. This led to him writing a substantial report on adoption in 2011 and his subsequent appointment as the Government's adoption advisor. His report presented a picture of an adoption system that took too long to place children with delays at many stages and that was not service the best interest of children and not making the most of the potential of those people who want to adopt.
- 2.3 In his speech Sir Martin outlined the Government's programme of reform including the introduction of scorecards for local authorities to help them focus on tackling delay, the reform of the adoption assessment process, changes to the criteria used to match children with adopters to remove potential barriers, improvements to the recruitment of adopters through the introduction of a national adoption gateway and other significant changes
- 2.4 The adopters spoke powerfully about their experience of becoming adopters and of the difficulties and enormous rewards of adopting a child. Their contributions were moving and reminded the professionals in the audience to always think sensitively and imaginatively about what someone coming forward to adopt may have to offer and top never stereotype.
- 2.5 The person who had been adopted spoke about what adoption had meant for her and the difference it had made to her life. This was a very powerful account of why children need adoptive families and how transforming adoption can be. This account also showed how birth parents can remain part of an adopted child's life where this is the right thing to do and the relationships are sensitively handled.
- 2.6 The Cabinet Members expressed their commitment to adoption and to improving adoption in their local, authority.
- 2.7 The group session produced a wealth of ideas for improvement which the respective services will be considering including the opportunities for the three local authorities to work more closely together in this critical re of service.

**3. Results of consultation undertaken**

*None*

**4. Timetable for implementing this decision**

- 4.1 Following the conference there was agreement that a further conference in a year's time to review progress and continue to give adoption a high profile would be valuable.

4.2 Subsequently the three local authorities have discussed deepening collaboration on adoption services and this will be the subject of further work between the three local authorities

## **5. Comments from Director of Finance and Legal Services**

### **5.1 Financial implications**

Coventry hosted the conference, although the cost of the conference was shared between Coventry, Warwickshire and Solihull Local Authorities. The cost was £915 which included room hire, lunch and refreshments. The conference was delivered internally using Coventry City Council facilities. There was no charge for the key note speaker, and the only additional costs that may be incurred are expenses for the key note speaker.

It is anticipated that any future conferences be funded in a similar way.

### **5.2 Legal implications**

To include reference to specific legal powers or criteria and appropriate legislation and, if required, details of what legally needs to be achieved in order to satisfy the proposals.

## **6. Other implications**

*None*

### **6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

Improving the lives of children in our care is a key priority for the Council. Ensuring more children are adopted from care, where this is the right decision for them, and improving the timeliness of this is a vital test of the Council's effectiveness in helping some of our most vulnerable children have the best possible life chances.

### **6.2 How is risk being managed?**

*None*

### **6.3 What is the impact on the organisation?**

Improving adoption services will help the Council achieve some of the key objectives both service and financial that were set out in the CLYP Fundamental Service Review of reducing our numbers of children in care and reducing the costs of children in care.

### **6.4 Equalities / EIA**

*Not applicable*

### **6.5 Implications for (or impact on) the environment**

*None*

### **6.6 Implications for partner organisations?**

*None*

**Report author(s):**

**Name and job title: Colin Green Director**

**Directorate: CLYP**

**Tel and email contact: 024 7683 1500 colin.green@coventry.gov.uk**

Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Other members				
<b>Names of approvers for submission:</b> (officers and members)				
Finance: Rachael Sugars		Finance & legal	15/02/13	
Legal: Julie Newman		Finance & legal	15/02/13	
Director: Name			15/02/13	
Members: Cllr O'Boyle			15/02/13	

This report is published on the council's website:

[www.coventry.gov.uk/meetings](http://www.coventry.gov.uk/meetings)

This page is intentionally left blank



**Public report**  
Cabinet Member

Cabinet Member (Children and Young People)  
Children and Young People Scrutiny Board (Scrutiny Board 2)

12<sup>th</sup> March 2013  
28<sup>th</sup> March 2013

**Name of Cabinet Member:**

Cabinet Member (Children and Young People) - Councillor J. O'Boyle

**Director Approving Submission of the report:**

Director of Children, Learning and Young People

**Ward(s) affected:**

All

**Title:**

Implementation of Multi Systemic Therapy and the KEEP Programme

---

**Is this a key decision?**

No

---

**Executive Summary:**

The aim of this paper is to summarise the progress made since November 2011, to implement two evidence based programmes

- a) Multi Systemic Therapy (MST) - for children and young people aged 11-17 at the risk of entering care or custody and
- b) KEEP - an intensive parenting programme for Foster Carers and Connected Persons (Kinship Carers) with children aged 5-12 within their placement, at risk of breakdown or disruption.

The MST and KEEP evidenced based programmes are amongst the range of provision in place to support Coventry's continuum of support for early intervention and prevention services. MST and KEEP have been successfully implemented in Coventry, with both teams operational and working with children, young people and their families. KEEP has been running for 16 weeks and currently mid way through delivering its first group to 8 carers, whilst the MST programme has been established for 10 weeks and currently working with 13 families, with an average of 4 cases per Therapist.

**Recommendations:**

Cabinet Member is recommended to:

- Support the steps undertaken since November 2011, to successfully implement the MST and KEEP programme in Coventry.
- To acknowledge the financial changes from the national government in the final year (2014/15) funding for both programmes.
- Receive updates every 12 months on performance and outcomes of both the MST and KEEP programme

- Refer the report to the Children and Young People Scrutiny Board for information and consideration as part of their consideration of foster carers and edge of care services.

**List of Appendices included:**

**Other useful background papers:**

None

**Has it been or will it be considered by Scrutiny?**

Yes, due to be presented on 28<sup>th</sup> March 2013

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No

## Report title: Implementation of Multi Systemic Therapy (MST) and KEEP

### 1. Context (or background)

1.1 The MST and KEEP programmes use intensive evidence based practices which support Coventry's strategic aims of reducing the number of looked after children, thus leading to more children remaining within the city and less reliance on external placements which are recognised as being costly. In July 2011, Coventry City Council was successful in bidding for financial resources from the Department for Education (DfE) to implement the MST and KEEP programmes. Later in November 2011, a report presented to Cabinet Member requesting match funding to support the implementation and ensure both programmes are fully resourced. This request was approved and the programme moved into implementation stages from November 2011.

### 2. Options considered and recommended proposal

2.1 A comprehensive needs analysis was submitted to the DfE in January 2012, detailing the current early intervention and prevention provision in Coventry for looked after children and within the fostering and adoption service. The needs analysis identified both MST and KEEP enhances Coventry's continuum of support for early intervention and prevention by reducing the number of looked after children, preventing placement disruption and breakdown, intervening early to reduce the level of challenging and anti social behaviour and increase families abilities to manage independently.

2.2 The programme was unable to begin recruitment to both teams until the needs analysis had been completed and approved by the DfE, deadline for which was January 2012. Therefore the majority of funding received for October 2011 to March 2012 was used towards purchasing promotional material, ensuring suitable accommodation arrangements for both teams, identifying offices, equipment and purchasing necessary IT equipment.

2.3 To support the implementation of the MST and KEEP Programmes, a Project Manager was appointed in mid October 2011 to lead on the implementation, recruitment, service mapping and delivery and develop performance management structures to evidence the impact and outcomes of both programmes. In addition to this, governance structures were identified to oversee the development of both programmes and well attended monthly Steering Group meetings have taken place since December 2011, consisting of key stakeholders to review progress and manage potential risks within both programmes.

### MST Programme

2.4 The MST programme in Coventry remains on target to work with children, young people and their families at the edge of entering care or custody aged 11 to 17 years, preventing 20 young people from entering care or custody per annum. The team will aim to work with a minimum of 36 families per annum, and each Therapist will have a caseload of 5 families each. The MST programme will provide consultation and support to families on a 24/7 basis and aims to work with families for 3 – 5 months.

2.5 Prior to the appointment of the team, Coventry has received positive feedback at the site readiness review undertaken in June 2012, led by the National MST lead at the Department of Health. The report summarised:

*'...based upon the programme development activities to date and the information gathered at the Site Readiness Review meeting, subject to the successful recruitment of the Supervisor and three therapists, this programme is well positioned to move forward with the 5-day orientation training and to begin receiving referrals, once recruitment has been*

*completed. The MST service in Coventry has excellent strategic support from across the Local Authority and Health sectors..."*

- 2.6 All posts within the MST Programme have been appointed to and in post since October and November 2012. Significant challenges were experienced during the recruitment stages, having re-advertised the vacancy for the MST Supervisor on three occasions and failing to appoint within the first two stages. Recruitment strategies were reviewed, with the post advertised within European MST sites, within national newspapers and contacting local family therapy services within the region. MST recommends the MST Supervisor is part of the recruitment selection panel for MST Therapists, and therefore all posts were advertised concurrently to avoid further delay.
- 2.7 The team consists of 1 MST Supervisor, in post since October 2012, three MST Therapists who joined in November 2012 and a Support Officer appointed in October. The team completed the 5 day MST orientation training in November, and is an official licensed MST site in Coventry. An official launch of the programme took place in November 2012, with over 100 attendees from schools, Social Care, Health, Youth Offending Services, Police, Magistrates and MST consultant present.
- 2.8 MST has begun to take referrals, received through the Intensive Case Support Panel (ICaSP), consisting of multi agency professionals, meeting fortnightly to discuss intervention packages of support for children and families at the edge of care or custody. At present the team have received 21 referrals, accepted 14 and currently working with 13 families. The average caseload per MST therapist is currently 4.
- 2.9 Coventry has been assigned a Consultant from the National MST Team, to support the team, in its application and delivery of the MST treatment model. The MST team has been advised to work with fewer cases to begin with, and have an average caseload of 4 per Therapist; which will increase to 5 families per therapist from April 2013. As a direct impact of MST, the service reports that no children or young people from the 13 families worked with, have entered care or custody. This position will continue to be monitored at 3, 6 and 12 month intervals.
- 2.10 In addition to this, families and service users are engaging well with the service, and general feedback amongst colleagues, Schools, and key stakeholders is positive. Of the families MST is working with, one family has reported a dramatic improvement in the child's emotional wellbeing, academic work and improved behaviour at school and minimised the risk of an anti social behaviour order. Another example of how effective MST has been since its implementation comes from the positive feedback received from a child protection conference. The dramatic improvements in the parent since the MST treatment evidenced greater parental responsibility and the child's status changed from Child Protection to Child in Need. The family had been in receipt of 5 other packages of support by other services, no improvements were seen until the MST intervention.

### The KEEP Programme

- 2.11 The KEEP programme remains on target to deliver an intensive support programme to Foster Carers and Connected Persons (previously known as Kinship Carers) who are caring for children aged 5 to 12 years. The KEEP programme aims to work with Carers at risk of placement disruption or those that have previously experienced placement breakdown, and aims at strengthening the existing skills and resilience of carers.
- 2.12 The two roles within the KEEP programme have been appointed to. Significant delays with recruitment were experienced with both vacancies re-advertised twice. The team consists



of a Lead Facilitator, appointed in June 2012 and a Learning and Development Advisor (Co-Facilitator) appointed in September 2012.

- 2.13 The team have completed the 5 day KEEP orientation training in October, with an official launch of the programme taking place in November 2012. The launch was well attended by key stakeholders from Fostering and Adoption services, Commissioning, Social Care, finance and Foster Carers were also in attendance.
- 2.14 KEEP has been mapped against existing parenting programmes to minimise the risk of duplication. Having reviewed other services, KEEP is enhancing the packages of support in place for mainstream foster carers and connected persons. Its 16 week intensive support and meticulous adherence measures set by the national KEEP team, ensures fidelity to the programme by assessing parent daily reports, reviewing weekly video footage of the KEEP sessions delivered, review and capture local data sets, and Coventry has a dedicated national KEEP consultant who undertakes weekly consultation meetings with the team.
- 2.15 The Coventry KEEP programme by mid March 2013 will have completed its first KEEP group. The first group began in November 2012 and has successfully run for 16 weeks, with 8 carers completing the programme. KEEP is expected to run 3 groups during 2013/14 with each group consisting of a minimum of 8 to 10 Carers. The programme aims to have worked with at least 38 carers by 2014. Delivering 4 KEEP sessions by 2014 will also enable the Coventry KEEP team to gain full accreditation. To celebrate the success of the first KEEP group successfully delivered, a celebration event has been arranged, and the Director of Children, Learning and Young People will be presenting course completion certificates to all Carers completing the first KEEP group.
- 2.16 There have been no placement disruptions or breakdowns experienced in the placements held by the carers attending the KEEP programme. Carers stress levels and child behavioural episodes are recorded and monitored through weekly Parent Daily Reports, the KEEP team has seen a significant reduction in the levels of need with an increase in carer satisfaction levels. In addition to this, the Coventry KEEP team has an impressive attendance and engagement rate of 97%, which is well above the national average of 75%. Carers are engaging well with the programme, are very committed to attending the programme and feedback received on course content and impact has been positive.

### **3. Results of consultation undertaken**

- 3.1 As part of the MST and KEEP needs analysis, a range of audiences have been consulted with, to inform the delivery and implementation of both interventions. Parents, carers, children and young people were consulted through interactive workshops and existing forums were used to inform key audiences of new support packages being implemented by the local authority. The consultation identified a high level of interest from potential service users, and was used to inform the delivery. I.e. consultation with foster carers helped inform the time, day and venue arrangements required for the KEEP programme. In addition to this, children and young people have assisted with the design of the promotional material for both programmes and a young peoples panel was also used during the recruitment process.
- 3.2 As part of the Children and Young People fundamental service review, a stakeholder assessment using 16 interactive workshops for staff within early intervention and prevention services, social care and fostering and adoption services was held. The workshops have helped inform the current opportunities within existing services, and identified gaps in the provision, where new evidenced based programmes such as MST, KEEP and Troubled Families Programme will help to support.

#### 4. Timetable for implementing this decision

- 4.1 Both the MST and KEEP programmes have been successfully implemented.
- 4.2 A range of performance measures have been designed and agreed, which will monitor the true effectiveness and impact of both programmes. Both teams are required to provide monthly updates on set criteria used to measure performance, which is presented to the steering groups on a monthly basis. This information is also used to calculate the cost effectiveness of both programmes.

#### 5. Comments from Director of Finance and Legal Services

- 5.1 The MST programme is forecast to reduce costs by £850K per annum once fully established. This is based on the MST intervention reducing the 11-17 LAC population by 20 per annum, based on an average cost of an external foster placement of £817 per week. The programme will work with a minimum of 36 families per annum, and reduce families involvement in costly multiple interventions. The impact of MST will be reviewed at 6, 12 and 18 month intervals to review whether the child and young person remains at home, regularly attends school / training and has not been arrested since discharge from MST.
- 5.2 Based on the assumption that the 13 families MST are currently working with, do not enter care or custody from the point families are discharged, and tracking the outcomes since MST intervened 3, 6, and 12 months later will evidence the financial cost avoidance for the first cohort of families receiving the MST intervention. The total impact of MST will be calculated on a case by case basis.
- 5.3 The KEEP programme is forecast to reduce costs by approximately £160K per annum once fully up and running. This is based on the prevention of 2 placement breakdowns from occurring per annum (so 6 by year 3), calculated against the average cost difference between internal and external foster placements of £514 per week per client. To achieve this, KEEP will work with 10 carers per group, ensuring an appropriate mixture of connected persons and foster carers, will deliver one programme in 2012/13, and increasing the number of programmes delivered year on year.
- 5.4 The DfE has recently notified the local authority of the tapered funding applied to the MST and KEEP evidenced based intervention grant for 2014/15. The local authority will receive the full grant amount for 2013/14 of £200k, and will receive a 10% reduction in funding for 2014/15. The local authority has a sustainability plan for both MST and KEEP, which details the provisions in place for managing performance and true effectiveness of the interventions. This information will be used to inform future plans of whether to continue funding the programmes in future years. The following table summarises the funding and project spend for the MST and KEEP Programmes:

Financial Year	Estimated Project Delivery Cost £000	Grant Funding £000	Local Authority Funding £000	Local Authority Overhead £000	Estimated Shortfall £000
2013/14	319	200	85	34	0
2014/15	329	180	85	34	30
2015/16*	338	0	85	34	219
<b>Total</b>	<b>986</b>	<b>380</b>	<b>255</b>	<b>102</b>	<b>249</b>

\*2015/16 position is to illustrate the cost of the project should the LA decide to continue

- 5.5 Work is underway to identify how the funding shortfall in 2014/15 can be funded. This will include a review of costs, and a review of activity. If the FSR targets are over achieved in 2013/14 then the shortfall can be picked up from a reduction in expenditure.
- 5.6 Financial savings for reduced LAC, and increased internal foster care places have been built into the Social Care & Early Intervention Fundamental Service Review (FSR) financial model. The FSR interventions forecast reductions in LAC over 3 years of 120, and the MST and Troubled Family Programme also forecast reductions in LAC over 3 years of 120. Based on comparator local authorities, and population growth, it is unlikely that we will reduce our LAC numbers by the total of all the programmes, so the FSR model only includes a forecast reduction in LAC of 120. Therefore we will only realise additional savings if the LAC population reduces by more than is forecast through the FSR financial model.
- 5.7 This means that the FSR financial model does not include savings that are directly related to the delivery of MST or the KEEP programmes, as the FSR interventions alone should deliver the reduction. It does, however, provide some contingency in ensuring the forecast FSR reductions in LAC and associated cost reduction/financial savings are achieved. It is important that the contribution to the reduction of LAC is recorded for all programmes, and information reported back to the FSR monthly performance board will attribute reductions in LAC to either FSR interventions or the MST and troubled family interventions. The true cost avoidance will only be realised once the MST and KEEP programmes are fully established and the outcomes of 2012/13 have been measured. It will be important to monitor this alongside the FSR to ensure that we attribute reduced cost accurately. If some of the savings delivered are attributable to MST and KEEP, this will need to form part of the project evaluation, and consideration will need to be given to how we mainstream the programme in 2015/16 should it have been successful.

#### Legal implications

- 5.8 It is the general duty of the local authority to provide a range and level of services appropriate to the needs of children who are in need in its area to safeguard and promote their welfare and so far as is consistent with that duty to promote their upbringing by their family. Any service which the local authority provides to a child in need under its general duty may also be provided to the child's family, or any member of the family, as a family support service if it is provided with a view to safeguarding or promoting the child's welfare."

#### **6. Other implications**

None perceived

#### **6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

MST aims to reduce the number of looked after children coming into care or custody, which also has significant impact on the cost of expensive placements both in and out of city by placing tremendous pressure on the placement budget. The impacts of reducing children from coming into care or custody supports Coventry's Social care direction of supporting children and young people in Coventry to remain at home with their families and increases and strengthens families' ability to manage independently.

KEEP aims to reduce placement breakdown and disruption by equipping Foster Carers and Connected Persons (Kinship Carers) with coping and behaviour management strategies which decreases the likelihood of placement disruption and increases placement stability.

KEEP is an evidenced based, unique and intensive support programme for Carers, proven to work which has been demonstrated by other local sites. Through delivery of the successful programme in Coventry, it is anticipated the KEEP programme will help retain and recruit more Foster Carers within Coventry.

## **6.2 How is risk being managed?**

The issues and risks are managed by the MST and KEEP steering groups. During the implementation stages of the project, an issues and risks register was developed to manage the known and unforeseen risks. The steering groups hold responsibility for monitoring programme related risks and issues and ensure plans are in place to mitigate this where necessary.

## **6.3 What is the impact on the organisation?**

The impact to Coventry City Council as a result of implementing the MST and KEEP has meant having to recruit 6 FTE on a 3 year fixed term basis, and identifying accommodation for the staff appointed to support the delivery of both programmes. Dependant on the outcome of both programmes, there may be implications on the redundancy costs. The outcome of MST and KEEP will be closely monitored by finance, and this position will be monitored on an annual basis. The Coventry City Council's Security of Employment Agreement will also be observed and consultation will be undertaken with both staff and trade unions.

## **6.4 Equalities / EIA**

The public sector duty under section 149 of the Equalities Act 2010 came into force on 5<sup>th</sup> April 2011. Decision makers must have ongoing due regard to avoid discrimination and advance opportunity for anyone with the relevant protected characteristics which are disabilities, age, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. "Due regard" requires more than just an awareness of the equality duty. It requires rigorous analysis by the public authority, beyond broad options.

As assessment of equalities and potential impact has been considered during the completion of the MST and KEEP needs analysis.

## **6.5 Implications for (or impact on) the environment**

None identified

## **6.6 Implications for partner organisations?**

The CAMHS service provided by Coventry and Warwickshire Partnership Trust provides clinical supervision to the MST Supervisor in Coventry, and attend the monthly steering group meeting. The MST Supervisor and one of the MST Therapists have been appointed on health terms and conditions, and therefore seconded over to the Local Authority. The Coventry and Warwickshire Partnership Trust have agreed to manage the arrangements for both employees once the secondment period terminates.

**Report author name and job title:**  
Harpal Sohal, MST and KEEP Project Manager

**Directorate:**  
Children, Learning and Young People

**Tel and email contact:**  
02476 832126  
[Harpal.sohal@coventry.gov.uk](mailto:Harpal.sohal@coventry.gov.uk)

Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Alan Butler	CAMHS Programme Manager	Children, Learning and Young People	18 <sup>th</sup> February 2013	18 <sup>th</sup> February 2013
Isabel Merrifield	Assistant Director Strategy, Commissioning and Policy	Children, Learning and Young People	19 <sup>th</sup> February 2013	25 <sup>th</sup> February 2013
Rachel Sugars	Finance Manager	Finance and Legal Services	19 <sup>th</sup> February 2013	21 <sup>st</sup> February 2013
Debbie Carter	Head of Social Care	Children, Learning and Young People	19 <sup>th</sup> February 2013	21 <sup>st</sup> February 2013
Nicky Hale	Interim Head of Looked After Children Services	Children, Learning and Young People	19 <sup>th</sup> February 2013	20 <sup>th</sup> February 2013
Sarah Kinsell	Finance	Finance and Legal Services	19 <sup>th</sup> February 2013	20 <sup>th</sup> February 2013
Neelesh Sutaria	HR Manager	Children, Learning and Young People	19 <sup>th</sup> February 2013	19 <sup>th</sup> February 2013
<b>Names of approvers for submission:</b> (officers and members)				
Finance: Rachel Sugars	Finance Manager	Finance & legal	19.02.13	26 <sup>th</sup> February 2013
Legal: Julie Newman	Legal	Finance & legal	19.02.13	22 <sup>nd</sup> February 2013
Director: Colin Green	Director	Children, Learning and Young People	19.02.13	26 <sup>th</sup> February 2013
Members: Councillor O'Boyle	Cabinet Member	Children, Learning and Young People	22.02.13	26 <sup>th</sup> February 2013

This report is published on the council's website:  
[www.coventry.gov.uk/meetings](http://www.coventry.gov.uk/meetings)

This page is intentionally left blank



12 March 2013

**Name of Cabinet Member:**

Cabinet Member (Children and Young People) – Councillor O'Boyle

**Director Approving Submission of the report:**

Director of Children, Learning and Young People

**Ward(s) affected:**

All

**Title:**

Update on the progress on the implementation of the Fundamental Service Review within the Children, Learning & Young People's Directorate

---

**Is this a key decision?**

No

---

**Executive Summary:**

During 2011 and 2012 the Children, Learning and Young People's Directorate undertook a wide ranging Fundamental Service Review. The review covered early intervention services for children and families and work with partner agencies on this, children's centres, fostering and adoption services and services for children in care. The aims of the review were to reduce costs by reducing the overall numbers of children and young people entering the care system and to thereby reduce overall costs to the Council.

**Recommendations:**

The Cabinet Member is recommended to:

- (1) Note the progress made with the implementation of the fundamental service review and that implementation is now largely complete
- (2) Note the outcomes achieved to date
- (3) Note that this impact of some changes are still to be felt and seek a further update report after a further 6 months

**List of Appendices included:**

None

**Other useful background papers:**

None

**Has it been or will it be considered by Scrutiny?**

The last update was an all Member scrutiny briefing on 25 September 2012

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No



**Report title: Update on the progress on the implementation of the Fundamental Service Review within the Children, Learning & Young People’s Directorate**

**1. Context (or background)**

The Children Learning and Young People Directorate (CLYP) was overspent by £4.2M in 2010/11. The main driver for the overspend was the number of looked after children and the costs of their care and related support costs such as transport, social work staffing and legal fees. The purpose of the CLYP Fundamental Service Review (FSR) was to find a way to address the underlying cause of the overspend by reducing the numbers of children and young people in our care, and providing lower cost care packages where possible. Coventry had for many years had a higher number of children in care than comparator authorities.

In December 2011, the Case for Change report was taken to the Transformation Programme Board. The key themes of the case for change were:

- Safely reduce the number of children entering care
- Faster exit for those who are in care to permanency
- Better value from placements for children in care
- Improved quality of service and outcomes for looked after children.

All of these themes have an impact on cost, and the FSR also set out how cost reductions would be delivered:

- Reducing the number of LAC; and
- Increasing Internal Foster Care (IFC) provision

Based on the activity information provided by the FSR Team, the original savings model assumed cost reductions of £8.4m by 2015/16. Corporate savings built into the medium term financial strategy are £2M for 2013/14, £4m for 2014/15 and £5.2m for 2015/16. The difference between the savings level and the level of cost reduction is due to the budgetary overspend in this area.

**2. Options considered and recommended proposal**

2.1 In the report to Cabinet Member and later Cabinet (dated 14 February 2012) the recommendations of the fundamental service review were summarised as follows:

Proposed change	What will be different?
<p><b>1 Strengthen Early Intervention and Prevention services by:</b></p> <p>a) One early intervention offer for the City</p> <p>b) Refocus early years support to vulnerable families. This includes reducing the number of children's centres in the less deprived parts of the City, implementing the Healthy Child Programme, improving Speech and Language Services and adopting a "key Worker" model across all our early intervention services.</p> <p>c) Sustain and build on the Common Assessment Framework (CAF) and</p>	<ul style="list-style-type: none"> <li>• The type of support that children and families can receive (according to their age and/or need) will be accessible in one place in an easy to access format. This will include specific information about parenting support, children centres, health and family support.</li> <li>• Families with higher needs will have a key worker allocated to them with case-holding responsibilities. Increase in numbers of key worker staff. The key worker will take a more family-focused approach which we know is more effective.</li> <li>• Increased focus on empowerment of</li> </ul>

<p>Overcoming Barrier to Learning (OB2L) programme</p> <p>d) Create a new crisis intervention service for 11 to 16s</p>	<p>families including work with fathers and building on successful volunteer work.</p> <ul style="list-style-type: none"> <li>• Implementation of the healthy child programme</li> <li>• Investment in more speech and language support</li> <li>• CAF and OB2L used as main ways to engage partners, e.g. schools, NHS organisations, in meeting the needs of vulnerable children and young people</li> <li>• Prevent adolescents from coming into care by offering sharper and more effective response at the point of crisis.</li> </ul>
<p><b>2 Social Work Service:</b></p> <p>a) Speedier transfer of cases within the service and give priority to 0 to 4s</p> <p>b) Develop Community Based Assessment Service (CBAS) and Family Group Conferencing (FGC) Services through redirecting investment to give this successful service more capacity.</p>	<ul style="list-style-type: none"> <li>• Reduce delay at all stages of our processes so that children achieve permanence more quickly</li> <li>• CBAS and FGC can more effectively support case planning and decision making so that this is quicker and enables courts to have confidence in our assessments of parenting capacity and the child's' needs. This will help speed children to permanent placements</li> </ul>
<p><b>3 Fostering and Adoption– realigned service</b></p> <p>a) Restructure service to functions of</p> <ol style="list-style-type: none"> <li>i. Recruitment and assessment</li> <li>ii. Home Finding</li> <li>iii. Placement Support</li> </ol> <p>b) Explore partnership with voluntary organisations for additional adoptive placements and post adoption support.</p> <p>c) Review post adoption financial support</p> <p>d) Increase adoption rates, speed up processes and reduce delays – particularly in the courts</p>	<ul style="list-style-type: none"> <li>• Increased numbers of foster carers who are better prepared and better supported.</li> <li>• Wider choice of foster placements for children in care</li> <li>• Wider range of adoptive homes available to improve choice of placements and speed of home finding</li> <li>• Greater diversity of post adoption support options</li> <li>• Better value for money of post adoption support arrangements.</li> <li>• Processes sped up and delays reduced</li> </ul>
<p><b>4 Performance Management:</b></p> <p>a) Development of a stronger performance management culture throughout the service</p> <p>b) Measuring impact of early intervention</p> <p>c) Using information to better target resources</p>	<ul style="list-style-type: none"> <li>• Provide tailored information to local service managers so that they can manage casework more effectively</li> <li>• Track all looked after children's progress so that any child whose place is not progressing can be identified and action taken.</li> <li>• Use information to measure the impact of interventions systematically and target resources to those most in need.</li> <li>• Linking activity to financial performance and delivery of the planned savings</li> </ul>

### 3. Implementation of the strands of the Fundamental Service Review

3.1 Implementation of the various strands began in the summer of 2012.

### 3.2 Early intervention services

The establishment of early intervention has centred on the creation of a new Children and Families First (CFF) service. This includes existing teams such as the former Multi-disciplinary teams (MDTs), the former education welfare services and parenting activity including universal and targeted parenting interventions following the Triple P model. CFF also now includes the “Coventry Talk Now” initiative and new increased numbers of Common Assessment Framework Coordinators.

The service around children’s centres has been refocused to provide targeted services. The Children’s Centre workforce has been reformatted into the Children and Families First Service with case holding children and families’ workers. Education welfare officers have been merged into this service to provide focused early intervention with children and families where school attendance is an issue. These roles are now known as Children & Families Workers (schools). A total of 70 children and families workers are now in place with 15 posts still vacant as at the end of January 2013.

As part of the refocusing of the work of children’s centres, 6 centres were closed altogether. These were Cheylesmore, Coundon, Earlsdon, Finham, Whoberly and Wyken. Whilst the Council no longer runs services in these centres all have some services either private or operated by the local school or doctors’ surgery continuing on site. Children Centre Reach Areas and boundaries have been reviewed to incorporate the whole city including these areas. For families in those reach areas requiring more support, this is provided through workers and the Common Assessment Framework system.

In order to strengthen the engagement of partners in early intervention, the Common Assessment Framework (CAF) procedures were rewritten and agreed by the LSCB in September 2012. These include clear processes for “step up” and “step down” to allow children to be transferred safely from social care services to lower level support and to allow those who need more support to be transferred into social care support. A new IT system (eCAF) to hold cases under CAF was purchased and training is now underway for all practitioners. There are currently around 1400 CAFs being held in the City, the new eCAF system will firm up data and enable performance monitoring to ensure they are being progressed effectively.

The crisis service was reframed and set up as a 7 day a week including evening service. The team has been recruited to and started work with children and families in January. In addition to this, national funding has been used to set up the Multi-Systemic therapy team to undertake direct work with difficult young people to avoid them coming into care. This started work in November 2012 and is currently working with 14 families. These two teams link up with the Troubled Families work which is targeting activity on some of the most challenging families seeking to improve school attendance, reduce worklessness and anti-social behaviour. Troubled Families is the subject of separate government monitoring on a “payment by results” basis, but the work is an integral part of early intervention.

There remain some challenges on early intervention including the upskilling of all workers to hold cases and the effective embedding of CAF and eCAF with our partners as well as with our staff. There remains a challenge around the low level of health visitors in the City which can impact on universal services and their implementation.

### 3.3 Implementation of social work service elements

The changes within the social work service were carried out without structural change. The Community Based Assessment Service and the Family Group Conferencing services have been invested in to increase their capacity to support keeping children out of care or to limit the length of their stay in care. The investments in the Crisis and MST teams mentioned in section 3.2 also have strong links into the social work side of the changes as these teams work closely with social workers on the avoidance of care as well as with early intervention services.

There has been an increased focus on achieving permanency for children and young people in care and for progressing their cases as speedily as possible. As part of this process there have been a series of workshops for social work teams on care planning and concurrent planning. The LAC tracking process has been relaunched with a focus on younger children to ensure that these cases are being progressed in a timely fashion towards permanency.

Additionally an automatic transfer process has been introduced to ensure cases are routinely transferred out of the Referral and Assessment service.

#### **3.4 Implementation of changes to fostering and adoption service**

The former fostering and adoption service was restructured in July 2012 into 3 teams as in the plan above and was renamed the Family Placement Service. This restructure has enabled the team to focus on particular aspects of finding families, recruitment and assessment of carers, home finding and support.

Whilst this change has taken some time to bed in and there have been a number of changes within the team, there has been a renewed focus on carer recruitment and a larger number of foster and adoptive carers have come forward for assessment and approval. Much initial work has focused on increasing the number of enquiries received through advertising. Work continues to convert appropriate enquiries into assessments of carers and ultimately foster or adoptive placements.

The full management structure of this service is yet to be fully staffed.

#### **3.5 The implementation of performance management**

Throughout the implementation of the changes described above there has been a clear focus on performance management within the services. There was already a good level of data available, but this was not renewable daily and did not necessarily drive immediate activity. A number of "dashboards" have been implemented for social work teams and a summary leadership dashboard has been developed to track numbers in the system on a daily basis. The dashboards are linked to the Protocol recording system.

A monthly performance board has been established to review the data of the previous month and to tackle any emerging performance issues. This is supported by 3 performance surgeries to give more focus to performance improvement. The 3 surgeries are focused on LAC, Safeguarding and the most recently established early intervention surgery.

The focus on performance in a structured manner has led to a number of activities to drill down and understand causes behind performance and has led to practice improvements and new processes such as LAC tracking being re-established.

### **4. The impact of the changes**

- 4.1 The activity of implementation of the fundamental service review is largely complete. The impact of the changes made is now being monitored through the new performance

management processes. Implementation took longer than originally anticipated and thus the full expected impact of the changes in practice and in financial terms has not yet materialised.

- 4.2 The main aim of this work was to reduce the overall number of children in care. To date the number has not reduced, but has largely been stable for over the last 4 to 6 months at around 585. This consistency is in the context of an increasing child population in the City and of increasing numbers of children entering the child protection system

There is now routine monitoring of children who are in the care system to ensure that they are moving swiftly through the system towards permanency wherever that is possible.

Recent work on speeding up our adoption processes in terms of placement of children new into care has started to have an impact. Our performance on the speed of adoption had been poor, but recent cases have been much quicker indicating that our new processes are having a positive impact. However, between April and December 2012 fewer children overall were placed for adoption than in the equivalent timespan in previous years, a full review of all cases has been started to understand the background to this and whether any further action is required.

Numbers of enquiries from prospective carers increased following refreshed advertising the autumn of 2012 and this has begun to result in more carers being approved through panels. Unfortunately a number of existing carers have left us for a variety of reasons and this has meant we have not yet achieved the net gain in capacity for our internal fostering service. Indications of gains in the last 2 months of 2012 suggest we may have started to turn the corner on this issue.

There will be on-going monitoring of the impact of new services and the early intervention offer throughout 2013. It is hoped that we will see an increased impact of these services as they become established.

## **5. Comments from Director of Finance and Legal Services**

### **5.1 Financial implications**

#### **5.1.2 2012/13 Forecast**

The financial forecast for 2012/13, based on December's LAC data, is an overspend of £1.5m. This is because the placement profile required to deliver cost reductions has not changed in line with expectations. Overall, the number of Internal Foster Care (IFC) placements has reduced while more expensive external foster care placements have increased. Alongside this, external residential placements have remained broadly static.

#### **5.1.3 Recasting the model for 2013/14**

The original target cost reductions have not been met, and the expected cost has, therefore, been recast, and reprofiled. The revised model is still based on a reduction in LAC, and an increase in IFC placements – Table 1 below indicates how the numbers of LAC and IFC placements are forecast to change over the next 4 years from a base of 579 reducing to 457 LAC (reduction of 122), and an increase from a base of 190 to 281 IFC placements (increase of 91).

Table 1 Predicted profile of LAC and IFC

Year (by 31/03)	Annual changes		Cumulative totals	
	LAC to reduce by	Internal Fostering to increase by	Total LAC	Total Fostering
2013/14	41	23	538	213
2014/15	41	23	498	236
2015/16	40	23	457	258
2016/17	0	22	457	281
<b>Total</b>	<b>122</b>	<b>91</b>		

The reprofiling of numbers outlined above provides expected savings of £1.1m in 2013/14 rising to £7m in 2016/17. Table 2 below highlights the impact of these savings, taking into account the current underlying overspend, and expected medium term financial strategy budget reductions.

Table 2 Placements financial position

	Forecast P6 2012-13 £m.	Forecast 2013-14 £m.	Forecast 2014-15 £m.	Forecast 2015-16 £m.	Forecast 2016-17 £m.
<b>CLYP FSR</b>					
Underlying Overspend (net of EIG and Health Contribution)	1.3	1.3	1.3	1.3	1.3
MTFS Budget Adjustment	0.0	2.0	4.0	5.2	5.2
<b>Saving Required</b>	<b>1.3</b>	<b>3.3</b>	<b>5.3</b>	<b>6.5</b>	<b>6.5</b>
Forecast Saving	0.0	(1.1)	(3.4)	(5.6)	(7.0)
<b>Net Position</b>	<b>1.3</b>	<b>2.2</b>	<b>1.9</b>	<b>0.9</b>	<b>(0.5)</b>

Nb. underlying overspend is different to number quoted in para 5.1.2 as this is P6 forecast

#### 5.1.4 Increase in IFC fees from 1<sup>st</sup> April 2013

The fees to foster carers and maintenance payments will be increased from 1<sup>st</sup> April 2013 (2% for fees and 5% for maintenance). This acknowledges that we need to maximise every opportunity to recruit and retain IFC's and moves towards bringing Coventry's fees into line with the Fostering Framework and our neighbouring Local Authorities.

The additional cost for 2013/14 is £350k, and it is expected that this will be offset by an increase in 7 specialist foster carers, and an equivalent reduction in external residential placements (marginal saving of £50k per placement). Urgent work is required to review and relaunch the specialist foster carer scheme.

5.1.5 The reduction of LAC numbers is based on the forecast activity reductions as identified through the FSR. This was that the Early Intervention Focused Family support could reduce numbers by an ongoing 59; the crisis intervention service could reduce numbers by an ongoing 39; and increasing permanency could reduce numbers by an ongoing 24. This presumes a stable baseline of LAC numbers. No assumptions or cost reductions are included in this model for the Multi-Systemic Therapy or the Troubled Families projects. It is forecast that these alone could reduce the numbers of LAC by an ongoing 120. This means that within the FSR financial model there is some contingency for other issues which might adversely affect the number of LAC, such as population growth. This will need to be

monitored very closely as we move forward, particularly in light of high/increasing child protection numbers.

## 5.2 Legal implications

Services provided to families and children by the local authority are regulated under statute and statutory guidance and impose a number of duties upon the local authority to meet the needs of children under a regulated legal framework.

The Children Act 1989 places a duty on the local authority to provide sufficient accommodation to meet the needs of Looked After Children (“sufficiency duty”)

## 6. Other implications

### **6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

The achievement of the aims of the fundamental service review will help the City Council achieve its financial cost reduction targets. The overall improvement of services to children and their families and to looked after children in speeding their progress to permanency will also support the Council's priority to support and celebrate our young people.

### **6.2 How is risk being managed?**

Risk in this project is largely now around the failure to achieve the objectives and the savings embedded within it. This is being managed through rigorous performance management.

### **6.3 What is the impact on the organisation?**

The fundamental service review did result in some job reductions amongst some types of roles, however, new roles were also created, so it also provided new opportunities.

### **6.4 Equalities / EIA**

It is part of our standard practice to monitor the make-up of those in contact with social care, the children in our care and those subject to child protection plans. This monitoring is carried out on an on-going basis and compared to the make-up of similar groups nationally to ensure that our practice is consistent across all those we work with.

### **6.5 Implications for (or impact on) the environment**

None

### **6.6 Implications for partner organisations?**

We are continuing to work with partners, particularly those in health in relation to our early intervention services and processes. We are developing a prevention and early intervention strategy which will help bring our work together with that of our partners to work to best affect across the City.

**Report author(s):**

**Name and job title:** Isabel Merrifield, Assistant Director Strategy, Commissioning and Policy,

**Directorate:** Children, Learning and Young People's Directorate

**Tel and email contact:** 02476 833403, [Isabel.merrifield@coventry.gov.uk](mailto:Isabel.merrifield@coventry.gov.uk)

Enquiries should be directed to the above person.

<b>Contributor/approver name</b>	<b>Title</b>	<b>Directorate or organisation</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Andy Pepper	Assistant Director	CLYP	11 Feb	14 Feb. 13
Eileen West	Lead Accountant	Finance & Legal Services	11 Feb	18 Feb. 13
Julie Newman	Solicitor	Finance & Legal Services	19 Feb	20 Feb 13
<b>Names of approvers for submission: (officers and members)</b>				
Finance: Rachael Sugars	Finance Manager, CLYP	Finance & legal	11 Feb	21 Feb
Legal: Name	Julie Newman	Finance & legal		
Director: Name	Colin Green			
Members: Name	Cllr O'Boyle		18 Feb	22 Feb

This report is published on the council's website:  
[www.coventry.gov.uk/meetings](http://www.coventry.gov.uk/meetings)