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Rutland County Council

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Meeting: CABINET

Date and Time: Tuesday, 16 May 2017 at 9.30 am

Venue: COUNCIL CHAMBER, CATMOSE

Corporate support: Sue Bingham 01572 758165
Officer to contact: email: corporatesupport@rutland.gov.uk

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A G E N D A

APOLOGIES FOR ABSENCE

- 1) ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF THE PAID SERVICE
- 2) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are required to declare any personal or prejudicial interests they may have and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Finance Act 1992 applies to them.

3) RECORD OF DECISIONS

To confirm the Record of Decisions made at the meeting of the Cabinet held on 18 April 2017.

4) ITEMS RAISED BY SCRUTINY

To receive items raised by members of scrutiny which have been submitted to the Leader (copied to Chief Executive and Corporate Support) by 4.30 pm on Friday 12 May 2017.

REPORT OF THE DIRECTOR FOR PEOPLE

5) OFSTED NEXT STEPS ACTION PLAN

Report No. 99/2017
(Pages 5 - 48)

6) SOCIAL VALUE POLICY (KEY DECISION)

Report No. 104/2017
(Pages 49 - 64)

7) PROCURING A SUBSTANCE MISUSE & COMMUNITY TREATMENT SERVICE IN RUTLAND (KEY DECISION)

Report No. 105/2017
(Pages 65 - 74)

REPORT OF THE DIRECTOR FOR RESOURCES

8) BANKING SERVICES PROCUREMENT (KEY DECISION)

Report No. 73/2017
(Pages 75 - 78)

9) ANY ITEMS OF URGENT BUSINESS

To receive items of urgent business which have previously been notified to the person presiding.

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MEMBERS OF THE CABINET: Mr T Mathias Chairman

Mr R Clifton
Mr R Foster
Mr O Hemsley
Mr A Walters
Mr D Wilby

SCRUTINY COMMISSION:

Note: Scrutiny Members may attend Cabinet meetings but may only speak at the prior invitation of the person presiding at the meeting.

**ALL CHIEF OFFICERS
PUBLIC NOTICEBOARD AT CATMOSE
CORPORATE SUPPORT TEAM**

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CABINET

16 May 2017

OFSTED NEXT STEPS ACTION PLAN

Report of the Director for People

Strategic Aim:	Safeguarding	
Key Decision: No	Forward Plan Reference: FP/070417/02	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R Foster, Portfolio Holder for Children and Young People (Safeguarding)	
Contact Officer(s):	Rebecca Wilshire, Head of Service of Safeguarding and Service Improvement	01572 758258 rwilshire@rutland.gov.uk
	Tim O'Neill, Director for People and Deputy Chief Executive	01572 758402 toneill@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Note the Next Steps Action plan for 'getting to good' and comment on its suitability for addressing the Ofsted inspection recommendations and supporting Rutland County Council to get to good.

1 PURPOSE OF THE REPORT

- 1.1 Following an inspection of Rutland's children's services by Ofsted, Rutland County Council is required to produce and submit an action plan to Ofsted.
- 1.2 The following report provides Cabinet with an opportunity to review this Ofsted inspection action plan.

2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 Rutland's children's services were inspected by Ofsted under the Single Inspection Framework from 15th November to 8th December 2016.

2.2 In a final report published (13th February 2017) Ofsted noted a number of strengths within the service, some of which were as follows:

- a) There were no children in Rutland who were considered to be at immediate risk of harm
- b) Staff act quickly to keep children safe when people tell them that they are worried about a child
- c) When children and families have emerging problems, Rutland's early help services provide a wide range of responsive interventions, preventing some families from needing more formal, statutory involvement with children's social care
- d) The early help service uses positive ways of working with families to intervene and support children effectively
- e) Social workers know about children's lives and families get the right help and support when they are having difficulties
- f) Social workers, teachers, police officers, foster carers and others work well together to keep children safe if they are at risk of sexual exploitation
- g) The right decisions are made by social workers when children cannot live at home
- h) Social workers place children with people who can look after them well and help them to do well in education and enjoy hobbies.
- i) When children can no longer live at home, social workers work hard to find the right families
- j) Social workers and other professionals work well together to look at plans to help improve children's lives
- k) Services for children who leave care in Rutland was considered 'Good'
- l) Young people leaving care receive a good service from staff who know them well
- m) Staff keep in touch and support care leavers to live independently, stay in education or find a job. They also help them to keep healthy and find somewhere to live where they feel safe
- n) Managers and Council leaders are determined to employ the 'right' staff to provide good services and new social workers and managers are making improvements
- o) Managers and leaders want to improve services further

2.3 However Ofsted concluded that a number of improvements were required before children's services in Rutland could be rated as 'Good'. The Ofsted report outlined 17 recommendations, which are as follows:

- a) Ensure that senior leaders have access to comprehensive, high-quality performance management information in order to understand frontline practice and fully hold senior managers to account.
- b) Ensure that all staff receive regular good-quality supervision, with an appropriate balance of critical challenge, case direction and opportunities for reflection.
- c) Ensure that assessments and plans actively consider all risks to children, including emerging and new risks as circumstances for children change. Improve social workers' understanding of neglect and the impact on children.
- d) Improve the quality of assessments and plans across the service by ensuring that they are informed by children's wishes and feelings, involve the views of men and fathers, consider diversity and historical factors, which are specific to individual children's needs, and have explicit outcome-based actions.
- e) Ensure that personal education plans are completed for all children looked after, and that they include a thorough assessment of needs and set targets for improvement.
- f) Review and strengthen management and panel oversight of the fostering service to ensure that there is effective challenge of the quality of practice. In particular, ensure that foster carer assessments and investigations of allegations and concerns are thorough and robust, contain all relevant information and are completed in a timely way.
- g) Ensure that the corporate parenting board is effective in driving improvements and monitoring outcomes for children looked after and care leavers. Increase opportunities for children looked after and care leavers to participate in decision-making and service development and for their achievements to be celebrated.
- h) Improve social work practice by ensuring that social workers visit children regularly, in line with the children's plans or statutory guidance, and take account of their feelings and wishes when making plans for the children. The frequency and quality of visits should be monitored by managers.
- i) Increase the effectiveness of management oversight across the service, ensuring that the rationale for decisions and actions set is clear. Managers, child protection chairs and IROs in core groups, reviews and key meetings should actively challenge drift and delay, and support the progress of plans and the reduction of risk.
- j) When children go missing, ensure that social workers and managers fully understand the risks and vulnerabilities of the young people and take appropriate action. Ensure that the information gathered during return-home interviews is used to reduce risk and inform individual planning and broader service needs.
- k) Develop and implement a robust sufficiency strategy, which informs the provision of services and, in particular, the recruitment of foster carers, for children looked after now and in the future.

- l) Review the service level agreement with the neighbouring local authority, which delivers adoption services on behalf of Rutland County Council. Ensure that services are sufficient and of good quality to meet all needs of children, families and adopters prior to and beyond the making of an adoption order.
- m) Ensure that birth parents have access to support from someone independent of their child's social worker when adoption is being considered.
- n) Ensure that all options for achieving permanence for children are given proper consideration, including, when appropriate, parallel planning and foster to adopt.
- o) Improve the quality of information which children have access to, both now and in the future, such as child permanence reports and later-life letters. Ensure that all children in permanent placements receive life-story work.
- p) Ensure that children have timely access to health services, including specialist provision.
- q) Increase the extent to which workers consider the long-term arrangements when placing children looked after with foster carers, so that more are able to stay put when they become 18 years old.

The attached plan (appendix 1) has considered the action needed to address all these recommendations, and outlines how this will be achieved, how it will be measured and timescales for completion.

3 CONSULTATION

- 3.1 Consultation has occurred across Children Services and People Directorate to ensure the Action Plan address all recommendations, we have further consulted with the LSCB.

4 ALTERNATIVE OPTIONS

- 4.1 There are no alternative options.

5 FINANCIAL IMPLICATIONS

- 5.1 There are no financial implications associated with the development of the action plan.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 There are no legal or governance considerations required.

7 EQUALITY IMPACT ASSESSMENT

- 7.1 There is no Equality Impact Assessment required.

8 COMMUNITY SAFETY IMPLICATIONS

- 8.1 There are no Community Safety Implications.

9 HEALTH AND WELLBEING IMPLICATIONS

- 9.1 There are no health and wellbeing implications.
- 9.2 Implications will only occur should the action plan not be delivered and should Children Services not continue to improve the service they provide to children, young people and their families.

10 ORGANISATIONAL IMPLICATIONS

- 10.1 There are no Environmental, Human Resource or Procurement implications

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 11.1 The Ofsted Next Steps Action Plan outlines and addresses the 17 recommendations which Ofsted noted in their report.
- 11.2 The Action Plan notes the 17 recommendations, along with outcomes to each recommendation, how it will be measured and the objectives, followed by the action required and timescale for completion.
- 11.3 There are a number of actions which have already been completed and the rest are on track for completion, all of which are identified through rag rating (green and amber).
- 11.4 We do believe that the actions will fully address the recommendations and enable us to 'get to good' over the next 6-12 months.
- 11.5 Recommendations pull out the key issues arising from Ofsted.

12 BACKGROUND PAPERS

- 12.1 The Ofsted report published on 13th February 2017 which can be accessed via Appendix A

13 APPENDICES

- 13.1 Appendix A – The Ofsted Next Steps Action Plan

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

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Rutland County Council's – 'Next Steps' Action Plan in response to the Ofsted Inspection in February 2017

We, Rutland County Council, are working in partnership with all our agencies to further improve the services we provide to children, young people and families, to give them the best start in life and to ensure our children, young people and families access the right support at the right time to achieve the right outcome.

This Next Steps Action Plan has been developed in response to our recent Ofsted Inspection which judged us as 'Requiring Improvement' to be good, and made a number of recommendations which were required to enable us to get to 'good'. The Single Inspection Framework (SIF) considered:

1. Children in need of help and protection
2. Children looked after and achieving permanence
 - 2.1 Adoption Performance
 - 2.2 Experience and progress of care leavers
3. Leadership, management and governance
And
4. LSCB

Rutland County Council was judged as Good for our Care Leaver services and our LSCB.

This Next Steps Action Plan has been structured to respond to the recommendations made in the inspection report which can be found [HERE](#). This does not cover the work of the LSCB which is independent, and they will submit a separate action plan to Ofsted.

Monitoring, Accountability and Scrutiny arrangements:

This Next Steps Action Plan will contain SMART objectives, with detailed actions to be carried out.

The monitoring arrangements for the plan are as follows:

1. Monthly monitoring of the plan chaired by the Director of Children's Services with Directorate Managers.
2. Local Safeguarding Board on a bi-monthly basis.
3. Rutland Performance Board on a quarterly basis
4. Scrutiny Committee and Corporate Parenting Boards on a quarterly basis
5. Front Line Management team meetings on a monthly basis.

There are two key mechanisms for monitoring progress:

1. The Next Steps Plan will be updated on a monthly basis and will provide evidence of progress against identified actions and compliance with timescales. This will form the basis of the regular monitoring.
2. A quarterly data set and report will be prepared by the Head of Service for Children's Social Care, which will summarise progress and evidence how the identified actions are improving services, and the difference they are making to children and their families in Rutland. This will be submitted to groups identified above and form the basis of the quarterly programme of review.
3. Any concerns arising from the monitoring programmes will be conveyed directly to the Director for People.

Finally, the Directorate will seek external challenge of the progress against the plan in Quarter 4 through external Audit specifically in Safeguarding and to review our Fostering and Adoption Service.



Rutland
County Council

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FINDING

RECOMMENDATION:	
1. Ensure that senior leaders have access to comprehensive, high-quality performance management information in order to understand frontline practice and fully hold senior managers to account	
OUTCOMES: <ul style="list-style-type: none"> ➤ All stakeholders understand the importance of the data they gather, record and use in the course of their work. The systems used to support this work are effective, joined up and easy to use. ➤ Appropriate support, training and development is in place to ensure systems and processes remain relevant and are properly used and implemented. ➤ Appropriate performance information is produced at all levels that is accurate, targeted and timely. This contributes positively to the monitoring of services' performance and informs intervention/plans. ➤ High quality data and information is available enabling service development, partnership working, systems and process review. ➤ Commissioning and service design decisions are supported by high quality, up to date, relevant and consistent strategic information. 	MEASURED BY: <ul style="list-style-type: none"> ➤ Information management systems are in place, are up to date (within two versions of the latest release) and there is good system compliance from relevant officers. ➤ A revised Children's Services Scorecard is in place which pulls together all relevant information with senior managers held accountable for outcomes ➤ BI Tools utilising effective data visualisation are used by management, and elected members, to review and challenge service performance. ➤ Statutory returns – target: ensure 100% of statutory data returns are completed on time with effective quality assurance of data. ➤ External reviews – target: improved Ofsted rating as outcome of sustained improvements
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OBJECTIVES: Deliver against the QA and Performance Framework <ul style="list-style-type: none"> ✓ Understand what data is needed at all levels of the LA, and wider agencies to effectively monitor and support the work of Children's Social Care, and drive commissioning, and service improvement and development. 	

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
1.1 Develop a new Scorecard for CSC	<ul style="list-style-type: none"> New and improved scorecard is now in place pulling together all relevant measures for CSC and EH 	Completed January 2017	<ul style="list-style-type: none"> Jon Adamson – <i>Business Intelligence Manager</i> 	<ul style="list-style-type: none"> Rebecca Wilshire – <i>Head of Children’s Social Care</i>
	<ul style="list-style-type: none"> Now BI Tools being developed to present data in more meaningful/accessible ways (e.g. profile of CLA for Corporate Parenting Board – see 7.5 below) 	April 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire
1.2 Develop performance reports which children services complete monthly around data to provide narrative and analysis	<ul style="list-style-type: none"> Commenced January 2017 and reports are in place and currently being embedded 	May 2017 to be embedded and effective	<ul style="list-style-type: none"> Kate Dexter – <i>Children’s Social Care Service Manager</i> Kevin Quinn Early help and SEND Inclusion Service Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
1.3 Develop knowledge around the inputting and interpretation of data and what this means for Officers	<ul style="list-style-type: none"> Briefing delivered at Children’s Conference to ensure all officers understand how information captured in LiquidLogic is used to inform service planning and delivery 	January 2017 – completed	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> New scorecard and BI Tools to be presented at children’s conference 	April 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
1.4 Continue to embed the development of Liquidlogic and ensure this supports and evidences good practice across children’s services	<ul style="list-style-type: none"> Review purpose and function of Performance and Application Support Team Strengthen capacity for administration and configuration of case management system/s 	May 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
1.5 Embed performance management reports so that information is scrutinised and understood at each level	<ul style="list-style-type: none"> Monthly (People) Directorate Management Team (DMT) meetings which replaces Service Improvement Board (SIB) 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire Jon Adamson 	<ul style="list-style-type: none"> Tim O’Neill – <i>Director for People</i>
	<ul style="list-style-type: none"> Quarterly People Performance Board with Chief Executive and Cllrs will provide scrutiny and challenge 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
	<ul style="list-style-type: none"> Monthly performance reports for CSC /children’s services will be compiled for Director and PFH 	April 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
1.6 Improve analysis of information to better inform officers, managers and members	<ul style="list-style-type: none"> Robust analysis of data within new reporting mechanisms to provide information needed to inform decision making 	April 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Rebecca Wilshire

Achieved

On Track to Achieve

Not yet on Track

RECOMMENDATION:**2. Ensure that all staff receive regular good-quality supervision, with an appropriate balance of critical challenge, case direction and opportunities for reflection.****OUTCOMES:**

- Officers receive the right level of oversight from their managers to enable them to discuss cases fully and make the right decisions for children, young people and families to improve their outcomes and ensure their safety and welfare.
- Officer's knowledge and development of case work will be improved by rigorous challenge and reflective practice.
- Children, young people and families will receive an improved and timelier service as officers will have clearer and timely case direction.
- Officers will ensure the action is taken at the right time for children as supervision will ensure oversight

MEASURED BY:

- Management information – target: 100% of social workers and practitioners receive, quality casework supervision; any underperformance challenged and addressed
- Management information – target: improved flow of casework through the system and alert analysis; casework completed within expected timescales
- Case audit – target: all cases audited will have evidence of supervision on case files
- Supervision audit – target: 100% of social workers and practitioners have a supervision agreement in place
- Training – target: 100% of managers/supervisors receive relevant training in supervision skills

OBJECTIVES: Deliver against the Supervision Policy

- ✓ Themes and lessons from casework are systematically collated, analysed and learned from.
- ✓ Social work staff/children's services staff is confident in how they are directed and supervised in their work.
- ✓ Management oversight is consistent and rigorous to ensure effective assessment, planning, intervention and review.
- ✓ Case work is progressed in a timely manner ensuring no drift in case work / case decisions

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
2.1 Supervision Policy to be revised to include Group Supervision	<ul style="list-style-type: none"> In progress to cover the development of group supervision 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
2.2 Group Supervision to commence which is reflective and offers critical challenge, direction and support	<ul style="list-style-type: none"> Completed February 2017 however this needs further embedding 	Completed February 2017	<ul style="list-style-type: none"> Children's Social Care - Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Development and embedding in progress 	May 2017	<ul style="list-style-type: none"> Children's Social Care - Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire
2.3 Liquidlogic to be used so data on supervision can be extracted to ensure further oversight	<ul style="list-style-type: none"> Managers will ensure all supervision and case management decisions are recorded on LL within 3 days of supervision taking place 	June 2017	<ul style="list-style-type: none"> Children's Social Care - Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> In progress, LL being revised to see how we can ensure supervision is on the system and this data provides an accurate report 	May 2017	<ul style="list-style-type: none"> Jon Adamson Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire
2.4 Managers will be receive training on supervision and group supervision	<ul style="list-style-type: none"> In progress, CSC managers will all get a workshop on delivering group supervision across children services 	June 2017	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday – <i>Quality Assurance Manager</i> 	<ul style="list-style-type: none"> Rebecca Wilshire
2.5 Officers will receive training and develop understanding around group supervision to ensure this is effective	<ul style="list-style-type: none"> Children's conference in February 17 completed 	Feb 17 completed	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Further workshop for CSC April 17 to allow for reflection and further alteration 	August 17	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:

3. Ensure that assessments and plans actively consider all risks to children, including emerging and new risks as circumstances for children change. Improve social workers' understanding of neglect and the impact on children.

OUTCOMES:

- Children and young people have their needs and risks assessed to enable them to access the right support at the right time
- Assessments will be a continued process to ensure needs are risks are consistently assessed
- Assessments will inform plans fully to ensure needs are met and risks minimised
- Officers understanding and knowledge of Neglect will be improved to ensure children, young people and family's needs are better met

MEASURED BY:

- Quality data will monitor that 100% of children have an updated assessment
- Audits will measure the quality of Plans and ensure 100% of Plans meet the assessed needs and risks
- Supervision will critically challenge and provide oversight to ensure all assessment and plans are fit for purpose and result in expected change for children

OBJECTIVES: Deliver against our Practice Standards

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- ✓ All children, young people and families will have a quality plan which they have been fully involved in
- ✓ All children, young people and families will have an updated, thorough and in-depth assessment
- ✓ All children, young people and families will have a plan which reflect this assessment of needs and risks
- ✓ Plans will be reviewed in a timely manner ensuring children, young people and families are accessing the right support at the right time
- ✓ The right assessment and the right plan will ensure timely support is in place and minimise any potential for any drift.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
3.1 Use data to identify any children who have not had an assessment in the last 12 month	<ul style="list-style-type: none"> • Performance team will provide a list of all children to allow us to get up-to-date assessment information 	March 2017 competed	<ul style="list-style-type: none"> • Jon Adamson 	<ul style="list-style-type: none"> • Rebecca Wilshire
	<ul style="list-style-type: none"> • Performance Team will develop and provide a monthly data pack to manager which will include any children who have not had an assessment in the last 6 months which are open to CSC / including Disabled children? 	June 2017	<ul style="list-style-type: none"> • Jon Adamson 	<ul style="list-style-type: none"> • Rebecca Wilshire • Bernadette Caffrey

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
	<ul style="list-style-type: none"> Managers will use the data pack to inform and develop practice 	June 2017	<ul style="list-style-type: none"> Kate Dexter Kevin Quinn – <i>Early Help Service Manager</i> Darrell Griffin – <i>Early Help and SEND Inclusion Service Manager</i> 	<ul style="list-style-type: none"> Rebecca Wilshire and Bernadette Caffrey – <i>Head of Early Intervention and SEND Inclusion</i>
3.2 Using data ensure all children have an updated assessment include at least 6 monthly?	<ul style="list-style-type: none"> Updated assessments are underway where children have not had one in last 12 months, CSC will then ensure there are updated 6 monthly with the use of a data pack 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
3.3 Assessment workshops to develop analytical skills in assessments in children's services	<ul style="list-style-type: none"> In progress – workshops are underway to support the development of assessment skills 	June 2017	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Writing workshops have been set up to develop writing skills 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Assessment skills training will be set up and delivered every six months to ensure new recruits receive the same training 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
3.4 Neglect tool training and workshops, to be delivered to all officers	<ul style="list-style-type: none"> All officers will have an in depth understanding of Neglect and be using the assessment tool – training delivered at children's conference 	Completed Feb 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Use for the Neglect tool in practice and embed... starting with all CP cases 	May 2017	<ul style="list-style-type: none"> Children's Social Care - Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire
3.5 Group supervision will be developed so cases, where neglect exists, are managed effectively	<ul style="list-style-type: none"> Group supervision has commenced and we continue to develop this to ensure it is effective and reflective 	Complete Feb 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will have group supervision right and embedded by end of April 2017 	April 17	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
3.6 Further develop local training on Neglect signs, symptoms and impact, for all officers	<ul style="list-style-type: none"> Children conference will continue to deliver monthly areas of further training to continue to develop officers knowledge 	Completed Feb	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Neglect will be on the next agenda to allow for further reflection of the use of the neglect tool 	April 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Further bespoke Neglect training to be commissioned to ensure all staff have in depth knowledge of Neglect and are using the assessment tool 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey

RECOMMENDATION:

4. Improve the quality of assessments and plans across the service by ensuring that they are informed by children’s wishes and feelings, involve the views of men and fathers, consider diversity and historical factors, which are specific to individual children’s needs, and have explicit outcome-based actions.

OUTCOMES:

- Children and young people have their needs and risks assessed to enable them to access the right support at the right time
- Fathers, Men, absent parents will be fully considered in all assessments and throughout our involvement
- Childs and families voices will be better evidenced throughout our work to ensure we are providing a good service
- Children assessments and records will evidence diversity and historical factors and this will influence current practice and concerns.
- We will have a clean methodology which supports and evidences evidenced based outcomes

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MEASURED BY:

- Quality data will monitor that 100% of children have an updated assessment
- Audits will measure the quality of Plans and ensure that 100% of Plans meet child diverse needs, and their wishes an feelings
- Family feedback will be gathered in 100% cases, including from fathers which will evidence progress
- Wider family will be fully considered within all assessment to ensure right support is around the child
- Supervision will critically challenge and provide oversight to ensure 100% of assessment and plans are fit for purpose

OBJECTIVES: Deliver against our Practice Standards

- ✓ All children, young people and families will have a quality plan which they have been fully involved in (including pathway plans)
- ✓ All children, young people and families will have a plan which reflect this assessment of needs and risks (including needs led assessments)
- ✓ Plans will be reviewed in a timely manner ensuring children, young people and families are access the right support at the right time
- ✓ The right assessment and the right plan will ensure timely support is in place and minimise any potential for any drift.
- ✓ Family feedback will evidence better practice and this will further inform future practice
- ✓ Assessments are conducted in a timely fashion; contain the views of children and young people; and contain a detailed analysis based on research, evidence and impact.
- ✓ The progress of all plans is reviewed within target time scales and any issues impacting on progress are addressed.
- ✓ Children, young people and their families have a clear understanding of the concerns and risks identified as plans will be smarter.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
4.1 Training to be delivered on 'Fathers can safeguard too' to all staff	<ul style="list-style-type: none"> Children's Conference in June to deliver training around father and absent parents 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> LSCB in Cambridgeshire deliver training on this topic and we will discuss accessing this via this route 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Assessment skills training will cover the importance of whole family approach and thinking 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Person centred planning at CS conference 	May 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin Ashley Poulton – Youth & Community Development Officer 	<ul style="list-style-type: none"> Rebecca Wilshire and Bernadette Caffrey
4.2 Genogram training to be provided so wider family including fathers are fully considered	<ul style="list-style-type: none"> Workshop set up to deliver training on creating minimum of a 3rd generation genogram 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Workshop will cover the importance of genogram, identifying patterns and developing information from this to further inform assessment and planning 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
4.3 Chronology training to be delivered to ensure all officers understand the importance of history	<ul style="list-style-type: none"> Vicky Tarplee will provide training around LL chronology On line training completed by all social workers and practitioners following the LL upgrade 	May 2017	<ul style="list-style-type: none"> Vicki Tarplee Team managers 	<ul style="list-style-type: none"> Rebecca Wilshire and Bernadette Caffrey
	<ul style="list-style-type: none"> Workshop will be delivered through children conference to ensure officers understanding of chronology and how this is used to inform assessment, thinking and action 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
4.4 Further develop and embed Signs of Safety 'danger statements' which ensure history is considered	<ul style="list-style-type: none"> Further 2 day training will be implemented in May 17 	May 2017	<ul style="list-style-type: none"> Jo Tyler – Project Officer 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Ongoing workshops within children conference will continue to develop and embed SOS 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Session on Danger Statements at next conference 	April 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
4.5 Writing training/workshops to be delivered to all officers	<ul style="list-style-type: none"> To develop recording skills 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey

Achieved

On Track to Achieve

Not yet on Track

RECOMMENDATION:**5. Ensure that personal education plans are completed for all children looked after, and that they include a thorough assessment of needs and set targets for improvement.****OUTCOMES:**

- 100% of Children and Young People, who are looked after will have a robust PEP in place which is reviewed three times a year
- 100% of children and young people will be engage fully in their PEP, along with carers, parents and professionals
- PEP's will ensure children and young people's education needs are clear through continued assessment with SMART targets for improvement

MEASURED BY:

- Head of Virtual School accountable for Quality Assurance of all PEPs; monthly audits will monitor and review the quality of PEPs; feedback will lead to 100% of PEPs meeting expectation for SMART targets
- PEP's will be discussed and reviewed systematically within the monthly ARC/CLA Panel processes; any barriers to progress within timelines will be addressed to ensure timeliness

OBJECTIVES: Deliver against our Corporate Parenting Pledges

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- ✓ All children, young people who are looked after will have a clean, SMART and updated PEP which is derived from an assessment of their need
 - ✓ All PEP's will of high quality, will be robust and completed in a timely manner
 - ✓ The progress of all plans are reviewed within target time scales and any issues impacting on progress are addressed

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
5.1 New process for PEP to be introduced to ensure better practice. Flowchart to be launched to improve practice	<ul style="list-style-type: none"> Flowchart completed and introduced, circulated 	End of May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Dedicated team assistant has been tasked with oversight and monitoring 	May 2017	<ul style="list-style-type: none"> Long Term Team Manager 	<ul style="list-style-type: none"> Kate Dexter
	<ul style="list-style-type: none"> New process launch March 2017 so need next two months to test its development and to embed 	May 2017	<ul style="list-style-type: none"> Long Term Team Manager 	<ul style="list-style-type: none"> Kate Dexter
	<ul style="list-style-type: none"> Quality assurance will be with Head of Virtual School to ensure this area develops and is built in to the flowchart 	May 2017	<ul style="list-style-type: none"> Sue Hickey - <i>Head of Virtual School</i> 	<ul style="list-style-type: none"> Gill Curtis
5.2 PEP Timescales will be reduced to ensure circulation is more timely	<ul style="list-style-type: none"> The above action and flowchart will address this action, we have clear timescale in completing and distributing PEP's following meetings 	May 17 to be embedded	<ul style="list-style-type: none"> Long Term Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
5.3 Deliver training on PEPs to ensure quality improves	<ul style="list-style-type: none"> Children's conference in July will deliver a slot on PEP, the purpose, importance, smart planning and quality 	July 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
5.4 Oversight of PEP's completed or not, needs to be heard at the ARC/CLA Panel as part of the oversight	<ul style="list-style-type: none"> PEP information will be collated and brought to the ARC/CLA panel. Any late PEP will be discussed within this forum to understand the issue and rationale. 	Complete March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> ARC/CLA implemented this in March's panel and will continue to have a PEP update 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:

- 6. Review and strengthen management and panel oversight of the fostering service to ensure that there is effective challenge of the quality of practice. In particular, ensure that foster carer assessments and investigations of allegations and concerns are thorough and robust, contain all relevant information and are completed in a timely way.**

OUTCOMES:

- The fostering panel will offer critical challenge of the quality of practice to enable practice to be further developed and of high standard
- The fostering panel will scrutinise all assessments of carers and their reviews to ensure they all continue to meet appropriate regulations
- The fostering panel will critically challenge assessment and any investigation in a manner which ensures outcomes are timely
- The fostering panel will be a forum for challenge, critical reflection and a panel which supports models and develops excellent practice.

MEASURED BY:

- 100% of all Fostering Panel Minutes will be signed off by the ADM
- 100% of complaints will be responded to in timescale as per policy
- 100% of allegations will be addressed and followed up through the LADO process
- Monthly audits of CLA will further measure and analyse this area

OBJECTIVES:**23**

- ✓ Rutland Fostering Panel will have robust oversight of the fostering service and ensure panels are Robust
- ✓ Rutland Fostering Panel, will offer effective challenge around the quality of practice and such challenge improve practice within the service
- ✓ Rutland Fostering Panel will escalate issues and concerns around practice which is addressed

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
6.1 ADM/Foster Panel Chair and Manager to meet bi-monthly to review practice	<ul style="list-style-type: none"> Meeting has taken place with the fostering panel chair and we have outlined future meetings to enable challenge and issues to be taken forward as they arise and prevent delay 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Meetings between panel chair, F&A manager and CSC Service manager are in place 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
6.2 Panel Chair and Team Manager will meet prior to panel as a 'challenge session'	<ul style="list-style-type: none"> Completed – it is agreed there will be a pre meet before panel to explore any issues or challenges to add a further level of oversight and reflection 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
6.3 ADM will sign off and comment on all actions and recommendations – flow chart to be created	<ul style="list-style-type: none"> Completed – last two sets of minutes have been completed in this manner and all future minutes will be done the same. 	Complete March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Flow chart to cover the process is in progress 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
6.4 Service Manager, TM and Portfolio Holder will ensure attendance to panels to ensure further oversight.	<ul style="list-style-type: none"> Dates have been circulated and diarised – as per agreement Rutland will ensure attendance at the panel from here on 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Minutes will be checked by ADM to ensure this has taken place and ensure attendance and oversight 	September 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
6.5 Clear escalation process for the foster panel chair should issues not be addressed	<ul style="list-style-type: none"> ADM/HOS will have regular contact with the chair and any escalation of issues will be via ADM/HOS – this process will be reflected in the flowchart. 	April 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
6.6 To Ensure progress of the plan at the end of the year and measure our success	<ul style="list-style-type: none"> External audit of the service will be undertaken to change made and sustained in Quarter 4 (2017-18) 	January 2018-March 2018	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:

7. Ensure that the corporate parenting board is effective in driving improvements and monitoring outcomes for children looked after and care leavers. Increase opportunities for children looked after and care leavers to participate in decision-making and service development and for their achievements to be celebrated.

OUTCOMES:

- The CPB (Corporate Parenting Board) will offer critical challenge of the quality of practice to enable practice to be further developed and of high standard
- The CPB will provide oversight of 100% of our children looked after to ensure they have the best possible service.
- The CPB will engage children and young people and listen to their views and thoughts to further develop practice and new initiatives.
- The CPB will be a forum for challenge, critical reflection and a board which provides support, models and develops excellent practice.

MEASURED BY:

- 100% of all Fostering Panel Minutes will be signed off by the ADM
- 100% of complaints will be responded to in timescale as per policy
- 100% of allegations will be addressed and followed up through the LADO process
- Monthly audits of CLA will further measure and analyse this area

OBJECTIVES: Deliver against the Corporate Parenting Strategy and Pledges

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- ✓ Rutland CPB will have robust oversight of all our services to children looked after and our care leavers
- ✓ Rutland CPB, will offer effective challenge around the quality of practice and such challenge will improve practice within the service
- ✓ Rutland Fostering Panel will escalate issues and concerns around practice which is addressed

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
7.1 Update the CPB strategy to ensure it reflects the need of oversight and challenge	<ul style="list-style-type: none"> In progress 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
7.2 Update TOR of the CPB to ensure we have the right membership to progress the board further	<ul style="list-style-type: none"> In progress – the TOR is being updated 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
26 7.3 Ensure children, young people are routinely invited to the CPB and, where unable to attend, their advocate will be their voice	<ul style="list-style-type: none"> CIC Council (SUSO), regularly speak to our CLA re attending and where they don't want to will gather feedback from them 	Complete March 17	<ul style="list-style-type: none"> Early Help Coordinator – Youth Kevin Quinn 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> From March 2017 we ensure the CPB agenda is done in a child/young person friendly manner so they can this in advance and give feedback on any items 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> SUSO lead and advocate attends CPB to ensure the young people's voice is heard as does Service Manager for our youth groups to further ensure children and young people have presence 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Young people will continue to be invited 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> We need to reconsider our times of CPB and venue in order to further encourage young people to attend 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
7.4 Deliver CPB training to members to cover all roles and responsibilities	<ul style="list-style-type: none"> Training took place on 30th March 2017 	March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
7.5 Develop a CPB data pack, which ensure our corporate parents have details and up to date information around data to allow for effective challenge	<ul style="list-style-type: none"> Interactive dashboard profiling CLA using latest available data has been developed 	May 2017	<ul style="list-style-type: none"> Jon Adamson 	<ul style="list-style-type: none"> Tim O'Neill
7.6 Develop systems to measure progress of the plan at the end of year and measure our success; identify key future actions	<ul style="list-style-type: none"> External Audit will undertake an Audit of Safeguarding services in Quarter 4 2017/18 	January 2018 – March 2018 (Q4)	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:

- 8. Improve social work practice by ensuring that social workers visit children regularly, in line with the children's plans or statutory guidance, and take account of their feelings and wishes when making plans for the children. The frequency and quality of visits should be monitored by managers.**

OUTCOMES:

- All children open to children's social care will have an allocated worker who visits them regularly in home and in school (age appropriate)
- All children and young people will have a clear/SMART plan which outlines visiting to ensure children, young people and families have a clear understanding
- Children, young people and families will have their wishes and feelings taken in to account and this will be fully evidence in recording and will help develop practice
- Managers will have oversight of the frequency and the quality of visits to children, young people and families.

MEASURED BY:

- Monthly Audits will monitor and review the quality of visits and ensure voice of child/family is present in 100% of Plans
- Group supervision will ensure oversight of frequency and quality; meet statutory guidance
- Group supervision will enable reflection and critical challenge; underperformance challenged and addressed through individual supervision
- Data will demonstrate timely visits to 100% of children as per statutory duties have been undertaken
- External Audit which forms part of systematic review processes which are embedded; progress will note sustained improvements and identify areas for continued improvement

OBJECTIVES: Deliver our Practice Standards

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- ✓ All children, young people and families in Rutland will have receive high standard social work practice, where those open to children social care have a clean plan, are seen regular as per their plan or statutory duties and where they view, feelings and wishes inform our practice and their plans.
- ✓ Managers in Rutland will have oversight of case work and through group supervision will offer circuitual challenge and reflective practice to further develop the service and ensure children are getting the right support and service at the right time.
- ✓ Themes and lessons from casework are systematically collated, analysed and learned from.
- ✓ Social work staff is confident in how they are directed and supervised in their work.
- ✓ Management oversight is consistent and rigorous to ensure effective assessment, planning, intervention and review.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
8.1 Clear recording guidance to be written and issued to social workers to understand fully their expectations	<ul style="list-style-type: none"> • Completed – guidance has been written and given to all CSC staff 	December 16 completed	<ul style="list-style-type: none"> • Rebecca Wilshire 	<ul style="list-style-type: none"> • Tim O'Neill
	<ul style="list-style-type: none"> • Workshops to ensure the guidance is used consistently to address issues around variability 	June 2017	<ul style="list-style-type: none"> • Kate Dexter 	<ul style="list-style-type: none"> • Rebecca Wilshire

Achieved

On Track to Achieve

Not yet on Track

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
	<ul style="list-style-type: none"> Ensuring compliance within the workforce 	June 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
8.2 Practice Workshops to be developed to enhance social work practice and ensure needs of children are met	<ul style="list-style-type: none"> Workshop in place around CLA, to ensure we address our practice in this area develop better working knowledge and ability to consider permanency early 	April 2017	<ul style="list-style-type: none"> Tracy Holliday Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	Mandatory workshops will continue on: <ul style="list-style-type: none"> Genogram SMART Plans Rehabilitation home framework CP planning Assessment Skills Some workshops will be delivered though the monthly children conference 	Programme during 2017	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
8.3 Training around SOS to be further embedded and used to ensure children's feelings and wishes are used to inform plans and practice	<ul style="list-style-type: none"> This will be a feature at each children's conference to enable challenge and reflection 	Programme during 2017	<ul style="list-style-type: none"> Kate Dexter Darrell Griffin 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Next children conference needs to deliver on use of 'Danger Statement' to ensure we are using consistently 	April 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Conference in February focused on Scaling in SOS 	February 2017 completed	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> Conference in January took case study to use SOS therefore allowing development and refection of the approach 	January 2017 completed	<ul style="list-style-type: none"> Social Care Team Managers 	<ul style="list-style-type: none"> Rebecca Wilshire Bernadette Caffrey
	<ul style="list-style-type: none"> 2 Day SOS training set for May 2017 	May 17	<ul style="list-style-type: none"> Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire and Bernadette Caffrey

RECOMMENDATION:

9. Increase the effectiveness of management oversight across the service, ensuring that the rationale for decisions and actions set is clear. Managers, child protection chairs and IROs in core groups, reviews and key meetings should actively challenge drift and delay, and support the progress of plans and the reduction of risk.

OUTCOMES:

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- The lives of children, young people and families in need of help and protection are improved by rigorous challenge at all levels of the authority, including the challenge to partners; and planning and reviews of their situations.
 - Children, young people and families who need help and protection are seen swiftly and provided with a timely assessment of their need, which means that they are not left at risk of harm and such decisions will be recorded clearly outlining all rationale for any decisions.
 - Social workers receive the right level of oversight from their managers to enable them to discuss cases fully and make the right decisions for children, young people and families to improve their outcomes and ensure their safety and welfare.
 - Elected members are equipped with sufficient skills and knowledge to confidently scrutinise and challenge all aspects of the work undertaken by CSC and contribute to the continuous development of the service to young people, and to the achievement of their aspirations.
 - IRO will have a clear footprint on children's files, with a clear escalation process which challenges practice and performance at all levels.

MEASURED BY:

- Management information – target: 100% of social workers and practitioners receive regular quality casework supervision
- Management information – target: improved flow of casework through the system and alert analysis
- Feedback from children, young people and families – target: improved positivity
- Complaints – target: decrease in volume, develop clear feedback loop for all complaints to measure learning
- Case audit – target: all cases audited will reach a standard as good or above
- Supervision audit – target: 100% of social workers and practitioners have a supervision agreement in place
- Elected member engagement – target: effective questioning and challenge evidenced in meetings and minutes
- Quarterly and Annual reports around IRO service
- Escalation Alerts will evidence issues and themes and as such will be addressed and monitored.
- External Audit of Safeguarding arrangements to be assessed as good or better

OBJECTIVES:

- ✓ Themes and lessons from casework are systematically collated, analysed and learned from.
- ✓ IRO's will work closely with social work staff to ensure practice improves and any issues are managed without delay
- ✓ Social work staff are confident in how they are directed and supervised in their work.
- ✓ Management oversight is consistent and rigorous to ensure effective assessment, planning, intervention and review.
- ✓ Assessments are conducted in a timely fashion; contain the views of children and young people; and contain a detailed analysis based on research, evidence and impact.
- ✓ The progress of all plans is reviewed within target time scales and any issues impacting on progress are addressed.
- ✓ Children, young people and their families have a clear understanding of the concerns and risks identified as plans will be smarter.
- ✓ Conferences and reviews are well informed by good quality information.
- ✓ Conference chairs have oversight of all child protection cases and drive planning and progress.

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
9.1 Restructure of QA Team to build in capacity	<ul style="list-style-type: none"> Restructure of CSC to further develop area of practice and build in capacity to the service 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Build Capacity to ensure IRO are able to oversee and scrutinise plans between review 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
9.2 Create a clear escalation policy around alerts from the IRO to ensure SW teams are aware	<ul style="list-style-type: none"> New IRO Escalation Policy has now been produced and circulated to all managers, as well as added to the local authority children's procedures on Tri-x for all officers 	February 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
9.3 QA Manager will attend the ARC/CLA panel to ensure they offer further oversight	<ul style="list-style-type: none"> This has been in place since January, it offers a further level of challenge and oversight to the panel 	January 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
9.4 IRO/CP Alerts will be fully noted on Liquidlogic as well as responses	<ul style="list-style-type: none"> Safeguarding Unit also have a tracker where these are logged 	February 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Practice alerts are completed routinely and monitored fully by the IRO/QA manager 	May 2017	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Staff received alerts where practice is not as it should be and these are escalated as needed without delay 	May 2017	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> QA Manager meets regularly with DCS and LSCB Chair to escalate issues or themes to ensure independence is further upheld 	May 2017	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Tim O'Neill
9.5 QA Manager and Service manager to meet weekly to review all alerts, issues and concerns to address them timely and without delay	<ul style="list-style-type: none"> This to explore all issues which have risen to ensure no delay in identifying any issues and no delay in addressing them 	March 2017 completed	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> This has been in place since beginning of March and already proven to be helpful in identification 	March 2017 completed	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> It will allow us to continue to be a learning organisation as themes relating to practice will be the basis of further training workshops 	May 2017	<ul style="list-style-type: none"> Kate Dexter Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
9.6 LADO role to move from HOS to ensure more independent role	<ul style="list-style-type: none"> Completed – role has moved to QA Manager who holds an independent role with the IRO service 	February 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:

10. When children go missing, ensure that social workers and managers fully understand the risks and vulnerabilities of the young people and take appropriate action. Ensure that the information gathered during return-home interviews is used to reduce risk and inform individual planning and broader service needs.

OUTCOMES:

- Children and Young People who go missing in Rutland will be reviewed regular to ensure we understand the risks posed
- Children and young people who go missing will all receive a return home interview within timescale, which is used to inform their plans and their outcomes.
- Rutland will fully engage in the wider LLR initiative around children at risk of CSE, Trafficking and missing to ensure our service continues to develop.

MEASURED BY:

- Audit – Audits will review those children who have been reported missing to ensure practice was at a standard of good or above
- Missing Tracker – 100% of children who go missing are logged and reviewed regular to ensure practice and duties are followed
- Monthly CSE/Missing internal meetings will explore, critically challenge and review 100% of missing cases to ensure practice has been upheld.

OBJECTIVES: Deliver our CSE Action Plan

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- ✓ Relevant managers and workers are confident and competent in recognising and responding to children who go missing
 - ✓ Relevant manager and workers are confident and competent in recognising signs and symptoms around CSE which could be linked to missing
 - ✓ Information is shared between professionals to prevent children and young people from going missing
 - ✓ Return home interviews are complete in timescale and all children are offered an independent advocate for all return home interviews.
 - ✓ National learning is embedded into Rutland practice

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
10.1 Ensure national learning is embedded into Rutland Practice	<ul style="list-style-type: none"> • All new learning will be presented at Children conference to ensure everyone hears the same learning 	July 2017	<ul style="list-style-type: none"> • Kate Dexter 	<ul style="list-style-type: none"> • Rebecca Wilshire and Bernadette Caffrey
	<ul style="list-style-type: none"> • We will use national learning to inform our practice further via the conferences 	Programme during 2017	<ul style="list-style-type: none"> • Kate Dexter 	<ul style="list-style-type: none"> • Rebecca Wilshire and Bernadette Caffrey
	<ul style="list-style-type: none"> • SCR Lessons for Reviews will be held bi-monthly with managers to review new SCR's and consider learning 	June 2017	<ul style="list-style-type: none"> • Kate Dexter 	<ul style="list-style-type: none"> • Rebecca Wilshire and Bernadette Caffrey

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
	<ul style="list-style-type: none"> Introduce in to the CSE/Missing groups all children at risk of exploitation (Trafficking/PREVENT... to ensure oversight 	June 2017	<ul style="list-style-type: none"> Steph Logue – <i>Health & Wellbeing Development Coordinator</i> Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire
10.2 Missing Tracker is in place and will continue to track any children who go missing	<ul style="list-style-type: none"> Absent episodes to be tracked for emerging themes/common destination 	October 2016 completed	<ul style="list-style-type: none"> Steph Logue Duty Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Our tracker will evidence good sound practice with children who have gone missing 	October 2016 completed	<ul style="list-style-type: none"> Steph Logue Duty Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Internal meeting of CSE/Missing will further review and scrutinise the tracker and the practice further - Local 'Exploitation' plan will be updated 	May 2017	<ul style="list-style-type: none"> Steph Logue Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Update the 'Exploitation' action plan to include Missing so we can further monitor progress 	May 2017	<ul style="list-style-type: none"> Steph Logue Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire
10.3 All return home interview will be shared with the QA Manager to enable oversight and scrutiny (NDA/CP)	<ul style="list-style-type: none"> All children who are looked after or subject to CP – the return home interview will be shared with the QA manger/IRO for further oversight – this will ensure any issues or concerns are considered within their plans 	March 2017 completed	<ul style="list-style-type: none"> Tracy Holliday 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Exploitation Action plan will ensure and monitor that this is taking place on a monthly basis at the internal meeting 	June 2017 to embedded		
	<ul style="list-style-type: none"> Group supervision will further ensure oversight of all return home interview to ensure this is fully recorded on files and considered in any decision making 	June 2017	<ul style="list-style-type: none"> Kate Dexter Steph Logue Jo Tyler 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Group supervision will further ensure oversight of all return home interview to ensure this is fully recorded on files and considered in any decision making 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
10.4 Return home interviews of children not looked after or subject to CP will be shared with team managers and reviewed in group supervision	<ul style="list-style-type: none"> Group supervision will ensure all return home interviews, and the content, is fully considered , recorded and part of the planning and decision making 	Started in February 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will also have oversight at the monthly meeting where all Missing children will be considered 	Review in June 2017		
		To be embedded by May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:

11. Develop and implement a robust sufficiency strategy, which informs the provision of services and, in particular, the recruitment of foster carers, for children looked after now and in the future.

OUTCOMES:

- Rutland will have a sufficiency strategy which clearly informs the provision of service.
- Rutland’s sufficiency strategy will have a clear focus on the recruitment of foster carers for children looked after now and in the future
- Rutland to have a variety of foster cares including emergency carers and respite carers.

MEASURED BY:

- An increase seen in enquiries of people wishing to become foster carers within Rutland locality. Target of 2 per year
- Audits; foster carer’s practice and confidence is developed as outcome of guidance and support; meeting full range of children requiring care
- Foster carer feedback which will evidence what is working well and what we need to improve on
- External Audit constituent part of systematic review processes which are embedded; progress will note sustained improvements and identify areas for continued improvement

OBJECTIVES: Deliver our Corporate Parenting Strategy and Sufficiency Strategy

- ✓ To increase our pool of carers to ensure our children when they become looked after remain in area to be close to family and friends
- ✓ To ensure our fostering service develops to ensure we deliver an outstanding service
- ✓ To increase confidence in the service we deliver
- ✓ To have a wide variety of carers who can meet the needs of all our children and fully supported in doing so

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
11.1 Sufficiency Strategy to be updated and re-launched ensuring it is robust and purposeful	<ul style="list-style-type: none"> Initial work underway on the data which will inform a revised CLA & CL Sufficiency Statement 	June 2017	<ul style="list-style-type: none"> Jon Adamson (DMT) 	<ul style="list-style-type: none"> Tim O'Neill Rebecca Wilshire
11.2 Sufficiency Strategy specially for the recruitment of foster carers to be launched	<ul style="list-style-type: none"> Fostering Sufficiency Statement is in Progress 	May 2017	<ul style="list-style-type: none"> Mat Waik Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
11.3 Foster carer recruitment campaign to be developed to support further recruitment	<ul style="list-style-type: none"> Radio advertisement is set up 	May 2017	<ul style="list-style-type: none"> Mat Waik Fostering Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Leaflets have been delivered around local area / coffee shops 	April 2017	<ul style="list-style-type: none"> Fostering Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Fostering fortnight in May 2017 to further promote range of recruitment opportunities 	May 2017	<ul style="list-style-type: none"> Mat Waik Fostering Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
11.4 Address and resolve all current issues with some foster carers, where complaints are present 34	<ul style="list-style-type: none"> Offer to meet with all / any fosters carers in question 	May 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Take carers back to panel to enable a transparent discussion and recommendations to be held 	May 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
11.5 Consider our Fostering Model to ensure we fully support our carers to meet the needs of our children	<ul style="list-style-type: none"> Review 'Mocking Bird' as a model for our fostering service or an alternative 	June 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Strengthen the service by recruiting a high quality experienced team manager 	May 2017 (appoint)	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Strategy to recruit new foster carers 	March 2017	<ul style="list-style-type: none"> Kate Dexter Fostering Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Recruit carers to work towards all newly looked after children being placed in-house 	June 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Review current carers to ensure training packages are in place and appropriate 	June 2017	<ul style="list-style-type: none"> Fostering Team Manager Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

	<ul style="list-style-type: none">Review foster carer fees, to ensure we align with national standards and remain competitive and attractive to carers	June 2017	<ul style="list-style-type: none">Fostering Team ManagerKate Dexter	<ul style="list-style-type: none">Rebecca Wilshire
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FINAL

RECOMMENDATION:	
12. Review the service level agreement with the neighbouring local authority, which delivers adoption services on behalf of Rutland County Council. Ensure that services are sufficient and of good quality to meet all needs of children, families and adopters prior to and beyond the making of an adoption order.	
<p>OUTCOMES:</p> <ul style="list-style-type: none"> ➤ Rutland to have a clear and updated SLA with Leicestershire with regards to our Adoption service ➤ Rutland will work closely with Adoption Service to ensure practice for our children is at the highest possible level ➤ Rutland SLA with Leicestershire will be robust and ensure good standard practice 	<p>MEASURED BY:</p> <ul style="list-style-type: none"> ➤ Audit of children placed for adoption or in the process of being placed; practice is of a good or above standard ➤ Monthly ‘Challenge Sessions’; managers across both LA review and evaluate Rutland cases; critical challenge leads to improved practice ➤ Quarterly SLA monitoring meeting; contract review ensures continuing to meet highest standards
<p>OBJECTIVES:</p> <ul style="list-style-type: none"> ✓ All Rutland children who are assessed that adoption is the best outcome for them, will follow a thorough matching process to ensure they are matched with the best forever family possible. ✓ All Rutland children will have access to timely assessment and timely adoption process where there is no delay ✓ Adoption Support to children in Rutland will be delivered via the SLA and after the first 3 years Rutland will ensure support if needed is assessed and provided to ensure long term stability for our adoption children, young people and families ✓ Rutland will ensure all children are matched, whether this is with connected person, foster carers or adopters to ensure we have the best permanency plan in place to meet their forever needs. 	

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ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
12.1 Review and update of the SLA update and all parties to sign and ensure applied to practice	<ul style="list-style-type: none"> Meeting has taken place and this has been reviewed and updated in the process of being signed off 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
37 12.2 Rutland managers will ensure attendance at the adoption panel including our Lead Member for children's SC	<ul style="list-style-type: none"> Panel dates have been circulated and in managers diaries for attendance 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We have new managers (SM) in place who is approaching this with a clear and robust approach 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> SLA outlines the need for Rutland to attend a minimum of 4 panels a year – we will ensure we attend more than this to take ownership of our own cases 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
		To be embedded by June 2017		
	<ul style="list-style-type: none"> Regular meetings have been set up with adoption manager to ensure we continue to progress and work together in improving adoption service 	Completed March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> PFH will be looking to have some attendance 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
12.3 Quarterly Bi-Monthly 'Challenge Sessions' between Rutland Fostering and Adoption Team and Leicestershire Adoption where practice will be reviewed and challenged	<ul style="list-style-type: none"> These have been set up and we have had two to date... both very successful 	Completed March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Sessions have been excellent, have considered all children who are placed / being considered for adoption 	Review June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> There is critical reflection and appropriate challenge – chaired by HOS/ADM 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
12.4 New and improved adoption tracker to be designed in line with Leicestershire to ensure oversight	<ul style="list-style-type: none"> In process of being developed 	April 2017	<ul style="list-style-type: none"> Fostering and Adoption Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
12.5 All children placed for adoption or possible adoption will be reviewed at the Monthly ARC/CLA panel to ensure cases are progressing and challenge any potential delay	<ul style="list-style-type: none"> In place – this is considered each month at the panel and fully recorded 	Completed March 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:**13. Ensure that birth parents have access to support from someone independent of their child's social worker when adoption is being considered.****OUTCOMES:**

- When adoption is considered in Rutland for children, birth parents will have access to a support worker.
- Birth parents will have access to a Child in Care family worker, who will provide support as needed during permanency planning

MEASURED BY:

- Audits of cases; birth parents of those children placed for adoption have ready access to named support
- IRO reports; oversight established, includes capture of birth parent support and feedback of satisfaction
- Fostering and Adoption Team; process established for overseeing and line managing family workers ensuring birth family have access to support

OBJECTIVES:

- ✓ Birth families in Rutland of children in care will have access to support independent of the children's social worker
- ✓ Birth families of those children where adoption is considered will be able to access support from a family worker
- ✓ Rutland Children Social Care to become a learning organisation where feedback influences change

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
13.1 New re-structure of children social care will develop a Children in Care Family Worker role and they will be a linked person for birth families	<ul style="list-style-type: none"> In progress – final stages of agreement 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
13.2 IRO capacity will be increased and will also be able to provide independent support and oversight	<ul style="list-style-type: none"> In the process of recruiting. 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
13.3 Two full-time CIC Family Workers will focus on contact and life story work and supporting birth families	<ul style="list-style-type: none"> Workers in place 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill
13.4 New restructure will include a new way of working, methodology to strengthen practice and enable us to reclaim children’s social care	<ul style="list-style-type: none"> Re structure is underway 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O’Neill

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RECOMMENDATION:

14. Ensure that all options for achieving permanence for children are given proper consideration, including, when appropriate, parallel planning and foster to adopt

<p>OUTCOMES:</p> <ul style="list-style-type: none"> ➤ All children and young people in Rutland who require becoming looked after will have a clear plan for achieving permanence ➤ Rutland will ensure 100% of children who come in to care have a parallel plan from the first review to be rehabilitate back home (where safe to do so) or have a clear plan of permanence ➤ Children looked after in Rutland will have a clear permanency plan by their second CLA review ➤ Rutland will develop opportunities with neighbouring authorities around possibilities of foster to adopt – this will develop in within the Regional work (RAA) 	<p>MEASURED BY:</p> <ul style="list-style-type: none"> ➤ Audits: ensure permanence has been properly considered for 100% of children looked after ➤ IRO/QA Manager: monitor permanence through LAC reviews ; clear evidence of all options identified ➤ ARC/CLA Panel: records/ minutes identify permanency monitoring of all CLA; challenge evident where permanency not achieved
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OBJECTIVES:

40 ✓ All children who are looked after in Rutland will have a clean plan for achieving permanence

✓ Every child looked after will have every opportunity to inform and be part of their permanency plan to ensure their wishes, views and feelings are fully considered

✓ Birth families, carers and wider family will be invited to be involved in all planning and decision making when appropriate, to ensure all actions and decision taking is in the child best interest

✓ All children in Rutland will receive a timely service where they have received in no delay in the care or service they have receive

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
14.1 Flow charts to be created to ensure a clear Permanence Pathway	<ul style="list-style-type: none"> Completed in December 16 	Completed December 2016	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will review all children looked after at the monthly ARC/CLA panel to ensure cases are progressing 	Completed December 2016	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Processes are in place to monitor and review all cases to ensure permanency is reached and considered in the early stages – we will ensure this is embedded over the next six months 	To be embedded August 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
14.2 Workshops for social workers to develop more knowledge and understanding around CLA process 41	<ul style="list-style-type: none"> In place, these have been set up and will continue 	Completed	<ul style="list-style-type: none"> Tracy Holliday Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will ensure, over the next six months, workshops inform practice through our audits and though ensuring and seeing better outcomes for children. 	Programme during 2017	<ul style="list-style-type: none"> Tracy Holliday Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
14.3 Foster to Adopt to be discussed further with Leicestershire who provide our adoption regarding opportunities	<ul style="list-style-type: none"> Discussions in progress as is discussion around Regional Adoption Agencies – therefore this is one we continue to review and meet about to ensure we have the best possible service for Rutland children 	Planning will be in progress by September 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
14.4 We will ensure all children looked after are matched fully, some retrospective but all will be completed	<ul style="list-style-type: none"> In progress – foster and adoption team and going over all children looked after and completing matching paperwork where this has not previous been done 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> New children entering care will be matched from the outset, we have a clear process of all new children becoming looked after 	Completed March 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
14.5 ARC / CLA Panel will include Permanency Monitoring of all CLA to ensure robust, critical challenge an oversight.	<ul style="list-style-type: none"> Complete – all children looked after are considered in this panel and we review the matching tracker every month 	Completed February 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

RECOMMENDATION:

15. Improve the quality of information which children have access to, both now and in the future, such as child permanence reports and later-life letters. Ensure that all children in permanent placements receive life-story work.

- OUTCOMES:**
- Every child looked after in Rutland will receive life story work which help them understand their journey
 - Every child where permanency is achieved will have life story worker complete by a dedicated worker
 - Life story work in Rutland is complete in a timely manner
 - All children who are placed for adoption have life story and later life letters

- MEASURED BY:**
- Audits of children looked after: case recording and access to records are clear and accessible to children and young people.
 - IRO: monitoring ensures such work is completed as per timescales
 - ARC/CLA panel: records/ minutes identify scrutiny and challenge
 - Group supervision: case work and case direction has oversight and timely actions which include life story and later life letters.

- OBJECTIVES:**
- ✓ All children and young people in Rutland will access to quality information about their lives and their journey
 - ✓ All children in permanent placements will receive life story work
 - ✓ Children placed for adoption will have high quality life story work and timely later life letters
 - ✓ Information recorded and stored on our system will be done in a manner which is considered high quality, clear and concise

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ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
15.1 All children in care where permanency is achieved will have a CPR	<ul style="list-style-type: none"> All cases are being reviewed to ensure all children where permanency is agreed, a CPR is in place (some may be retrospective but will still be completed) 	July 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Oversight in the early stages through all the mechanisms in place will ensure CPR and permanency is considered early 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
43 15.2 Life Story work to be complete on all children currently placed for adoption as priority	<ul style="list-style-type: none"> In progress – the new restructure will allow dedicated people to focus on life story work 	July 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will need to review all children waiting for life story and consider resources to ensure this is completed in a timely manner 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Future cases will be referred to dedicated workers from the outcome when they enter care and once permanency agreed for life story work to complete 	May 2017 (see 15.1)	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Workshops on life story work will be undertaken within children's conferences – July 17 	July 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
15.3 Later life letters for those children who are adopted adoption to be completed without delay	<ul style="list-style-type: none"> This will be agreed through group supervision as management oversight of cases and cases work/progressions will be present 	May 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> A list of all children waiting later life letters to be compiled 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Focus on those placed and then those waiting – timescales will be set in all future such cases 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
15.4 Adoption cases will be reviewed monthly at ARC/CLA Panel to ensure oversight	<ul style="list-style-type: none"> This will ensure oversight and all discussions will be logged on child file. This has been in place but we need this to be embedded 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire Kate Dexter 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:	
16. Ensure that children have timely access to health services, including specialist provision.	
OUTCOMES: <ul style="list-style-type: none"> ➤ All children looked after in Rutland will have timely access to health services ➤ All children looked after will have robust SDQ's which inform their health assessments ➤ All children in Rutland will have access to health services, and where specialist provision is required, this will be done in a timely manner 	MEASURED BY: <ul style="list-style-type: none"> ➤ Children looked after: ARC/CLA Panel minutes: timeliness of all IHA and RHA's ➤ Children looked after: ARC/CLA panel : CLA Health Rep evidences challenge back to ensure timely information is shared ➤ Audits: health of children is high on the agenda which ensure health needs are being identified in all assessments and needs met ➤ All plans set clear expectation for needs being met ➤ Group supervision: oversight and critical challenge of practice and outcomes is evident in meeting records and reflected in future practice
OBJECTIVES: <ul style="list-style-type: none"> ✓ All children looked after in Rutland will have access to health service in a timely manner ✓ All children in Rutland where health needs have been identified will have a clear plan to meet such needs, Rutland will consistently ensure health needs are met including purchasing specialist service if in child's best interest to do so 	

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
16.1 Tracker to be devised of all IHA and RHA to allow oversight and challenge (the tracker will be reviewed at each ARC/CLA panel)	<ul style="list-style-type: none"> Completed and is being reviewed at each panel 	Completed January 2017	<ul style="list-style-type: none"> Long Term Team Manager 	<ul style="list-style-type: none"> Rebecca Wilshire
16.2 Tracker to include SDQ's and be held in a central place to ensure oversight	<ul style="list-style-type: none"> Completed 	Completed February 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Over the next three months we want to see this develop so all IHA/RHA have sight of the SDQ before completion 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Over the next six months we want to ensure SDQ information is embedded in assessments of children to further identify their needs and ensure plans address this 	September 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Officers to have a clear understanding and use the SDQ to inform their plans, assessment and thinking – all SDQ will be taken to group supervision for reflection and discussion 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
16.3 Ensure children have access to specialist service as required	<ul style="list-style-type: none"> Ensuring children have access to counselling services as needed – list to be compiled of appropriate services which we can access 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> Working group with CAMHS – to develop further a more joint working approach 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
16.4 Ensure health colleagues are included in CPB and ARC/CLA panel	<ul style="list-style-type: none"> Health are in attendance at panels and we continue to ensure this is embedded 	June 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill

RECOMMENDATION:

17. Increase the extent to which workers consider the long-term arrangements when placing children looked after with foster carers, so that more are able to stay put when they become 18 years old.

OUTCOMES:

- Officers will fully consider all children and younger people’s long term needs at the earliest opportunity
- Young people make successful transitions to adulthood and achieve their aspirations through having the care, support and help they need from Rutland County Council acting as corporate parents.
- All Care leavers receive the help they need through having well developed Pathway Plans in place.
- Young people looked after, will have permanency considered at an early stage and there longer term needs will be fully considered including staying put
- Foster carer training and recruitment will have a focus on staying put scheme to support our care leavers even further

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MEASURED BY:

- Audits will measure the quality and long term arrangements of placements
- Child, young person and family feedback to enable us to measure what is working well and what needs to be further improved
- Foster carer feedback: to enable us to measure what is working well and what needs to be further improved
- Care leaver pledges: will be measured quality to ensure RCC promise is adhere to, this feedback will be delivered to the CPB each quarter
- Data: provides clear analysis of number of care leavers in staying put arrangements or alternative for the CPB; number of care leavers in staying put arrangements or alternative improves
- CPB minutes/ reports: consistently offer officers critical challenge around children’s long term needs, specially of our care leavers, leading to continued successes

OBJECTIVES: deliver our Corporate Parenting Pledges

- ✓ All children who become looked after have their longer term arrangements considered at an early stage when placed with foster carers, staying put options will be consistently considered for all our children in care.
- ✓ Rutland County Council to be a learning organisation which is led by practice, family and carer feedback

ACTION	PROGRESS	TARGET DATE	ACCOUNTABILITY	MONITOR/EVALUATER
17.1 Care leaver strategy and pledges to be written and launched	<ul style="list-style-type: none"> CLA pledges are already written and launched and they include care leavers and feedback gathered from young people prior to CPB to ensure we are delivering on our promise 	Completed	<ul style="list-style-type: none"> Kevin Quinn Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We will as part of updating the strategy, review pledges for care leavers to make these more specific 	April 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
17.2 Foster carer recruitment will include the need for Staying Put commitments	<ul style="list-style-type: none"> Strategy is underway as is recruitment and staying put option will ensure this is clear 	April 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
	<ul style="list-style-type: none"> We are restructuring CSC to further support care leavers and promote staying put by having PA's move to the F&A/care Leaver team so have more focus on care leavers 	May 2017	<ul style="list-style-type: none"> Rebecca Wilshire 	<ul style="list-style-type: none"> Tim O'Neill
	<ul style="list-style-type: none"> Permanency planning will consider staying put at the placement stage for older children and by 2nd CLA review in line with progressing permanency planning 	July 2017	<ul style="list-style-type: none"> Tracy Holliday Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
17.3 All 15½ years olds will have a Needs Led Assessment to fully inform a plan and support outcomes	<ul style="list-style-type: none"> In progress - we have a worker who will undertake all needs led assessments Dependent on recruitment to second half of post, interviews in May 2017 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire
17.4 All 16 + will have a clear and robust Pathway Plan	<ul style="list-style-type: none"> In progress – all children have a pathway plan but we need to ensure all children have a robust and smart pathway plan so all will be reviewed 	June 2017	<ul style="list-style-type: none"> Kate Dexter 	<ul style="list-style-type: none"> Rebecca Wilshire

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CABINET

16 May 2017

SOCIAL VALUE POLICY

Report of the Director for People

Strategic Aim:	All	
Key Decision: Yes	Forward Plan Reference: FP/010716/01	
Cabinet Member(s) Responsible:	Mr R Clifton, Portfolio Holder for Health and Adult Social Care	
Contact Officer(s):	Karen Kibblewhite, Head of Commissioning	01572 758127 kkibblewhite@rutland.gov.uk
	Dr Tim O Neill, Director For People	01572 758402 toneill@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the Social Value Policy as attached to this report.

1 PURPOSE OF THE REPORT

- 1.1 This report introduces the new Social Value Policy for Rutland County Council for Cabinet to approve.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Public Services (Social Value) Act 2012 came into force on 31st January 2013 and requires all local authorities and public bodies to consider how they can secure social, economic and environmental benefits when undertaking procurements relating to contracts and framework agreements for services over the EU threshold.
- 2.2 Rutland County Council does not currently have a policy concerning social value in place to guide staff and ensure a consistent approach. This policy is therefore designed to bring consistency and formalise work which the Council is already undertaking.
- 2.3 The policy sets out the duties under the Act concerning Social Value, offers examples of how it may be applied and gives brief guidance to staff.

3 APPLICATION OF THE POLICY

- 3.1 Social value is already being applied by the Council where legislation requires. Social value is referred to within the Council's Contract Procedure Rules (Section 11) and this section explains that the Act is applicable to procurements relating to services over the EU threshold. Because procurements over the EU thresholds are managed by the Welland Procurement Unit (the Council's shared procurement service), advice on applying social value and ensuring that it is referenced within applicable procurements is supplied by Welland on a case by case basis.
- 3.2 Additionally, social value can be applied to procurements under the EU thresholds, should public bodies wish, however this is not consistently applied within Rutland County Council currently. This Policy suggests that the Council will phase in requirements of Social Value for all procurements undertaken in consultation with local providers.

4 CONSULTATION

- 4.1 As an internal corporate policy, Officers who undertake procurements across the three Directorates of the Council have had an opportunity to comment on the draft.
- 4.2 The draft policy has been shared with the Senior Management Team and with the Portfolio Holder for Health and Adult Social Care, whose portfolio contains the majority of procurements to which social value applies under the legislation.
- 4.3 The draft policy was tabled at the People (Adults) Scrutiny meeting in February 2017; comments were received from Panel members and the policy has been amended to reflect the comments received.

5 ALTERNATIVE OPTIONS

- 5.1 Not to have a policy and to continue as is, considering Social Value on a case by case basis for individual procurements. This has been discounted – to have a policy and guidance in place will allow officers to approach social value with consistency and support monitoring to ensure that the legislative requirements have been met.

6 FINANCIAL IMPLICATIONS

- 6.1 There are no specific financial implication from the approval and application of the policy. It should however, enable the Council to achieve more from its contracted services by requiring added value from providers and suppliers that is above and beyond the contract cost.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 The Public Services (Social Value) Act 2012 requires all local authorities and public bodies to consider how they can secure social, economic and environmental benefits when undertaking procurements relating to contracts and framework agreements for services over the EU threshold.
- 7.2 If RCC does not meet its duty to the Act, there is a reputational risk for RCC. The Cabinet Office undertakes Mystery Shopping of organisations to ensure that they are compliant and to require evidence of such.

8 EQUALITY IMPACT ASSESSMENT

8.1 Social Value can be used to support specific sections of the population, giving additional support and opportunities where the Council identifies.

9 COMMUNITY SAFETY IMPLICATIONS

9.1 There are no specific Community Safety implications.

10 HEALTH AND WELLBEING IMPLICATIONS

10.1 There are no specific health and wellbeing implications.

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

11.1 Cabinet are requested to approve the Social Value Policy in order to ensure that all officers have a consistent approach to social value during procurements.

12 BACKGROUND PAPERS

12.1 There are no additional background papers to this report.

13 APPENDICES

13.1 Appendix A – Social Value Policy

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

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Rutland County Council

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SOCIAL VALUE POLICY

Version Control	Version 1.3
Document Owner / Authorising officer	Head of Commissioning/ Director of Resources
Target Audience	All staff undertaking any procurement.
Publication Date	May 2017
Review Date	May 2018
Links to other policies/processes	Contract Procedure Rules

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DRAFT

1. INTRODUCTION

- 1.1 The aim of this Policy is to set out how Rutland County Council will deliver social value through its commissioning and procurement activities and to set the Council's priorities in relation to social value.
- 1.2 Local authorities are required to consider how economic, social, and environmental well-being may be improved by services that are to be procured, and how procurement may secure those improvements under the provisions of the Public Services (Social Value) Act 2012.
- 1.3 Rutland County Council already include Social Value for all procurements over the relevant EU thresholds (as defined by the legislation); this Policy provides a framework for this to ensure consistency across the Council regardless of the goods and services being procured.
- 1.4 In addition, it is the Council's intention for Social Value considerations to be included within all procurement activity by 2020. Officers will be kept up to date with requirements via the Procurement and Contracts Management Team (People Directorate) and Welland Procurement Unit.

2. WHAT IS 'SOCIAL VALUE'

- 2.1 There is no single definition of Social Value. The term refers to approaches which maximise the additional benefits that can be created through the delivery, procurement or commissioning of goods and services, above and beyond those directly related to those goods and services. In particular relating to:
 - Health and wellbeing
 - The wider economy
 - The environment
 - Community cohesion and empowerment
- 2.2 The Public Services (Social Value) Act 2012 does not provide a definition of Social Value, but states that:

*"If a relevant authority proposes to procure or make arrangements for procuring the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works...the authority must consider how what is proposed to be procured might improve the **economic, social and environmental well-being** of the*

relevant area and, in conducting the process of procurement, how it might act with a view to securing that improvement.”

3. POLICY AND LEGISLATION

- 3.1 The Public Services (Social Value) Act 2012 came into force on 31st January 2013. It provides a legal obligation for local authorities and other public bodies to consider the social good that could come from the procurement of services before they embark upon it. The aim of the Act is not to alter commissioning and procurement processes, but to ensure that, as part of these processes, councils give consideration to the wider impact of the services delivery.
- 3.2 It allows authorities, for example, to choose a supplier under a tendering process who not only provides the most economically advantageous service, but one which goes beyond the basic contract terms and secures wider benefits for the community.
- 3.3 The wording of the Act states that the authority must consider:
- How the proposed procurement might improve the economic, social and environment well-being of the relevant area.
 - How the process of procurement could help bring about that improvement.
 - Whether to consult relevant stakeholders on how social value could be created through the procurement.
- 3.4 The Act specifies that the authority must consider only matters that are relevant to what is proposed to be procured; and, in doing so, must consider the extent to which it is proportionate in all the circumstances to take those matters into account.
- 3.5 Social value is therefore about using the money we have more strategically, to produce a wider benefit than would otherwise have been achieved.

4. RUTLAND'S SOCIAL VALUE OUTCOME FRAMEWORK

4.1 Our Social Value outcomes are divided into 4 themes and relate to the four main strategic aims of the Council's Corporate Plan 2016-2020:

1. Deliver **sustainable growth** in our County
2. **Support** the **health & wellbeing** needs of our community
3. Plan and support future population and economic growth to allow our businesses, individuals, families and communities to **reach their full potential**
4. Deliver the **best possible value for the Rutland pound**

4.2 The Framework sets out the outcomes Rutland wants to achieve via Social Value. Some of the outcomes may cut across more than one theme.

Rutland Social Value Framework

Theme	Outcomes
Sustainable growth	<ul style="list-style-type: none"> • Local people in sustainable employment • Reduction in waste and greater recycling • Promotion of opportunities for small and medium sized enterprises (SMEs), social enterprises and voluntary and community organisations • Increased proportion of services and goods provided locally
Support health and wellbeing	<ul style="list-style-type: none"> • Improved standard of living for local people • Reduction in health inequalities • Reduction in those families experiencing poverty • Improved local environment
Reaching full potential	<ul style="list-style-type: none"> • Local communities and people are enabled and empowered to support themselves and each other • Increased skills and training opportunities for local people • Increased community-led activity, resilience and problem-solving • Better connections across services and a greater understanding of how services

	interact to support the wider community
Best possible value for the Rutland pound	<ul style="list-style-type: none"> • Greater circulation of the Rutland pound in local supply chains; • Additional funding brought into the county • Better value for money through capturing longer term savings for the Council as a whole • Savings through reductions in demand across a range of service areas.

These outcomes will support Rutland to meet our Corporate Plan Strategic Aims and to meet the needs of the Rutland population.

5. THE SCOPE OF RUTLAND'S APPROACH

5.1 The Social Value approach encompasses the full commissioning cycle: service planning and review; decision making and policy development; and the procurement of both goods and services.

5.2 To achieve the outcomes we will:

- Invest in ways that most benefit our local communities.
- Use community capacity building approaches as a means of regenerating local communities, both socially and economically.
- Recognise that solutions which are jointly developed and owned by communities, the Council and businesses offer practical and sustainable outcomes.
- Improve cross-service connections, recognising how commissioning in one service or business area can support delivery of targets on another.
- Value and grow our relationship with the voluntary and community sector and small businesses.
- Embed our approach to social value in all of procurement activity; and promote social value in our relationships with other organisations – recognising that the more we apply social value the greater the overall outcomes for Rutland.
- Promote equity and fairness – targeting efforts towards those in the greatest need or facing the greatest disadvantage and deprivation.
- Share good practice and communicate how we are delivering social value to our partners and communities.

5.3 We will engage with and consult relevant stakeholders at the earliest opportunity to understand the scope of Social Value within a potential procurement. By knowing what local providers can do, we will:

- i. Understand what the potential Social Value could look like, including things we may not have considered;
- ii. Avoid asking for outcomes which are not relevant or proportionate;
- iii. Consider the role of smaller providers.

5.4 Measuring the impact of Social Value

- 5.4.1 The impact of social value activities on the local community and on people's wellbeing will be measured to ascertain the extent to which this policy is supporting the delivery of improved outcomes.
- 5.4.2 As part of the procurement process, providers will be expected to suggest their own opportunities for social value and set out how they will measure and monitor them. It is not envisaged that all contracts will achieve all outcomes, but that as a minimum, suppliers will be working towards at least three and across more than one theme. Examples of measurements which providers might use are provided in Appendix B.
- 5.4.3 Providers will be monitored via contract monitoring mechanisms to ensure that the social value targets and actions they set out in tender documents are achieved and continue over the lifetime of the contract.
- 5.5 Social value measurement and evaluation is an evolving field. There is currently no single best practice. We will continue to work with partners locally and regionally to further build our understanding of measurement and evaluation of Social Value, and to share expertise and best practice. We will continue to adjust our methods as we learn and will involve providers and communities in this process.

6. NEXT STEPS

- 6.1 To support continual development, the Council will share (with permission) good practice examples between providers, and will promote successes to encourage growth in Social Value across the local supply chain.
- 6.2 Staff and residents can contribute to the Policy and its implementation by suggesting how else Rutland County Council can consider Social Value within its own business and through its contracted services.
- 6.3 The Social Value Policy will be implemented on a phased basis across the Council, and will be monitored and reviewed on an annual basis.

Appendix A – Application of Rutland’s Social Value Policy

This Appendix gives overview guidance on how the policy will be applied.

The Policy ***must be*** applied to all procurements as set out in legislation. Wider implementation of the Policy will be phased in across the Council – this Appendix will be updated accordingly as the Policy is rolled out.

1. Legal Requirements

The Act only applies to service contracts above the current European Union threshold, but not to works and supply contracts. At present the thresholds are £164,176 and £589,148 for Schedule 3 services, and are subject to change.

If the procurement is carried out in emergency circumstances and it is impractical to comply with the Act, then the Council may disregard the requirements to the extent that it is not practicable to comply with them.

Officers must comply with these requirements.

2. Consultation

Under the Public Services (Social Value) Act 2012, the Council must consider only those matters that are relevant to the proposed procurement, and it must be proportionate in all the circumstances to take those matters into account.

The Act only requires the Council to consider whether to consult; there is no duty actually to consult. Further, the Act does not set out who should be consulted.

The Act does not prescribe how the results of any consultation should shape a procurement which is then undertaken. However, any decision taken whether to consult or not, or how much weight should be given to any consultation response, should be taken fairly and reasonably.

The Council will consult on its website unless circumstances dictate that it is not appropriate. According to the nature of the service the Council may consult in other ways. Consultation responses will be considered carefully and taken into account.

However the weight to be given to such responses will be a matter for the Council’s discretion, balancing all relevant factors.

3. Specification Development and Tender Evaluation

The manner in which evidence of Social Value benefits are to be provided is not prescribed by the Act or this policy. Dependent on the requirements of each procurement exercise, the Council may choose to specify requirements explicitly within a tender or ask suppliers to come up with their own innovative ideas, bearing in mind the themes and outcomes set out in this policy.

Irrespective, the Council must be clear as to how Social Value elements have been weighted in the evaluation and decision-making process. Individual officers undertaking tenders will be responsible for ensuring that Social Value has been considered, and as part of the procurement process, must record how this policy has been applied. This should be clearly set out in any Cabinet report requesting approval for procurement.

Tender documents should require suppliers to be clear within their tender responses which outcomes they will be achieving and how they will measure these, in order to report to the Council.

4. Best Value

Under the duty of Best Value, local authorities must consider overall value. This will include economic, environmental and social value but the duty also requires the Council to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Whilst looking at Social Value, the Best Value duty remains paramount and should continue to be a key factor in the weighting and evaluation of bids.

5. Monitoring of Social Value

As part of the contract monitoring mechanisms, contract managers are expected to ensure social value is captured on, at least, an annual basis. This must be clearly recorded and monitored against the original tender submissions, within which suppliers should have stated what they were going to achieve and how it would be measured. Any additional Social Value outcomes achieved during the life of the contract by suppliers should also be captured and recorded.

6. Compliance with Social Value Requirements

As noted, the Council is required to meet Social Value under the Public Services (Social Value) Act 2012, and as such this policy will be subject to internal monitoring and to monitoring by the Crown Commercial Services (CCS) division of the Cabinet Office.

Internally, spot-checks may be undertaken on behalf of the Director of Resources on individual procurement activity and/or on a corporate or Directorate basis. In addition, the compliance with this policy may be subject to Internal Audit and/or review by Audit & Risk Committee.

Nationally, CCS undertakes 'Mystery Shopping' exercises of local authorities and can request information on compliance with the Act at any time. CCS can impose requirements on the Council where it believes it is non-compliant and/or where the Council cannot provide sufficient evidence of compliance; this can include requirements to suspend, or abandon and restart procurements.

Further advice on Social Value and ensuring that it is appropriately considered and included within procurements can be obtained from the Welland Procurement Unit.

7. Further Information

Further information and guidance is available from the Cabinet Office at:

<https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

Appendix B – Example Measures of Social Value

Outcome – What are we trying to achieve?	Example Measures – What could this mean for suppliers?
Theme: Sustainable growth	
Local people in sustainable employment	<ul style="list-style-type: none"> • Create x number of traineeships (including apprenticeships) for local residents • Employ x number of any group of people who typically face additional challenges in competing in the job market
Reduction in waste and greater recycling	<ul style="list-style-type: none"> • Reduce overall energy consumption / water consumption by x% per year • Achieve x% of staff travelling to work by sustainable transport to reduce carbon emissions • Increase the use of renewable energy / community generated renewable energy as a proportion of total energy consumption by x% over the lifetime of the contract (without increasing overall energy consumption)
Theme: Support health and wellbeing	
Improved standard of living for local people	<ul style="list-style-type: none"> • Increase rates of pay for lowest-paid staff by x% in line with the Living Wage guidance • Improve the skills levels of existing staff by training x% of the workforce to a minimum NVQ standard • Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities within x weeks of contract start date
Improved local environment	<ul style="list-style-type: none"> • Increase the planting on unused areas of land on premises/ have a minimum of x% green space for employees to make use of • Litter pick in the surrounding area x times per year with employees
Reduction in health, inequalities	<ul style="list-style-type: none"> • Reduce average sickness absence by x% through an improved health, wellbeing and support package for staff • Support prevention by running education and

	publicity campaigns with specific targets (e.g. support x number of staff / residents / service users to stop smoking / increase their physical activity / access money advice)
Theme: Reach their Full Potential	
Local people and communities are enabled and empowered to support themselves and each other	<ul style="list-style-type: none"> • Contribute x number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme • Provide facilities for use by community organisations for x number of hours per year • Support local third sector organisations through the supply chain by spending x% of total expenditure with community and voluntary sector providers
Improved standard of living for local people	<ul style="list-style-type: none"> • Increase rates of pay for lowest-paid staff by x% in line with the Living Wage guidance • Improve the skills levels of existing staff by training x% of the workforce to a minimum NVQ standard • Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities within x weeks of contract start date
Theme: Best possible value for the Rutland pound	
Additional funding is brought into the county	<ul style="list-style-type: none"> • Attract £x worth of inward investment into the county • Secure positive profile for Rutland through x number of positive stories in regional or national media
Thriving local businesses	<ul style="list-style-type: none"> • Support the local economy by spending x% of total expenditure in the local supply chain • Support the local economy by spending x% of total expenditure with SME businesses through the supply chain

CABINET

16 May 2017

PROCURING A SUBSTANCE MISUSE & COMMUNITY TREATMENT SERVICE IN RUTLAND

Report of the Director of Public Health

Strategic Aim:	Safeguarding	
Key Decision: Yes	Forward Plan Reference: FP/240217/01	
Cabinet Member(s) Responsible:	Mr R Clifton - Portfolio Holder for Health and Adult Social Care	
Contact Officer(s):	Mike Sandys, Director of Public Health	0116 30 54239 Mike.Sandys@leics.gov.uk
	Trish Crowson, Senior Public Health Manager	01572 758268 Tcrowson@rutland.gov.uk

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the procurement model and award criteria for a substance misuse and community treatment service for Rutland.
2. Authorises the Director for People in consultation with the Director of Public Health and the Cabinet Member with portfolio for Adult Social Care and Health, to award the contract resulting from this procurement in line with the Award Criteria.

1 PURPOSE OF THE REPORT

- 1.1 This report sets out the process and proposed award criteria for the procurement of a substance misuse and community treatment service, along with recommendations for approval and delegation of final award.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The proposal is to procure a substance misuse and community treatment service designed to reduce the substance related harm to individuals, families and communities in Rutland and to support individuals in recovery. The service will be a single integrated substance misuse service, providing a specialist drug and alcohol service for adults and young people; including specialist services for adults and young people within the criminal justice system.

- 2.2 Substance misuse has far reaching impacts on individual health, families and communities. Evidence-based interventions to reduce harm have the joint benefits of improving health and wellbeing, cutting crime and saving money. Treatment services should be recovery-orientated, compliant with national guidance and person-centred.

- 2.3 Rutland County Council has been responsible for commissioning substance misuse treatment services since April 2013. Provision of such services is a condition of the Public Health Grant.

Previously, different substance misuse elements were provided by 3 separate services at a cost of £201,300 per year. These services ceased in June 2016. During 2015 options for a joint procurement for an integrated service with Leicester and Leicestershire were explored but this was not felt to meet needs in Rutland.

- 2.4 In February 2016 Cabinet agreed to an exemption from Council's Contract Procedure Rules to directly award a contract to the provider of the new Leicester City and Leicestershire Service for an interim period. This ensured continuity of care for service users, whilst at the same time achieving financial savings and local control over the contract. The interim period has been used to assess need; establish an interim integrated substance misuse service; establish primary prevention and advice services; and to undertake a soft market test to help shape a future specialist service and identify interested providers.

- 2.5 An assessment of need has been undertaken. This included assessing prevalence, hospital admissions for alcohol related harm, GP screening and numbers accessing the current treatment service. This indicates that alcohol misuse is more of a problem in Rutland than drug misuse. However, of those recently accessing treatment about one third have drug related issues. The current service is also seeing people in older age groups (60 years plus) and this is an increasing trend. Please see appendix C for more information.

- 2.6 Reducing substance misuse harm requires a comprehensive approach, which recognises that different levels of intervention are suitable for addressing different levels of need. This includes promotion of health and wellbeing advice for the general population, early identification and brief advice for those with increasing risks and specialist treatment and recovery services for those with dependency.

The new Community Wellness Service and local GP Practices are commissioned to provide general advice, screening and brief interventions particularly for alcohol issues and referral to a specialist service for those with more problematic substance use.

- 2.7 This paper outlines the process for procuring the specialist service in the form of a single integrated community based service covering adults, young people and criminal justice.

3 CURRENT PROVISION OF COMMUNITY SUBSTANCE MISUSE SERVICE

- 3.1 An integrated, recovery orientated Substance Misuse and Community Treatment Service is provided by Turning Point under a contract due to expire on 30th September 2017. This includes assessment and care coordination / liaison; harm reduction and prevention interventions, clinical, pharmacological and psychosocial interventions, community group work programmes, pharmacy liaison and support, peer mentoring and volunteering programmes and advice, and liaison with the wider workforce including those working with children and young people.
- 3.2 The contract was awarded for the period July 2016 – September 2017 within the agreed envelope value of £80,000 per annum. The interim service provided by Turning Point has seen increased numbers of people accessing the service when compared to data for 2014/15 as shown in the appendix 3.

4 PROCUREMENT MODEL

4.1 Soft Market Testing

- 4.1.1 In order to determine a feasible model for Rutland which would meet local needs and garner sufficient interest from providers, a Soft Market Testing exercise was drawn up and undertaken in line with good practice. The soft market test was advertised nationally on Contracts Finder during February 2017. It was also sent directly to providers currently delivering in the region.

- 4.2 The soft market test identified that there was interest from the market in providing an integrated substance misuse and treatment service, including those interested in being a sub-contractor for some parts of the service, such as providing needle and syringe exchange facilities.

4.3 Proposed Model

- 4.4 It is proposed that a single integrated substance misuse and community treatment service with the features described in 3.1 above that is compliant with NICE (National Institute for Health and Care Excellence) guidance is commissioned. This will include provision of Needle Exchange and pharmacy based supervised consumption. These elements may be subcontracted by the provider.
- 4.5 The proposed contract length is 3 years, with the option to extend annually for a further 2 years. This will be subject to satisfactory performance and business needs and enable need to be reviewed. The maximum contract period will be 5 years.

The contract value will be set against a maximum value of £90,000 per year, £450,000 over the lifetime of the contract.

4.6 Procurement Process

- 4.6.1 The procurement process will follow a single stage open procurement. The services fall under the light touch regime Public Contracts Regulations 2015. The procurement will be undertaken in line with the Council's Contract Procedure Rules.
- 4.6.2 The value of the contract is below the EU thresholds.
- 4.6.3 The timetable for the process is set out in Appendix A and the award criteria are set out in Appendix B.

5 CONSULTATION

- 5.1 As part of the earlier process for developing an integrated substance misuse service with Leicester City Council and Leicestershire County Council and the Office of the Police and Crime Commissioner a consultation process was undertaken in July 2015. This included public consultation and soft market testing. These exercises tested ideas around:
 - a. the integration of services across geographical areas (Leicester, Leicestershire and Rutland),
 - b. service user groups (adults and young people) and
 - c. settings of care (criminal justice and other community).

In addition, a stakeholder event was held on 12 October 2015 to raise awareness of substance misuse services and to gather information on substance misuse needs in Rutland. This identified the need for a service accessible in Rutland venues.

- 5.2 Consultation for the procurement model was undertaken with providers as set out in 4.1. The process and Award Criteria have been discussed with the relevant Council officers and with the Portfolio Holder.

6 ALTERNATIVE OPTIONS

- 6.1 Under the Public Contracts Regulations 2015, Award Criteria must be set prior to procurement starting. There is no alternative to setting these in advance. Appendix B details the award criteria.

The approval of award of the contracts could be brought back to Cabinet for approval rather than delegated to the Portfolio Holder and Director for People and Director for Public Health. However, the award will be made in line with the award criteria that Cabinet approve and therefore the only alternative to not approving the award would be if there were reasonable grounds to not award at all.

7 FINANCIAL IMPLICATIONS

- 7.1 The total envelope value for this new contract is £90,000 per annum and this is aligned with the budget details in the Medium Term Financial Strategy.

- 7.2 This service is currently funded from the ring fenced Public Health Grant and provision of such a service is a condition of this grant. The ring fence is due to cease in March 2019.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 The procurement process has been drawn up by the Procurement and Contracts Management Team, in line with the requirements of the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.
- 8.2 Legal advice on this cabinet paper has been sought.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment screening form has been completed for this service.
- 9.2 People who misuse drugs and alcohol are a particularly vulnerable group who often have concurrent health, social and economic needs. This service has the potential to make a positive contribution by supporting recovery in relation to these various needs.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 Substance misuse has far reaching impacts on individual health, families and communities. A broad programme of evidence- based interventions to reduce harm has the co-benefits of improving health and wellbeing, cutting crime and saving money.
- 10.2 The council is required by Section 17 of the Crime & Disorder Act 1998 to take into account community safety implications. The 2017 refresh of the Safer Rutland Partnership Strategy includes the objective of reducing substance misuse harm in Rutland. This service will also contribute to the Council's strategic priorities 'Creating a safer community for all' and 'Meeting the health & wellbeing needs of the community'.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 Substance misuse has far reaching impacts on individual health, and that of families and communities. As such, efforts to reduce substance misuse harm will have a positive impact on health and wellbeing.

12 ORGANISATIONAL IMPLICATIONS

- 12.1 Human Resources: The TUPE (Transfer of Undertakings Protection of Employment Regulations) 2006 (as amended)) is likely to apply to staff currently delivering services which fall under the scope of this procurement. The current providers will be obliged to submit information to support potential providers in understanding staffing implications and undertaking due diligence.

13 SOCIAL VALUE IMPLICATIONS

- 13.1 Under the provisions of the Public Services (Social Value) Act 2012 local authorities are required to consider how economic, social, and environmental well-being may be improved by services that are to be procured, and how procurement may secure those improvements.
- 13.2 The award criteria include specific reference to Social Value and require providers to deliver additional value in two areas of supporting the local economy, reducing demand for public services and looking after the local environment.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 13.1 Provision of specialist support for those with drug and alcohol problems to meet the health needs of Rutland residents will have positive impacts for individuals, families and communities. Collaboration with partner agencies and the Safer Rutland Partnership will strengthen efforts to reduce harm. A recovery orientated community treatment service is an essential component of a collaborative harm reduction programme.
- 13.2 In order for the procurement process to commence the award criteria needs to be approved by Cabinet. The criteria have been carefully considered to ensure that providers successful in the process are capable of meeting the requirements and can deliver appropriate quality services in Rutland.
- 13.2 It is recommended that once the award criteria are approved by cabinet that approval of the award of the contract is delegated to the Director for People in consultation with the Director for Public Health and the Portfolio Holder. Decisions will only be taken in line with Cabinet approved criteria.

14 BACKGROUND PAPERS

- 14.1 There are no additional background papers to this report

15 APPENDICES

- 15.1 Appendix A – Procurement Timetable
- 15.2 Appendix B – Award Criteria
- 15.3 Appendix C – Substance Misuse in Rutland

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Appendix A - Procurement Timetable

Action	By When
Cabinet Approval for Award Criteria	16.5.17
Invitation to Tender published	22.5.17
Deadline for questions from bidders	2.6.17
Deadline for responses to questions	8.6.17
Tender submissions deadline	16.6.17
Evaluation of Tenders	4.7.17
Clarification meetings (if required)	14.7.17
Approval of Contract Awards	26.7.17
Notification of award/start of standstill	27.7.17
End of standstill	7.8.17
Contract award	8.8.17
Contract start date	1.10.17

Appendix B - Award Criteria

The price: quality ratio 80/20

Criteria	Weighting
Quality	
1. Service model and how it meets the specification	12%
2. Implementation plan and timetable	16%
3. Staffing arrangements	8%
4. Access to the service - nature and location	8%
5. Clinical and non- clinical governance	12%
6. Service delivery methods and treatment interventions	8%
7. Meeting needs of different client groups	4%
8. Partnerships & joint arrangements with other agencies	8%
9. Social Value criteria	4%
Price criteria: Staffing, training, accommodation, management, overheads, prescribing, other	20%
Total	100%

Appendix C - Substance Misuse in Rutland

Local needs have been assessed based on expert opinion from research, information on service use, benchmarking against other areas and consultation with staff and service users.

Substance misuse has far reaching impacts on individual health, families and communities. Evidence-based interventions to reduce harm have multiple benefits including improving health and wellbeing, cutting crime and saving money. Treatment services should be recovery-orientated, compliant with national guidance and person centred.

Key measures that describe need at different levels in Rutland include:

- Number of young people participating in college-based initiatives (2014/15) = 450.
- Number of people receiving a NHS health check, including alcohol screening (2015/16) = 1,397
- Number of adults screened for alcohol misuse in primary care (2015/16) = 2,025
- Number of brief interventions in primary care (2015/16) = 109
- Population aged 18-64 predicted to have alcohol dependence (2014) = 1,243.
- Population aged 18-64 predicted to have drug dependence (2014) = 702.
- Estimated prevalence of opiate and/or crack cocaine users aged 15-64 (2011/12) = 45.
- Number of adults in drug and/or alcohol treatment (2014/15) = 97-114.
- Number of young people in drug and/or alcohol treatment (2014/15) = <5.
- Number of alcohol-related hospital admissions (2015/16) = 247
- Alcohol related mortality (2013) = 12.
- Number of assessments by hospital-based alcohol liaison team (2014/15) = 23.
- Number of users in inpatient detoxification (alcohol) (2014/15) = <5.

Based on estimated prevalence and numbers in treatment, alcohol misuse is likely to be more of a problem in Rutland than drug misuse. In absolute terms the number of people currently accessing support for substance misuse is small. However, prevalence estimates and GP screening would suggest that there are others who would benefit from support.

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CABINET

16 May 2017

BANKING SERVICES PROCUREMENT

Report of the Director for Resources

Strategic Aim:	Sound Financial and Workforce Planning	
Key Decision: Yes	Forward Plan Reference: FP/240217/02	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Deputy Leader and Portfolio Holder for Growth, Trading Services and Resources (except Finance)	
Contact Officer(s):	Saverio Della Rocca, Assistant Director (Finance)	01572 758159 sdrocca@rutland.gov.uk
	Debbie Mogg, Director for Resources	01572 758358 dmogg@rutland.gov.uk
Ward Councillors	Not Applicable	

DECISION RECOMMENDATIONS

That Cabinet approves delegating the award criteria and the contract award for banking services to the Director of Resources in consultation with the Portfolio Holder for Growth, Trading Services and Resources (except Finance).

1 PURPOSE OF THE REPORT

- 1.1 To update Cabinet in respect of the approach to the procurement of Banking Services and to seek delegated approval for the Director of Resources in consultation with the Portfolio Holder to define the award criteria and the award the contract following a tender exercise.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Banking Services contract is due for renewal on 1 April 2018. The main Banking service is currently supplied by HSBC. The value of the contract is c£14k.
- 2.2 In its last tender exercise in 2013/14, the Council used a specialist company 'Focus on Banking' (FOB) to produce a tender specification and evaluate bids for banking services. FOB support lots of Councils in undertaking banking tenders and tailor specifications to illicit the best response from supplier. They can also benchmark existing fees to assess whether value for money is being achieved. This approach last time led to a reduction in costs.

- 2.3 The Council is again running its own tendering exercise with support from FOB. The proposed process for evaluation of tenders is outlined below. The tender process will be one stage which will involve a Qualification Questionnaire which is to be completed by tenderers to provide information regarding the tenderer's basic capability to undertake the contract i.e. tenderers will be asked to confirm that they are regulated by the Financial Conduct Authority (FCA) and that they will comply with various legislation. Failure to provide an adequate response or failure to comply with any of the requirements in the questionnaire will be treated as grounds for exclusion without further consideration of the full tender.
- 2.4 The detailed specification and award criteria will be drawn up in consultation with FOB to ensure the Council the tender will encourage suppliers to submit a response.
- 2.5 One of the key objectives of the contract will be to engage a supplier who can help the Council explore alternative payment options to reduce cash and face to face transactions. The price:quality split is expected to be 40:60 with the quality score taking into account Customer Support, Electronic/Internet Banking Capabilities, e-Commerce and Efficiencies. This will be confirmed in agreement with FOB.
- 2.6 The proposed timetable for the tender is as follows:

Activity	Completed by
Advertise Invitation to Tender	June 2017
Last date for submission of tenders	July 2017
Clarification of any tender issues completed by	August 2017
Evaluation completed by	September 2017
Award contract	September 2017
Start of contract delivery	April 2018

- 2.7 Should the Council decide to change supplier, six months is sufficient time to put in place new arrangements based on discussions with other local authorities and from suppliers themselves.

3 CONSULTATION

- 3.1 No formal consultation is required.

4 ALTERNATIVE OPTIONS

- 4.1 Cabinet could decide to not delegate the decision and request that the Director returns to Cabinet once criteria have been agreed with FOB before any procurement is undertaken.

5 FINANCIAL IMPLICATIONS

- 5.1 The Medium Term Financial Plan includes the current contract amount as per paragraph 2.1. The MTFP will be updated after the procurement but it is not expected that the fee will increase.
- 5.2 A change of supplier will lead to an implementation project but it is anticipated that this could be accommodated within existing resources.

5.3 The cost of using FOB is not expected to exceed £5k and can be met from within existing budgets.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

6.1 The Contract Procurement Rules (CPRs) state the procurement method has to be a single stage (open) tender. Per para 12.1 of the CPRs states that Cabinet is required to approve the award criteria and award of the contract but this can be delegated to officers.

7 EQUALITY IMPACT ASSESSMENT

7.1 An Equality Impact Assessment (EqIA) has not been completed because the report does not represent the introduction of a new policy or service or a change / review to an existing policy or service.

8 COMMUNITY SAFETY IMPLICATIONS

8.1 There are no community safety implications.

9 HEALTH AND WELLBEING IMPLICATIONS

9.1 There are no health and wellbeing implications.

10 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

10.1 In order to ensure that the Council maintains adequate banking arrangements, Cabinet are asked to approve the delegation to define the award criteria and award of the contract.

11 BACKGROUND PAPERS

11.1 There are no additional background papers to the report.

12 APPENDICES

12.1 None

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