

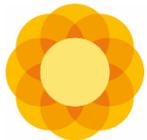


# **Birmingham Children's Trust**

## **Our journey to here**

Children's Social Care O&S Committee

25 July 2018



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# Birmingham's Size

Birmingham is the largest single tier authority and has largest population of all the English Core Cities – 43% bigger than Leeds

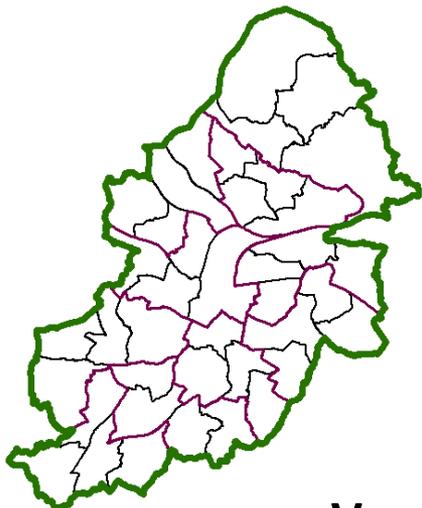


**Population: 1,124,569**

(2016 Mid-Year Estimates)

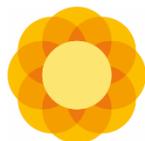
## Population of Core Cities

<b>Birmingham</b>	<b>1,124,569</b>
Leeds	761,481
Sheffield	560,085
Manchester	514,417
Liverpool	470,780
Bristol	437,492
Leicester	333,812
Nottingham	310,837
Newcastle upon Tyne	286,821



**Very  
Diverse**

**A genuinely diverse population in terms of wealth, ethnicity and age. A young city.  
50% non-white and 30% Muslim  
30% FSM**



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# National Context

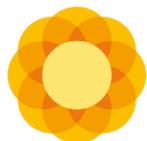
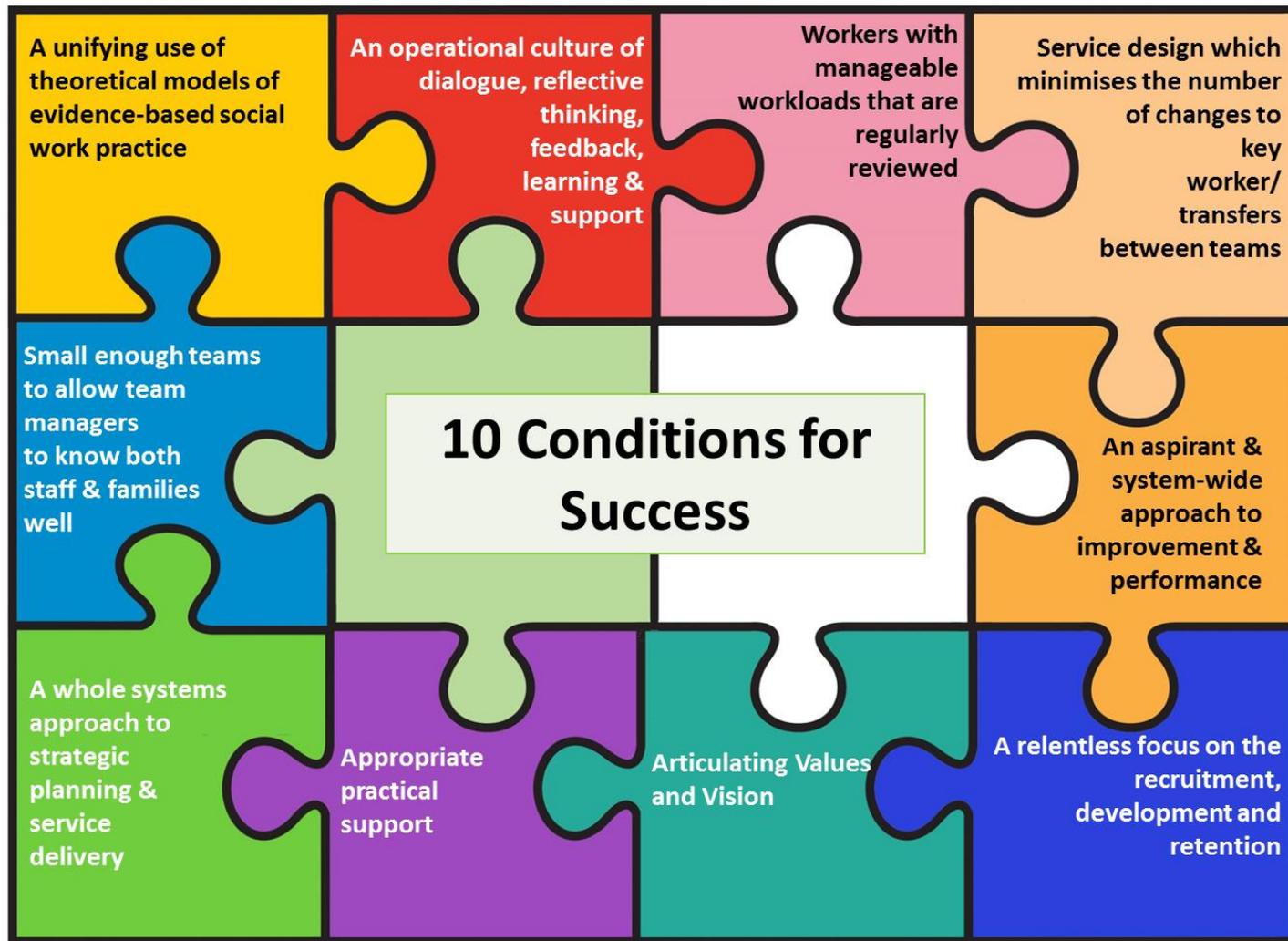
- *Putting children first* – the government’s vision for excellent children’s social care in England
- Focus on leadership, practice and systems, governance and accountability
- Testing out new delivery models



# Trusts

- May 2016 – Birmingham Children’s Trust announcement
- November 2016 – Andrew Christie appointed as Chair; Dave Hill appointed as Commissioner
- January 2017 – Cabinet report agrees establishment of Trust
- July 2017 – Cabinet agrees services scope, indicative budget and TUPE transfer model
- August 2017 – Andy Couldrick takes up post as Chief Executive
- 1 April 2018 – new DfE Direction, establishment of the Trust and retention of the Commissioner
- Trust go live 1 April 2018





# Organisation Style and Context

Organisations need to develop a culture and environment that both allows and facilitates good practice to take place

Building that environment involves:

- Leadership
- Support and innovation
- Consistent style
- Managing risk and anxiety
- A partnership approach

Doing With



VS



Doing To



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# Birmingham Children's Trust (April 2018)



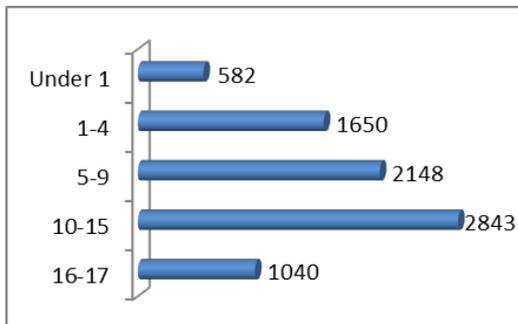
Gross Budget

196 M

8263

Open Cases

Ages



% Ethnicity Breakdown

Percentage of 0 to 17	England	Birmingham	Trust
White	78	42	39
Mixed/multiple ethnic group	5	9	13
Asian/Asian British:	10	35	21
Black/African/Caribbean/Black British	5	11	13
Other	2	3	14
Total	100	100	100



1836

families supported by Family Support/Think Family



96

The number of children matched for adoption in 16/17



1211

Children with a CP Plan

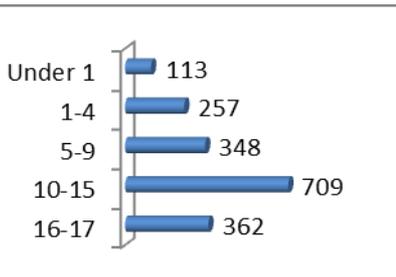


- 140 unaccompanied asylum seekers
- 330 children in families with no recourse to public funds
- 393 BCC Foster Carers



1789

Children in Care who are aged:



35.80%

YOS reoffending rate Eng & Wales 38.0%



750 Disabled Children

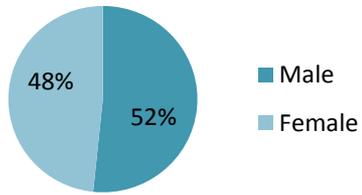
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Homes for disabled children

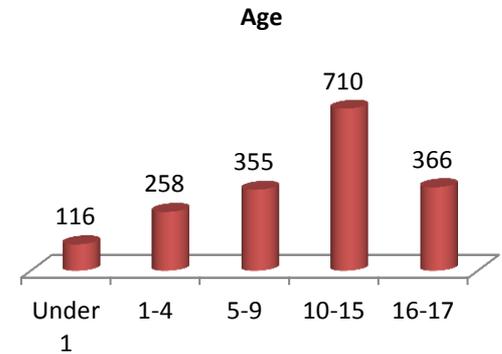
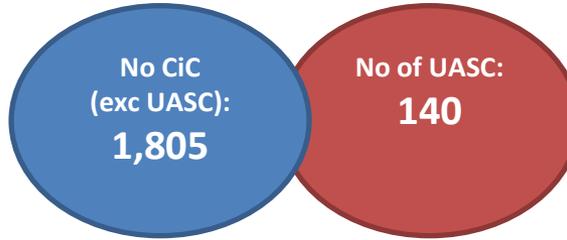
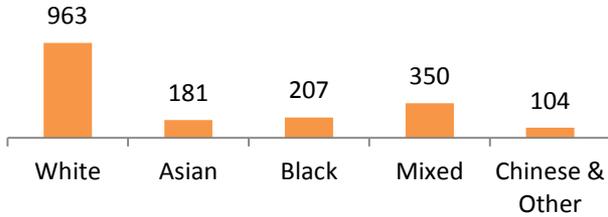


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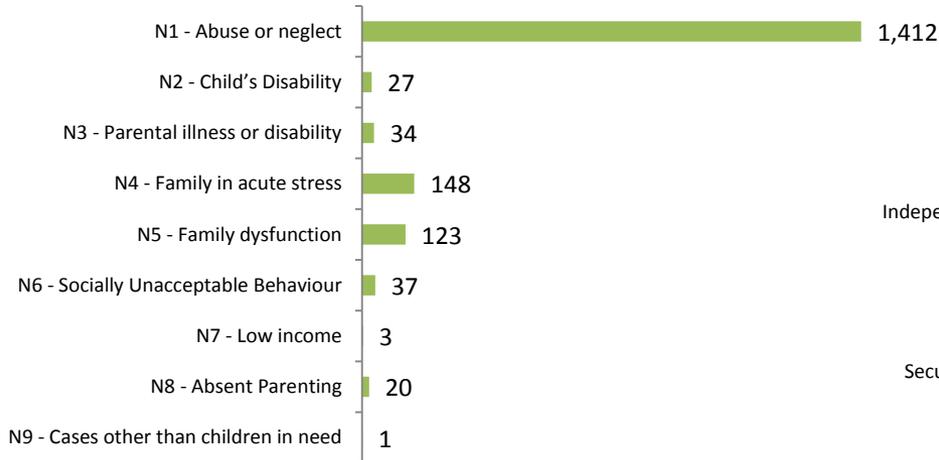
# Children in Care – June 2018 snapshot



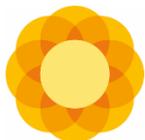
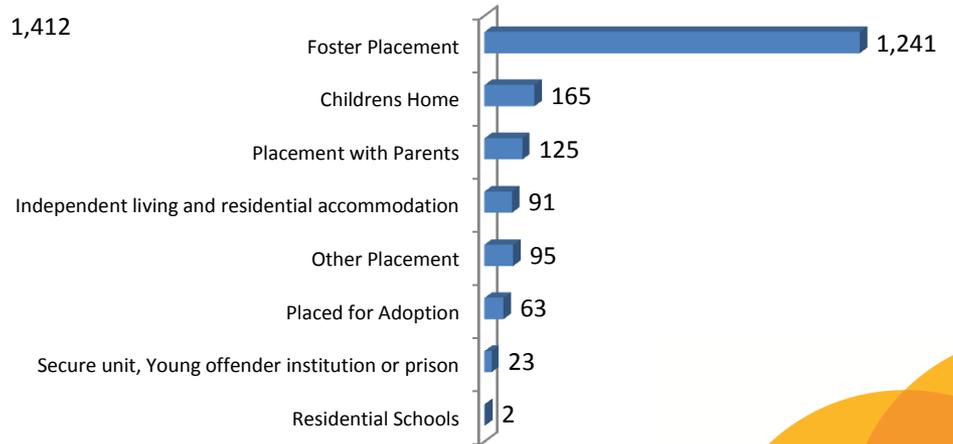
## Ethnicity



## Need



## Placement



# Core Children's Services

- 13 Family Support teams
- One Front-door for all early help & social work requests for support (CASS)
- 14 Assessment & short-term intervention teams (ASTI)
- 20 Safeguarding teams (long-term interventions)
- 20 Children in Care teams
- 5 Leaving Care (18+) teams
- Unaccompanied Asylum Seeking Children (UASC), No Recourse to Public Funds (NRPF), homeless young people, Edge of Care teams
- 5 Disability teams
- Youth Offending Service
- Fostering and Adoption, Placements
- Child Protection chairs and Independent Reviewing Officers
- Quality Assurance, Complaints, Rights and Participation, Learning and Development, Commissioning, Performance/data



# Birmingham Children's Trust Vision & Purpose

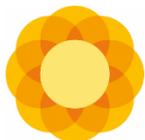
Our vision is to build a Trust that provides excellent social work and family support for and with the city's most vulnerable children, young people and families.

## We will do this:

- with compassion and with care.
- through positive relationships, building on strengths.
- in collaboration with children and young people, families and partners.
- by listening, involving and including.
- in ways that are efficient and deliver value for money.

## Outcomes

- healthy, happy, resilient children living in families.
- families able to make positive changes.
- children able to attend, learn and achieve at school.
- young people ready for and contributing to adult life.
- children and young people safe from harm.

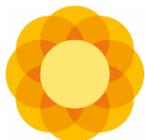


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# Social Work Practice

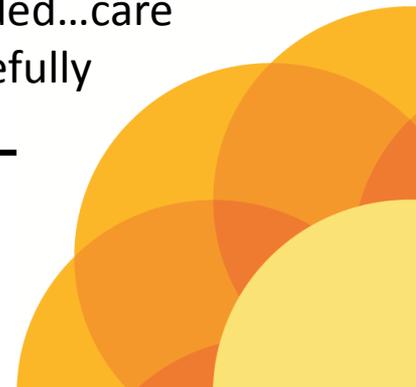
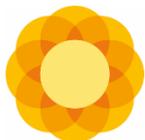
- Professional curiosity
  - Unconditional positive regard
  - Listen, empathise, support and challenge
  - Open, working in uncertainty, perseverance
  - Enabling change and being brave – confident practice
  - Analysis, hypothesis, authoritative social work
  - Strengths-based, motivational interviewing, systemic practice and other evidence-based approaches
  - Feedback from children and parents
- 



# 2016 Inspection Findings

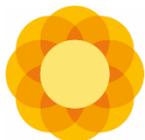
## Children's services are inadequate:

1. Children who need help and protection – inadequate
  2. Children in Care – requires improvement
    - 2.1 Adoption performance – requires improvement
    - 2.2 Experiences and progress of care leavers – requires improvement
  3. Leadership, management and governance – inadequate
- “Senior leaders and politicians have worked hard, invested considerable resources and reconfigured services to ensure that there is strengthened focus on improvement, and this inspection has found some significant improvements in a range of services as a result.”
  - “Children and families do not receive the help they need at an early enough stage...partnership working with other services is not well embedded...care planning does not always ensure that all of a child's needs are carefully considered.”
- 



# Subsequent Ofsted monitoring visits

- May, September and December 2017; March and May 2018
- Progress since 2016 full inspection
- Basics in place
- Stable workforce that knows its cases
- Focus on compliance needs to shift to quality, outcomes and impact
- System/collaboration/partnerships all need attention
- Management oversight and supervision needs to feature more reflection and analysis



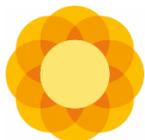
# Ofsted – national picture

Local authorities that focus on creating the conditions for social work to thrive are in the best position to improve the quality of their practice and focus on outcomes for children.

Management oversight and challenge at all levels help to keep this on track

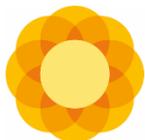
## **An environment where social work can flourish means:**

- reasonable caseloads.
- technology that makes important tasks easier rather than more burdensome.
- commissioners who have enough understanding of the business of social work to make good decisions.
- supportive but challenging line management that proactively manages the whole system.



**A good ‘front door’ is one of the cornerstones of good basic social work. Shared characteristics:**

- well-supported social workers.
- good information systems.
- clear information-sharing protocols.
- a healthy culture that respects the roles of different kinds of professionals and places the child at the centre.
- astute use of early help.
- an approach to understanding risk that analytically and comprehensively considers a family’s strengths.
- active participation of partners with responsibility in children’s care, such as the police, health agencies and schools, without whom decisions about children are ill-informed.

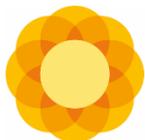


## **Overall effectiveness of local authorities at their most recent SIF inspection 31 August 2017**

- ❖ Outstanding 2%
- ❖ Good 32%
- ❖ Requires improvement to be good 46 %
- ❖ Inadequate 20%

### **Improvement features of LAs making progress:**

- better use of performance information and quality assurance.
- direct work with children and recording the voice of the child.
- responding quicker to contacts and referrals.
- completing assessments and improving the timeliness of statutory visits and reviews.
- senior management oversight of frontline practice.
- better operational practice in helping and protecting sexually exploited children and those missing from home and care.



# Improvement Priorities

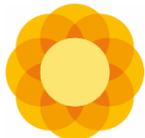
- Placements, Choice and Sufficiency
- Quality and Performance
- Workforce Development
- Young People at Risk
- System & process efficiency



# And Something about Money...

Sum of Unit Cost								
TYPE	Authority	Unit	Childrens social care - Children Looked After (RO) £/aged 0-17	Childrens social care - Family Support Services (RO) £/aged 0-17	Childrens social care - Youth Justice (RO) £/aged 0-17	Childrens social care: Safeguarding children and young people's services (RO) £/aged 0-17	Childrens social care: Services for young people (RO) £/aged 0-17	TOTAL CHILDREN SOCIAL CARE (RO) £/aged 0-17
BIRMINGHAM	BIRMINGHAM	286,096	331.97	65.37	19.86	192.60	14.67	652.12
AVERAGE *	AVERAGE ALL	-	406.78	78.22	16.06	210.18	25.35	801.38
	AVERAGE CORE CITIES	-	421.64	75.79	20.15	227.37	31.36	850.49
	AVERAGE REGIONAL	-	402.86	79.88	14.60	191.85	22.01	770.40
	AVERAGE TRUST**	-	454.49	89.90	18.76	283.35	19.17	921.34

*Grant Thornton Insights (2016/17)*



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# Final Thoughts

- Making and building upon sustainable changes in structure, practice and culture takes time and persistence – it doesn't happen overnight
- Needs a whole systems and whole organisation (and partnership) approach and commitment and lots of honest dialogue
- Birmingham and the Trust – a huge challenge in which size (1900 staff and £196m budget), consistency, partnership and driving change are key factors
- But also an opportunity to sustain and accelerate improvement and become a beacon of best practice

