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Scrutiny Review Panel 3 (Future Ealing)

Venue: Committee Room 1, Ealing Town Hall, New Broadway, W5 2BY

Date: Thursday, 28 September 2017 at 19:00

Councillors: Josh Blacker (Chair), Theresa Byrne, Paul Conlan, Kate Crawford, Tariq Mahmood, Gary Malcolm (Vice-Chair), Rajinder Mann, Dee Martin, Karam Mohan, Joy Morrissey, Swaran Padda, Ian Proud and David Rodgers

AGENDA

Open to Public and Press

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Matters to be Considered in Private**
- 4 Minutes**

To approve as a correct record the minutes of the meeting held on 13 July 2017.

SRP3 Minutes - (13.07.17)

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SCRUTINY REVIEW PANEL 3 – FUTURE EALING

MINUTES

Thursday 13th July 2017

PRESENT: Councillors: Josh Blacker (Chair), Paul Conlan, Joanna Dabrowska, Gary Malcolm (Vice-Chair), *Gurmit Mann* (Substituting for Kate Crawford), Rajinder Mann, *Kamaljit Kaur Nagpal* (Substituting for Dee Martin), Swaran Padda, Ian Proud and David Rodgers.

Other Councillors Present:

Councillor Peter Mason - Portfolio Holder for Prosperity, Skills, Employment and Transformation

LBE Officers Present:

Harjeet Bains - Scrutiny Review Officer
Kieran Read - Director of Strategy and Engagement
Lee Teasdale - Democratic Services Officer

1. Apologies for Absence
(Agenda Item 1)

Apologies were received from Councillors Theresa Byrne, Tariq Mahmood and Karam Mohan.

Councillor Gurmit Mann substituted for Councillor Kate Crawford and Councillor Kamaljit Kaur Nagpal substituted for Councillor Dee Martin.

2. Declarations of Interest
(Agenda Item 2)

There were none.

3. Matters to be Considered in Private
(Agenda Item 3)

There were none.

4. Panel Operations in 2017-2018
(Agenda Item 4)

The Scrutiny Review Officer asked Panel Members to consider the scope of the Panel for the year ahead and whether to co-opt external members to the Panel.

It was agreed that as the topics being considered were wide-ranging and largely internal, there would be no co-option to the Panel and that any guests would be invited on a meeting by meeting basis.

With regards to the Work Programme, it was considered that commercialisation and assets may be split into two separate items if the timetable allowed for it.

It was suggested that witnesses invited to future meetings could include the Local Government Network and the RSA (The Royal Society for the Encouragement of Arts, Manufactures and Commerce).

Resolved: That the Panel's Terms of Reference, Work Programme and co-option arrangements for 2017-2018 be agreed.

5. The Future Ealing Programme (Agenda Item 5)

The Chair welcomed Councillor Peter Mason (Portfolio Holder for Prosperity, Skills, Employment and Transformation) and Kieran Read (Director of Strategy and Engagement) and invited them to provide the Panel with an overview of the development of the Future Ealing programme.

Councillor Mason provided scene setting background context. Local government was in the midst of a funding crisis exacerbated by growing pressures in social care, housing, welfare reforms and legislative duties. It was expected that there would be a funding gap of £5.8 billion by 2021.

Within this financial situation, Councils faced two stark choices – to either preside over a slow decline or to attempt a new approach. Choosing to continue to slice away at services or raid capital reserves was not sustainable and not a viable option.

By 2021 it was expected that the revenue support grant would be as low as £9.1 million in Ealing, leaving a budget gap of circa £49 million, this was on top of the many cuts already made since 2010. It was absolutely clear therefore that the Council required a co-ordinated impact. There was a need to co-opt residents into a sense of civic pride, and to 'lead the borough'.

The Director of Strategy and Engagement was then invited to give a presentation on Future Ealing.

The presentation highlighted that Ealing was an ambitious Council and sought a clear vision and strong leadership to help it continue to perform in an increasingly strained financial landscape. The Future Ealing approach would be informed by, and built upon, good practice and innovation in both the public and private sectors.

The objectives of the Future Ealing programme included:

- Providing a framework for partnership between members and officers.
- Motivating and driving the 'one council' and 'one public sector' approaches to achieving outcomes.
- Linking aspiration, delivery and organisational development.
- Identifying the areas where the Council needed transformation versus continuous improvement.
- Driving resource allocation against priorities.
- Ensuring the Council delivered a balanced budget.
- Helping to 'tell the Council's story' more effectively externally.
- Helping to 'tell the Council's story' more effectively internally to motivate and engage staff.

Arising from this a series of nine key outcomes had been established as follows:

- **Growth** – A growing economy would create jobs and opportunities for Ealing residents to reduce poverty and increase incomes and skills.
- **Children’s Potential** – Helping children and young people achieve educationally and fulfil their potential.
- **Children Are Safe** – Ensuring that children and young people grow up safe from harm.
- **Healthy and Independent** – Ensuring that residents were physically and mentally healthy, active and independent.
- **Affordable Housing** – Ensuring Ealing had an increasing supply of quality and affordable housing.
- **Crime is Down** – Making sure that crime is down and that Ealing residents feel safe.
- **Environment** – Ensuring that the borough had the smallest environmental footprint possible.
- **Ealing is Clean** – Making sure that Ealing is a clean borough and a high quality place where people wanted to live.
- **Strong Community** – Ensuring that Ealing is a strong community that promotes diversity with inequality and discrimination reduced.

Councillor Padda made reference to increasing incomes and skills, how were businesses being engaged on this? He also asked how the Council would be tailoring its approach to physical and mental health.

The Director of Strategy and Engagement advised that it was agreed that these approaches would require wide ranging input and that the Council could not push these agendas on its own. However, the development of such plans was still in progress so the focus of the introductory meeting was to help in framing the approach the Council would be taking. Many businesses were in the process of being engaged across all sectors, but the Council needed to define the stakeholders and partners it wished to focus on working with.

It was advised that as part of the development of the strategy it had been taken to Cabinet in April 2017 and was being viewed by the Local Strategic Partnership. The goal was to publish the strategy following the introduction of the new administration in May 2018.

Councillor Rodgers expressed concern that any strategy would be hampered by the constraints of neo-liberal ideology, which saw a need for a ‘growing economy’ which only served the wealthy take precedence over the needs of the many. This created a malaise that fundamentally threatened civil society.

He made reference to the concept of ‘the circular economy’ in which money was retained and re-invested within local sustainable activity. He also recommended ‘solidarityeconomy.eu’ which promoted a positive model that would stop monies being “sucked out by the leeches of neo-liberalism”.

He stated that if change did not take place at this fundamental level then democracy as a concept was doomed, and knowledge of this needed to frame the narrative.

Councillor Mason responded that despite devolution in many areas, the Council remained hamstrung and heavily regulated. The Council's duties were aligned to its income and it could only be so ambitious within this picture. Councillor Mason agreed that there were areas of serious concern such as profit motives in regeneration schemes, social care market profit margins leaving some operators on their knees, etc. The Future Ealing strategy would open conversations regarding alternatives, looking at different and innovative approaches.

Councillor Dabrowska asked how the success of the nine key outcomes would be judged. She also enquired as to the type of non-profit business models that had been explored such as the social care sector.

The Director of Strategy and Engagement agreed that a metric for success needed to be defined, however the nine key outcomes were just expressions of ambition at the current stage. The Council would work closely with partners to define impacts. 'Brighter Futures' was cited as a good example of where the Council was able to measure the best outcomes for children with explicit targets on reductions in looked after children.

Councillor Mason stated that social care models were about our duty and related specific transaction outcomes. There were significant financial costs to the CCG in delayed transfers of care; if the borough does not have a thriving care market then it costs a lot more. The best outcomes revolve around people being healthier from the start; therefore Future Ealing would look at this issue first.

Councillor Dabrowska asked how Members could be made confident that the decision making would be of a sufficient quality. What measures were in place to ensure this?

It was advised that decision making would be closely scrutinised and carefully monitored. With the sought outcomes defined, and the transformation required understood, delivery plans would be prepared to set out how the Council would achieve its goals. The Adult Transformation Programme was cited as a good example of such work already being prepared.

Councillor Rajinder Mann expressed concern spanning several areas, such as the increases seen in dementia and the fear of crime still felt by many residents in the borough.

Councillor Mason stated that these concerns spoke of the need for clarity on the high level outcomes and the deliverables. For example, it was known that one of the main drivers of dementia was cardio-vascular dementia; this was an area where work could be focussed on early intervention. Equally with crime, early intervention with youth offenders can save the whole system money as well as assuaging the concerns of residents. Future Ealing was about creating a mechanism for conversations with partners on intervening early and not just dealing with impacts.

Councillor Proud stated that for Future Ealing to truly work, Council departments needed to be more actively engaged with each other. He stated that he knew of cases where social carers had been charged for parking in CPZ zones for example. There needed to be mutual support across all levels of the Council.

The Director of Strategy and Engagement stated that he agreed absolutely with the principle that the Council needed to ensure that it was not working within silos.

Further information was then provided on what being outcome led would look like:

- Cross Council teams would be working on community problems sponsored by senior accountable leaders.
- Front line and support services would be working on shared problem solving of community problems.
- There would be a push for community and customer insight and wellbeing as well as satisfaction.
- The testing of strategies against their impact on outcomes as well as the organisation.
- Working with and influencing partners to play their part in improving outcomes.
- A budgeting process less focused on departments and reducing organisation size in line with budget and more focused on solving underlying problems and expanding the cake.
- Maintaining a ship-shape, efficient, continuously improving service areas as a basic requirement.

Councillor Rodgers expressed concern regarding the language used. Particularly references to 'community problems', which could be more respectfully noted as 'challenges' or 'opportunities'. It was important to build community resilience and engage them, and the use of potentially combative language would not aid this.

Councillor Mason agreed that careful use of language was important and this would be noted.

The Chair asked about how the Council could really empower residents.

It was stated that active contributions from residents would be key. Whereas in the past the Council may have been perceived to have adopted a 'patriarchal' approach to service provision, it was important to now approach the resident relationship in a different way "how can we help you?"

The outcomes based budgeting approach was detailed to the Panel. It was stated that if the Council was to tackle complex problems, it would need to align resources behind key outcomes. Therefore, the Council was adopting an outcomes-based approach; this would be a fundamental change to how resources in Ealing were allocated and how commissioning decisions were reached. By February 2018, the Council's decisions would be informed by Future Ealing outcomes and set on an outcomes-based budgeting approach, an approach which had been endorsed by the Cabinet in March 2017.

The Chair asked how the Council would approach dealing with the 'competing visions' of some partners?

It was advised that it was fully understood that not all of the partners would have a focus aligned with that of the Council. The Council needed to be clear on what it stood for and how it could bring its influence to bear. It was important that strong political leadership was in place and to keep having conversations to build up confidence and resilience.

Brief updates were provided on key enablers such as:

Digital – promoting the digital strategy and ensuring that the customer experience and efficiency were at the heart of the approach.

Commercialisation – evolving the entrepreneurial approach and increasingly thinking creatively about how to deliver services differently.

Councillor Rodgers stated that there needed to be a degree of caution regarding this approach and that it must not be thought of as a ‘silver bullet’.

Continuous Improvement – Identifying opportunities to rationalise and improve business processes and leverage efficiencies.

Staff Engagement and Culture – This was a key part of any major programme shift and the senior management team had been undertaking lots of early engagement, including regular events with the Chief Executive.

The Chair then drew the item to a close, thanking all present for their input.

Resolved: That the presentation providing an overview of the Future Ealing programme be received by the Panel.

Councillor Josh Blacker, Chair.

The meeting ended at 8.45pm.



Report to Scrutiny

Item Number: 5

Contains Confidential or Exempt Information

No

Subject of Report: Brighter Futures- From Innovation to Transformation

Meeting: Scrutiny Review Panel 3 – 2017/2018:
Future Ealing. 28th September 2017

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Cabinet Responsibility: Cllr Binda Rai (Children and Young People)

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Brief: To consider the development of the Council's innovative
Brighter Futures Programme

Recommendations: The Panel is recommended to:

- consider and comment on the new Brighter Futures Programme; and
- make suggestions for further improvements where necessary

1. Brighter Futures- From Innovation to Transformation

1.1 Introduction

The purpose of this report is to provide the panel with the background and context of the Brighter Future Programme's (BF) journey from innovation to transformation and implementation. The programme builds on the demand management work in Children and Families services and our successful £3.500m innovation funding from the Department for Education (DfE) in 2014. It also provides an update on progress, following the £3.150m transformation fund awarded by the Council in July 2016, to roll out the Brighter Futures programme across Children and Families services.

Brighter Futures is a programme of innovation and service transformation in Children and Family services. The programme combines a model of intensive multi-agency support to children and families, enhanced and evidence based training, a focus on fostering recruitment and a redesign of our preventative services to drive better outcomes.

The BF focus enables our workforce to build consistent effective relationships with children, young people, families, communities and carers and use those successful relationships to achieve the Future Ealing outcomes to keep children safe from harm and enable them to achieve educationally and fulfill their potential.

BF is integral to the Future Ealing Transformation programme and reflects the outcomes focused approach being embedded across the organisation.

In addition, the Future Ealing underlying principles of

- Tackling underlying problems to prevent issues before they arise through better prevention and management of demand &
- Making effective use of data and customer insight to understand issues and target and personalise interventions

are key planks driving our approach to transforming our early intervention and prevention offer to reduce demand in social care, including the use of Risk of LAC Indicator (ROLI) to ensure more targeted interventions supporting young people and their families in and on the edge of care.

1.2 Background and context: The challenges and the case for change

Ealing has a strong track record of delivering positive outcomes for many children and young people. However the council continues to face some key challenges in terms of continuing to improve better outcomes for the most vulnerable, particularly in the context of demographic and demand pressures; sustained austerity and the need to deliver on commitments to reduce budgets; and a clear ambition for continuous improvement and development.

Challenges relating to improving outcomes for children and families in Ealing borough include:

- Increasing population and substantial increases in demand for services;
- The impact of inequality in the borough, particularly in terms of child poverty and health outcomes. Children and families living in the “pockets of deprivation” face substantial challenges;
- Issues relating to youth violence, gang activity and risks of involvement with gangs;
- Pressures on social care support arising from rising reported incidences of domestic violence and domestic abuse;
- Risks of Child Sexual Exploitation (CSE), and pressures arising from work to continue to strengthen the council’s approach to CSE

Specific challenges around the funding model for services include:

- Traditional model of social work delivers standard results for high unit cost;
- Recruitment and retention of social work staff is a local and national challenge, driving reliance on relatively more costly temporary staff;
- Commitments to proactively support vulnerable ‘unaccompanied minors’
- Outcomes for young people are best in Foster Care when they remain in Ealing and have stable placements, yet there are not enough local foster carers currently, placements have not traditionally been as stable as they could be and reliance on Independent Fostering Agencies is costly

Our goal, in line with Future Ealing objectives, is to develop an increasingly effective outcomes focussed service for children and families, which is financially viable and sustainable in the long term.

Central to that aim is managing down demand for our services, and in particular reducing the numbers of children in care. The council’s “traditional” service model has been successful in the past in terms of keeping numbers of Children Looked After (CLA) stable, against national increases. However, a review of cases indicated that up to 30% of Ealing’s LAC cases could be prevented by offering an intensive model of intervention.

1.2 Our solution: Brighter Futures Transformation Programme

The Brighter Futures Programme is our response to the challenges set out above and is one of the key planks of Future Ealing’s outcomes based transformation. It provides the framework through which we will deliver better outcomes for children and families, ensuring we keep vulnerable children safe from harm whilst reducing the costs of this support, delivering better value for money.

The programme aims to improve outcomes for the most vulnerable children and families, by:

1. *Delivering more effective early intervention and prevention services to help keep children out of the care system.*
2. *Reducing the numbers of children currently in the care system and improving outcomes for those in care.*

3. *Delivering better value for money to help deliver a viable and sustainable service for children and families.*

The programme acts as the transformation 'vehicle' for significant structural and operational change which saw the locality teams become Multi Agency Support teams (MAST) and the 'In Care' Services become an integrated 'Connect' Service, in April 2017

In order to enable intensive working to become the norm across the Children in Need and Children in Care services:

- New work coming into statutory services needs to be safely kept to a minimum.
- Cases need to be safely turned around and closed within timescales that fit with the Brighter Futures principles as well as the finance and performance model.
- Social work capacity needs to be directed as far as possible towards the interventions and intensive work that makes the most difference with vulnerable groups.

1.3 Embedding the principles (outlined above) of Future Ealing's outcomes based approach to service delivery is central to the aims of Brighter Futures transformation. BF will improve outcomes for the most vulnerable children and families, by:

- Reducing the number of children who are (CLA) excluding Unaccompanied Minors (UMIs) to 294 in 2016-17 and 224 in 2017-18;
- Reductions in spend on placements in line with reductions in budgets in 2016-17 and 2017-18;
- Increase in number of children looked after who return home safely and quickly
- Children and young people who are looked after will be in local, well supported, less expensive, stable, foster care placements, with only a small number in residential care;
- Transform the early intervention and prevention offer to reduce dependence on the social care system, enabling financial sustainability;
- Outcomes for young people will improve on all indicators (improved educational attainment and placement stability, reduction in substance use, offending behaviour and early parenthood);
- Increases in overall local fostering capacity and utilisation;
- Improved recruitment and retention stemming from enhanced job satisfaction for our social workers and foster carers ;
- Delivering better value for money and better outcomes for children currently in the care system;

1.4 The Brighter Futures Pilot:

Following a successful bid to the DfE in November 2014, Ealing secured funding to pilot new ways of working to transform how we deliver our care services across our system. Key to that aim was in reducing the numbers of Children Looked After (CLA) as well as reducing the numbers of young people who become looked after.

We piloted our new ways of working with children and young people which are based on intensive relationship based approaches delivered by multi-disciplinary teams. The Pilot teams were called 'MAST' (Multi-Agency Safeguarding Teams) for children at risk of becoming looked after and 'Connect' for Children Looked After.

We also developed a more robust approach to improving our fostering service. We wanted to increase the number and quality of our foster carers to ensure a sufficient supply of local, quality, well trained Foster Carers who are well supported and will reduce our reliance on residential and out-of-borough agency care.

We worked with leaders in their field to develop and pilot a specific Ealing based programme (The Ealing Model) of learning that is focused on how to work in a different way with families to achieve better outcomes. There are three theoretical components to the model:

- Anna Freud Centre - Ambit Programme (mentalisation approach for team working with young people)
- South London and Maudsley NHS Trust (Family Partnership Model and Helping Families Programme)
- The Annex Project DDP Network (dyadic development programme and nurturing attachments)

1.5 Brighter Futures Roll Out:

The pilot demonstrated real successes in terms of reducing needs and improving outcomes and, as a result, in July 2016 Members agreed at Cabinet to additional transformation funding of up to £3.150m to roll out the Brighter Futures programme across children's services and embed the BF Ealing model of working. This is to enable the whole workforce to build effective relationships with young people and use those successful relationships to drive better outcomes. The transformation funding was to support a number of transformation projects and strands of work which, collectively, deliver the key aims of the BF Ealing service re-design, outlined above, leading to sustainable change.

The BF Transformation Programme consists of **four key strands (below)** of work which collectively aim to deliver a 30% reduction in the CLA population between 2015-16 and 2017-18.

Strand 1: Early Intervention and Prevention

- Work is currently underway to improve the efficiency and effectiveness of the "front door" to support for vulnerable children. Teams across the service are working on improving the joint work and interface between social care, non-statutory and partnership services to help drive self-service and manage demand, whilst ensuring that children and families get appropriate support more quickly. The aim is to contribute to keeping children out of care and we will redesign business processes as necessary in order to achieve this
- Our early help offer is being redesigned to have a greater focus on CLA prevention. **SAFE plus** will target and focus effectively on those families most in need and those most likely to escalate into social care;
- The **Early Help Action Plan (EHAP)** has been re-launched, in order to help

enable universal services to address needs outside the social care system, improve the effectiveness of early intervention support, and reduce pressure on statutory services

Strand 2: Children In Need and on the Edge of Care

- Following the success of the pilot, multidisciplinary **Multi-Agency Support Teams (MASTs)** have replaced traditional “locality” social work teams, since the 18th April 2017. They work more intensively with the most vulnerable children and young people. The principle focus is on improving outcomes and preventing children and young people going into care wherever possible, through better co-ordination with prevention services and more intensive, relationship based work.

Strand 3: In care

- Multidisciplinary ‘Connect’ Teams have been up and running since the 18th April working with young people already looked after by Ealing. The aim is to improve the effectiveness of the support they receive; improve the stability of their placements; help move children from external residential to foster placements and support foster carers to achieve that; help improve contact between children in care and their families, with a view to reunification
- We also transformed the Court and Kinship teams into a single Care Planning Service to create a combined service and an integrated approach to care planning and assessment work

Strand 4: Fostering

- This element of Brighter Futures is focused on transforming the service to increase the number of foster carers in Ealing, enabling more young people to remain local and to increase placement stability and reduce our reliance on residential out of borough placements. Foster carers will be offered intensive wraparound 24/7 support and specialist training. We will do this by:
 - Recruiting a sufficient supply of local, quality, highly trained Foster Carers who are well supported
 - Recruiting more local foster carers to enable young people to move back to Ealing
 - Providing better quality foster carer journey, underpinned by training and clearer communication methods between professionals and foster carers
 - Increasing placement stability by establishing support groups and offering networking opportunities to carers so they are less likely to deregister
 - Designing a Fostering Plus service designed to enhance the capacity of Foster carers to take on children who are hard to place

Overarching the above is a service-wide Ealing Model of training and development support to enable staff and foster carers to work more intensively and effectively with the most vulnerable and challenging children and young people. (See 1.4 & 4.3)

2. Legal Implications

Section 17 Children Act 1989 places a general duty on Local Authorities to safeguard and promote the welfare of children in need (CIN) within its area and to promote the upbringing of CIN by their families unless to do so would not safeguard the children's welfare.

The duty is a general duty to provide a range and level of services to all the CIN within the Council's area and not to a specific child. The LA has the power to decide how it will discharge this duty in specific cases.

The Children Act 2004 places a duty on Local Authorities and prescribed partners including health bodies to make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children.

The Brighter Futures Programme is focused on delivering a more outcome-focused and cost-effective approach to fulfilling these duties on the part of the Council.

In order to deliver the innovative new ways of working (particularly in relation to social care), permission was sought from the DfE to enable a more flexible approach to the way social work is managed and carried out. The response from the DfE has been less clear and supportive than council officers were hoping for, particularly in terms of references to implications for Ofsted inspections. However, the letter does not prevent Ealing from pursuing new ways of working, within the legal framework which is currently in place. The most recent single Ofsted inspection of the Council's Children's Services in June 2016 rated Ealing's Children's Services as 'GOOD' and was at a time when Brighter Futures was being piloted.

With respect of partnership working through commissioning and delivery of integrated social care and health services, section 75 National Health Service Act 2006 empowers Local Authorities, Clinical Commissioning Groups and NHS provider trusts to put in place arrangements involving the delegation of the exercise of functions from one organisation to another subject to certain statutory requirements regarding the documentary arrangements.

3. Financial Implications

Significant MTFs savings have been placed against the Brighter Futures programme. These are summarised in the table below.

	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
MTFS Saving	1.281	3.636	3.787	8.704

The current forecast as reported at P4 in 2017/18 is summarised below:

	Budget £m	Current Pressure £m
Team Costs	10.800	0.894
Placement Costs	10.300	2.515
Total	21.100	3.409

The current projected forecast at P4 reflects that the 2017/18 savings target is challenging although it can be inferred that approximately £0.295m of the saving has been achieved in 2017/18 comparing the savings target to the overall pressure.

The overspend reflects that the overall CLA target for the end of 2017/18 (224 without UMI) is not forecast to be achieved. The placement forecast is made based on the current CLA number (298 as at the end of July 2017). Therefore as CLA numbers are reduced through the year then the placement forecast will be adjusted accordingly. Regarding the team costs there are plans in action on recruitment freezes that militate against the current forecast pressure.

4. Performance and progress to date

- Brighter Future Pilot Teams have been operational 26 months and last year won the ‘Change Champions’ Award at the Ealing Employee Awards and the MJ award for reinventing public services
- Positive feedback from Ofsted, highly commending the work of the Brighter Future Pilot Teams.
- Evidence of improving outcomes for children and families and reduction in CLA numbers from a baseline of 375 in 2013-2014 to 297 in August 2017

Some detailed successes, issues and challenges for the different strands of the programme are set out in below:

Table 2: Key successes, issues and challenges for Brighter Futures

	Key progress and successes	Issues and Challenges
Early Intervention and prevention of LAC	<p>A ‘Risk of Looked after Children Indicator’ set (ROLI) is being developed based on Hammersmith & Fulham (H&F) methodology. The ROLI will help flag risk of children becoming CLA at a much earlier stage, enabling practitioners to fast track interventions</p> <p>SAFE and SAFE Plus update The SAFE early intervention model is in place and progress against the model and outcomes is being tracked successfully.</p> <ul style="list-style-type: none"> • SAFE has worked 1295 cases over the last 12 months against a service expectation of 970. • SAFE plus more intensive work has taken place with 	<ul style="list-style-type: none"> • Prioritisation and ICT technical issues have delayed the final iteration of the ROLI. The revised timescale is looking to deploy in Quarter 3, 2017-18. Next stages will be to refine the H&F model to reflect the Ealing specific profile. This will then be base of modelling scenarios as a predictor of future trajectory without intervention from Children’s Services • The SAFE service has a waiting list of 83 families (August 17) due to much higher pressure on the

	<p>a higher number of cases than originally predicted by the model</p> <p>EHAP and external partners development The increase in the number of EHAPs completed is up nearly 10% to 684 in 2016/17. 80% of families reported the EHAP process made a positive difference towards helping them.</p> <p>Joint working with the Brentford FC Community Sports Trust has been strong and the contract has been extended to support a further 16 vulnerable young people in 2017/18.</p>	<p>service. Some vacant posts have now been filled and along with the ECIRS service review both will relieve some of the pressure and volume of inflow into SAFE.</p>
<p>MAST / in need and edge of care</p>	<ul style="list-style-type: none"> • Successes for MAST teams include: • The current case load in the system in July 17' is 671 (pre BF- 788 Families) • Average number of families is set to reduce to 8 per caseworker by November • MAST teams continuing to meet CLA reduction 'in targets' by maintaining children with their families in the community. • 51 children out of a cohort of 233 were identified at risk of Child Sexual exploitation (CSE). Intervention has reduced the risk in 60% of these cases. 45% of the cohort had missing episodes however 80% of the 51 children have seen their missing episodes decrease or the child has not gone missing again. • Parents have requested that 49 children be taken in to care – as a result of MAST intervention 50% have been diverted from care and 	<ul style="list-style-type: none"> • Responding effectively to needs of young people affected by CSE continues to drive pressures on services • Challenges around achieving the required level of throughput and turnaround of cases, in the context of new intensive ways of working with smaller caseloads. Close monitoring of performance underway to ensure maximum capacity utilisation and closure of cases within best possible timescales

	<p>remain safely at home.</p> <ul style="list-style-type: none"> Reduction in reliance on agency staff and an increase in permanent SWs 	
Connect and in care	<p>Successes for Connect Team include:</p> <ul style="list-style-type: none"> As of August 2017 (latest available Figures) we have 298 Children Looked after (CLA) excluding UMI's of 40 CLA is still low in comparison to the baseline of 375 in 2013-2014 and down from 332 in July 2016. There was an increase by 8 from the previous month which is expected as July is a peak period for CLA. 9 Children Looked After have moved from Residential homes to foster families with an associated saving of £1m. Birth family contacts - 20% have improved contact; 57% of total Connect cohort now in good contact with birth family Significant increase in placement stability and contact arrangements for Children Looked After Placement stability: 24 young people have achieved placement stability since they have been in Connect. 8 of these young people have achieved or about to achieve permanence. 	<ul style="list-style-type: none"> Challenges to achieve "outflow" targets (moving children out of care) – performance closely monitored by the programme's Finance and Performance workstream Challenges to continue to find opportunities to move children from external residential to local foster care
Fostering	<ul style="list-style-type: none"> The Fostering Recruitment team approved 10 fostering households in 2016/17 against a target of 28, there has been a slight improvement from the 9 households that were approved in 15/16 Fostering Utilisation is currently 78% from a baseline 	<ul style="list-style-type: none"> Challenges to recruit new carers and achieve targets of 28 approvals. Recruitment of carers a challenge across London and sub-region, Challenge to identify suitable carers for children moving from residential care Sustaining resource for intensive, values-focused FC

	<p>of 58% in 2014-2015 and in June 2017 we were able to utilise 98% of our available foster carers</p> <ul style="list-style-type: none"> • 2017-18 target is 28 new approvals. 	<p>recruitment and retention work</p> <ul style="list-style-type: none"> • Driving forward review and new approach to Fostering Recruitment as part of C&F restructure
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4.1 Leaving Care:

The Brighter Futures model is also delivering improved outcomes for young people leaving care through better relationships and experiences whilst they are in care. Increased placement stability and, where possible, local placements, are key to delivering strong education, health and emotional well-being, as well as maintaining ties with their local community and families where possible, for Children Looked After (CLA)

A key element of the work of the Connect Teams is to prepare young people to become successful when they leave care. A key focus is on improving and enhancing the relationships between young people and their birth parents and helping them understand the importance of building relationships throughout life. This is intrinsically linked to increased resilience and preparation for adulthood.

Prior to developing the BF model we consulted with CLA and Care Leavers who told us that whilst there were a number of positive aspects to Ealing's services we needed to do better. In particular they wanted more contact and better relationships with their social workers and more stability in their placements and to remain locally and maintain contact wherever possible with their birth families.

Recruiting and effectively supporting local foster carers to meet the needs of local children is key to improving children's life chances and preparing care leavers successfully to lead independent lives. In addition children placed locally are better able to access the education, ETE, health and informal education support available from Ealing's nationally recognised Horizons Centre based in Hanwell.

The authority recently won the MJ Awards 2017 Best Children's Service for its leaving care services. Recent education results reflect the effectiveness of the authority's service. Ealing continues to have the strongest education performance across London and, this year, 4 Ealing Care Leavers supported by the authority have obtained First Class Degrees.

5. Other Implications

The principle of value for money underpins all aspects of the Brighter Futures Programme, and all aspects of Brighter Futures are focused on enabling the Council to fulfil its duties in a more cost effective, outcome-focused way.

For example, the refocusing of preventative services on reducing CLA numbers will ensure that a far greater proportion of services commissioned in children and families are aligned with the objective of reducing the costs associated with care placements.

The focus on increasing capacity of local foster carers and increasing local foster carers, and reducing dependency on more expensive Independent Fostering Agencies will deliver a better value for money approach to Fostering services.

Intensive multi-agency working enables social care and professionals working with vulnerable children to work in a more focused and flexible way, increasing the numbers of cases which can be safely and successfully closed in any given year.

5.1 Community safety

There are strong links between our newly formed teams and the Youth Justice service and, going forward, it is an objective of the Programme to make appropriate links with Community Safety activity, and the work of the Safer Ealing Partnership.

One particular area of focus for this is in the discussions about “scaling up” the Brighter Futures programme. Early discussions so far have brought to light the potential for design of an integrated service for vulnerable adolescents – which could involve aligning and integrating services for vulnerable adolescents and their families including Domestic Violence and violence against women and girls, gang prevention, PREVENT, CSE, with some edge of care / targeted prevention services. Council officers and appropriate partners will be engaged in these design discussions going forward.

There are clear links between Brighter Futures and the priority outcomes which feature in the council’s “Future Ealing” agenda.

The most linear connections are those which relate to Corporate Plan commitments and Future Ealing priorities around making the borough safer and healthier, and improving the safety and life-chances of children and young people. It also links to prosperity and economic growth, as aspects of employment and careers support previously associated with the Think Family Plus Programme (Troubled Families) are forming a key component of the new “Early Intervention and Prevention” offer within Brighter Futures.

5.2 Equalities and community cohesion

Currently the Brighter Futures programme is the main delivery vehicle through which the council is transforming its approach to improving life chances for the most vulnerable children and young people. As Brighter Futures increasingly becomes “business as usual” within children’s services, staff in children and families will work with leads across the Future Ealing programme to ensure approaches to improving outcomes for children and families, especially the most vulnerable, are appropriately joined up.

The purpose of this report is to update on progress with an agreed programme of work, and no new decisions are being sought as such, so no full Equality Impact Assessment has been carried out. However, assessment of relevant equality data has played and will continue to play a key role in shaping thinking about cohorts to be targeted for intensive support

Targeted Foster Carer campaigns have been designed in part on the basis of Equality

Assessments, which have identified opportunities to engage specific groups within the Ealing population more successfully in our Fostering programme (e.g. LGBT groups). A specific programme of voluntary and community sector engagement is being developed in order to ensure that we improve our offer of support to vulnerable children and families who may be described as having “protected characteristics” under the Equality Act 2010.

5.3 Workforce Development and new ways of working

Building on the success of our multi-agency MAST and Connect pilots, we are reshaping our workforce so that professionals working with children and families can work in a more flexible and innovative way. We want them to have more time to listen and understand the families they are working with. We want young people to have one dedicated worker that will be able to use the skills of their entire team to affect change for the young person and their family.

One aim of Brighter Futures is that the innovative new ways of working will help address issues in relation to recruitment and retention of social workers, by attracting experienced professionals looking to grow their skills in an innovative environment, and offering unique development opportunities to newly qualified staff. In order to manage the challenge of attracting high calibre permanent staff to the Brighter Futures Programme, a separate recruitment and retention working group has been established.

We have used Family Partnership Model as the basis of the way we want Children’s Services staff to work with young people, parents, families and carers. This model is an internationally recognised example of partnership practice that is being used within the UK. It provides a clear framework and a set of practice tools for goal orientated partnership working so that families can engage effectively with practitioners to improve child and family outcomes.

The programme enhances and increases the use of newly-qualified social workers (ASYEs). ASYEs will play a key role in supporting transition to new ways of working, in particular the transition from traditional locality social work teams to multi-agency MAST teams. ASYEs will play a key role in driving case closures and freeing capacity in social care teams to work more intensively with vulnerable children, and in the longer term help increase the numbers of internal, permanent social work staff and reduce dependency on agency staff.

Commitment to training and development of staff is a big part of Brighter Futures. We are now in the process of embedding the ‘Ealing Model’ of working (See 1.4.) by providing and rolling out

- A six months training programme
- Group Supervision- An opportunity for staff to discuss and reflect on the work being undertaken with children, young people, families and carers, their values/belief systems (constructs) and the impact this may have on their day to day work.
- Daily Meetings-An opportunity for the pods to come together for a temperature check before the working day fully begins, ensuring work remains purposeful

The innovation driving the Brighter Futures Programme requires a certain degree of experimentation in order to discover the most successful methods of interventions and ways of working. Such substantially different ways of working with some of the most vulnerable in our community may take time to be truly effective. For example, it will take time to establish which cohorts of workers and families work best with each other, and therefore where the new ways of working are proving most effective in reducing and preventing CLA. A framework for evaluating Phase 2 of the Brighter Futures programme is underway and will take into consideration the operational and strategic impact, the Children and families views and the staff perspective.

This model of working will play a key role in supporting staff to embrace change as Brighter Futures is rolled out across the service.

5.4 Property and assets

There are no implications for property and assets directly arising from this report. However, going forward, it will be essential to ensure that the Brighter Futures Programme aligns with the council's Property Strategy, and to that end there may be value in discussing the implications of new ways of working to prevent CLA for facilities such as Children's Centres and community facilities, potentially as part of the council's budget setting process.

6. Background Papers

N/A

Consultation

Name of Consultee	Department	Date Sent to Consultee	Date Response Received from Consultee	Comments Appear in Report Para:
Internal				
Executive Director	Judith Finlay	15/08/2017	30/08/2017	
Director;	Carolyn Fair	15/08/2017	30/08/2017	
Lawyer	Justin Morley	16/08/2017	24/08/2017	Section 2
Finance Officer:	Andrew Reeve	15/08/2017	25/08/2017	Section 3
Councillor	Cabinet Member for			
External				

Report History

Decision Type: Non-key Decision. For Information	Urgency item? No		
Authorised by Cabinet Member: XX.XX.06	Date Report Drafted: XX.XX.06	Report Deadline: XX.XX.06	Date Report Sent: XX.XX.06
Report No.:	Report Author and Contact for Queries: First and Surname, Job Title		

Brighter Futures

FROM INNOVATION TO TRANSFORMATION

Scrutiny Panel 28th September 2017

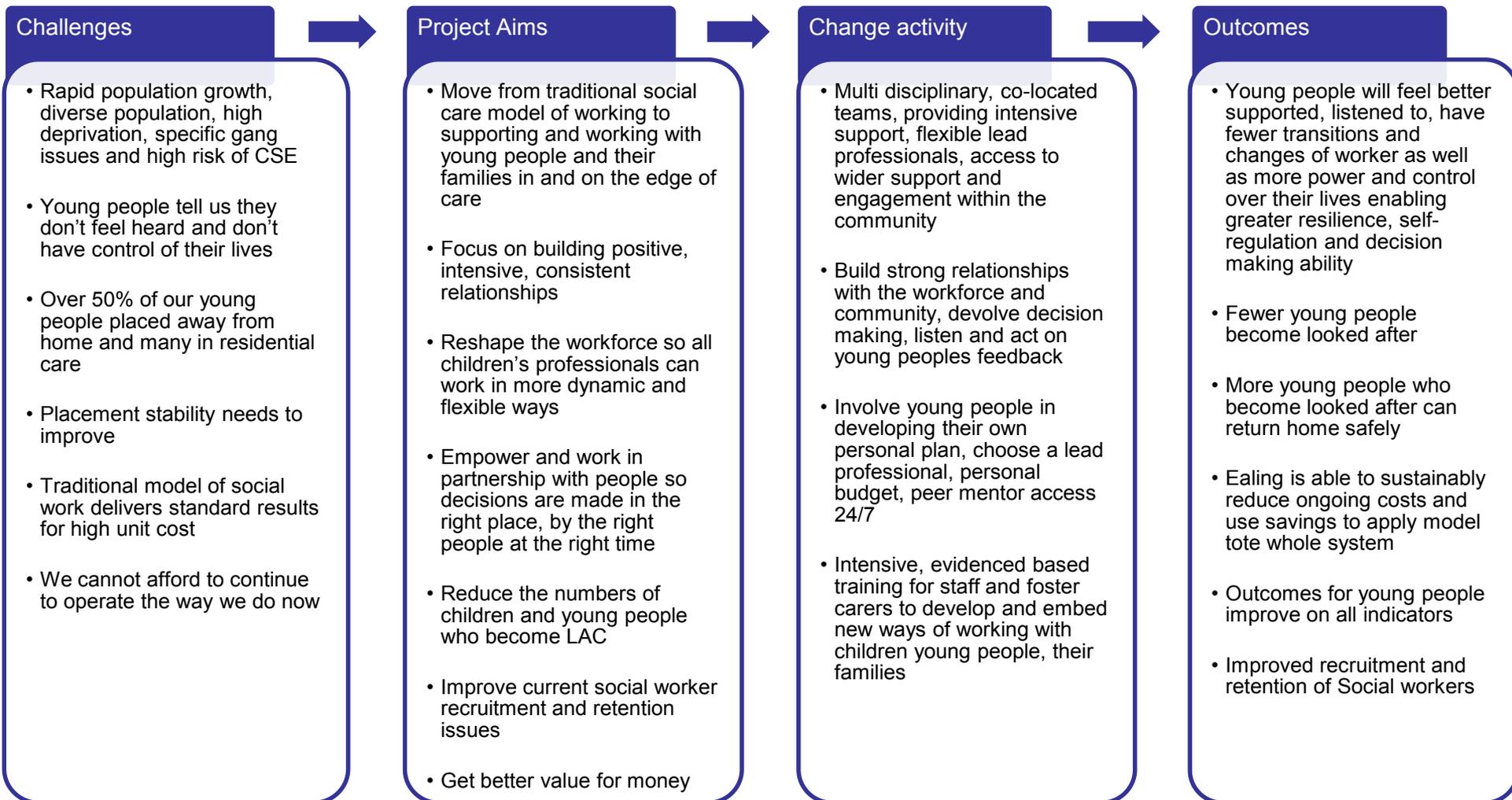
Council Peer review April; 2016 - “Brighter Futures’ programme which is successfully reducing the number of looked after children (against a national increase) and delivering much improved outcomes for the most vulnerable children and young people. The programme is of national significance and envied by many councils.”

Creating sustainability in CS: A new approach

- CS started thinking about demand management and behaviour change
- The 'Brighter Futures' programme was developed which includes three key components:
 1. **Early Intervention and Prevention** - Changing Early Help to focus on preventing LAC
 2. **Children's Services Re-design (Innovation Bid)** - Change at the heart of the social work model – shifting power to Children & Families, Intensive engagement, workforce reform
 3. **Fostering** - Radically improving the performance of Ealing's in-house fostering service



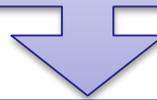
Brighter Futures Innovation - The case for Change



From Innovation to Transformation

December 2014

Successful DfE funded bid: £3.5m under 'Rethinking care for adolescents' to fund Brighter Futures over 18 months



June 2015

Brighter Futures Pilot: Working with adolescents in and on the edge of care



July 2016

Funding from councils to roll out Brighter future programme



April 2017

Go live of Brighter Futures programme

Innovation in Social Work Pilot : DfE Innovation fund



- Work with adolescents in and on edge of care: our most expensive YP and outcomes not always delivered from traditional social work model
- Successful DfE funded bid: £3.5m over 18 months
- Based on evidence of what works: Successful reduction of LAC – ITSBS, FIP & PIP
- Commitment to staff development – Family partnership & Helping Family programmes
- Embedding involvement of C&YP

'The Ealing Model'

New ways of Working-

Delivering services to children, young people, families and carers through relational based, intensive work based in multi-disciplinary teams to ensure better outcomes and life chances . Empowering the workforce to operate in more dynamic, flexible ways – improving outcomes , recruitment and retention

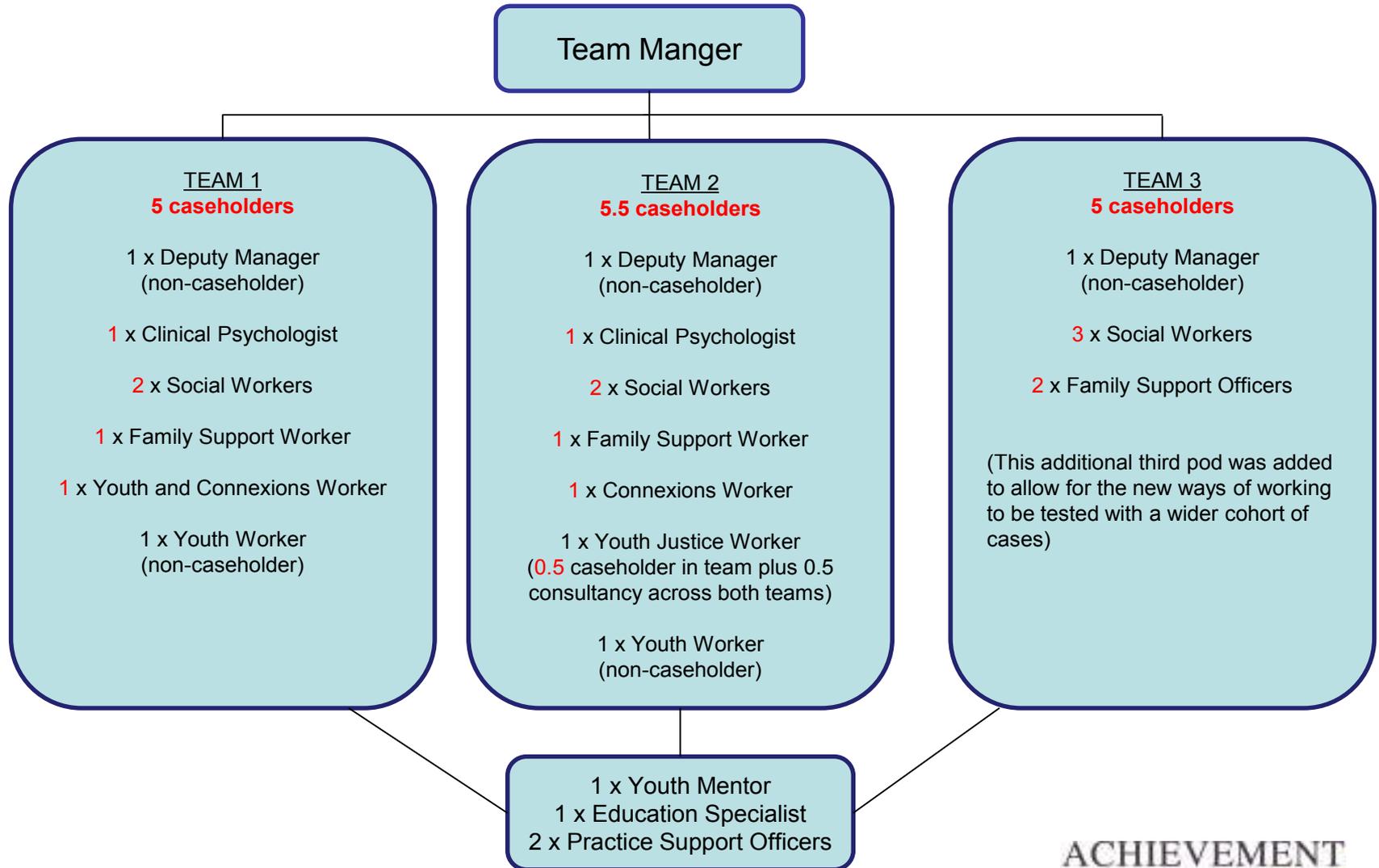
The Brighter Future Model consist of three theoretical models combined:

- Anna Freud Centre - Ambit Programme (mentalisation approach for team working with young people)
- South London and Maudsley NHS Trust (Family Partnership Model and Helping Families Programme)
- The Annex Project DDP Network (dyadic development programme and nurturing attachments)

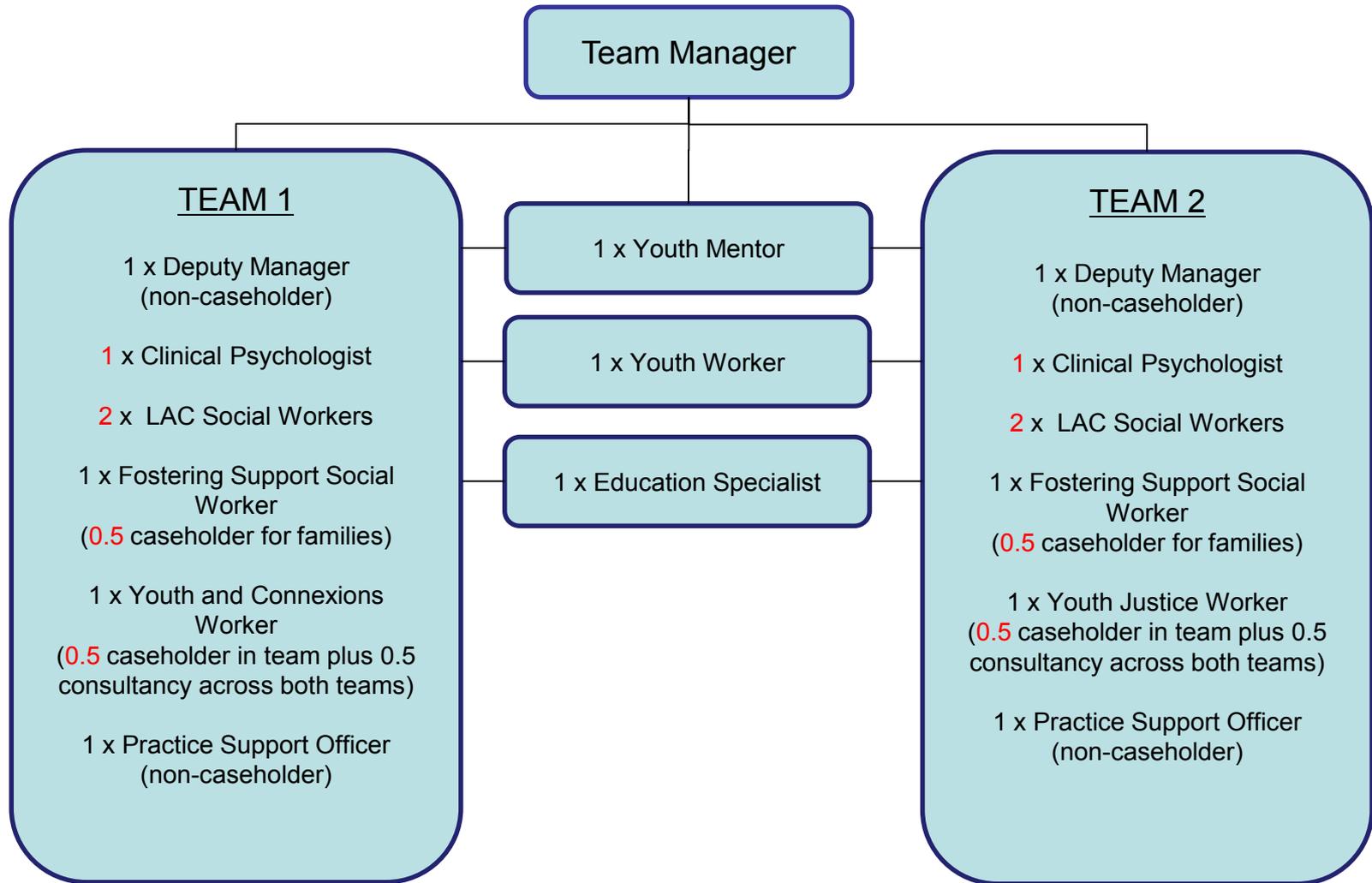
Embedding of the model –

- Six months training programme
- Group Supervision- An opportunity for staff to discuss and reflect on the work being undertaken with children, young people, families and carers, their values/belief systems (constructs) and the impact this may have on their day to day work.
- Daily Meetings-An opportunity for the pods to come together for a temperature check before the working day fully begins, ensuring work remains purposeful

Brighter Future's Pilot Teams – MAST teams



Brighter Future's Pilot Team – CONNECT



Expansion of Brighter Futures

- Service-wide transformation agreed and the new Brighter Futures Service went live in April 2017
- Throughput model linked to finance and performance developed to monitor demand management and success of new way of working
- We are building on the learning and successes of the pilot teams and incorporating key changes to:
 - Early Intervention and Prevention
 - Children in Need
 - Children in Care



Brighter Futures Whole Service re-design – April 2017

ECIRS

- ‘front door’
- Review of services underway
- EHAP portal

Early Intervention and Prevention

- Our Early Help offer will be delivered through 3 key elements:
 - Supported **EHAP**
 - **SAFE**
 - **SAFE Plus**
- The SAFE Plus service will provide an intensive offer, focusing on families most in need and most likely to escalate into social care.

‘Children in Need’ Service

- 4 MAST Teams
- Multi-disciplinary teams, providing intensive early support and intervention for young people and families on the edge of care.
- Target caseloads – 8 families per worker.

‘Children In Care’ Service

2 Connect Teams, incorporating an integrated LAC and Fostering support service.

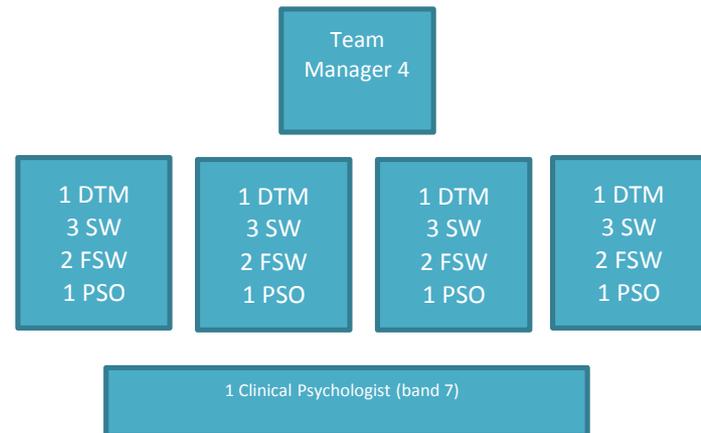
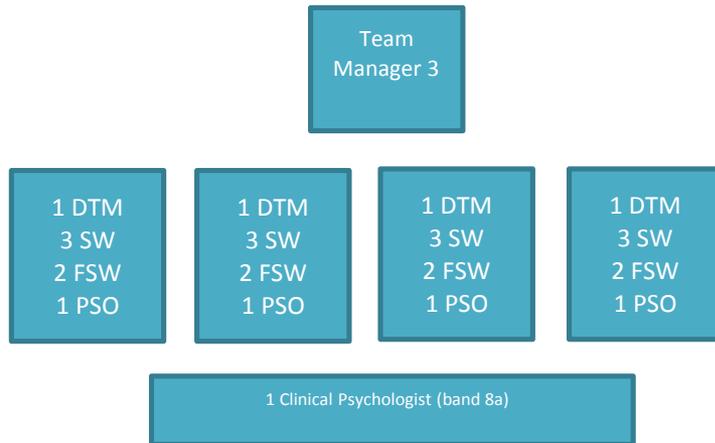
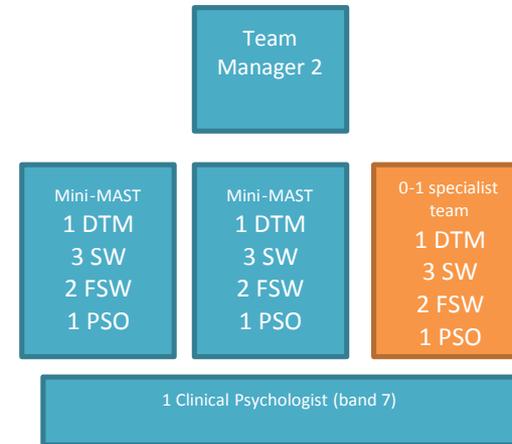
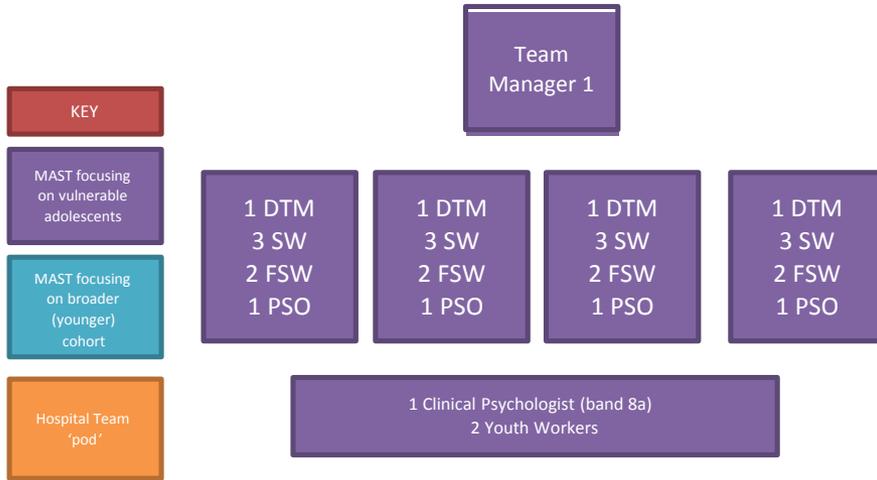
Multi-disciplinary teams, working with children in care and foster carers to prevent an escalation of need and placement breakdown.

Workers will hold a maximum of 10 cases each.

A ‘Care Planning Service’ will incorporate the Court Team and Kinship Team functions

MAST Service

4 MAST Teams



CONNECT Teams

Connect Team 1
Team Manager

Connect Team 2
Team Manager

1 Deputy Team manager
4 Social Workers
2 Fostering Social Workers
1 Clinical psychologist (8b)
PSO*

1 Deputy Team manager
4 Social Workers
2 Fostering Social Workers
1 Clinical Psychologist (7)
PSO*

1 Deputy Team manager
4 Social Workers
2 Fostering Social Workers
1 Clinical Psychologist (8a)
PSO*

1 Deputy Team manager
5 Social Workers
2 Fostering Social Workers
1 Clinical Psychologist (7)
PSO*

Brighter Futures Highlights

- Brighter Future Pilot Teams have been operational 26 months and last year won the 'Change Champions' Award at the Ealing Employee Awards and the MJ award for reinventing public services
- Positive feedback from Ofsted, highly commending the work of the Brighter Future Pilot Teams.
- Our early help offer has been redesigned to have a greater focus on CLA prevention. A **SAFE plus team** targets and focuses effectively on those families most in need and those most likely to escalate into social care;
- The **Early Help Action Plan (EHAP)** has been re-launched, in order to help enable universal services to address needs outside the social care system, improve the effectiveness of early intervention support, and reduce pressure on statutory services
- A '**Risk of Looked after Children Indicator**' set (ROLI) is being developed based on Hammersmith & Fulham methodology. The ROLI will help flag risk of children becoming CLA at a much earlier stage, enabling practitioners to fast track interventions
- The increase in the number of EHAPs completed is up nearly 10% to 684 in 2016/17. 80% of families reported the EHAP process made a positive difference towards helping them.
- Joint working with the Brentford FC Community Sports Trust has been strong and the contract has been extended to support a further 16 vulnerable young people in 2017/18.

Brighter Futures Highlights

- Successes for Brighter Futures MAST teams include:
 - ✓ The current case load in the system in August 17' is 717 (pre BF- 788 Families)
 - ✓ Average number of families is set to reduce to 8 per caseworker by November
 - ✓ MAST teams continuing to meet CLA reduction 'in targets' by maintaining children with their families in the community.
 - ✓ 51 children out of a cohort of 233 were identified at risk of Child Sexual exploitation(CSE) . Intervention has reduced the risk in 60% of these cases. 45% of the cohort had missing episodes however 80% of the 51 children have seen their missing episodes decrease or the child has not gone missing again.
 - ✓ Parents have requested that 49 children be taken in to care – as a result of MAST intervention 50% have been diverted from care and remain safely at home.
 - ✓ Reduction in reliance on agency staff and an increase in permanent SWs

Brighter Futures Highlights Continued

- ✓ As of August 2017 we have 298 Children Looked after (CLA) (excluding UMI's of 40)
- ✓ CLA is still low in comparison to the baseline of 375 in 2013-2014 and down from 332 in July 2016. There was an increase by 8 from the previous month which is expected as July is a peak period for CLA.
- ✓ 9 Children Looked After have moved from Residential homes to foster families.
- ✓ The Fostering Recruitment team approved 10 fostering households in 2016/17 against a target of 28, there has been a slight improvement from the 9 households that were approved in 15/16
- ✓ Fostering Utilisation is currently 78% from a baseline of 58% in 2014-2015 and in June 2017 we were able to utilise 98% of our available foster carers
- ✓ Birth family contacts - 20% have improved contact; 57% of total Connect cohort now in good contact with birth family
- ✓ Significant increase in placement stability and contact arrangements for Looked After Children.
- ✓ Placement stability: 24 young people have achieved placement stability since they have been in Connect. 8 of these young people have achieved or about to achieve permanence.

A note about use of ROLI in EI&P

In order to identify and prioritise more complex cases at the point of referral, we have identified factors may indicate a greater risk of LAC.

This is named the **ROLI** (Risk of Looked After Children Index) which is now operational

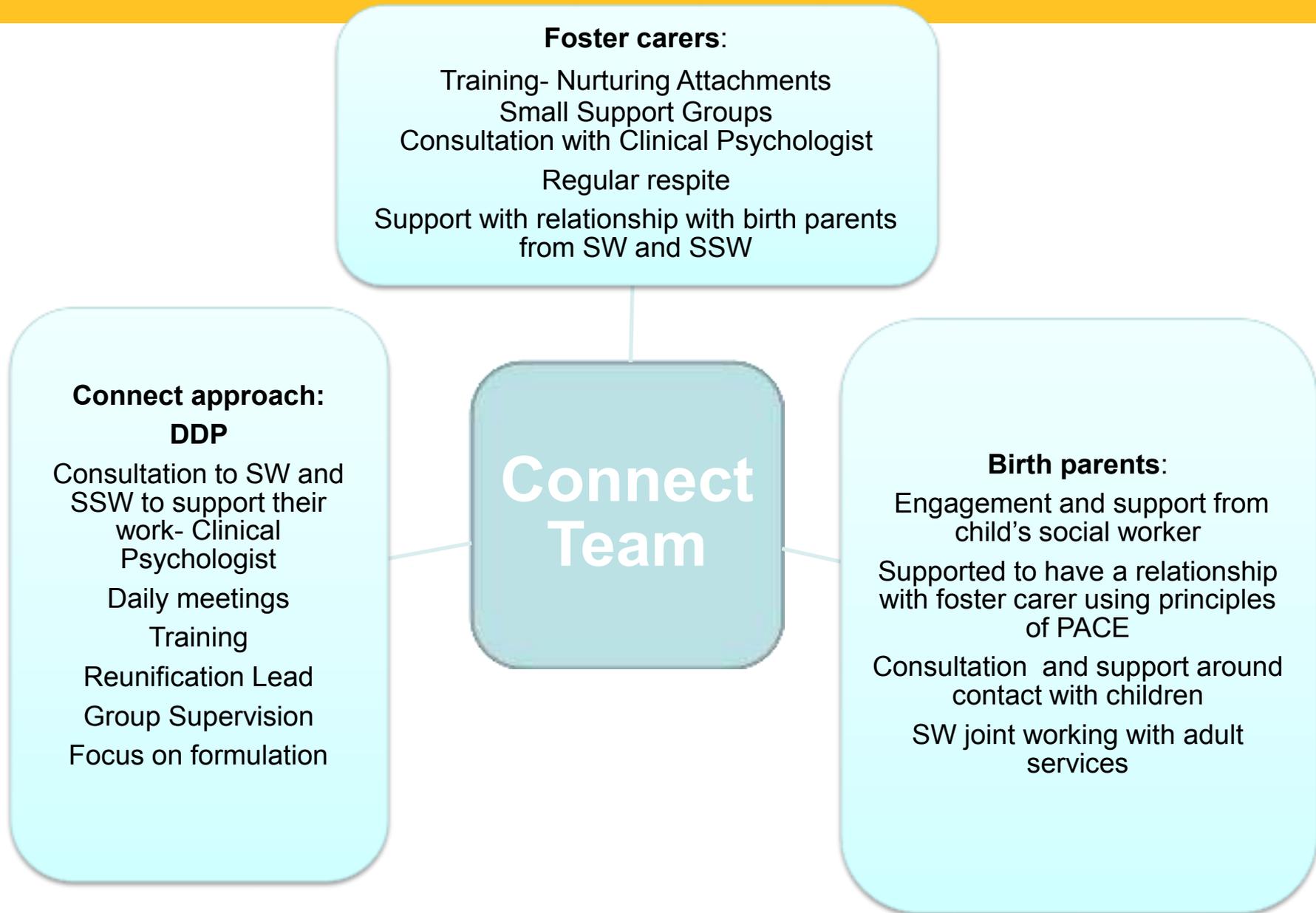
Criteria (which is to be further refined and weighted and overlaps with TFP criteria):

- Parents previously LAC
- Substance misuse / mental health
- Repeat DV and non-engagement
- Missing from Education and/or home risk CSE
- Neglect, history of repeat referrals
- Gangs / YJS / Antisocial behaviour including younger siblings of presenting cases
- Caribbean & Somali young people and families
- Children with disabilities
- Parents with disabilities / illness

The ROLI indicators will be incorporated into a template to be used to inform SAFE or SAFE plus allocation and will be rolled out to ECIRS

Next Steps – Brighter Futures

- Embedding the change of practice and ‘The Ealing Model’
- Completion of ECIRS service re –design to drive new ways of working at the “front door”, and interface with SAFE and “in need” services
- Whole service performance & through put model-monitoring and mapping
- Digital Marketing Strategy including the build of a Fostering microsite.
- Adoption regionalisation
- Rolling training and development programme for staff
- Finalise Framework and parameters for evaluation of phase 2
- National Brighter Futures Conference in December 2017



MAST Teams

Team around the worker:

- Group supervision
- Daily Meetings/Check In's Consultation through utilising Clinical Psychologists.
- Ongoing specialist training and development.
- 1-1 supervision on wellbeing and development.
- Working cases as a team and not in isolation
- Recognition and utilisation of workers skill base across Social Work, Family support work, Clinical psychology, Youth work and Business support.

Support around the Child:

- Utilising group work ie Girls Group/Boys group/ holiday activities
- HFP consultations and approach embedded for each case.
- 1-1 work with families utilising consultations with Clinical Psychologists to further understanding and case formulation.
- Supporting the family to create their own sustainable family plans through use of Family Conferencing.
- Working with children in groups to support community empowerment and change

Feedback

"I've been fostering Ealing for the last 3 years and it's one of the best I've done. I love to be part of this amazing family. Ealing supported me throughout my journey and I'm blessed to be with Ealing"

"The one thing that I think I found most helpful from MAST is finding out who I truly am, and where I want to be in life."

"I really value the support of the team, and working with experienced people from different professional backgrounds. The model encourages a very thoughtful approach to our work".

"The support that I am getting, helps me to achieve new things that I wouldn't do before."

"Support group gives us a chance to meet other carers, share experiences, share problems, meet other social workers and love insight into department workings"

"I was angry all the time. I used to take it out on the people close to me and my loved ones. The things what changed was me going back in school. My angers calmed down a lot."

"For me, Group Supervision provides a structured opportunity to reflect on goals, purpose and effectiveness of interventions with children & carers. It supports me to build meaningful relationships with my children & carers".

FEEDBACK

- In a recent closure survey respondents were asked 'Would you recommend MAST to family and friends?' 84% stated 'Yes' and 16% said 'Maybe'
- 'Our case worker was excellent. Not only was she a good listener, she also created and built such an amazing rapport with all the family over time. My children miss her!.'
- 'It gave me strength and knowledge on how to carry on and stay positive. Good advice was given and I found it really useful. The gentleman who supported me through a difficult time was really good.'
- 'Before Connect there were many changes of social worker and this affected the children as well as us and it all felt rushed. Now, under the Connect Team, everything works well together.' From a Foster carer
- 'I am really thankful for the help you have given me with contact with my daughter'. From a birth parent who had previously had an acrimonious relationship with social workers

Questions and Answers

Report to Scrutiny

Item Number: 6

Contains Confidential or Exempt Information	No
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Subject of Report: Panel Operations

Meeting: Scrutiny Review Panel 3 – 2017/2018: Future Ealing
28 September 2017

Service Report Author: Harjeet Bains
Scrutiny Review Officer
Email: bainsh@ealing.gov.uk
Tel: 020-8825 7120

Scrutiny Officer: Harjeet Bains
Scrutiny Review Officer
Email: bainsh@ealing.gov.uk
Tel: 020-8825 7120

Cabinet Responsibility: Councillor Julian Bell
(Leader and Regeneration)
Councillor Peter Mason
(Prosperity, Skills, Employment and Transformation)

Director Responsibility: Helen Harris
Director of Legal and Democratic Services
Email: harrish@ealing.gov.uk
Tel: 020-8825 8615

Brief: To note the change in the membership and agree the agenda items for the next meeting, including external engagement and site visits.

Recommendations: The Panel is asked to:

- note the change in the membership; and
- agree the agenda items and actions for the next meeting on 30 November 2017.

1. Panel Operations

Change in Panel Membership

- 1.1 At the last Council meeting on 18 July 2017, it was agreed that Cllr Joy Morrissey would replace Cllr Joanna Dabrowska on this Panel.
- 1.2 The Panel is asked to note the change in the membership.

Updated Work Programme

- 1.3 The updated Work Programme is attached as **Appendix 1** to this report for the Panel's consideration and agreement.
- 1.4 The forward plan identifies topics to be addressed at each meeting. It is a rolling programme of work that is amended throughout the period. Items can be addressed as and when they arise or come to the attention of the Panel.
- 1.5 An updated Work Programme is presented at each Panel meeting. This allows the Panel, officers and others to know well in advance the topics of enquiry that will be addressed throughout the year; schedule items into the Work Programme accordingly and track the progress of issues.

External Engagement

- 1.6 The Panel members are asked to consider and agree how else they would like to engage local people and other key stakeholders in the next main topic for consideration which is **commercialisation and assets programme**.
- 1.7 The Panel is asked to agree on which experts to invite to the meeting and suggest any other ways to seek views on this topic.

Guidance on Selecting Topics

- 1.8 General guidance on selecting a scrutiny topic is that it should be:
 - specific (there is a clear remit/question to answer);
 - achievable (in the time given and the resources available);
 - likely to generate productive outcomes;
 - timely and relevant (a community or Council priority); and
 - of public interest.
- 1.9 The Panel is asked to consider and agree the agenda items and actions for the next meeting on 30 November 2017.

2. Legal Implications

- 2.1 The general scrutiny functions and powers are set out in the Council Constitution.

3. Financial Implications

- 3.1 There are no direct financial implications arising from this report. Support to the Scrutiny Panel is contained within the allocated budget. Value for money will come from having appropriate agenda items on the Work Programme that will help the Panel to achieve the key expected outcomes.

4. Other Implications

4.1 There are no other implications arising.

5. Background Papers

5.1 Ealing Council's Constitution, available at

http://www.ealing.gov.uk/info/200892/decision_making/597/council_constitution

Scrutiny Review Panel 3 – 2017/2018: Future Ealing – Agendas, Minutes and Reports, available at

http://ealing.cmis.uk.com/ealing/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/287/Default.aspx

Overview and Scrutiny Committee – Agendas, Minutes and Reports, available at

http://ealing.cmis.uk.com/ealing/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/34/Default.aspx

Current agendas and reports are available at

<http://ealing.cmis.uk.com/ealing/Committees.aspx>

Report Consultation

<i>Name of Consultee</i>	<i>Department</i>	<i>Date Sent to Consultee</i>	<i>Date Response Received from Consultee</i>	<i>Comments Appear in Report Para</i>
Internal				
Keith Fraser	Head of Democratic Services	15.09.17		
Helen Harris	Director of Legal and Democratic Services	N/A		
Ross Brown	Director of Finance and s151 Officer	N/A		
Cllr Josh Blacker	Panel Chair	04.09.17		
Cllr Gary Malcolm	Panel Vice Chair	04.09.17		
External				
None				

Report History

Decision Type:		Urgency item?	
Non-key Decision		No	
Authorised by Cabinet Member:	Date Report Drafted:	Report Deadline:	Date Report Sent:
N/A	04.09.17	19.09.17	18.09.17
Report No.:	Report Author and Contact for Queries:		
	Harjeet Bains Scrutiny Review Officer Email: bainsh@ealing.gov.uk Tel: 020-8825 7120		

SCRUTINY REVIEW PANEL 3 - 2017/2018 FUTURE EALING

WORK PROGRAMME

Item No.	Item Details	Brief/Comments
Meeting 1 - Thursday 13 July 2017		
1	Panel Operations in 2017/2018 (Director of Legal and Democratic Services - Helen Harris/Scrutiny Review Officer - Harjeet Bains)	To consider and agree the Terms of Reference for the Panel (including co-option arrangements and external engagement). To plan and agree the agenda items, where feasible, for all the Panel meetings in the year including additional visits.
2	An Overview of the Future Ealing Programme (Director of Strategy and Engagement - Kieran Read/Head of Strategy and Performance - Noel Hatch)	To consider the report and presentation on the Council's Future Ealing Programme and identify areas for further review accordingly.
Meeting 2 - Thursday 28 September 2017		
1	Brighter Futures Programme (Interim Director of Children and Families - Carolyn Fair/Think Family Plus Strategic Co-ordinator & Programme Lead, Brighter Futures - Dorothy Duffy/Service Reform Consultant - Matthew Booth)	To consider how the programme works and make recommendations for further improvements accordingly. <u>Possible Expert Witnesses:</u> Various service heads and professionals including a youth worker and a foster carer.
2	Panel Operations/Updated Work Programme for Scrutiny Review Panel 3 - 2017/2018: Future Ealing (Director of Legal and Democratic Services - Helen Harris/Scrutiny Review Officer - Harjeet Bains)	To agree the agenda items and actions for the next meeting of the Panel.

Item No.	Item Details	Brief/Comments
Meeting 3 - Thursday 30 November 2017		
1	Commercialisation and Assets Programme <i>(Executive Director of Environment and Customer Services - Keith Townsend/ Acting Executive Director of Regeneration and Housing - Lucy Taylor/Director of Strategy and Engagement - Kieran Read/ Service Reform Consultant - Matthew Booth)</i>	To consider how this approach would work in practice (including the Council's owned subsidiary Broadway Living) and how the Council could maximise the use of its existing and future assets. <u>Possible Expert Witnesses:</u> - Local Government Network - Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA)
2	Updated Work Programme for Scrutiny Review Panel 3 - 2017/2018: Future Ealing <i>(Director of Legal and Democratic Services - Helen Harris/Scrutiny Review Officer - Harjeet Bains)</i>	To agree the agenda items and actions for the next meeting of the Panel.
Meeting 4 - Thursday 22 February 2018		
1	Modern Council <i>(Director of Human Resources and Organisational Development - Liz Chiles/ Director of Strategy and Engagement - Kieran Read/ Service Reform Consultant - Matthew Booth)</i>	To consider how the Council would achieve continuous service improvement, staff development and organisational efficiencies under the programme. <u>Possible Expert Witnesses:</u>
2	Updated Work Programme for Scrutiny Review Panel 3 - 2017/2018: Future Ealing <i>(Director of Legal and Democratic Services - Helen Harris/Scrutiny Review Officer - Harjeet Bains)</i>	To agree the agenda items and actions for the next meeting of the Panel.

Item No.	Item Details	Brief/Comments
Meeting 5 - Thursday 12 April 2018		
1	Draft Final Report of Scrutiny Review Panel 3 - 2017/2018: Future Ealing <i>(Director of Legal and Democratic Services - Helen Harris/Scrutiny Review Officer - Harjeet Bains)</i>	To consider and agree, with any amendments, the Panel's final report to the Overview and Scrutiny Committee.
Proposed Visits/Activities		Comments
1		

