

CABINET – 16 JULY 2019

IMPLEMENTING THE FAMILY SAFEGUARDING PLUS MODEL

Report by Director for Children's Service

RECOMMENDATION

1. **Cabinet is RECOMMENDED to support the implementation of the Family Safeguarding Plus (FSP) model as part of Children's Service transformation programme; and in doing so:**
 - (a) **approve additional funding to meet project costs in 2019/20 of £0.8m to be met from corporate contingency**
 - (b) **agree that funding required for 2020/21 and beyond will be included in the proposed Budget for 2020/21 and Medium Term Financial Plan (MTFP) as part of the Service & Resource Planning process;**
 - (c) **acknowledge that there will be a shortfall in savings against the MTFP that will be achieved in 2019/20 of £0.8m and to fund this from corporate contingency**
 - (d) **that the profile of savings in the existing MTFP for 2020/21 and beyond will need to be amended in the proposed Budget for 2020/21 and Medium Term Financial Plan (MTFP) as part of the Service & Resource Planning process**

Executive Summary

2. The purpose of this report is to secure funding to enable implementation of the Family Safeguarding Plus model (FSP). The Family Safeguarding Plus model is designed to transform our initial response to children and their families. It is based upon an initiative developed by Hertfordshire County Council that has been successful in radically improving their services and reducing demand.
3. We are building on the model developed by Hertfordshire by adding a partnership with Cherwell District Council (CDC). This will build on work already in progress to assist families identified by CDC with rapid access to early help. We will also be working to pilot colocation of housing workers to help prevent homelessness for vulnerable families and young people.
4. FSP is designed to provide rapid, proactive support to children and their families. It is delivered by small multiagency teams who are trained in a range of highly effective interventions. The Hertfordshire Family Safeguarding model has helped them to significantly reduce the number of children who become looked after and subject to child protection plans. The project has also been independently evaluated and has contributed to a positive Ofsted inspection.

5. The report includes an overview of the projected increase in demand for children's service if no action is taken. Based on recent historic local and national trends and forecasted demographic changes, demand will continue to rise steeply.
6. As a consequence, children's services will continue to require regular additional investment and will be unable to deliver the required savings. The FSP model provides a planned strategic alternative approach to this that will help to manage demand, whilst also delivering better outcomes for children and their families.
7. Developing FSP will require investment in the short term (next two years) before the benefits will start to be realised. The investment will be used in three key areas, they are:
 - (a) One off project costs - project costs, training, ICT changes
 - (b) Temporary investment in Children's Service – this is required to deliver manageable case loads to enable children and families to receive rapid and intense support
 - (c) Seed funding for adult posts - the posts are essential to help adults address a range of problems that adversely affect their ability to parent (mental health, domestic abuse, drug and alcohol issues)
8. This report sets out the costs of implementing FSP in Oxfordshire and provides a breakdown of how the investment will be used. It also describes the likely pressures services will experience if changes are not made. It goes on to describe the potential benefits of implementing FSP in terms of improved outcomes for children and contributing to the future sustainability of children's services.

Introduction

9. The purpose of this report is to set out plans for a transformational change project within children's services to address the increasing volume in demand and complexity of cases supported by the service.
10. The report describes the Family Safeguarding Plus (FSP) model and sets out a business case supporting implementation in Oxfordshire. This includes examination of the key features and benefits of the model alongside the costs of implementing it. It also explores how FSP will contribute to the wider transformation of children's services.
11. The report sets out the local and national context for demand in children services. It examines the impact of this with the existing configuration of services and how the Family Safeguarding Plus (FSP) model would impact on this.

The Family Safeguarding Plus Model

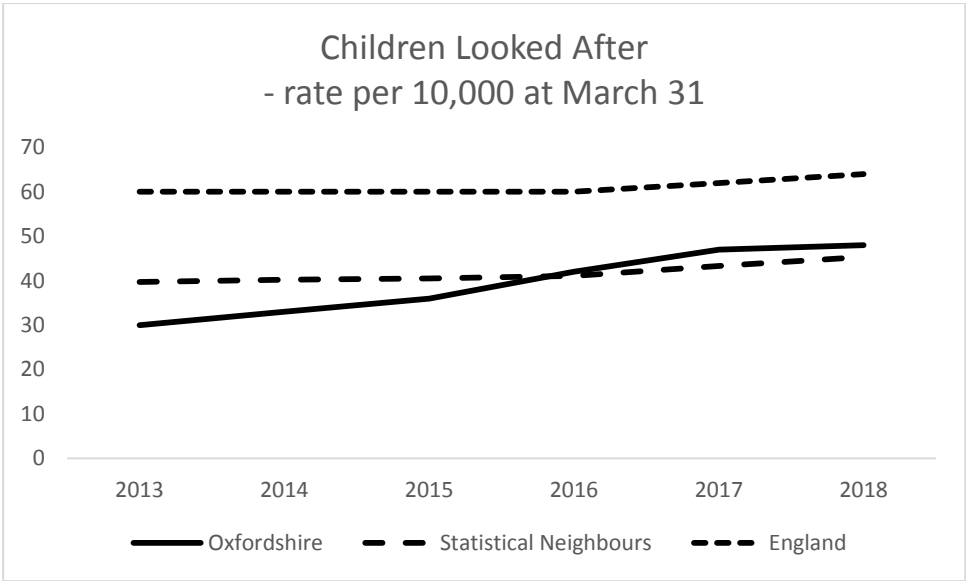
12. The Family Safeguarding Plus model is designed to improve the main statutory children's social work services from the assessment of vulnerable children through to children that are the subject of children in need or child protection plan and those children who first come into care.
13. Family Safeguarding was developed by Hertfordshire County Council in 2015, where it has delivered a radical impact in improving outcomes for children and their families whilst also significantly reducing demands and costs for the county. The model has been independently evaluated as being very effective (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625400/Family_Safeguarding_Hertfordshire.pdf), complimented by Ofsted and is being replicated by at least 8 other English local authorities (some with financial investment from the DfE). Key to its success is the initial intensive support provided to both children and the adults in their families.
14. FSP will implement changes to the Children and Families Assessment Teams (CAFAT) and statutory Family Solutions Services (FSS) teams within the Children, Education and Families Directorate. FSP will not change the current early help and targeted support services within CEF but it will consider the interdependencies with these services and others such as the Looked After Children/Leaving Care teams and the Children with Disabilities service.
15. These changes are required to address the significant rise in service demand for statutory children's social work services. The National Audit Office (NAO) report published in January 2019 outlined the national picture as one of increasing demand over the last five years.
16. The Oxfordshire position is similar to the national one where we have seen an increase in referrals and interventions. The NAO report points to the characteristics of domestic abuse, parental mental health and drug/alcohol abuse as the key drivers of demand. We have seen a similar pattern in Oxfordshire and it is acknowledged that, although the current service model is good at managing the demand it does not address the root causes.
17. The FSP model will be developed as one of the main workstreams within the CEF transformation programme over the next five years. It is envisaged that the FSP model will go-live in June 2020 and that significant service improvements and efficiencies will be gained from June 2021.
18. An initial proposal for the FSP model was submitted to the DfE following consultation through informal Cabinet and with senior management and key partners. Unfortunately, the DfE have informed us that they will not fund our FSP work because we are judged as a 'good' authority and they are limiting support to local authorities with overall Ofsted judgements of requiring improvement or lower.

19. Despite the DfE decision not to fund the implementation of FSP it is critical to the long-term sustainability of children's service that we continue with the planned changes.
20. The four Key elements of the FSP model are;
 - Introduction of Multi-Disciplinary Family Safeguarding Teams using evidence-based interventions
 - Having a core skill set with Motivational Interviewing at its heart
 - Using a single structured 'Workbook' approach to assess parents' 'capacity for change'
 - Agreeing a partnership outcomes-based performance framework
21. The Family Safeguarding Model is predicated on multi-disciplinary joint children's and adult teams. The model will therefore be implemented by building on the skills mix of our current Children's Social Work teams by adding community mental health staff, domestic abuse specialists and substance misuse workers. In addition to this we will enhance the offer by co-locating the teams with our targeted Early Help teams and by providing dedicated working arrangements with other key services (Housing Support and Leisure and Youth Services) through our partnership with Cherwell District Council.
22. The model uses evidence-based interventions that contribute to improved levels of engagement and safeguarding with parents and children. The key intervention models will be;
 - A structured parenting assessment
 - Parenting programmes tailored to different age groups of children
 - Treatment programme for male perpetrators of Domestic Abuse (including impact on children)
 - Treatment and Recovery programmes for women victims of Domestic Abuse (including impact on children)
 - Programmes to promote children's resilience
 - Drug and Alcohol Recovery Programme
 - 'Foundations of Change' Programme
 - Mental Health interventions
23. We know from the Hertfordshire evaluation that these interventions will also improve parental and child engagement with practitioners.
24. The *plus* element of the FSP model refers to our ambition to work more closely with Cherwell District Council. This is an addition to the model developed by Hertfordshire. The first element of the project is developing in advance of implementation of FSP. The focus of this will be closer working together on the prevention of homelessness for families and vulnerable young people; an improved offer of discounted leisure services and targeting of Cherwell's '*sports activators*' towards children in receipt of social care and early help services. With immediate effect we are starting a pilot which will include the co-location of housing staff with FS teams, increasing expertise across disciplines and improving access for families to housing support. We aim to build on this development and roll out to other district councils.

- 25. We plan to learn from our experience of working with Cherwell District Council and use this as an evidence base to encourage our other district colleague partners to develop and replicated similar services across the County.
- 26. We are intending to develop an Oxfordshire name for our version of the Family Safeguarding model that better reflects the way we are developing it. This will be identified through working with other stakeholders and people who use our services. We are committing to undertake a consultation/co-production process to arrive at a name and description our services that makes sense to the people who will use it.
- 27. More detailed information about the proposed practice model can be found in Appendix One

The Local and National Context

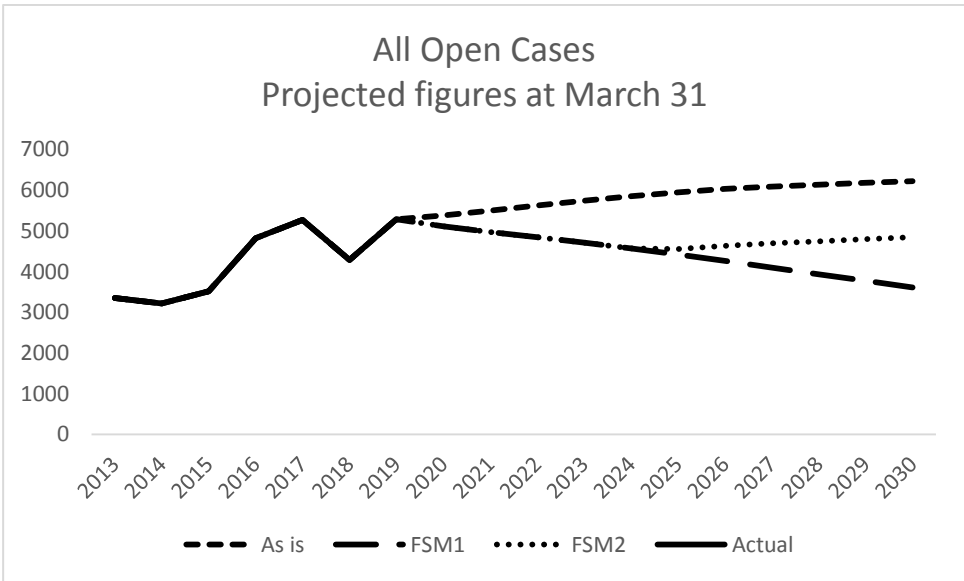
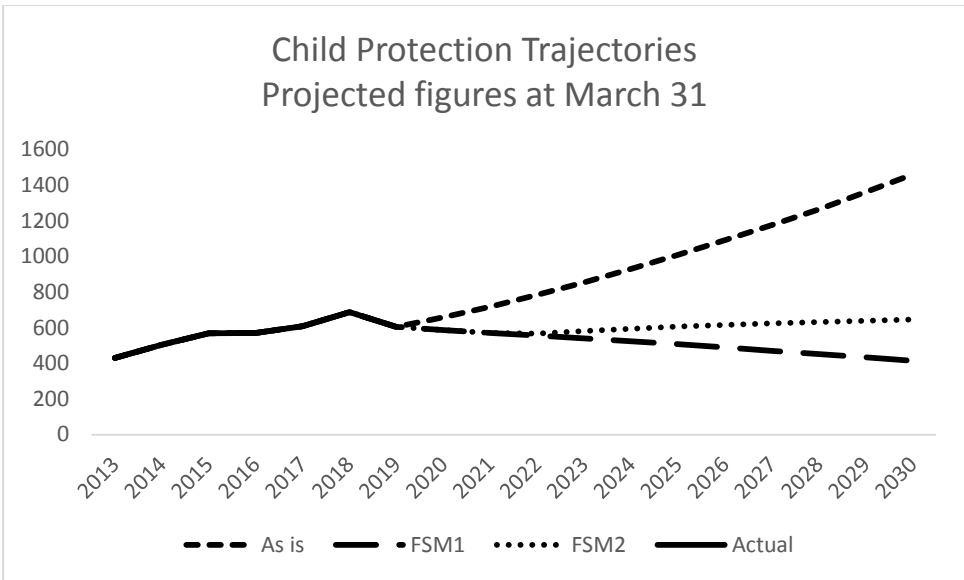
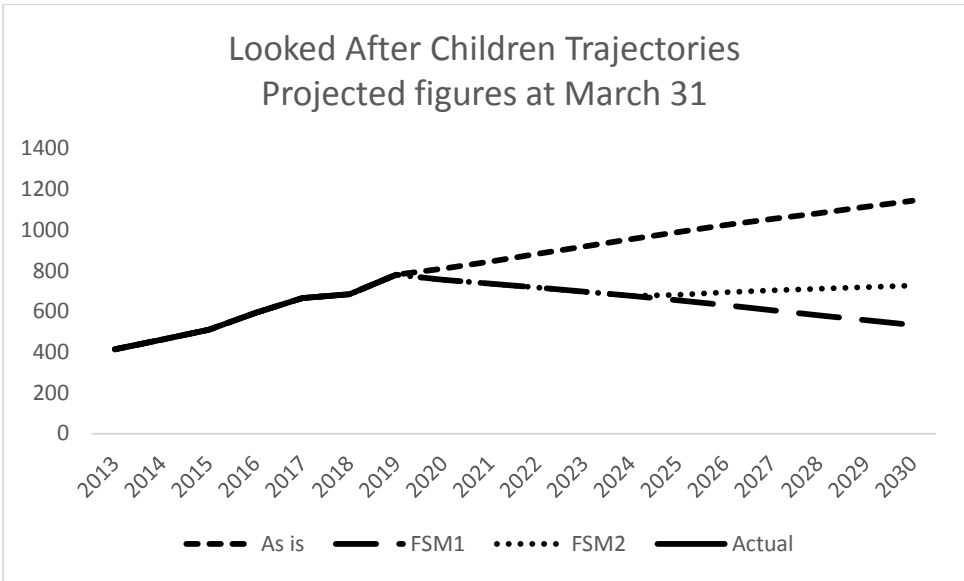
- 28. Doing nothing is not an option for Oxfordshire. Nationally in 2017/18 children’s services were responsible for £872m of local authority overspend and finance directors identified it as the area facing greatest pressures in future years. A significant element of this pressure relates to demand, between 2007 and 2018 when the number of children looked after nationally increased from 61,000 to 75,000 (with the rate per 10,000 moving from 54 to 64). There were similar increases in the number of children subject to child protection plans, children in need and open cases to children’s services.
- 29. Oxfordshire has experienced similar increases across children’s services. The graph below shows how in 2013 we had 30 children per 10,000 looked after, by 2018 this had risen to 48 children per 10,000 looked after. This equates to a total of 415 children in 2013 to 780 in 2019, an increase of 365 children. Very few local authorities have managed to avoid the national trend and prevent this increase.



30. Hertfordshire is an exception to the increasing number of looked after children and child protection cases. Using the FS model has helped them to safely keep children at home and reduce the need for child protection interventions. This has been achieved through a careful and diligent approach that provides families high quality help and support when they need it. It has also enabled them to create a virtuous circle where resources can be recycled into their children's services.
31. In 2018 Ofsted adjudged the Oxfordshire to be good overall but delivered a requires improvement judgment for children in need of help and protection. This sub-judgement is important and can be attributed to the increasing demands and pressures face by social workers in the teams potentially affected by the planned changes set out in this report. FSP represents a targeted strategy to address this critical area of service.
32. As a comparison it should be noted that a nearby local authority recently had to invest £11m in their children services following an Ofsted inadequate judgement.
33. These themes are explored further in the business case section of the report focusing on future demand and by contrasting what could be expected if no changes are made with what is likely to happen if FSP is implemented.

The Business Case for Implementing Family Safeguarding Plus

34. Delivering FSP will require investment in Children's Services and the benefits of this will take 2-3 years to realise. FSP represents a strategic approach to managing the ever increasing service and financial demands facing children services. The business case examines two alternative scenarios. The first is what is likely to happen to demand for services if no changes are made (*as is* scenario) whilst the second considers the likely impact of FSP (FSM scenario).
35. The graphs below show the predicted future demand for children's services across a range of measures (looked after children, children subject child protection plans and total number of open cases). All the projections include anticipated growth in demand due to demographic factors (e.g. house building).
36. The '*as is*' line replicates recent historic trends and anticipates likely demand levels if no changes are made. FSM 1 (Family Safeguarding Model 1 assumes a decrease of 5% year on year (this is more modest than the decrease achieved by Hertfordshire), FSM 2 (Family Safeguarding Model 2) also assumes a decrease of 5% year on year but caps it at the rate of the top of the lowest quartile of statistical neighbours (again Hertfordshire have gone below this since the roll out of FS).



37. The key factor to consider is the potential difference between the as is line and the FSM lines. The table below highlights the likely size of the differences of demand if no changes are made and if the FSP model is implemented.

	2020	2023	2025	2030
As Is LAC	810	919	990	1143
FSM 2 LAC	756	697	682	727
FSM Reduction in LAC	54	222	308	416
As Is CP	658	854	1008	1459
FSM 2	587	581	606	654
FSM Reduction in CP	71	273	402	805
As is Total Cases	5372	5737	5940	6210
FSM 2 Total Case	5103	4560	4543	4841
FSM Reduction in Total Open Cases	269	1177	1397	1369

38. The table highlights that if no changes are made by 2023 we are likely to have 919 looked after children, 854 children subject to CP plans and 5737 open cases. These projections are based on a combination of likely need and demographic changes. This would result in a significant requirement to invest in additional social work staff and uplift of other associated costs (e.g. looked after children placements). The alternative FSP version identifies significant reductions with 222 fewer looked after children, 273 fewer children subject to CP plans and 1177 fewer open cases delivering better outcomes and significant savings.

39. The costs associated with implementing FSP can be broken down into three key areas, they are:

- **Project Costs** - These are one off costs associated with making the planned changes (e.g. the project team, training and development for staff, ICT changes etc). The project costs will be focused on service improvement with minimal spend on buildings and relocation of staff. The table below shows the temporary funding required to deliver the project over the next two financial years.

	2019/20	2020/21	Total
Training	£259,000	£259,000	£518,000
Project Team	£363,000	£384,250	£747,250
Technology	£200,000	£70,000	£270,000
Evaluation	£0	£30,000	£30,000
Total Project Costs of FSPM	£822,000	£743,250	£1,565,250

- **Children’s Service Investment** – An investment of £0.8m would be required from 2020/21 in children’s services to create the additional teams required to bring case loads down to enable intensive support to be provided quickly to children and their families. As the model starts to impact the number of teams will be reduced, delivering savings addressed below. The success of the

model is based on social workers having reasonable case loads that enable them to provide rapid and intense help. This is supported by developing a culture and ethos that enables workers to spend a much greater proportion of their time directly supporting families (rather than servicing bureaucratic demands).

- **System wide Posts** – A single investment of £2.2 million (over 2 years) is required to pump-prime funding for 30 new posts (Mental Health, Domestic Abuse and Substance Misuse). This £2.2m funding is needed for the first 18 months funding the 30 additional posts focused on supporting parents (£1.5m in year one and a further £0.7m in year 2) whilst work is undertaken with partners to secure longer term sustainability. The aim is for these posts to be self-sustaining after the initial 18 months. There are different strands of working taking place in relation to each group of posts:
 - (a) Alcohol & Substance misuse workers (10 posts) - Discussions have already started with Public Health (and other partners) including briefing the new Director of Public Health. A pilot has also taken place with Public Health funded drug/alcohol workers working closely with children’s services (this is being evaluated and is due to report in July)
 - (b) Domestic Abuse Workers (10 posts) We are in discussions with various community safety and criminal justice partners with a view to longer term funding of these posts.
 - (c) Mental Health Workers (10 posts) Talks are taking place with various elements of the local health economy (e.g. Clinical commissioning Group) and plans are in place for the issue to be discussed at the Health and Wellbeing board.

We will be working with partners to develop these roles together and as part of this process will try to align to partners service priorities and develop a process that builds sustainability into the future of these key posts. This issue will be subject to further cabinet report in late 2019 or early 2020.

- 40. The FSP model does require up-front investment which needs to be seen in the context of the demand projections presented earlier in this report. The full financial cost of the project is £3.7 million in one off costs (£1.5m project costs and £2.2 million in seed funding for the new adult focused posts).

	2019/20	2020/21	2021/22	Total
Project Costs	£822,000	£743,250	£0	£1,565,250
System Wide Posts	£0	£1,455,000	£727,500	£2,182,500
Project Requirement	£822,000	£2,198,250	£727,500	£3,747,750

- 41. An ongoing investment will be needed of £0.8m in extra children and families social workers from 2020/21 which would be requested as part of the service and resource planning process. From 2022/23 onwards, it is expected that the number of teams will reduce in line with demand. In addition, the model will also contribute to other savings and cost avoidance. Most notable of these are the likely reduction in numbers of looked after children, which would reduce spend on placements.

42. It is also requested that the savings in the current medium-term financial plan are reprofiled in line with the forecast benefits the model delivers. The table below sets out how savings are anticipated to be delivered from this model, compared to the current plan.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Service Cost Savings				-£446,000	-£444,000	-£445,000	-£445,000	-£1,780,000
Placement Savings	£0	-£250,000	-£500,000	-£500,000	-£500,000	-£500,000	-£500,000	-£2,750,000
Total Savings	£0	-£250,000	-£500,000	-£946,000	-£944,000	-£945,000	-£945,000	-£4,530,000
Current MTFP Service Redesign Savings	-£940,000	-£800,000	-£500,000	-£500,000				-£2,740,000
Service Redesign Delivered outside FSP	£200,000	£300,000						£500,000
Net Change to MTFP	£740,000	£250,000	£0	-£446,000	-£944,000	-£945,000	-£945,000	-£2,290,000

43. As with any large and complex project there are risks. Key financial risks in this project relate to two main areas. The first is that partners do not agree to fund the system wide posts when the initial funding comes to an end. To address this will have a robust and clear contracting process to minimise the likely hood of this happening, we have also committed to provide a further cabinet report later in the year setting out what progress has been made in securing the required partnership funding. The second area of risk relates to the potential not to deliver the reduced numbers of looked after children and children subject to child protection plans (and consequent cost reductions). This is unlikely to happen; Hertfordshire and the other FS authorities have delivered these improvements and there is no reason to suspect that it should be any different in Oxfordshire. We will also monitor performance very closely to ensure that we follow the planned trajectory for the planned reduction in demand.

44. In summary FSP is an established and well evaluated methodology for delivering cost-effective high-quality services to children and their families. Delivering services promptly and providing targeted help to address the key drivers of need (domestic abuse, alcohol/substance misuse and mental health problems) and has a proven track record of reducing demand. It has contributed to Hertfordshire safely reducing spend on children’s service and securing good Ofsted judgement. The DfE and other have recognised the impact of the model and are supporting other authorities to implement it.

Time Line

45. Subject to cabinet agreeing the investment requested in this report, the high-level time line for making the planned changes will be as set out below:

July 2019	Finalise Project Initiation Document and detailed Project Plan
July 2019	Continue work to secure partner financial support for adult posts

September 2019	Start of staff consultation
October 2019	Start of Motivational Interviewing training
November	Identification of potential FSP team locations (based on current offices)
January 2020	End of staff consultation
January 2020	Workbook Procurement and ICS changes
February 2020	Start recruitment of adult posts
June 2020	FSP to go live
October 2020	Initial Evaluation

Staffing Implications

46. The changes planned will impact on almost 200 Oxfordshire staff. The changes to service will be subject to a further cabinet report and full consultation with staff affected by the planned changes. Staff in Hertfordshire and other authorities who have implemented FS have found that it has contributed to increased ability to both recruit and retain social work staff. Hertfordshire reported a 7% vacancy rate in their hard to recruit to teams following 2 years of FS being in operation (2017 when the England average was 17% and Oxfordshire rate 13.2%).

Equalities Implications

47. There are no specific equalities implications of the planned changes. FSP is designed to bring social workers and others staff closer to the communities that they serve. The services are also designed to empower families by providing good quality timely support in relation to mental health, substance misuse and domestic abuse. Working in this way FSP supports children and their families to challenge inequality and discrimination.

LUCY BUTLER
Director of Children's Services

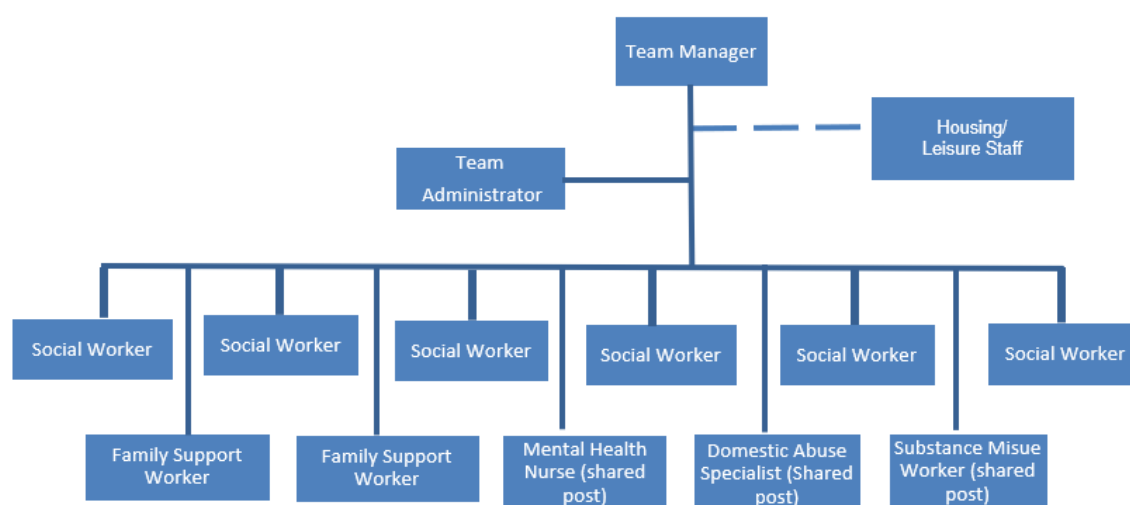
Annexes: Proposed Practice Model
Background papers:

Contact Officer: Mark Evans, Oxfordshire Customer Services
July 2019

Proposed Practice Model

Multi-disciplinary Teams – Across the county we will establish 22 FSP teams. These teams will be multidisciplinary and will include; 1 x Team Manager, 6 x social workers, 2 x family support workers and 1 x business support worker. They will also include three p/t adult service workers (1 x mental health nurse and 1 x domestic violence worker & 1 x substance misuse worker) see diagram 1 below. The teams will have a direct link in to complementary services provided by the Cherwell District Council, such as Housing, Leisure and Community Services, to add greater value for children and their families.

Diagram 1 – Proposed Team Structure



In order to enhance the offer to families, the FSP teams will be co-located with our targeted Early Help teams and LAC teams and provide a smooth continuum of family support from preventative to statutory intervention, enabling swift step-up and down and continuity of multi-agency engagement, according to need. Our Early Help Strategy already brings voluntary organisations, councils, schools and statutory agencies together in ‘communities around schools’ using EH assessments as ‘common currency’. We therefore see the FSP model providing a coherent continuum of multi-professional support for families from universal, to targeted early help and statutory social care.

In addition to this and specific to Oxfordshire, we will bring closer working with our district council colleagues. District Councils provide a range of services which contribute towards the health, well-being and positive development of children and their families. Given our close relationship with Cherwell District Council, we have a unique opportunity to enhance our support to children and their families by aligning our services with those provided by the district council. We already benefit from having Joint Assistant Directors for Regulatory Services, including Community Safety, and Housing and Commissioning in Adult Social Services.

We intend to build on this established partnership to better integrate the valuable district services such as housing, leisure, community safety and safeguarding with those of our Children’s Services. Our joint working on creating Healthy Places through the Bicester Healthy Towns programme (one of ten pilots nationally) has already been successful in promoting healthy lifestyles amongst some of our most vulnerable children in Cherwell.

The district's subsidised sports facilities, healthy eating and holiday clubs, sports activator programmes and community wardens add value and stability to children's lives. This engagement adds resilience and better prepares them to live independent, safe lives. By including the district's community services within our practice model, we can prevent some children from requiring such intensive support from Children's Services, or at least reduce the level of support they require.

This Family Safeguarding Plus (FSP) model will enable our social work teams to provide a wraparound service to the most vulnerable parents and children. The strong working relationships we have built with key services such as housing support and leisure services enable us to provide a specific offer to vulnerable parents to support them at the times of greatest crisis. The multi-disciplinary teams will be able to design support packages made up of a range of county and district services tailored specifically for the needs of that child and their family. The district involvement will improve the access for families to community and voluntary sector support. The model aims to enhance and improve the overall community capacity to bring better self-reliance on the services available in the locality.

We are already starting to pilot joint working arrangements with key partner agencies across Oxfordshire to lay the foundations for a broader integrated model. For example, we have implemented a pilot programme to co-locate substance misuse workers (Public Health commissioned) with our Family Solutions Service (statutory social care and early help teams). We will also align children's social work teams to match the geography of the planned GP networks across the county, being implemented under the NHS 10-year plan. We will seek secondment arrangements for adults' specialists, using agency staff to backfill posts and will recruit additional staff if the proposal is approved.

These 'FSP' teams will also be supported by police, schools, and health visitors that will meet to review family progress so all agencies working with the family are involved, informed and contribute to planning, information sharing and management of risk. Oxfordshire is a trailblazer pilot for Mental Health Support Teams in Schools and we will engage children's MH practitioners in these reviews.

We will adopt a team case discussion and group supervision process so that the whole team works in close partnership to deliver the required improvements and changes in parenting. Each team member will also have individual professional development and supervision monthly, delivered by a manager from their own professional background.

Motivational Interviewing

We believe better engagement of families is the key to achieving better outcomes. Current research and evaluation provides a growing body of evidence that relationship-focussed work with families improves outcomes for children. This work centres around the use of the Motivational Interviewing, which is a directive style of intervention to encourage behavioural change and is proven to increase engagement of service users with their workers.

Our model intends to use this technique at the heart of our practice by all members of the multi-disciplinary team. Team members will involve parents and children in shaping the services provided to them and the changes they want to see in their lives. We will record this using 'outcome star' and 'graded care profile' tools. The Children's directorate has already trained all social care staff in restorative practice and MI builds on this foundation by introducing a complementary set of techniques that will enable us to further embed the restorative culture.

Consequently, our new working arrangements will bring a whole family approach to our interventions and significantly improve and join up the children in need and child protection plans for the most vulnerable children. Building on our successful network of community-

based teams, our practitioners will be colocated to build a cohesive working partnership which offer tailored support to parents alongside child protection and children in need interventions.

To facilitate this, all our staff in the Family Safeguarding Plus teams will be trained to a high level of skill in Motivational Interviewing (MI) techniques. This will be the universal method of working and supporting parents and children and young people and will be implemented across all council, health, police and early help staff. This will be one of the initial uses of innovation funding to ensure a consistent and effective team approach to the work.

Structured Workbook

The FSP model will introduce an electronic family ‘Workbook’ that all staff will use to assess and evidence parental ‘capacity for change’. This will strengthen our prediction of risk and harm to families and support accurate decision making as to when families need to have specialist interventions (child protection or LAC plans) or can safely be ‘stepped down’ to early intervention services. Staff in the Family Safeguarding Plus teams will have regular group supervision for specialist assessments and consultation. The Workbook will ensure a co-ordinated and multi-disciplinary record of the family intervention which will lead to more effective case planning and a ‘single view’ of the family.

The ‘capacity for change’ work programme will be adapted from current practice models which are successfully used in Hertfordshire. It will set out the plan of intervention with each family and will include individual, group and family sessions for parents and children. It will be complemented by the Motivational Interviewing approach and will fully consider parent’s and children’s views of how they want their family to change and improve over a set time scale.

Oxfordshire is in the process of implementing a new electronic social care record in children’s services and our provider, have confirmed that we will to be able to incorporate the electronic Workbook into the new LiquidLogic system being implemented later this year. We believe that this will lead to a reduction in bureaucracy to release social work time for more purposeful direct work with families. This will be essential to a more sustainable model of social work intervention at lower cost. Where parents do not engage with the plan or demonstrate a lack of parental capacity for change, we will use the work undertaken to provide succinct and timely evidence for child protection of care planning.

Outcomes Based Approach

The involvement and ownership of the model by all of our partners has been key to developing the concept of Family Safeguarding plus in Oxfordshire. Key statutory partners were struck by the significant decrease in parental admissions to hospital and reduction in police call outs to domestic abuse incidents through the Hertfordshire evaluation. This is an approach that we want to build on and have agreed to develop an outcome-based set of indicators with our key partnership and undertake a full cost benefit analysis of our model. These will be used to track and monitor the effectiveness of the model to encourage full partnership engagement. The performance outcomes and measuring will be based on the following framework:

Table 2 – Performance Framework

Children & Young People Factors	Parental Factors	Partnership Factors	Process Factors
- Learner engagement School attendance Elective Home Education - School attainment	- Home environment scores - Family relationship scores - Domestic abuse incidents	- Parental police arrests and cautions - Parental prosecutions - Parental	- Repeat referrals - Repeat child protection plans - Rate of child protection plans -Rate of children

- Child emotional health & wellbeing	- Substance misuse rates	attendance at A&E	entering care
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We acknowledge that some of the performance indicators are not within the 'gift' of the county council services and the 'Plus' model enables us to enhance some of the scores e.g. home environment (housing), child emotional H&W (leisure and community services); parental arrests etc (community safety) through our strong partnership arrangements.