

Children's Services Transformation - update

People & Communities Select Committee: 13 Nov 2020

James Wilson, Director of Quality and Transformation

Purpose

Committee are asked to comment in particular on the specific new ways of working and changes of approach highlighted including:

1. A shift in policy from the provision of long-term residential care to using residential provision as a time-limited intervention which aims to support all children and young people to move into family-based or independent care
2. Where residential care is used, an increased use of smaller in-house residential provision to support one or two young people with a high level of complex needs
3. Further extending our policy to help children remain at home, through access to community-based provision and trialling use of specialist outreach teams

It is also recommended that the Committee note the contents of the report and provide any other comments, to those reference above, to steer the direction of the work.

Children's Services Context & Update

- The investment in transformation has proved successful during the last 24 months- have met existing targets for specific schemes albeit in the context of overall dept overspends
- Currently projecting a balanced budget outturn position for 2020/21
- On track to tip into net cash benefits – growing in the coming years
- Core indicator of number of Children in Care plateaued during lockdown but is now falling again
- Projected a 6-month delay to existing schemes – so need to make up for potential shortfall on planned savings as well as delivering new targets – but momentum maintained
- Still working with considerable uncertainty in terms of demand levels and other factors so will need to keep all modelling under-review
- Still bringing through new schemes of transformation and efficiency
- Balancing transformation with focus on Covid and also on Ofsted – delivering SEN Written Statement of Action and readiness for 2-week social care inspection

Children's Transformation Strategic Approach

Inclusion

- Investing in Specialist Resource Bases
- Additional direct inclusion work
- Increasing the proportion of children with SEN who are supported to stay in mainstream settings
- Investing in independence – enabled by technology

Prevention and Early Intervention

- Transformed model at the front door enabling more demand to be managed preventatively and the social work teams to focus only on appropriate cases
- Enhancing Early Help – with a focus on building capacity in the partnership system

Effective Practice Model

- Creating a new multi-disciplinary social work model
- Driving quality interventions through signs of safety and restorative practice
- New case discussion meetings deploying resources earlier rather than at the point of crisis
- Wrapping specialist help around practitioner plans e.g. substance misuse, mental health and domestic abuse

Edge of Care Support and Alternatives to Care

- New therapeutic service for families with children at the edge of care (SIB)
- Turnaround short breaks alternatives to care provision
- A focus on family finding and building support networks from extended families

Placements and Support for Looked After Children, Keeping Children Safe at Home, Permanency Solutions and Care Leavers

Residential, Fostering and Semi-Independent SGOs & Adoption Allowances
Care Leavers, University, Staying Put

Home to School Transport

SEND
Mainstream
Post 16

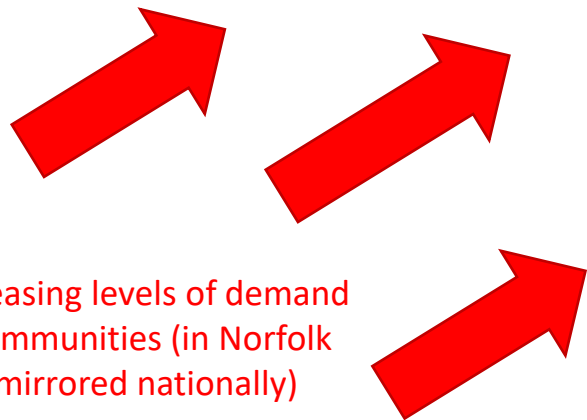
Education for Children with SEND (HNB)

Maintained Special Schools
Independent Special Schools
Alternative Provision
Additional funding for mainstream

Managing the care market & creating the capacity we need

- Step-change investment in Special Schools
- Creating high-quality semi-independent provision
- Family Values - using behavioural science to redesign our approach to recruiting foster carers
- Enhanced fostering model – building a network of capacity around foster carers to work with higher needs
- Valuing Care Model – robust needs analysis and outcome based commissioning of placements

Increasing levels of demand in communities (in Norfolk and mirrored nationally)



Children's Services Transformation Impact to date

Projects at Benefits Realisation Stage

New 'Front Door' – children's Advice and Duty Service – **only the right cases going into case-holding teams**

Family Values – In House Fostering Recruitment and Service Redesign – **reducing reliance on IFAs**

In House Semi Independent Provision – Phase 1 – **reducing reliance on residential and independent provision**

Enhanced Fostering Phase 1 – **Reducing reliance on residential care**

New Stronger Families Therapeutic Service - **Edge of Care Support**

Unaccompanied Asylum Seeking Young People Team – **tailored support for vulnerable cohort**

Family Group Conference Team and Family Networking Approach – **building resilience**

Education Health and Care Plan Process Review – **New approach to EHCPs to deliver timeliness and quality**

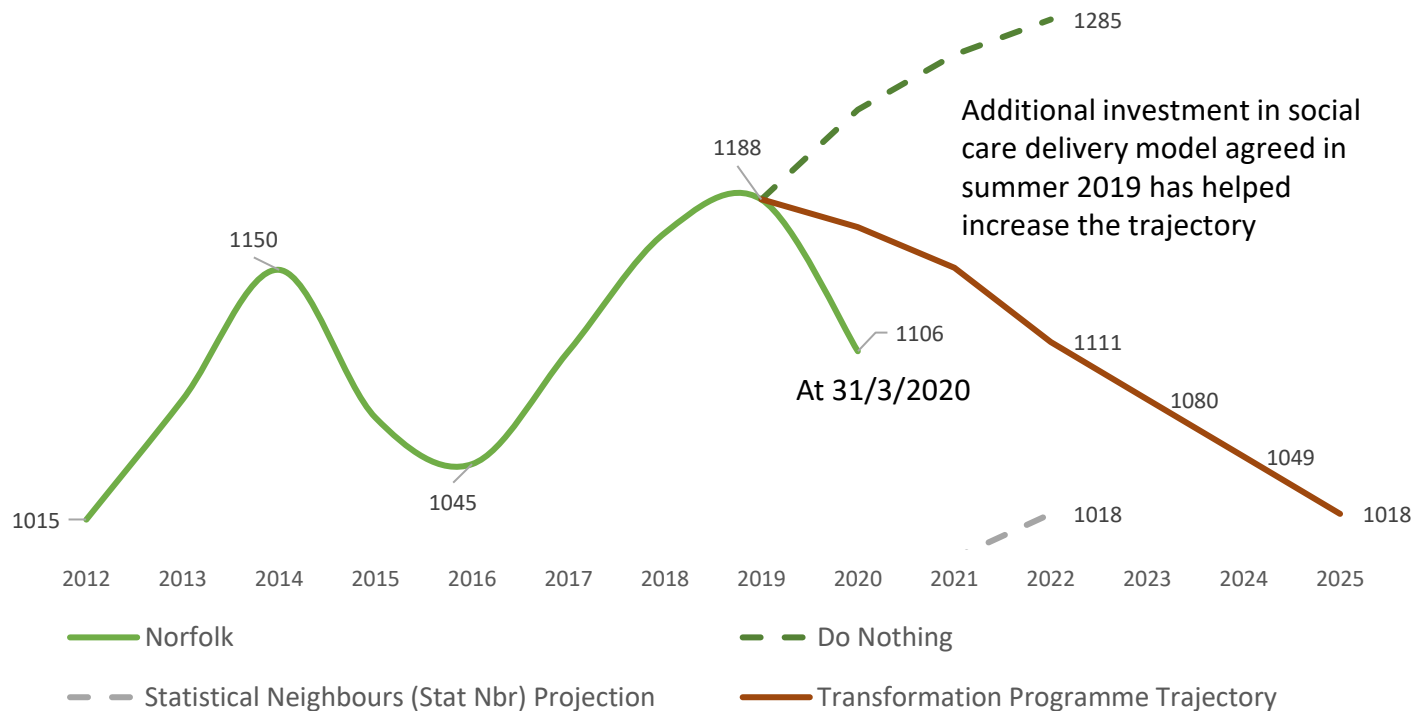
Pre-proceedings Work – **successful work with and before family court reducing legal costs**

Valuing Care – **New needs framework driving smarter commissioning**

Social Care Operating Model – Phases 1 & 2 – **keeping families together**

Successfully keeping more families together

Children in Care trajectories



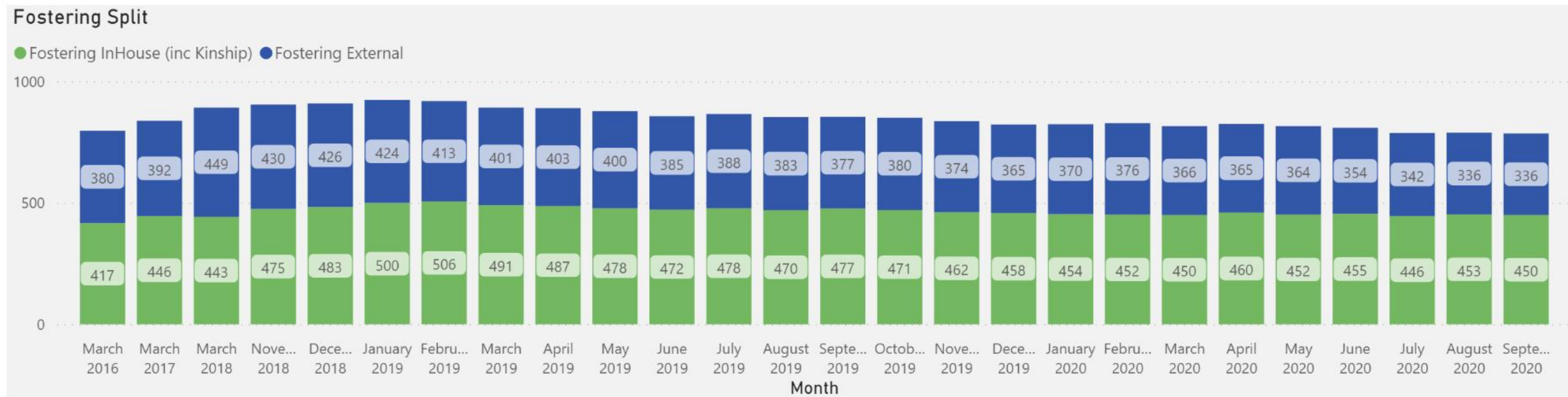
- Original business case modelling forecast the number of children in care would reach 1222 by 2020/21 if we did nothing
- Prior to the transformation impact being realised, children in care numbers reached 1227 in January 2019, with subsequent modelling forecasting **1285 LAC by 2022** if we did nothing
- However, we are on track to be in line with statistical neighbours earlier than forecast – **Sept 2020 figure is 1103**. The estimated avoided cost to the placement budget is equivalent of £9m per year, following the reduction of LAC between Jan 2019 to Aug 2020
- Currently the placement budget is still impacted by small number of very high costs placements and we remain unclear what the impact a potential surge in demand due to lockdown will have on our numbers and costs
- In the longer term, there is scope to go further, our rate per 10k is currently 63.8 compared to best in class statistical neighbours (Cornwall and Lincolnshire) with a rate of 42.0 per 10k. This would be equivalent to a 714 children in our care in Norfolk

The number of children in care is falling overall and we are supporting more unaccompanied asylum seekers



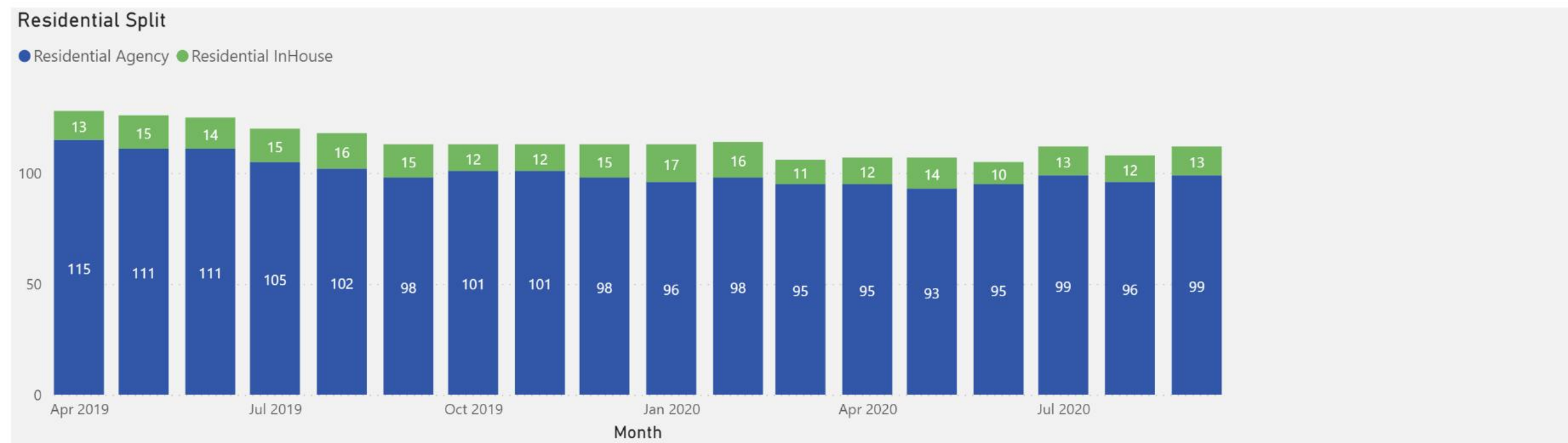
- The substantial impact of our work to keep families together wherever possible and of collective efforts across early help, social care, edge of care support and in supporting positive reunifications and exits from care where they are in children's interests have seen **an additional 189 children live with their families**.
- Transformation focused on preventative services continues to help families stay together, with the **number of starts reduced by 29%** compared to this time last year
- Headline figure of 1103 increased by 33 in September, following our offer to support additional UASC came from Kent

Moving towards in-county, in-house, family-based care



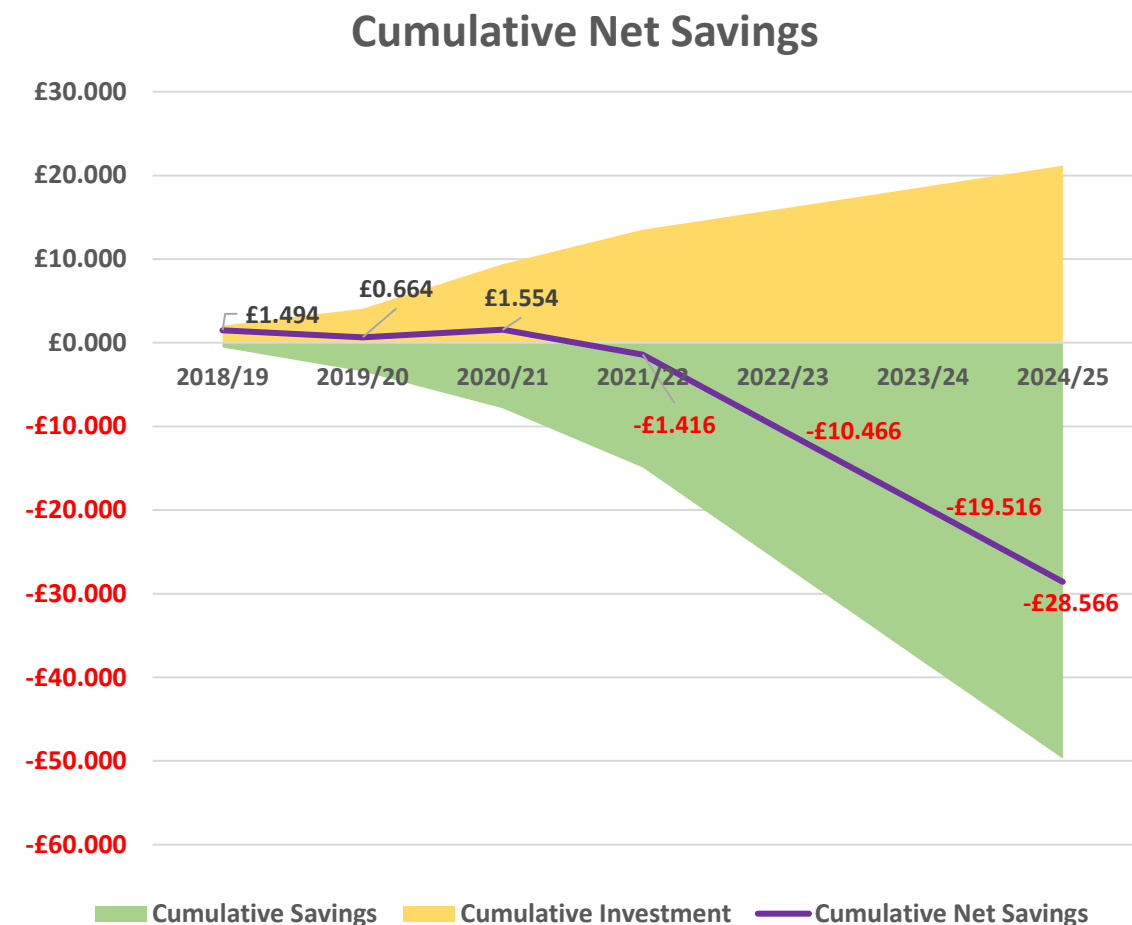
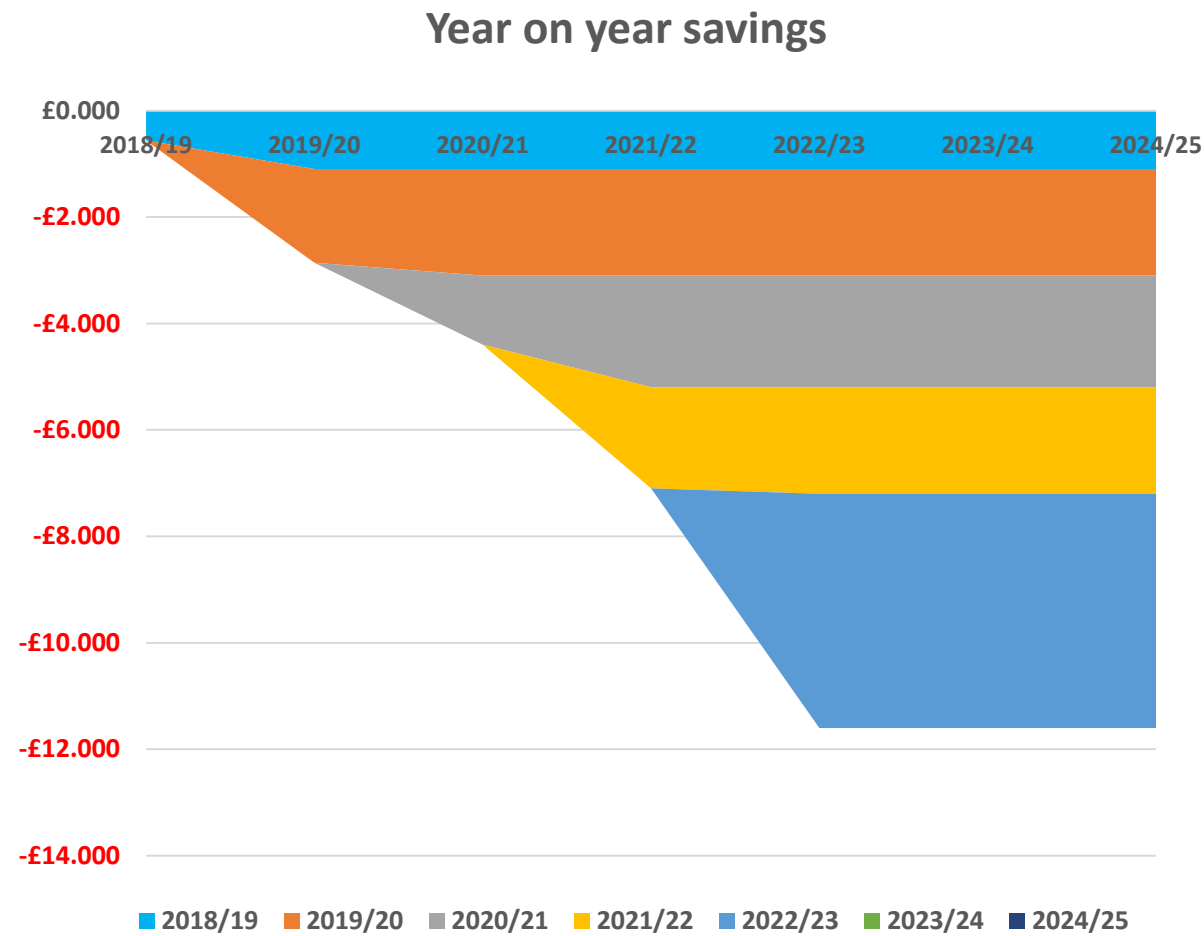
- As part of our Family Values approach, we have used behavioural insight to re-shape our recruitment and support strategy, to dramatically increase the number of enquires and then convert these to more carers with equal focus on retention, support and use of existing carers to drive availability of placements.
- The graph above highlights how we are reducing our reliance on the external market (currently 57% of placements are with in-house foster carers), driving improved outcomes for children and contributing to reducing our expenditure.

Gradually reducing and changing the use of the residential estate



- We have seen a positive impact from semi-independent and enhanced fostering projects contributing to this reduction, as well as the impact of fewer children coming into care.
- However, we do have concerns about individual placements where children have complex needs and where we do not have sufficient specialist placements in Norfolk and associated cost impact on our budgets. Part of transformation programme will look to address some of these challenges.

Transformation remains forecast to break even in 2020/21



**Establishing more high quality
and value for money provision
for children with disabilities**

CWD Transformation: What we are trying to achieve

01

Ensure the right **placement mix** for children and their families including **in house foster carers** and access to **emergency placements and overnight short breaks** if needed

02

Provide access to **specialist support** for our teams and the children/families they are supporting

03

Keep children at home and ensure **access to community based provision**

04

Make sure our Teams are set up in the right way and have **access to specialist training**.

05

Pilot new types of delivery through **specialist emergency outreach** and **specialist family support teams**

06

Develop resources and expertise to support **children and families with an autism diagnosis** which is leading to **challenging behaviours**

07

Simplify **assessment processes** and align them with **SEN Transformation and PfAL**

08

Understand interdependencies and link closely with **other children's services projects**, e.g. **In house residential**, which are delivering changes which are key to the CWD programme

Phase 1 - Springwood & Outreach service: objectives

The objective of this first phase of the work is to develop emergency, short term provision for young people in crisis, by refurbishing our Springwood accommodation and creating a new Outreach team which will be based there

Springwood refurbishment and re-launch:

- Some young people with neurodevelopmental or social & emotional disorders (especially autism) who are experiencing severe difficulties require a complex package of support to be provided. The intention is to deliver this via short-term support within a residential facility which provides care, accommodation, and specialist physical and mental health support.
- We are redeveloping our existing building at Springwood and creating a team to provide specialist support to young people who will be staying there during a period of instability or crisis.

Developing a new Outreach service:

- This type of support is only currently available at very high cost in the independent sector (e.g. from Medgen)
- Creating a new outreach service (also based at Springwood) will allow us to provide a higher quality and less costly support for children and families
- Having our own, in house, service will support collaborative working with social work teams to effect meaningful change for children and families
- We aim be able to work preventatively to hold situations and prevent them from escalation
- Developing the capacity to deliver preventative outreach has the potential to keep families together. We could also aim through this work to support reunification after a time in care, and prepare for greatest possible independence in adulthood – all of which can contribute to reduced costs

Phase 1: Update on progress November 2020

Springwood - progress to date:

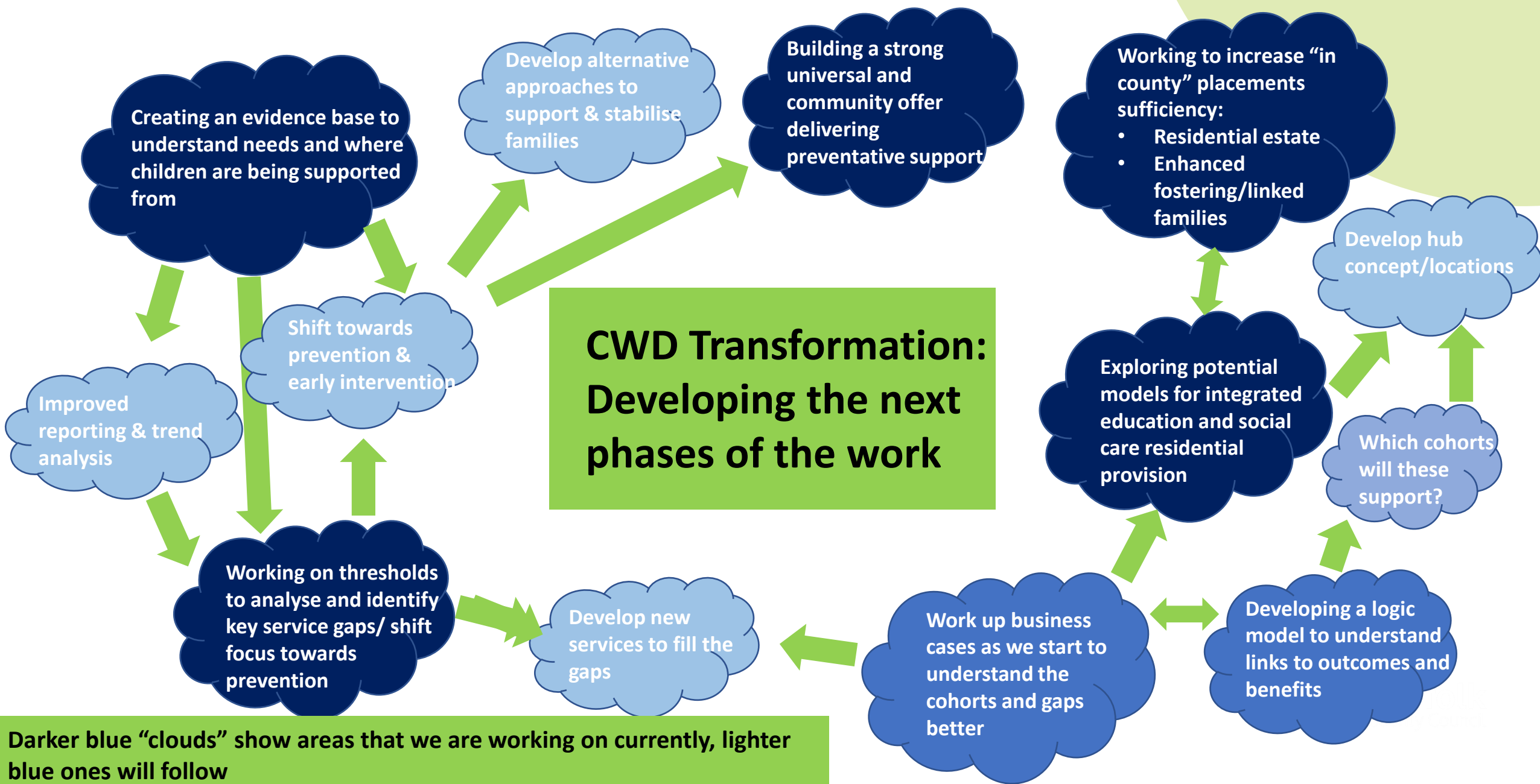
- Proposal & business case with costings developed
- Approved by Capital Programmes Board & CS Leadership Team
- Scoping complete (list of furnishing, office items etc)
- **Current position/next actions:**
 - Building work out for tendering (awaiting timeframe approx. 10weeks).
 - No complication 6-8 weeks for building work to be completed.
 - Planning permission being checked and may need to apply.
 - Ofsted have been updated will need to process four weeks before completion of building work alongside the registration of the manager.

CWD Outreach – progress to date:

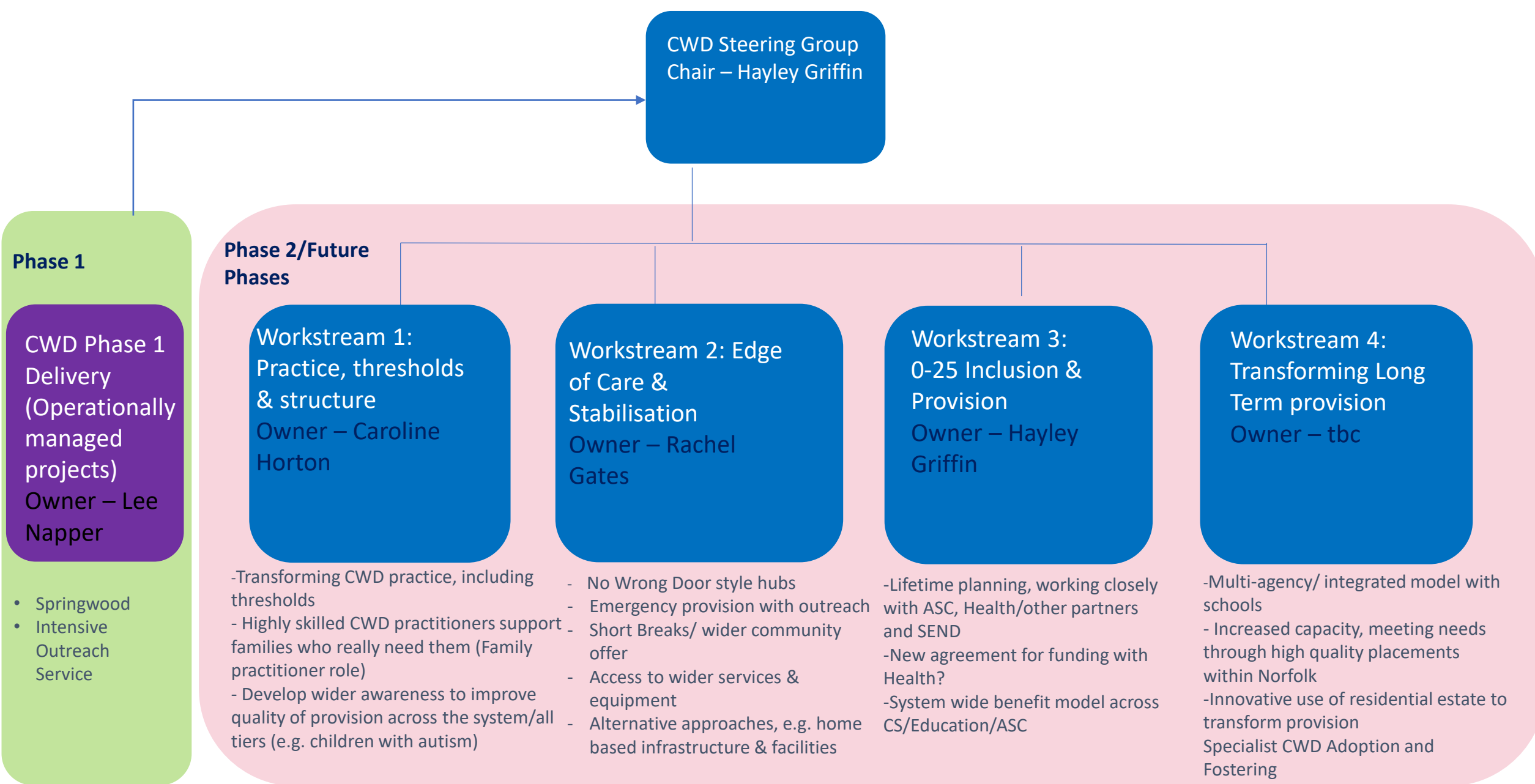
- Business case/proposal with staff/team structure developed and approved subject to minor changes
- JDs for new roles produced and evaluated, Team manager identified
- **Current position/next actions**
 - Advertised managers post, ATM outreach and outreach workers currently in redeployment then mainstream advertising campaign.
 - Interview in December.

Aim is for outreach staff to be in post from December, and the service to be up and running by early February 2021. The team will be based at Springwood when building work is complete

Phase 2: initial areas of focus/ ideas that we are developing



Children with Disabilities Transformation Programme: Workstreams



Links to other programmes and services

The CWD transformation is a substantial and complex piece of work which needs to link closely with other change programmes and initiatives

- Ideas and business cases need to be developed working very closely with other key change initiatives to ensure that we achieve the outcomes that we are seeking
- In particular, there will need to be very strong links to the SEND programme to ensure that we make best use of new facilities already being developed, and that the offer for families is joined up and feels seamless
- There will also need to be strong connections and close working across the system with Health/Mental Health, Adult provision and Communities & Partnerships