

# DEMAND MANAGEMENT STRATEGY

Big Heart Big Changes Board  
27<sup>th</sup> August 2019

# The Way We Were – July 2017-18.

- 38% of all admissions via Duty and Assessment Teams (127 of 337 children).
  - *(Cultural practices)*
- Inconsistent practice across D&A Teams (Tm 1=8 admissions, Tm 3=33).
  - *(Inconsistent threshold application)*
- 45% of these admissions not referred through PLO Panel (58 children).
  - *(Lack of challenge in decision making processes)*
- Half of all admissions had had 3+ referrals prior to the referral resulting in LAC.
  - *(Missed opportunities to divert from care)*
- 46% of all admissions had been an open case < 3 months before entering care (157 children).
  - *(Shortfalls in of pre-proceedings social work)*



# Achieving Cultural Change

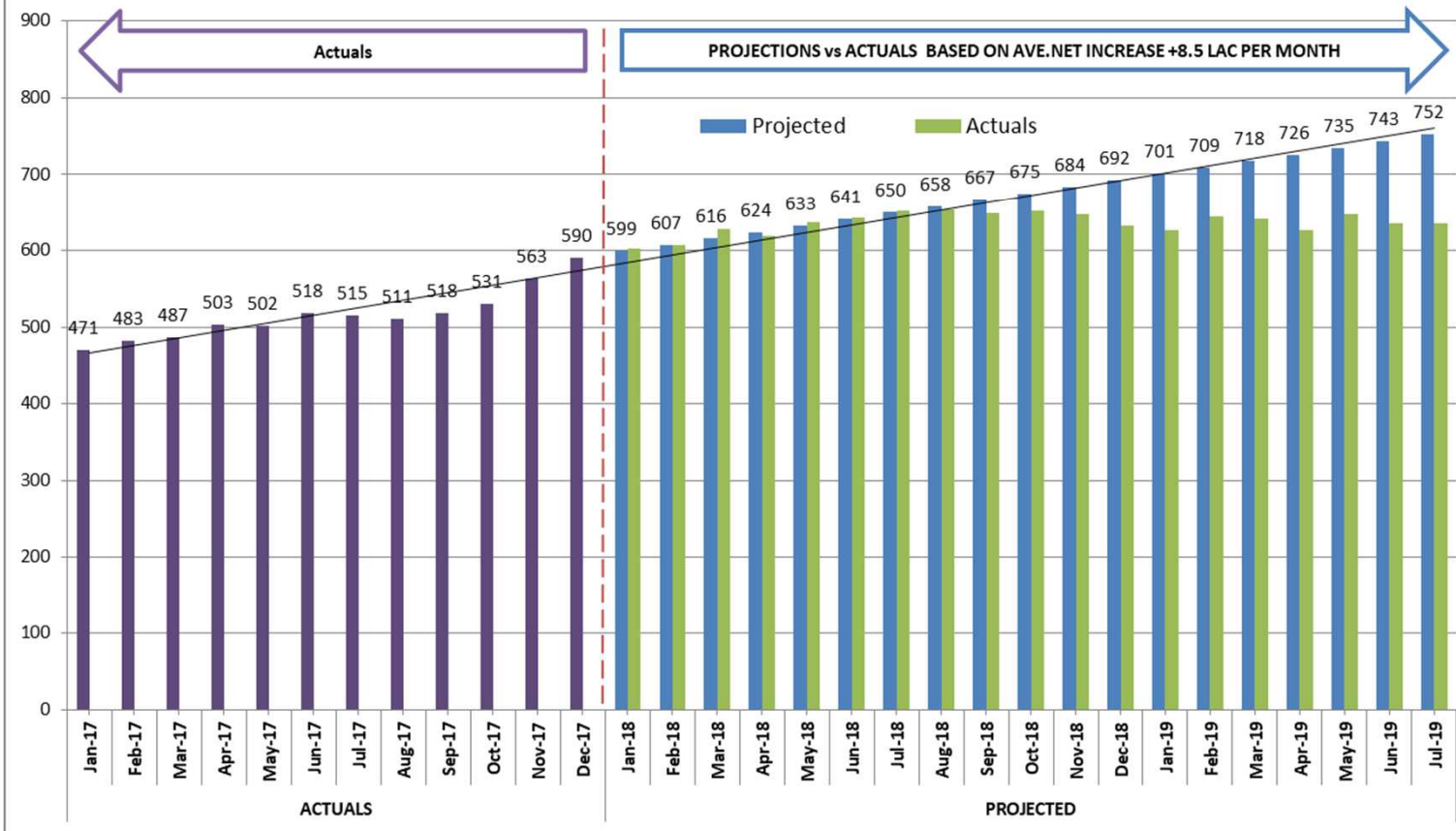
- All cases now referred to PLO Panel including retrospectively for emergency admissions.
- Children admitted to care via Duty and Assessment teams reduced from 127 children to 36 children Aug 18 to July 19.
- Increased challenge has reduced the average number of care proceedings per month from 19.5 (2017/18) to 13.7 (2018/19) and Y.T.D. to 11.
- Success rate in respect of Court applications has increased to 88% over last 12 months.
- “The standard of social workers’ presentation and reporting to court has evidently improved and this is supported by partners such as CAFCASS and the local judiciary, who say that this is now mostly of good quality.”

(Ofsted Focussed Visit March 2019)

- Average age of children admitted to care reduced from 10.5 to 6.2. since January 2018.
  - Less time spent in care
  - Less expensive placements
  - Quicker routes to Permanence
- In South Yorkshire there has been a decrease in the number of children subject to care applications, with 664 children being subject to care applications. All authorities in South Yorkshire saw a decrease in the number of children subject to care applications from the previous year. Sheffield had a reduction of 19, Rotherham 115, Doncaster 33 and Barnsley 36.



# LAC as at end of month

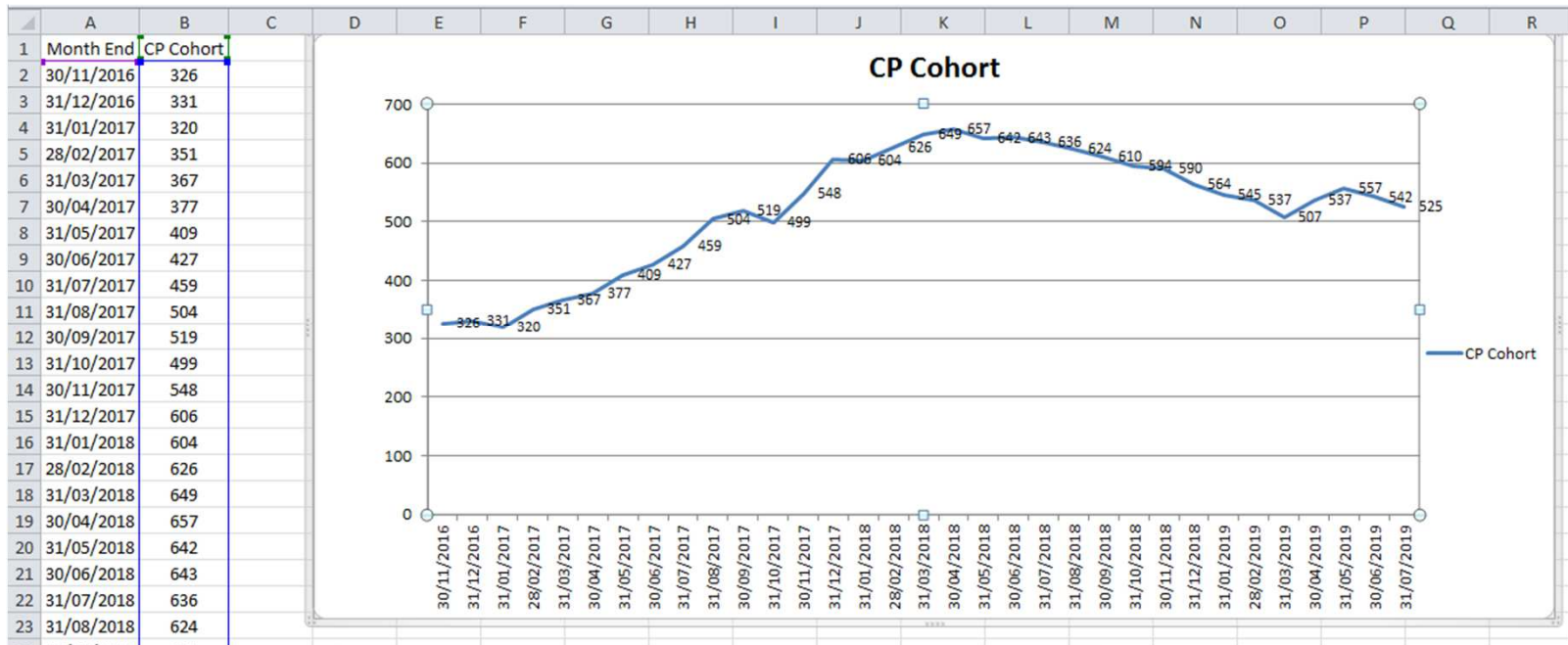


# Projected Impact

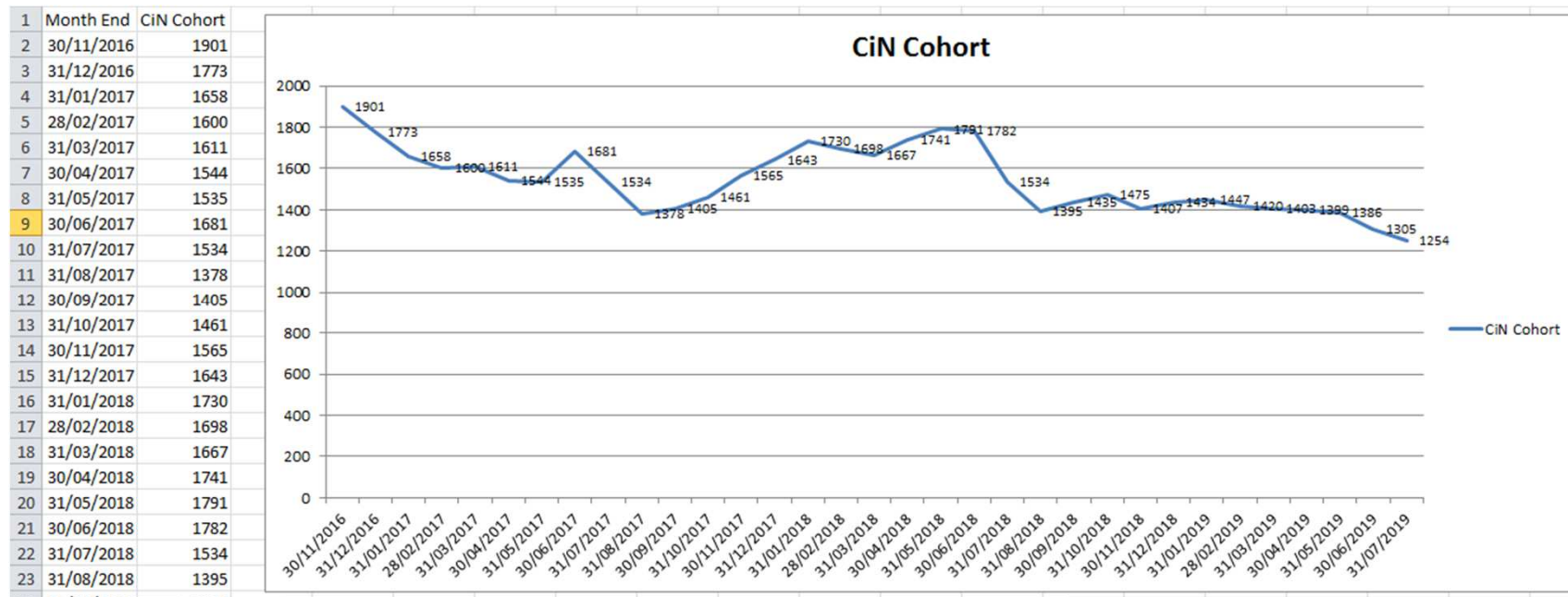
Placement Type	30th April	31st May	30th June	31st July	31st Aug	30th Sep	31st Oct	30th Nov	31st Dec	31st Jan	28th Feb	31st March
Adoption	24	24	24	24	24	24	24	24	24	24	24	24
Child Home	51	50	48	44	43	41	32	31	30	28	27	26
Block Residential Contracts	8	8	8	8	8	8	16	16	16	16	16	16
Parent & Baby	3	3	3	3	3	3	3	3	3	3	3	3
Independent Living	33	33	33	33	33	33	33	33	33	33	33	33
In-house Fostering	213	213	214	215	215	216	217	217	217	219	219	221
NHS or Other												
Other												
Other Fostering	274	273	272	265	262	259	253	250	247	239	238	231
PWP	36	36	36	36	36	36	36	36	36	36	36	36
Resi - Care Home												
Resi - Other												
Resi School	7	7	7	7	7	7	7	7	7	7	7	7
Secure												
YOIP	3	3	3	3	3	3	3	3	3	3	3	3
Total LAC Placements	652	650	648	638	634	630	624	620	616	608	606	600



# A Cooling System (1)



# A Cooling System (2)



# RIGHT CHILD RIGHT CARE

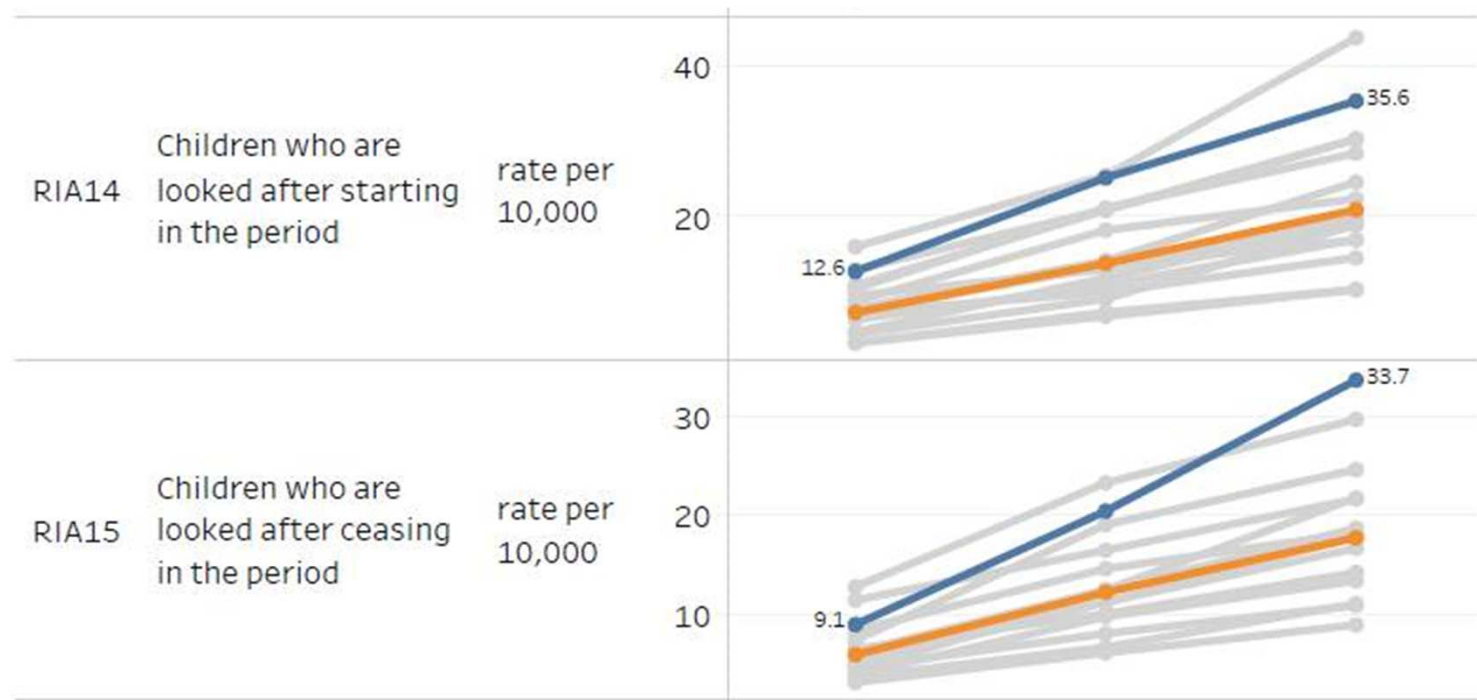
- Focussed and performance managed activity to achieve discharges from care in 4 work-streams.
  - Adoption
  - Return home
  - Foster care to permanence (SGO/CAO)
  - Reg 24 and S38/6 placements
- 170 children initially in scope.
  - 72 children successfully discharged from care
  - 13 plans still viable at end of Dec 2018 (subsequently progressed)
  - 37 more discharged out of scope (ripple effect)
  - 72% success rate
- 263 children discharged from care in 2018 (40% churn and highest in Yorks and Humber region).





# 2018/19 Q3 Regional Profile Trends

- Key:
- Rotherham
- Region
- Other LA



WI1



**Slide 9**

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**WI1**

Walker, Ian, 05/08/19

# RIGHT CHILD RIGHT CARE 2

“A renewed focus on the needs of children in long-term care through senior leaders’ ‘Right Child Right Care’ project has resulted in children’s continuing needs being reassessed and options for permanence being successfully delivered. The project has also produced a sustainable framework of permanence planning for those children who are new into care.”

(Ofsted Focussed Visit March 2019)

- 195 children in the initial scope
  - 80 children already discharged from care.
  - 54 children no longer in scope.
  - 61 children with a plan that is still on track.
  - 20 more children discharged outside of a work-stream.
  - Predicted success rate of 76% by end of year.
  - A model adopted by other L.A.s
- “Monitoring of some key areas of practice that significantly impact on children has been too slow to develop. For example, tracking of permanence for children with plans for long-term fostering, adoption and those placed with parents is very new and has been implemented following a peer review commissioned by the new DCS. “

(Ofsted Report for Kirklees June 2019)



# OUT OF AUTHORITY STEP DOWN PLANS

- 66 LAC in OoA Residential placements as at July 2019 including 7 who are <12 years old .
- 28 plans for step-down by September 2020.
- 6 moves to House Project by September 2019.
- 4 planned moves to House Project in Summer 2020.
- 3 young people have already stepped down successfully.
- 2 more young people with confirmed dates for plan completion.
- Future plans performance managed via the RCRC processes.



# Placement Sufficiency Strategy

- Revised Allowance and Support Scheme for foster carers.
- Pathways to Care.
- Performance managed assessment tracker (6->4 months).
- Bright-sparks marketing campaign.
- Foster carer diversity scheme.



# Social Care Pathway Strategy

- Reduction of I team in Children with a Disability Service and all cases re-assigned.
- Duty and Assessment Service reduced by 1 team.
- Direct transfers from MASH to Locality Teams bypassing D&A when assessment is clear.
- Aspiration to reduce LAC teams by one as Demand Management Strategy has an impact.
- Potential for re-investment into preventative/edge of care provision to create virtuous circle.



# NEXT STEPS

- Fully implement the 63 remaining plans in RCRC2.
- Review the impact of the Edge of Care Offer (Oct 19).
- Cabinet to consider Charging Policy for S20 Placements.
  - 8 of the last 10 S20 admissions created £1.2 m placement costs p.a.
  - Engagement tool rather than income stream.
- Launch RCRC3 >> embedded practice.
- Translate reducing LAC numbers into reducing placement costs.
  - Step-down tracker for 28 LAC currently in OoA placements with plans.
  - Multi-faceted strategy to support more LAC into in-house foster care.
    - Brightsparks
    - Revised Allowance Scheme & Pathways to Care
    - Foster Care Diversity Scheme
    - In-house residential options?

