

# Children and Families Improvement and Recovery Plan update

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Scrutiny Committee – 10<sup>th</sup> December 2018

Sheffield City Council



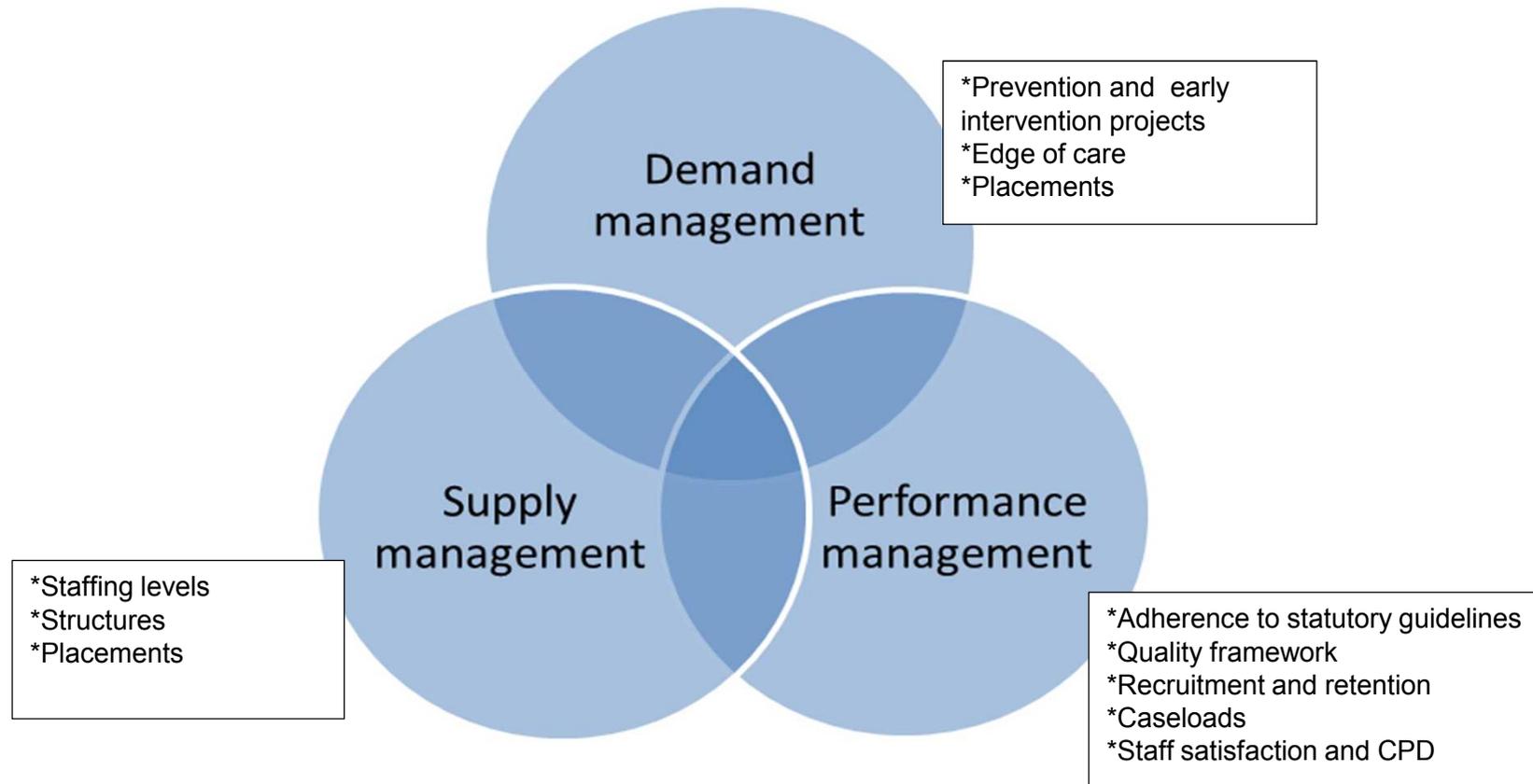
# Strengthening Families Vision & Principles

**Children and young people are safe and supported to achieve their full potential (2017 to 2020)**

- Children are at the **centre of our practice**
- We intervene at the **earliest opportunity**
- Our **workforce** are skilled and supported to do the work that they need to
- Children and families benefit from high performing and **high quality** services

# Improvement and recovery plan

**The vehicle for the delivery of our vision is our Improvement and recovery plan:**



# Improvement and Recovery Plan

- Phase one of plan saw over 80% of performance improve from July 2017
- Commenced phase 2 of the improvement Journey with continued focus on
  - **Consolidate** - Workforce, QA and performance
  - **Innovate**, Project Aspire, Multi-Agency Safeguarding Hub MASH, Contextual Safeguarding (*Contextual Safeguarding is an approach to understanding, and responding to, young people's experiences of significant harm beyond their families. E.g. relationships and influences in neighbourhoods, schools and online, which can feature violence and abuse*)
  - **Active prevention** – Focus on 'Stuck' areas of practice, Service QA and performance framework, Improvement board,

# External Inspection findings

- External Ofsted regulation focused visit on the Front Door in April 2017, concluded that 'Front Door' arrangements to contact referral and assessment work well to keep children safe with no children in situations of unassessed risk
- External Ofsted regulation focused visit on Edge of Care Services in October 2017, concluded that Senior managers are tightening their grip effectively on the consistency of social work practice and continue to appropriately focus on improving services; leading to improved outcomes for most children,
- Peer review feedback highlighted significant improvements

# Progress against plan - Workforce

- Stabilising workforce and manageable caseload (20 cases for social workers 17 cases for ASYEs (*ASYEs are newly qualified social workers that have an Assessed and Supported first Year in Employment*))
- Workforce strategy in place and beginning to embed
- Practice standards and QA framework embedding
- Signs of safety practice model in place
  - 25 x 2 day training courses delivered – 762 staff trained
  - 3 X 5 day courses have now been attended with 118 champions trained
  - 30 Practice leads in place
  - 637 partners briefed
- Continued recruitment for social workers
- Flexible manager and staff resource allocation across service to meet demand



# Progress against plan - Quality

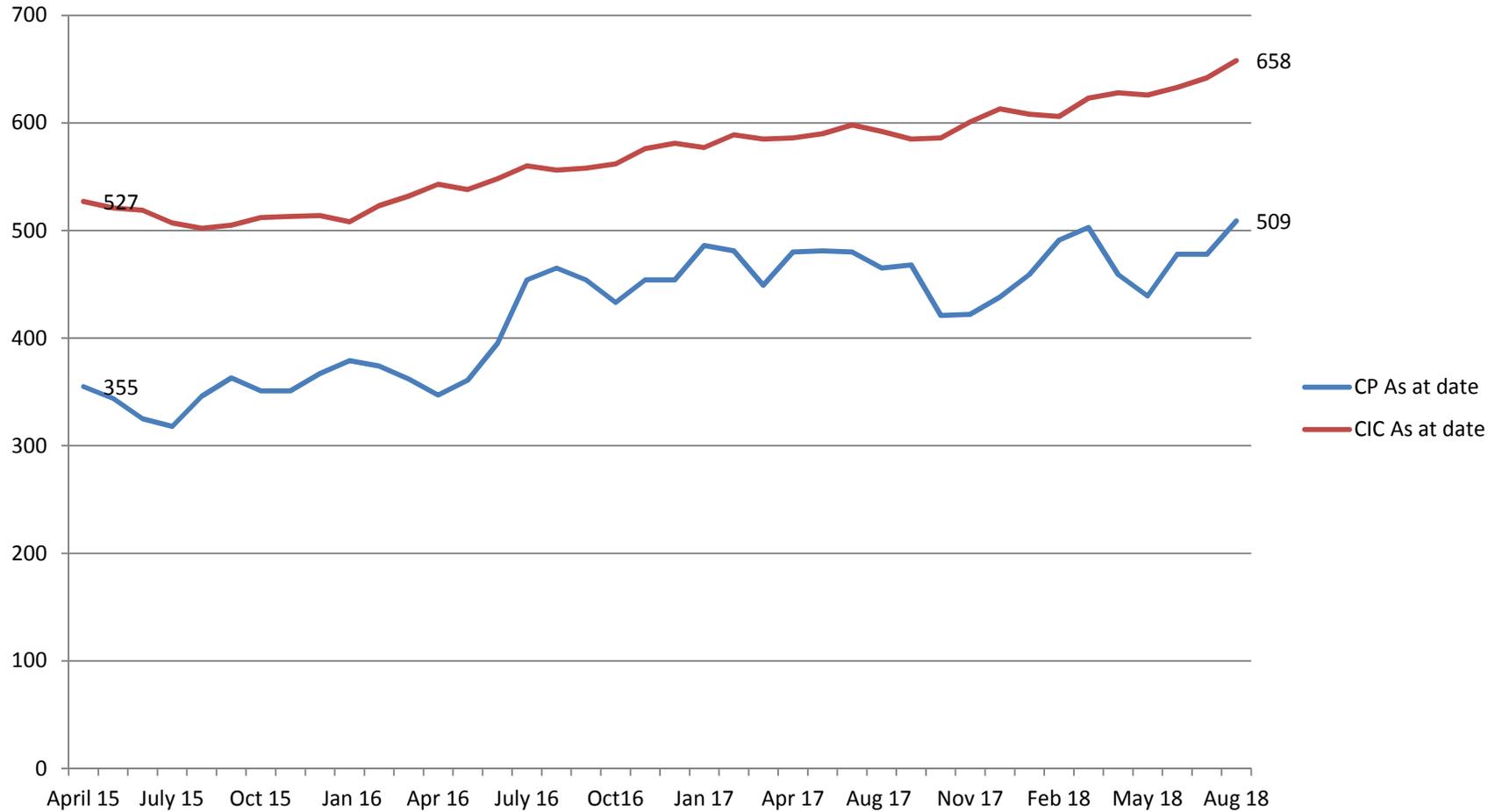
- Improving performance
  - Front Door Strategy meetings - **now at** 95%
  - Front Door Screening within 1 working day – **now at** 75%
  - Initial Child Protection Conference within 15 days – **now at** 95%
  - Child protection reviews - **now at** 100%
  - Assessments less than 45 days – **now at** 91%
- Reunification
  - Successfully reunified 16 children with their families
  - Prevented 5 children coming into care
  - Returned 1 child back to foster care from residential
  - 17 current ongoing assessments
- Multi Systemic Therapy (MST) team in place and taking cases
- Family Group Conferencing (FGC) prevented 72 children coming into care

# Progress against plan - Budget

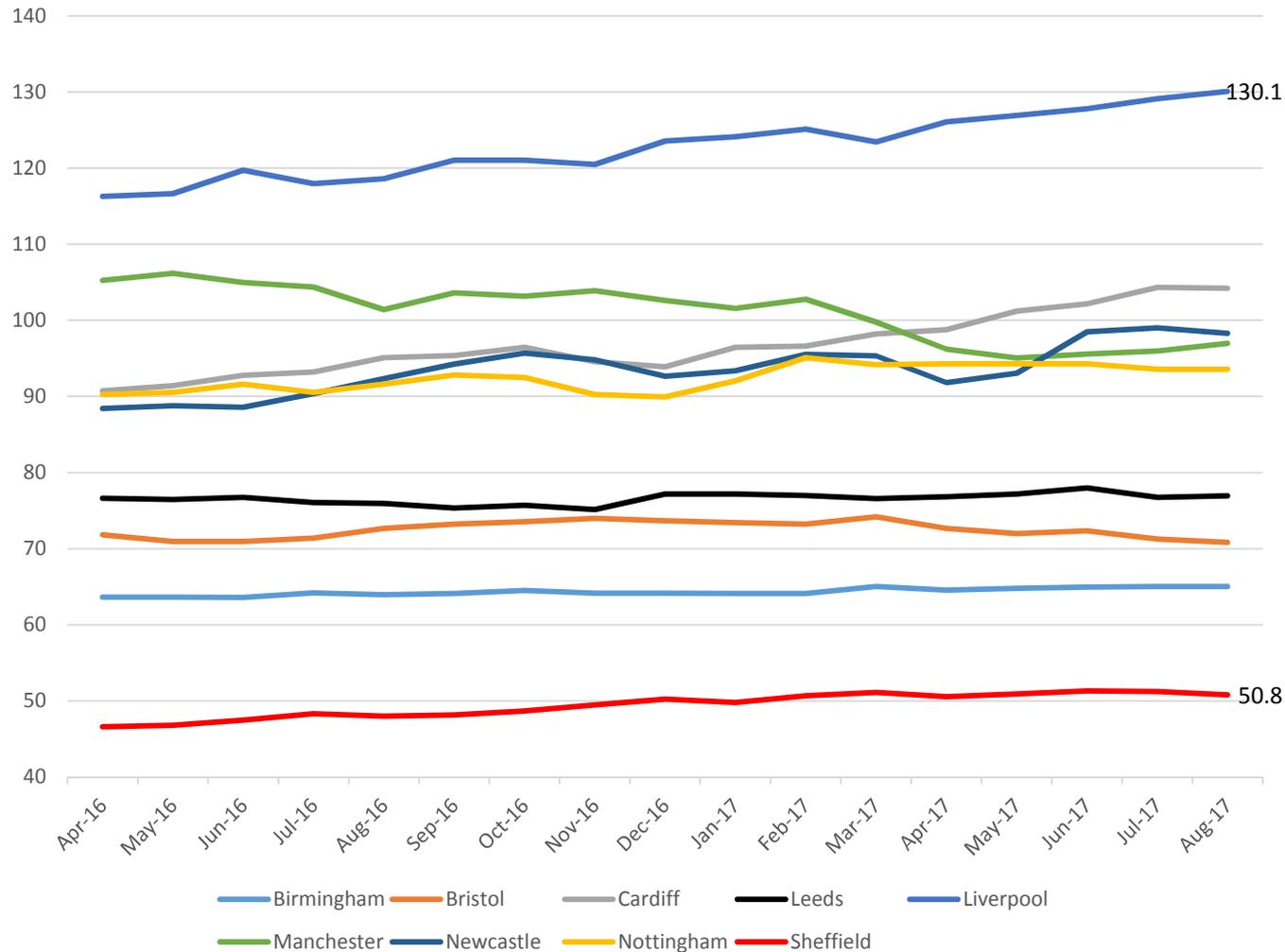
- Substantially lower than national average Children In Care (CIC) numbers
- Stabilising placement spend and a reduction in high cost placements of 6.8% over the last 12 months (External Residential, Welfare/Remand Secure, IFAs)
- Reducing external placements
- Increasing number of Foster Carer Placements (anticipated increase from 22 to **47** this financial year (3 households already approved, 9 Foster carers ready to allocate to and 7 foster carers in training in Oct 18 and 28 additional assessments to panel by Jan 19)
- Increased number of Connected Persons Placements, Reg 24 (currently placed 32, with 10 ready for allocation and 24 currently progressing )
- Reduced admission of teenagers coming into care
- Reduced numbers of children entering care - 45 less children entering care in 17/18, with particular focus on reducing adolescent admissions – 55 less in 17/18. demonstrating that early intervention and edge of care services are working in spite of overall increase in referrals and requests for service
- More children in Sheffield leave care via permanence orders than our stat neighbours and the national average e.g. Sheffield 43%, stat neighbours, 37% , national average 30%

# Children in Care & Children on Child Protection Register

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# Core Cities CIC rate per 10,000 Children & Young People



- Liverpool has the highest rate of CIC at 130.1 per 10,000 population (of children and young people)
- Sheffield has the lowest rate at 50.8 per 10,000 population.

# Challenges

- Increasing demand for services nationally, including rising CIC numbers
- Comparatively low number of Sheffield CIC means it's harder to reduce further
- A provider led market, with limited choice but growth requirements
- Too many children are in residential homes – more in-house foster carers and a competitive offer needed
- Our duty to Care Leavers requires investment ongoing, with additional challenges securing accommodation
- Continuous quality improvement, sickness and social worker recruitment issues

# How we will address the challenges

- Continue to progress with the Investment and Recovery Plan, Phase 2
- Increase the number of LA Foster Care Placements and Specialist Foster Carers
- Revise some targets
- Innovate No Wrong Door – reduce residential placements and reunify children back to families where it is safe to do so.
- Emphasis on permanence - new targets on Adoptions and Special Guardianship Orders (SGO) conversions
- Increase numbers of council properties available for Care Leavers
- Continue rigorous monitoring and review of placements
- Review section 17
- Strengthen ‘Front Door’ joint arrangements with other agencies
- Invest in a better financial offer to Foster Carers and improve placement distribution. Improvement in placement should also reduce the average placement costs and bring it in line with core cities.
- Increase permanent establishment to reduce reliance on agency

Thank you

Questions



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