

Safeguarding and Early Help – Cost Improvement Plan

December 2012

Agreed Aims

- To be in a position where there is no overspend in Safeguarding by the end of March 2014
- To make a contribution towards the overall Council savings target by the end of March 2015
- To make significant savings whilst improving the quality of service provided to children, young people and their families including satisfying requirements identified by OFSTED during our recent inspection of Safeguarding and Local After Children's services.

To reduce the average cost of placing a child in care or reducing duration in care

Underlying Principles

- All available options will be reviewed before making a decision to accommodate child/children.
- More children will be looked after by their families.
- Culture change initiated by the previous phases of the children and families service review will be key to our success
- Joint ownership will be fostered through more detailed action plans which will sit behind our agreed aims and fed through senior managers to the entire Children's Service workforce (both LA and partners)
- These aims assume that the impact of benefit reforms can be met from existing resources and that there will no demographic impact from these changes.

Action Plan

Target (PI)	Target Saving 13/14 p.a. £k	Target Saving 14/15 p.a. £k	Actions	Progress	PI When By
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Objective 1: Emma Wilcock (Karen Perry)

Recruitment & Retention – develop recruitment and retention (workforce planning and development) strategy for children’s services social workers.

Performance Indicator (PI) - number of agency social workers employed across children and family services. *Includes impact of over recruitment to avoid agency staff requirements (Current number of agency staff at the end of October is 12..7)*

<p>Max 6 Agency SWs by April 13</p> <p>Max 2 Agency SWs by September 13.</p> <p>Max 0 Agency SWs by April 14</p>	<p>300</p>	<p>620¹</p>	<ul style="list-style-type: none"> • Market the concept of the Telford Social Worker (co-operative offer) (EW) • Review approach to recruitment – “LEAN analysis of all parts of process” (RF) • Using generic interview panels programmed in throughout the year (AW) • Improved forecasting of timescales for taking up posts. (SDM’s) • Maintaining a competitive advantage (Unique Selling Point) and pay parity with other local authorities (EW/HR) • Improved management reporting - vacancies, appointments and agency cover (HR) • Step Up students to be proactively targeted for recruitment (AW) spring/summer 2013 • Explore SW to SSW progression by Assessment 	<ul style="list-style-type: none"> • Preliminary discussion re workforce planning and development strategy held with Workforce Manager and Principal SW (PSW) – draft version to come to CFSLT early Jan • Managers and PSW attended event at another LA to understand how they do Assessment days • Young people produced poster of “what makes a good SW” and interviewed a SW to be used as promotional materials in recruitment and illustrative as part of co-operative offer • Interviews dates for SW posts highlighted in advert to reduce lead time • Last recruitment campaign filled all the SW vacancies and 2 of the 6 SSW posts, the Advanced SW Practitioner post and 1, possibly 2, of the 2 TM posts. • Online recruitment tracking sheet accessible to all key stakeholders 	<p>April 13</p> <p>Sept 13</p> <p>April 14</p>
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¹ Based upon appointing 5 social workers over establishment.

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Objective 2: Viv McKay/Angela Yapp (Karen Perry)

Placement Strategy – review placement strategy to ensure that number of placements meet need.

Performance Indicators - reducing residential placements (RP) by 10, drive down cost of placements, knock on effect on numbers of external foster placements by reduction in use of internal foster placements for babies, appointment of contract foster carer (LA employed carer).

<p>40 RP by end of March 13.</p> <p>32 RP by the end of March 14</p> <p>30 RP by the end of March 14 (with 1 contract carer)</p>	<p>1,031</p>	<p>1,413</p>	<ul style="list-style-type: none"> • Needs analysis by type of placement, modelling existing commitments and identifying best practice elsewhere. (VMcY) • Predictive management information models for the early identification of likely requests for placement (VMcY) • Using different commissioning approaches to procure lower cost placement solutions e.g. intensive foster care “Keep Model”. (VMcY) • Reducing no. of babies fostered through use of potential adoptive parents (MW) • Prioritising assessment of any prospective internal foster carers who show an interest in taking teenagers. (AY) • Targeted marketing activity, including making links with employers with strong 	<ul style="list-style-type: none"> • Provisional agreement from staff member to go forward as contract carer. Investigate possibility of recruiting further contract carers • Completed initial scoping re CAMHS placement stability team; existing resources identified and priority brief for team agreed • SW within fostering team identified for flexed caseload pilot of fast track assessments of foster carers • Weekly fostering recruitment staff in town centre well established and providing an average of 1 high quality enquiry per week • Feedback obtained from adoptive carers re potential arrangements for fostering to adopt, and initial discussions to identify potential (as yet unborn) babies; Telford staff meeting with Joint Adoption service before Christmas 	<p>March 13</p> <p>March 14</p> <p>March 14</p>
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			<p>culture of social responsibility (AY)</p> <ul style="list-style-type: none"> • Using a JIGSAW house as an assessment centre if this is confirmed as a viable option (VMcY) • Recruiting 2 contract foster carers (VMcY/AY) • Consider external procurement of respite care • Advertise for foster carers for individual hard to place children “be my foster carer” • Recruit additional SSW in Family Placement to reduce disruptions family and friend’s carers and more capacity to assess mainstream carers. • Pilot new recruitment of foster carers model – flex SWs caseload to assessments and offer additional hours to part-time staff • Increase Children In Care Team SW hours from half to fulltime for 6 months to focus on getting YPs in residential care into foster placements 	<ul style="list-style-type: none"> • Attendance of Assistant Director at Local Strategic partnership produced some useful leads for follow-up; to be repeated • Employer with strong culture of social responsibility identified and link made for future targeting visit • CAMHS advice available to foster carers via Family Connect from February 2013 • SSW Family Placement appointed – in post by Feb 2013 	

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Objective 3: Karen Perry/Clive Jones

Children in Care - Review approach /strategy for reducing CiC placements.

Performance Indicators – Reduce number of CiC, reduce number of child protection plans (CP) and reduce time spent in care

300 CiC by April 13	556	1,009	<ul style="list-style-type: none"> • “Family Support Model” in place. Early appropriate intervention and resolution and hence lower cost solution which may be longer term. <i>(DL)</i> • Targeted approach to dealing with most vulnerable families (SF Task Force) <i>(JB)</i> • Embedding culture of integrated safeguarding and early support practice across the Borough on a multi-agency basis (Telford Compact) <i>(DL)</i> • System in place for monitoring impact of interventions <i>(DL)</i> • Learning culture in place - audit/review recent high cost admissions <i>(JBr)</i> • New “early support” approaches for children living with domestic violence or suffering neglect in place. <i>(JB)</i> • Resource Allocation Management Panel established for preventing non emergency admissions to care, especially teenagers <i>(KP/CJ)</i> • Reduced time in care (use of 	<ul style="list-style-type: none"> • Analysis of involvement of F&C in complex safeguarding cases underway • Families who meeting SF criteria with whom SW teams involved identified • Draft thresholds document discussed at LSCB policy and procedures group and joint Safeguarding/F&C management meeting • 3 families (totally 14 children) recently CIC being analysed for joint audit at Childrens’ Service Improvement Team on 14th Dec • Weekly RAMP in place • Emerging model in draft for addressing Neglect. Pilot commenced for improvement in CP conferences and CP plans 	April 13
294 CiC by April 14					April 14
9 fewer CP Plans by April 13					April 13
21 fewer CP Plans by April 14					April 14
Average time spent in care reduced by 6 weeks by April 13					April 13

Action Plan

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			<p>Permanence Panel) (<i>JBr</i>)</p> <ul style="list-style-type: none"> • Predictive modelling/ review of approach for babies with disabilities/complex health needs who may become CIC and those in residential school who require 52 weeks support. (<i>VMcY</i>) • Council services working together to mitigate against bringing a child/s into care. (<i>KK/CJ</i>) • Implement Community Action Research Programme (part of Strengthening Families Task Force (<i>CJ</i>)) • Commission Morning Lane to undertake case analysis of recent admissions as part of externally funded support for safeguarding reconfiguration 		

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Objective 4: Viv McKay (Karen Perry)

Utilise commissioning approach to review in detail the following processes/services within safeguarding:

Performance Indicators – will be determined during the course of the review

	150	350	<ul style="list-style-type: none"> • Change delivery model for fostering, and contact and parenting assessments (Use of IEWM). (VMcY) • Provide better support to vulnerable pregnant mothers (JBr) • LEAN Review of key early help and safeguarding processes (VMcY) • Review value for money of existing arrangements for using translation service. (VMcY) • Fully understand cost differential (child/adult cost per place) and identify options for reducing cost per place where possible. (VMcY) • Investigate options for reducing cost of court ordered contact. (VMcY) • Review use of escort arrangements and opportunity for independent travel when transporting CiC (VMcY) 	<ul style="list-style-type: none"> • Set up meeting with external resource to review Fostering Service Planned for 14th December. • Visit to another LA to learn from their practice re better support to vulnerable pregnant mothers, plus submission of bid for funding from Dee • Potential SW attendees for Parenting Assessments Manual training (April 2013) being identified • Discussion re more cost effective arrangements for contact planned before Christmas 	April 13
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Action Plan

Target (PI)	Target Saving 13/14 p.a. £k	Target Saving 14/15 p.a. £k	Actions	Progress	PI When By
Total Savings	2,037	3,392			
Proposed Investment	600				
Total	2,637				
Additional Savings	161				
Proposed Budget 13/14	2,798				

Risk Matrix

Risk	Mitigation
<ul style="list-style-type: none"> • Culture change within our workforce and across agencies will be resisted 	<ul style="list-style-type: none"> • Comprehensive engagement/communication strategy and plan put in place to support change • Detailed action plans to be shared and owned by workforce and agencies, starting with our own SDMs • Re-launch Telford Safeguarding and Integrated Services Early Help Training. • Invest in longer term “co-production” model with community through strengthening families and homelessness task forces. • Support and funding attracted from west midlands region to support this work.
<ul style="list-style-type: none"> • Reconfiguration uncertainty – Safeguarding review underway. 	<ul style="list-style-type: none"> • Comprehensive engagement/communication strategy and plan put in place • Ensuring social workers understand the need for change • The concept of the Telford Social Worker
<ul style="list-style-type: none"> • Lack of capacity at SDM level – previous reviews have reduced substantially capacity at manager level across children and family service 	<ul style="list-style-type: none"> • Use Capacity Fund and existing balances to provide additional one off capacity where needed • SDM taken on to support transformation and to ensure practice quality is maintained during change
<ul style="list-style-type: none"> • Lack of capacity in Commissioning & Family Placement teams 	<ul style="list-style-type: none"> • As above
<ul style="list-style-type: none"> • Some LA pay a premium or have concluded single status work resulting pay inequity across the region 	<ul style="list-style-type: none"> • Review inequity and make recommendations for addressing any inequity
<ul style="list-style-type: none"> • Adverse impact of benefit change on demand for children and family services. 	<ul style="list-style-type: none"> • Impact to be assessed by Strengthening Families and Homelessness Task Force. Not looking to drive savings out of this money. • Realistic targets regarding CiC numbers/CP plans and savings

<ul style="list-style-type: none"> • Shortage of foster carers nationally – there is a shortage of foster carers across the region, particularly for older teenage children in care. 	<ul style="list-style-type: none"> • Review package and support offered • Review marketing strategy as above
<ul style="list-style-type: none"> • Perverse incentives to make children subject of CP plans for children’s workforce who are not SWs and some SW teams as we are currently structured 	<ul style="list-style-type: none"> • LSCB develop and endorse Risk Model • More robust “Step Down” arrangements • Clear, well understood and endorsed models of alternatives to CP plans for (some) DA and Neglect cases • Reconfiguration of Safeguarding Service
<ul style="list-style-type: none"> • Impact of Family Law reform on capacity in ACM teams 	<ul style="list-style-type: none"> • Should be short term and pending promised national simplifications of care plans
<ul style="list-style-type: none"> • Lack of Business Support Officer (BSO) capacity 	<ul style="list-style-type: none"> • Review service requirements as part of the restructure