

Brighter Futures Performance update Scrutiny Panel Meeting

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26th July 2018

CHILDREN'S & ADULTS' SERVICES



Brighter Futures



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Creating sustainability in CS: A new approach

- CS started thinking about demand management and behaviour change
- The 'Brighter Futures' programme was developed which includes three key components:
 1. **Early Intervention and Prevention** - Changing Early Help to focus on preventing LAC
 2. **Children's Services Re-design (Innovation Bid)** - Change at the heart of the social work model – shifting power to Children & Families, Intensive engagement, workforce reform
 3. **Fostering** - Radically improving the performance of Ealing's in-house fostering service



Brighter Futures project aims and outcomes

AIMS

- Move from traditional social care model of working to supporting and working with young people and their families in and on the edge of care
- Focus on building positive, intensive, consistent relationships
- Reshape the workforce so all children's professionals can work in more dynamic and flexible ways
- Empower and work in partnership with people so decisions are made in the right place, by the right people at the right time
- Reduce the numbers of children and young people who become LAC
- Improve current social worker recruitment and retention issues
- Get better value for money



OUTCOMES

- Young people will feel better supported, listened to, have fewer transitions and changes of worker as well as more power and control over their lives enabling greater resilience, self-regulation and decision making ability
- Fewer young people become looked after
- More young people who become looked after can return home safely
- Ealing is able to sustainably reduce ongoing costs and use savings to apply model to the whole system
- Outcomes for young people improve on all indicators
- Improved recruitment and retention of Social workers

Service-wide transformation agreed and the new Brighter Futures Service went live in April 2017

ECIRS

- 'front door'
- Review of services underway
- EHAP portal

Early Intervention and Prevention

- Our Early Help offer will be delivered through 3 key elements:
 - Supported **EHAP**
 - **SAFE**
 - **SAFE Plus**
- The SAFE Plus service will provide an intensive offer, focusing on families most in need and most likely to escalate into social care.

'Children in Need' Service

- 4 MAST Teams
- Multi-disciplinary teams, providing intensive early support and intervention for young people and families on the edge of care.
- Target caseloads – 8 families per worker.

'Children In Care' Service

2 Connect Teams, incorporating an integrated LAC and Fostering support service.

Multi-disciplinary teams, working with children in care and foster carers to prevent an escalation of need and placement breakdown.

Workers will hold a maximum of 10 cases each.

A 'Care Planning Service' will incorporate the Court Team and Kinship Team functions

A note about use of ROLI in EI&P

In order to identify and prioritise more complex cases at the point of referral, we have identified factors may indicate a greater risk of LAC.

This is named the **ROLI** (Risk of Looked After Children Index) which is now operational

Criteria (which is to be further refined and weighted and overlaps with TFP criteria):

- Parents previously LAC
- Substance misuse / mental health
- Repeat DV and non-engagement
- Missing from Education and/or home risk CSE
- Neglect, history of repeat referrals
- Gangs / YJS / Antisocial behaviour including younger siblings of presenting cases
- Caribbean & Somali young people and families
- Children with disabilities
- Parents with disabilities / illness

The ROLI indicators will be incorporated into a template to be used to inform SAFE or SAFE plus allocation and will be rolled out to ECIRS

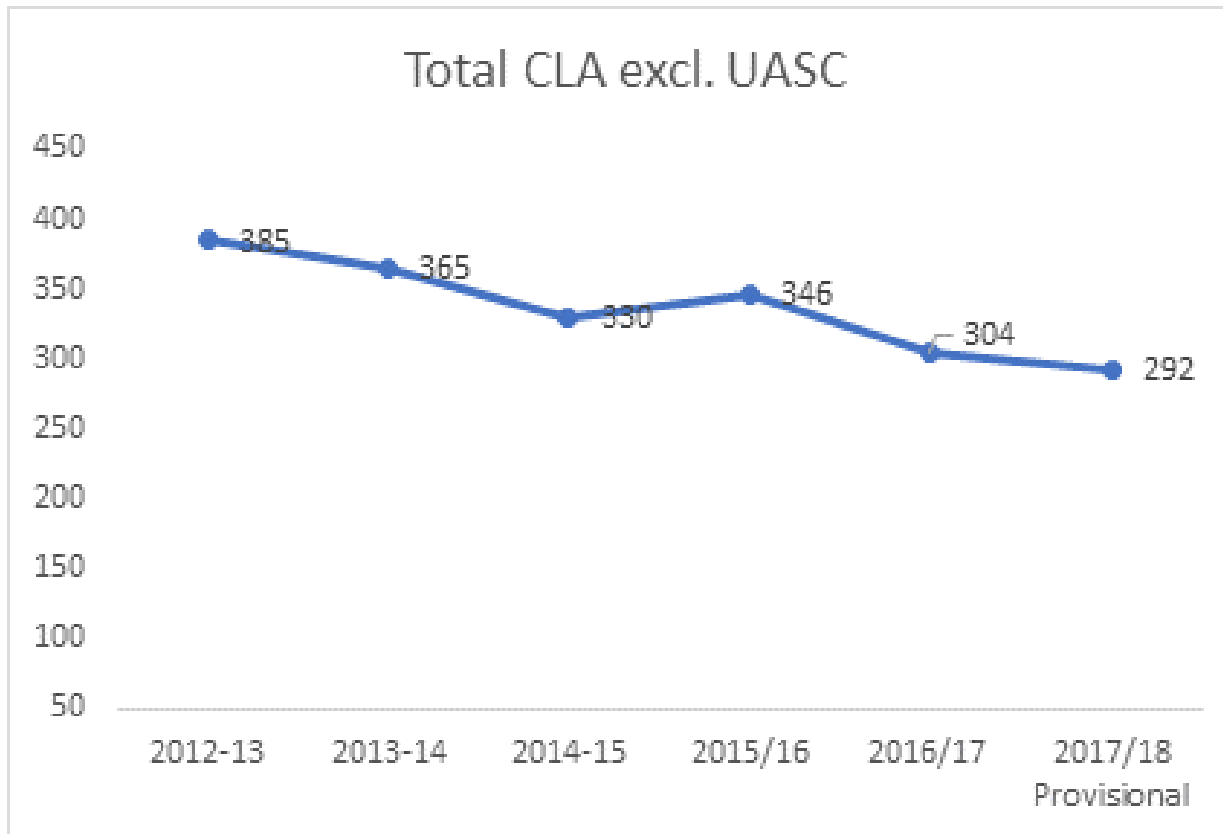
Performance in 2017/18

Preventing children entering the care system to deliver better outcomes

- **A 33% reduction in Children Looked After (CLA) excl Unaccompanied Minors (UASC) comparing 2012/13 to 2017/18.** Delivering an on going reduction trend of 20% between 2013-14 and 2017-18. This sits against an +8.3% growth nationally (2017) and a 22% growth in the total Ealing 0-18 population in recent years.

	2012-13	2013-14	2014-15	2015/16	2016/17	2017/18 Provisional	(+/-) from the previous year	(+/-) from 2012/13
CLA Overview								
Number of children looked after as at 31st March	400	385	355	371	347	343	-1%	-17%
Total Number who are UASC	15	20	25	25	43	51	19%	71%
Total CLA excl. UASC	385	365	330	346	304	292	-4%	-33%
ONS 2014 Mid Year Population Estimate (0-17 years old)	77,600	79,500	80,300	81,300	81,300	81,900	1%	5%
Children looked after per 10,000 population aged under 18	51.5	48.4	44.2	45.6	42.7	41.9	-2%	-23%

Reduction in CLA between 2012-13



Performance in 2017/18 Delivering better value for money

Costings Per Placements

- Based on the total placement budget of £18.1m the approx. average cost per placement is £52,629 based on provisional 17/18 figures.
- The reduction of placements since the introduction of the Brighter Futures model in 2013-14 (excluding UASC) has been 73 placements which has generated savings of £3.842m.
- The reduction in placements in the last financial year has been 12 and this has generated a saving of £0.632m.

Performance in 2017/18

Comparison against regional and national rates

Children Looked After - Ealing vs National							
	31/03/2012	31/03/2017	31/03/2018 Provisional	% change 2012 vs 2017	2012 vs 2017 Direction	% change 2012 vs 2018	2012 vs 2018 Direction
National	67,070	72,670	Not yet available	8.3%	UP	N/A	N/A
National rate per 10,000	59	62	Not yet available	5.1%	up	N/A	N/A
Ealing (With UMI)	410	347	344	-15.4%	DOWN	-19.2%	DOWN
Ealing rate per 10,000	53	43	42	-20.0%	DOWN	-27.1%	DOWN
Ealing LAC without UMI	390	304	293	-22.1%	DOWN	-33.1%	DOWN
London	10,260	9,910	Not yet available	-3.4%	DOWN	N/A	N/A
London rate per 10,000	57	50	Not yet available	-12.3%	DOWN	N/A	N/A
Ealing UMI	20	43	51	115.0%	UP	155.0%	UP
National UMI	2230	4560	Not yet available	104.5%	UP	N/A	N/A
London UMI	920	1540	Not yet available	67.4%	UP	N/A	N/A

The table above indicates that Ealing is performing better than both regional and national rates with a positive direction of change in which the number of looked after children continues to decrease.

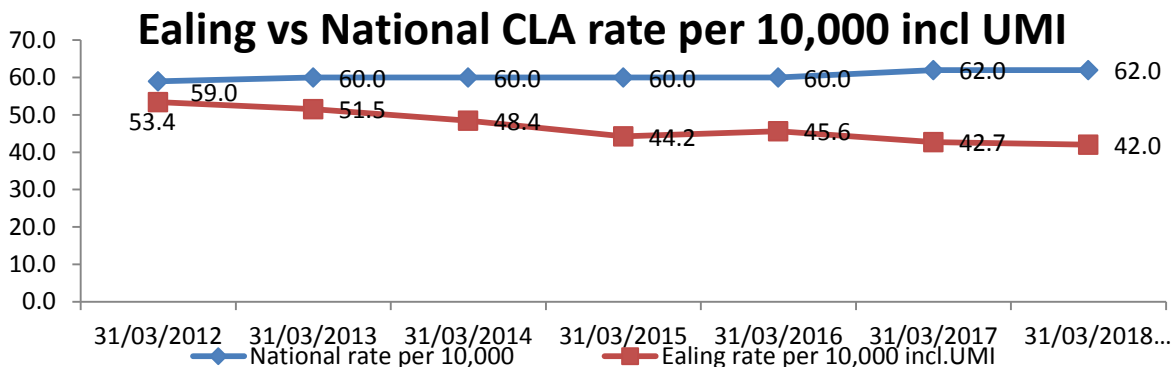
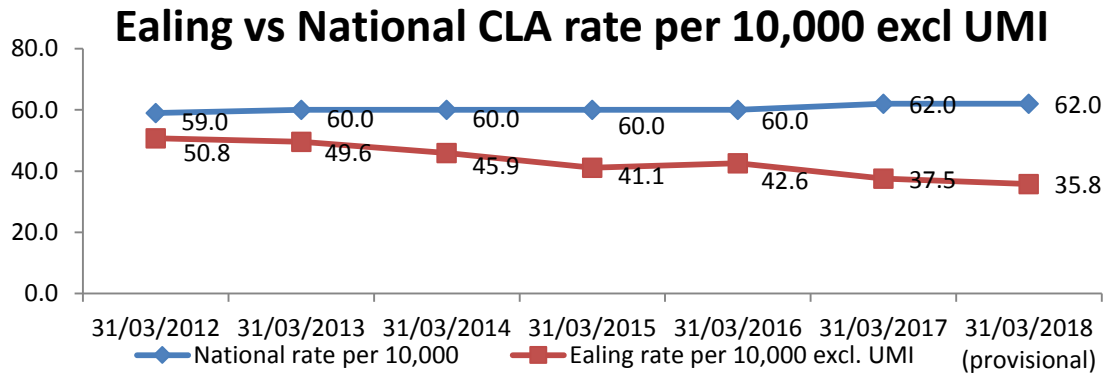
If Ealing had not reduced CLA the direction of change for LAC population growth against 5 Year national growth rate would have a negative direction

	31/03/2012	31/03/2018	% change 2012 vs 2018	2012 vs 2018 Direction
Ealing (With UMI)	410	444	8.3%	UP

Performance in 2017/18

Comparison against regional and national rates

Ealing vs National rate per 10,000	31/03/2012	31/03/2013	31/03/2014	31/03/2015	31/03/2016	31/03/2017	31/03/2018 (provisional)
National rate per 10,000	59.0	60.0	60.0	60.0	60.0	62.0	62.0
Ealing rate per 10,000 incl. UMI	53.4	51.5	48.4	44.2	45.6	42.7	42.0
Ealing rate per 10,000 excl. UMI	50.8	49.6	45.9	41.1	42.6	37.5	35.8



Performance in 2017/18

Additional cost savings resulting from Ealing being below National trend

- Based on CLA trends (excl. UMI) on the number of Looked After Children, Ealing is considerably lower than national average.
- Comparable data shows Ealing to be 26.2 places below national average in 17-18 which generates cost savings of £1.379m. This has steadily increased year on year as shown in the table below.

	2017-18	2016-17	2015-16
National Population per 10,000	62	62	62
Ealing Population per 10,000	35.8	37.5	42.6
Variance	26.2	24.5	17.4
Savings Per Placement (£M)	1,378,880	1,289,411	915,745

Performance in 2017/18

Cost savings on Fostering places

- There has been a 14% rise in the number of children placed within in-house foster carers compared to 2016/17 which has seen a cost implication of £379,000 since last financial year.
- Coupled to this there has been a 14% reduction in the number of children in private and voluntary placements, this has generated a £489,000 saving.
- There has also been a 17% increase in the number of children in placements with a relative of a friend which has seen a cost implication of £ 53,000.
- Overall this change in placement type highlights a rise in, in-house fostering utilisation which reflects less expensive but **most importantly a rise in the stability of foster placements as well as a saving.**

	Provisional 2017/18	2016/17
CLA Inside LBE		
CLA Inside LBE	140	136
% LBE	41%	39%
CLA Outside LBE but within Greater London	Provisional 2017/18	2016/17
CLA Outside LBE but within Greater London	126	135
% within Greater London	37%	39%
CLA Outside Greater London	Provisional 2017/18	2016/17
CLA Outside Greater London	77	76
% outside Greater London	22%	22%

The table shows an increase to 41% compared to 2016/17 in the number of placements within the borough

Performance in 2017/18 MAST-BRIGHTER FUTURES

Volume	Caseload - 12 month average		Overarching Target - November 2017		Mar 2018 - Target		Current actuals - Mar 2018		(+/- March 18 vs Pre Brighter Futures average)
	average	%	2017	%	Target	%	Mar 2018	%	
Assessments	268	29%	148	24%	148	24%	221	27%	-18%
Sec47	52	6%	45	7%	45	7%	50	6%	-3%
CP Plan	156	17%	140	23%	140	23%	132	16%	-15%
CIN Plan	242	27%	235	38%	236	38%	201	25%	-17%
Unstarted CIN Plan Outcome	70	8%	20	3%	20	3%	96	12%	37%
Other CIN	124	14%	25	4%	25	4%	107	13%	-14%
Total	912	100%	613	100%	614	100%	807	100%	-11%
Overall Family Allocation Target	788		560		561		736		-7%

It is evident that the volume of allocations and work in the MAST teams Pre-BF numbers compared to March 18 have reduced, some of which are highlighted below;

- 7% reduction in the total number of allocations
- 18% reduction in the number of assessments open at month end
- 15% reduction in the number of CP
- 17% reduction in CIN Plans
- By end of September following latest recruitment drive agency staffing should be down to 10% (from a high of 33% two years ago)

Early intervention and prevention: The SAFE Service

SAFE Vision:

“The SAFE service is comprised of multiple agencies working in a collaborative manner, with the family at the Centre. We incorporate a range of professional perspectives to intervene in the most effective manner, at the earliest opportunity, in order to prevent children’s needs becoming more severe and entrenched.”

Who does SAFE work with?

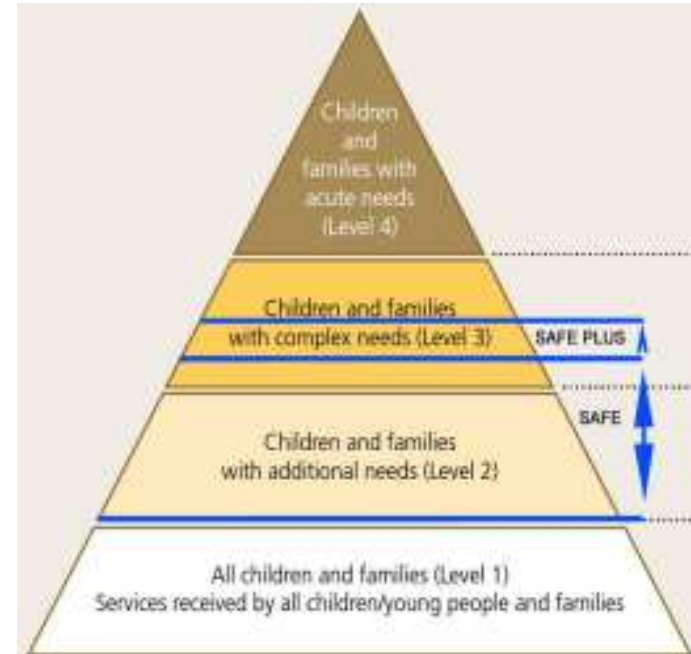
The SAFE service aims to work with children and young people from 0-18 years who have a range of issues requiring a targeted service response. Typically these needs would fall within levels 2 and lower level 3 of Ealing’s Thresholds of Need Guide.

How does the service work?

The service works in partnership with children, young people and their families to help them identify their needs and the services that will meet them, ensuring needs-led, solution focused delivery.

To help support families with more complex needs the SAFE Plus model was introduced in January 2017.

The diagram indicates where SAFE cases come under in Ealing Threshold’s Needs Guide.



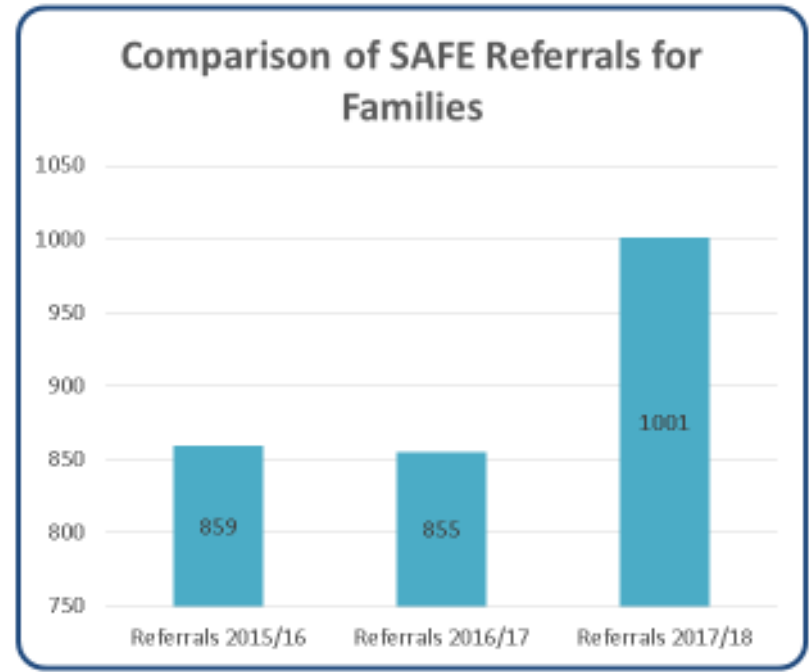
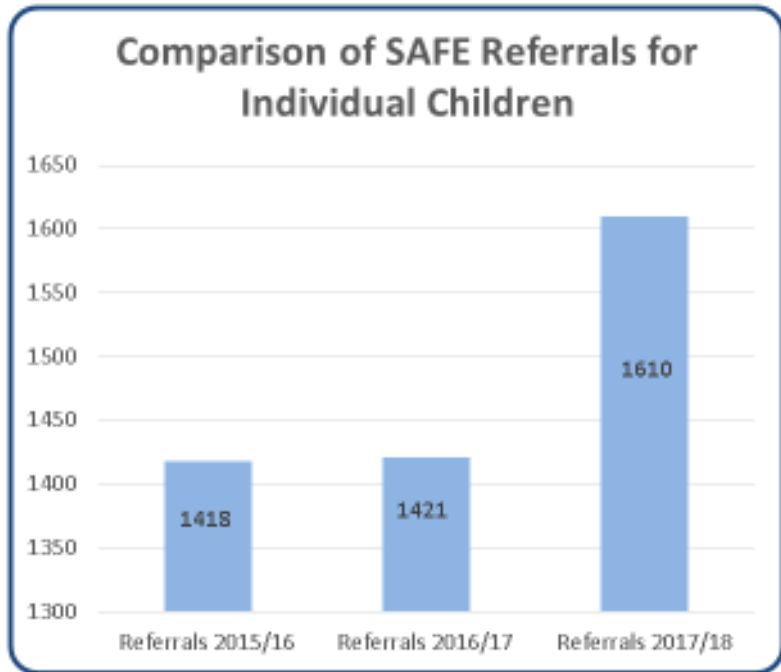
Ealing's Thresholds of Need Guide

Early intervention and prevention: SAFE Service

SAFE Referrals

Between April 2017 and March 2018, SAFE received 1610 referrals for individual children and 1001 referrals for sibling groups.

The number of referrals for 2017/2018 are significantly higher than the previous two years as shown in the chart below.



Early intervention and prevention: SAFE CAMHS Service

Case Studies from SAFE CAMHS Tier 2

The following slides provide an overview of the type of work undertaken in the SAFE CAMHS Service.

Case Study 1:

Background: Young female age 12 who had experienced bereavements which had impacted on her emotional, social wellbeing.

Presenting Need: Low mood, anxiety and headaches associated with past bereavements

Worker: Clinical Psychologist

Initial Assessment: Young person described feeling sad and having low self-esteem. Struggled to identify anything positive about herself.

Intervention offered to young person:

- Talking therapy – used a cognitive-behavioural approach utilized externalisation techniques and drawing.
- work surrounding grief and loss and helping young person to process these experiences
- work on how to increase young person's ability to tolerate difficult emotions
- work on ways of how young person can communicate with others on how she is feeling

Outcome:

- Young person was consistently reporting an improvement in her mood and wellbeing.

Early intervention and prevention: SAFE CAMHS Service

Case Study 2:

Background: Young male, age 11 who had witnessed his mother being a victim of domestic violence from his father for a consistent period from birth to four years old.

Presenting Need: Constant rocking in the classroom and at night, banging his head on his pillow and at times waking up at night, crying and running around the house.

Worker: Assistant Clinical Psychologist

Intervention offered to young person:

- Work with the family explored these presenting difficulties and their relationship to his past and present emotional world, emotional regulation and connecting the network working with the family.
- Work focused on identifying internal emotions to support him to accurately communicate these and develop new coping mechanisms.
- Joint working with the school to support young person's progress and adjustment to high school

Early intervention and prevention: SAFE CAMHS Service

Case Study 2 continued:

Other Support Offered to young person's Mother and Step Father:

- Parental work focused on providing strategies that support emotional containment for John. This has involved supporting the family to regularly discuss their emotional states honestly as a family.
- Parent intervention explored ideas surrounding links between John's emotions/behaviours and family stress, specifically in regards to his step-father's immigration status and in recognising the impact of historical domestic violence.
- Mother referred to the service employment advisor who supported her through back to work sessions to access employment.
- Mother referred to Adult therapeutic support (Ascent counselling through Women & Girls Network) to process her past experiences of domestic violence.

Outcome:

- At end of work young person wellbeing and presentation had improved.
- Young person regularly attending school and enjoys participating in the weekly construction club organised by the school. Attendance to the club has helped young person develop his social and communication skills.
- Mother in full time employment and accessed counselling to help her deal with her experience of domestic violence.

Wider Feedback

- In a recent closure survey respondents were asked 'Would you recommend MAST to family and friends?' 84% stated 'Yes' and 16% said 'Maybe'
- 'Our case worker was excellent. Not only was she a good listener, she also created and built such an amazing rapport with all the family over time. My children miss her!.'
- 'It gave me strength and knowledge on how to carry on and stay positive. Good advice was given and I found it really useful. The gentleman who supported me through a difficult time was really good.'
- 'Before Connect there were many changes of social worker and this affected the children as well as us and it all felt rushed. Now, under the Connect Team, everything works well together.' From a Foster carer
- 'I am really thankful for the help you have given me with contact with my daughter'. From a birth parent who had previously had an acrimonious relationship with social workers

Lessons learned in achieving Brighter Futures development

- Having clarity of purpose and vision underpinned by robust needs analysis
- Commitment and buy-in at Member, corporate, partner, strategic and operational level
- Robust finance and performance framework linked to throughput model
- A strong programme and project management framework (including involvement of lead personnel from HR, Finance, Data & Performance)
- Values led recruitment
- Consistent evidence based model of working
- Effective, regular communication at all levels and via various means
- Management of cultural change

For further information contact

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