

Looked After Children (LAC) population 7 sustainability projects

July 2020



Headline summary of project position

| PROJECT | RAG | RISK AREA |
|---|------------|--|
| 1. Early Help | | Co-located team might be delayed until early 2021 |
| 2. Family Intervention Service (FIS) | | Impact of school closures and lockdown on contact with families |
| 3. Team Around the School | | Impact of school closures and lockdown on contact with families |
| 4. Duty/Locality Teams | | Difficulty merging teams; impact on MASH/EH access point |
| 5. Positive Futures (Respite / Assess) | | Purchase of Greenwood Ave |
| 6. Fostering | | |
| 7. Placements Review / Sufficiency | | Capacity of system during Covid; delay |

1 – EARLY HELP & PREVENTION AT A NEIGHBOURHOOD LEVEL

Create multi-disciplinary neighbourhood teams providing wrap around support for children and families

Key elements:

- **Colocation of EHAP/ MASH/ SPOE**
- Creation of 4 neighbourhood teams in localities- social care, health, police, schools and voluntary sector working in partnership.
- Support provided in communities building on local assets, driven by local intelligence and woven into the neighbourhood.
- Providing wrap around support to prevent escalation.
- Safer, smarter, stronger model.
- Estates driven.

Resources:

Four neighbourhood hubs

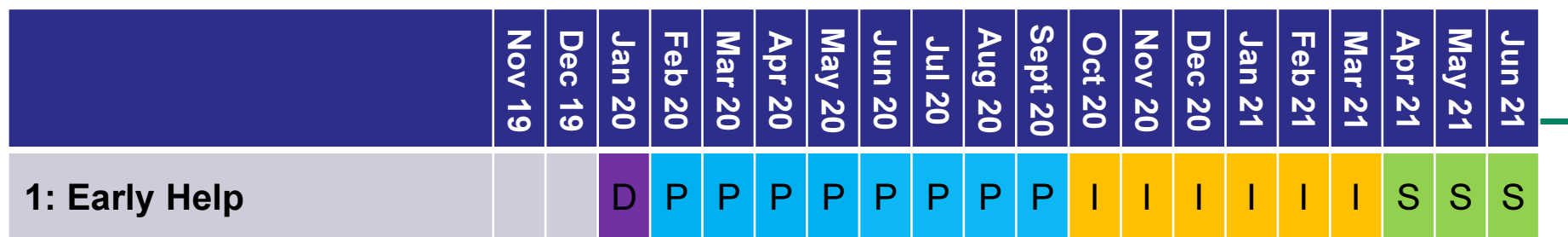
Other:

Multi agency development and implementation Group/Board

Impact:

Longer term reduction in need for higher tier/statutory interventions, including care

1. Early Help – Timeline & key milestones



| Date | Activity | On/Off |
|---------------------------|--|--------|
| Apr 20 | MASH/EH Access Point co-location meeting to take place between CSC, estates, health & police | on |
| May 2020 | Meeting with partners and FM, agreed staffing and service need FM to scope building and email options | on |
| June 2020 | To assess each option and agree a building | on |
| July 20 | Develop an implementation plan base on agreed building for Front door | on |
| 1 st July 2020 | Co-location of EHAP and SPOE at St Peters agreed | on |
| | | |

1. Early Help – Progress & risks

Progress – key points

- Much of this project relies on physical co-location of staff – integration of the MASH and bespoke neighbourhood models.
- The aim was to have a co-located of EHAP team by September and a plan for colocation of teams earliest January-Feb 2021 dependent on the situation (COVID).
- In terms of mitigation, we are looking at how we can work in a co-locate way virtually over the next few months. Hopefully will be less duplication, better relationships and processes. The main impact is on timescale; about 3-6 months. However we will be in a good position by the time we can implement because of opportunity for shared working.
- The EHAP and SPOE are working to be co-located through July 2020
- Work is being done around recovery planning and aligning ‘bubbles’ with EH/ CSC and Health aligned together in the bases of CC to build capacity at Denton for the Tameside Access Point co-location

Risks – issues & barriers

- We are still in the position to plan for co-location however health partners in particular have been moved onto different duties. Some roles have changed and been redeployed and taken back into acute setting to deal with Covid. The last meeting was cancelled by partners because they had been pulled into their business continuity plans. Meetings need to be reinstated now to bring back on line – initially planning within children’s is happening
- ICFT are undertaking service review and the lead for HV and SN is being changed . Meetings arranged with new lead to update on planning with health to co locate

1. Early Help – Impact & evaluation

| Metric | Now | RAG |
|---|------|-----|
| TFT Early Help episodes (No. Open) | 732 | G |
| Open CSC cases with Early Intervention work taking place (lead and non-lead combined %) | 30.3 | G |
| EHAs currently open (all agencies) | 686 | G |
| Contact (12 month rolling rate) | 1976 | G |

| | £ | Voice & feedback |
|---------|---|--|
| Budget | | Children’s Co-Production Framework to report on child’s voice and feedback |
| Spent | | |
| Savings | | |
| | | |

2 – FAMILY INTERVENTION SERVICE

Establish a Family Support Service to provide practical support and diversionary work to prevent admissions – de-escalating risk, across the continuum of need

Key elements:

- Currently offer is Early Help and Edge of Care leaving a gap at Child in Need, Child Protection and LAC.
- New model to provide a broader offer across the continuum of need, from tier 2 through to tier 4, with a focus on ongoing not in/out support
- Support from 8am till 8pm on weekdays, and at weekends as well
- Same worker will support family when / if they move up or down the continuum
- Practical help – e.g. take people to appointments. Do with, not to.
- Family Group Conference model extended across service/levels of need.

Resources:

£ 800,000

Other:

Project Management
HR
Finance
Work Force Development
Estates

Impact:

Medium term reduction in need for higher tier/statutory interventions including Care. Increased step down, reduced step up, reduced

2. Family Intervention Service Update

| | Nov 19 | Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 | Jun 21 |
|----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 2: Family Support Service | D | | P | P | I | I | I | I | I | I | I | I | S | S | S | S | S | S | S | S |

| Date | Activity | On/Off |
|-------------------|--|-----------|
| March 2020 | Consultation completed | Consulted |
| March 2020 | All actions completed and implementation plan drafted - Rota cycle agreed - Flexible working arrangements reviewed and agreed against new model | ON |
| 4/12/2020 | Presentation to staff completed but not presented – this has been emailed out to all staff and Unions | completed |
| March – July 2020 | Recruitment started April SFIW / CP PM appointed Mapping of skills, Development and training required to widen the Early Help offer from Universal to LAC. Secondment to CSE team from FIW Recruited completed | Completed |
| May 2020 | Move the line management of CP FIW to EH/EY & Neighbourhoods | On |
| June 2020 | Discussions with HR to issue all staff new contracts completed and all staff received contracts – all need to be returned by end of July and new way of working implemented Sept 2020 | ON |



2. Family Intervention Service – Progress & risks

Progress – key points

- Project is at the point of implementation September 2020
- Recruitment has continued - policies, procedures and rotas. Implementation is delayed – previously aiming for a date of 1 June for implementation – this is delayed till September
- We aren't yet at the 7-day working arrangements this will be in place September
- Final details for rotas now communicated via email to all staff and team meetings - a timeline reviewed and has been communicated
- EHAP and pathways continued no change, just working from home, will be a delay on implementing the SPOA into the EHAP but we are utilising the 2 neighbourhood staff aligned differently to provide additional support to respond to mental health in young people and as a support for advice for all staff due to COVID-19
- Continuing with virtual meetings; SPOE going live July 2020 and colocation at St peters and even virtually – FIW have taken the role of duty and completed this practically through the COVID 19 response which has enabled a understanding of expectations through the service redesign
- The Relationship between CSC and Early Help has developed due to COVID 19.

Risks – issues & barriers

Presentation emailed to staff and HR and Unions all completed and now implementation Sept 2020

Co Location of teams to support the success of this and some virtual co working and meetings

Current challenge: families are at home where access has reduced them; there are RA and some face to face now and a plan around retuning to school – crucial to get model established and rota in place for Sept to support increase in demand through coming out of lockdown and working closely with CSC



2. Family Intervention Service – Impact & evaluation

| Metric | Now | RAG |
|--|------|-----|
| % All Open Cases with TFT FIW Intervention - Lead & None Lead Combined | 30.3 | G |
| Social care cases with family intervention (No) | 120 | A |
| Re-referral within 12 months of a previous referral (%) | 21.9 | A |
| Rolling 12 month of cases stepped down from TFT to Universal Services | 86 | A |
| Rolling 12 month of cases stepped up to CSC | 32 | R |

| | £ | Voice & feedback |
|---------|---------|--|
| Budget | 800,000 | Children's Co-Production Framework to report on child's voice and feedback |
| Spent | | |
| Savings | | |
| | | |

3 – TEAM AROUND THE SCHOOL

Speed up and enhance the role out the current Team Around the School model to all schools, colleges and nurseries (including PVIs)

Key elements:

- Enables schools to confidently support children and families preventing escalation and providing the right support at the right time
- Well established and well received by secondary schools- preventing the need to move into statutory services and improving outcomes for children and families
- Current plan is to have 60 schools on stream by December 2019
- Roll out to all schools, with a focus on getting more primaries on board.
- Also moving into pre school – supporting the very youngest.
- Investment needed to speed up the roll out/fully embed in schools through co-ordinator roles.

Resources:

£ 50,000

Other:

HR

Finance

Impact:

Medium term reduction in need for higher tier/statutory interventions, formal Early Help, Child in Need, including Care.

Increased step down, reduced step up, reduced repeat referrals.

3. Team Around the School - Update

| | Nov 19 | Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 | Jun 21 |
|------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 3: Team Around School | D | P | I | I | I | S | S | S | S | S | S | S | S | S | S | S | S | S | S | S |

| Date | Activity | On/Off |
|-------------|---|-----------------|
| March 2020 | Traditional style Team Around meetings are not currently happening | On |
| March 2020 | Momentum of the roll out has been affected | On |
| April 2020 | The NC/EHAAs are working with EWO's and the Quality Team to meet the needs of children that schools/settings and colleges deem vulnerable | On |
| April 2020 | NC/EHAAs work closely with the EHAP, CSC and extended EH offer to provide support | On |
| March 2020 | Recruitment to new posts – this has been delayed due to COVID/now taken place | ON |
| May 20 | Jobs out to advert / Interviews June to appoint mid August/ appointments complete and start dates agreed | ON |
| May 20 | Development of a PRU TAS to support our most vulnerable/running successfully weekly with good commitment from partners. Funding bid on-going to support the development of this. More work to be done now with the PURU's in September to develop the TAS inline with the offer | On going weekly |
| May 20 | Some school continuing to have their TAS – this is done virtually Some mini TAS taken place – part of the plan to build back better and support schools | On-going |
| May 20 | Plans in place to support schools when they return using the TAS model and using the NH cord to do virtual support sessions – lots of TAS booked in from September onwards | On-going |
| May/ Jun 20 | Development of Family Group Conference model in Early Intervention and link to TAS first one taken place – really positive and three referrals to FGC from this | On Going |
| July 20 | TM for EHAP and NH teams leaves – plans in place to replace this role and develop offer further with quality and EHM and EHA online with the introduction of a PM role to support this | |

3. Team Around the School – Progress & risks

Progress – key points

Currently no TAS meetings in usual format are taking place as schools restricted and delivering differently . However schools are continuing to be supported on an ongoing basis – discussions about vulnerable children. So the pace of work hasn't stopped but is continuing in a different way. Some virtual TAS have been action on school requests supported by a virtual team

The NC/EHAAs are working with EWO's and the Quality Team to meet the needs of children that schools/settings and colleges deem vulnerable

NC/EHAAs work closely with the EHAP, CSC and extended EH offer to provide support

All Schools/colleges were contacted by email as the lock down was announced offering direct support from the NC (which has been well used)

Colleges have all been contacted as they are not featured within the Vulnerable COVID 19 process our offer of support has been gratefully received and we have supported students as a result of our efforts

We will continue to monitor current situation remain flexible and adapt to changing situations and continue to offer service and promote that EH services are still available through the use of Facebook, Twitter, Newsletters for professionals, Early years teams, EYQIT, HYM and TFT

Induct (2)3 new Neighbourhood coordinators once appointed planned

TM for EHAP and NH teams leaveing– plans in place to replace this role alongside developing role of Nco and EHAA and building capacity with a PM role (temp) to support implementation and EHM implementation and quality and increase in EHA

Risks – issues & barriers

Traditional style Team Around meetings are not currently happening

Schools do not currently have contact/access with all families that would ordinarily present as needing support at and early help level

Some schools are closed or if open the staff member identified to lead on Team around are not readily available

Using the team around approach as a pathway from the EHAP or panel is not currently an option

Momentum of the roll out has been affected, diarised meetings will need to be re arranged meaning that introduction of the team around approach to new schools/ setting will be delayed

3. Team Around the School – Impact & evaluation

| Metric | Now | RAG |
|--|------|-----|
| Number of settings engaged in TAS | 80 | G |
| Contacts received – EHAP and TAS (No in month) | 281 | G |
| Contacts referred to CSC (% of contacts) | 28.8 | A |
| Number of EHAs completed in TAS settings | | |

| | £ | Voice & feedback |
|---------|--------|--|
| Budget | 50,000 | Children’s Co-Production Framework to report on child’s voice and feedback |
| Spent | | |
| Savings | | |
| | | |

4 – DUTY / LOCALITY RESTRUCTURE

Stage 1. Restructure the duty and locality teams to remove a step in the process
Stage 2. Move to true locality working with teams based in each of the four neighbourhoods holding a neighbourhood based cohort / caseload

Key elements:

- Closely aligned with Early Help neighbourhood model
- Aim is to reduce the number of changes of social worker children experience
- Four locality plus four duty teams currently centrally located, will merge and move out to locality in longer term
- Current arrangement = referral received at MASH, passed to Duty teams for assessment, then to Locality Team for intervention then to LAC team.
- Removes one handoff by combining duty and locality team functions.

Resources:

£ – £ 0 (costs in longer term)

Other:

Current base is Denton Centre.
Offices required in all four neighbourhoods.

Project Management

Estates

HR

Finance

Work Force Development

Impact:

Improves continuity of worker, builds relationships, reduces reassessment and enables better management oversight.

Supports more effective case management for Children in Need, Child Protection and LAC, which in turn enables and supports cost avoidance and savings.

4. Restructure of Duty/Locality - Update

| | Nov 19 | Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 | Jun 21 |
|------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 4: Duty/Locality | D | P | P | P | P | I | I | I | I | S | S | S | S | S | S | S | S | S | S | S |

| Date | Activity | On/Off |
|----------|---|--------|
| July/Aug | Preparation work ongoing | On |
| August | Training to be undertaken | On |
| 9 Sept | Go live date – teams merged, duty workers in Neighbourhood Children’s Centres | On |
| | | |
| | | |
| | | |



4. Restructure of Duty/Locality – Progress & risks

Progress – key points

The projects has progressed as much as it can given the Covid situation:

- From 20 April we can start back on the implementation process, looking at going to virtual teams before we can go to physical
- A lot of the legwork can be done virtually – some teams can start in new process without being in localities. We can move to this model after ironing out initial issues and delivering training.

Risks – issues & barriers

- The difficulty will be in merging teams, staff development and training, although the possibility of virtual training is being explored.
- Another pressure is with the Early Help Module going live as this will shape the front door and MASH.

4. Restructure of Duty/Locality– Impact & evaluation

| Metric | Now | RAG |
|--|------|-----|
| Children subject to 3 or more changes of social worker in the last 12 months (%) | 44.8 | R |
| Assessments within timescale of 45 working days (%) | 76.2 | A |
| CP statutory visits within timescale (%) | 92.7 | A |
| CIN reviews taking place within timescale (%) | 73.6 | A |

| | £ | Voice & feedback |
|---------|------------------------|--|
| Budget | N/A no budget required | Children's Co-Production Framework to report on child's voice and feedback |
| Spent | | |
| Savings | | |
| | | |

5 – POSITIVE FUTURES (RESPITE / ASSESSMENT)

Deliver a respite / short break facility, an assessment unit and emergency/short break fostering, supported by an outreach team/key workers. Objective to prevent placement breakdown, and to allow children to remain at home and avoid admission into care. Works alongside Edge of Care and Family Support Service – target 11years plus.

Key elements:

Respite

- Up to 72 hour short breaks – planned and emergency
- Provides an alternative to taking a child into care to stabilise and support
- Key worker allocated and remains attached doing outreach work post-respite break.
- Speech and language; psychology and police (prevent criminalisation)
- Assessment with family, and further support through fostering service

Assessment

- 1 emergency and 3 assessment beds for up to 12 weeks, integrated with Key workers as above
- Reduces out of area placement and keeps connection with family and community
- Better decisions and oversight- clear focus on step, down less likely to remain in expensive out of borough placements, support through fostering

Resources:

£ – £ 560K

Other:

Project Management
Estates
HR
Finance
Work Force Development

Impact:

Medium term reduction in need for higher tier/statutory interventions including Care.
Increased step down, reduced step up, reduced repeat referrals.
Reduces number of 11 year plus entering Care

5. Positive Futures (Respite/Assessment) - Update

| | Nov 19 | Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 | Jun 21 |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 5: Positive Futures | D | | | | | P | P | I | I | I | I | I | I | S | S | S | S | S | S | S |

| Date | Activity | On/Off |
|--------------|--|--------|
| To be agreed | Prepare planning application for when the sale has been completed | |
| April/May | Recruit to Registered Managers post and Residential staff Team | On |
| October 2020 | Start work to change purpose to assessment Centre | On |
| May/June | Refurbishment of St Lawrence Road | On |
| October 2020 | Registration of assessment centre and short break unit with Ofsted | On |
| Sept 2020 | Recruitment of staff team | On |

5. Positive Futures – Progress & risks

Progress – key points

- Planning application is progressing for Greenwood Avenue (submitted on 30 June 2020) sale agreed subject to planning – determination for planning date is 25 August 2020)
- Recruitment to managers posts is progressing – new job descriptions completed and are with HR for QA and oversight on the grade. Interviews are projected to be August 2020
- Review of staff structures and roles to take place in August 2020 to confirm propose and job descriptions
- Work on St Lawrence Road has now completed and is ready for occupancy
- Work on Greenwood Avenue has not yet started as the sale needs to be completed
- Meeting has taken place with Robertsons re garage renovations to convert to an office
- Starting now to map out pathways of referrals to the service and also practice expectations and review points to ensure the function and purpose of Positive Futures is maintained (right children, right service and plan delivered in timescales for statement of purpose)

Risks – issues & barriers

- Paul Batho: Awaiting confirmation of completion date for purchase – dependent upon vendor who is moving abroad – chasing for confirmation
- Planning objections
- Not recruiting to management posts
- Delays in registration with Ofsted

5. Positive Futures – Impact & evaluation

| Metric | Now | RAG |
|--------------------------------|-----|-----|
| Occupancy rate (once launched) | | |
| | | |
| | | |
| | | |

| | £ | Voice & feedback |
|---------|---------|--|
| Budget | 560,000 | Children's Co-Production Framework to report on child's voice and feedback |
| Spent | | |
| Savings | | |
| | | |

6 – FOSTERING SERVICE IMPROVEMENT

Increase the number of foster carers through a new model tailored to current need, cohort demographics and an enhanced payment and support model. Increase number of children with more complex needs fostered in Tameside

Key elements:

- A modernised, fit for purpose fostering offer which keeps Tameside children in Tameside
- New recruitment and retention model
- Targeted recruitment for specialist foster carers (retainer payments)
- Change cohort mix to better match need and LAC demographics
- Work with businesses / partners – e.g. IKEA – with a buddy scheme
- Foster friendly businesses (recruitment from the staff – local placements)
- Out of hours support from Family Support Service incl. weekends. Plus access to Positive Futures
- Potential bid to Lottery fund for step/step down fostering model and looking at a collaboration across GM for Mockingbird model

Resources:

£ – £ 150,000

Other:

Communication Team

Impact:

Increased number of Tameside carers for Tameside children. Increased number of children with more complex needs fostered in Tameside. Supports delivery of placement sufficiency – see No 7 below.

6. Fostering - Update

| | Nov 19 | Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 | Jun 21 |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 6: Fostering | D | | | P | P | P | I | I | I | I | I | I | S | S | S | S | S | S | S | S |

| Date | Activity | On/Off |
|------------|---|-----------|
| Jan 2020 | Submission of bid for Lottery funding required to implement Step Up Step Down fostering model to be completed | On |
| April 2020 | Recruit to dedicated business support in fostering service. All posts recruited too and workers in post as of July 2020 | completed |
| March 2020 | Recruited to permanent Team Manager vacant post. Start date the 01.06.20 | completed |
| April 2020 | Review of offer to foster carers in progress. Report completed and recommendations to be reviewed in August 2020 | On |
| July 2020 | Recruit to dedicated fostering recruitment/marketing officer. Interviews arranged for week of 27.7.20 | On |
| April 2020 | Data Cleanse of Fostering Register. To be completed by end of April 2020. Complex work and over 200 records to review. | Completed |
| July 2020 | Recruitment to all Management and Social Work vacancies. | Completed |
| July 2020 | Training and Development of foster carers. Training plan from being developed to go live for the period of September 2020 – March 2021. Two year training plan for 21/22 – 22/23 to start in October 2020. | On |
| July 2020 | SGO/Discharge of care team in fostering service. Recruitment to permanent practice manager completed. One SW recruited too pending HR checks and interviews other vacancy in August 2020. Interviews for 2x Vacant FIW's July 2020. | On |



6. Fostering – Progress & risks

Progress – key points

- Dedicated business support team is now in place and is already making a positive impact. All other recruitment now complete in terms of managers and SW's. Marketing and recruitment advert has now closed with 16 applicants – interviewing 8 in the next 2 weeks. Reporting and data cleanse complete. Fostering offer review complete – final report due for consideration and presentation at CLT August 2020
- Recruited to all fostering management posts and social work vacancies on a permanent basis. No temporary cover via agency staff as of 07.06
- Review of the offer to foster is now drawing to a conclusion and draft paper was made available on week of 29.6.2020. This included review of payments to carers alongside what the support offer is.
- Work around foster carer payments is underway with Payroll Service. Katie Sherriff is leading and all payment forms will move into ICS rather than continue with paper.
- Introduced a Performance & QA framework within the fostering service to manage and monitor performance.
- There is now a monthly compliance report that is produced to ensure service is compliant with regulations and minimal standards. Also enables KPI's to be monitored and challenged
- Positive foster carer recruitment campaign led by comms, successful open evening at Village Hotel with a number EOI's. Number of enquires being followed up currently.
- Previously agreed additional resource has evolved from a stand alone SGO support team to a Discharge from Care/SGO support team. This includes 4 family intervention worker's that will work across both the fostering service and the discharge/SGO support team. Will support placement stability and transitions to SGO's
- Two successful recruitment campaigns in March 2020 and May/June 2020. Increase in initial enquiries, resulting in new assessments of prospective carers.
- Fostering service now manage own enquires and expression of interest's. This will be enhanced by the new business support team that has now been recruited too
- Marketing and recruitment budget for 2020/21 has now been agreed at £40,000
- Children Business Link Team now in post and improving systems and process. This will improve effectiveness and compliance.
- Delivering face to face virtual training and support groups to foster carers via Zoom. This is the impact of COVID-19 and they way we support foster carers.

Risks – issues & barriers

- Impact on recruitment to foster carers due to COVID-19. Next recruitment campaign in August 2020 that will target those who have worked at home during lock down and want to continue to do this form being a foster carer
- Consider the outcome of the foster carer offer project and progress chosen recommendations. The impact of COVID-19 may have impact on recommendations that have cost associated to it. i.e. increase foster carer allowances.
- Re-launch of permanence strategy to ensure plans of permanence in relation to SGO and Long Term Fostering. Delay due to COVID -19 but now on track for implementation for September 2020.
- Establishing a permanence panel to monitor and review children's plan and support safe discharge of care orders and reduce LAC numbers – Delayed due to COVID-19, but on track for implementation September 2020

6. Fostering – Impact & evaluation

| Metric | Now | RAG |
|--|------|-----|
| Number of Tameside foster carers | 206 | R |
| Number of children fostered | 436 | R |
| Looked After Children placed within Tameside (%) – private/local authority | 56.2 | A |
| Looked After Children in private provision (%) – in and out of borough | 28.0 | R |
| Proportion of children with 3 or more placements in the last 12 months (%) | 8.4 | G |
| Children fostered in long-term placements (%) | 25 | R |

| | £ | Voice & feedback |
|---------|---------|--|
| Budget | 150,000 | Children's Co-Production Framework to report on child's voice and feedback |
| Spent | | |
| Savings | | |
| | | |

7 – PLACEMENTS REVIEW & SUFFICIENCY

Review all placements to ensure children are in the right placement, at the lowest possible cost for shortest possible time – whilst at all time maintaining safeguarding duty.

Key elements:

- Management review of all LAC placements by end of 2019.
- Tackling drift and delay
- Multi-agency panel looking at cases with view to move to permanence
- Managed market – brokerage and QA (key to sufficiency plan) local and GM wide
- QA reduces readmission and future long term costs
- Additional business support for decision tracking to ensure actions followed up
- Maximise placed with parents and Special Guardianship Orders (with review post discharge)
- Earlier allocation of Personal Advisors (PAs)

Resources:

£ – £ 630,000

Other:

Business support capacity

Impact:

Medium term reduction in need for residential placements for LAC. Move closer towards statistical neighbour placement demographics. Improved matching of placements to child's needs. Increased availability of step down placement options. Reduced number of LAC.

7. Placements Review - Update

| | Nov 19 | Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 | Jun 21 |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 7: Placements | D | I | I | I | I | S | S | S | | | | | | | | | | | | |

| Date | Activity | On/Off |
|--------------------------|---|--------|
| 6 th Jan 20 | Establish multi professional Placement Tracking Panel | On |
| 1 st April 20 | Develop Contract Monitoring framework | On |
| Mid Feb 20 | Data cleanse | Off |
| Feb 20 | GM work re 'Placing closer to home' & Brokerage review commenced. | Off |
| 1 st April 20 | Permanence - SGOs & discharge of Care Orders, placement with parents. | On |
| | | |



7. Placement Review – Progress & risks

Progress – key points

- First 6 months of placement panel reviewed and improvements implemented. Additional panels being held to ensure all existing placements have been considered by September 20. Linking to permanence workstream.
- Mandate and process agreed for brokerage team to chase actions between panel, August onward
- Improvement work on brokerage team continuing- focus on quality of IPA now timeliness improved:
- Monitoring pilot to complete July 20;
- Further refinement of decision making; HoS told which placements were not chosen. Further amendments to comply with legislation implemented
- Desktop review of placements ongoing with detailed analysis of cost and delivery focusing on key provider.
- Deep Dive pilot expanded until November. Reviewed all under 10 in residential and has accountable forward actions with deadlines. Reporting into HoS and AD level
- LISTENing signed off, and audit of existing commissioning brokerage performance underway.

Risks – issues & barriers

- Incomplete data/inaccurate data continues to be held on ICS / Management review data cleanse is delayed. Process redesigned and delegated to supervision action July 20.
- Unable to renegotiate long term fostering fees due to drift in ICS cleanse;
- No more capacity in the market; needed fostering growth internal and external impact by Covid.
- Delivery of other related strands is delayed; capacity of system during Covid
- Transitions crossing wider than Childrens services.
- GM Brokerage Review and Placing Closer to Home impacted by C19. Mitigation includes cross border working explored with Oldham and a focus in July Tameside Provider forum. Mitigation on brokerage review has focused on local implementation of recommendations

7. Placements Review – Impact & evaluation

| Metric | | Now | RAG |
|---|---------|--|-----|
| Number of placements reviewed (service to provide) | | | |
| Cost measure – e.g. external placements Via Claire Shields tracker. To be included in placements dashboard from August | | | |
| Quality of placement? Would suggest QA activity is the best measure. Will begin reporting post July pilot completion | | | |
| | | | |
| | £ | Voice & feedback | |
| Budget | 630,000 | Children's Co-Production Framework to report on child's voice and feedback | |
| Spent | | | |
| Savings | | | |
| | | | |