



strengthening
families

Strengthening Families

ACE Scrutiny Commission

18 October 2018



Future Council:

what will delivering our priorities mean for Bristol's Children and Families

1. Families are supported at the first point of need; partners 'hold the child's hand', understanding the effects of ACEs, bringing in specialist support only when necessary

3. Through a whole-family approach, strengths-based practice and child-centred plans we **identify and target outcomes agreed with parents**. We provide proportionate interventions where we **'do it once and do it well'**. We review Plans to ensure effectiveness and proportionality

5. We make prompt 'forever family' decisions. children in care and care leavers are central to the council's decision making; they live with families close to their community and can stay put into adulthood; children in residential care live in 'outstanding' homes;

Integrated Localities



High quality practice



Children in care will have 'earlier' permanence



1

2

3

4

5

6



Front Door First Response and MASH



More children will live within families



Strategic commissioning

2. Children are protected promptly, our response will be proportionate to the concern; Partners understand risk and thresholds together we ensure that children are served well by the best service

RIGHT CHILD, RIGHT TIME, RIGHT SERVICE

Partners will have access to systems and processes which make it easier for us to work together

4. We support families on the edge of breakdown to safely care for their children or find other family members to care. **Fewer teens enter care and we support others to return home safely**

6. We provide good value for money for citizens through a joint/integrated commissioning team; we have developed the local provider market; we only use 'outstanding' providers and retain a tight focus on cost and outcomes

AS-IS



TO-BE

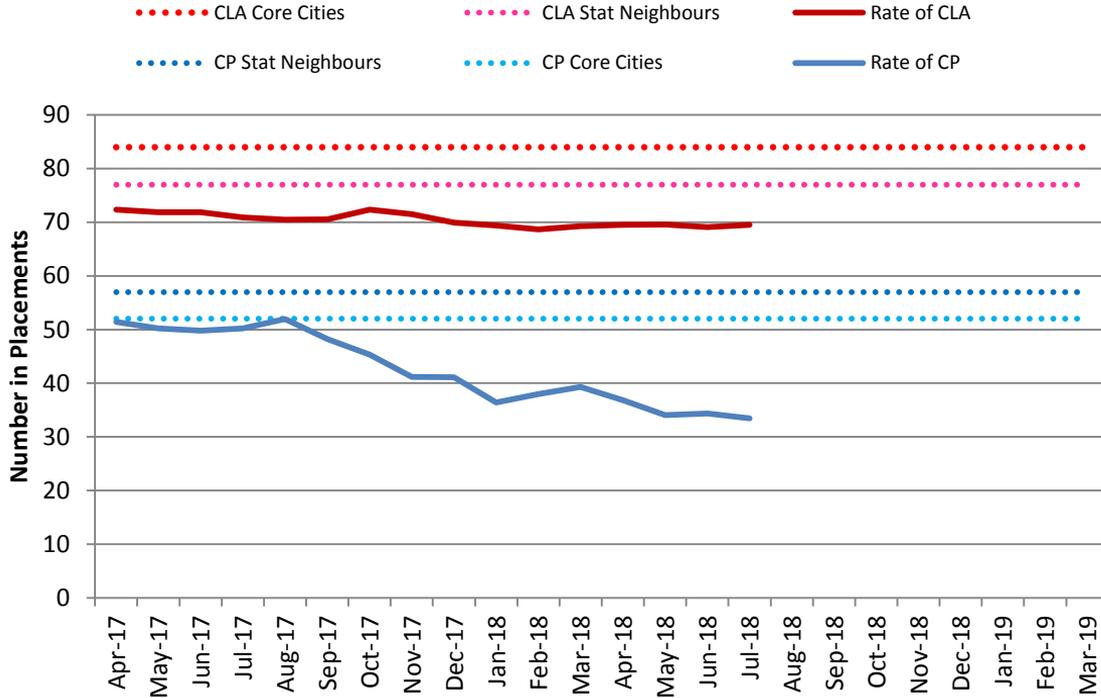


1. Number of children entering care reduces

RAG

Commentary

Rates of children CLA and CP



Children in care rate per 10,000 has reduced to 69 which is below stat neighbours and core cities. UASC make up 6% of our looked after population.

We have been intent on eradicating drift and delay for children with a Child Protection Plan. This focused work has:

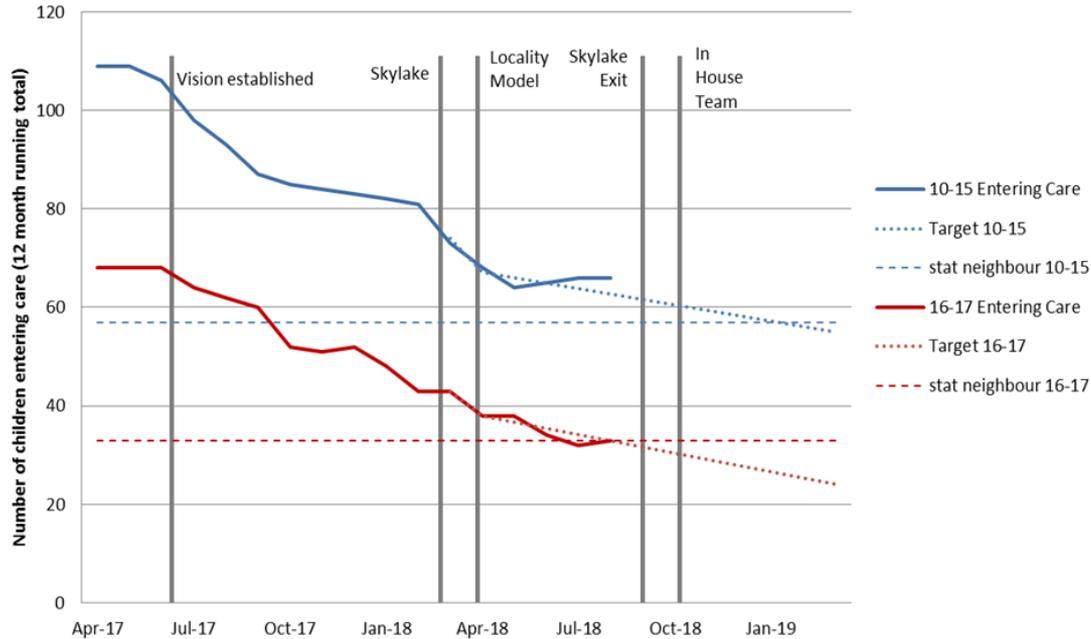
- reduced the number of CP plans lasting over 2 years (3 children; one family)
- 8% of CP Plans have been in place over 12 months
- increased the number of CP plans that end at the first review
- Enabled us to reduce the time between CP reviews

2. Number of older children entering care reduces

RAG

Commentary

Goal - To reduce the number of older children (10-15 and 16-17) entering care



Through the programme, we have focused on reducing the need for adolescent entry to care by improving support to young people and families as a safe alternative.

To complement a recommissioned Targeted Youth Service, we used programme investment to work with a deliver partner to deliver a 6-month intensive Edge Of Care service with 50 adolescents. Alongside this, we developed our own multidisciplinary edge of care and custody service based on our successful FIT (Family Intervention Teams). The new Strengthening Families Service launched on 10 September 2018 and enhances our response to contextual safeguarding.

2. Number of older children entering care reduces

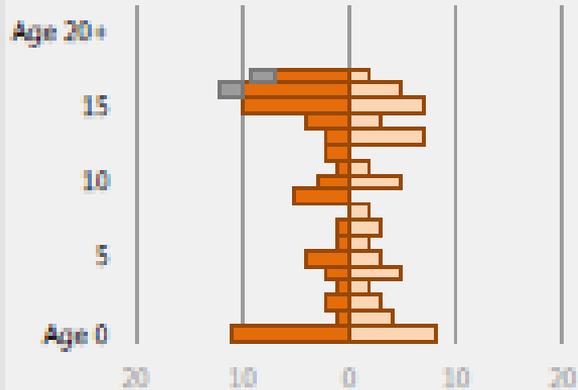
RAG

Commentary

Age Profile of Children Entering Care

Age and gender

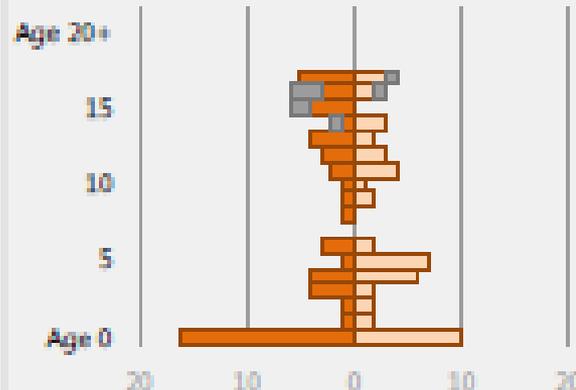
67 Males (50%) 63 Females (47%)
4 UASC M (3%) 0 UASC F (0%)
0 Unknown (0%)



August 2017

Age and gender

55 Males (48%) 51 Females (45%)
6 UASC M (5%) 2 UASC F (2%)
0 Unknown (0%)



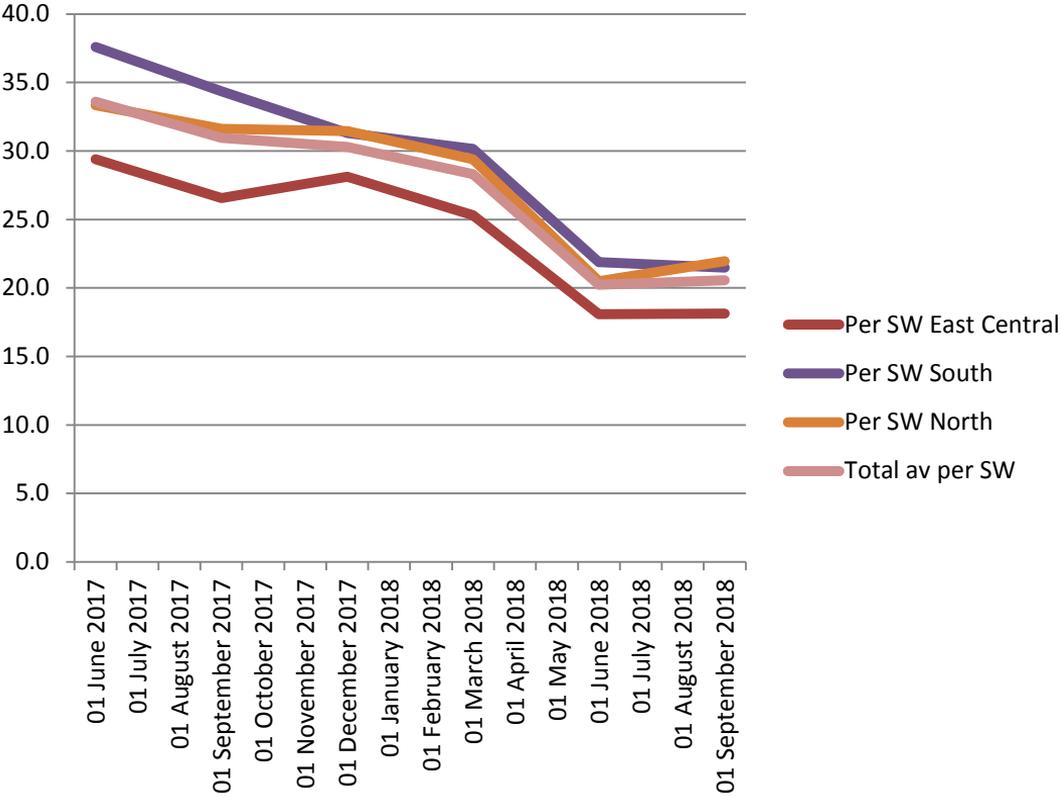
August 2018

Working with a delivery partner to focus on edge of care innovation, we have been able to support more teenagers to live with their families and to reach younger children who need our care quickly, we have changed the age profile of children entering care. Our in-house service was launched in September as the work with the delivery partner concluded.

3. Caseloads are reduced to recommended levels

RAG

Commentary



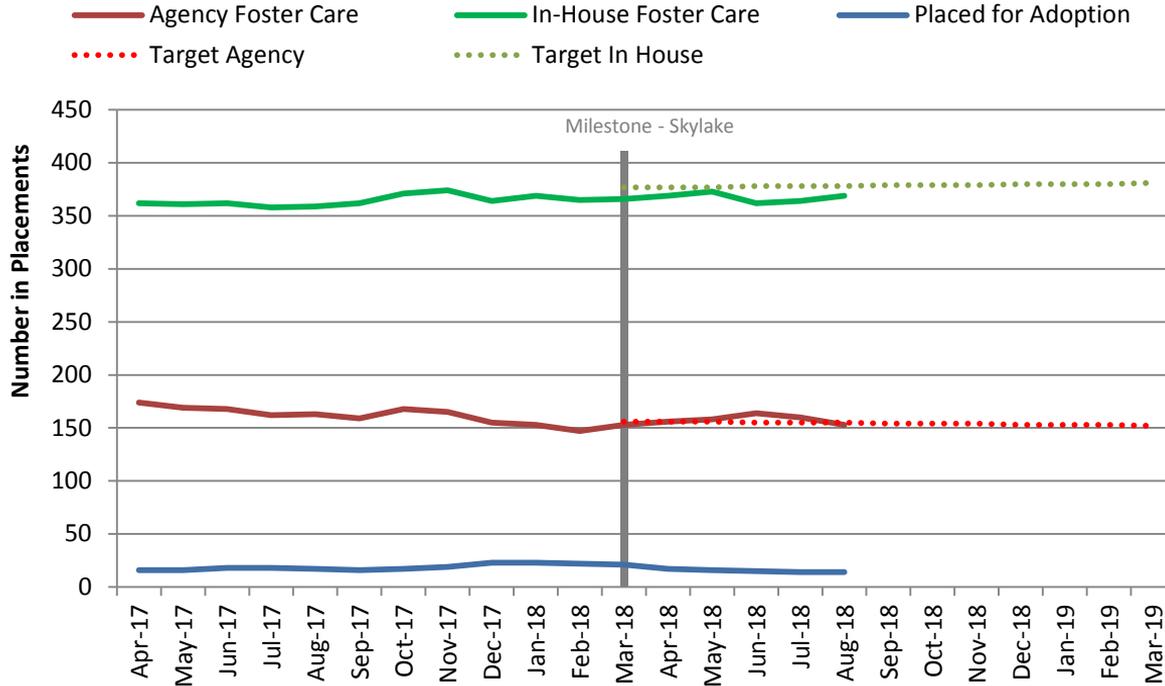
The reduction in area caseloads has largely been driven by a relentless focus on reducing drift in case work and ensuring that case work which has lasted over 18 month is completed and either stepped down or closed. A commissioned contract to close cases has finished recently. Now that grip in drift is evident the focus shifts to through put and threshold management. The average caseloads by area teams ranges from 18 to 23. Strengthening Families has invested in an Exit from Care team and Strengthening Families (edge of care) Team which has bought additional capacity to the system.

5. Use of in-house foster carers increases

RAG

Commentary

Goal - To Reduce Placement Costs (Shift IFA To In House Fostering)



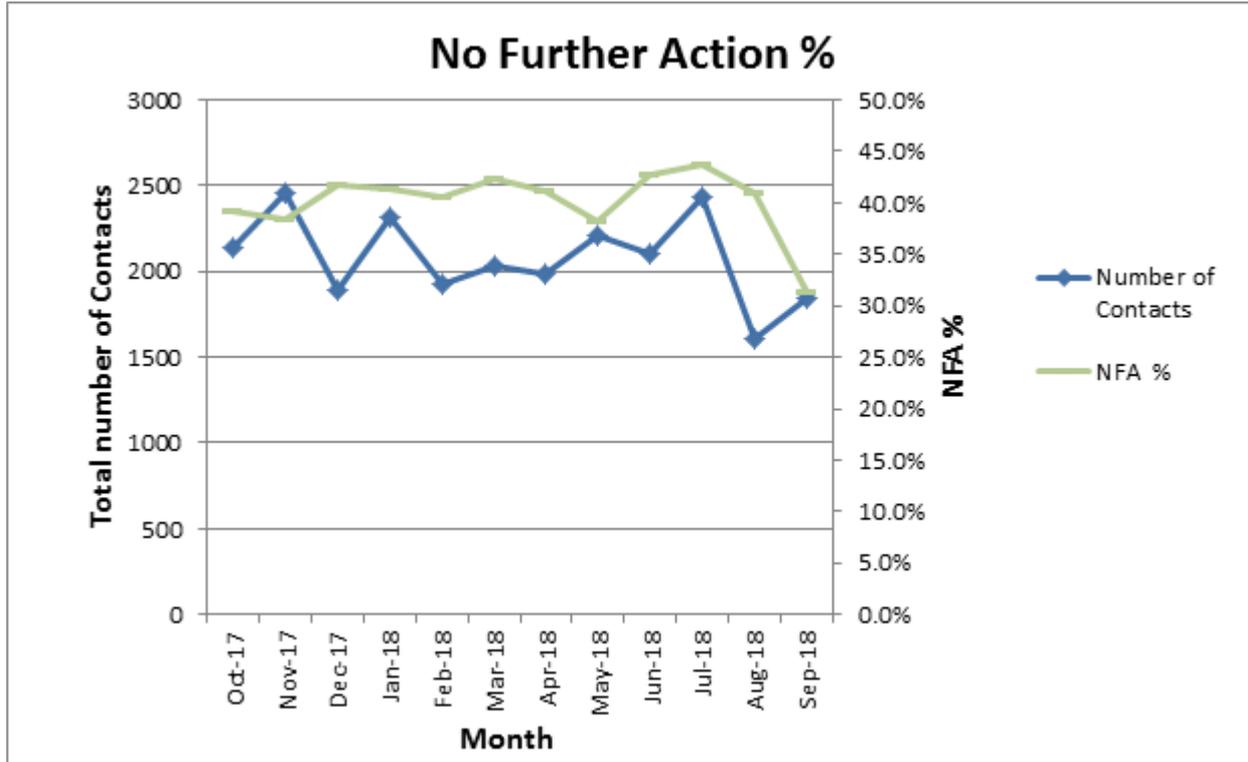
There is existing strong performance in our use of in-house foster carers compared to IFA's , however, the programme seeks further improvements to deliver savings (an increase of 77 placements sought over the next 3 years)

We are now working with the Behavioural Insights Team on our recruitment campaigns and pursuing other activity driven by a Foster Care Summit event.

6. Quality of partner referrals to First response improves

RAG

Commentary



A reduction in the number of contacts resulting in 'no further action' is an indicator that partners are understanding our thresholds. A future refinement of this metric is to view contacts 'v' no further action by referring agency e.g. Police, schools, health, so we can determine where we are having the most and/or least impact in terms of our approach.

Introduction:

- The Strengthening Families programme received investment to deliver better ways of working to get better outcomes for children.
 - The circumstances for individual children will be varied. But, over the five year programme, these service improvements should mean that overall average **placement costs** will be **cheaper**, average **durations** may be **shorter** and average **numbers** of placements should be **lower**.
 - Tracking the costs and numbers of placements is important in understanding whether these changes are happening.
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Quarterly Children in Care numbers:

Heading	Category	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Average Weekly cost £
Bristol Residential	Bristol Home or School	16	19	16	16	12	12	£4,001
	Bristol Supported Accommodation	3	6	9	5	3	3	£168
Bristol Residential Total		19	25	25	21	15	15	£2,000
Foster Care	Agency Foster Care	170	168	164	158	156	172	£787
	In-House Foster Care	375	362	363	366	368	368	£327
	Bristol Family or Mother & Baby Unit			1	1	1	1	£2,000
	Placed for Adoption	17	18	16	22	21	16	£39
Foster Care Total		562	548	544	547	546	557	£444
Non-Bristol Residential	Non-Bristol Family or Mother & Baby Unit	4	1	1	4	2	1	£3,488
	Non-Bristol Home or School	38	40	40	36	36	38	£2,805
	Non-Bristol Supported Accommodation	36	34	30	25	22	20	£701
Non-Bristol Residential Total		78	75	71	65	60	59	£3,488
Other	Other	6	4	2	1	1		£0
	Parent/Ind Living	20	20	18	15	17	19	£19
	Secure	1	1	1	4	4	4	£2,703
Other Total		27	25	21	20	22	23	£690
Grand Total		686	673	661	653	643	654	£710
Estimated cost at snapshot average cost £'000		£24,466	£24,490	£23,697	£23,677	£22,308	£22,992	

Children's social care at breaking point, council leaders warn

Children's social care is being pushed to breaking point, with growing demand for support leading to 75 per cent of councils in England overspending on their children's services budgets by more than half a billion pounds, council leaders warn.

Children and young people

Children's social care

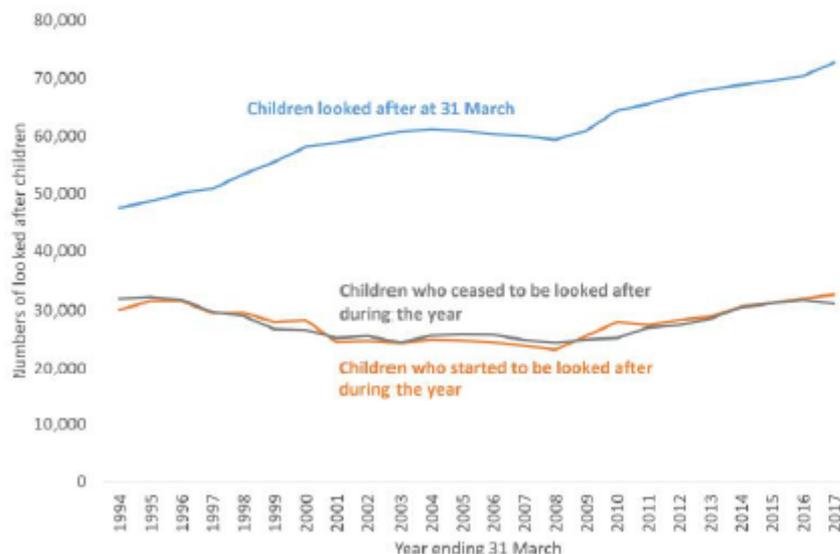
09 Aug 2017



The LGA estimates that a minimum of £2 billion will be required by 2019/20 to fund the additional pressures on children's services brought about by a growing population and inflation.

The number of looked after children continues to increase

Number of children looked after at 31 March and starting and ceasing to be looked after during the year, 1994 to 2017



The number of looked after children continues to increase; it has increased steadily over the last nine years. At 31 March 2017 there were 72,670 looked after children, an increase of 3% on 2016.

The number of children starting to be looked after in 2016-17 has also risen in recent years and has increased by 2% compared with the previous year.

The number of children ceasing to be looked after in 2016-17 has fallen by 2% compared with the previous year.

Source: SSSA 903

Risks to continuing delivery of planned benefits:

- Increasing our in-house foster carer placements . We are already a high performer in this area and additional gains become increasingly more difficult to access. Stagnant rates for foster carers exacerbates our ambitions.
 - Increasing risk of demand pressures arising from continuing austerity.
 - An emphasis on delivery by operational service manager and service leads creates a friction with the day-job and impedes capacity to deliver transformational change.
 - We are experiencing a bulge in our Care Leaver numbers which will increase pressure on that budget.
 - Potential inflationary growth on residential placements (c1.4%). While we have held prices down, there will be pent up cost pressures in the system which cannot be contained forever.
 - Our ambition to recruit and retain experienced social workers is compromised by current levels of pay which are increasingly out of step with neighbouring authorities.
 - We continue to have limited information about placement trends in data and activity due to the lack of a suitable finance module for the LCS record system.
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