

# CHILDREN'S SERVICES – TURNING THE CURVE ON PLACEMENTS FOR LOOKED AFTER CHILDREN

## The Story

- The information on this sheet provides a summary of the various strands of the **turning the curve programme plan** which supports the Children's Trust Board strategic obsession.
- The overall aim of the **turning the curve plan** on placements for looked after children is a whole system transformation to focus resources on early intervention, prevention and family support in order to reduce the need for children and young people to be in care.
- As at the end of July 2011, 1,447 children and young people were in care in Leeds representing a rate of 95.1 per 10,000.
- Looked after children numbers in Leeds have historically been high when compared to statistical neighbours (**fig 3**)
- The numbers of externally provided placements has grown significantly over recent years (**fig1**) with a consequential financial impact.
- If left un-checked, the growth in external placements will continue and by March 2014 could represent 50% of placements in Leeds (**fig2**)
- There were 12,934 requests for service and 13,643 referrals to social care in 2010-11, a total of 26,577.
- Domestic violence is the primary referral reason (20%), with the next largest categories being parenting support (17.5%) and suspected neglect (11.5%).
- In terms of the source of referrals in 2010-11, (30%) were from the police with 13% from schools/education focused organisations and 11% from hospitals, doctors or community based health organisations. 1,128 (8%) of referrals were from neighbours, family friends or the household of the child or young person. There were 95 self-referrals.
- In July 2011, 1,074 children were subject to a Child Protection Plan, a rate of 70.6; this is a significant increase from the July 2010 numbers of 662, a rate of 43.6.
- There is a need for an increase in the quantity and quality of common assessments undertaken in order to identify and meet needs at an early stage. In the 2010/11 financial year, 1,131 CAFs were initiated.

## Strand 6 - Information & Performance Management

- Ensure placement and financial information to meet business needs
- Develop and implement monthly performance dashboard for the looked after children obsession.
- Develop and implement quarterly performance and management information by city area and locality.
- Ensure robust and secure arrangements are in place for the safe transfer of information within and between directorates and agencies.
- Support the use of Outcomes Based Accountability for developing local strategies around intervention.
- Develop a medium-term forecasting model to map demographic & socio-economic impact on placement activity and financial forecasting.

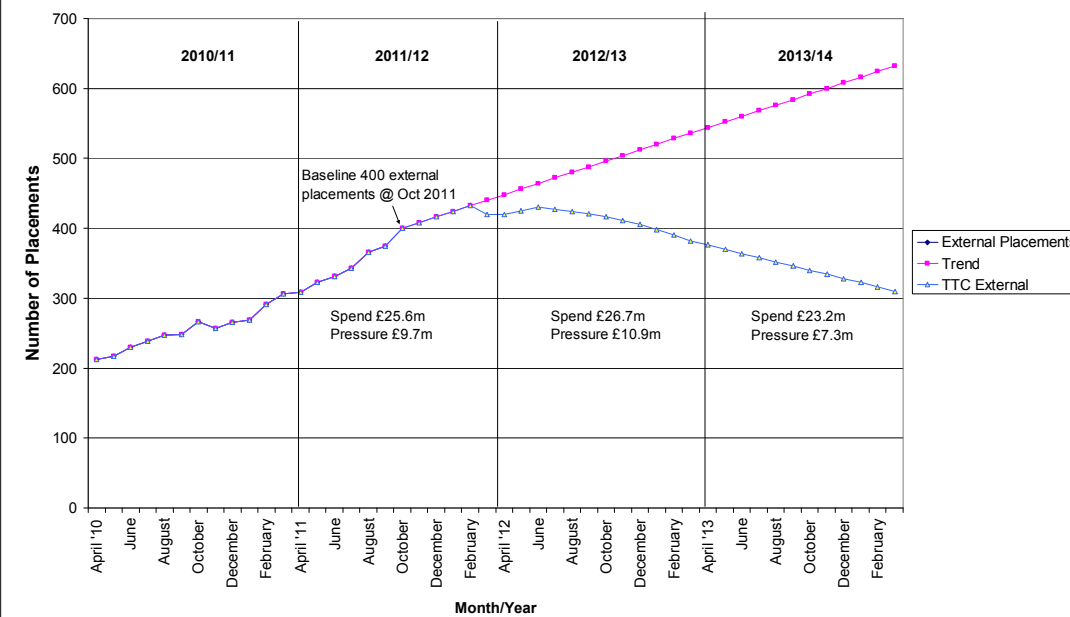
## Strand 1 - Early Intervention and prevention

- Adopt the findings of the universal review by implementing the "Early Start" teams.
- Invest £1.1m in 2012/13 of Early Intervention Grant funding to expand child-care for vulnerable 2-year olds
- Increase the use of the Common Assessment Framework assessments
- Target and re-commission specialist and targeted Family Support Services
- Invest an additional £325k to expand Family Group Conferencing. Two new area teams to be fully operational by April 2012.
- Implement changes to improve the referral and assessment processes.
- Improve the response to domestic violence referrals – new approach from December 2011.

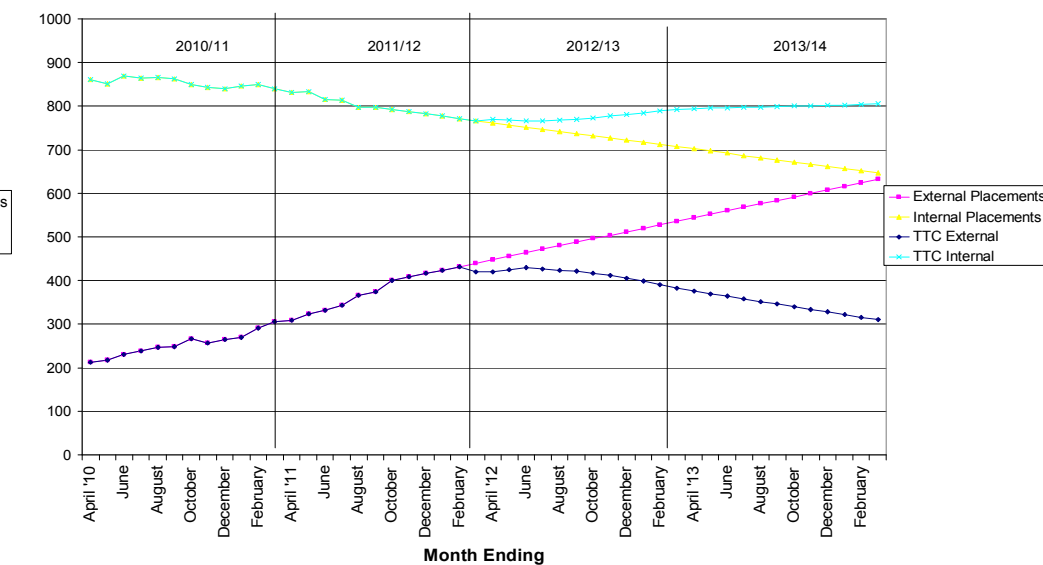
## Strand 3 - Interventions with children on the edge of care and their families

- Prioritise access to Early Years Services for families at risk
- Invest an additional £500k (£200k grant funded) to expand Multi-systemic Therapy with two new teams to be operational by March 2012.
- Develop and implement a 60 day default plan for children just entering care (or on the edge of care).
- Develop and implement prioritised exit from care plans by January 2012.
- Invest £0.4m to continue the expansion of Targeted Mental Health support in schools.

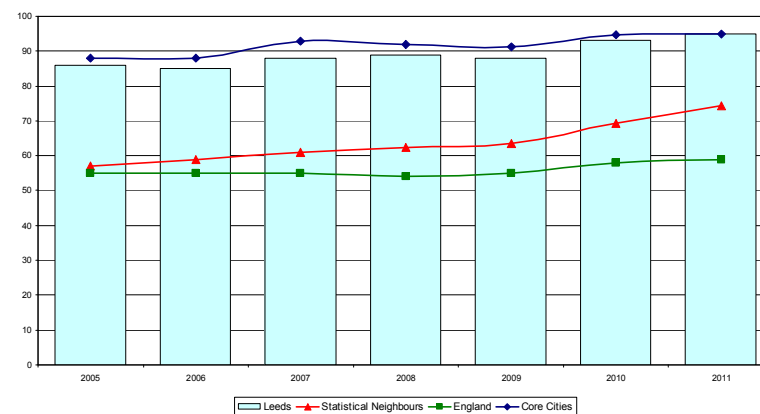
**Fig 1** Actual/Forecast Number of external Placements



**Fig 2** Placement Numbers March 2011 to March 2014



**Fig 3** Looked after children rates per 10,000 population



## Strand 2 & 5 - Placement Service, Processes & Governance

- Re-develop the looked after children & care leavers placements strategy and sufficiency plan.
- Invest an additional £270k to strengthen the placement service and the contract management of all placements.
- Review the end to end placement processes and implement improvements.
- Review governance and decision-making processes around placements
- Ensure fair and equitable funding for placements from all partner agencies.
- Invest an additional £0.4m to support the child specific adoption strategy, inter-agency adoptions and the forecast growth in adoptions.
- Invest an additional £0.25m to support the anticipated growth in special guardianships.

## Strand 4 - In-house Capacity (Residential Review)

- Complete the review of the in-house residential capacity by January 2012.
- Develop the capital strategy for residential provision by January 2012.
- Create additional in-house residential capacity (8 placements) by April 2012.
- Business case for social pedagogy model to be completed by November 2011 with model to commence from January 2012.

## Strand 4 - In-house capacity (in-house fostering)

- Fully implement the Payment for Skills model.
- Further develop the foster carer recruitment strategy.
- Achieve a net growth of 20 carers by the end of March 2012 (from original base line at 31/3/11)
- Achieve a net growth of 40 carers by the end of March 2013 (from original base line at 31/3/11)