



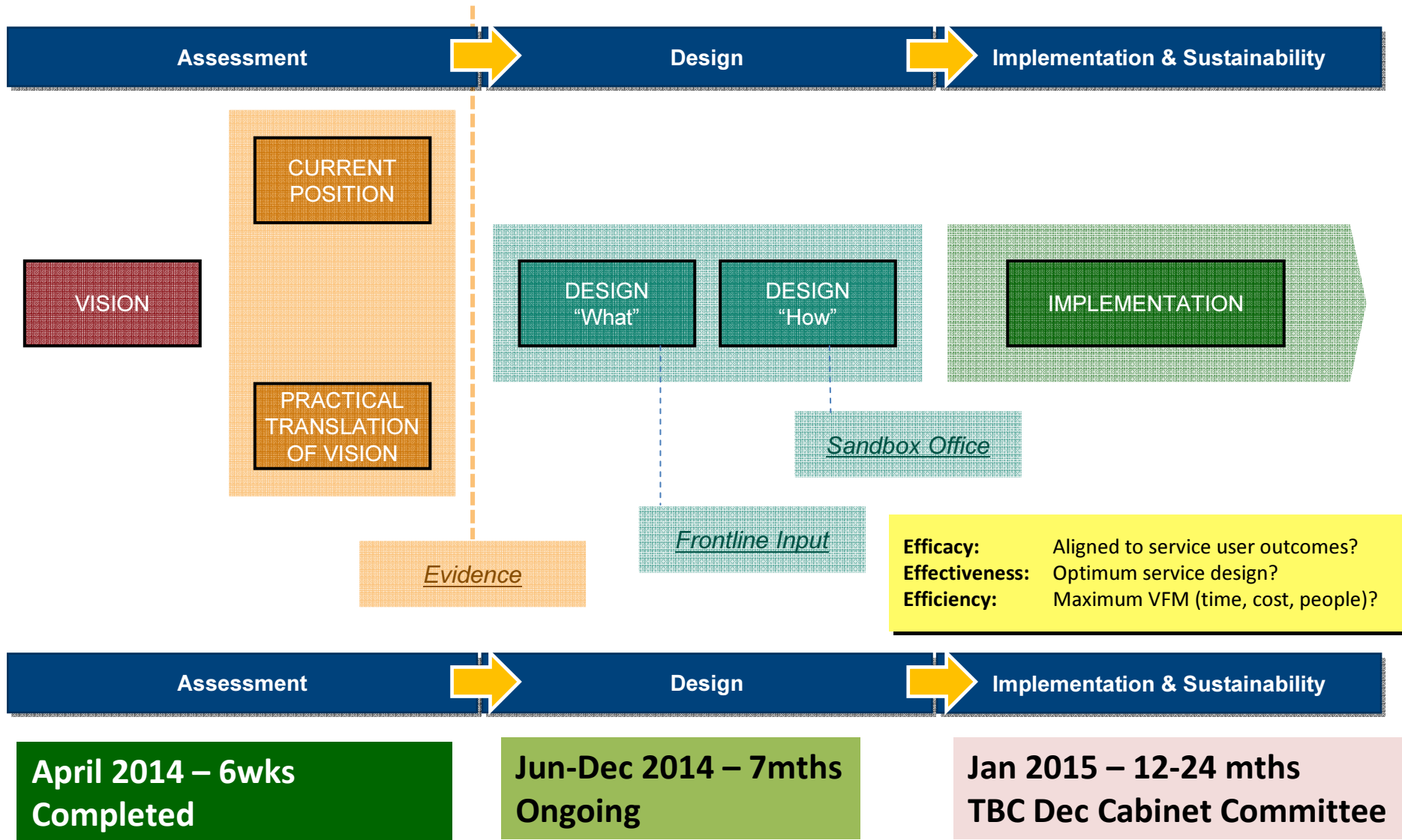
0-25 Unified Programme

KCC & Newton Europe

- Our Approach
- Assessment Overview

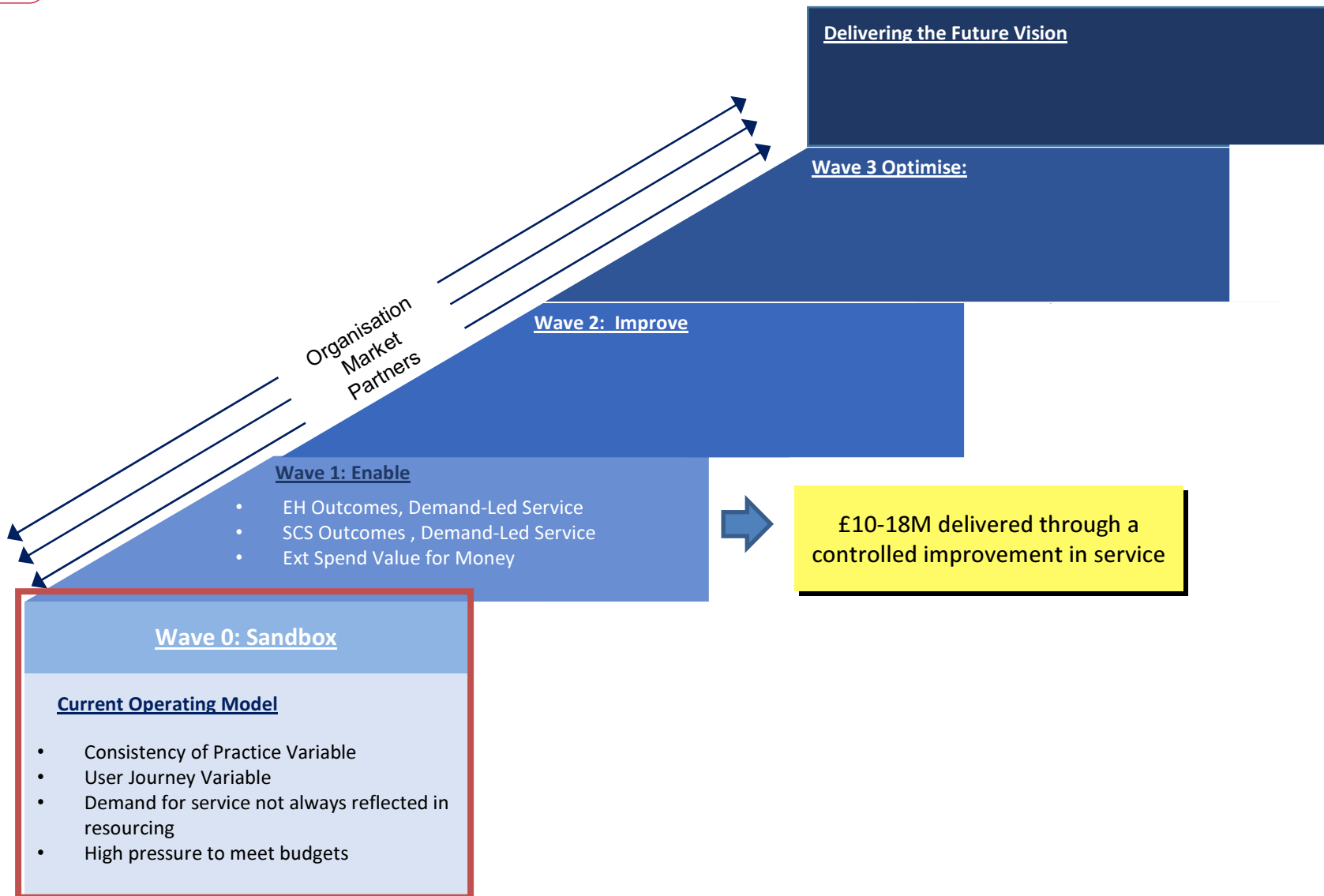


0-25 Unified Programme Delivery





Making Strategy Deliverable



Assessment Coverage

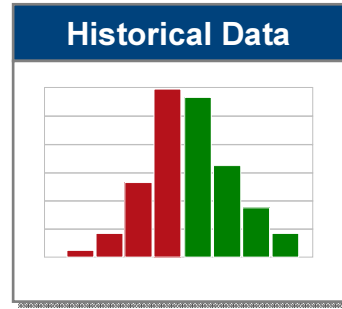
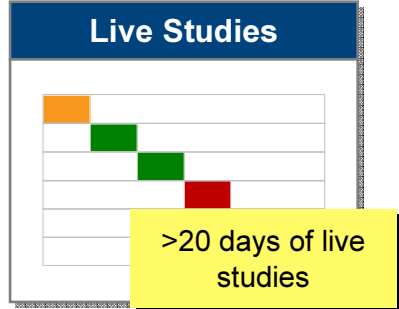
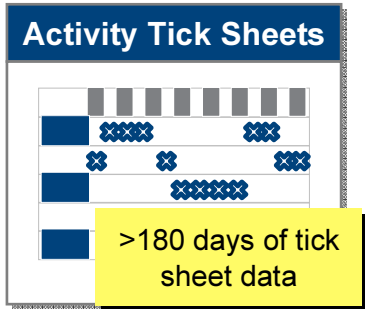
0 - 11
KIASS
Troubled Families
CRU
AIT
FST
CIC
DCS
Fostering
Adoption
Asylum
Single Placements Team
16+ Service



Spent time with all teams in the pathway and all districts across Kent

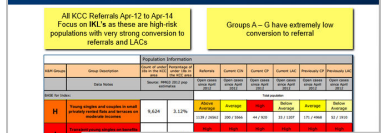
- AD Catch-up
- Stakeholder Meetings
- Studies
- Workshops

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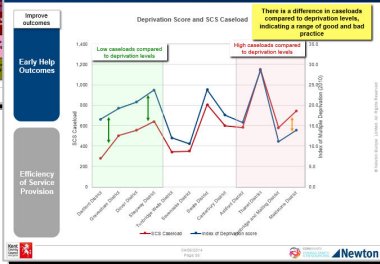


Analysis – Focus Areas

Mosaic Groups – Referral Conversion Correlations



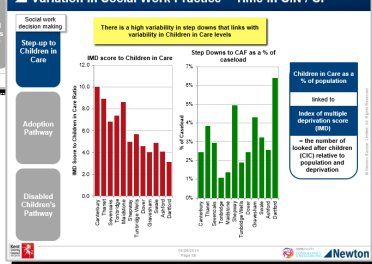
Deprivation Scores and SCS Caseloads



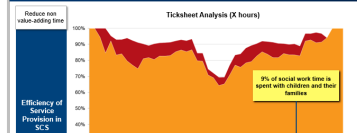
Variation in Social Work Practice – Duration of Case



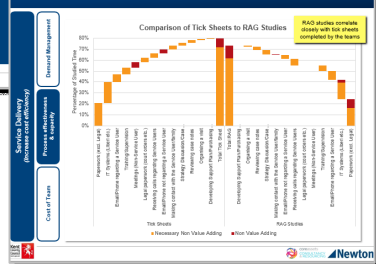
Variation in Social Work Practice – Time in CIN / CP



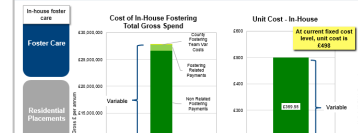
Time Usage Across Day



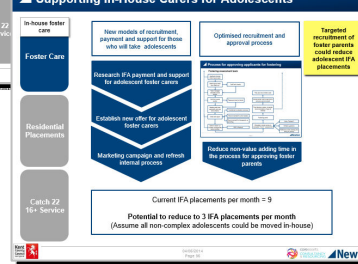
Tickheets and RAG Studies



Unit Cost Comparison – In-House and IFP



Supporting In-House Carers for Adolescents



Early Help and Preventative Services

- Ensuring services are delivering improved outcomes
- Improving effectiveness of delivery
- Delivering efficiently, able to spend more time with children and families

SCS Pathway

- Working to reduce the need to place in care through improving outcomes
- Reducing delays in the adoption pathway

SCS Service Delivery

- Ensuring demand on the system is appropriate reduced where possible
- Improving process efficiency
- Consistent management structures

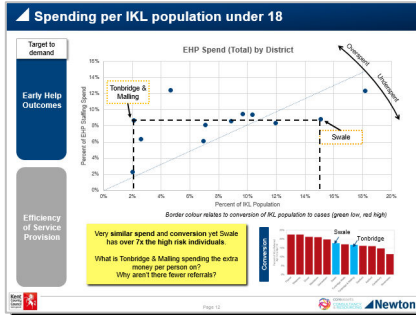
SCS External Spend

- Value for money in foster care
- Value for money in residential care

Suite of detailed analysis underpins each area of opportunity

Summary of Opportunity Areas – Early Help

Outcomes Improvement



Spending 7x more per deprived under 18 in Tonbridge than in Swale

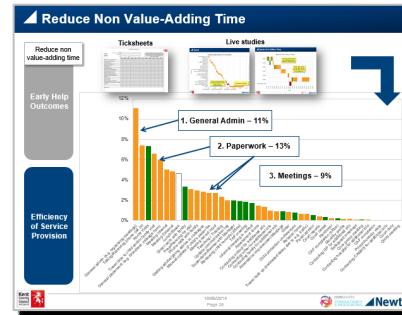
But same proportion are ending up in SCS in each area

Variable spend and practice, but insufficient outcomes data to show what's working and what isn't in EH&P

Actions:

- Quantifiable objectives for each service, with measures in place
- Improvement cycle in place to improve outcomes
- Assessment of what is effective at reducing SCS demand
- Align services to demand and effectiveness

Efficiency of Service Delivery in EH&P



33% of time on paperwork, meetings and general admin

High variability in workload per FTE and management ratios

Opportunity to reduce time taken on paperwork, meetings and admin, and make workload more consistent

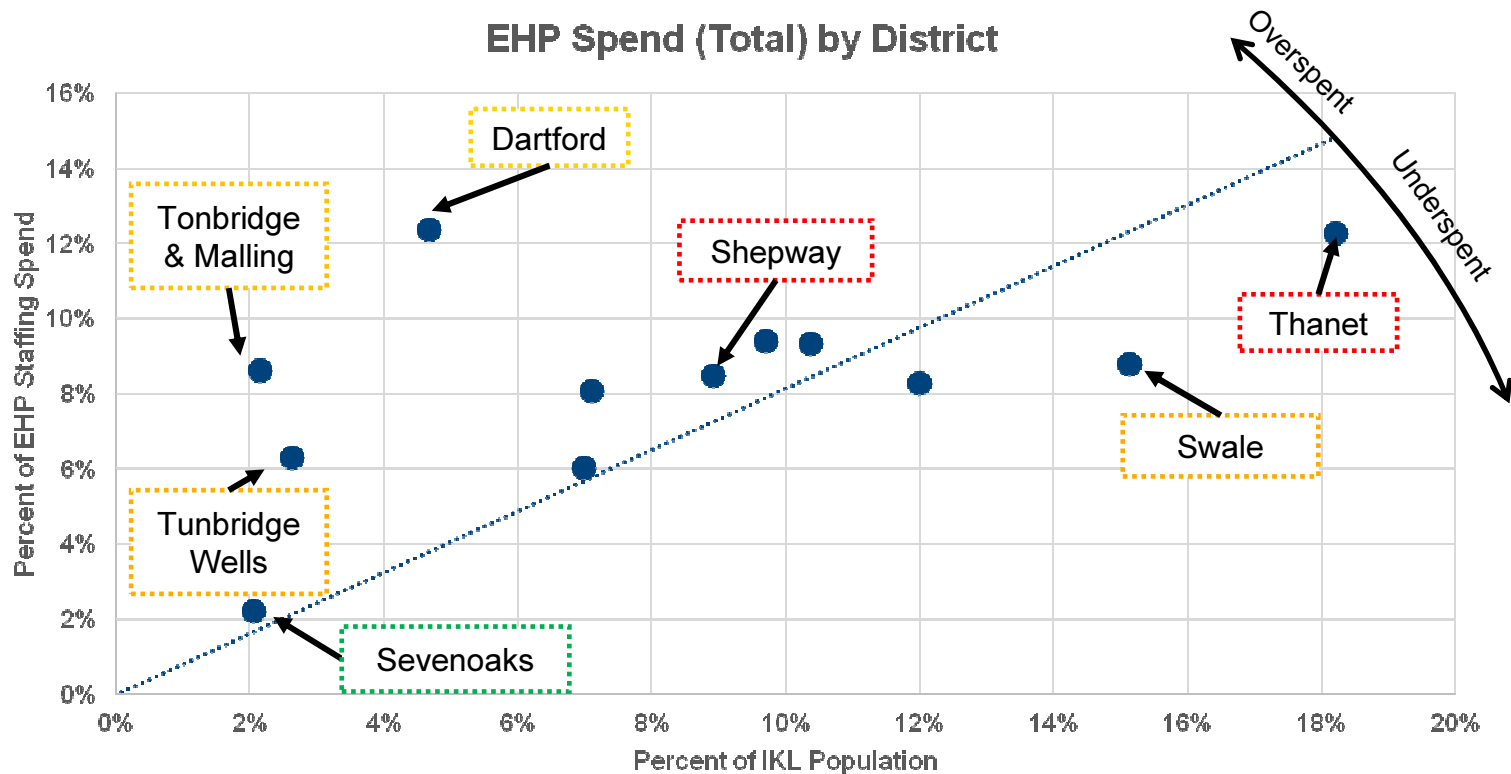
Actions:

- Review and make changes to forms and entry systems
- RAG meeting efficiency and necessity
- Review best and worst workload per FTE areas, compare to outcomes to reach ideal workload and standardise
- Standardise management ratios in EH teams

Spending per IKL population under 18

Early Help Outcomes

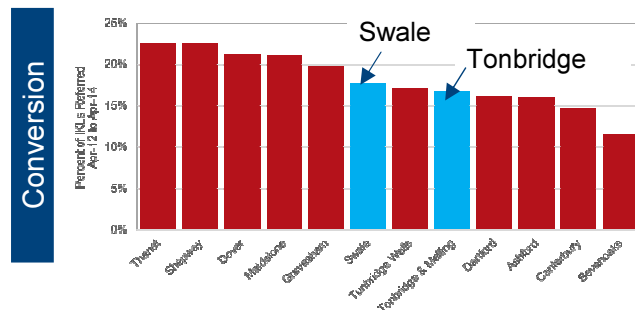
Efficiency of Service Provision



Border colour relates to conversion of IKL population to cases (green low, red high)

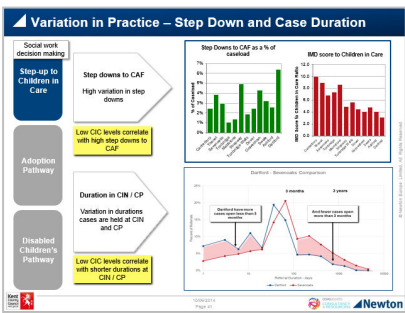
Very **similar spend** and **conversion** yet Swale has **over 7x the high risk individuals**.

What is Tonbridge & Malling spending the extra money per person on?
Why aren't there fewer referrals?



Summary of Opportunity Areas – SCS Pathway

Interventions to minimise step-up to placement



Variation in practice at CIN and CP stage to reduce chance of step-up

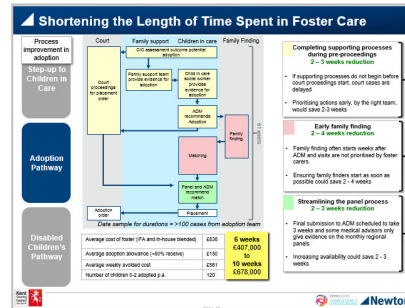
IRO review assessed 14% of 8+ placements could be supported at home with high confidence

Variable case durations and step downs at CIN and CP, with limited access to commissioned services. 14% of 8+ placements could be avoided.

Actions:

- Set up teams to look specifically at certain types of cases – to include 16+ pathway choices
- Make set of appropriate commissioned services available
- Trial new approaches to avoiding 8+ placements
- Close visibility and monitoring of case information
- Wider roll out once approach agreed

Improved adoption pathway



Court proceedings to placement takes 61 weeks on average

Process improvement could reduce this by 6 – 10 weeks

Delays in supporting processes, family finding and panel processes create an extra 6 – 10 weeks in the adoption pathway.

Actions:

- Track the duration of each stage of the pathway
- Make improvements to each stage identified as causing delays – e.g. scheduling panel dates
- Monitor impact of improvements and continue to resolve delays in the process

Variation in Practice – Case Example

Step-up to Children in Care

Adoption Pathway

Initial referral
 Domestic Violence in family
 6 children
 All became Child in Need

Month 24
 6 children
 All became subject to Child Protection Plan
Case moved to new social worker. Likely to go to court within 6 months.

Month 27
 First 3-month review, increased stability, due to come off Child Protection plan

- Social Worker 2:**
- Intensive weekly support to family
 - Vol Sector Support
 - Student Social Worker
 - Adolescent support
 - CAMHS

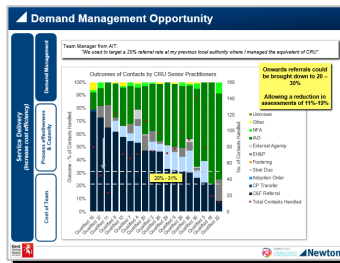
Social Worker 1:
 24 months of CIN visits
 Abuser made to leave home
 Remaining parent still lacking skills



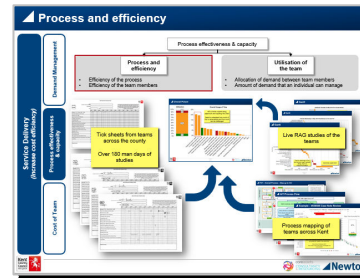
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Summary of Opportunity Areas – SCS Service Delivery

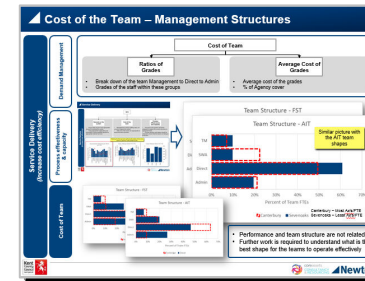
Efficiency of Service Delivery in SCS



Variation in onwards referrals from CRU # assessments could be reduced by 11 – 19%



Opportunity to reduce time spent on handovers and paperwork, and improve allocation of cases



Variation in team structures and management ratios

Opportunity to reduce demand into the teams, minimise time spent on paperwork and handovers, maximise case allocation without compromising outcomes and make management ratios consistent

Actions:

- Design new processes for handovers, forms and allocation
- Design approach for standardising CRU onwards referrals
- Design right structure and management ratios
- Set up trial team with new process and structure to ensure any issues are resolved prior to wider changes