



Derby City Council

CYP Demand Risk Management Surgery
Monday 8 June 2020
2pm to 3.30pm
Skype Meeting

Present:	
Cllr Stephen Willoughby - Chair (SWill)	Cllr Nicola Roulstone (NR)
Richard Boneham (RB)	Simon Riley (SR)
Cllr Lucy Care (LC)	Andy Smith (AS)
Stuart Green (SG)	Philip Sunderland (PS)
Heather Greenan (HG)	Sarah Walker (SW)
Suanne Lim (SL)	Cllr Joanna West (JW)
Gurmail Nizzer (GN)	Cllr Evonne Williams (EW)
Cllr Adrian Pegg (AP)	
In attendance:	
Laura Marshall (LM)	
Apologies:	
Cllr Ross McCristal	

	<p>Welcome and introductions were made.</p> <p>It was noted that the meeting was due to take place in March 2020 but was delayed due to the global pandemic.</p>
1.	<p>Reason for the Surgery</p> <p>The surgery was requested by Audit and Accounts Committee based on the 2019/20 quarter 2 position. The rating for this risk was escalated from 12 to 16 at the end of June 2019 (quarter 1 2019/20), following an increase in the number of children in care, impacting on the budget. The risk level has remained at 16 for the duration of 2019/20.</p>
2.	<p>Presentation</p> <p>AS provided an update on the national and local context...</p> <ul style="list-style-type: none"> Nationally there is anticipated funding gap of £6.4 billion, by 2025, in children's social care and there is currently no national strategy for resolving this. The last 10 years have seen significant increases in the demands for social care support. In Derby, there are currently nearly 60,000 children & young people in the city and approximately 4,000 of them are open to either an early help team or a children's social care team. Referrals to social care have paused during the Covid-19 pandemic, however as lockdown eases, it is anticipated that demand will increase. Sufficiency is an on-going challenge, due to a decline in fostering households and the costs of specialist out of area placements.



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SL provided an update on the on-going challenges in social care, and current risk controls and actions being taken to reduce the likelihood and impact of this risk...

Controls

- Discussions at Strategic level with services outlining justification for budget structure.
- Close liaison with responsible Cabinet member to ensure Social Care given appropriate focus when reviewing medium term financial plan.
- Established Learning and Improvement Framework, with monthly audit activity to make sure thresholds are correct and interventions are in line with children, young people and family's needs.
- Close working relationship with Service Managers, Directors, Finance and Business Intelligence colleagues with a view to share information on demand levels, accurately account for spend, account for the services already being delivered, and ensure future budgets reflect the forecasted position.
- Regular senior management scrutiny on spend and commissioned placements.
- Review placement approval authorisations levels for certain needs.
- Monthly budget monitoring on the high-risk budget.
- Strategic Director's approval for external residential placements and recruitment to vacant posts, where this recruitment is expected to have an adverse financial impact on the budget manager's budget.
- Residential Panel monthly senior management review of all external placements to plan for return or step down.
- Independent Fostering Agency (IFA) payment process improves accuracy and timeliness of payments and enhances system information that supports financial forecasting.
- Driving forward the work of the Corporate Fostering Board to increase the number of Derby City Council fostering households and retain current foster carers.

Additional mitigation actions on-going

- Undertake 'deep dive' performance reviews, in linked areas, to support strategic understanding and on-going management of demand and the impact of this on our budgets
- Redesign of the front door
- Improving sufficiency of placements for looked after children through work with Property services to refurbish and open a 2 bedded children's home
- Improving sufficiency of placements for looked after children through work with Derby Homes on purchasing flats for 16-17-year-old looked after children to step down from Children's home

GN presented an overview of our work on-going through the National Troubled Families initiative (Priority Families), and the positive outcomes that this has delivered. Furthermore, we are working to implement a Social Impact Bond for services/interventions supporting children and young people...

- on the edge of care, reducing the need for them to enter care;
- in care, supporting them to achieve placement stability in a family setting, including 'stepping down' from residential homes.

Questions/discussions

SG asked about modelling, and whether there is a single matrix available to forecast demand?

- SL confirmed there is no algorithm available to do this. Forecasting is currently calculated from various data streams by the Policy and Insight Team, which is effective. Covid-19 will however make future forecasting problematic but work will continue to predict and manage demand.

SWILL enquired about investment in early help/preventative services.

- SL explained that austerity has impacted, with statutory and internal services being protected. There has however been a continued commitment to early help. Over the last year, we are also seeing the benefits of local area coordination and community investments that can create local resilience before statutory services are needed. We have implemented a strength-based approach that we will be seeking to expand across all council services.
- AS reflected Covid-19 has further developed our working with communities and the voluntary sector, which we will seek to build on as part of our Covid-19 Recovery Plan.

LC enquired whether there are opportunities to work with local businesses that are making colleagues redundant to market fostering, for us, as a career.

- SL and EW confirmed that this work has already started, including with private companies through D2N2.

LC enquired how we are targeting our activity, in line with demand (i.e. the profile of the ages of our children coming into care).

- SL confirmed that all work is targeted in line with the individual needs of children and young people, but for older children, where possible, we seek to support them to stay at home. There are also fewer foster placements available for older young people, which is why the costs of placements can be higher.

PS asked how we are working with different housing providers to provide accommodation for children in care and care leavers. He also enquired whether Covid-19 had delivered efficiencies in the ways that we are working, with more colleagues using technology?

NS reflected that using technology and working across partners would be key post Covid-19.

- AS reflected how impressed he has been with how colleagues have responded to new ways of working during the pandemic; maintaining work in line with statutory regulations and managing individual risks for children/young people. Any benefits of the new ways of working will be taken forward as part of the Covid-19 recovery plan.
- To provide appropriate accommodation for our looked after children and care leavers, service leads have worked with Strategic Housing colleagues to identify a strategy for both Adult Social Care and Children and Young People. There are now provider forums looking at how needs are taken forward and there may be opportunities to get other housing providers into this market.

AP raised concerns over the current risk being at the maximum level of 16, and any impacts of Covid-19 on need.

- AS confirmed that we don't know the extent to which demand will increase post Covid 19. It is unlikely that the score will reduce in the short to medium-term, but work is very active and on-going to reduce care and costs. SW confirmed that the risk register has been amended to reflect this.

	<p>PS raised concerns on the budget pressures that could result from the pandemic.</p> <ul style="list-style-type: none"> • SR confirmed that local authorities have received additional funding to respond to Covid-19, the long-term budget implications are however unlikely to be known until September 2020 onwards. <p>LC put forward the following recommendations for the Committee to consider...</p> <ul style="list-style-type: none"> • Local Area Coordination – extend into all wards. EW confirmed that this has been a priority for 2019/20, with additional funding from the Department for Education being secured. • Seek to develop community working post-Covid-19.
4.	<p>Summary of recommendations / actions with agreed follow-up date</p> <ul style="list-style-type: none"> • Audit and Account Committee members present were assured that there is good senior management oversight on this risk, with lots of activity on-going to support mitigation (through both the established controls and additional actions), including seeking lessons from other. • Attendees were reassured on the use of insight to manage demand, accepting the challenges in predicting need and noted that work would remain on-going in this area. • It was noted that the Covid-19 Recovery Plan would be an opportunity to further target our activity on the recruitment of foster carers (i.e. working with employers making staff redundant) and to build on developing community assets/working, including the Community Hub. • Service leads should review, where possible, opportunities to engage wider / alternative housing providers in any development options to step down young people from care.
5.	<p>Date of Next Meeting</p> <p>The next risk surgery is on 11/06 to consider controls and actions to mitigate the strategic risk on Sinfin Waste Plant.</p>