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Children and Family Services, Leicestershire County Council

Terms of Reference (TOR)

Risk of Residential Group

Purpose of the Group

The purpose of the Risk of Residential (ROR) Group is to assess and discuss those children and young people who are deemed at risk of going into a residential placement unnecessarily.

The group will discuss all cases on the Gateway2Resources (G2R) Brokerage / Placements Duty Action List (maintained by G2R Brokerage, Commissioning Service), but will pre-select each week cases deemed to be at highest risk of an unnecessary residential start for detailed discussion (known as 'focus cases') with the relevant Children's Social Worker (CSW) and/or their team manager present. At all times discussion will focus on the forms of support, intervention or alternative types of placements required to avoid unnecessary residential starts. Where the group determines that a residential start is appropriate, the group will consider any interim care arrangements required to support transition in to the placement and any possible actions need to support step-down at an appropriate time (and as appropriate to the specialisms of those present in the meeting).

The ROR group will be arranged and chaired by members of the Commissioning Service. Meetings will take place weekly – normally on a Thursday afternoon between 3-4.30pm. Meetings will be held virtually using MS Teams. Where required, actions arising from discussion will be progressed outside of the meeting. Actions will be undertaken in a timely fashion (timescales may be set during the meeting) and action leads will be expected to report back on progress at the following risk of residential meeting (unless updates required more quickly).

Desired Outcomes and Outputs

- Children and young people (either on the Edge of Care or Children Looked After) will not be placed in unsuitable placements. This will support them to make positive progress within a caring and supportive environment appropriate to their needs and behaviours.
- There will exist a multidisciplinary approach to preventing unnecessary residential starts and this will reflect a culture of joint working across a number of services,

including: commissioning; fostering and adoption; Dedicated Placement Support (DPST); representation at service manager level from the localities; and, representation from the Children in Care (CIC) team, where;

- There will be a reduction in the number of unnecessary residential starts
- There will be best use of internal and external support and accommodation

Key Performance Indicators arising from the ROR (residential starts) are reported and an overview of the work of the group is given as part of Performance Cycle Meetings held monthly and chaired by the Assistant Director for Targeted Early Help & Childrens Social Care.

Attendees

The following table sets out expected attendees at the risk of residential group meetings. Where individuals listed below are not able to attend, they are expected to send suitable representation from within their service area.

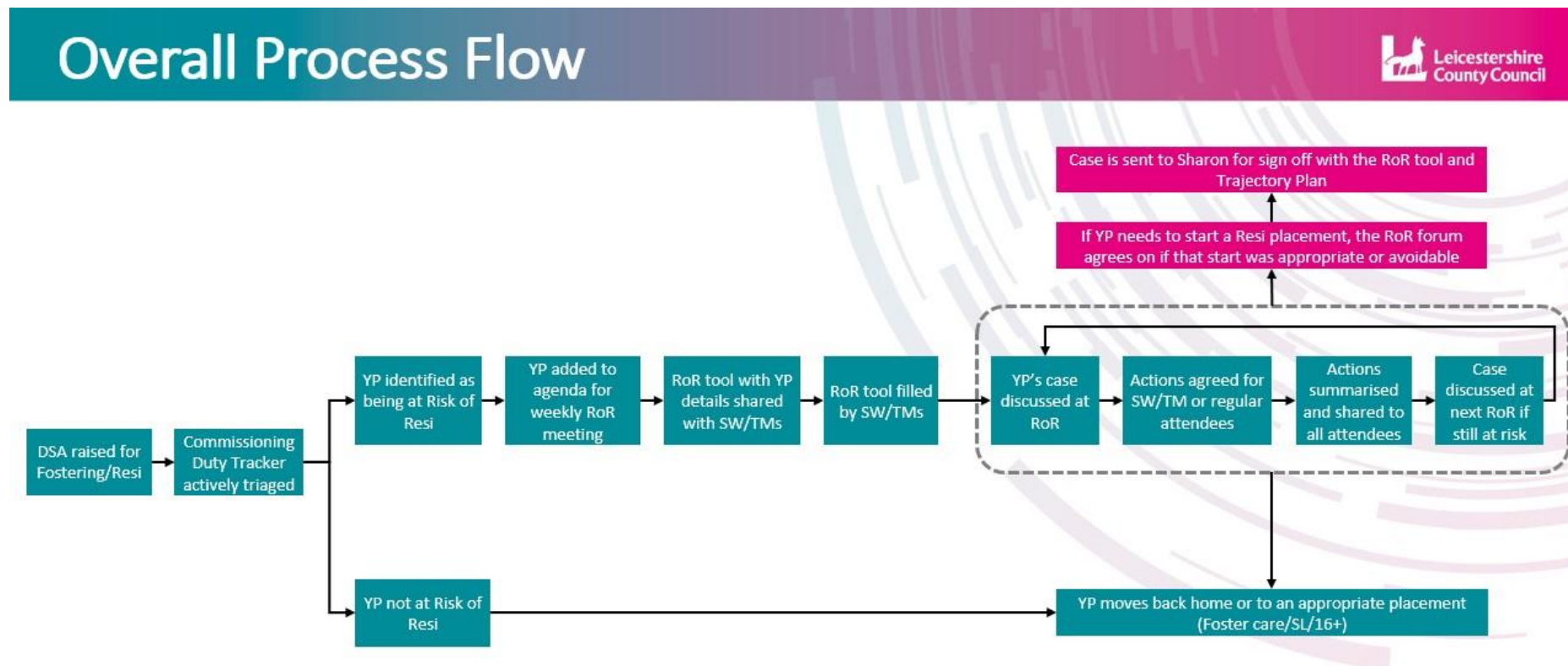
Name (if relevant)	Role	Representing	Role	Cadence
Ian Mellor	Service Manager, Commissioning	Commissioning	Chair	Weekly
Hannah Lacey	Senior Commissioning Officer, Commissioning	Placements (G2R Brokerage), Commissioning	Chair	Weekly
Joss Longman	Service Manager, Fostering and Sufficiency	Fostering and Sufficiency; TAC Duty	Member	Weekly
Dawna Moffat	Team Manager, Placement Support Team	Dedicated Placement Support Team; Supported Lodgings	Member	Weekly
- (on rotation)	TAC Duty Officer	TAC Duty	Member	Weekly
- (on rotation)	Service Manager from one of localities	Localities (operational)	Member	Weekly
Henrietta Richey	Team Manager, Children in Care team	Children in Care	Member	Weekly

In addition, the Children's Social Worker and/or their team manager will be expected to be present for cases discussed as focus cases. They will be invited at the time of case selection

Process

The broad process underpinning the ROR meetings can be found in Figure 1. This shows where the ROR meeting sits in terms of the wider pathway (such as DSA, sign off for placements etc).

Figure 1 – Outline Process Map for Risk of Residential Meeting



With regards to the more specific processes and actions – in terms of case selection (focus cases) for the ROR meeting and the format of the meeting itself, the following steps are noted:

ROR Case Selection: Focus Cases

At the heart of the ROR process is the selection of cases at high and medium risk of an unnecessary residential start. These cases which are selected ahead of the ROR meeting are known as 'focus cases'.

On the Monday preceding each ROR meeting (held each Thursday) the representatives from the Commissioning Service (to include as a minimum a representative from the G2R Brokerage / Placements Duty Team) will meet. Selection of focus cases will proceed as follows:

1. Open the G2R Brokerage/Placements Duty Action List (saved at: F:\CYPS Shared\Commissioning & Planning\Placements 2016\Action Lists). and filter (column P – 'At Risk of Residential' to include all cases that are considered High, Medium or Low Risk (low risk cases should be considered as focus cases as some may be particularly complex or urgent– as a rule though, only high or medium risk cases will be presented as focus cases).
2. Representatives will look at each case and based on level of risk (as above) and particulars of the case will select cases to go to the ROR meeting as focus cases.
3. Basic information about the selected focus cases is added to the 'Summary Sheet Tab' of the ROR tool for the next ROR meeting. To create a ROR tool for the meeting:
 - a. Open the ROR toolkit template (saved at: F:\CYPS Shared\Commissioning & Planning\Placements 2016\Panel Information\Risk of Residential Starts Meeting\Templates\ROR Selection Tool).
 - b. Save the tool template in an appropriate folder (named by Month and Year – create a folder if a new month has started) at: F:\CYPS Shared\Commissioning & Planning\Placements 2016\Panel Information\Risk of Residential Starts Meeting. The file name of the new ROR tool will take the form 'Risk of Resi Tool **/**/**' (where **/**/** represents DD/MM/YY).
4. Using information from the Action List about each Focus Case, complete the 'Summary Sheet Tab' on the relevant ROR tool – Mosaic Id; Name (as initials); Risk Level; Urgency (if known); Days to Place (if know); and Team. Some of these columns have drop-down options which must be used. Once completed add the date of the ROR meeting (Line 5) and then press the green 'Create individual sheets' button. This will generate separate tabs (named using Mosaic ID for each case)
5. Go into each case tab and complete the missing information (from the Action List) in the box in the top left-hand corner.
6. The 'Commissioning Considerations' can either be completed at this time or ahead of the ROR meeting – by a representative from the G2R Brokerage / Placements Duty team.

7. Where a case has previously been discussed as a Focus Case at the ROR, it is a good idea to open the ROR tool from that previous meeting and copy information for that case (copied as a whole tab) in to the new ROR toolkit. This ensures previous updates/discussion/actions for the case are captured.
8. Open the 'Actions Tracker' tab. Open the previous ROR meeting tool kit (saved at: F:\CYPS Shared\Commissioning & Planning\Placements 2016\Panel Information\Risk of Residential Starts Meeting) and copy the previous 'Action Tracker tab' in its entirety into the new ROR tool. This means actions from previous ROR meeting are captured in the latest ROR tool.
9. Open the template email saved at: F:\CYPS Shared\Commissioning & Planning\Placements 2016\Panel Information\Risk of Residential Starts Meeting\Templates\ROR Selection Tool. Copy content of email into new email.
 - a. Amend subject bar and dates within email (highlighted) as appropriate
 - b. Amend attendees in 'to' reflect Childrens Social Worker and team managers for focus cases
 - c. Copy attendees in 'CC' in to 'CC' on new email.
 - d. Attach appropriate ROR tool for the meeting
 - e. Send
10. During the week a representative from Commissioning will receive complete ROR tools from the Children's Social Worker and/or team managers. This will need updating on the original (master) ROR tool. Children's Social Worker and/or team managers will also need allocating a time during the ROR meeting to attend to join in case discussion (15-20 minutes is usually sufficient). Once a time has been agreed the relevant Children's Social Worker and/or team managers should be forwarded the invite to the ROR meeting – this will contain a Teams link that the Children's Social Worker and/or team manager can use to access the ROR meeting at their allotted time.

The ROR tool should ideally be sent to Childrens social workers and/or team managers by the Monday lunchtime to allow as much time as possible ahead of the ROR meeting for a response. A request is made for the completed ROR tool to be returned to commissioning by the end of the Wednesday preceding the ROR meeting (on the Thursday).

Please note: if, between initial case selection and the ROR meetings, other cases are added to the Placements Action List, then this should be added to the list of Focus Cases for the ROR meeting. In these instances, cases the ROR tool should be updated by adding another Tab (to be done manually using another case tab as a template) and sent to the relevant Children's Social Worker and/or team manager for completion. Attendance of the Children's Social Worker and/or team manager should be encouraged even at short notice.

ROR Case Selection: Other Cases

In addition to focus cases (see above) all other cases on the G2R Brokerage/Placements Duty Action List (saved at: F:\CYPS Shared\Commissioning & Planning\Placements 2016\Action Lists) at the time of the ROR meeting will be discussed as 'other' cases.

Prior to the ROR meeting (ideally within a day so that information is as current as possible):

11. the ROR tool for the meeting will be opened and an 'Other Cases Discussed' tab added to the list of tabs
12. Open the G2R Brokerage / Placements Duty action list ((saved at: F:\CYPS Shared\Commissioning & Planning\Placements 2016\Action Lists) and filter (column P – 'At Risk of Residential' to include all cases that are considered High, Medium or Low Risk.
13. Copy Columns E to K in to the 'Other Cases Discussed' tab in the ROR tool
14. Add a final column, titled 'Comments'. In this column a member of the placement team should add any pertinent comments that need sharing with the ROR group during the meeting (additional comments can be added during the meeting and actions against any case added to the actions log in the 'actions tab')

ROR Meeting: Format

The format of the ROR meeting will roughly follow this order (depending on Children's Social Worker and/or team manager availability it may be necessary to flex the order):

- Discussion of Focus Cases
- Discussion of other cases, from the Action List and captured on the 'Other Cases Discussed' tab
- Actions on the 'Actions Tracker' Tab that have not been discussed as part of either focus case or other case discussions should be reviewed and updated as relevant.
- Any Other Business (AOB)
- Once every two months – chair to share with group a brief analysis on cases discussed, identifying any trends (i.e. particular cases from certain teams, overview of outcomes from the ROR meeting, attendance etc). This will act as an internal performance review by the group.

Following the ROR meeting the 'ROR Case Tracker' (saved at: F:\CYPS Shared\Commissioning & Planning\Placements 2016\Panel Information\Risk of Residential Starts Meeting) should be completed – capturing attendance, focus cases and other cases discussed. This enables a record of cases coming through the ROR to be maintained, allowing identification of trends etc.

Performance Review

The ROR meeting is one of a series of meetings and/or 'products' that are also reviewed at the monthly Placements Performance Review, chaired by the Assistant Director for Targeted Early Help and Children's Social Care. The Service Manager for Commissioning (or a representative in their absence) will present information to the Commissioning Group about residential starts and step downs, reflecting on the work of the ROR Group – identifying success, challenges etc.