

<b>Title:</b>	<b>Placement Strategy Progress Report</b>	
<b>Senior Responsible Officer:</b>	Angela Bourge – Operational Manager - Resources	
<b>Lead Officers for Key Actions:</b>	Placements Officer LAC Accommodation Service Manager FISS Service Manager OM - LAC/Leaving Care OM - CiN / CP Registered Manager – Residential Business support Manager – Finance & Commissioning Care Leavers Accommodation Manager	
<b>Period Covered:</b>	<b>From:</b> Beginning of April 2012	<b>To:</b> End of Mar 2013

### Background

- The Placement Strategy decides both the future direction of services and identifies the types of services which may be needed. A successful outcome is achieving the right mix of services within the resources available. It incorporates activities to prevent a child becoming looked after and, if looked after, planning towards permanency. The latter applies to any point during the period of being looked after.
- The Placement Strategy seeks to achieve (or make a significant contribution to achieving) the following outcomes for Cardiff's looked after children population.
  1. Every child who needs to be looked after receives an appropriate and timely placement that meets their assessed needs.
  2. A child's health and education needs will be appropriately met by the placement of choice.
  3. Every child who needs to be looked after will experience placement stability and security.
  4. Every child who needs to be looked after will be placed in or close to Cardiff unless it is assessed that they will benefit from being placed out of area.
  5. Every child who needs to be looked after will be cared for by carers who are appropriately trained and have the necessary skills and experience to meet their needs.
  6. Every child who needs to be looked after will receive appropriate levels of support to promote their emotional and developmental wellbeing; promote their positive identity; and positive social presentation in order for them to have the opportunity to make and sustain positive relationships; and develop self care skills.
- In order to achieve the above outcomes it will be necessary to ensure that Cardiff is able to offer a range of high quality placements that offer choice and stability for it's looked after children, at locations that are close to home, unless there is a particular reason why an out of area placement is required to meet a child's specific needs.

- The Placement Strategy Delivery Plan was developed using the 7 RBA Population Accountability Questions. Five Outcome Groups were held between March – April 2011 with membership taken from part of Children's Services so that all teams had an opportunity to contribute to the plan and to take ownership of its implementation. It was agreed at the Children's Services Business Improvement Meeting in July 2011 and was presented to the Corporate Parenting Panel at its 9 January meeting 2012.
- Currently, the Operational Manager – Resources monitors progress against the key actions contained in the delivery plan through the review of progress trackers completed on a quarterly basis by lead officers. The progress trackers also identify barriers to progress that need to be addressed in the following quarter.

## Issues

Please see overall progress tracker contained in **Appendix A** of this report. The main issues arising from the progress reports received for the period are as follows:

1. Whilst the majority of actions were achieved by the end of Q4, there are some actions which are open ended due to on going review, and some actions that have been delayed due to procedural issues and internal reviewing processes.  
For Example:
  - I. The Placement Matching Process; although completed by the end of Q3, it's presentation to BIM for approval was delayed, due to an internal process review by INGSON. As a result of the outcome of that review the new LAC Plan will now incorporate the information required for the Placement Matching Process.
  - II. Consolidate work of Health and Education Lead in Children's Homes in order to improve outcomes for young people placed there (2.1). Whilst there is evidence of joint working between services, the model in place will need to be reviewed and tested to ensure that it is effective.
2. A draft Development and Implementation of a Kinship Care Strategy (3.2) (3.3) has been completed, but needs to be presented to BIM for approval. It also proposes to explore the viability of incorporating proposals for a new approach to permanency planning, and incorporating plans for the Special Guardianship Order (SGO) and Residence Order (RO) project. (3.4)
3. Due to changes in staffing and circumstances with the particular area of service, the report on the Family Group Conference Pilot has not been completed.

## Recent Achievements / Updates

- The Draft Placement Matching Process (1.1) is now on hold, and will not be presented to BIM, due to the proposed introduction of the New LAC Plan which will incorporate the information required for the Placement Matching Process.
- Greater joint working and liaison between partner agencies has been achieved. Joint

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conferences and joint workshops have been held involving Education and Childrens services regarding educational attainments for LAC. (2.1) (2.3)

- Following the completion of the feasibility project, and the agreement by BIM for the procedures for the Support Care Scheme (1.6), recruitment of new carers on to the new scheme is progressing.
- The Fostering Emergency Bed Scheme (EBS) has been withdrawn. In House Fostering Services no longer have placements specifically identified for emergency use. (This does not mean that there are no placements that can not be used in an emergency; it is only the status and the label of the placement that has changed, not the function.)
- Draft guidance has been completed, for carers providing support to child post the end of a placement. Liaison and consultation with LAC Leaving Care in place to finalise document prior to presentation for approval, end Q1 2013 - 14.
- Fostering Marketing Strategy in place. Brand developed and agreed by BIM.
- Fostering Marketing Campaign Launched and Process 'Front Door' has been reviewed to provide more effective and efficient linking with 4 C's Regional Fostering Campaign.
- Review of the Supported Lodgings Scheme is ongoing. Scheme Coordinator to liaise with Fostering Managers regarding transitions. Scheme Coordinator to raise awareness of service across the whole service. Recruitment Campaign is planned for 2013. Process, procedures and policies have been updated as appropriate.
- Majority of Residential Care Staff have attended Restorative Approaches Training. A behaviour management approach which helps individuals resolves their own conflicts. The Restorative Approach is the chosen approach / methodology used within Cardiff's residential children's homes, to manage children's behaviour and conflict situations.
- Some progress has been made in agreeing and finalising interim contractual arrangements with providers to ensure that up to date contracts are in place whilst work on the category management approach commences. Planning has begun in respect of identifying need and how this can be met in respect of the specification for care leavers and vulnerable homeless young people.
- Further work has been undertaken in FISS to strengthen the role of the FISS SWs in order that they are best placed to meet the needs for the service. This has included the undertaking direct work as well as providing consultations to staff and carers.
- A Market Sounding exercise completed to explore whether there is a business case to invite external providers to tender to run the home on behalf of the Council. A further recruitment campaign will run in April / May and an Officer Decision Report will be completed afterwards in order to inform the Chief Operating Officers decision about the future of the home.
- A meeting has taken place to agree the format of the Annual Advocacy report that will be completed by the Advocacy provider in Q1 of 2013/14. This will be distributed widely across the service area and also to elected members.

**Key Risks**

1. A number of actions need to be signed off in Q4 and Q1 2013 by the BIM process.
2. Delay may occur should BIM not approve or request further evaluation or additional work.
3. Progress in some areas has been delayed; consequently some areas of development have needed to be recoded to Amber. New time scales for completion need to be confirmed to avoid drift and loss.

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4. Management arrangements in some areas might affect the timeliness of progress and this also needs to be closely monitored and timely action taken to mitigate these risks if identified.
5. Current Carer Recruitment Campaigns not recruiting the number or the calibre of carers required by the service.
6. The C&V Health and Social Care Integration Project has now been disbanded due to it not being possible to progress key areas of work to determine the feasibility of full integration. Therefore the mechanisms are no longer in place to consider the business case.
7. Consideration was given to progressing the proposal to develop a crisis intervention service as part of the FISS provision by the LAC Processes Project Group as part of the work undertaken on strengthening LAC Processes. However, it was agreed that the necessary resources could not be prioritised at this time in order to further progress this area of work.

**Next Steps**

Key areas to progress over the next quarter are:

- Draft proposals for development to be progressed through the MB&CM /CM process (3.2 & 3.4). Update on progress required.
- Update required on IFST Support Workers trial.
- Care Leavers Guide to be concluded and presented to BIM for approval, prior to distribution and circulation.
- Update required on the effectiveness of the Residential Staff Recruitment Training provided by Tros Gynol to LAC
- Update required on the effectiveness of the Foster Carer & Support Lodgings recruitment campaigns.
- Update required regarding the alternative initiative to the Emergency Bed Scheme (EBS)
- Update required to the developments of incorporating the SGO/RO project with the Kinship Strategy as discussed in 3.2
- Completion and distribution of Advocacy Annual Report.
- Sign off of Officer Decision Report for new provision of 16 and 17 year old vulnerable homeless young people.
- Complete Officer Decision report on future of Thornhill Road.

**Resources:**

**Is implementation on Schedule?**

Overall, progress continues to be made in key areas of the plan but some timescales have required an adjustment to take account of delays in some areas of work.

Cardiff Children's Services Placement Strategy– Progress Tracker Q1 2012-13

Required tasks to progress specified action	Officer who will assist lead manager with implementation of task	Percentage Complete					Finish date	Comments/Action/ issues
		20%	40%	60%	80%	100%		
<b>Outcome One: Every Child who needs to be looked after receives an appropriate and timely placement that meets their assessed needs</b>								
1.1 Review Placement Matching process and take corrective action as required	LAC Accommodation Service Manager & Placements Team Manager						April 2013	<p>Presentation of draft procedure on hold.</p> <p>Awaiting the outcome of procedural review by INGSON and the proposed introduction of the new LAC Plan, which will incorporate the information required for the Placement Matching Process.</p>
1.2 Complete a detailed needs analysis & forecast of the children who need more specialist placement arrangements.	OM1 Resources in conjunction with OM1 Fieldwork						Dec 2012	<p>Work has commenced within the C&amp;V Integration Programme Children with Complex Needs Work-stream as part of the development of a Joint Commissioning Strategy.</p> <p>A business case has been completed to support the development of a new residential in conjunction with C&amp;V UHB and VoG Council. However this project has now been disbanded due to it not being possible to progress key areas of work to determine the feasibility of full integration. Therefore the mechanisms are no longer in place to consider the business case.</p>
1.3 Develop and implement Commissioning Strategy which also addresses Joint Commissioning requirements/opportunities	OM1 Resources & Service Manager Finance & Commissioning						March 2013	CS's have developed an approach to commissioning that will priorities the areas of largest spend and non-compliance with

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								procurement rules.  Some progress has been made in agreeing and finalising interim arrangements with providers to ensure that up to date contracts are in place whilst work on the category management approach commences. Planning has begun in respect of identifying need and how this can be met in respect of the specification for care leavers and vulnerable homeless young people.
1.4 Develop Crisis Intervention Service as part of FISS reconfiguration to provide intensive, time-limited support to prevent family breakdown and promote family re-unification in a timely way where children need to be looked after and the plan is to return home.	OM1 Resources & FISS Service Manager						Review position March 2013  On going	Project work completed and service specification agreed.  Consideration was given to progressing this proposal as part of the work undertaken on strengthening LAC Processes but it was agreed that the necessary resources could not be prioritised at this time in order to further progress this area of work.
1.5 Strengthen use of Family Group Meetings to promote timely family reunification for looked after children whose care plan is a return home.	OM2 LAC in conjunction with FISS Service Manager						March 2013  On going	Project brief in place and being monitored. Project group meet regularly. 2 referrals received as part of the rehabilitation plan. Both children now living at home.
1.6 Consider feasibility / appropriateness of developing a Support Care Scheme	LAC Accommodation Service Manager & Fostering Team Managers						Complete	Feasibility study completed. Procedures for scheme agreed at BIM. Recruitment of carers to this new scheme now progressing
1.7 Progress SEWIC (4 Cs) initiative to develop an Internal Market between partner councils.	OM1 Resources						Ongoing	Framework was launched on 1 May 2012. Fostering campaign underway and Cardiff website being updated using new brand to maximise benefits from

								campaign.
<b>Outcome Two: A child's health and education needs will be appropriately met by the placement of choice.</b>								
2.1 Consolidate work of Health and Education Lead in Children's Homes in order to improve outcomes for young people placed there.	Registered Managers						Ongoing	<p>Residential Referral decision making form identifies all Health and Education needs outstanding. Initial Placement Planning Meeting will identify and record any actions to be taken.</p> <p>Ongoing implementation of Rainbow Reading Programme.</p> <p>Purchase suitable weekly magazines and games to increase reading and spelling attainment.</p> <p>March 2013. New Reading books purchased for the home after discussion with the young people what choice of books they would like to read.</p> <p>Young people have chosen and have been bought books for themselves and for Crosslands home.</p> <p>Presentation to Corporate Parenting Panel by Crossland's Registered Manager demonstrated joint working between Residential Services and Education.</p> <p>The model showed improvements in Educational Outcomes for LAC placed in Cardiff's Residential Service Provision.</p>
2.2 Explore feasibility of CAMHS providing formal and regular consultation to residential staff in respect of the direct work they	OM1 Resources						July 2012	This has been fully addressed with the transfer of CAMHS SW's to FISS at the end of June 2012.

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<p>undertake with young people placed in the homes and secure the future provision of Foster Carer consultations with CAMHS.</p>								<p>Further work has been undertaken in FISS to strengthen the role of the FISS SWs in order that they are best placed to meet the needs for the service. This has included them undertaking direct work as well as providing consultations to staff and carers.</p>
<p>2.3 Review Better Outcomes Project and agree priorities in order to ensure interface with appropriate Placement Strategy outcomes.</p>	<p>OM LAC / Leaving Care</p>						<p>Ongoing</p>	<p>Project Brief reviewed and updated and priorities agreed. Membership of group revised – and PEP's identified as priority are for progress. Joint conference between Education and social work staff held.</p> <p>Five of six planned PEP Briefing sessions have been held. Two 'mop up' sessions will be arranged for June/July 2013.</p> <p>Two joint LAC/Education workshops have been held for primary and secondary schools with social work staff. Three similar workshops are now planned in April and June 2013, for foster carers.</p>
<p><b>Outcome Three: Every child who needs to be looked after will experience placement stability and security</b></p>								
<p>3.2 Develop and implement Kinship Care Strategy.</p>	<p>OM – LAC / Leaving Care &amp; LAC Accommodation Service Manager</p>						<p>April 2013 Ongoing</p>	<p>Draft Strategy completed. Meeting convened with Fostering and Case Management Managers. Viability assessments and kinship referrals discussed. Update / amended required re: changes in legislation &amp; change in situation re: Court timescales, etc. Waiting for presentation to BIM. To explore incorporating proposals</p>



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							for a new approach to permanency planning for the future (which incorporates the plans for the SGO / RO project in 3.3 below)
3.3 Launch SGO/RO project with foster carers who have children placed long term and are deemed 'permanent'.	OM2 LAC & LAC Service Manager Accommodation						As above re: 3.2 i.e. Currently aiming to complete by end March / April 2013  <b>PLEASE NOTE:</b> this action / related work now to be incorporated in to 3.2 re: Kinship Strategy (so please see above)
3.4 Consider appropriate support that carers can provide after placement ends (care leavers) and develop mechanism for implementing on a case by case basis where appropriate.	LAC Service Manager Accommodation & Registered Managers					Completed	<p><b>Fostering Service</b> Consideration was given to appropriate support that carers can provide after a placement ends &amp; a new draft guidance document for Fostering has been completed. Consultation process with LAC &amp; Leaving Care Managers undertaken. Draft document to be presented to BIM once comments from the consultation process have been included. Proposed completion date April –May 13</p> <p><b>Residential Service</b> Last Monthly Placement Review to record support that will be offered to young person after leaving Crosslands Children's home</p> <p>Outlook electronic Calendar system set up to record Birthdays of all young people</p> <p>Meeting arranged (Jan 13), to discuss a potential Link worker from the Leaving Care Team. Leaving Care Social Worker (Betsan Evans) has been identified as the Leaving Care Link Worker; meeting to be arranged in April 2013.</p> <p>Designated Leaving Care Link Worker, has changed to Jonathan</p>

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								<p>Hill, Jan 2013</p> <p>Care Leavers Forum invited to meet young people. Waiting for Care leaver's forum to arrange another date to visit the home Deputy manager has requested several times for care leavers to meet with the young people living at Crosslands home.</p> <p>Complete Guidance for Care Leavers with the Leaving Care Member of staff will be liaising with the Leaving care team to complete guidance... This will be undertaken by May 2013.</p>
<p><b>Outcome Four: Every child who needs to be looked after will be placed in or close to Cardiff unless it is assessed that they will benefit from being placed out of area.</b></p>								
<p>4.1 (in conjunction with 1.2) Seek to commission placements for the groups of children/young people identified In the needs analysis which will include developing in house services to meet some or all of the placements required and / or working collaboratively with statutory partners and independent / third sector providers.</p> <p>Links must also be made to the SEWIC (4 C's) Framework</p>	<p>OM1 Resources in conjunction with LAC Accommodation Managers</p>						<p>March 2013</p>	<p>Review undertaken of future use of Thornhill Road and plans in place to re-register the home following the cabinet decision.</p> <p>Market Sounding exercise completed to explore whether there is a business case to invite external providers to tender to run the home on behalf of the Council. A further recruitment campaign will run in April / May and an officer Decision Report will be completed afterwards in order to inform the Chief Operating Officers decision about the future of the home.</p> <p>Specification completed for new resource for 16 and 17 year old vulnerable homeless young people and work undertaken with preferred provider and Housing to progress commissioning process.</p>

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								<p>An officer decision report has been developed that sets out the business case and funding arrangements for the project and it is expected that the building work will commence in Q2 of 2013-14.</p> <p>Fostering marketing Campaign launched and "front door" reviewed to make response more effective and efficient – linking with the 4C's regional fostering campaign.</p>
4.2 Develop proposals in conjunction with Education & Health for building a new children's home for children with complex needs.	OM1 Resources						March 2013	<p>Work has commenced within the C&amp;V Integration programme Children with Complex Needs Work-stream as part of the development of a Joint Commissioning Strategy. Business case developed. This will be presented to the Programme Board in Q2. See response to 1.2.</p>
4.3 Implement 1.7 if proposals agreed	OM1 Resources						Ongoing	<p>Framework launch 1 May 2012. Fostering campaign underway and Cardiff website being updated to maximise benefits from campaign.</p>
4.4 Implement Fostering Marketing Strategy to increase numbers of in-house foster carer and taking into account the SEWIC regional recruitment campaign for in house foster carers.	LAC Service Manager in conjunction with Corporate Communications Team						Complete	<p>Marketing Strategy in place. Brand Developed and agreed by BIM</p> <p>Campaign i.e. radio adverts, etc. was launched during early 2013 as planned</p>
4.5 Identify ways to enhance Supported Lodgings Scheme for Care Leavers.	Leaving Care Accommodation Manager						April 13 – ongoing	<p>Recruitment of new carers being planned, Gaps Identified. New recruitment drive planned for 2013 with training dates set for the next quarter</p> <p>Ongoing Liaison with Fostering Service regarding transitions from fostering to</p>

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								supported lodgings  Assessment forms being piloted by carers. Discussion regarding use of Outcome Star as monitoring/assessment tool for carers and young people.  Carers Annual Reviews
4.6 Review and realign if necessary, in-house fostering emergency bed scheme.	LAC Accommodation service manager in conjunction with Fostering Team Managers						Complete	EBS scheme reviewed & findings presented to Senior Management. In Dec 2012 it was agreed that the current EBS scheme is now to be ended re: high costs / risks identified.  EBS carers have been advised of decision to end the scheme Although complete re: review & ending of current scheme, there will now be ongoing work in relation to looking at a proposal for an alternate EBS scheme for the future during 2013 / 2014
<b>Outcome Five: Every child who needs to be Looked After will be cared for by Carers who have the necessary skills and experience to meet their needs (See also 2.2)</b>								
5.1 Strengthen Foster Carer Annual Review Process to ensure timeliness of Reviews and robust mechanism for ensuring carers access necessary training when required.	LAC Accommodation service manager in conjunction with Fostering Team Managers						Complete	Procedures review and updated to strengthen process. Monthly monitoring will remain ongoing e.g. monthly monitoring of annual reviews is undertaken via monthly reports from CareFirst.
5.2 Strengthen PPDR Planning process for Residential Staff to ensure that they access necessary training and development opportunities as required.	Registered Managers						ongoing	Training Needs are discussed within supervision. Majority of staff have recently attended two sessions of Restorative Approaches training. All staff are able to access DigiGov, to book on relevant training courses
5.3 In conjunction with the Participation Steering Group, strengthen the process for including children and young people in the recruitment of Residential Staff.	Registered Managers						ongoing	Tros Gynol to provide guidance and training for young people on the recruitment of residential staff this will be undertaken when permission to advertise

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							<p>the RCCO posts</p> <p>Training will be provided by Tros Gynol, waiting for date when Care Leavers Forum able to attend training, this will be undertaken before next Recruitment for Residential staff. One young person from Crosslands Home has received recruitment training from Tros Gynol .</p> <p>Paula Tyler residential representative on the participation steering group</p>
5.4 Strengthen and enhance (if necessary) the foster carer "buddy" scheme.	LAC Accommodation service manager in conjunction with Fostering Team Managers					Complete	<p>Process &amp; Guidance Re Mentoring Scheme presented to BIM in Q3</p> <p>Project brief completed. This also includes scheme monitoring and evaluation process. Ongoing monitoring and evaluation / Improving scheme.</p>
<p><b>Outcome Six: Every child who needs to be looked after will receive appropriate levels of support to promote their emotional and developmental wellbeing: promote their positive identify: and positive social presentation in order for them to have the opportunity to make and sustain positive relationships: and develop self-care skills (see also 1.1, 2.2, 3.4, 4.1, 4.3, 5.2 &amp; 5.3).</b></p>							
6.1 In conjunction with service provider, develop robust awareness raising of Advocacy for SWs, Residential staff and Foster Carers to ensure that all LAC are aware of their entitlement and are actively encouraged/supported to access it.	OM1 Resources					Ongoing	<p>Awareness raising is build into current advocacy contract and monitored on a quarterly basis. Childrens' Commissioner's Report shared with CS's managers and managers to attend briefings in May. Regional work on commissioning of new advocacy model incorporates awareness raising and access issues.</p> <p>A meeting has taken place to agree the format of the Annual Advocacy report that will be completed by the Advocacy provider</p>

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								in Q1 of 2013/14. This will be distributed widely across the service area and also to elected members.
6.2 Strengthen current arrangements that are in place for carers to promote planning for independent living for young people who are about to become care leavers.	OM1 Resources & OM2 LAC/Leaving Care						December 2012	<p>Young people are involved in delivering preparation of independence training to carers. Further work to be undertaken with foster carers and residential staff to strengthen this work.</p> <p>The LAC/LC Service intend to redesign the 'preparation for adult life' course that has previously been delivered to foster carers and residential staff.</p> <p>Also, two new posts have been created (LAC Support Workers) whose role it will be to address preparation issues with looked after children and their carers and to put practical plans in place to improve independent living skills</p>