



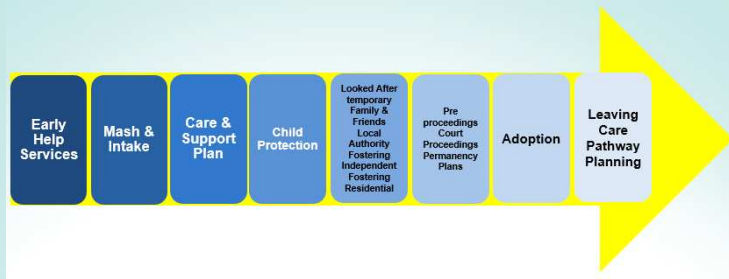
# Striving to achieve excellent outcomes for our Children in Cardiff

*A 3 year strategy to deliver*



Gweithio dros Gaerdydd, gweithio gyda'n gilydd  
Working for Cardiff, working together





## Striving to Achieve Excellent Outcomes Programme Outline

### Key Programme Milestones

- Overarching programme outlining the improvement plans for each stage of the journey completed by
- Performance Framework
- New vision and strategy – cabinet report **July 2019**
- Restructure at senior level to reflect the child's journey commences
- Refreshed Signs of Safety plan
- Implementation of QA framework
- Workforce Strategy created including Recruitment and Retention action plan
- Commissioning Strategy developed **July 2019**
- New financial model developed
- Governance Arrangements in place

### Key Outcomes of Success

- More children supported to safely live at home
- Childrens participation increases
- Families get the right help at the right time in the right place, delivered by the right people
- LAC achievements compare favourably with non LAC
- A stable, confident & competent workforce are working in a rights based and strength based way
- Children services budget overspend decreases and ceases to exist over an agreed period of time.
- Cardiff has high quality, affordable and sufficient resources to meet the needs of all children and young people who need substitute care

# Contents – sections 1 - 4

- 1. Introduction and comments by various children's participation groups
- 2. Cabinet Member for Children and Families Councillor Graham Hinchey
- 3. Cardiff Council Vision
- 4. Children and young people in Cardiff

## Section 5. Drivers for Change

Four key areas where significant pressures are being experienced in relation to children's Services in Cardiff:

- External demands and complexities
  - Sufficiency, type and quality of placements
  - Legislation and work with the Courts
  - Workforce
- Over the last decade the number of children in the care system in Cardiff has increased significantly.
- Recent years have seen an increase in expenditure on Children's Services at a time when Councils overall budgets have been cut.
- Services for the care and protection of vulnerable children are now, in many areas, being pushed to breaking point.

# Sections 6 - 9

- 6. We have set ourselves 25 key challenges & how we will meet these challenges?
- 8. Delivering high quality social work supervision is an integral part of our Workforce Development Plan
- 9. Developing an overarching set of guiding principles

# 25 Key Challenges

- The child and young person's voice is heard
- Partnership with parents is always evident
- Partners are clear about thresholds and the duties placed on Children's Services
- We can work with partners to reduce the impact of exploitation on children and young people
- We take account of the increasing impact of poverty on families
- We can manage and reduce the increasing demand for services
- We can manage effectively the increasing complexity of cases and caseloads
- We meet the required standards & timescales within the Public Law Outline
- We can safely reduce the rising number of children and young people looked after
- We meet all of our statutory duties and responsibilities

# 25 Key Challenges cont....

- We can increase the numbers of kinship Carers
- We can increase the number of local authority foster carers
- We can increase the range of placements to meet complex needs
- We can reduce our reliance on independent fostering agency placements
- We can reduce our reliance on out of county placements
- Recruitment and retention of social workers can meet current and future demand
- Our workforce have the appropriate knowledge values and skills
- We have clear practice models that are accredited and evidence based
- Our case recordings are of a good standard and meet good practice guidelines
- Our decision making is clear, consistent, evidence based and well recorded

## 25 Key Challenges cont....

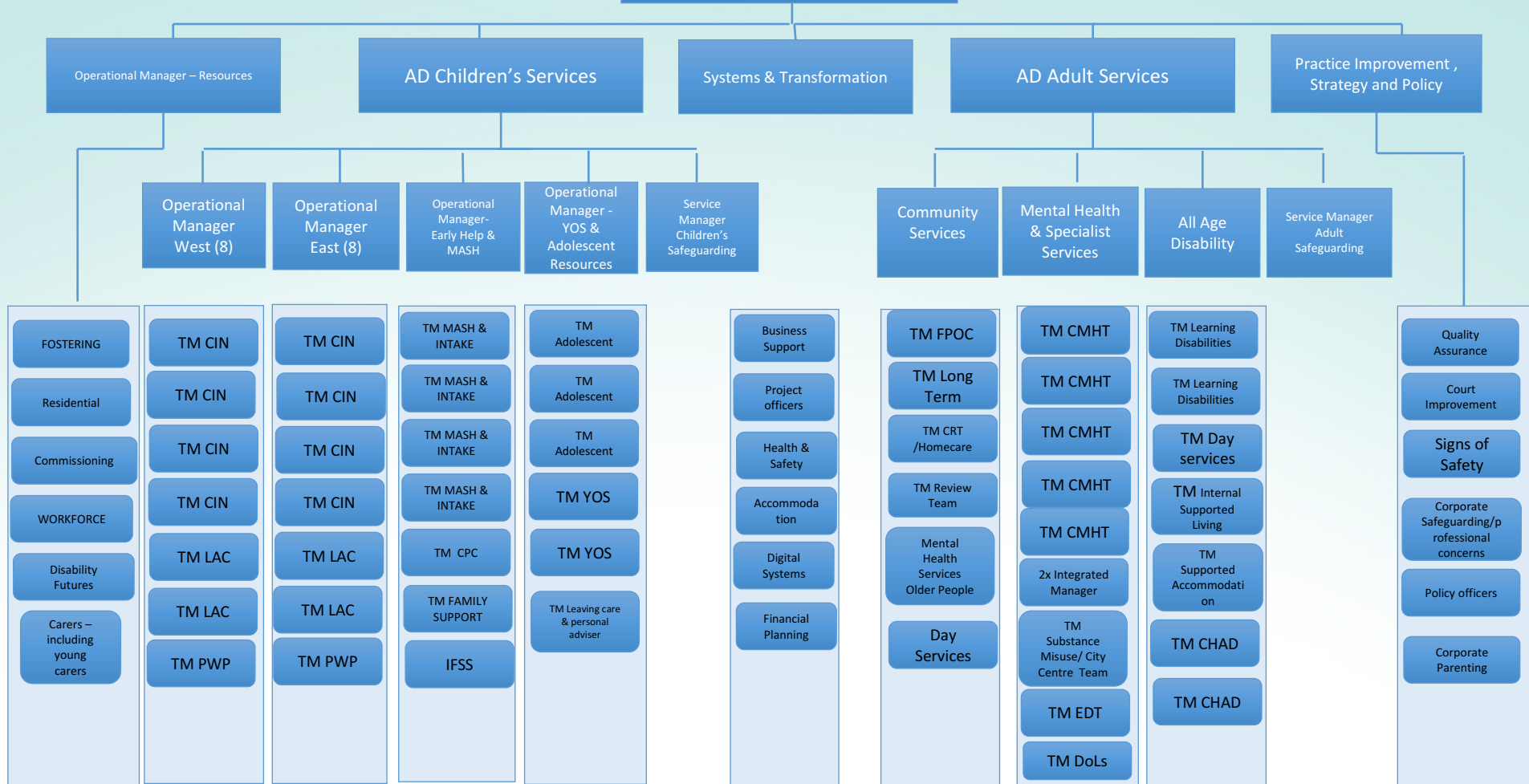
- We have the relevant and up to date policies and procedures in place
- We have a fully developed Quality Assurance Framework in place
- We have a fully developed outcomes framework
- All partners including the regulators have confidence in Children's Services
- Communities have confidence in Children's Services



Section10.

Reshaping and restructuring the service  
delivery model

# Director of Social Services



# Section 12. Developing our commissioning arrangements

- 1. Priority 1** – Commission wrap around family workers/ expand use of direct payments to support families to stay together/ reunification
- 2. Priority 2** – Commission Family Group Conferencing
- 3. Priority 3** – Develop Special Guardianship Support Officer
- 4. Priority 4** – Develop in-house foster care
- 5. Priority 5** – Reframe relationship with IFA market
- 6. Priority 6** – Commission Therapeutic Interventions Service
- 7. Priority 7** – Develop short term emergency assessment service aligned to the Adolescent Resource Centre

# Commissioning Priorities cont.....

**8. Priority 8** – Remodel short break and respite short break and respite

**9. Priority 9** – Develop the following residential provision to address the sufficiency and quality issues in the market:

-Council – 4/5 bed step down residential provision (Column Road) – 16-18 year olds

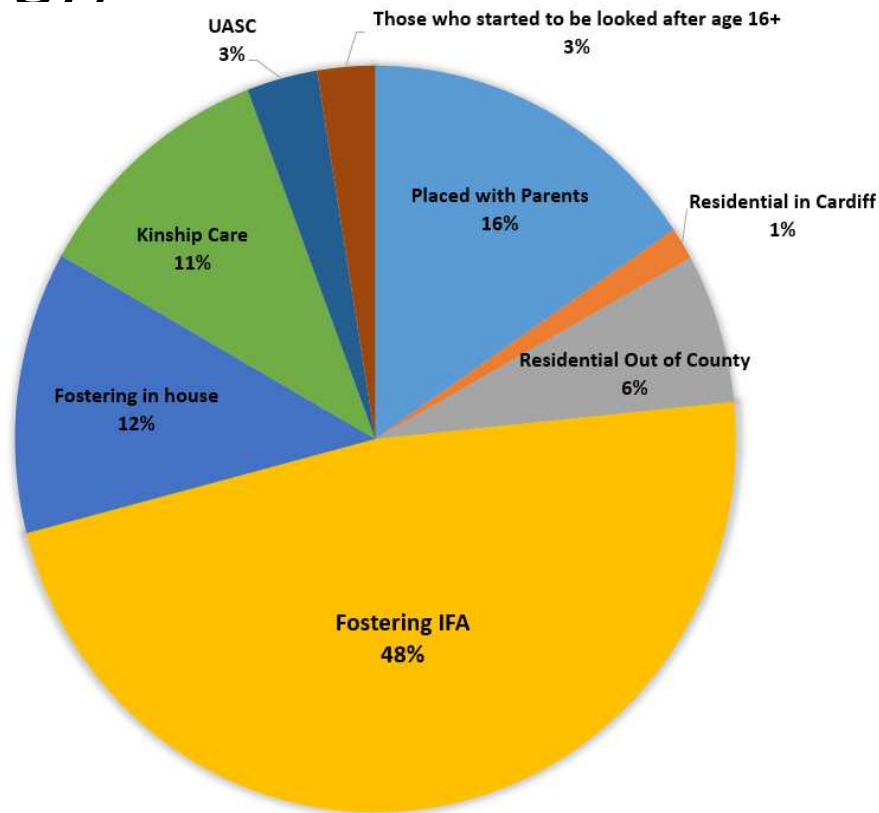
-Council – 6 unit step down/ step up unit (Crosslands Model)

-Develop a business case with health and education for edge of secure care multi-agency provision

**10. Priority 10** – Review procurement strategy and arrangements with 4Cs

**11. Priority 11** – Build on the young person's gateway to expand accommodation and support for young people 16+ and care leavers

# Section 13. Re-shifting the balance of Care (Safe LAC Reduction Strategy)



## We will

- Support more families to become Kinship Carers
- Support more families to become Special Guardians
- Recruit more LA foster Carers
- Reduce our over reliance on IFAs
- Support more CYP at home on Care & Protection Plans
- Support more CYP on Care & Support Plans
- Support more CYP in the Early Help Service
- Reduce the number and length of time that CYP are placed in residential settings.
- Review all CYP placed on a Care Order with Parents and consider whether any can step down to supervision orders.
- Develop a Re-unification framework to support this strategy

# Section 14 – 24

## Following the child on their journey

14. Early Help

15. Multi Agency Safeguarding Hub

16. Intake & Assessment

17. Care and Support Plans

18. Child Protection and Safeguarding

19. Public Law Outline and Permanency Planning

20. Children Looked After

21. Adoption

22. Leaving Care and Pathway Planning

23. Supporting children who have a disability, additional learning needs or neurodevelopmental diagnosis

24. Youth Offending Service

# Childrens' Services Projects & Workstreams Dashboard

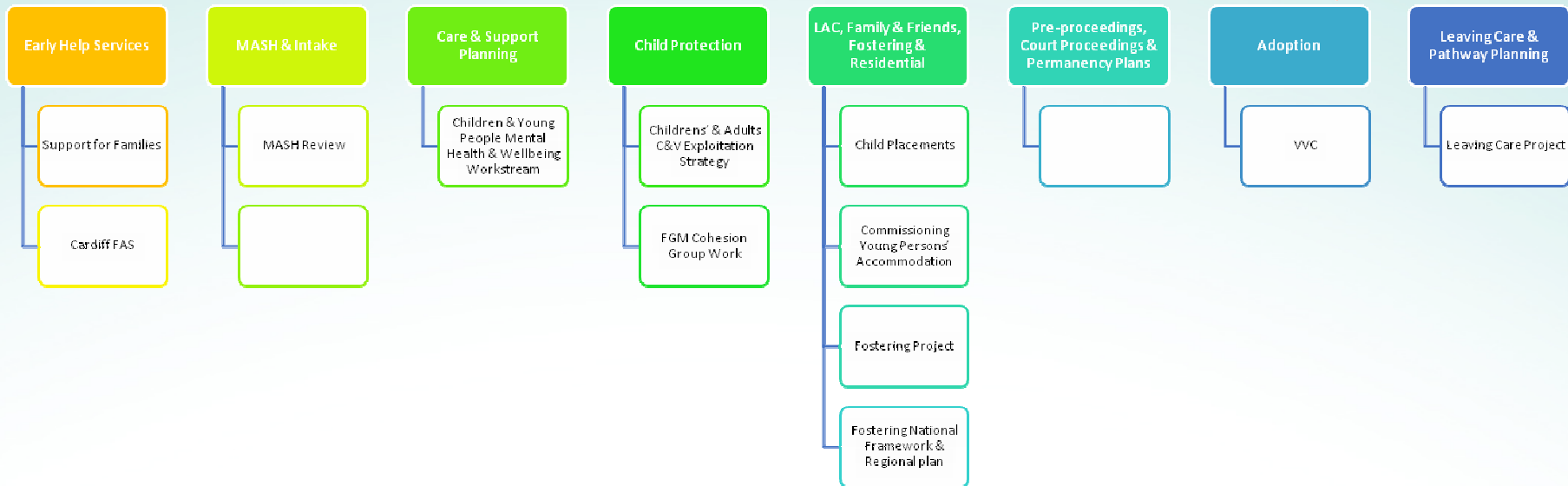
## SAFEGUARDING

Workforce Planning

Re-structure

Commissioning Strategy

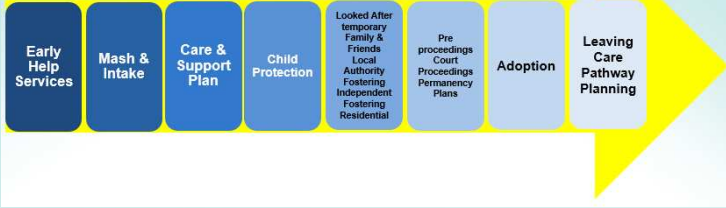
Childrens' Rights /  
Strength based Approach



Children's health & Disability

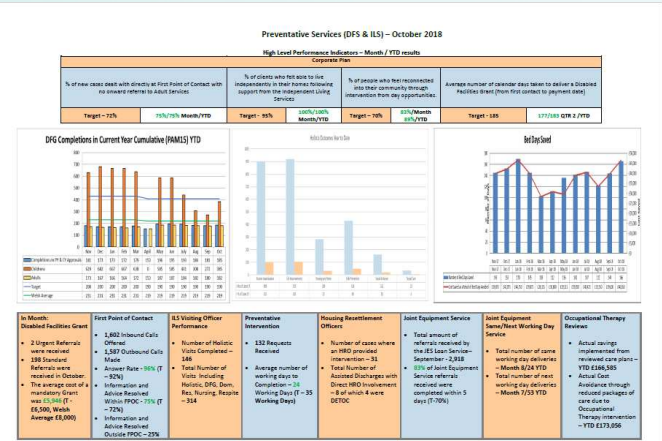
Youth Offending Services and ARC etc.

IFSS

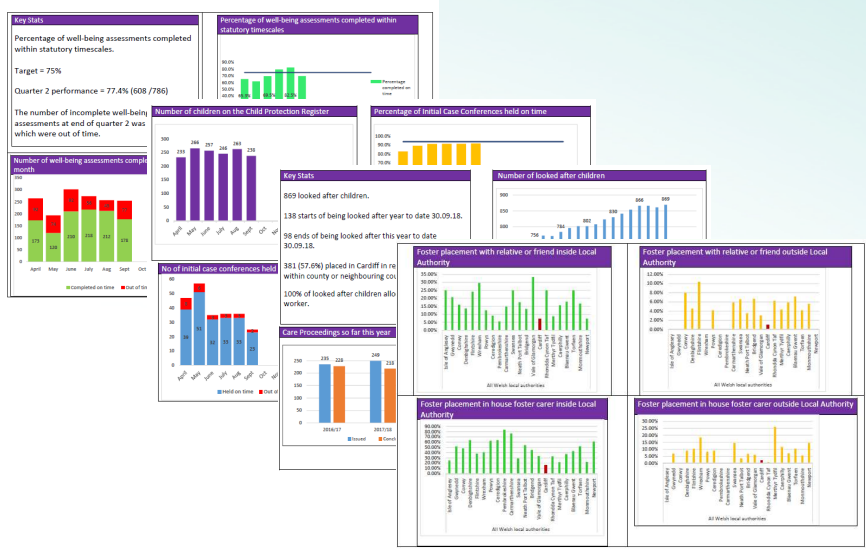


# Whole System Approach Performance Monitoring

## High Level Overarching Report



## Subsequent detail underneath based on each stage of the child's journey



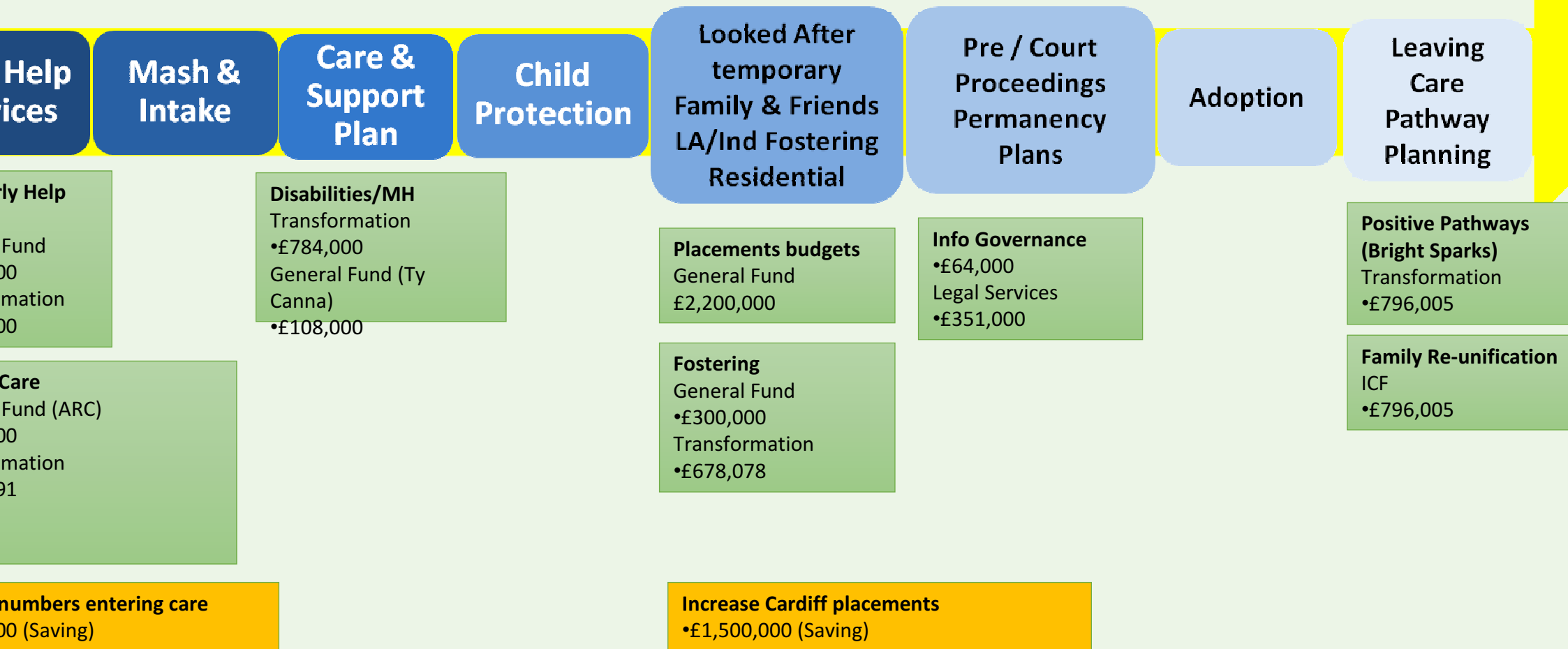


# Section 25.

## Emerging areas of practice and development that will enable us to deliver on our key priorities

1. Family Network Meetings
2. Resource Panels
3. Reviewing our arrangements for Kinship Carers to support our aim of shifting the balance of care
4. Multi-Agency Exploitation Strategy
5. We will review and reshape our Fostering Service to support our aim of shifting the balance of care
6. Adopting a Strength Based Approach to practice by implementing Signs of Safety

# Transforming a child's journey – new money for 2019/20



## Whole Journey

Attachment and Emotional & Mental Health Transition - Transformation = £715,321 / ICF = £392,291  
 ACE Awareness approach Transformation (Bid1) = £475,032  
 Strengths Based Approaches – Transformation = £446,585  
 Family Group Conferencing – ICF = ???  
 Pay uplift = £700,000  
 Lone workers = £32,000

# Action Plan Safe LAC reduction

Action	Impact	Timescale
Develop Budget spreadsheet to record all changes in spend as result of placement changes	Ability to report NET savings Need to reduce res care by 12.5 YP (full year costs)	June 2019
Set up PWP review team to review 149 current Care Orders	Reduction in staffing costs associated with LAC status	Commence June 2019
Weekly review of all LAC 16yrs + YP	Significant reduction in costs	Commence June 2019
Immediate review of 14 YP in residential Care placed due to lack of Foster Carers	Partial reduction in placement costs	Commence June 2019
Weekly review of all YP in residential Care	Partial reduction in placement costs	Commence June 2019
Review of all Kinship LAC to consider converting to SGO	Reduction in staffing costs associated with LAC status	Commence June 2019
Develop set of targets and weekly report card	Monitor progress against target savings	Commence June 2019

# Consultation with CS teams

- Do we have the right cultural conditions to make this work?
- Are the key principles the correct ones?
- Are the priorities the most urgent ones?
- Do the challenges feel relevant?
- Are the messages meaningful?
- What have we missed?
- How do you want to help shape the Strategy

# Next Steps

- Stakeholder Engagement including Locality & placed based working
- Communication plan
- Accommodation Strategy