



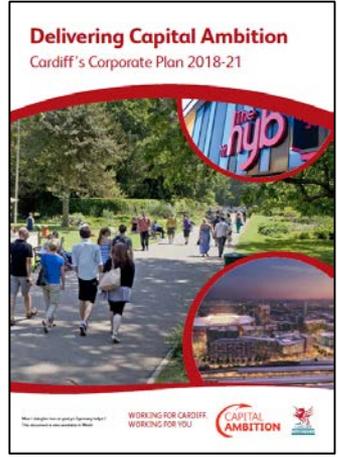
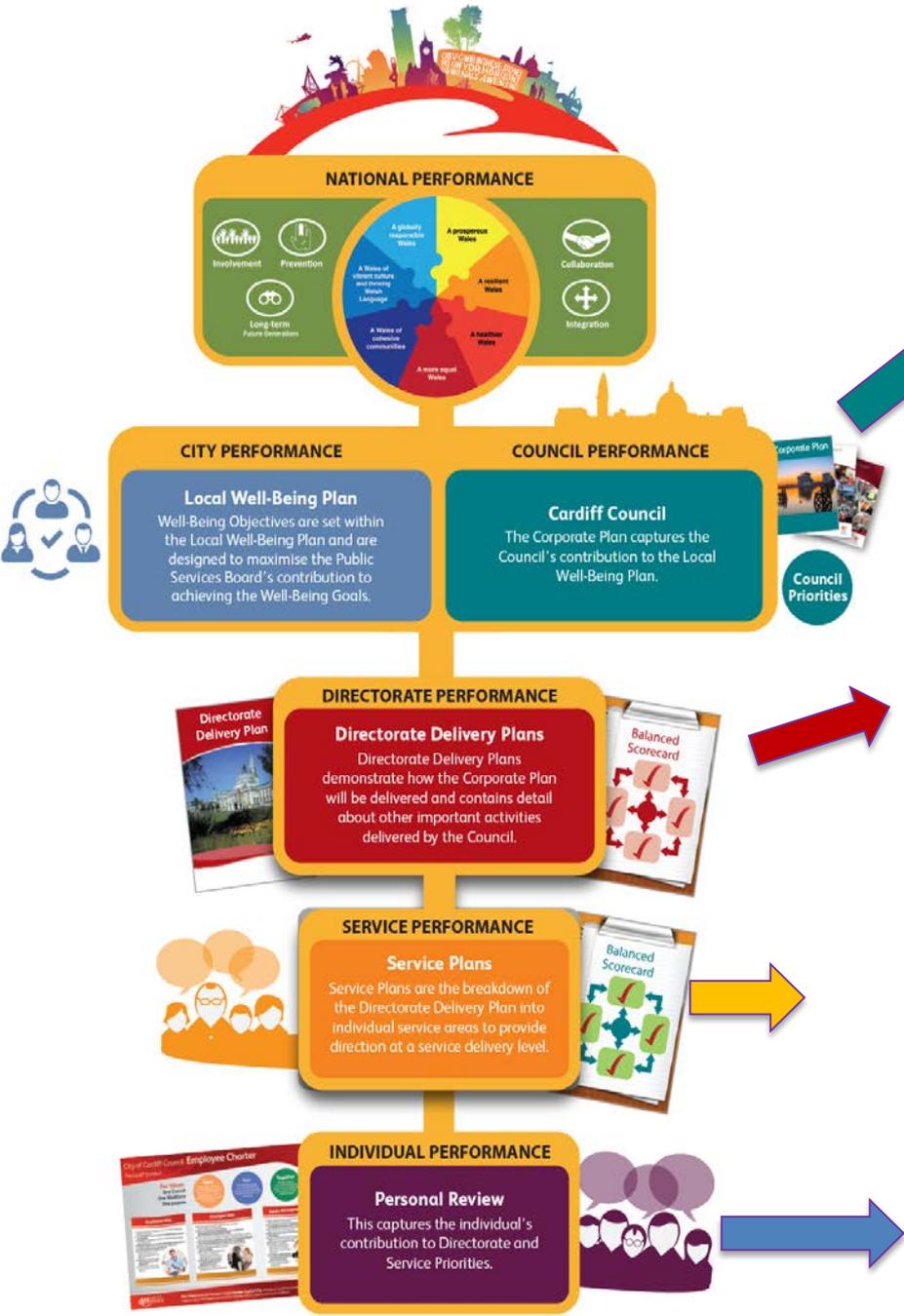
Children & Young People Scrutiny Committee

Claire Marchant, Director of Social Services
Directorate Delivery Plan – Social Services
11th June 2019



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





Outcomes – 2018/19

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

- Children and their families better supported to identify their needs and achieve their own outcomes earlier by **Support4Families** enabling cases to be “stepped down” appropriately.
- Children and their families are **enabled to identify their own strengths, worries and changes needed** to achieve their goals by the implementation of Signs of Safety across Children’s Services .
- **Children’s voices are heard** and Child’s Rights are becoming embedded in everything we do.
- Young people **involved in decisions about staff recruitment**.
- Young people with disabilities are able to **inform their transition plan**.

Working with people and partners to protect and promote people’s physical and mental health and emotional well-being

- Better placed to provide more **continuity of support** that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff (commencing early in 2019/20).
- Better outcomes for young people engaged with the Youth Offending Service through the pilot of the **Enhanced Case Management** project (psychologically informed model).
- **Admission to care prevented for 53 children** and young people by the Adolescent Resource Centre.
- **Better addressing parent well-being** and improved family planning through Reflect Service.



Outcomes – 2018/19

Taking steps to protect and safeguard people from abuse, neglect or harm

- Children are **better protected from Child Sexual Exploitation (CSE)** as a result of the impact of the CSE Strategy and the Think Safe! Team.
- **Peer education in schools** has better enabled children to identify when their friends are in danger of Child Sexual Exploitation and / or peer exploitation and know where to go for help.
- Joint working with the Think Safe! Team and schools has given **boys a better understanding of power, control, consent and the law** and they are able to better keep themselves safe.
- Partners in Education and Health have increased **understanding of their safeguarding responsibilities** and when they should refer a professional for safeguarding concerns.
- Improved **awareness of safeguarding in some communities** by the provision of a comprehensive safeguarding policy and associated training.

Encouraging and supporting people to learn, develop and participate in society

- Improved opportunities for children looked after and care leavers via **Bright Start Traineeship Scheme** - 42 trainees supported into work placements and 3 apprentices progressed to paid traineeships.
- Voice of young people who receive care and support from Children's Services has been heard in the working towards **Child Friendly City** status process.
- More children engaged with preventative services to **prevent anti social behaviour from escalating** in communities.
- Life experience for **children with visual impairment, hearing loss or dual sensory loss is enhanced** by access to appropriate information, equipment and services to facilitate independence of individuals.



Outcomes – 2018/19

Supporting people to safely develop and maintain healthy domestic, family and personal relationships

- More families receive help at the point they need it through **Support4Families** Service.
- **Admission to care prevented for 53 children** and young people by the Adolescent Resource Centre.
- Admission to care prevented for children and young people by **Rapid Response** workers.
- More children **supported to remain living with family members** through an increase in Connected Persons assessments undertaken internationally (including China, Albania, Czech Republic, Portugal and Romania).
- **Low level Sexually Harmful Behaviour is better addressed** by the provision of a specialist post.
- Permanence secured for children with **42 adoptions** during the year.

Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

- Improved opportunities for children looked after and care leavers via the **Bright Start Traineeship Scheme** - 42 trainees supported into work placements and 3 apprentices progressed to paid traineeships.
- Better placed to provide more **continuity of support** that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff (commencing early in 2019/20).
- Care leavers are better supported through **higher education** by the provision of equipment through the St. David's Day grant (19 care leavers in higher education, including 6 new entrants).



Outcomes – 2018/19

Our workforce and how we support their professional role

- Improved **workforce planning** in Children's Services following implementation of Workforce Strategy.
- Improved **support for decision making** and the sharing of risk by the introduction of a Resource Panel and Public Law Outline Panel.
- Improved service delivery by **supporting staff** to be better equipped to carry out their roles:
 - 10 seconded staff were on the Social Work degree course during the year.
 - 27 staff supported to follow Continuing Professional Education and Learning (CPEL) pathway.
 - 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them.
 - Provision of peer supervision through Signs of Safety.
 - Provision of clinical supervision within some Children's Services teams.
- Staff better equipped to work with families using strength based approach following Signs of Safety training.

Our financial resources and how we plan for the future

- **23 children looked after were returned to Cardiff or transitioned to lower cost placements** with an estimated cost saving of £1.080 million against a budget of £7.5 million.
- Improved effectiveness of **screening of new referrals and signposting** to appropriate alternative services.
- **Appropriate use of public money** assured by robust Senior Management oversight of the budget.
- Improved / enhanced service delivery leading to **new ways of working** and better outcomes for people as a result of additional funding from Welsh Government. £1.737 million in 2018/19 across Cardiff, Vale of Glamorgan and University Health Board for children with complex needs and adults with learning disabilities;
- **Clarity of direction and improved monitoring of performance** with the development of a Children's Services Strategy and associated Performance Framework based on the child's journey.



Wellbeing objective: Cardiff is a Great Place to Grow Up

Corporate Plan:

- Launch **new delivery model for integrated early help and prevention service** - Family Gateway, Family Help and Family Support
- Review arrangements within the **Multi Agency Safeguarding Hub (MASH)**
- Improving **mental health and emotional well-being for young people**
- Developing a **Commissioning Placement Strategy**
- Increasing number of **Local Authority foster carers** (including kinship)
- Increasing the range of **local residential provision**
- Working with regional adoption service to increase **adoptive placements**
- Develop a **place based approach**
- Improving **care planning arrangements**
- Improving **educational outcomes for looked after children**
- Improving **transition and progression into ETE for care leavers**
- Increasing **accommodation and support for care leavers**
- **Support young carers and care leavers**



Wellbeing objective: Cardiff is a Great Place to Grow Up

Directorate Plan

- Review pathways to Adult Services for children with **sensory impairments**
- Active and central role in planning for **transition to adulthood** for young people with additional learning needs
- Update guidance on **Multi–Agency Transition Planning**
- Develop and implement a **service for young carers**
- Review progress against the key improvement priorities identified during **Youth Offending Service Inspection**
- Review and rewrite the **Corporate Parenting Strategy**
- Implement the **care planning protocol**



Wellbeing objective: Cardiff is a Great Place to Grow Up

Performance Measures:

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
Percentage attendance of looked after pupils whilst in care in secondary schools	95.4%	89.9%	95%	Operational Manager
Percentage of all care leavers in education, training or employment 12 months after leaving care	49.4%	40.0%	62%	Operational Manager
Percentage of children in regulated placements who are placed in Cardiff	60.9%	56.6%	60%	Operational Manager
Of the total number of children looked after, the no:				
Placed with parents	119 / 14%	142 / 16%	No target	Operational Manager
In kinship placements	74 / 9%	101 / 11%	Increase where appropriate	
Fostered by local authority foster carers	102 / 12%	101 / 11%	Increase actual to 110	
Fostered by external foster carers	391 / 47%	391 / 43%	Reduce %	
In residential placements	54 / 7%	70 / 8%	Reduce & increase Cardiff provision	
Supported to live independently	46 / 6%	41 / 5%	No target	
Placed for adoption	32 / 4%	35 / 4%	No target	
Looked after in other circumstances	12 / 1%	21 / 2%	No target	
Number of people supported through the Family Gateway	New	New	No target	
Number of people supported by the Family Help Team	New	New	No target	Operational Manager
Number of people supported by the Family Support Team	New	New	No target	



Wellbeing Objective: Safe, Confident & Empowered Communities

Corporate Plan

- **Corporate Safeguarding Policy**
- **Child and Adult Exploitation Strategy**
- **Implement the new All Wales Adult Safeguarding Procedures**
- **Complete a service review of the Youth Offending Service**
- **Refresh the Signs of Safety Implementation Plan**
- **Reduction in agency workforce and vacancies in Children's Services**
- **Service and financial planning**



Wellbeing objective: Safe, Confident & Empowered Communities

Directorate Plan

- Ensure children and adults are protected from risk of harm and abuse by **raising awareness** among public and professionals for the duration of the plan
- Implement projects resulting from **additional funding**
- Implement Social Services **key commissioning priorities**
- **Restructure** senior management
- Develop **performance frameworks**
- Embed **Quality Assurance Framework**
- Implement **CareFinance**
- Deliver a **rights based approach** for children
- Develop a **Parent's Participation Charter**
- Improve integrated working for **children with continuing care and complex health needs**
- Understand the **impact of poverty**
- **Develop an operating model** (including a case transfer procedure)
- Put relevant and up to date **policies and procedures**



Wellbeing objective: Safe, Confident & Empowered Communities

Performance Measures

Key Performance Indicators	2017-2018 Result	2018-2019 Result	2019-2020 Target	Owner
Percentage of Council Staff completing Safeguarding Awareness Training	New	New	100%	Operational Manager
Percentage of social work vacancies in all teams	23.2%	30.4%	24%	AD, Children's Services
Percentage of children re-offending within six months of their previous offence	52.1% (2016/17)	TBC	Baseline to be established	Operational Manager



Key principles underlying future vision

Prevention

- Supporting people to live independently and connected to their communities, through tailored information, advice and support - enabling people to take control of their own lives
- Ensuring that help and support is be provided BEFORE they reach crisis

Locality

- Support should make best use of the additional value of a 'locality' approach
- Locally-based provision accessible by local people and reflects local needs
- Children to remain living in Cardiff, where appropriate

Person-centred

- All care and support should be person-centred, with seamless access to services when the need it
- Services should be joined up from the individuals / families needs regardless of who funds it and who provides it

