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PRESENTATIONS

Committee CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 9 NOVEMBER 2021, 4.30 PM

Please see attached the Presentation(s) provided at the Committee Meeting

4 **Interventions Hub** *(Pages 3 - 20)*

5 **Reviewing Hub** *(Pages 21 - 28)*

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Interventions Hub

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Agenda Item 4

Overview

Currently within Children's Services there are a number of intervention support services which assist families in their parenting by providing targeted support to reduce risk in order for families to remain together.









These interventions also intend to ensure that parents are confident in managing the safety and needs of their children.

Page 4 Considering the increase in children looked after population and the nationwide trend of increasing complexity the current interventions need to be reviewed to ensure they remain fit for purpose.

The proposal is to realign the 'intervention support' elements that exist within the service into one cohesive 'Interventions Hub' Team.



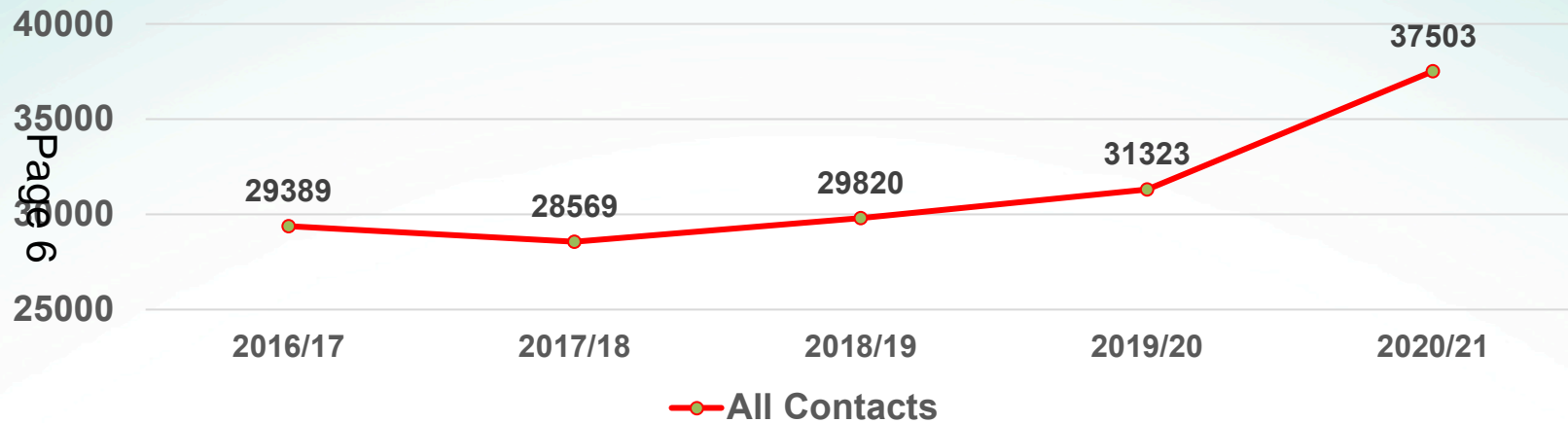
Demand for Services - Overview

Contacts	Referrals	Well-being assessments	Strategy discussions	Section 47 enquiries	Initial child protection conferences	Added to Child Protection Register	Started to be looked after
							
37,503	4,690	2,651	4,007	2,798	730	705	279
↑	↑	↑	↑	↑	↑	↑	↑
31,323 (2019/20)	2,373 (2019/20)	2,218 (2019/20)	3,293 (2019/20)	2,645 (2019/20)	462 (2019/20)	419 (2019/20)	255 (2019/20)



Increasing Contacts

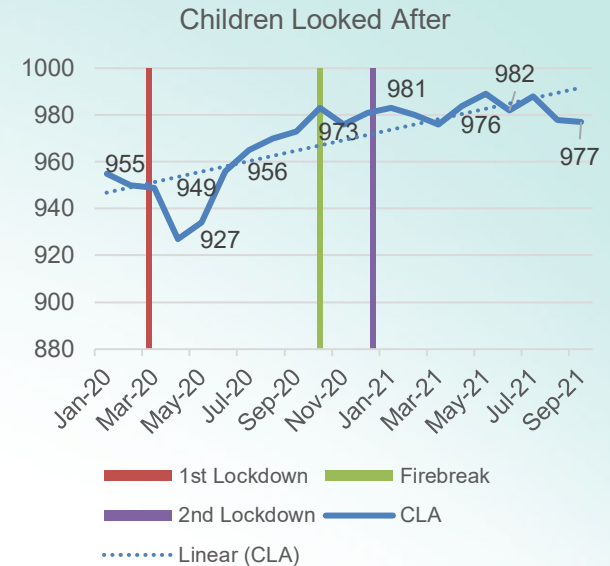
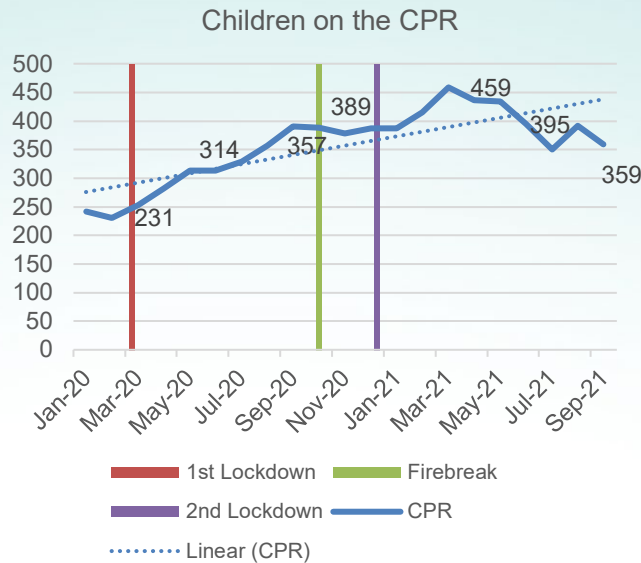
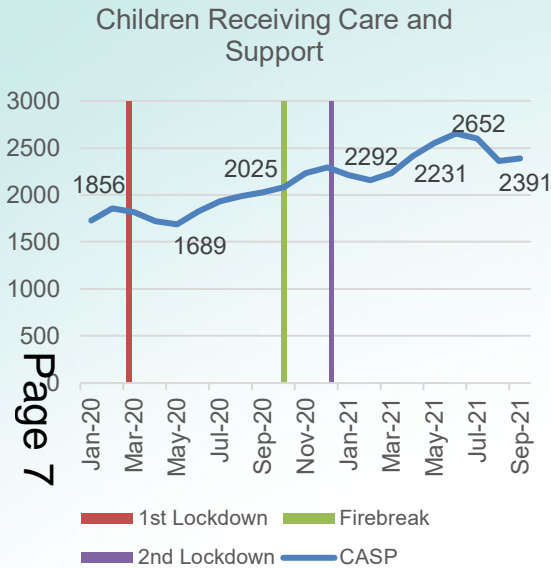
Significant rise in demand into Children's Services



CONFIDENTIAL - NO STATUS DRAFT



Increasing Caseloads



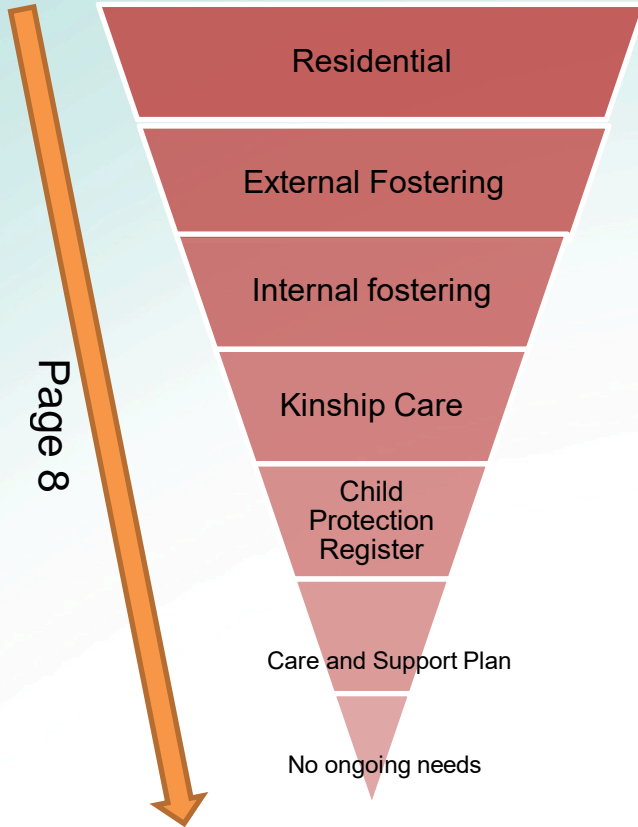
The number of children with a care and support plan rose from 1,856 to 2,652, an increase of 796 or 42.9% before decreasing to 2,391 (provisional data).

The number of children on the Child Protection Register increased from 231 to 459 at 31st March 2021 – an increase of 98.7%, the number has since decreased to 359 (provisional data).

Children looked after numbers initially fell by 23 to 927 but then rose to 976, an increase of 3%, it has since then increased further to 982, before decreasing back to 977 (provisional data).



Shifting the Balance of Care – Financial Impact



	Placement Costs	Caseload Staffing indication	Annual Total Per Child
Residential	£4,000 p/w £208,000 annually	G8 Officer 20 caseload £3,500	£211,500
External Fostering	£800 p/w £41,600 annually	G8 Officer 20 caseload £3,500	£45,100
Internal fostering	£400 p/w £20,800 annually	G8 Officer 20 caseload £3,500	£24,300
Kinship Care	£200 p/w £10,400 annually	G8 Officer 20 caseload £3,500	£13,900
Child Protection Register	/	G8 Officer 15 caseload £4,666	£4,666
Care and Support Plan	/	G5 officer 20 caseload £1,500	£1,500
No ongoing needs	/		£0



Strategic Context

- The Interventions Hub clearly aligns to the Children's Services strategy in particular to the development of edge of care services and the implementation of a 'no wrong door approach'.
- Aligns with the Social Services and Wellbeing (Wales) Act and the preventative approach ensuring that families receive 'the right help at the right time'.
- The proposed intervention hub has a clear interface with the wider Early Help arrangements across the authority.
- A spend to save initiative aiming to intervene early and reduce the length of involvement with children and families – medium and long term cost avoidance.



Strategic Context

- Aligns with the President of Family Courts guidance that families should be given the earliest opportunity to benefit from the support and intervention that is put in place.
- Reunification programme which will identify any young people who are able to return to their parents care with robust risk assessments, monitoring and care planning
- It addresses the issue of developing robust risk assessments in respect of domestic abuse cases recommended by the inspectors



Interventions Hub

Purpose & Objectives

Bring together all disparate support staff into an interventions hub with a clear remit of supporting children to remain at home when in their best interests

- Continued preventative working CASP cases intensively to step down
- Prevent accommodation of CLA and CP
- Can be accessed by all CS teams
- One point of entry to all interventions
- Review of previous interventions which will prevent duplication of work
- Provide Social Work teams with a skilled, multi tooled, in house intervention work force.
- Will have clear structures to decrease/increase intensity within the Hub



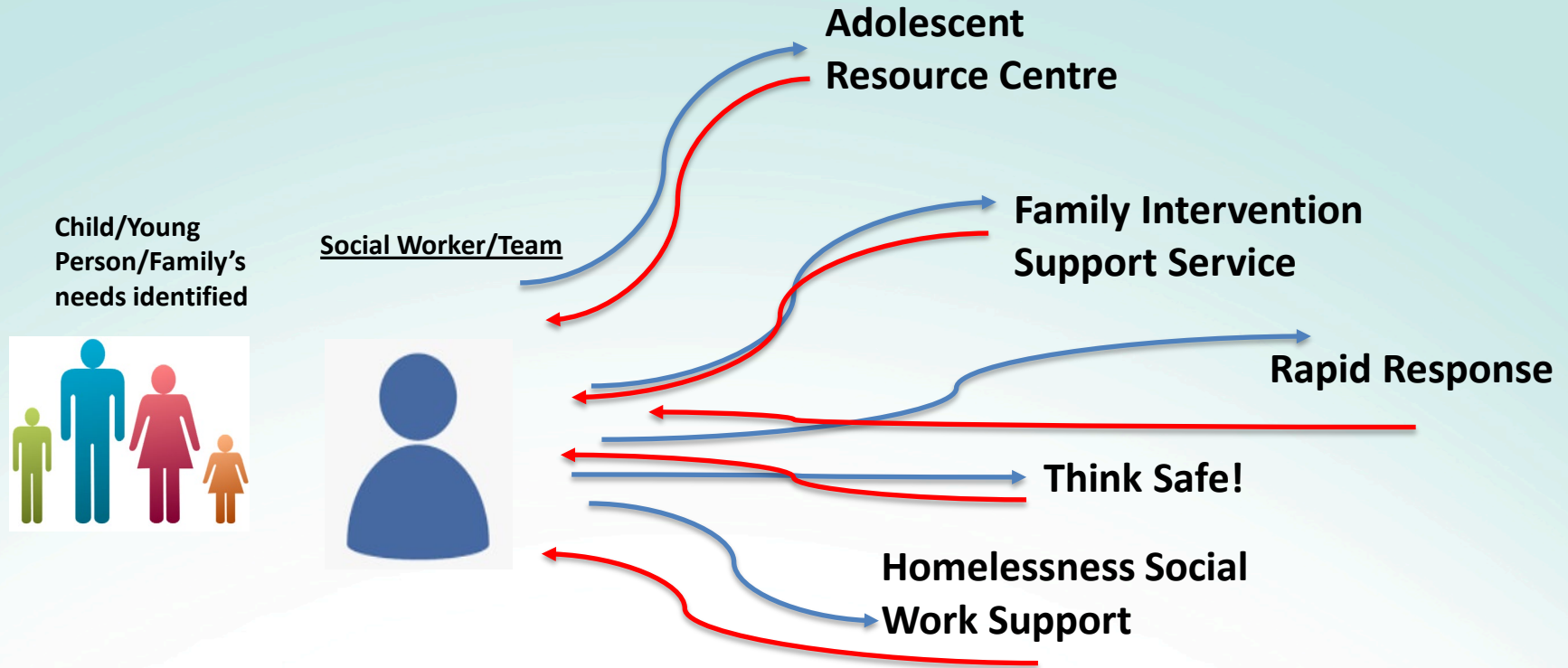
Purpose & Objectives

- Will assist in understanding any gaps in services and identify commissioning opportunities via the Resource Panel
- Outcomes framework and tools to measure distance travelled effectively.
- Consistent models of working / evidence based approaches.
- Creative practice that will meet the family's needs.
- Suitably trained workforce that meets the changing needs of children and young people in Cardiff.
- Will have clear interface with EH



Current Model for CS Interventions

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- Social Worker supporting the family is left to navigate the vast array of potential support with potential delays from referring to the wrong service, families to miss out on essential support in a timely way. All referrals are made separately to all services
- No single view of the services and demands for these services to ensure that the intensity is increased/decreased based on presenting needs.



Current Family Intervention Services

- **Family Intervention Support Service (workers based within each locality)** – The purpose of FISS is to prevent family breakdown and reduce risk of significant harm. The Family Support Service offer interventions on Care and Support, Child Protection and PLO cases. These are focused long term interventions to children at a higher level of risk of harm from their parents/guardians.
- **Rapid Response** – provide an immediate response to families who were presenting in crises preventing accommodation or where there is a high risk of harm to the child/children.
- **Think Safe!** - The purpose of this team is to educate young people and families about the signs of exploitation and how to keep safe. They support young people who are at risk of or/and who are being exploited, this could include sexual and criminal exploitation.
- **On Call FISS** – (workers embedded into localities and on a rota) The purpose of this service is to offer support out of hours to the Emergency Duty Team (EDT) and daytime services. The work which is identified by EDT is prioritised, however the family support workers are often able to meet the requests from daytime services.
- **Southwark Judgement** - A grade 8 social worker is allocated young people 16 and 17 are presenting as homeless. The purpose is to assess whether these young people are homeless identify suitable accommodation and consider their care and support needs.



Current Family Intervention Services

- **Adolescent Resource Centre** – Provides intensive therapeutic support to young people and their families at risk of being looked after who present such a challenge that they would otherwise be placed in external agency placements; as follows;

Therapies	Activities	Parent Counselling	Clinical Psychologist	Respite
Music Therapy	Boxing	This is a recent service offered to parents 10 weeks	Purpose is to offer support/case formulation to staff on complex risks	6 beds for 6-12 weeks 2/3 nights a week
Equine Therapy	Skate Boarding			
Art Therapy				
Family Therapy				
Safe Family sessions				

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Young people are offered 8-10 therapy sessions each



Current Caseloads

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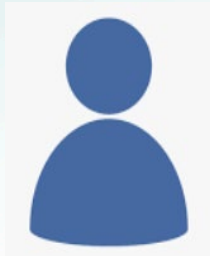
Team	Caseload	Number of Staff	Length of intervention
ARC	71	16	6-12 months
FISS	184	18	Max 6 months
Rapid Response	19	7	Max 2-3 months
Think Safe	27	5	1-6 months
Southwark Judgement role	6	1 Grade 8 social worker	4-6 weeks



Future Model Interventions Hub

Child/Young Person/Family's needs identified

Social Worker/Team



Interventions Hub

Adolescent Resource Centre

Family Intervention Support Service

Rapid Response

Think Safe!

Homelessness Social Work Support

DV Specialist Social Worker

Successful Outcomes



- Social Worker supporting the family makes one referral based on the families needs
- The appropriate support is identified and the team work with the family at a time when it is most need
- The families outcomes are measured and distance travelled
- One view of intervention, understanding what works and quickly identifying what services we may potentially need to grow



Training

A Training Audit of existing staff will be completed by the workforce development team in Early Help. The training audit will inform a training matrix that will define which training is required for all staff within the hub.

Training will include:

- Strength based work
- Parenting skills across the age groups from early year – triple p
- SoS training – from the outset of their employment
- Mediation skills
- ACEs

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- Workers will need to be confident in the common themes / issues that they will come into contact with including and will know how to access the most appropriate available support for the family.
- Issues could include but are not limited FGM, CSE / CE, contextual safeguarding and all forms of abuse – neglect / sexual/ physical / emotional / financial abuse, young people and mental health, domestic abuse, substance misuse and parental mental health. With signposting in relation to issues such as to housing, benefits, universal credit.



Outcomes Framework

Interventions will be outcome focused, targeted and SMART in order to avoid drift, reduce risks and prevention of accommodation. Through our performance measures we will measure the 'how many' the 'how well' and whether anyone is 'better off' in order to achieve the below outcomes.

Cardiff Interventions Hub - Making positive **CHANGES** in young people and their families.

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C	Confident and resilient children, young people and families who have high self-esteem, feel good about themselves and an ability to bounce back from difficult episodes in their lives.
H	Healthy - children, young people and families who have good mental, emotional and social wellbeing, who manage their own health and make informed decisions about how to be safe.
A	A functioning family and positive family relationships, ensuring family strengths are utilised.
N	Network of community support children, young people and families feel valued members of their communities and are confident in accessing the support available.
G	Goals - children, young people and families have a positive outlook about their future and are motivated / informed how to set and achieve their goals.
E	Empowered - children, young people and families feel their voice matters and are able to make informed positive decisions about things that effect their lives.
S	Safe – children and young people are free from harm and its effects.





Any Questions ?





Reviewing Hub

Proposal to enhance capability and resources to help ensure children and families are supported at the right time, in the right place and in the right way



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Overview of the Reviewing Hub

- The Safeguarding and Reviewing Service currently undertakes a number of important independent statutory review functions for children Looked After and on the Child Protection Register. There are other reviews and roles, which broadly fit under the remit of safeguarding and reviewing, are undertaken by other teams and services. It is proposed that all of these review functions are streamlined into one place, offering increased oversight, expertise and outcome focused planning for a wider range of children.
- This will have the added benefit of increasing the number of children the service is able to review, including CASP, along with adding much needed capacity due to the significantly increased numbers of Looked After Children and Child Protection in recent years.
- Whilst there will be additional staffing costs initially, ensuring that children have the most targeted plans, in the right part of the service, and for only as long as they need it. These cost savings should more than offset the additional cost, as well as importantly securing better long term outcomes for the children.

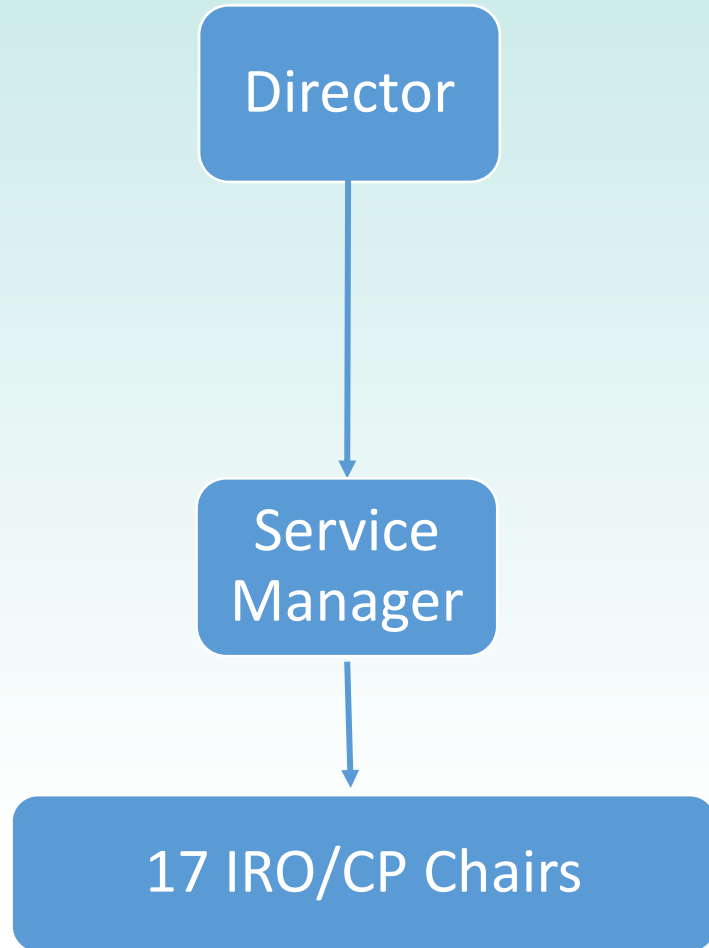
Reviewing Hub will undertake 4 Key Review Functions:

- 1. CASP** - independently review the CASP cases in the Locality teams. Aim is to quickly step down, close or step up plans so that children are supported in the right part of the service. 4 Grade 8 CASP Reviewing Officers and 4 Business Support Officers have been created.
- 2. Safeguarding** – Child Protection, SAFE Family Conferences, Representation at Safeguarding Meetings. 2 additional CP Chair/IRO posts have been created
- 3. Children Looked After** – More specialised focus and monitoring of core Children Looked After. This will also include children subject to Supervision Orders.
- 4. Transitional Services** – Reorganisation of IRO/CLA Reviews for Care Leavers with enhanced emphasis on future planning for young people

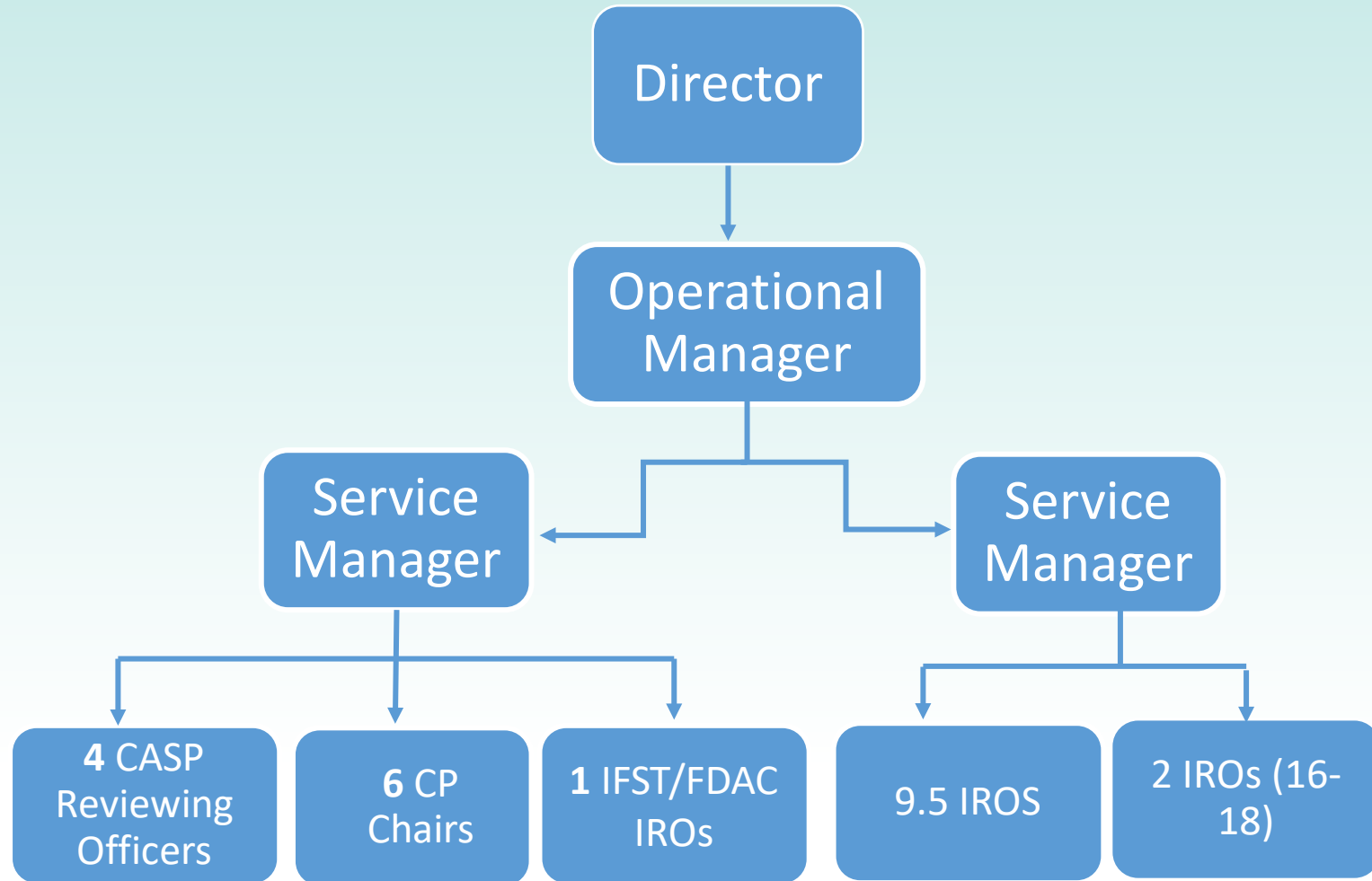
Benefits of Reviewing Hub

- Undertake screening and in depth monitoring of CPR to safely manage Child Protection Numbers
- Improved outcomes for children and families through more timely, coordinated and in depth planning.
- Independent review of all CASP; to step up, down and improve planning in timely fashion
- Increased confidence that children are safe and supported in the right part of the service
- Increase management capacity in line with other LA's to support staff, workers and measure outcomes more effectively
- Increase capacity in the Safeguarding and Reviewing Service and decrease caseloads to within recommended limits and provide a quality service
- Multi agency training to help others understand safeguarding, thresholds and safely manage risks
- Reduce Care Orders and PWP and increase Supervision Orders
- Identify and promote reunification of CLA where appropriate and in a timely fashion
- Increased focus on successful transition into adulthood and independent living
- Implement Reviewing Process for adolescents at risk of exploitation
- Cost savings linked to ensuring that children are supported in the right part of the service
- Implement reviewing process for FDAC, with improved outcomes linked to reduction in placements
- This paper aligns well with the Childrens Strategy in relation to: improving the way families access advice, assistance and support; keeping child at the centre of all the changes we make; ensuring that planning is reviewed at each stage of the process; enabling children to successfully transition into adulthood and independent living

Current Structure



Revised Structure



Expected Impact, Targets and Milestones

- Independent Reviewing of all Care and Support Plans open to Locality Teams:
 - This will improve compliance for these statutory meetings, help ensure children are supported in the correct part of the service and stepped down effectively when a service is no longer required or can be better met in the third sector. All children (approximately 700) will be reviewed at 12 weekly intervals.
- Enhanced oversight and care planning of children subject to Child Protection process:
 - Routine Screening of all new Child Protection Conference requests to ensure that Child Protection Pathway is most effective way of promoting child's needs/safeguarding them.
 - Introduction of monitoring role for CP Chairs in respect of children on the CPR (similar to IROs)
 - Biannual audit of children on the Child Protection Register by Reviewing Team – to allow greater scrutiny of children's plans, ensure their safety and have a more in depth look at trends.
- Extend reach and support of the service:
 - Introduce multiagency safeguarding training to Children's Services and other agencies, to ensure safeguarding is consistent across agencies and that the same thresholds are applied
 - Reviewing Hub to attend and represent Safeguarding at a wider range of risk assessment forums, including MAPPA, PRUDIC and SAFE, reducing pressure on other services and improving consistency.

Continued

- Reduction in the number of Looked After Children, through:
 - Independent reviewing for all Supervision Orders
 - Close alignment with Reunification and PWP revocation projects
 - Monitor Special Guardianship plans and financial support packages, to ensure correct support and finances are in place.
- Improved Outcomes for Looked After Children, through:
 - Closer oversight of Children Looked After and a more focused Looked After Service
 - Introduce specialised IRO role for children leaving care; to improve transition into independence
- Safeguarding of Adolescents- SAFE Family Conferences
 - Alignment with SAFE
 - Introduction of Safe Family Conferences for adolescents where there are safeguarding issues.
 - Improved outcomes and safety for adolescents

Summary and Next Steps

- The hub will streamline the reviewing functions to enable the service and Council to have enhanced oversight and be better placed in ensuring that we fulfil our ambitions.
- Additional management capacity and staffing, both to be effective in what were already charged with doing, as well as the additional responsibilities that we're looking to undertake.
- These include keeping children safe, promoting their wellbeing and, only when necessary, supported in the right part of the service.
- It will also help Children's Services to shift the balance of care and reduce reliance on Child Protection Plans, children needing to and remaining Looked After, as well as preparing ourselves for the likely increase in CASP and Supervision Orders related to the recent publication of the Public Law Working Group.
- Recruitment is currently underway. Adverts for all positions have gone out and the closing date was the 18th October. Interviews for various posts are currently being scheduled.
- Weekly project meetings have been convened, to review and create performance framework.
- Projected go live date is February 2022