UCHELGAIS PRIFDDINAS CAPITAL AMBITION

Striving to achieve excellent outcomes for our Children in Cardiff

A programme of work

A strategy to deliver

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

CARDIFF
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Drivers for Change – A Sense of Urgency
(What We are Worried About)

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

- External demands and complexities
- Placements
- Legislation and work with the Courts
- Workforce

- Over the last decade the number of children in the care system in Wales 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.

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Indicators of risk that may indicate problems in children's services (LGA)

- Turnover and change in senior leadership
- Service reorganisations combined with challenging budget reductions
- Lack of political focus on safeguarding and care
- Assuming performance standards are secure in an environment of service maintenance rather than development
- Limited self-awareness and no external challenge
- Inconsistent observation of practice
- Professional weakness in supervision and audit
- Lack of a learning organisational culture
- Weak commitment from partners
- Lack of focus on the child's journey or voice of the child
- Poor workforce development and/or capacity
- Failing to listen to or accept front line feedback
- Not developing a culture of anticipation and early warning of issues.

What were we worried about in Cardiff Childrens Services

- Leadership and operations in protecting and safeguarding children is a whole system endeavour
- Progress had been made in the lead up to the 2016 CIW inspection of children's services but there has been a been gap between strategic intention and on the ground delivery, i.e. MASH, SoS, early help, quality assurance, workforce
- Individual practioners' are committed and working hard to manage 'failure demand' as leadership of practice and operating frameworks are not where they need to be
- Quality and performance information is not driving service improvement
- Processes are 'a jungle' (IPC)
- Whole system strategic direction needed which moves away from silos (internal and external) and drives practice and continuous improvement

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What evidence have we reviewed?

- Service performance measures
- Detailed case file review by Institute of Public Care (IPC)
- Review of cases and decision making processes by new DSS/ AD
- Independent interviews with partners by IPC
- Focus groups with workforce – DSS/AD
- CPRs, complaints, member queries
- Benchmarking service improvement analysis across numerous authorities who have implemented SoS

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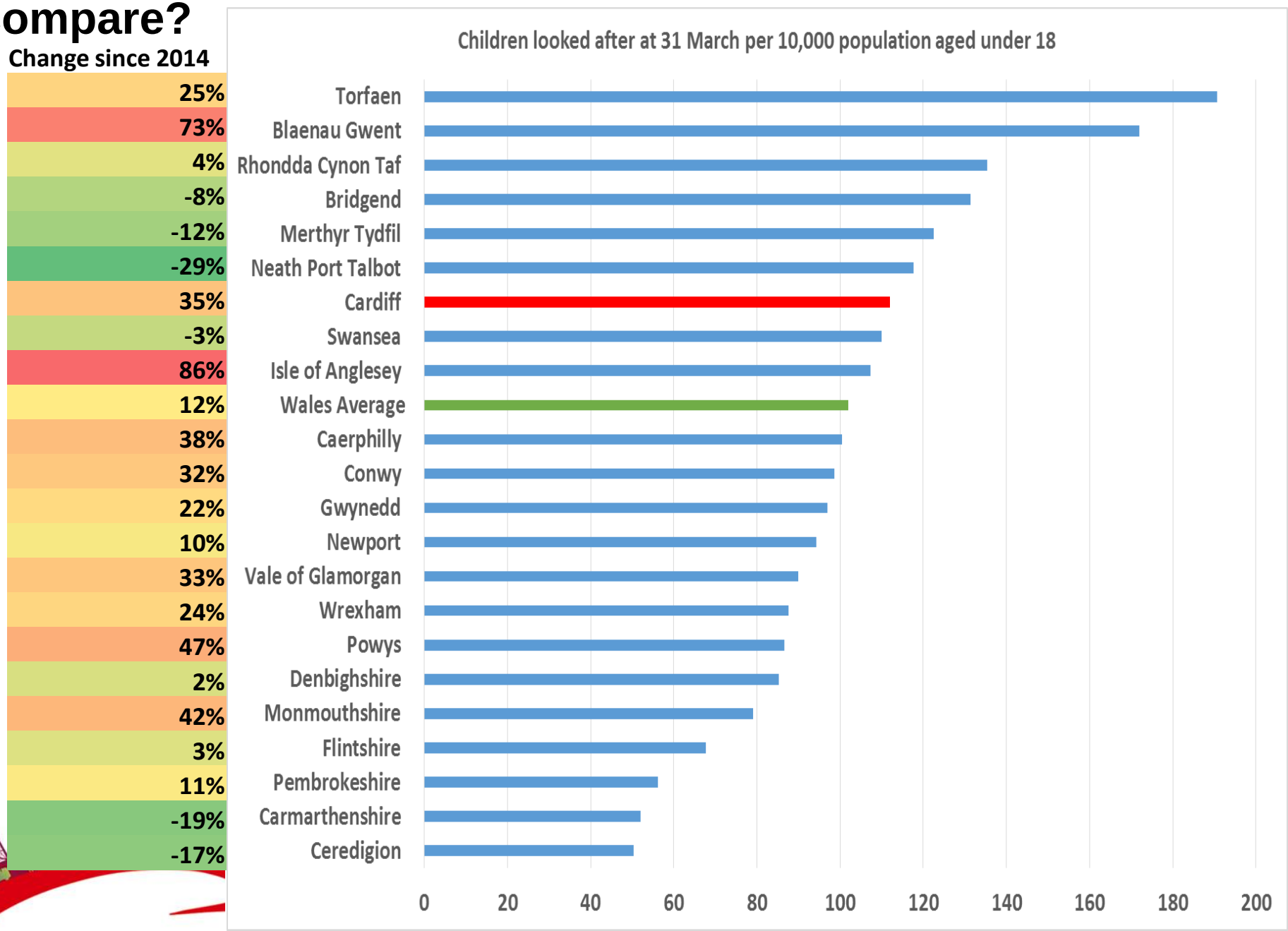
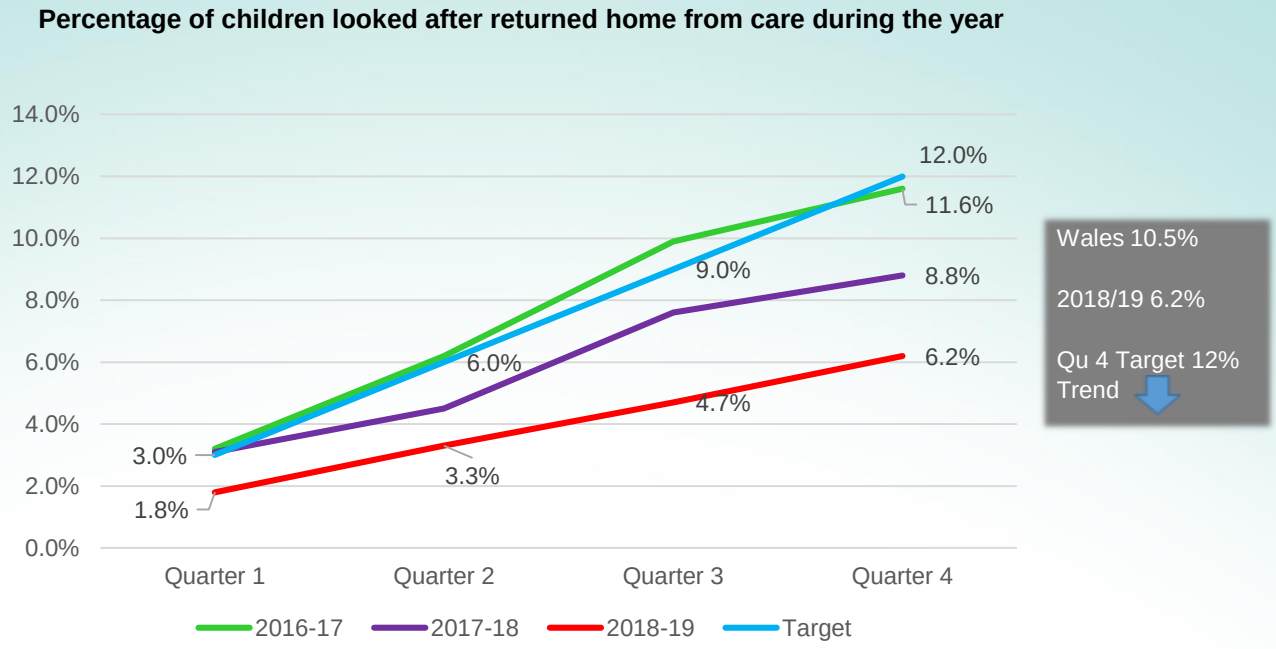
Understanding Demand & Complexity - How do we compare?

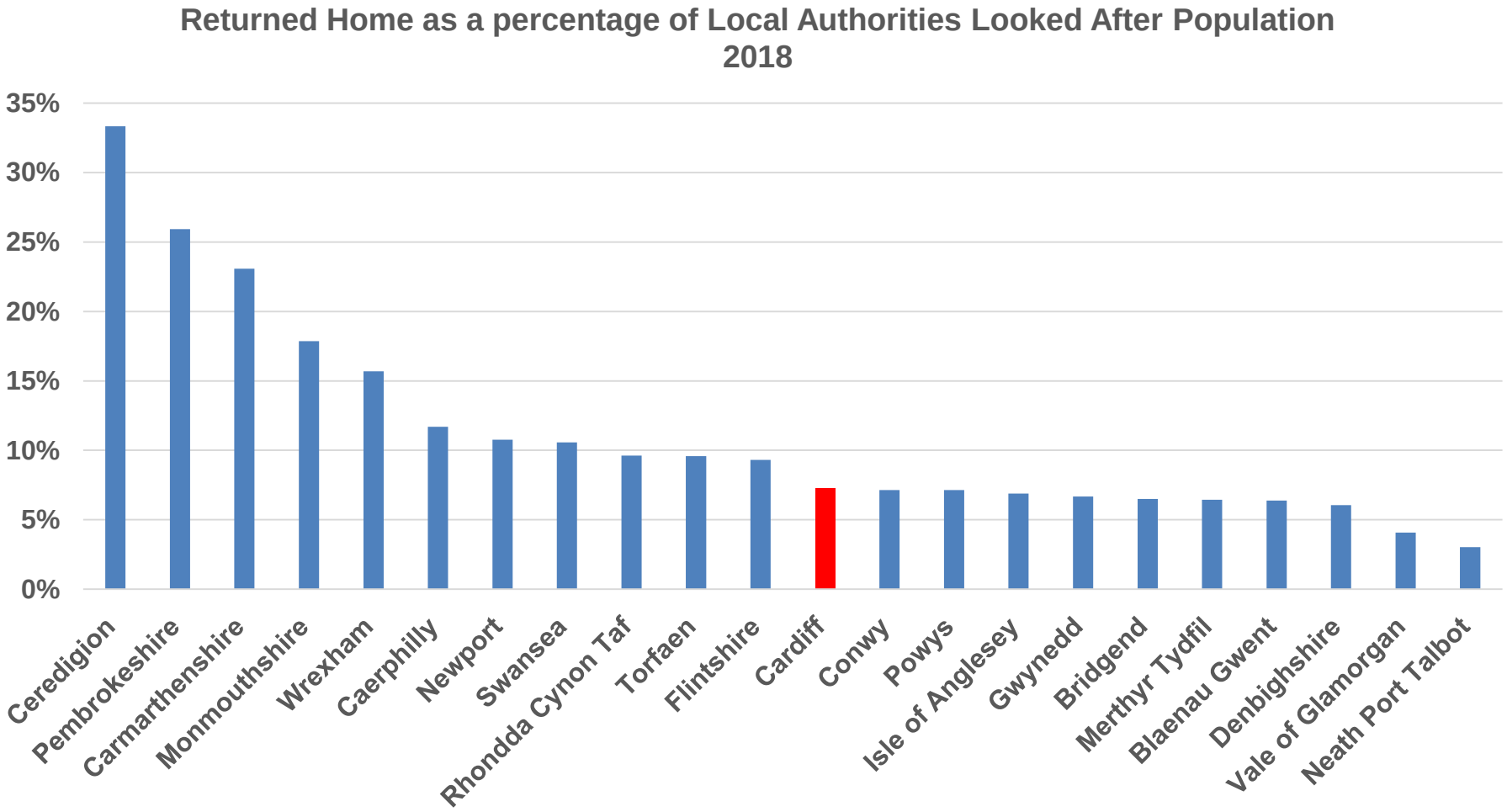


Key Performance Indicators – Directorate Delivery Plan



Of the 1,093 children who have been looked after during the year, 68 have returned home.
In addition to the 68 children who were returned home from care, 142 children were in the care of their parents, but remain subject to a Care Order, and 101 children were placed with relative carers. It is noted that our judiciary have indicated a reluctance to discharge Care Orders, and continue to make new Care Orders as opposed to other orders, e.g. Supervision Orders.

How do we compare on this?



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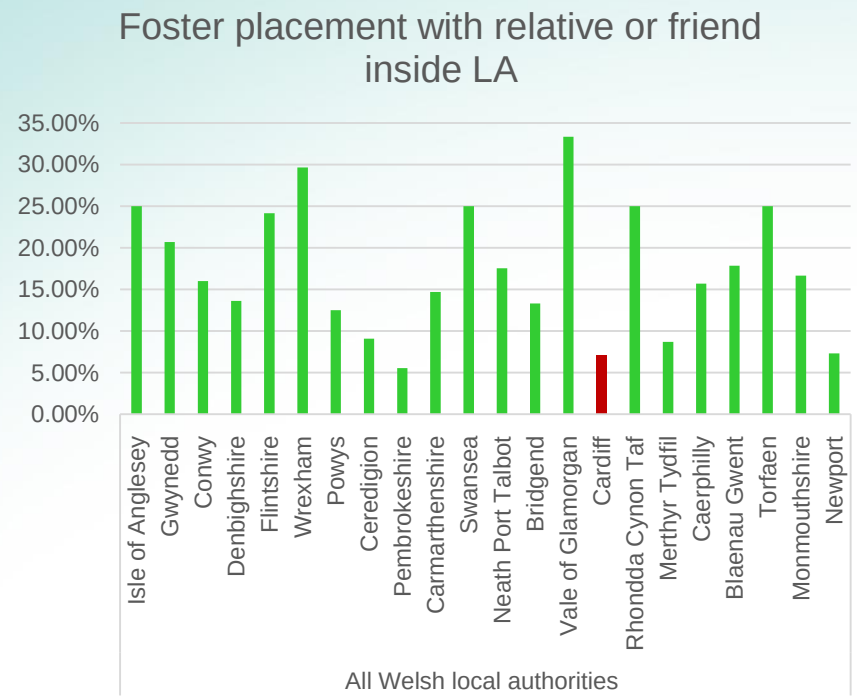
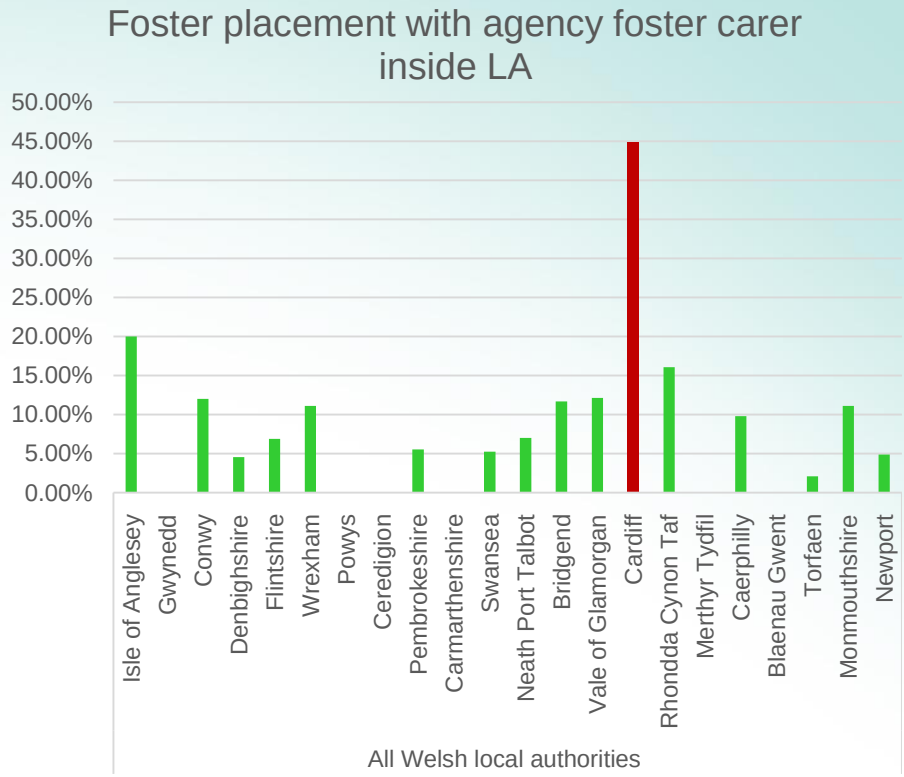
Looked After Temporary
Family & Friends
Local Authority Fostering
Independent Fostering
Residential

Whole System Approach

Baseline Data





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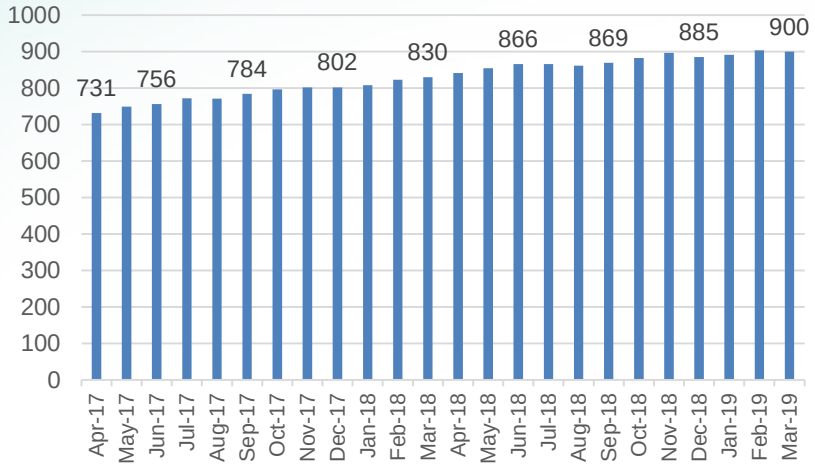
Children Looked After

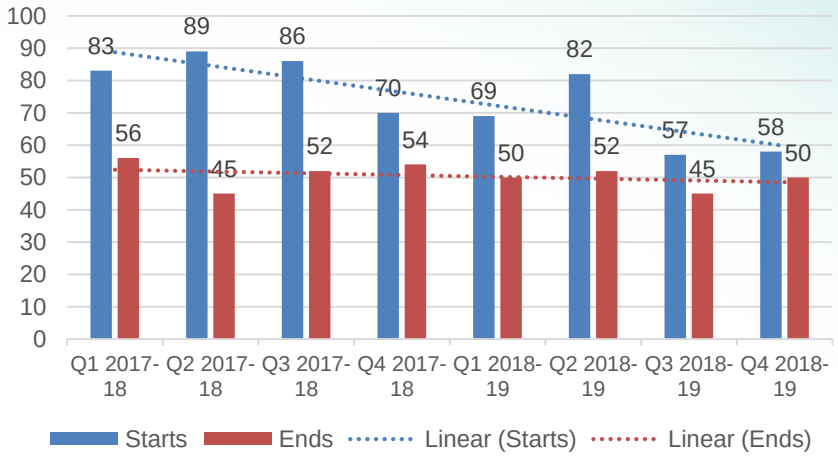
Key Statistics:

- 900 children looked after
- 266 starts of being looked after during the year
- 197 children ended being looked after during the year
- 56.6% of children looked after in regulated placements are placed in Cardiff (378 / 668), increasing to 76.5% when taking neighbouring authorities into consideration
- 100% of children looked after were allocated to a social worker
- Permanence secured for 42 children through adoptions during the year

Number of children looked after



Starts and ends of being looked after



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Whole System Approach

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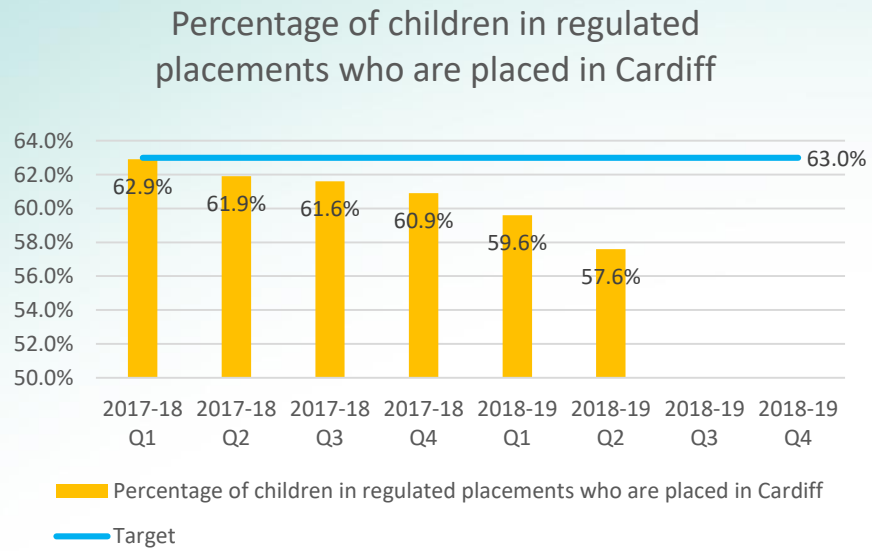

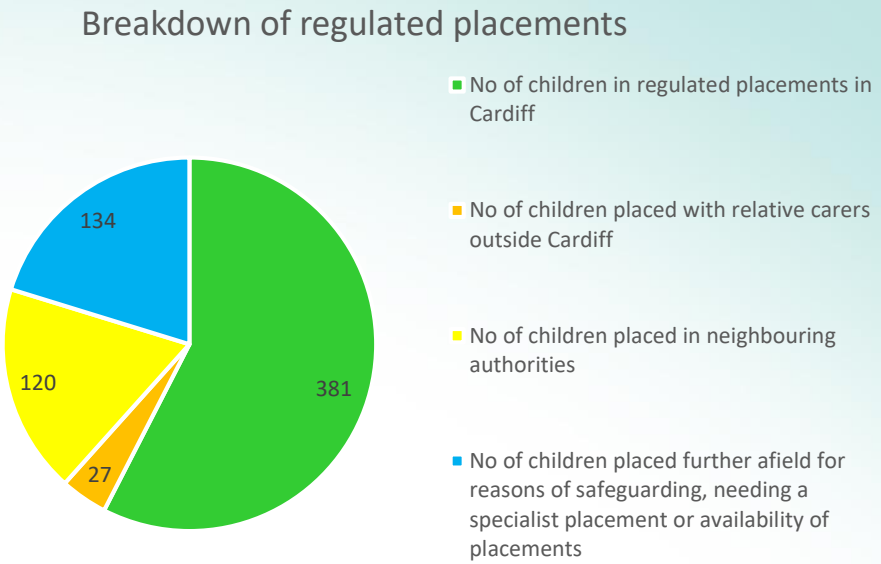

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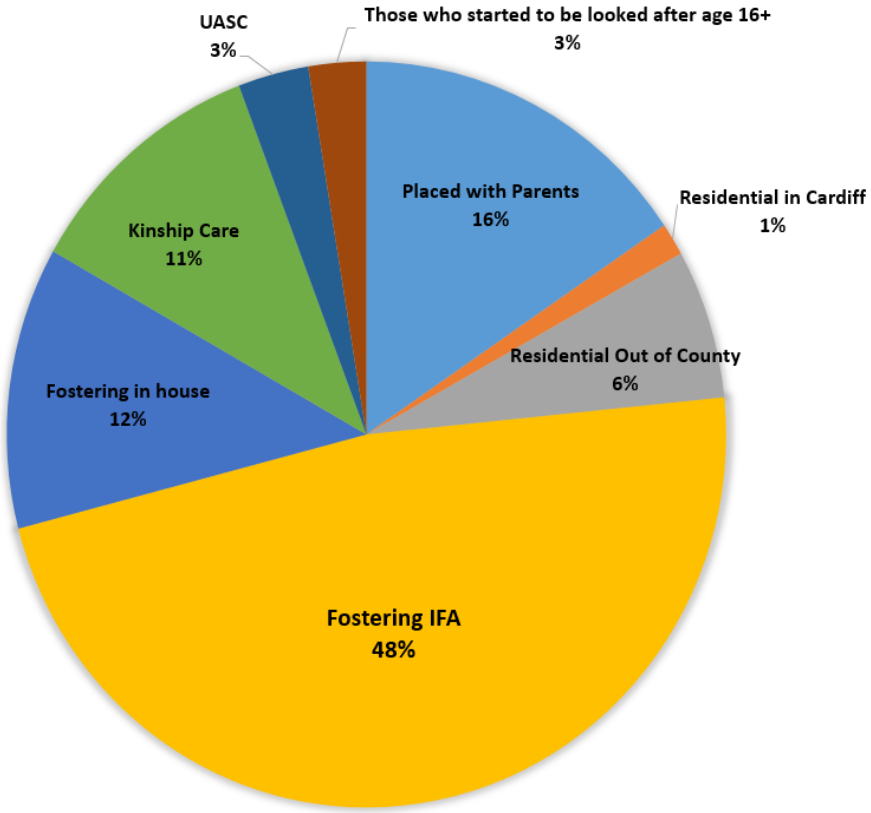
Re-shifting the balance of Care (Safe LAC Reduction Strategy



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

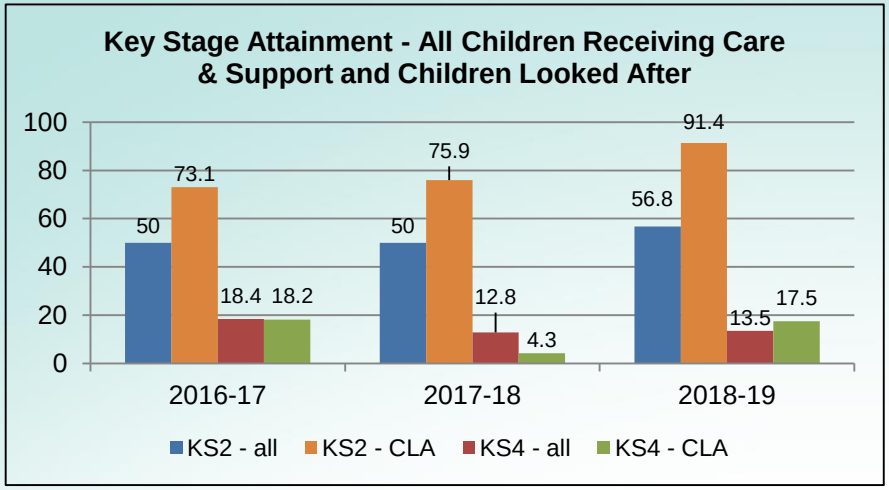
Reduce the number and length of time that CYP are placed in residential settings.

Review all CYP placed on a Care Order with Parents and consider whether any can step down to supervision orders.

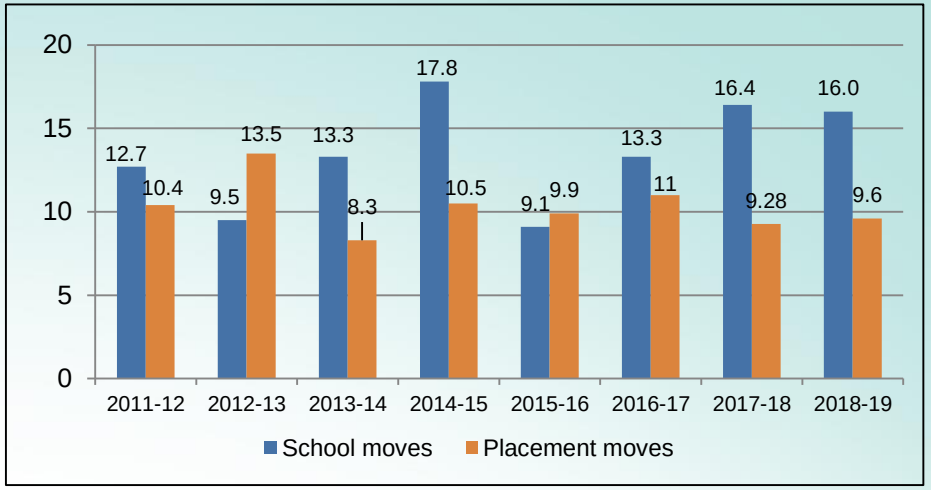
Develop a Re-unification framework to support this strategy

Children Looked After – Annual Indicators

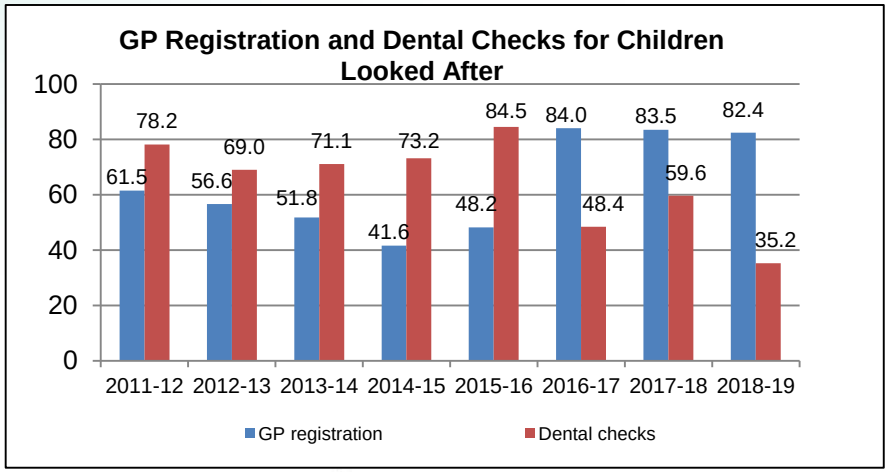
Education Achievement



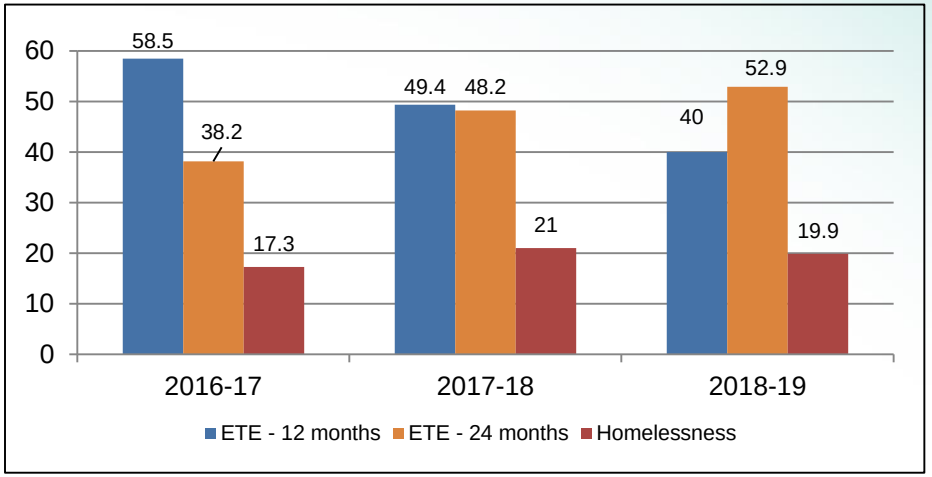
Placement and School Moves for Children Looked After



Health of Children Looked After



Care Leavers



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Creating a Climate for Change

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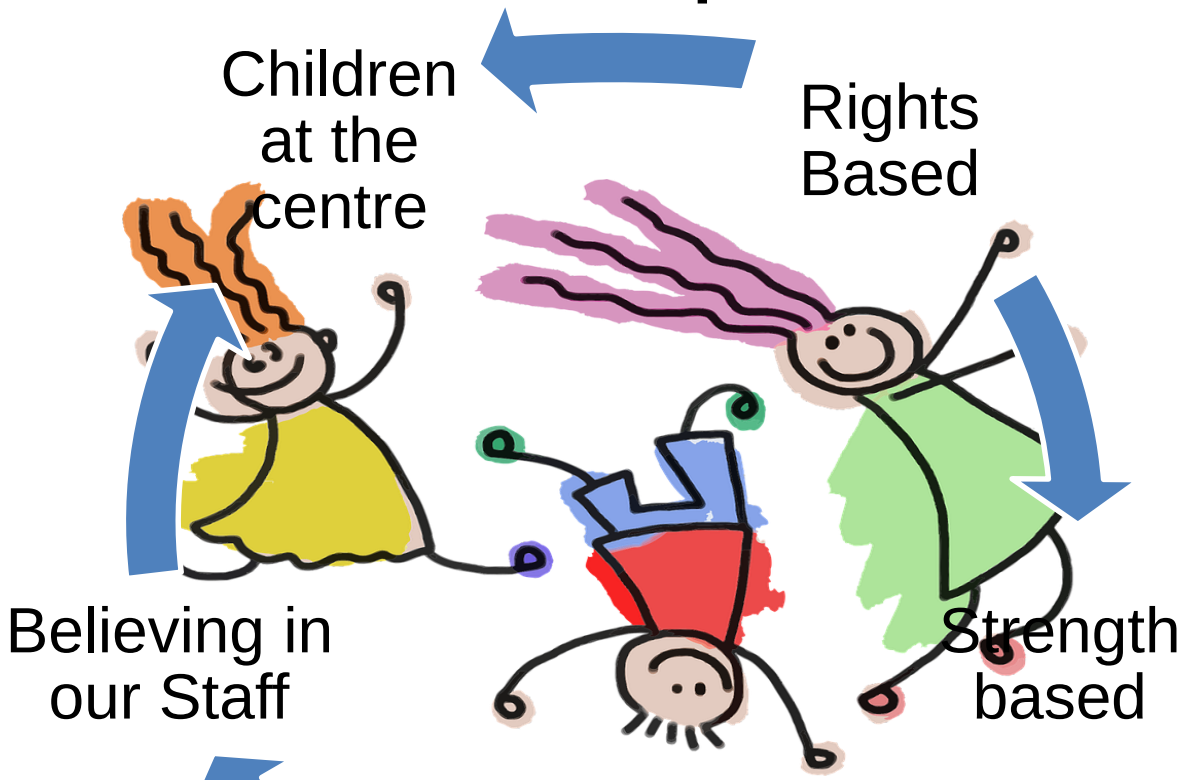
Developing a set of Guiding Principles



Developing a Strength Based Approach in Childrens Services by;

Placing Control and responsibility with families

Using Brief solution Focused therapy

Working with family and their networks

Utilising SW intervention as catalyst for change

Using Plain language & clear expectations

Having a framework based on what works

Working with Families strengths

Involving Children and young people

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Components of a programme for excellent children's services… cycle of continuous improvement

Key priorities

(What We Are Going To Do)

Practice

- We can work with partners to reduce the impact of Exploitation on CYP
- We take account of the Increasing impact of poverty on families
- We have the relevant and up to date policies and procedures in place
- Our decision making is clear, consistent, evidence based and well recorded
- Our Case recordings are of a good standard and meet good practice guidelines

Workforce

- Recruitment and retention of social workers can meet current and future demands
- Our workforce has the appropriate knowledge values and skills
- We have clear practice models that are accredited and evidence based
- We can manage effectively the increasing complexity of cases and caseloads

Commissioning

- We can safely reduce the rising number of CYP looked after
- We can reduce our reliance on out of county Placements
- We can increase the numbers of kinship Carers
- We can increase the number of Local Authority Foster Carers
- We can reduce our reliance on IFA placements
- We can increase the range of placements to meet complex needs
- We can manage and reduce the Increasing demand for services

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Childrens' Services Projects & Workstreams Dashboard

SAFEGUARDING

- Workforce Planning
- Re-structure
- Commissioning Strategy
- Childrens' Rights / Strength based Approach

Early Help Services
- Support for Families
-

MASH & Intake
- MASH Review
-

Care & Support Planning
- Children & Young People Mental Health & Wellbeing Workstream

Child Protection
- Childrens' & Adults C&V Exploitation Strategy
- FGM Cohesion Group Work

LAC, Family & Friends, Fostering & Residential
- Child Placements
- Commissioning Young Persons' Accommodation
- Fostering Project
- Fostering National Framework & Regional plan

Pre-proceedings, Court Proceedings & Permanency Plans
-

Adoption
-

Leaving Care & Pathway Planning
- Leaving Care Project

Children's health & Disability

Youth Offending Services and ARC etc.

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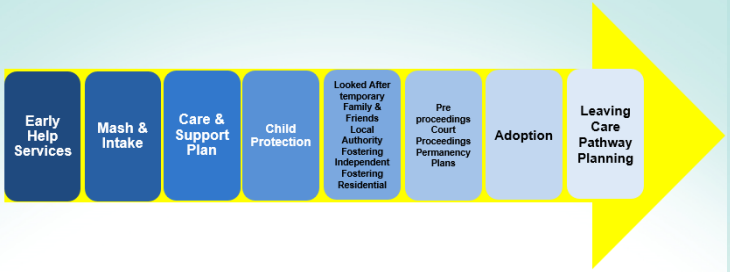
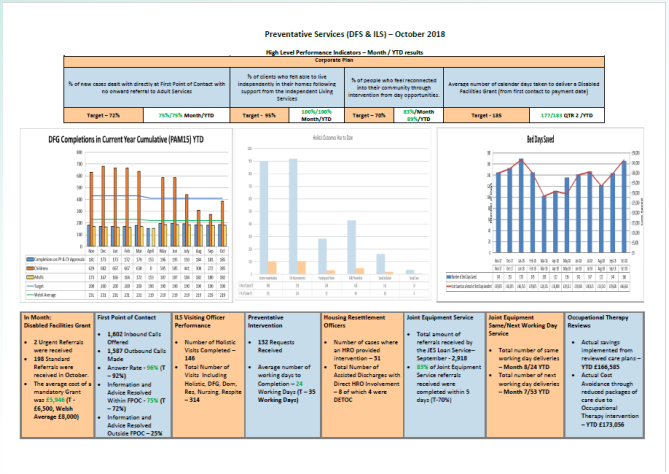
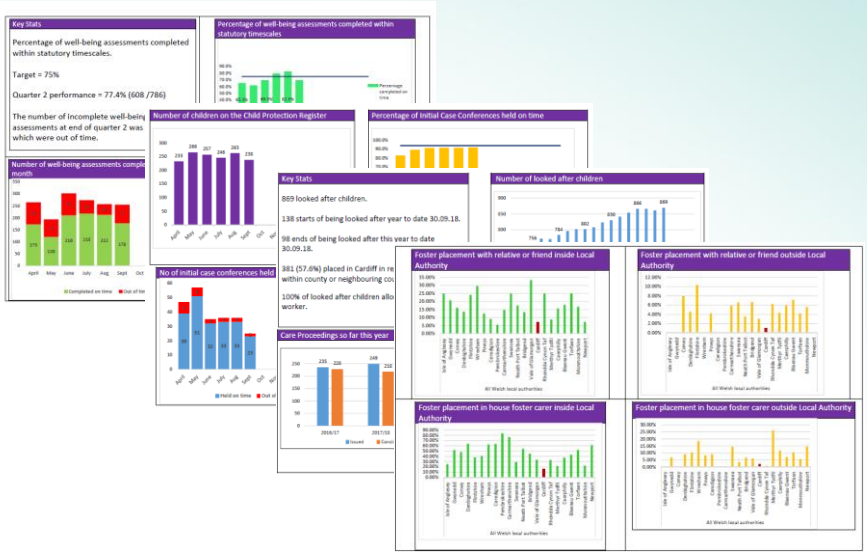


Whole System Approach Performance Monitoring

High Level Overarching Report



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



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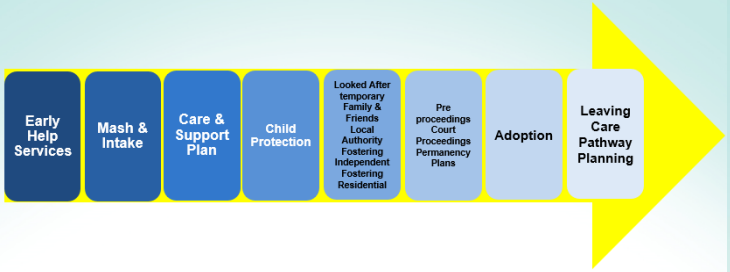

Striving to Achieve Excellent Outcomes Programme Outline

Key Programme Milestones

- Overarching programme outlining the improvement plans for each stage of the journey completed by February 2019
- Performance Framework Feb 19
- **New vision and strategy – cabinet report July 19**
- Restructure to reflect the child's journey commences **April 19**
- Refreshed Signs of Safety plan Jan 19
- Implementation of QA framework April 19
- Workforce Strategy created including Recruitment and Retention action plan Dec 2018
- Commissioning Strategy developed August 2018
- New financial model developed August 2018
- Governance Arrangements in place April 19

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

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Childrens' Services Projects & Workstreams Dashboard

SAFEGUARDING

Workforce Planning

Re-structure

Commissioning Strategy

Childrens' Rights / Strength based Approach

Early Help Services	MASH & Intake	Care & Support Planning	Child Protection	LAC, Family & Friends, Fostering & Residential	Pre-proceedings, Court Proceedings & Permanency Plans	Adoption	Leaving Care & Pathway Planning
Support for Families	MASH Review	Children & Young People Mental Health & Wellbeing Workstream	Childrens' & Adults C&V Exploitation Strategy	Child Placements			Leaving Care Project
			FGM Cohesion Group Work	Commissioning Young Persons' Accommodation			
				Fostering Project			
				Fostering National Framework &			

Children's health & Disability

Youth Offending Services and ARC etc.

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Social Services Structure Chart

Director, Social Services
Claire Marchant

Assistant Director, Children Services
Deborah Driffield

- Operational Manager **Locality Services**
- Operational Manager **Locality Services**
- Operational Manager **Locality Services**
- Operational Manager **Well-being, Safeguarding and Protection**
- Operational Manger **Restorative and Edge of Care Services**
- Operational Manager **Substitute Family Care**
- Operational Manager **Service Improvement & Strategy**

Assistant Director, Adult Services
Louise Barry

- Operational Manager **Mental Health**
- Operational Manager **All Age Disability**
- Operational Manager **Adult Community Social Work**
- Operational Manager **Direct Adult Social Care Services**
- Operational Manager **Business Systems and Transformation**

Operational Manager Resources
Angela Bourge

- Operational Manager **Change Manager (Cardiff & Vale)**
- Operational Manager **Regional Training Unit (Cardiff & Vale)**
- Operational Manager **Commissioning**

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- Operational Manager **Substitute Family Care**
- Operational Manager **Service Improvement & Strategy**

<u>New locality focussed model</u>

- Ensure that resources are appropriately used to address areas of highest need.
- Locality teams will be able to better link in with the vast community resources available, especially schools.
- Areas are yet to be determined, however the size will be based on needs/demands not even geographical areas
- Partner input to ensure that they are aligned to schools, health, police etc.

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Restructure Timeline

	24/6	1/7	8/7	15/7	22/7	29/7	5/8	12/8	19/8	26/8	2/9	9/9	16/9	23/9	30/9	7/10	14/10
Transfer PWP																	
Closing date for OM applications																	
Short listing for OM posts																	
OM Interviews																	
OMs in post (internal)																	
OMs in post (external)																	
Commence Consultation LAC teams																	
As Is To Be process																	
Partnership Engagement																	
Virtual Locality Teams																	
PA service transfers																	
LAC locality teams																	

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

Early Help Services

New Early Help Model
General Fund
• £500,000
Transformation
• £943,000

Edge of Care
General Fund (ARC)
• £335,000
Transformation
• £606,891
ICF
• ????

Reduce numbers entering care
• £500,000 (Saving)

Mash & Intake

Care & Support Plan

Disabilities/MH
Transformation
• £784,000
General Fund (Ty Canna)
• £108,000

Child Protection

Looked After temporary Family & Friends LA/Ind Fostering Residential

Placements budgets
General Fund
£2,200,000

Fostering
General Fund
• £300,000
Transformation
• £678,078

Increase Cardiff placements
• £1,500,000 (Saving)

Pre / Court Proceedings Permanency Plans

Info Governance
• £64,000
Legal Services
• £351,000

Adoption

Leaving Care Pathway Planning

Positive Pathways (Bright Sparks)
Transformation
• £796,005

Family Re-unification
ICF
• £796,005

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