**Swansea** 

**April 2019** 











### Swansea CFS vision

Vulnerable children are safeguarded, live within permanent, stable, secure and loving families (cared for by their birth family and within their community of origin whenever possible) which provide opportunities for success and a content and healthy adulthood where they can fully participate in what life has to offer.



### **CIW Inspection Report August 2018**

'The local authority's vision for children and young people was well-established, corporately owned and invested in throughout the authority. Elected members were committed to delivering positive outcomes for children and had a clear understanding of their role.'



# 1. Prevent children being accommodated. 2. Grow a skilled workforce with capacity, able to manage risk safely. 3. Reduce the length of time children are looked after before they achieve permanence. 4. Breaking the Cycle.

**Primary Drivers** 

Outcomes

### SAFE LAC REDUCTION DRIVER DIAGRAM

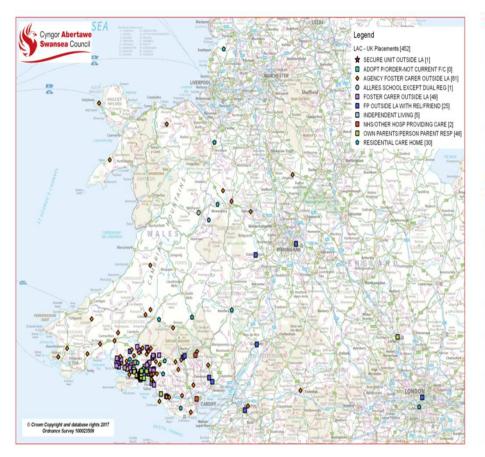
### Secondary Drivers

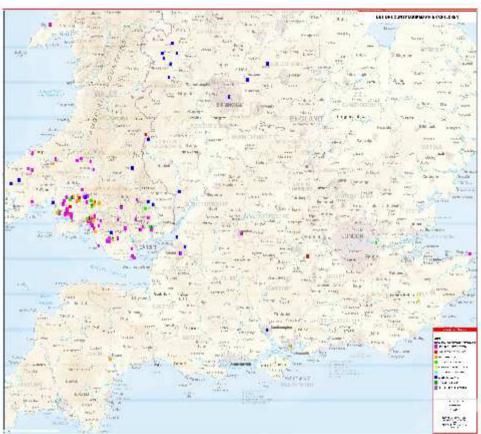
- 1.1 Develop early intervention and prevention strategy (The Continuum)
- 1.2 Effective Information, Advocacy and Assistance Service.
- 1.3 Provide a proportionate, responsive & timely service
- 1.4 Effective multi-agency safeguarding arrangements.
- 1.5 Support families to care for children at home
- 2.1 C&F Training and Support Plan.
- 2.2 Effective Supervision and Appraisal policy.
- 2.3 Confident workforce who are supported to manage risk effectively.
- 2.4 Effective recruitment, retention and succession plan.
- 3.1 Provide children with a clear plan for their journey through care.
- 3.2 Support families to care for children at home using multi-agency approach.
- 4.1 Good Corporate Parenting.

### Tertiary Drivers

- 1.1 Implement Early Intervention Strategy.
  - Complete Family Support Service Commissioning Review.
  - · Have effective Step up / Step down arrangements in place.
- Performance Measurement monitoring.
- Single Proportionate Assessment.
- 1.2 Eligibility Thresholds
- Develop Multi disc front door ???
- Develop web based info (FIS & DEWIS)
- · Weekly review meeting & monthly / quarterly review meeting ???
- 1.3 FSS Commissioning Review
  - · Embed Signs of Safety
  - Reviewing Cases via Strategic SIARAD
  - · Diversion & Drift via SIARAD
- 1.4 Effective Western Bay Children's Safeguarding Board
  - Building Effective Multi-Agency & LA relationships at strategic level.
- 1.5 FSS Commissioning Review.
  - . Early Identification & Support to families
- Working better with other LA services.
- Develop solution focussed panels
- Embed FS Continuum.
- 2.1 Develop C&FS training & Support Plan
  - Embed Signs of Safety.
  - Induction, CPEL, 1st Year Practice.
- 2.2 Develop & agree supervision and appraisal process, sign off and implement.
- Monitor & review (Audit) supervision & appraisal levels & quality.
- 2.3 Staff Survey.
  - HR Policies
  - Coaching & Mentoring
  - Culture of sharing risk.
- Clarity on delegated decision-making
- 4 Clear Swansea 'Brand' e.g. SOS Appraisal Support.
- Values of C&FS
- CPEL / Experienced Practitioner
- · Opportunities for personal development & creative work with families.
- 3.1 Single Care Plan fit for purpose & outcome focused (words & pictures etc.) child friendly format
  - Effective direct work.
  - Partnership with Parents.
  - · Voice of the child included in review process.
  - Timely review process including signing people in to child's life (& parents).
  - Flexible to meet child's needs.
- 3.2 FSS Commissioning Review.
  - Utilise family network meetings (Safety Plans)
  - Clarity of which models of intervention to use.
  - Review / Expand Therapeutic Service.
  - · Make the most of the Multi-Agency opportunities
- 4.1 Develop & Implement Corporate Parenting Strategy.
- Develop & Implement Virtual School.
- Develop & Implement Participation & Engagement Framework.
- Develop & Implement Foster Caring supported to look after children Prep for independent training.
- Develop & Implement WIR Scheme

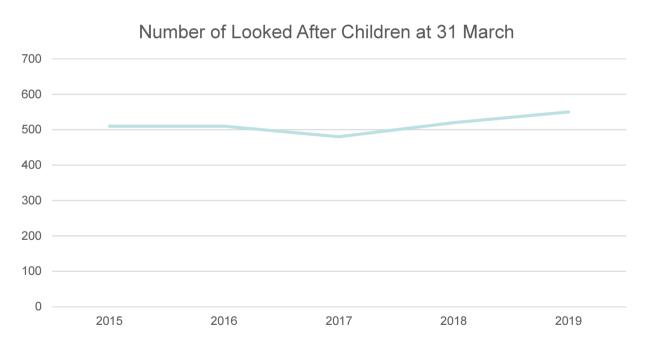
# **Context**







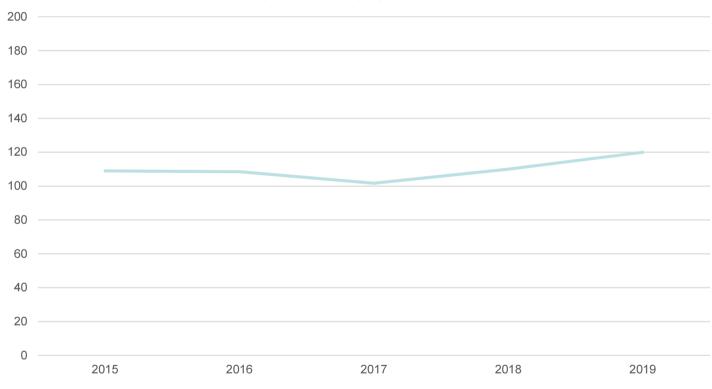
# Reducing the need for children to enter care





# Rate per 10,000 graph







### Safe reduction of looked after children

'After a period which had seen a reduction in the number of children looked after by the local authority in line with the objectives of its safe reduction strategy, there had been an overall rise during 2017/18. The local authority has worked hard to understand and analyse the reasons behind these recent trends, and to utilise this information to inform future policy and practice.'

'The authority had worked hard to increase the proportion of children and young people placed with in-house foster carer placements as opposed to being placed outside of the local authority. We saw that attempts were consistently made to maintain children within their families, where this was in their best interests.'

CIW Inspection report – august 2018



### Number of children starting to become LAC

### February Performance Graph



e Profile of Children Startin	9 2.10				
		A = = = + 1 A C (	New		
Month	Under 1	Age at LAC S	5 to 9	10 to 15	16 to 17
Jan-17	onder i				
··	_	5	6	2	0
Feb-17	2	2	5	4	0
Mar-17	3	5	2	6	0
Apr-17	0	6	2	5	0
May-17	4	6	9	4	0
Jun-17	4	4	3	8	1
Jul-17	2	1	2	4	0
Aug-17	3	3	2	7	1
Sep-17	1	3	0	5	1
Oct-17	1	3	4	9	1
Nov-17	7	6	5	9	2
Dec-17	3	3	4	3	2
Jan-18	5	9	4	2	0
Feb-18	7	4	7	12	1
Mar-18	7	5	1	2	1
Apr-18	5	0	0	2	0
May-18	3	3	3	1	1
Jun-18	5	3	4	3	0
Jul-18	3	9	4	5	0
Aug-18	7	4	7	5	0
Sep-18	5	6	5	3	1
Oct-18	4	3	1	6	2
Nov-18	1	7	5	4	0
Dec-18	5	3	0	3	1



### **Rate of Emergency Admissions**

2017 2018

Month	Number of new admissions	Number of emergency placements	% of new admissions that were emergency
January	11	9	81%
February	12	11	92%
March	13	13	100%
April	7	3	43%
May	18	14	78%
June	14	6	43%
July	8	4	50%
August	11	7	64%
September	7	3	43%
October	8	5	63%
November	18	8	44%
December	15	4	27%

Month	Number of new admissio ns	Number of emergency placements	% of new admissions that were emergency
January	11	3	27%
February	22	17	77%
March	15	10	67%
April	9	3	33%
May	10	7	70%
June	7	6	86%
July	21	17	81%
August	12	4	33%
September	16	7	44%
October	10	2	20%
November	9	3	33%
December	9	3	33%

### 2019

Month	Number of new admissions	Number of emergency placements	% of new admissions that were emergency
January	15	5	33%
February	9	1	13%
March	3 to date (as of 11 March)	0	0%



### Parental factors recorded for children looked after

Factor	Count	Percentage
YOS	7	1.82%
Parental Substance Misuse	139	36.10%
Parental Learning Difficulties	30	7.79%
Parental Mental Health	143	37.14%
Parental Physical III Health	18	4.68%
Parental Domestic Abuse	155	40.26%



# **Drivers**

- ACE's
- Substance use
- Mental health
- Domestic violence
- County lines
- CSE 12 young people
- Partners risk averse culture Police, schools
- Reduced timetables



### **Service Development**

- Taf, flying start, Jigso, ELDT, young people's services, FWT
- DV Hub welsh audit office
- Systems review 2017 multi agency IAA
- SCP redesign reclaiming SW model
- FIT, IFSS, Flexi service, edge of care
- Reflect
- Evidence models of intervention
- Internal therapy team
- MAPSS
- PAC
- Respite including disability/ PAC community
- Relocation of residential home and outreach
- Resource centre



# **Service Development**

- Review of family support services 2017 single structure and graduated response (transformation fund)
- Early help services moved into CFS
- Hub and spoke model ICF grant
- Family finding invest to save grant
- Contextual safeguarding invest to save grant
- Local offer adoption ICF grant



# **Managing Risk**

- Weekly/monthly review meetings MA
- SOS practice framework risk averse to risk sensible - scaling
- Development of SOW in early help
- Reflective group supervision
- Bi weekly hub managers case specific reflective supervision
- Learning events Practice lead workshops
- DAAP solution focused with challenge about safety and outcomes
- LGM



# **Inspection Feedback August 2018**

'Swansea Council's Signs of Safety (SOS) approach, which underpinned their assessments as well as safeguarding and care planning, provided a detailed framework which was well understood by staff, and clearly prioritised risk.'

'The recently piloted 'signs of well-being' framework introduces the potential for greater flexibility, where the assessed need of children and families does not include safeguarding elements.'



# Inspection feedback-august 2018

'Care and support planning is underpinned by the Signs of Safety framework. We saw social workers were confident in their implementation of this model, which offered a positive, solution focused methodology within a consistent and well understood structure. Many of the care and support plans and pathway plans we saw were detailed, of good quality, and in many cases reflected the direct work undertaken with children, young people and their families. We saw that sharing the direct work social workers had undertaken with individual children, for example through 'words and pictures' could have a powerful impact when wider family members were involved in this process. Mapping and scaling, when used effectively with children and families, were helpful in agreeing next steps with families and wider safety networks.'



# **Placement Sufficiency**

- Placement sufficiency strategy
- Market position statement
- Commissioning hub
- Preferred providers
- Foster Swansea recruitment and retention strategy fee framework
- Dedicated Kinship care team
- SGO regional project and fee review
- Family network meetings
- IPC project on care packages



# **Exit Strategies**

- Performance Hub
- Permanence panel Key mechanism for preventing drift
- Weekly permanence POG tracks residential/IFA
- Adoption twin tracking, assessment timescales and targets.....
- Bays+ at Infonation integrated service for care leavers

# Managing the Business

- SOS/SOW practice framework
- Principal SW who drives and evaluates practice
- WCCIS opportunities reducing bureaucracy, wellbeing wheel, outcome focus
- Comprehensive QAMPF framework
- Financial tracker with clear targets –
   CMT/member briefings/scrutiny
- Monthly performance report SMT
- Strategic POG/Weekly permanence POG



# Managing the Business

- No agency staff for five years
- Induction programme
- Wellbeing strategy for staff
- YOS moving back to CFS
- Schools
- Health CAMHS
- Housing
- Third sector



# Managing the business

'Swansea Council children's services have a relatively stable and resilient workforce that is committed to being child focused, and is passionate about keeping families together and achieving good outcomes for children. Staff consistently told us they enjoyed working for the local authority where there was a culture of support which they valued. The accessibility and visibility of the Principal Officers and the Head of Children's Services was appreciated. Individual good practice was acknowledged by senior managers and we saw examples of emails sent to individual members of staff from both the Head of Service and the Director reflecting this.'

CIW Inspection report – august 2018



# Managing the Business

'Children's services are effectively led with confidence by an experienced Head of Service and management team who managed change well. Staff were dedicated and resilient, they valued the culture of team support within which they worked, and the accessibility of their managers.'

CIW inspection report – august 2018



### **Managing the Business**

### **Corporate Parenting Strategy**

To support families to stay together and reduce the need for children to be looked after by ensuring a focus on early intervention and prevention.

- To manage risk confidently and provide support at the edge of care to make sure that children who need to, come into care at the right time.
- To provide and commission a flexible and affordable mix of high quality placements to support all children
  to have positive experiences in care, whatever their needs and for them to be cared for in family
  placements within Swansea as long as this is consistent with their needs.
- To ensure all looked after children get a good education, whether this is in mainstream, specialist schools or in alternative arrangements.
- To ensure the health needs of looked after children are provided for, that their health needs are understood through a good quality health assessment and plan.
- To ensure that looked after children get access to cultural and leisure opportunities
- To give children clearly planned journeys through care which enable them to be reunited with family and friends where possible, have stable placements and exit the care system positively.

Cyngor Abertawe
Swansea Council

To enable Looked after children to participate fully in decision making and service design

'The authority was proactive in recognising and acting upon its wider role as a corporate parent'

### How do we know our children are happy?

### **Bright spots survey 2018**

- 80% of children felt their lives are improving
- All children aged 4-11 and 89% of those aged 11/18 had an adult they could trust
- Most children feel safe and settled in their placement
- 86% of children aged 8-18 yrs felt included in SW decision making most or some of the time
- The majority of children who answered the survey said they 'felt happy' the day before completing the survey
- 57% of children scored highly when asked if the things they do are worthwhile
- 68% of children were positive about their future



# How do we know our children are happy?

- Participation forums
- Big conversation events
- Supper clubs
- Child seen/alone performance
- Direct work tools

'Children and young people we heard from were generally positive about the support they received, and were appreciative of the relationships established with individual social workers.'

CIW inspection report – August 2018

