



# Service Modification Plan

## June 2020

City and County of Swansea  
Child & Family Services



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## 1. Introduction and Purpose

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The COVID-19 Pandemic created a rapidly evolving environment for Child and Family Services, our staff and the children, young people and families that we support.

The service was forced to implement a number of emergency responses in line with local and national guidance in order to ensure the safety of staff and the community we work in.

It is not possible for us to fully know how this unprecedented event will influence the Service in the coming years however we do know that navigating our own services successfully through this period will demand our very best focus and attention.

Longer term planning is now required to identify how we continue to best meet the needs of the children, young people and families that we support whilst ensuring that the service continues to adapt and respond to the 'new normal' world in which we now operate.

This plan sets out our ambition for the future, to modify our systems and processes so that we continue to deliver our core business whilst using the learning from the COVID-19 pandemic to improve and enhance our service delivery so that we better our service user experiences and are more efficient in our ways of working.

This document also sets out details of the measures taken in response to the COVID-19 disruption which have informed future service modifications.

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## 2. High Level Service Planning, Principles and Framework

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- 2.1 The 'Supporting People to Reconnect with Families, Friends and Professionals' guidance jointly produced by Welsh Government and Care Inspectorate Wales, outlines an ethical framework which underpins support providers on-going response planning and decision making in relation to COVID-19. This document can be found at <https://gov.wales/visits-care-homes-guidance-providers-html>.

Whilst this guidance primarily relates to Care Home settings, we have adapted the ethical framework contained within it to support our decision making as restrictions ease and to modify our service appropriately:

### **Respect**

Recognising the individual rights, personal choices, safety and dignity of each child, young person and family that we support, along with those of our workforce.

### **Reasonableness**

Ensuring that decisions are rational, fair, practical, and grounded in appropriate processes, available evidence and a clear justification.

### **Inclusiveness**

Ensuring that children, young people, families and our workforce are given a fair opportunity to understand situations, are included in decisions that affect them, and can offer their views and challenge. In turn, decisions and actions should aim to minimise inequalities as much as possible.

### **Minimising harm**

Striving to reduce the amount of physical, psychological, social and economic harm that the outbreak might cause to the children, young people and families that we support, alongside continuing to support the wellbeing of our workforce.

### **Flexibility**

Being responsive, able, and willing to adapt when faced with changed or new circumstances to ensure that we continue to meet the needs of the children, young people and families that we support.

### **Accountability**

Holding individuals, and ourselves, to account for how and which decisions are made. In turn, this requires being transparent about why decisions are made and who is responsible for making and communicating them.

### **Proportionality**

Providing support that is proportionate to the needs and abilities of the children, young people and families that we support as well as those of our workforce, and benefits and risks are identified through decision-making processes.

### **Community**

A commitment to get through the outbreak together by supporting one another and strengthening our communities to the best of our ability.

- 2.2 To support us in implementing this framework and our decision making moving forward, we have created overarching principles related to each traffic light phase of the Welsh Governments ease in restrictions. These principles underpin modification

planning for the service and can be found in each individual service specific modification / recovery plan. Specific considerations include:

- Staffing
- Buildings
- Planned group work
- Planned direct work
- Unplanned work
- Service specific requirements
- Facilitating Contact (between staff and service users)
- Areas for modification rather than resumption

- 2.3 Principal Officer Group have worked alongside Senior Management Team and the Business Development and Commissioning Unit to co-ordinate, plan and develop the delivery of Child and Family Services' business continuity response and modification plan for the COVID-19 pandemic.
- 2.4 In order to understand the impact of changes to our 'business as usual', Team Managers were asked to complete a recovery questionnaire outlining which areas of the service had to cease or be modified as a result of the Business Continuity procedures enacted as part of the response to the disruption.
- 2.5 In addition to the recovery questionnaire, the New Adventures of Working survey was sent out to staff across the Service with the aim of understanding how our workforce feel about the of modified working practises, any benefits or impact they have seen as a result of the changes and aspects of their well-being during this time.
- 2.6 A number of key themes were identified from the survey responses which have been developed in to guiding principles for the service modification plan:
- Digital and virtual opportunities should be maximised for service users and staff in line with people's expectations. This can enhance opportunities for greater direct work with families and fits with the relational model of practice in Swansea.
  - Manage and prioritise staff wellbeing as well as the wellbeing of our service users.
  - Where necessary, prioritise our resources for the most complex and worrying cases, flexing our staff, systems and services to adapt to this.
  - Engagement and workforce development must be prioritised to support staff to continue to work flexibly and develop the skill base necessary to build a confident workforce able to deliver a quality service.
  - Closer collaboration with partners is essential to develop joint responses to our work moving forwards
- 2.7 The ethical framework, guiding principles and key learning have been used to create a high level service modification / recovery plan that reflects the Welsh Government's traffic light system, phased return to normal.

This overarching plan considers all of the guiding principles other than those which relate to individual service specific issues for modification or recovery as these can be found in the detailed operational service plans.

Status	Way of Working	Potential Impact
BLACK	<ul style="list-style-type: none"> <li>• STAFFING               <ul style="list-style-type: none"> <li>○ All staff to work from home wherever possible only leaving for essential work purposes as agreed with their manager</li> <li>○ Staff shielding or in vulnerable groups to undertake ALL work from home</li> <li>○ No face to face meetings</li> <li>○ Travel restrictions for local travel only unless for essential work reasons</li> <li>○ Travel outside of county for essential work reasons</li> <li>○ Pool car guidance must be followed <a href="https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars">https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars</a></li> </ul> </li> <li>• BUILDINGS               <ul style="list-style-type: none"> <li>○ Staff should only enter Council buildings if absolutely necessary and should obtain team manager and PO approval before entering a building Essential Visits Only</li> </ul> </li> <li>• PLANNED GROUP WORK               <ul style="list-style-type: none"> <li>○ Face to face group work to stop</li> <li>○ Virtual meeting technology to be utilised for continuation of groups, if appropriate</li> </ul> </li> <li>• PLANNED DIRECT WORK               <ul style="list-style-type: none"> <li>○ Non Essential Visits to take place via virtual means only</li> <li>○ Red 'RAG' Cases Prioritised</li> <li>○ Essential visits only as approved by manager. Specific Guidance can be found at <a href="https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff">https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff</a></li> <li>○ COVID Screening to be undertaken prior to any essential visit</li> </ul> </li> <li>• UNPLANNED WORK               <ul style="list-style-type: none"> <li>○ Red 'RAG' Status treated as a priority</li> <li>○ Essential visits only or safeguarding concerns</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reduced capacity for essential visit work</li> <li>• All other non-essential visits in person are stopped – service adapted to provide this virtually</li> <li>• Staff inability to access adequate IT i.e. issues with remote working</li> <li>• Staff workspaces may not be appropriate</li> <li>• Staff will be unable to fully assess children, young people and their families via virtual technology</li> <li>• Reduced Direct Work Frequency</li> <li>• Inability to make home visits will result in staff being able to fully assess a child or family's home situation</li> <li>• Tools and strategies employed by CFS will be limited due to lack of direct work opportunities</li> <li>• Face to face contact between children and their families must stop potentially impacting on their wellbeing</li> </ul>

	<ul style="list-style-type: none"> <li>○ Staff to utilise virtual technology wherever possible to undertake meetings with children, young people and families</li> <li>○ COVID Screening to be undertaken prior to any visit</li> <li>● FACILITATING CONTACT <ul style="list-style-type: none"> <li>○ Online contact sessions only for supervised and unsupervised contact</li> <li>○ Risk assessment to be completed and reviewed for online contact sessions</li> </ul> </li> </ul>	
<p style="text-align: center; color: white; font-weight: bold;">RED</p>	<ul style="list-style-type: none"> <li>● STAFFING <ul style="list-style-type: none"> <li>○ All staff to work from home wherever possible only leaving for essential work purposes as agreed with their manager</li> <li>○ Staff shielding or in vulnerable groups to undertake ALL work from home</li> <li>○ No face to face meetings</li> <li>○ Travel restrictions for local travel only unless for essential work reasons</li> <li>○ Travel outside of county for essential work reasons</li> <li>○ Pool car guidance must be followed <a href="https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars">https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars</a></li> </ul> </li> <li>● BUILDINGS <ul style="list-style-type: none"> <li>○ Staff should only enter Council buildings if absolutely necessary and should obtain team manager and PO approval before entering a building Essential Visits Only</li> </ul> </li> <li>● PLANNED GROUP WORK <ul style="list-style-type: none"> <li>○ Face to face group work to stop</li> <li>○ Virtual meeting technology to be utilised for continuation of groups, if appropriate</li> </ul> </li> <li>● PLANNED DIRECT WORK <ul style="list-style-type: none"> <li>○ Non Essential Visits to take place via virtual means only</li> <li>○ Red 'RAG' Cases Prioritised</li> <li>○ Essential visits only as approved by manager. Specific Guidance can be found at <a href="https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff">https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff</a></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Reduced capacity for essential visit work</li> <li>● All other non-essential visits in person are stopped – service adapted to provide this virtually</li> <li>● Staff inability to access adequate IT i.e. issues with remote working</li> <li>● Staff workspaces may not be appropriate</li> <li>● Wellbeing issues associated to increased lone working</li> <li>● Reduced direct work frequency</li> <li>● Inability to make home visits will result in staff being able to fully assess a child or family's home situation</li> <li>● Tools and strategies employed by CFS will be limited due to lack of direct work opportunities</li> <li>● Face to face contact between children and their families must stop potentially impacting on their wellbeing</li> </ul>

	<ul style="list-style-type: none"> <li>○ COVID Screening to be undertaken prior to any essential visit</li> <li>● UNPLANNED WORK <ul style="list-style-type: none"> <li>○ Red 'RAG' Status treated as a priority</li> <li>○ Essential visits only or safeguarding concerns</li> <li>○ Staff to utilise virtual technology wherever possible to undertake meetings with children, young people and families</li> <li>○ COVID Screening to be undertaken prior to any visit</li> </ul> </li> <li>● FACILITATING CONTACT <ul style="list-style-type: none"> <li>○ Online contact sessions only for supervised and unsupervised contact</li> <li>○ Risk assessment to be completed and reviewed for online contact sessions</li> </ul> </li> </ul>	
AMBER	<ul style="list-style-type: none"> <li>● STAFFING <ul style="list-style-type: none"> <li>○ Staff shielding or in vulnerable groups to undertake ALL work from home</li> <li>○ Staff outside of those shielding or on the vulnerable list, may return to their office base as per the service rota</li> <li>○ Staff may travel in and outside of county for essential and non-essential work reasons</li> <li>○ Team and Staff meeting should continue take place virtually</li> <li>○ Only essential staff meetings may take place between 2 staff in outdoors setting following social distance measures</li> <li>○ Pool car guidance must be followed <a href="https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars">https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars</a></li> </ul> </li> <li>● BUILDINGS <ul style="list-style-type: none"> <li>○ Some council buildings can open and staff can utilise these spaces on a rota basis and continue to keep a social distance from their colleagues</li> </ul> </li> <li>● PLANNED GROUP WORK <ul style="list-style-type: none"> <li>○ Face to face group work sessions, outdoors with no more than 2 households, can take place providing social distance and personal hygiene measures are followed</li> </ul> </li> <li>● PLANNED DIRECT WORK</li> </ul>	<ul style="list-style-type: none"> <li>● Potential increase in staff wellbeing as a result of more personal interaction</li> <li>● Some minor disruption to shift to office/ home working</li> <li>● Lack of capacity to support staff with childcare if schools remain closed or only available on a limited basis</li> <li>● Capacity issues with regards to staff accommodation</li> <li>● Lack of suitable facilities with outdoor spaces</li> <li>● Risk Assessments will need to be regularly updated for contact</li> </ul>



	<ul style="list-style-type: none"> <li>○ High priority non-essential visits can take place, outdoors, providing social distance measures are followed</li> <li>○ Red 'RAG' Cases Prioritised</li> <li>○ Essential visits may take place following social distance measures. Guidance for essential visits can be found at <a href="https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff">https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff</a></li> <li>○ COVID Screening to be undertaken prior to any visit</li> <li>● UNPLANNED WORK <ul style="list-style-type: none"> <li>○ Red 'RAG' Status treated as a priority</li> <li>○ Essential visits and non-essential visits may take place, outdoors, but staff should continue to utilise virtual technology wherever possible</li> <li>○ COVID Screening to be undertaken prior to any visit</li> </ul> </li> <li>● FACILITATING CONTACT <ul style="list-style-type: none"> <li>○ Face to Face Contact may take place, outdoors, between members from 2 households</li> <li>○ Virtual contact to continue in addition to fulfil contact arrangements as necessary</li> <li>○ Risk assessment to be completed and reviewed for online contact sessions</li> </ul> </li> </ul>	
GREEN	<ul style="list-style-type: none"> <li>● STAFFING <ul style="list-style-type: none"> <li>○ Staff outside of those shielding or on the vulnerable list, may return to their office base as per the service rota</li> <li>○ Staff shielding should continue to work from home unless shielding restrictions are lifted following advice from WG.</li> <li>○ Some restrictions in place for staff in vulnerable groups. Managers will risk assess return to work place on an individual basis.</li> <li>○ Staff may travel for essential and non-essential work purposes, both in and out of county</li> <li>○ TRANSPORTING / POOL CARS – what does this look like?</li> </ul> </li> <li>● BUILDINGS</li> </ul>	<ul style="list-style-type: none"> <li>● Increased capacity for staff and team engagement on a physical basis</li> <li>● Increased capacity for practice supervision, case mapping etc.</li> <li>● Capacity issues with regards to staff accommodation</li> <li>● Capacity issues with regards to staff parking</li> <li>● Group work sessions recommence</li> <li>● Direct work tools and strategies used can be fully effective again</li> <li>● Contact arrangements return to pre-COVID</li> </ul>

	<ul style="list-style-type: none"> <li>○ Council buildings can open and staff can utilise these spaces on a rota basis and continue to keep a social distance from their colleagues</li> <li>● PLANNED GROUP WORK <ul style="list-style-type: none"> <li>○ Face to face group work sessions, indoor or outdoor, can take place providing social distance measures and personal hygiene guidelines can be followed</li> <li>○ COVID Screening should be undertaken with all group participants prior to any session taking place.</li> </ul> </li> <li>● PLANNED DIRECT WORK <ul style="list-style-type: none"> <li>○ All Essential and Non-essential visits, indoor or outdoor, can take place providing social distance measures can be followed.</li> <li>○ COVID Screening to be undertaken prior to any essential visit</li> </ul> </li> <li>● UNPLANNED WORK <ul style="list-style-type: none"> <li>○ All Essential and Non-essential visits, indoor or outdoor, can take place providing social distance measures can be followed.</li> <li>○ COVID Screening to be undertaken prior to any essential visit</li> </ul> </li> <li>● FACILITATING CONTACT <ul style="list-style-type: none"> <li>○ Face to face supervised contact reverts to pre-COVID arrangements.</li> <li>○ Unsupervised contact resumes but as per social distancing arrangements</li> <li>○ Families encouraged to continue virtual contact as best practice</li> </ul> </li> </ul>	
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2.8 It is important to note that the 'red' 'amber' and 'green' labels represent broad phases to illustrate how we can begin moving towards business as usual or the 'new norm'. These principles are not exhaustive and specific service areas will have their own detailed service modification or recovery plan alongside this. Depending on guidance from Welsh Government, some functions of the service may be further along the phases than others. It is important that staff continue to receive and monitor internal communications advising of this and that Team Manager continue to communicate with staff around which phase of the modification / recovery plan their team is working to.

### 3. Operational Service Modification / Recovery Plans

- 3.1 The COVID-19 service disruption will require a long-term, flexible approach to modification and recovery planning. The transition to a new business as usual has been detailed in a traffic light system, allowing movement through the phases from Red (Business Continuity) to Amber (Initial Recovery) to Green (New Business as Usual) or back again where required. This mirrors the position adopted by Welsh Government.
- 3.2 Specific Service Modification / Recovery Plans will be approved by the responsible Principal Officer for the individual area and reported to Child and Family Services POG group as part of the wider Recovery planning procedures.
- 3.3 Service modification / recovery started with a focus on service wide activities relating to face to face contact as this forms much of the work we do with children, young people and families. From there, we moved on to whole team / specific service modification plans where we could identify detail relating to service provision.
- 3.3 Specific Service Modification / Recovery Plan Template

Status	Way of Working	Potential Impact
<b>RED</b>	(Describe how staff are to work in the Business Continuity Phase)	
<b>AMBER</b>	(Describe how staff are to work in the initial recovery phase)	
<b>GREEN</b>	(Describe how staff are to work in business as usual phase / new normal way of working)	

## 4. Appendices

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The following documents have been developed in response to the COVID-19 pandemic:

Appendix A – Child and Family Services Initial COVID-19 Modification / Recovery Plan

Appendix B – INSERT SERVICE SPECIFIC MODIFICATION / RECOVERY PLANS

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## Appendix 1

# Child and Family Services Initial COVID-19 Recovery Plan – June 2020

### Recovery Planning Survey

Team Managers across Child and Family Services were asked to complete a Recovery Planning Questionnaire to identify which services had continued, stopped or been modified as a response to the COVID-19 crisis and identify what actions would be needed to resume business as usual, outlining priorities for recommencement.

The survey can be found at

[https://forms.office.com/Pages/ResponsePage.aspx?id=dgsuTFLUNU2Dkhh\\_rAAu\\_qIUDJwITZ5Kt2YM7kYiGjZUMkJFV0laQIRNMEJTRzBPSjUzSDQ2SDRWSi4u](https://forms.office.com/Pages/ResponsePage.aspx?id=dgsuTFLUNU2Dkhh_rAAu_qIUDJwITZ5Kt2YM7kYiGjZUMkJFV0laQIRNMEJTRzBPSjUzSDQ2SDRWSi4u)

### Feedback

Areas below have been listed based on Team Manager feedback relating to their Service areas. These have been provided with a RAG status based on the priority areas as described below:

- **RED** – we are either not doing these currently or are doing some of it virtually. In either case, the current situation is proving difficult for staff and so these areas should be prioritised for recovery planning
- **AMBER** – we are managing these effectively either by not doing them or doing them virtually. They should be considered to re-start once the green areas have been completed
- **GREEN** – we are managing these ok at the moment and so they are not priority areas of work. They can also be done virtually with little to no problem. In some cases we might want to review the model of operating to identify opportunities to continue some of the work we are currently doing.

NB: All areas will need to consider the Welsh Gov RAG status and provide support relating to each of these areas. It is suggested that new guidance is written for the key areas and covers the three Welsh Gov RAG situations as it is anticipated that the Welsh Gov RAG criteria will be used to manage various stages of lockdown / restrictions in the near and long-term future.

POG are asked to consider the priority areas and agree or amend. Following discussion, the Business Development Team will be tasked with developing staff guidance for these areas that correlate to the Welsh Gov RAG criteria. Each guidance pack will be developed with a lead Team Manager and signed off by the relevant PO prior to formal sign off at a Daily Covid POG.

	<b>Area</b>	<b>Priority Status (RAG) Red 1<sup>st</sup>, Amber 2<sup>nd</sup>, Green 3<sup>rd</sup></b>	<b>Lead officer</b>
<b>Face to Face between staff and the public</b>	Individual drop-in opportunities i.e. InfoNation		
	EHH home visits		
	Visits to ascertain consent		
	Direct work face to face visits		
	Welfare check face to face visits		
	S47 enquiries		
	Detailed what matters conversations		
	Proportionate assessments		
	DH Hub Assessments		
	Direct contact for families including staff facilitation of this (Gavin has already started this)		
	Statutory Visits – Prioritised by age?		
	MAPSS Service Delivery		
	Young people drop-in service		
	Youth Justice prevention group work		
	Appointment based consultation work i.e. sexual health clinic		
	Planned residential offer		
	General home visits i.e. is the home clean, have you seen the child's bedroom, safety and welfare checks within family homes		
	Unannounced visits		
	S47 enquiries		
	Group drop-in sessions (EHH)		
	Group work		
	Family network meetings		
	NVR and equilibrium programmes		
	CYP Participation and engagement		
	Detailed what matters conversations		
	LAC reviews / other reviews (do we want to explore a mixed model of virtual and face to face sessions)		
	Community groups that we don't run directly i.e. Baby Steps group		
Out of county visits and WIR reviews			
Support groups for Foster Carers			
Merton age assessments			
<b>Face 2 Face between staff members</b>	Challenging performance / capability issues / HR processes		
	Team meetings and reflection sessions		
	Supervisions and 121's		

	Training		
	MARAC		
	Staff engagement Sessions		
	Mentoring sessions for staff		
<b>Face2face between staff and professionals</b>	Co-located teams		
	Threshold sharing / learning		
	Strategy meetings		
	MARAC		
	Workshops and development sessions – GREC		

Other areas to consider reviewing or continuing as they currently are, i.e. within a 'new normal'

- Opportunities for use of virtual tools both with families, other professionals and internally
- EDT working from home opportunities for more flexibility
- More flexibility across our buildings and assets that aren't the Guildhall and Civic
- On-line participation of CYP in reviews and other key meetings
- Case tracking / multi-agency virtual meetings and relationships around case work – wrap around support
- FAST helpline
- Other ideas of things to do - Review of group work i.e. what needs to continue and what can be stopped altogether