

2021-22 Quarter to March Children and Families & Criminal Justice Social Work Service Plan 2020-23 Performance Report – Service Plan



Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed


1. CHILDREN AND FAMILIES & CRIMINAL JUSTICE SOCIAL WORK 2020/23

1.1. Overall Plan Progress

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
CFSW SP2023	Children and Families & Criminal Justice Service Plan 2020-23	31-Mar-2023	<p>2021/22 - Overall the plan continues to make good progress.</p> <p>Strategic Actions - one Action has completed as scheduled, three Actions are at anticipated stage and four Actions are behind schedule.</p> <p>Service Level Actions - Two Actions have completed as scheduled, one Action is at anticipated stage. One Action (SERV1.3) has failed to complete by agreed timescale, it is anticipated that this action will complete early in 2022/23.</p>		


2. STRATEGIC ACTIONS




2.1 Improved outcomes for looked after and cared experienced young people - Overall Progress


Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
STRAT1	(L) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be	31-Mar-2023	2021/22 - Of the five Actions in this element of the plan one has completed, three are at the expected stage and one (STRAT1.1) remains behind at this stage of the plan. Progress has been made within this Action, not sufficiently however to meet all agreed milestone targets.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"> 67% </div>	

2. STRATEGIC ACTIONS

2.2 Improved outcomes for looked after and cared experienced young people - Actions


Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
STRAT1.1	Children and young people looked after in kinship and foster care and care at home increases	31-Mar-2023	<p>Q4 2021/22 - Four lead practitioners have been identified to develop the placement services web pages and have linked with ICT with a view to updating their respective service information. The fostering landing page is live and can now be accessed via a web browser. A recruitment working group with a focus on fostering and supported lodgings is now in place which meets on a fortnightly basis. "The Promise" Team and Corporate Communications are now working closely with the broader service team and are planning joint recruitment events which have been booked for the coming year. There are 5 confirmed events for 2022 and with a further 6 awaiting confirmation.</p> <p>A full suite of refreshed branding has now been completed and is helping to increase brand presence on social media. The current recruitment campaign is also using the new branding on merchandise/stalls at face-to-face events. The PR Team are updating our fostering leaflets to include reference to "The Promise" and the new branding. They are pulling together a package of advertising with costs to be considered at the recruitment working group. This will cover the full range of advertising opportunities, including social media, newspapers and on vehicles. Advertising for foster carers and supported lodgings placements has now started on payslips and will continue on a 6 monthly basis.</p> <p>The new recruitment campaign has led to an increase in fostering and supported lodgings enquiries which are 7 and 32, respectively. The recruitment campaign sits within the current context of anticipated increased demand as a result of the humanitarian crisis in Ukraine.</p> <p>A Skills to Foster course began within Quarter 4 with 5 households taking part in this course. The conversion to assessments will be reported within</p>	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"> 47% </div>	

			<p>Quarter 1 for 2022/23. In Quarter 4, at the Fostering & Adoption Panel 1 foster care household was approved, 2 were deregistered and 2 changes of approval were made.</p> <p>Placement services were inspected during Q4 and are awaiting the final report for the outcome. It is anticipated that there will be areas requiring improvement which has formed the need to develop a new social work model. A Service Improvement Plan is already in place and work is ongoing to address areas known to require improvements.</p>		
STRAT1.2	Time taken and number of placements a young person experiences before achieving permanence reduces.	31-Mar-2023	<p>Q4 2021/22 - PACE (Permanence and Care Excellence) Working Group has been reestablished within quarter 4 with a view to identifying barriers to effective permanence planning. This is a process that was interrupted by COVID but is now back on track. A Permanence Tracking Meeting is being established in Quarter 1 22/23 to monitor the progress of permanence for children and young people.</p> <p>Two children were approved through the Fostering and Adoption Panel for a Permanence. The courts remain operating mainly on a remote basis.</p>	66%	
STRAT1.3	Children and young people feel secure and supported in their relationships	31-Mar-2023	<p>Q4 2021/22 - At the end of the quarter there were 36 Kinship households comprising 39 children; in addition 4 children were in pre-approved Kinship placements. These children were placed within the Looked After Child (LAC) framework. Three Kinship carers were approved. The overall number of children in Kinship care has shown a small reduction with the last 3 quarters comprising 53, 47 and 45. This reflects a broadly similar situation in foster care.</p> <p>38 Children were subject to Residence Orders (not LAC) in Quarter 4, these children were within 33 households. The overall number of children subject to Residence Orders has remained stable with the last 3 quarters comprising 36, 37 and 38.</p> <p>The Children's "Health & Wellbeing Survey" started in Quarter 4 (24 March to end April) for all children. This process will identify whether Looked After Children feel able to maintain positive relationships with family, friends and other trusted adults. This is the major milestone informing how we progress this action going forward. Early evidence shows that there has been a good response to this survey (approximately 700 parents and 350 children), these numbers are expected to increase by the time the survey closes.</p>	66%	
STRAT1.4	Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems	31-Mar-2021	<p>A monthly report is generated by Business Intelligence which identifies all care experienced young people open to youth justice and criminal justice. This has been in place since February 2021. The information is circulated to the relevant workers within the teams who ensures the young person either has a case management plan that is responsive to their needs and risks (Criminal Justice), or, a Start AV assessment and plan (Youth Justice). These</p>	100%	

			plans will ensure that work is targeting to support young people whilst they are open to the service. On closure any onward referral to relevant agencies will be made.		
STRAT1.5	Reduce any over representation of care leavers and care experienced young people in the youth and criminal justice systems	31-Mar-2023	<p>Q4 2021/22 -Court business is operating more regularly and a slight rise in caseloads has been witnessed within the Criminal Justice team. There has been a slight decrease of care experienced young people open to the team this quarter and systems are in place for the identification of these which are working well. This identification ensures that additional supports can be offered at an early stage linking in with throughcare/placement services and also referrals to our own support workers. Further work will be progressed to improve the identification and recording of care experienced young people who were looked after out with the Moray area.</p> <p>Overall there has been no significant changes in the numbers of care experienced young people in the youth justice system. The processes for early and effective intervention (EEI) have been reviewed by the Criminal and Youth Justice Pillar group which sits under the Corporate Parenting Strategic Group. Pillar groups are in the process of being restructured/developed and once new groups are in place we intend to review these EEI processes again. If the process is robust it is likely to reduce the number of Care Experienced Young People within Youth and Criminal Justice services.</p>	60%	

2. STRATEGIC ACTIONS







2.3 Children and young people are safe and free from harm - Overall Progress

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
STRAT2	(L) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be	31-Mar-2023	<p>2021/22 - All Actions have failed to make anticipated progress with agreed milestone measurements at this stage of the plan. There has been an increase in the proportions of children registered on the Child Protection Register with Domestic Abuse, Parental Substance Misuse and Neglect during 2021/22. It is recognised however that the milestone measurements may not be the most accurate method of gauging whether Interventions are made at the earliest opportunity. Discussions will take place in 2022/23 to establish a more appropriate method of measuring progress.</p>	33%	

2. STRATEGIC ACTIONS

2.4 Children and young people are safe and free from harm - Actions


Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
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STRAT2.1	Intervene at the earliest opportunity to minimise the impact of neglect on children and young people	31-Mar-2023	<p>Q4 2021/22 - The NSPCC Graded Care Profile has been purchased and is to be rolled out across the whole Children's Services Partnership to help identify indicators of neglect. Plans in place for the coming year to additionally hold workshops to highlight the issue of the neglect and its link with child protection. The implementation plan for the Graded Care Profile is now being written which will outline 20 staff being trained as trainers for the model, with the training hopefully rolled out over the next year.</p> <p>Child protection training has now been delivered and feedback from the staff was very positive. There will now be a period of consolidation for the staff who took part and a further evaluation of their learning will be carried out.</p> <p>Of the 37 children registered on the Child Protection register at the end of Q4, 14 had neglect recorded as a category of concern (37.8%).</p> <p>Of the 12 children placed on the Child Protection Register during Q4 6 had neglect recorded as a category of concern (50%).</p>		
STRAT2.2	Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing	31-Mar-2023	<p>Q4 2021/22 - The new Service Manager is now established in post and will be the contact for the Moray Drug & Alcohol Partnership.</p> <p>Partnership working continues around parental drug and alcohol misuse including a bespoke QI project that is being supported by the Scottish Government QI team. This multi-agency project will support families of children on the child protection register due to parental substance misuse, providing an intensive support from partners. There have been a few successful Corra partnership bids to increase work around parental substance misuse in Moray and Children's services will continue to work closely with partners to support families.</p> <p>Quarter 4 has seen an increase in child protection registrations by 6 to 16 where drugs are a feature and a drop of 1 to 6 in Q4 for alcohol. Overall across the year these numbers have remained similar with the lowest for drugs being 9 and the highest being 16 and alcohol being between 6 at its lowest and 9 at the highest.</p> <p>Of the 37 children registered at the end of Q4, 16 had parental substance misuse recorded as the reason (43.2%) compared to 17 in Q3</p>		
STRAT2.3	Intervene at the earliest opportunity to minimise the impact of domestic abuse on children, young people and parents	31-Mar-2023	<p>Q4 2021/22 - Practitioners undertaking the "Safe and Together" training towards becoming accredited trainers are preparing to offer the first cohort of training to the senior social workers in the team. This will be an important shift in culture, skills and knowledge around the issue of domestic violence.</p> <p>There has continued to be a notable rise of in the number of registrations under the category of domestic abuse this quarter with 75% of the new 12</p>		

			names being added to the register being added under this category. Of the 37 children registered at the end of quarter 4, 25 were registered under the category of domestic abuse (67.5%), more than double the proportion (27%) registered at the end of Q4 2020/21.		
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3. SERVICE ACTIONS

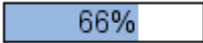

3.1 Instigate transformational change programme - Overall Progress

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
SERV1	Instigate transformational change programme	31-Mar-2023	2021/22 - Two of the four Service Actions have completed and one remains on target to complete by the agreed date. One Action (SERV1.3) remains outstanding, it is envisaged that this Action will complete early in 2022/23.	83%	

3. SERVICE ACTIONS

3.2 Instigate transformational change programme - Actions

Action Code	Action Title	Due Date	Latest Status Update	Progress Bar	Status Icon
SERV1.1	Complete Intermediate business case and get authorisation to progress with programme	31-Mar-2021	Q1 2021/22 - The 'Transformational Change Programme' has been approved and has commenced.	100%	
SERV1.2	Initiate the three work streams within the transformational change programme - Our Practice model Changes	31-Mar-2022	Q4 2021/22 - Quarter 4 saw the approval of the transformation reinvestment spend at ECSL committee and progress to recruit to posts and commissioned services. 3 service development days were held to introduce the new model to the workforce and gain meaningful feedback about what they thought. We are now in a position to develop a test of change social work pod, which will also double as an innovation site for the introduction of the "3 conversations" model as our practice model in social work. The 'Outcome Star' training was rolled out during quarter 4 with the model being brought into practice and actively being used across children's services. The effectiveness of our services can now be measured as a baseline starting point and end result. Quarter 4 also saw the test of change for our family feedback process, with some learning taking place around how it feels for families to be contacted directly to request some views of how the support they are offered feels to them. We hope to roll this out across the service as we make some changes depending on what families have told us.	100%	

SERV1.3	Initiate the three work streams within the transformational change programme - Our commissioning model changes	31-Mar-2022	<p>Q4 2021/22 - The two new commissioned services were agreed at committee and are currently within the Procurement and Commissioning process. The process to recruit a new service manager is underway, this critical role will allow the development commissioning, quality assurances systems and policy development. The role will help implement a robust framework and help develop a better range of services to meet the needs of children, young people and their families. In addition to this, the role will enable the development of different relationships with providers and provide better monitoring, quality and value for money. This should help to ensure that the service can drive forward changes and meet its commitment to "The Promise". It is envisaged that the Service Manager post will be recruited to in Quarter 1 of 22/23.</p> <p>During quarter 4 an interim Senior Commissioning Officer was appointed to oversee contracts and the Additional Resource Allocation Group (ARAG) meeting. This has been a successful appointment where a number of key contracts and tenders have been reviewed and progressed. It is anticipated that the quality assurance and commissioning functions within Children & Families & Criminal Justice will be significantly more robust.</p>		
SERV1.4	Initiate the three work streams within the transformational change programme - Our children return to Moray	31-Mar-2023	<p>Q4 2021/22 - The 'NSPCC reunification model' assessment has continued to be implemented throughout Quarter 3 and into Quarter 4. Training for this model has been rolled out successfully where there has been strategic oversight in order to support and embed its implementation.</p> <p>The assessment of children in out of area placements has been prioritised with a view to returning children to Moray where that is in their best interests. Currently we have assessments underway to assess the need for young people who could return to Moray so we can assess the resource requirement for those young people should they return.</p> <p>81% of siblings were accommodated within the same Foster Care placement at the end of the quarter. This has been a steady figure across the year. We continue to work to a model where we try and ensure children are not placed into care unless that is absolutely necessary and that when they do, we try and ensure they are accommodated within Moray.</p>	