

2022-23 Quarter to December Children and Families & Criminal Justice Social Work 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	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
CFSW SP2023	Children and Families & Criminal Justice Service Plan 2020-23			31-Mar-2023	<p>Q3 2022/23 - The plan remains slightly behind schedule.</p> <p>Of the 8 Strategic Actions one has completed, five are making expected progress, two are behind schedule. (See relevant sections of this report for further details).</p> <p>Of the four Service Actions three have completed, with SERV 1.3 doing so during quarter 3. The remaining Action, if current trends continue, is expected to complete at the end of March 2023 as scheduled.</p>	71%	


2. STRATEGIC ACTIONS

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


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	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	1	All Actions completed by assigned dates	31-Mar-2023	Q3 2022/23 - Of the five Actions in this element of the plan one has completed, three are in progress and expected, if current trends continue, to complete by due date of 31 March 2023. 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.	73%	


2. STRATEGIC ACTIONS



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

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT1.1	Children and young people looked after in kinship and foster care and care at home increases	1	(L) Children and care leavers have safe, secure, stable and nurturing homes	31-Mar-2023	<p>Q3 2022/23 - During quarter 3 the number of fostering households has reduced by two, continuing the trend witnessed in the previous quarter. The national picture of foster carer shortages is also reflected more locally in Moray. The need to increase the numbers of in-house foster carers and supported lodgings carers is a priority. It is considered that COVID-19 has had a significant impact where there is more reluctance by potential carers to have additional people within their home. It has been thought that the focus on home working might make being a foster carer or supported lodgings carer more attractive. However, at this stage this has not proved to be the case and will require ongoing monitoring.</p> <p>The recruitment working group has continued the recruitment campaign although this has resulted in fewer applications than hoped for. The campaign has included, for example, face to face events, social media posts and the local distribution of leaflets. The working group is currently working with the PR Team to develop paid social media posts on Meta. There is also a focus on assessing Nominated Carers to provide respite for foster carers without the need to use other foster carers. It is considered that Nominated Carers are a crucial, and currently underused, resource which can support foster carers and placement stability. This is an area which is being progressed as part of the Service Improvement Plan.</p>	52%	

				<p>A Recruitment Strategy is being written with a draft being completed by mid-January 2023. This will provide an ongoing structure to the recruitment campaign for 2023. This work is being completed by a new member of staff with considerable experience in recruiting foster carers. With this, the recruitment campaign will be able to be more targeted where Moray will not follow national trends and have a larger and more varied cohort of in-house foster carers and supported lodgings carers.</p> <p>Taken together, this work will provide an opportunity to develop the recruitment strategy in Moray further and increase the numbers of fostering households.</p> <p>Both LAC in Foster Care and Kinship care placements show levels of stability with very little variance between quarters 1 and 3. There has been success in progressing placements from Kinship Care to Residence Orders securing a greater degree of permanence for children within their family networks. There have been two number of Kinship Care approvals within quarters 2 & 3., however, there are currently 4 assessments in progress and these are anticipated to lead to approval. Where a child's safety can be maintained the primary goal would be to have the child placed with their parents. where not possible all other family options are explored prior to the consideration of alternative options. This is a key element of social work practice and reflects the relationship-based approach in Moray and its commitment to the Promise. Planning started in Q3 to develop an Escalation Panel, the purpose of which is to discuss those children at risk of accommodation and what can be done to prevent it. Part of the process will be assess the appropriateness, suitability and allocation of functional family therapy to support families including those from Kinship Care.</p> <p>There has been a further reduction in the proportion of sibling groups being accommodated within the same placement. The number of these placements are low and it is recognised that small changes when numbers are low can cause a large proportionate change. This situation will be closely monitored to track whether there is a pattern emerging. A contributory factor is likely to be around the reduction in number of fostering households and ones which can provide a placement for multiple siblings. Work continues to mitigate this and increase the numbers of fostering households as described above. In addition, the Together or Apart assessment tool is being used by</p>		
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					social workers to assess and support siblings to stay together as this is likely to be their longest lifelong relationship. There is also opportunities to identify learning via the Unplanned Endings Meeting process which can then inform practice.		
STRAT1.2	Time taken and number of placements a young person experiences before achieving permanence reduces.	1	(L) Children and care leavers have safe, secure, stable and nurturing homes	31-Mar-2023	<p>Q3 2022/23 - The PACE (Permanence and Care Excellence) process has continued to develop during quarter 3. The four aims have been reviewed with regards the quality and reliability of the data collection and of the reporting process. Key improvement projects have been identified where their anticipated effectiveness and impact will be compared any changes in the PACE data. There is confidence that the current data provides a reliable baseline from which to assess the effectiveness and impact of the various improvement projects. As such, the PACE process has now returned to the position it was at prior to Covid-19 (at which point it went into hiatus) where it can inform practice in an effective way.</p> <p>Alongside the PACE process, the Permanence Tracking Meeting and the Placement Oversight Meetings have been established and embedded to track individual children and their placements. It is anticipated that this scrutiny will improve placement stability and reduce the number of placement moves. There is, therefore, a suite of new groups and processes which are in place to track and monitor placement stability and permanence planning. This places the quality assurance process in a much stronger position.</p> <p>Quarter 3 witnessed a marked increase in the number of placement moves compared with previous quarters. Part of the reason for this higher number was that there was a greater amount of sibling groups than would be normally expected. The numbers have fluctuated unexpectedly through Q1-Q3. Moving forward this will be closely monitored to assess whether there is a pattern emerging.</p> <p>The recruitment of foster carers is a crucial part of placement stability as it provides better opportunities for effective matching of young people with carers. It will also allow greater opportunity for respite for foster carers which is also essential for placement stability. There are Unplanned Endings Meetings for those placements which end unexpectedly. This process includes a learning tracker which is shared at the Practice Governance Board in order to effectively inform practice. To date, the learning tracker has highlighted the need for better matching, respite for foster carers and Functional Family</p>	83%	

					Therapy. These are areas which are actively being pursued via an active recruitment campaign for carers and via the commissioning of a Functional Family Therapy service. It is anticipated that these will improve the care and support for children and carers and reduce the numbers of placement moves.		
STRAT1.3	Children and young people feel secure and supported in their relationships	1	(L) Looked after children and care leavers are enabled to maintain positive relationships with their family, friends, and other trusted adults.	31-Mar-2023	<p>Q3 2022/23 - Data from children in Kinship Care and those subject to Residence Orders indicates that a significant number are remaining within their extended birth families. As indicated in STRAT1.1 this identifies success in children remaining in their family and friends' networks and maintaining positive and enduring relationships with them. This can be viewed as important progress.</p> <p>There is significant qualitative feedback from social work staff within their assessments and reports which suggest positive experiences for children. This is also reflected in the minutes as Looked After Child reviews as reported by the Reviewing Officers.</p> <p>A significant development has been the establishment of the Champions Board to represent the views and priorities of care experienced young people. This is a group of young people who can provide feedback regarding their own experiences of relationships and support the gathering of this data from others. The tracking of wellbeing and relationships, and how that can be measured, will be a focus of the work of the Champions Board. The young people involved in the Champions Board would like to engage with the professional network to promote the wellbeing of all care experienced young people. This will include being part of wider governance structures including the Corporate Parenting Strategic Group and the associated subgroups. As such, the Champions Board provides a valuable opportunity to report on outcomes more effectively.</p> <p>The wellbeing and voices of children and young people are a key part of The Promise. There is a close working relationship between Moray's Promise Team and partners with responsibilities for corporate parenting. It is witnessed in the work of the Champions Board and Corporate Parenting Strategic Group providing a firm foundation for seeking the views of young people, with their inclusion, and making sure that their voice is heard, views are more effectively gathered and how to effectively monitor.</p>	66%	

STRAT1.4	Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems	1	(L) The number of looked after children and care leavers who enter the youth and criminal justice systems is reduced	31-Mar-2021	Q4 2020/21 - 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 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.	100%	
STRAT1.5	Reduce any over representation of care leavers and care experienced young people in the youth and criminal justice systems	1	(L) The number of looked after children and care leavers who enter the youth and criminal justice systems is reduced	31-Mar-2023	<p>Q3 2022/23 - Of the 406 cases open to Justice Services at the end of quarter 3 29 were Care Experienced Young People (CEYP) under the age of 26 open to Justice Social Work and 18 CEYP open to Youth Justice giving a total of 47 CEYP open to Justice Services overall (11.6%), proportionately slightly higher than the previous quarter.</p> <p>The identification process continues to work well and those that come into youth and adult justice services are referred to a support worker work for any additional support needs. If they are already engaging with other support services we ensure we do not duplicate work rather we will compliment work to ensure all areas of need are addressed. In this way we aim to ensure that all CEYP have access to the timely services they need which may prevent them coming to the attention of justice services in the future.</p> <p>A Youth Justice Group is now up and running and will analyse the data on CEYP from all sources, ie Social Work, Police, and Childrens Reporter. The data should inform further actions with an aim to reduce the number of CEYP in our justice systems. The work of this group feeds into the Corporate Parenting Strategic Group.</p>	66%	

2. STRATEGIC ACTIONS


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



Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT2	(L) Building a better future for our children & young people. (CP) Our People:	1	1. (L) Children live in safe and supportive families 2. (CP) Improved outcomes for our most	31-Mar-2023	Q3 2022/23 - Two of the three Actions (STRAT 2.1 & 2.2), whilst in progress, are unlikely, if current trends continue, to complete by 31 March 2023 deadline as milestones will not be	60%	

	Opportunity for people to be the best they can be		vulnerable young people and families.		met. STRAT 2.3 remains significantly behind schedule. This Action will not complete by the deadline of 31 March 2023 unless there is a substantial change in the current trend.		
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2. STRATEGIC ACTIONS

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


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
STRAT2.1	Intervene at the earliest opportunity to minimise the impact of neglect on children and young people	1	1. (L) Children live in safe and supportive families 2. (CP) Improved outcomes for our most vulnerable young people and families.	31-Mar-2023	<p>Q3 2022/23 - At the end of the quarter 11 children out of 40 (27.5%) children whose names were on the Child Protection Register (CPR) were registered under the category of neglect. Set against a target of 27.6% quarter 3 is the first period where target has been achieved in the past two years.</p> <p>Working with families to identify those how are affected by poverty is an important part of the work carried out within social work to address concerns that can, at times, be mistaken for neglect. Often findings show that families can be struggling financially and this can be impacting on children and when we work with families to improve their financial circumstances it can positively impact on children's wellbeing.</p> <p>The lingering fallout of the COVID-19 pandemic and been compounded by the cost-of-living crisis and increased pressure on families who were already struggling to make ends meet. Social workers are very careful not to misidentify families who are living in poverty as families where children are being neglected.</p> <p><u>NSPCC Graded Care Profile 2 (GCP2 – The toolkit for assessing neglect)</u></p> <p>During quarter 3 a multi-agency GCP2 steering group has been created and a brief from the lead for the NSPCC has been provided to them regarding next steps for implementation. All agencies across the partnership are now creating their own implementation plans, prior to Training for Trainers being arranged circa: May 2023, for 20 individuals across the agencies.</p> <p>The Graded Care Profile 2 will develop professionals in working within the complexities surrounding neglect. A rise in children</p>	66%	

					experiencing neglect is expected in relation to neglect as the cost-of-living crisis deepens, with poverty and neglect being interlinked.		
STRAT2.2	Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing	1	1. (L) Children live in safe and supportive families 2. (CP) Improved outcomes for our most vulnerable young people and families.	31-Mar-2023	<p>Q3 2022/23 - Alcohol - At the end of the quarter 8/40 (20%) children on the Child Protection Register (CPR) due to concerns of parental alcohol use. This shows a drop from Q2 (25.6%). During the quarter two children were registered due to Parental Alcohol Misuse concerns and five were deregistered.</p> <p>Drug use - At the end of the quarter 9/40 (22.5%) children were registered due to concerns of parental drug misuse. This is a drop from Q2 (27.9%) During the quarter one child was registered due to concerns of Parental Drug Misuse and five had the concern removed. A further child already on the CPR had the concern was added.</p> <p>Social work services are reporting a higher than usual number of referrals where parents are using cocaine and so the partnership are currently analysing and tracking the data available to us in relation to this to see if any specific training needs to be provided to staff in relation to this.</p> <p>The service continues to work closely with parents to focus on reducing the harms that drug and alcohol use can have on children and young people in their families. Social work create either a child protection plan based around risk where needed or work with parents with a child in need. Focussed work is carried out to support and enable parents to reduce their use when it is impacting on their children, or where parents need some intense help with problematic use, where need dictates, referrals are made to other professional services with health or the 3rd Sector.</p> <p>The Moray Drug and Alcohol Partnership continues to work in partnership with social work services. This is an area that is continuing to explore further development opportunities with social work. Our representative noted that there has been changes in personnel this quarter which have impacted on progress in this area.</p>	66%	
STRAT2.3	Intervene at the earliest opportunity to minimise the impact of domestic abuse on children, young people and parents	1	1. (L) Children live in safe and supportive families 2. (CP) Improved outcomes for our most vulnerable young people and families.	31-Mar-2023	<p>Q3 2022/23 - The proportion of Domestic abuse concerns for children on the CPR rose during the quarter to 42.5% (17/40). Six children were registered due to domestic abuse concerns during the quarter and six children were deregistered. An additional child already named on the CP Register had the</p>	33%	

					<p>domestic abuse concern added to their registration.</p> <p>There is no control over the nature or volume of the referrals that come into the department. Intensive work will continue with cases where domestic violence is a risk, and, ensure that children and young people are protected and supported with the impact of this.</p> <p>Safe and Together is the approach used by Moray Social Work Department for assessing the risks for children living in environments where gender based violence is a risk. The last week of November saw our first 4-day CORE session delivered by children and families social work trainers to 36 people across both social work and the wider partnership. It was a huge success with one participant saying that the trainers were "Extremely competent, knowledgeable and a very skilled".</p> <p>This has allowed our trainers to lead the way in delivering Safe and Together before handing over to two trainers from Moray Violence Against Women and Girls Partnership for the February CORE session. This follows on from an Overview session which will be delivered on the 1 Feb to give a wider audience and insight into the model; this event will be opened by the CSWO and delivered by Anna Mitchell, the Safe & Together Institute UK Lead. The future then involves another CORE session in April, and a session specifically for Supervisors, in June.</p>		
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3. SERVICE ACTIONS




3.1 Instigate transformational change programme - Overall Progress


Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
SERV1	Instigate transformational change programme	2	All actions are completed by assigned dates	31-Mar-2023	Q3 202/23 - Three of the four Actions have completed, SERV 1.3 having done so during quarter 3. SERV 1.4 remains on target and is expected to complete by 31 March 2023 if current trends continue.	91%	

3. SERVICE ACTIONS

3.2 Instigate transformational change programme - Actions

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
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SERV1.1	Complete Intermediate business case and get authorisation to progress with programme	1	The whole system has a clear road map to understand the change required to support children and families the way they want to be supported	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	2	Our practice model changes	31-Mar-2022	<p>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 able 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.</p> <p>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.</p> <p>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.</p>	100%	
SERV1.3	Initiate the three work streams within the transformational change programme - Our commissioning model changes	2	Our commissioning model changes	31-Mar-2022	<p>Q3 2022/23 - By internally auditing our contracts in Q3; 2022/23 a need was identified to improve contract monitoring procedures and consistency in approach. From these findings new contract monitoring templates have been implemented and will be issued to providers for each contract. This will allow greater consistency in data received, in the same format and will allow greater scrutiny against all contractual key performance indicators. The appointment of the Commissioning Co-ordinator during quarter 3 will focus and develop the contract monitoring. The monitoring of each contract is very important to ensure the budgeted funds are being spent appropriately on the identified service. Contract monitoring can achieve financial savings, ensure services are being made available to the right people, at the right place, at the right time, whilst identifying and addressing service gaps, all timeously. All contract monitoring reports will be analysed and queries investigated as a matter of priority. In addition to the quarterly contract monitoring reports the creation and introduction of a monthly CCIR (comments, complaints, incidents and restraints) return will be introduced</p>	100%	

					<p>during Q4 2022/23.</p> <p>From the internal audit we have identified the current contracts have previously not included added value and sustainability. From December 2022 all new tenders are to include added value benefits and sustainability questions as part of the tender response. These are to allow more accurate measurement of the savings (both added value and financial) of each contract, going forward. We will be able to begin reporting from these results from April 2023, on a minimum of 4 contracts.</p> <p>The commissioning team are working alongside the policy team to develop a Commissioning Procedure which will ensure a consistent approach at each stage of the commissioning cycle.</p> <p>A new system for IPAs (individual placement agreements) was implemented in Q3; 2022/23, to ensure all IPAs held are in date and reviewed annually. This ensures every child / young person who is placed with a provider has detailed in writing all services required, costs confirmed, specific needs of the child / young person and contact details for all relevant staff. In addition, a non-framework IPA has been created to allow records to remain consistent even if they placed with a provider who are not on the Scotland Excel Framework.</p> <p>The Functional Family Therapy contract was finalised during quarter 3. Following recruitment and training of staff the service is to commence on 01 March 2023. This service will work alongside social work to deliver a service to family who are in crisis.</p>		
SERV1.4	Initiate the three work streams within the transformational change programme - Our children return to Moray	2	Our children return to Moray	31-Mar-2023	<p>Q3 2022/23 - The data shows that over the course of 2022/23, to date, no young people have been placed in a residential placement outwith Moray. at the same time three young people have returned to Moray. As indicated in STRAT1.1, there is ongoing work by the recruitment working group to increase the numbers of in-house foster carers alongside the development of a new recruitment strategy. Any increase in the numbers of foster carers will provide an opportunity to return children to placements within Moray.</p> <p>Alongside this, social work staff are undertaking reunification assessments which will ensure that children are in placements outwith the care of their families for as short a time as possible. This is important particularly for those children whose placements are not in Moray and, where reunification is an</p>	66%	

				<p>option, it is vital for them to return to the families and local communities as a matter of priority.</p> <p>There is an ongoing focus on out of area and agency placements in the Placement Oversight Meeting. The work of this group is underway fully and is tracking those children who are in interim, emergency, out of area and agency placements. This group provides an opportunity to track these children more effectively with a focus on them returning to placements within Moray. This has not been in place previously in Moray where it will provide an additional quality assurance process. There is also the development of the Escalation Panel which will include a strategic overview of the use of out of area and agency placements.</p> <p>As indicated in SERV1.3, the commissioning team are continuing their work in developing the processes and procedures for agency placements. This is crucial work in developing the independent sector in Moray and support children to return to the local authority.</p> <p>Taken together, there are a number of new processes and groups in place to support the return of young people to Moray and to develop a wider range of placement options within Moray itself. This will be able to support the work that it already taking place to support as many young people being placed in Moray where they can retain their family and community links.</p>		
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