

2022-23 Quarter to March 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	Due Date	Latest Status Update	Progress	Status Icon
CFSW SP2023	Children and Families & Criminal Justice Service Plan 2020-23	31-Mar-2023	<p>Q4 2022/23 - The Service Plan did not complete by 31 March 2023. Of the eight Strategic Actions six completed by deadline dates. STRAT 1.1 & STRAT 2.3 failed to complete. STRAT 1.1 was 64% complete and STRAT 2.3 was 66% complete at the end of the time period.</p> <p>All four Service level actions completed by deadline dates.</p>	87%	


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	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	Q4 2022/23 - Four of the five actions have completed three (STRAT 1.2, 1.3 & 1.5) of which did so at the end of March 2023, STRAT 1.4 had completed at an earlier date. STRAT 1.1 failed to complete due to key milestones being missed in years 2 and 3.	92%	

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	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 2022/23 - During quarter 4 the number of fostering households have decreased by 3. Supported lodging providers decreased by 1 household. There are currently three fostering households under assessment and one supported lodgings provider.</p> <p>The carer recruitment campaign is continuing for foster care and supported lodgings. A full Business Plan has been completed to review last year's campaign and its lack of success. A targeted approach will be adopted for 23/24 rather than awareness raising. That is, targeting caring professions as this is where most of our carers come from. This will also involve meeting with teams and organisations. A Marketing Plan has also been developed which sets out a campaign schedule for 23/24. The working group meets on a fortnightly basis.</p> <p>Awareness raising is still taking place alongside targeted work. There are regular in person events and a schedule of roller banners in different settings eg. in the entrance of HQ this week. There is an online presence – Facebook post and paid Meta adverts (Facebook and Instagram), information sessions.</p> <p>There has been success in increasing our Nominated Carers number who we use for short breaks rather than foster carers. Two sets of carers were approved at panel this quarter.</p> <p>The numbers of children in foster care and kinship care have remained relatively stable across the year with little variance in numbers. The numbers of Kinship Carers securing Residence Orders for children continues to increase keeping children and young people within their families. There are currently 3 kinship care assessments in progress which are anticipated to lead to approval.</p> <p>Terms of reference are being agreed for a panel which will consider all children who are at risk of becoming accommodated away from their parents as part of Morays commitment to #keepingthepromise. The panel will</p>	64%	

			<p>also consider families who may be appropriate for functional family therapy, a new service designed to support families to work through any challenges and stay together and connected.</p> <p>The number of siblings who are being placed together has risen this quarter. Work continues to keep a clear focus on siblings and the lifelong significance of keeping them together.</p>		
STRAT1.2	Time taken and number of placements a young person experiences before achieving permanence reduces.	31-Mar-2023	<p>Q4 2022/23 - Permanence and Care excellence is ongoing and meets on a monthly basis. It is continuing to monitor the projects. There is also the Permanence Tracking Meeting and the Placement Oversight Meetings. It is still too early to see whether this has had an impact on the data as it is a long term project.</p> <p>The Permanence Tracking Meeting and the Placement Oversight Meeting are embedding the ability to track placements. They apply a level of scrutiny which is anticipated to ensure that the number of placements and placement moves are reduced. Ensuring that there are quality assurance process in place to support best practice in this area.</p> <p>A stable foster care cohort is a crucial part of placement stability. The recruitment strategy and marketing plan will help to offer opportunities to increase the number of foster carers in Moray who are able to support our children and young people when it is needed.</p>	100%	
STRAT1.3	Children and young people feel secure and supported in their relationships	31-Mar-2023	<p>Q4 2022/23 - Children and young people subject to Residence Order has continued to increase in quarter 4. The data indicates that children and young people are successfully staying within their friends and family networks supporting them to maintain positive and enduring relationship with those who are important to them. The overall number of children subject to Residence Orders has continued to increase in the last two quarters.</p> <p>There continue to be positive feedback about children and young people's experiences within their kinship care placements and this has been consistently reflected within social work reporting across quarter 4 and overall within looked after reviews throughout the year.</p> <p>The Champions Board continues and is becoming well embedded. Young people from the champion's board have been involved in recruitment and tendering processes and are better represented on strategic groups. A new Engagement Officer is also in post and they will lead on supporting the Champions Board. The role of the Corporate Parenting Strategic Group continues where voice and well-being issues are shared in a multi-agency strategic forum.</p> <p>There continues to be a close working relationship between Moray's Promise Team and partners with responsibilities for corporate parenting. As the champion's board becomes more embedded there are growing opportunities for young people to be represented and included on various forums that will help to shape the strategic decision making in key areas such as recruitment and commissioning.</p>	100%	
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>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.</p>	100%	

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 2022/23 – Of the 433 cases open to Justice Services at the end of quarter 31 were Care Experienced Young People (CEYP) under the age of 26 open to Justice Social Work and 9 CEYP open to Youth Justice giving a total of 40 CEYP open to Justice Services overall (9.2%) which is a reduction from the last quarter, particularly in Youth Justice.</p> <p>There continues to be early identification of CEYP who come into youth and adult services and a referral to a support worker is made where the individual is not already engaging with other support services. This is to ensure that appropriate support is in place but work is not duplicated or overwhelming for the individual and there is continuity of support if another service is already involved. Work is also undergoing in ensuring that the voice of young people is being heard within the service through reviews and exit questionnaires which will inform future work.</p> <p>A Youth Justice Sub Group is now up and running and will analyse the data on CEYP from all sources, ie Social Work, Police, and Children's 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>	100%	
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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	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	Q4 2022/23 - Actions STRAT 2.1 & STRAT 2.2 made significant progress during Q4 and both have completed having met end of year milestones. STRAT 2.3 failed to complete by the end of March deadline.	77%	

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	Status Icon
STRAT2.1	Intervene at the earliest opportunity to minimise the impact of neglect on children and young people	31-Mar-2023	Q4 2022/23 - At the end of quarter 4 there were 5 children on the Child Protection Register (CPR) registered under the category of neglect. Quarter 4 has seen a decrease in the number of children on the CPR from 40 to 23. Given the high number of deregistration's across the quarter we will look specifically at this data in more detail to see if there are any common themes for these children and their families.	100%	

			<p>The cost of living crisis and Poverty remains the biggest concerns in relation to the impact of neglect on children and young people. Families coming into our services are reporting that they are struggling financially and this can impact on the care they are able to provide their children. Social workers are working hard to ensure that families are not being identified as their children experiencing neglect when the main issue is stemming from poverty.</p> <p>Graded Care Profile 2 Graded Care Profile 2 implementation is well underway, with Sam Kyriacou (UK Lead) meeting with the steering group in early May to finalise 'Train the Trainer' dates for later in the year. This will allow for up to 20 trainers to be developed across the agencies, and a rollout of staff training by the end of the year.</p>		
STRAT2.2	Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing	31-Mar-2023	<p>Q4 2022/23 - Alcohol - At the end of quarter 4 two children from the 23 registered were due to concerns of parental alcohol use. No children were added to the register due to Parental Alcohol Misuse and six were deregistered.</p> <p>Drug use - At the end of the quarter 6 children were registered with a concerns of parental drug misuse, a slight increase in proportion in comparison with Q3, the number of children registered for this concern however fell from 9 to 6. Although the numbers decreased as a as a result of the overall numbers falling the proportion increased ($9/40 = 22.5\%$, $6/23 = 26.1\%$). During the course of 2022/23, whilst the proportion has fluctuated the numbers registered have been significantly lower than those recorded during 2021/22.</p> <p>The children services partnership are actively developing a whole system approach to intensive family support for children and young people impacted by drug and alcohol use. A pilot of this project is underway and is a key priority within the children services plan 2023/26. This involves focused work being carried out with families ensure the support of parents to reduce their use and help them to recognise the impact of their use on their children.</p> <p>The Moray Drug and Alcohol partnership continue to work in partnership with the social work department.</p>	100%	
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 2022/23 – The proportion of children registered due to concerns of domestic abuse have continued to rise during the quarter. At the end of Q4 11 children (47.8%) registered for this concern, however the proportion has only increased due to the decrease in overall numbers registered. At the end of Q3 17 children were registered for this concern (42.5%). In comparison to 2021/22 the proportions and numbers of children registered for this concern have reduced significantly.</p> <p>There remains little control over the nature of or volume of referrals that come into the department but work continues to ensure that children and young people are protected and supported with the impact of this. The Safe and Together approach is used to assess risk when children are living in environments where gender based violence is a risk.</p> <p>Safe and Together Core sessions of this training were delivered in both November & February. There are now 75 trained staff across the partnership. A further three sessions are scheduled for April, May and September which will bring totalled staff up to approx. 190. For those that have completed the core sessions in time, they will be invited to the Supervisor training taking place in June.</p>	66%	




3. SERVICE ACTIONS


3.1 Instigate transformational change programme - Overall Progress

Action Code	Action Title	Due Date	Latest Status Update	Progress	Status Icon
SERV1	Instigate transformational change programme	31-Mar-2023	Q4 2022/23 - All four Service Actions have completed, SERV1.4 completed during quarter 4 with the final Milestone being achieved.	100%	

3. SERVICE ACTIONS

3.2 Instigate transformational change programme - Actions

Action Code	Action Title	Due Date	Latest Status Update	Progress	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	<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 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.</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	31-Mar-2022	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	100%	

	commissioning model changes		<p>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 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	31-Mar-2023	<p>Q4 2022/23 - One child was placed within an out of area residential service during quarter 4 and 2 children returned to area. It is hoped that an increase in in-house foster carer numbers will offer more opportunities for children and young people to return to Moray. STRAT 2.1 outlines the plans for the foster carer recruitment strategy.</p> <p>The Placement Oversight Meeting continues to meet monthly and the work of this group is underway. It tracks children who are in interim, emergency, out of area and agency placements. This group provides a focus on returning children and young people to placements within Moray.</p> <p>Work continues to return children and young people who are in alternative care placements home to their families. Staff trained by NSPCC to become trainers have met to develop a training programme for Children & Families & Just Social Work staff in Moray. A one-day workshop is being created to explain the use of the new reunification template and process for bringing families back together. This training is scheduled to take place in September.</p> <p>Following on from quarter 3 where we identified a lack of contract monitoring we have now developed 4 contract monitoring templates for 4 different services which commence on 1st April 2023. Contract monitoring templates have been developed along with comments, complaints, incidents & restraints (CCIR/CCI's) forms which been introduced with the four service providers. Contract monitoring will allow the commission team to scrutinise each contract to ensure they are delivering the service set out in the contract specification. Contract</p>	100%	

			<p>monitoring reports will be analysed in Q1 2023/24 and the findings will be shared in Q2, allowing the identification any financial savings and any gaps in service provision.</p> <p>A process is in place to report back the monthly findings of the comments, complaints, incidents & restraints. All concerns will be escalated to the commission service manager who will deal with this as appropriate.</p> <p>The commissioning procedure is still under development and through this work good progress is being made to streamline our procedures. Equality Impact Assessment (EIA) & Data Protection Impact Assessments (DPIA) are completed to inform tender specifications.</p> <p>Individual Placement Agreement (IPA) have been implements, however it has been identified that there remains a need for further development and commitment from the wider social work teams to ensure compliance. In Q1 of 2023/24 senior social workers are to be reminded of the procedure and flow chart, with fortnightly drop-in sessions being made available.</p> <p>Restorative, Residential & Functional Family Therapy contracts are now at implementation stage and will go live from April 2023. The Community Based contract was awarded in March 2023, this is also on track to be implemented in April 2023.</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>		
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