



**Isle of Man
Government**

Reilts: Ellan Vannin

Children and Families Division

Annual Report 2016/17

**Consolidation,
Growth,
Change**

May 2017

Welcome to the Children and Families Division's Annual Report 2016/17

I am delighted to introduce this third Annual Report from the Children and Families Service

The Children's Strategy of Government is that: "Every Child will have the best possible opportunities in life," and the service has been working with Partner agencies and Departments to fulfil this vision

This year we titled the report: **Consolidation, Growth, and Change**. The reason for this is that we think it important to show that:

1. When we know that something is working well, we embed it further into practice, so that good outcomes can be achieved for children and families. We build on success by creating more success; some of our data is indicating this.
2. We are a division which is constantly growing and improving: in our understanding of the children and families that we are working with; our reach to children and families; practice development; our multi-agency work and staff development.
3. We are a division which embraces change which is evidence-based. We are also a division that learns from service users, complaints and compliments and from our own staff

The Report shows that we are making a difference to the experiences and life chances of most children who are supported by the division. It also shows that there are a number of areas where we need to improve our approach, our professionalism and performance and we have listened to the feedback we have received to address this. The service takes its responsibilities in this regard very seriously.

We are fully committed to aspiring to provide excellent services to all of our service users. The reviews undertaken in the past year and our plans for 2017/18 demonstrate that we are constantly striving to explore and understand what we need to do to improve and that we are making the plans to make the necessary changes.

This report provides you with insights to our work and demonstrates what we have done in the past year to strive for better outcomes and an improved service.

I welcome comments on our work including the format and approach of this third Annual Report.

Deborah Brayshaw

Chief Social Worker
Director of Children and Families Service

June 2017

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Introduction

This is the third Annual Report provided by the Children and Families Division, DHSC. It is called “**Consolidation, Growth and Change**”. We know that a business which does not do this will not flourish and not provide the right services to its users.

This report provides information about how we go about our business in order to meet this intent and also tells some stories of children, young people and parents who have had contact with us over the past year. A wide range of statistical data is also included.

Early Help and Support

During the year we started to roll out the early help and support service to children and families across the whole island.

The approaches developed in the pilot and improved in the phase 2 initiative have been **consolidated**. These include the use of NARRATES; the use of the outcomes framework which has been developed further; and a new feedback approach for use by families after they have completed their involvement with us.

The **growth** in the service has been threefold:

1. Having a full team of Children with Additional Needs Coordinators (CwANCs): There are now five in post and a manager
2. Working with more children/families: over the year we have worked with 254 families
3. Working with more schools (27) and more providers (34)

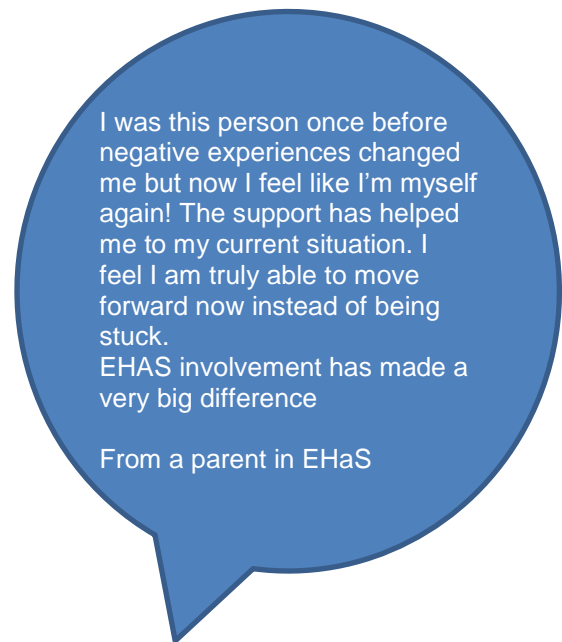
The top 5 interventions provided were:

Provision of Parenting Support (boundaries/routines/relationships)
1-1 with children (self-esteem, personal development)
Education 1-1 support in schools
Improving self-esteem (Adults)
Anger management (1-1 support and the provision of strategies and techniques)
Well-being, mental health, functioning assessments and treatments

The impact of early help means that families get help before things become too difficult and potentially reduces the referrals made for statutory social work services. During the year, 11% of children were subsequently stepped up to children’s social care.

In reviewing whether or not things had improved for their child, 93% of parents completing feedback forms confirmed that things had improved.

This is good news for both parents and children. Supporting families before things become acute and nipping problems in the bud means that both children and parents are given every opportunity get things right with skilled help and support. The initiative is supported by dedicated family support services commissioned through a contractual arrangement



Preventing children and parents moving into more specialist services offers good value for money.

We will start to track the economic benefits of this scheme from next year and the sustainability of EHAS is now a government KPI.

Referrals

The number of referrals coming into the Division during the year was 989. This was very similar to the previous year. Of these, 593 were subject to NARRATES assessment and 220 Strategy meetings. These are the starting points for children and families to receive services from Children and Families.

Children with complex needs

Sometimes a child's needs move beyond early help and support and they need a package of support in order for them to remain with their family in their own home. Under these circumstances a Child with Complex Needs Plan is drawn up with the consent and agreement of the family and implemented.

During the year, we have provided support to 278 children and young people in need in this way and their families. This is a slight **growth** from last year. The support that parents, carers and their children can receive includes:

- Parenting education: supporting parents and carers to feel more confident in their parenting
- Parenting support in the home; working alongside parents/carers to build on their parenting skills
- Behaviour Management: providing guidance on different strategies to use for parents who are finding the behaviour of their child difficult to manage
- Keep Safe Work: individual support and education for children to increase their ability to keep themselves safe
- Emotional literacy work with children, often with support from parents, to enable them the opportunity to explore and manage their feelings
- Domestic Abuse Interventions: working with parents/carers to try to prevent children experiencing any future domestic abuse
- Crisis intervention support: working with families to prevent children becoming Looked After when families are breaking down or in crisis

- Re-unification support for parents, carers and children, when children who are Looked After are going to be returned home

All of this support has both **consolidated** what was being provided last year, and has also shown **growth** through the variety of interventions offered and the skills of staff.

Children's needs are reviewed regularly; at least every 6 months to ensure that we are providing the right services at the right time.

Our data shows that we provided reviews for children in need in agreed timescales at a rate of 82%. The percentage of families either attending reviews or being consulted beforehand was 97%. The comparative figure for children was 19%. Several reasons are put forward for this: willingness of children to attend; time of day of reviews; recording issue. This is will be addressed seriously in 2017/18.

This is a good platform for receiving regular feedback but shows that there is still work to do in respect of children.

Views of a parent at a Rehabilitation Planning Meeting

B was very positive at the review planning meeting regarding the intervention; she commented that she has learnt a lot about child development and how to meet the children's needs. In addition she has found the emotional literacy work and domestic abuse awareness sessions insightful and thought provoking and feels that she is now more able to understand herself and her needs as a parent and person. She commented that the work has been "gold star" and given her the tool to ensure that she recognises times when she is feeling vulnerable and needs to put plans in place to keep well

The case study quoted above shows that by working carefully and using evidence based programmes we facilitate **growth** and **change** in parents.

Protecting and Safeguarding Children

It is a statutory function for the Department to protect and safeguard children from potential or actual abuse and neglect. This has been a particularly busy year for social workers and managers and we believe this indicates we are getting better at doing this. Other agencies have more confidence in us and the Scottish Care Inspectorate commented that “the effectiveness of immediate response to children was stronger”.

- 418 (402 in the previous year) Section 46 Enquiries were conducted (to determine whether action was required to safeguard and promote the welfare of the child or children who are the subject/s of the enquiries)
- 297 (292 in the previous year) Child Protection Conferences were held (to ensure the child was safe and to prevent him or her from suffering further significant harm and to promote the child’s health and development)

Our data shows that we held 93% of CP Review Conferences within timescales. This is a good finding as it means that we are establishing, at the right time, the extent to which the Plan is working and doing what it is supposed to do. We have been less successful at achieving Initial CP Conferences in timescales. This is being rectified through more robust internal protocols.

91% of families attended CP Conferences in the past year and children/young people participated in 85% of them. This latter figure represents a **growth** in the position from the previous year. This shows that we are engaging better than ever before with young people.

In May 2016 we implemented our new approach to providing Child Protection Conferences. This is called Signs of Safety. This approach puts the family centre-stage and uses solution focussed methods, appreciative enquiry and focusses on risks, protective factors and the impact of these on children and young people.

This implementation was a **consolidation** of the learning we gleaned from the pilot earlier in the year.

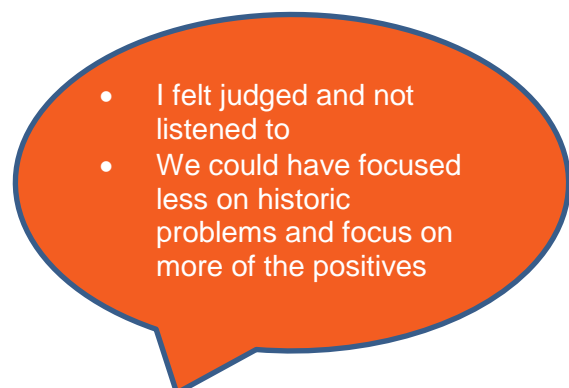
In respect of parents; feedback has shown that there are some real positives that can be taken from this feedback, but there is considerable learning too.

Looking at the positives first; there has been a **growth** in satisfaction levels: 82% of conference attendees reported that it was good or better, as compared with 66% last year. In addition, 82% of attendees reported that they had received all the relevant reports prior to the conference. This is a most positive **change** and an improvement from last year which showed that only 53% of respondents had received the relevant reports in advance.

The majority of the parents felt that they could ask questions of (97%), and provide their views to (96%), the professionals attending the conference.



The feedback also shows that we still have some way to go to ensure consistent best practice. This is demonstrated in the quote below.



Young people answered 90% yes to the following statement: I had time to talk about the conference before it happened. 100% said yes to the following statements: I was given the chance to ask questions; I was given the chance to put my views across; the people I wanted came to the conference.

Only one of the young people rated the conference experience as poor, with 62% saying that it was good or better. This is a **consolidation** of last year's results. There is clearly still some way to go and we will be aiming for an increase in returns this year using the Mind Of My Own (MOMO) App. We will also work towards improving the satisfaction levels.

The Signs of Safety approach has really improved the experience of parents. in these meetings

Children Looked After

Children who are not able to be cared for by their own parents become "looked after" by the department in foster homes and children homes. During the past year 41 children became Looked After and 45 children left the care system. As a result, at year end there were 95 children in care.

The profile of children in care at 31st March 2017 was:

Ages	Number
0 to 4 years	19
5 to 9 years	19
10 to 15 years	40
16+ years	17

Fifty nine (62%) children looked after are placed in foster care placements provided by Fostering First, which is a service commissioned by the department or with family and friends carers (kinship). Twenty four children (25%) are placed in residential care settings provided by St Christopher's, a service which is also commissioned by the department.

The remainder are either placed with their parents (7%) or placed for adoption (5%).

Commissioned services have been robustly monitored over the year and improvements in services have been achieved through working together.


We are partners with parents/carers when their children are in state care. We ask parents and young people to provide feedback on the felt experience of the LAC process and specifically LAC Reviews. We have analysed the feedback forms and the paragraphs that follow contain the findings.

The LAC Review meeting is an ideal opportunity for the partnership between parents/carers and the department to be developed, cemented and monitored. The information that is provided to parents is one of the keys to this partnership going well. In this regard it can be noted that of the responses made to the primary questions asked; 94% parents knew why the child was in the care system, 77% parents had discussed contact arrangements (with 66% being happy with them). 87% parents said that they had been given the opportunity to discuss the recommendations from the last Review.

Some parents/carers have recorded their views about the things that had gone well, or poorly, since the last review. What has been established from these comments is that a key theme emerging is one of **consolidation**, i.e. *stability and making progress*.

She is progressing well at college and is becoming more confident. She has matured and is able to converse now at a higher level. She is able to do household chores, cooking, cleaning including laundry. Self-care skills are very good and dental hygiene is much improved. She takes care and pride in her appearance. She is more tolerant and meltdowns have reduced

This progress being made by children is expressed in so many aspects of their daily existence: learning, attainment and achievement; behaviours, relationships; personal growth and development; health, fitness and social skills. These things do not happen by accident, but rather through the dedication, skills and abilities of caring staff in partnership with social workers. One parent reported:



Since the last review we believe his overall attitude and behaviour have improved which resulted in a pleasing school report

All professionals aim to keep children in care at the centre of all decisions made. Communication between social workers, direct care staff and children happens in a variety of ways: making social work visits to children and care settings; maintaining good relationships between social workers and children; having discussions about what happens in reviews; having clarity about what the Care Plans are for children; being clear about day to day arrangements in placements and having clearly agreed, effective contact arrangements.

Children are reporting positive changes in their lives. These changes are happening in their personal lives, in the home, in school and in the wider community. These are to be welcomed. Children are also reporting things going wrong for them. These include the request for improved contact arrangements; more help with teaching and learning; help with improving health and well-being; and having better arrangements to ensure that progress is being made on children's care plans.

Children Leaving Care (Aftercare)

When children reach the age of 18, they officially leave the care of the department. C&F continue to support young people through college, university and work.

54 care leavers were being supported at the year end. This is a 6% increase over the previous year.

Nineteen of the young people are in full or part-time work, and thirteen are in education or training. Fifteen are actively seeking work.

There is now an established drop-in centre available for young people who have left care. Monthly data is kept about the numbers of young people visiting and the total number of visits made. In March 2017, for example, there were 23 separate visitors with a total number of visits of 79. When there, young people can access help for: education (4%), housing (17%), emotional support (12%), finance (9%), self-care (15%), therapeutic intervention, employment (15%) or use it simply as a social visit (22%). All of these activities can act as a lifeline to young people in tackling instability of tenancies and homelessness issues, reducing loneliness, growing a network of friends, building confidence and self-esteem. This is a **consolidation** of last year's performance.

Personal Advisors (PAs) support young people in the drop-in centre, in the community and in their own home. Records are kept about the impact made from their involvement. In the box below, some of the progress made by young people is identified.

BA has managed to continue with her college despite having health difficulties; she has been engaging fully with any treatment
FG has stopped causing problems that have warranted police involvement in the area in which he lives
PB has reconnected with his sister again and is now living with them, getting on much better than before
SJ is saving for her next car insurance payment; she is also putting money aside to start her own business
LR has improved her living skills dramatically, is keeping her flat clean and is washing her clothes regularly.

Children with disabilities

During the past year, there has been a **growth** in the numbers of children with disabilities who are allocated to social workers. This means that we are reaching a greater number of children with disabilities than ever before and have **consolidated** our position as an important service provider for children and their parents.

The changes that we started to implement in May 2015 have continued over this past year. We now have a total of 70 children accessing Braddan Hub and Ramsey Respite Unit on a regular basis. This increases to 75 during school holidays.

There has been a 26% increase in children enjoying overnight respite care and an increase of 17% in children involved with the Braddan Hub

The Ramsey Centre has been consistently excellent with the service they have provided and have still been able to offer flexibility when required. Any issues are dealt with quickly and resolution given. The service offered provides an excellent service for our family.

The range of activities provided by and through both centres is impressive:


Trips on trains and trams, trips to Calf of Man, watching the vintage car rally, going to disability sports sessions, shopping trips, picnics, cooking, visits to the Wild Life Park, going to Fun Factory, sailing for the disabled, bowling, BBQ, ApeMann and many visits and walks, e.g. Laxey, Peel, Point of Ayre, Silverdale, Ramsey, Port Erin, Bishops court Glen, Albert Tower and Smeale, often incorporating lunches or tea out.

We have **consolidated** our support for children with complex medical health needs, so now those children and their families will be better able to receive appropriate support within the community to be able to carry out their daily tasks.

The 2 centres can provide emergency support as well as long-term planned support

Over the year the plans for the Braddan Centre to be a multi-agency and multi-professional hub, have suffered with delays in building upgrades and alterations. However we expect this to be operational in summer 2017.

We also know that, in collaboration with other Departments, we still have a lot to do to provide excellent services to children with disabilities.



We have been spoilt over the last few years. T enjoys "leaving us" to go to the respite centre. The staff members are lovely. The centre has been a particularly good help with block stays this year – we couldn't have got through without them

Resources and Finances

Once again, this year, judicious application of analysing need and planning services has enabled the service to make better use of its resources, improve quality and make significant financial savings for the third year running.

Involving children and young people

The Division, through its Participation Officer supports the Voices in Participation (VIP) project. VIP membership continues to grow. Due to this success it was agreed with council members to split the council into the following groups, VIP Club, Junior Council, Senior Council and Steering Group.

The Junior and Senior Councils now celebrate both vice chair and chair positions, these positions have extended responsibilities.

These include acting as the young person's representative on the Corporate Parenting Group and chairing council meetings.

VIP members continue to support both commissioned services and Children and Families services by being active participants on interview panels, the interviews have ranged from residential care workers to senior managers within the Division.

"Through the Keyhole Training" has been very successful with many professionals attending throughout the year; further training sessions are planned for 2017/2018.

VIP members have been asked to support both the Health Service and the Education Service in collating young peoples' views and experiences to help develop their services.

VIP hosted a very successful Awards Evening in Feb 2017 which included art installations based on the theme of 'Inside Out', the installations represented some of the feeling states that have been experienced by VIP members; this was a thought provoking evening for all those that attended.

Staffing

We know that staff members are our greatest resource and the key to success for any child is the quality of the relationship their social worker builds with them believing that better training can lead to better outcomes.

Staff members have received training in the use of Outcomes Stars (Family, Life and My Stars), emotional literacy, permanency planning, attachment and the impact of developmental trauma. Staff members have also attended Safeguarding Children Board and government training programmes.

We are supporting 5 staff to become qualified in the BA (Hons) Social Work Course at Robert Gordon University, Aberdeen and placed 4 staff on the Practice Learning Qualification to support social workers in training. We have continued to invest in qualifications in health and social care for social care staff and the Diploma in Social Care Studies (Child Care Pathway) in partnership with Queens University Belfast.

Service Developments

Over the past year we have:

- **Consolidated** our Signs of Safety approach for child protection conferences
- Developed new, refined/honed and **consolidated** the division's policies and procedures to be ready for launching in 2017/18.
- Implemented many of the recommendations relative to Children and Families from the Scottish Inspectorate *Review of Progress* undertaken in February/March 2016 to **consolidate** the progress made.
- **Consolidated** our partnership with Robert Gordon University in Aberdeen to provide a BA (Hons) Social Work to create a *Grow our Own* social workers scheme.
- **Consolidated** our Service User Feedback Strategy and completed the second annual review report. This Annual Report draws from the findings in that review.
- Created **growth** and **change** in a comprehensive review and revamp of the Social Work Out of Hours Service.
- Reviewed and improved the Children and Families customer service standards. This will create **growth** and **change** in the division's relationships with service users.
- Implemented a new complaints process to represent a **change** in the way we monitor and learn from complaints. We have also completed a report for 2016/17 and shared the learning.
- Undertaken reviews on:
 - Early Help and Support
 - Out of Hours Service
 - Service User Feedback
 - Complaints

Plans for 2017/18

We are committed to continuous improvement and we know there have been some emerging themes in the past year that will become priorities in 2017/18. Our current plans include the following main ones:

Launching C&F's new suite of information leaflets

We have developed a new suite of leaflets. This will help service users to better understand what can be offered to support them and the expectations which they can have of their relationship with the division. These will be introduced during the summer 2017.

Revision/drafting new Legislation

Some legislation has been identified as needing to be added to or amended for some time. Specifically, tackling the following matters will enhance practice on the Island:

- New Adoption legislation
- Creating a Statutory Status for IoM Safeguarding Children Board
- Putting Reviewing arrangements on a statutory footing
- Putting After Care arrangements on a statutory footing

Draw up and implement a new approach to improving educational outcomes for LAC

Ensure that a multi-agency group comes together to draw up proposals to improve outcomes for all school-aged children who are looked after (educational wraparound; virtual school etc.)

These and other areas for **growth** and **change** are included in the Divisional Plan 2017/18, which will be worked on during the year ahead.

Some final words

This annual report ends with some final words from some of our service users. Firstly, there is a quote from a young person about a positive experience at his LAC Review. Secondly, there is a quote from a mother reflecting on her experience of working with us. Thirdly, there is a quote from a child sharing his appreciation of a staff member.

I felt that this was my meeting and I felt important; I was able to ask questions; I know who I can talk to if I am unhappy; The people I wanted came; I know how to complain; I was listened to at my review; the review was held where and when I wanted

My husband (B) suffers from mental health. P (the social worker) was amazing, sympathetic and helped me explain to L about B's thought process. She came well prepared and was ready to answer any questions. I found I could trust her and felt at ease, which has not been the case in the past; she was lovely and a job very well done. My daughter now understands a lot more about B and that's down to P.

D is a legend! Thank you so much for making me safer and taking me away from a very un-happy place at X & Y's

Key Performance Indicators (KPIs)

Set out below are the out-turn data for 15 Key Performance Indicators

Indicator	End year 2015/16	Target	End year 2016/17
1. Number of referrals per 1000 population (number) *	58.0 987	53.7 (850 – 930)	58.2 989
2. % of re-referrals in total referrals *	28%	25 – 30%	34%
3. % referrals that become NARRATES or strategy discussions	83%	70+%	82%
4. % NARRATES S46 completed in 15 days *	N/A	95%	45%
5. % NARRATES CwCN completed in 45 days	N/A	85%	90%
6. Number of CwCN (incl CWD) open cases at 31/3/17	140	Up to 200	133
7. CP open cases per 1000 population Number of CP open cases at 31/3/17	5.2 89	3.8 – 5.2 64 – 89	4.4 76
8. LAC open cases per 1000 population Number of LAC open cases at 31/3/17	5.4 93	6.0 90 – 102	5.6 95
9. % CwCN Reviews on time	79%	85-100%	82%
10. % CP Review Conferences in time	85%	85-100%	93%
11. % LAC Reviews on time	95%	85-100%	92%
12. % Supervisions completed that were due (from 97 returns)	80%	85-100%	79%
13. % Pathway Plans in place*	67%	100%	65%
14. % children participating in or contributing to LAC/CP/CiN Reviews*	LAC: 92% CP: 70% CiN: 21%	LAC 80% CP 75% CwCN 75%	LAC: 90% CP: 85% CwCN: 19%
15. Social Work Service operating to agreed average caseload	18	16-18	17

Note: a **star** * indicates that there is a note associated with the KPI on page 13

Notes to the KPIs

1. Out-turn is about 10% variance from target, hence the result is shown as green. We are aware that referrals in UK jurisdictions have also increased.
2. We have been trying to reduce the number of re-referrals as a total of referrals received. This year shows an outcome of 13% over the target set. Our analysis shows that in 6 months of the year the rate was less than the target. Further analysis is being done to discover the reasons for the overshoot.
4. This is a disappointing outcome. The Initial Response Team has been bedevilled by staffing issues during the year with a shortage of permanent staff, different managers and changing agency staff. The first 2 months of 2017/18 show that the corresponding figure is 61% and this will show further improvement in June.
13. Pathway Plans have been notoriously difficult to keep on track despite using trackers. In mitigation, a number of young people do not wish to participate in them at all.
14. The number of young people attending CwCN reviews has decreased since last year and is still a long way from target. Mitigating factors include the time of day that CwCN Reviews are held which means that children are at school; and children not wanting to participate or attend. This is a key target for 2017/18.