



# Item No: 15

Meeting Date: Wednesday 25<sup>th</sup> March 2020

## Glasgow City Integration Joint Board

**Report By:** Susanne Millar, Interim Chief Officer

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### THE CARE REVIEW – INITIAL RESPONSE

<b>Purpose of Report:</b>	To provide the Integration Joint Board with an initial summary response in relation to The Care Review published on 5th February 2020.
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<b>Background/Engagement:</b>	<p>In October 2016 the First Minister announced an independent root and branch review of care driven by those with experience of care. Fiona Duncan was appointed to chair the review and at the point of concluding the Care Review had listened to 5500 experiences.</p> <p>The Care Review has produced seven main reports:</p> <ul style="list-style-type: none"><li>• The Promise (and a Pinky Promise for younger readers)</li><li>• The Plan</li><li>• The Money and Follow the Money</li><li>• The Rules</li><li>• Thank you</li></ul> <p><a href="https://www.carereview.scot/independent-care-review-reports/">https://www.carereview.scot/independent-care-review-reports/</a></p>
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<b>Recommendations:</b>	<p>The Integration Joint Board is asked to:</p> <ol style="list-style-type: none"><li>a) Note the content of this report; and</li><li>b) Consider the response to date and further reflect on the wider implications.</li></ol>
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**Relevance to Integration Joint Board Strategic Plan:**

The Care Review has direct relevance for the delivery of children's services in the HSCP and to the direction of travel in relation to the transformation programme.

**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	All 9 national health and wellbeing outcomes and the implementation of the national policy Getting It Right For Every Child (GIRFEC).
<b>Personnel:</b>	No immediate implications.
<b>Carers:</b>	No immediate implications.
<b>Provider Organisations:</b>	The proposals within the Care Review align to the transformation agenda in children's services. There is an emphasis on supporting families which fits well with the Glasgow's Family Support Strategy.
<b>Equalities:</b>	The report is to highlight Glasgow HSCP's response to the Independent Care Review. At the point when the Scottish Government publish their detailed delivery plan consideration will be given to undertaking an EQIA.
<b>Fairer Scotland Compliance:</b>	The Children's Transformation Programme and the Family Support Strategy actively seek to reduce inequalities and to ensure that positive outcomes for children who are socio-economic disadvantaged are actively promoted. The Care Review fits well with the approach in these strategies.
<b>Financial:</b>	There are specific reports in relation to financial implications and investment within the Care Review reports The Money and Follow the Money.
<b>Legal:</b>	There are recommendations within the Care Review reports that may necessitate changes in the law.
<b>Economic Impact:</b>	The reports The Money and Follow the Money make specific reference to the economic impact of the current 'care system' for Scotland.
<b>Sustainability:</b>	Not applicable
<b>Sustainable Procurement</b>	Not applicable

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<b>and Article 19:</b>	
<b>Risk Implications:</b>	There may be challenges in terms of delivery that could cause financial risks. The detailed delivery plan and expectations are unknown at this stage.

<b>Implications for Glasgow City Council:</b>	Changes in practice may be required. The detailed delivery plan and expectations are unknown at this stage.
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	Changes in practice may be required. The detailed delivery plan and expectations are unknown at this stage.
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<b>Direction Required to Council, Health Board or Both</b>	Direction to:	
	1. No Direction Required	✓
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

## 1. Purpose

- 1.1 The purpose of the report is to outline Glasgow City HSCP's initial response to the Care Review.
- 1.2 We welcome the report and we are determined to carefully listen, reflect on and give thoughtful consideration to what has been said. We will continue to develop our work around 'the promise' and 'the plan'. We believe there is valuable learning for us all within the associated documents. These provide a great platform from which to build on our work with care experienced children and young people and to make the changes required to ensure that sustainable benefits are achieved for all.

## 2. The Care Review has produced seven main reports:

- The Promise
  - a Pinky Promise for younger readers
  - The Plan
  - The Money
  - Follow the Money
  - The Rules
  - Thank you
- 2.1 The Promise, outlines the main components of the Review set out under a number of key themes:
- Voice
  - Family
  - Care
  - People
  - Scaffolding

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### 3. Voice

#### 3.1 What the Review says:

*“Children and young people must be listened to and meaningfully and appropriately involved in decision making about their care, with all those involved properly listening and responding to what they want and need. There must be a compassionate and caring decision making culture focused on children and those they trust.*

*Scotland must make sure that all decisions are based on what children want and need. That means that organisations and people who make decisions need to change the way they think and how they listen to children*

3.2 Within the Glasgow partnership we have commenced a review of the current strengths and challenges that have emerged from this significant national review. In this respect, the Partnership can highlight a number of positive initiatives while reconsidering that much more need to be done, in reflecting on the report current practice would highlight some of the following initiatives;

#### 3.3 Direct Work Bag

Our staff have developed a Direct Work Bag of tools and activities to undertake with children and young people to meaningfully seek and understand their views. The Direct Work Bag has been distributed to all our children and families teams and they are in the process of being trained in its use.

#### 3.4 Young Champions Board

We have been working with Who Cares? Scotland, The Life Changes Trust and People Achieving Change (PAC), our Young Champions Board to ensure sustainable arrangements are in place for an ongoing meaningful dialogue with our care experienced young people.

#### 3.5 Supporting Research

We are supporting PAC and Who Cares? Scotland to commission a piece of work to gather the views and voices of care experienced people in respect to mental health provision in Glasgow. The research will seek to speak to 1,000 young people.

#### 3.6 Meaningful Representation

We are seeking participation, engagement and representation on our Care Experienced Board from young people in order to oversee the implementation of The Care Review in Glasgow.

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### 3.7 Celebratory Events

We recognise the achievements of our care experienced children and young people at an annual awards ceremony with our elected members and at our care leavers open day. Both these events are well received and deliver hugely positive messages from our young people about.

### 3.8 Structural and System Listening

The Care Review has made a number of observations particularly about the Children's Hearing System. Glasgow City HSCP has been working with the Scottish Children's Reporter Administration (SCRA) and Children's Hearing Scotland (CHS) within the Glasgow Children's Hearing Improvement Partnership (CHIP) for the past 2 years. We intend to take the recommendations of the Review to the CHIP to consider these and consider where tests of change could be undertaken in line with the recommendations in the Review.

### 3.9 Sharing information and working together

We are working with Police Scotland and the Managers of our Children's Houses to build relationships between the services and develop the understanding of the needs of our young people. We are committed to seeking to reduce the number of young people who are care experienced being criminalised particular in relation to incidents within care placements. We are also working with the Sheriff Principal to look at the possibility of developing a Youth Court in Glasgow which would potentially be able to better consider the needs of our young people.

## 4. Family

### 4.1 What the review says:

*"Where children are safe in their families and feel loved they must stay – and families must be given support together, to nurture that love and overcome the difficulties which get in the way.*

*Families said they need people to understand what they are good at: The people that help families must listen to families to understand what is already working well, not just what isn't."*

### 4.2 Family Support Strategy

In Glasgow we have been working towards developing a comprehensive Family Support Strategy. We believe that children and young people should be with their families, either with their mums and dads or with their extended family members in kinship arrangements.

We have reduced our numbers of children and young people coming into the care of the state by one third in the past 4 years from 1,404 in April 2016 to currently 936 – a reduction of 468. During this time we have increased our investment in third sector providers to support families before they need

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statutory involvement of Social Work Services. We are keen to continue to invest in supporting families and we will be implementing our Family Support Strategy later in the year with the intention of increasing our investment further in the third sector in developing options to support families in their communities.

We have invested in Family Group Decision Making (FGDM) and have a team in each of our three localities to ensure that we explore all options with families where we are considering placing children and young people in care.

We are actively considering how we support income deprived families via our Challenging Child Poverty Group, ensuring families with whom we come into contact are offered income maximisation opportunities via our health visitor's access to Healthier Wealthier Children Service or our Social Workers via our welfare rights services.

One of the council's key objectives is to tackle poverty and exclusion in the city. To achieve this we have many initiatives being delivered by staff across the council family and in partnership with 3rd Sector colleagues.

### 4.3 Intensive Family Support

Where children and young people do need to be cared for away from their families, we will be seeking to build on family strengths to return them home as soon as it is practically possible. We will use our newly developed Intensive Family Support Service (IFSS) to support children on the edges of care. The service will operate 'out of hours' to prevent admission to care, and work to return children and young people to their homes where a care placement has been unavoidable. We are working closely with our out of hours services to strengthen family support.

## 5. Care

### 5.1 What the review says

*"If children cannot stay with the adults in their family, they will stay with their brothers and sisters. The home they live in together will be a place where they feel safe and loved. It should be their home for as long as they want and need it to be.*

*Children who have lived in the 'care system' told the Care Review that they want to be loved but have often not felt they were. That needs to change too."*

### 5.2 Working with CELCIS (Centre for Excellence for Looked After Children in Scotland)

We are working with CELCIS to develop a 'model of care' for our residential and fostering services in Glasgow. We want all our adults who care for our children to be empowered, valued and equipped to provide the best therapeutic care for all of Glasgow's children. We want them to provide nurturing environments where children are loved and feel a sense of belonging.

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We are reviewing the evidence in relation to good practice in residential and foster care and we are building on the experience of our residential staff and our fostering families.

We are taking an active implementation approach to this work to ensure our model of care is considered, well thought through and meaningful for children and their families in Glasgow.

### 5.3 Our Commitment to brothers and sisters

What the Review says:

*“Scotland must make sure it protects the legal rights of children, especially when they are making decisions about brothers and sisters. Children must know when decisions are being made about their brothers and sisters.”*

We have listened to what children and young people have said about being separated from their brothers and sisters and the impact that this has had on them throughout their lives.

We are committed to improving our practice in this area. Our Heads of Children’s Services keep an overview of all situations where we are separating children at the point of placement away from their families. We recognise that some families are complex and sometimes children need to live separately from their brother and sisters. Where this is the case our Heads of Children’s Services will be involved in the decision and will ensure that contact between brothers and sisters is maintained. The reasons for separation will be detailed in the child or young person’s record and explained to them in manner that the child or young person understand.

In relation to the children and young people for whom we currently care and who are separated from their brothers or sisters we are undertaking a systematic review to understand the circumstances and ensure robust plans are in place to either reunite the children or appropriate contact arrangements are organised where it is safe to do so.

### 5.4 Reducing Care Placements

In Glasgow we have been working hard to reduce the number of placement moves children and young people make after they come to care. In 2016/17, 355 children and young people moved placement; at an average of 30 per month. In 2019/20, 108 children and young people moved placement; at an average of 12 per month.

We need ensure we get children and young people in to the right place for them as soon as possible and that we support carers to ensure that they are able to provide the right care for the young people. We will continue to focus on this as an area in which we need to improve.

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### 5.5 Aftercare

Any young person who was looked after either on or after their 16<sup>th</sup> birthday can have access to Aftercare support and services.

### 5.6 Supported Carers

In respect of foster care placements, there are procedures in place to pursue the transfer of these placements to supported care. Supported care placements can be pursued for young people who chose either Continuing Care or Aftercare. Supported care can extend to an upper age of their 26<sup>th</sup> birthday, therefore offering a longer period for young people to make the transition to independent living.

### 5.7 Pathway Planning and Assessment

When a young person is around 16 or 17 years old, their social worker should talk about starting pathway planning. This helps to guide and support young people through their options so they can choose what support they might need to achieve their aims and goals. This does not mean that they will be moving anywhere quickly and it can be about agreeing that they want to stay where they are. Young people are encouraged to talk about what they want to happen at the moment and plan for their future.

## 6. People

### 6.1 What the review says:

*“Relationships are important. Adults must make sure children are able to stay close to the people they want to and keep in contact with them. Adults must also help children make new relationships as they grow up. Sometimes adults need some help too. The adults who are close to children must get the help they need to make sure they can do their best for children.”*

### 6.2 Important relationships

We have previously highlighted our commitment to Family Group Decision Making (FGDM) and ensuring that children are helped to maintain important family links and links to their communities.

We also recognise the importance of relationships made throughout periods within care and in this regard we have recruited 3 lifelong links social workers. Lifelong Links aims to identify and engage relatives and other supportive adults connected to a child or young person in care, who are willing to make a life-long commitment to that child and/ or with who the child has developed a meaningful relationship.

### 6.3 Good Parents

The Independent Care Review provides insights into the views of Corporate Parenting from care experienced children and young people. They felt the legal term of “Corporate Parent” was demeaning, and indicative of a cold driven



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process. The Review has urged we use the term “Good Parent” in fulfilling our legal responsibilities set out in the Children and Young People Act (2014). The review does not wish to define a “good parent” as in doing so would apply an institutional version of parenting and create the danger of further systemisation of care. These reflections in language will be taken forward with our Corporate Parenting Forum and PAC Board.

We have a Corporate Parenting Forum within Glasgow established in winter 2017, which meets on a quarterly basis with representatives from all Corporate Parents, Citywide Third Sector Forum and our People Achieving Change (PAC, Young People’s Champions’ Board). The purpose of this board is to work collaboratively in partnership with our young people to improve the current system and services for existing care experienced children and young people. Our PAC Board is fundamental to this forum, regularly hosting the Forum and working with all partners to ensure the care experienced voice resonates at all levels of the system and all services within Glasgow.

All Corporate Parents have a duty to produce a Corporate Parenting Plan which details how the organisation plans to fulfil the responsibilities of corporate parenting within the coming years.

Glasgow’s plan includes:

- Developing our PAC Board in partnership with Who Cares Scotland
- A training and awareness programme for Elected Members to ensure our care experience children are always in the forefront of our mind
- Celebrating the achievements of our care experienced young people
- Implementing improvements within kinship using family group decision making
- Reviewing our financial procedures to ensure our young people have more autonomy when choosing activities/shopping.

## 7. Scaffolding

### 7.1 What the review says:

*“Help and support must be there for children and families whenever they need it. It must also be there for the adults who are close to children and families. It is important everyone knows where to go for help and that it is ready when it is asked for.”*

7.2 Within the HSCP we are working to ensure that families are able to access support when they need it. We have identified a number of themes from the Review that have relevance for service delivery in adult and criminal justice provision. We have embarked on a series of conversations at a senior level to consider the recommendations from the review and ensure that we are robustly responding to these when needs arise.

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### 8. Health and Wellbeing

- 8.1 Glasgow City Health and Social Care Partnership is working closely with GGC NHS Specialist Children's Services to look at the delivery of Children and Adolescent Mental Health Services (CAMHS) to reduce waiting lists and to ensure that care experienced children and young people's needs are properly considered.

### 9. The Money and Follow the Money

- 9.1 Understanding the cost of care

We recognise that while some young people do very well in care placements other children and young people can have poor outcomes. We have been determined in Glasgow to reduce the number of children and young people coming into care and have developed our family support strategy and increased our investment in third sector providers to support families and prevent the need for statutory intervention. Our numbers in care have reduced by 33% since we embarked on our journey in 2015.

We believe that children and young people should be at home within their own families, stays in their own school and be part of their own communities.

The evidence shows that investment in early support for children and their families' results in the best possible outcomes for all concerned. We have looked in detail at the financial cost of care placements and we believe that the money would be better invested within the families and their communities. Of our previous £166 million available to this child care system we were spending £94.9 million on care placements for 1404 children and young people while we worked with 10500 children and young people in the community investing just over £2.5 million in community supports. We are now investing £5 million in community supports for families.

### 10. What next?

- 10.1 The Scottish Government intend to take forward 'The Plan' section of the report and have committed to the establishment of a team to take the report and turn it into a detailed delivery plan and create an independent oversight body oversee the delivery. Once the detailed delivery plan is produced Glasgow City HSCP will review this and consider next steps.

### 11. Recommendations

- 11.1 The Integration Joint Board is asked to:

- a) Note the content of this report;
- b) Consider the response to date and further reflect on the wider implications.