

Corporate Parenting Panel

29 September 2023

Annual Performance Report 2022/2023:

The Full Circle



Report of Michelle Summerbell, Full Circle Team Manager, Children and Young People's Services, Durham County Council

Electoral division(s) affected:

None

Purpose of the Report

- 1 This report outlines the activity and development of the Full Circle Service covering the period from April 2022-March 2023

Executive summary

- 2 The past year has proved to be very busy for The Full Circle team with lots of developments and many competing demands upon staff time.
- 3 There has been an increase in referrals in 2022-2023 and ongoing demand for trauma informed approaches training alongside vacancies within the Team and maternity leave which has meant a busy year for the Team. However, through ensuring support to the Team, sickness levels have remained extremely low.
- 4 The Full Circle have worked hard to provide therapeutic input, support trauma informed approaches to practice throughout Children's Services and in our journey to become more financially sustainable longer-term, through offering post-adoption support utilising the Adoption Support Fund and offering traded services to other local authorities.

Recommendation

- 5 Corporate Parenting Panel are recommended to:
 - (a) note the contents of this report.

Background

- 6 Full Circle is a specialised, integrated children's mental health service for children who are in our care and adopted children, who have experienced complex trauma through neglect and abuse. In addition, Full Circle provide consultation and training for parents, carers and professionals where children have not met our criteria for direct therapeutic support.
- 7 The Full Circle is licensed to provide the NSPCC post sexual abuse programme 'Letting the Future In', so that children in the care of in Durham do not have to travel out of county for this support.

Staffing

- 8 Staffing levels are 1x Team manager (TM), 1x Social Work Consultant (SWC), 1x Enhanced TSW Practitioner (EP), 7.5 x FTE Therapeutic Social Workers (TSW's), 1x Consultant Clinical Psychologist (CCP), 1x Clinical Nurse Specialist (CNS).
- 9 Staffing remained stable over the first two quarters in the last financial year. During Quarter 3 there were vacancies which have now been successfully recruited to. However, there has been 1 Therapeutic Social Worker and 1 Enhanced Practitioner on Maternity Leave.
- 10 A new CCP Dr. Alison Foster commenced her post in May 2022 to fill a vacancy due to retirement.
- 11 In quarter 3, we developed a new Clinical Psychology post within Full Circle, to have a lead focus on support to residential services. This post will allow a significant increase in the psychology support to children in our residential care and the residential staff caring for them. We have also created a new Therapeutic Assistant post, which we have successfully recruited to. This staff member has brought to the Team, significant experience in special educational needs and utilising trauma informed approaches in education.

Governance and multi-agency involvement

- 12 The Full Circle sits under the umbrella of Countywide Specialist Services. It is integrated with CAMHS (Child and Adolescent Mental Health Service) and the Consultant Clinical Psychologist and Clinical Nurse Specialist are both employed through TEWV (Tees, Esk and Wear Valley) NHS Trust, with their posts in Full Circle funded by the Local Authority.
- 13 Work commenced this financial year with CAMHS SPA (Single Point of Access), to streamline and expedite the inter-agency processes when seeking support for a Durham child and those eligible for Traded

Services (a child living in Durham under another local authority). The TM now attends a weekly CAMHS SPA huddle, so discussions can take place to ensure children access the most appropriate service to meet their needs.

- 14 The Clinical Nurse Specialist (CNS) has been able to support a multi-agency approach in respect of considerations of ADD/ADHD and Autism queries.
- 15 The SWC is a member of the Adoption Panel and has provided a valuable link for those families adopting Durham children and we also have been involved in the development of the Regional Adoption Authority which brought in additional funding.
- 16 We place children and young people at the heart of our work and therefore their views are vital. During 2022-2023, we successfully ran an art competition and therapy room redesign project. This was with the support of the Investing in Children (IIC) Team, an interior design company and graffiti artist (funded by an Arts Council Grant). Its purpose was to encourage the input of children and young people into the redesign of our substantive building (which has been closed for refurbishment as part of a regeneration project). This, alongside previous young people, and their carers forums, led to Full Circle achieving their Investing in Children Membership award with positive feedback. Ongoing work and consultation with the Children in Care Council is planned for 2023-2024 which will encourage further input and will hopefully support the ongoing renewal of this award.
- 17 The Full Circle and Virtual School (VS) have continued to collaborate this financial year to successfully extend the Service Level Agreement (SLA) aiming to improve the educational outcomes for children who are looked after.

Development Activity

- 18 In the last year, there has been a significant amount of development activity within the Full Circle and this work continues. This has included:

Premises Move

- 19 Whilst the Team were due to move back to our substantive building in July 2022 following a regeneration project, this has been significantly delayed, with the move now not due until May 2023. This has had an operational impact due to countywide working and lack of therapeutic space available as well as demands on staff time of achieving and travelling to appropriate alternative venues.

Trauma Informed Approaches Strategy

- 20 Trauma Informed Approaches (TIA) continue to be embedded in the practice framework of Durham and whilst the Trauma Strategy has now been completed as a focussed and targeted piece of work, TIA's continue to be promoted by Full Circle. The workshops offered to managers and champions during the Strategy are now available via Development and Learning; these workshops focus on practice and care planning through a trauma lens – Managing Disclosures, Family Time, Using Trauma Informed Language and Re-enactment and Vicarious Trauma.
- 21 A full day TIA training by Full Circle has also been made available to social care staff and partner agencies of the DSCP to further extend understanding and TIA and this has been ongoing this financial year. Additionally, there are a limited number of places on this training for external delegates and agencies as part of Full Circle Traded Services. This continues to be successful and receives positive feedback.
- 22 In addition, we recorded training around the Impact of Neglect on Adolescents, which forms part of the Neglect training delivered by the Durham Safeguarding Children's Partnership (DSCP).
- 23 In quarter 3, a range of workshops for the Regional Adoption Agency were also developed and delivery of these has been ongoing, with further workshops planned into the next financial year.

Full Circle review & process development

- 24 A development day was held with the Full Circle Management Team in quarter 4 to review Team criteria, functioning and processes across all Children's Services. Following on from this, processes have been finalised and in quarter 4, our operating guidance was added to the Durham Procedure Manual alongside helpful resources and handouts.
- 25 In quarter 4, we also initiated monthly development sessions between the Team Manager, Social Work Consultant, Clinical Child Psychologist and CNS. The purpose of these, being to review our clinical pathways in line with smarter working and good practice. These have been productive so far and support the Team to have more structured working and better focussed working and throughput to also support with Service demands. This work will continue into the next financial year.

Income Generation

- 26 Key sources of income within the Full Circle are ASF (Adoption Support Fund) funded post-adoption work and Traded Services.

- 27 A revised cost list was created and approved at finance panel.
- 28 Traded services consists of providing costed service provision to children and their carers/families living in Durham under another local authority who commission services. This has included therapeutic work, training and consultation. This is supported by robust processes to continue to promote income generation. Where we have provided a service, we have had really positive feedback. There have been challenges and delays to receiving payment, however with support from Business Support and the Debt Recovery Team, we have been able to progress this in the majority of instances.
- 29 ASF income generation has been impacted by declining referrals from the Post-adoption Support Team since the commencement of the Regional Adoption Agency. However, work has been undertaken to try and address this had led to an increase in the number of referrals received. Work continues to promote referrals and expand ASF income.
- 30 The Virtual School (VS) SLA continues and runs up until end of this academic year. This is paid for via Pupil Premium funding and is due for further review in April 2023.

Virtual School Offer

- 31 The VS agreement funds the delivery of support via duty calls, consultation as well as training. We offer whole school Trauma Informed Approaches in the classroom training and bespoke training (in respect of an individual child).
- 32 In addition, a regular training programme for Designated Teachers (DT's) to raise awareness and develop understanding of Trauma Informed Approaches in the classroom has continued. The feedback for this has been positive and there were requests for more in-depth elements of the training to be available, which have been created and delivered in quarter 3 to positive feedback. The 'baseline' training has also continued for those who have not yet attended the Trauma Informed Approaches in the classroom training. We have also designed a brief training session for DTs to share forward to their teaching staff and have delivered a 'train the trainer' session in quarter 3, with further dates planned for next year.

Liquid Logic

- 33 Full Circle are in the process of developing a sophisticated dashboard for performance management purposes. This is now in trial period; data will be presented to monthly performance clinics which allows for

scrutiny by the Head of Service. The dashboard will also include Traded Services and post-adoption support.

Signs of Healing

- 34 Full Circle have adopted the Signs of Healing model as part of Durham embedding Signs of Safety into their practice Framework and had fed back regularly into the Signs of Safety Board.

In-house support and provision

- 35 In addition to the working groups attended and core Full Circle business and training, we have provided the following:

Supporting Solutions Service (SS) (Edge of Care, ERASE child exploitation team):

- 36 **Clinical supervision** - Group supervision is provided by the Full Circle Enhanced Practitioner (EP). Whilst the Enhanced Practitioner was on maternity leave, this was covered by the Social Work Consultant (SWC), but has now returned to the EP. Both the EP and SWC have received Clinical Supervision training to enable them to competently undertake this role.
- 37 Workers in discrete service areas are offered separate group supervisions so that discussion can be tailored to meet their needs. Staff are also provided with individual clinical supervision when they are working with a particularly challenging young person/family or where a particular need is identified. Individual clinical supervision is provided to ERASE staff and Supporting Solutions staff where individual cases are intensive traumatic.
- 38 **Consultation Clinics** – The EP and a Therapeutic Social Worker (with experience in edge of care work) provide weekly consultation clinics for Supporting Solutions staff to discuss young people and their families/carers who are particularly complex, and there may be a therapeutic need.
- 39 **Staff Training** – The Enhanced Practitioner and a Therapeutic SW have provided training to all staff members across Supporting Solutions, ASET, Rapid Response Team and ERASE Team around trauma informed practice, secondary and vicarious trauma, self-care, the teenage brain, self-harm and therapeutic closure letters.

Care Leavers Team:

- 40 **Drop-in sessions** - The Clinical Nurse Specialist/Therapeutic Social Worker this year have been providing drop-in clinics for the Young People's Advisors (YPA's) on the Care Leavers Team. This clinic

allows YPA's to seek advice, consultation and guidance to assist with complex cases and provide a trauma-informed perspective to their support of young people, whilst considering the most appropriate service for them.

Residential Services:

- 41 It has been recognised that due to staffing changes and a planned increase in new residential provision, that it would be beneficial to review the Full Circle offer to Residential Services, to compliment that already on offer. Work has been ongoing with Team Manager, Clinical Child Psychologist, Strategic Managers and the residential Quality Assurance Managers, to develop this offer.
- 42 So far, we have increased our offer of consultation for the children's homes with our Consultant Clinical Psychologist as far as current capacity will allow and this continues to develop. Once the new Clinical Psychologist is in post, we are looking to offer a monthly consultation for all residential homes in addition to any other support we are offering in respect of a particular child or young person open to Full Circle.
- 43 Training has continued to be provided to residential service staff this financial year – in terms of using a TIA, and more bespoke training in respect of a child where a need for this has been identified. We are currently working on a more formalised package of training, which will be led by the new Clinical Psychologist once in post.

Training Provision to parents and carers

- 44 The Connected People and Nurturing Attachment training courses have both been adapted and run successfully over Microsoft Teams. Where group sessions have not been a possibility for some, direct training has been provided. Once we return to our substantive premises, we will look to provide this training as a hybrid model to meet to requirements of attendees.
- 45 Training leaflets have been developed this year to promote the training and shared with the relevant teams to support this.
- 46 In addition, 'Attachment and Trauma' training has been provided virtually to adoptive parents during their preparation training and to foster carers support groups.

Training Provision to Professionals

- 47 Virtual and face-to-face training and consultations have been provided to schools, CAMHS, Children's Social Care, Early Help staff, internal and external residential provisions, ASYE's, Supporting Solutions, Erase, Rapid Response, ASET and Care Leavers service staff among

many others. Full Circle are included as part of DCC staff induction, to encourage an understanding of Full Circle, of trauma and attachment and promote trauma informed practice. As part of this we promote Full Circle's Nurturing Attachments and Kinship Carer training so that they can inform families about the training, and support and challenge them afterwards to ensure the learning is put in place to improve outcomes for children and families.

Training Delivered 2022-2023

Training	Sessions/hours	Staff members
Nurturing Attachments Group	3 sets x 7 days training	RW, SP, PW
Kinship carers training	4 sets x 3 day training 3 x 1:1 Sessions	HS, KT KT
ASYE/SW academy cohort	X 2 Sessions	PW, LS, PW
School training/education staff	X 55 training sessions	PR, HS, SP, KT, LS, RW, AF, DE, PW
Residential	14 training sessions	KT, DE, SP, LS, AF, RW
Trauma Strategy (Children's Social Care – via workforce development)	12 Training Sessions	AF DE, PR, SP, RW, LS, HS, LW
Launchpad and foster carer support group sessions	X 1 sessions	AF
RAA/Adoption training	X 6 Sessions	LW, HS, SP, LS
Supporting Solutions, ASET, Rapid Response training	X 3 sessions	LW, KT, SP, RW
DSCP Trauma Informed Approaches training	X 5 sessions	DE, LW
New staff Induction presentation	X 2 sessions	MS, LW
Other (conferences/regional events etc)	Trauma Training to Newcastle Doctorate Course A recorded 2 hour training delivery titled 'Impact of neglect on adolescents.' Looked After Team-Development Day-Working with parents trauma informed care Family time team Family Time workshop Kinship carers event	AF, LS, PR, NR, LW, AF, HS, JP, RW,

Outcomes – Full Circle

Total number of new referrals received

Time period	Number of referrals (and percentage increase/decrease)
Quarter 1	171 (27% increase from previous year's quarter 4)
Quarter 2	143 (16% decrease from quarter 1)
Quarter 3	163 (14% increase from quarter 2)
Quarter 4	162 (0% decrease/increase from quarter 3)
Total	639 (7% increase on 2021/22)

Outcome of screenings/consultations

	QTR 1		QTR 2		QTR 3		QTR 4	
	Cons	Scr	Cons	Scr	Cons	Scr	Cons	Scr
Allocated for work	28	19	30	33	10	40	15	20
Information & advice given only	48	10	48	20	24	6	38	5
Kinship Carers training	1	1	6	0	7	5	8	6
Nurturing Attachments training (only)	0	0	7	1	2	2	3	0
Signposted to other services	0	0	0	0	1	0	1	0
Pre-match	3	0	9	0	8	0	5	0
No longer required	0	0	0	0	0	0	0	0

	Consultations	Screenings
Total provided 2022-2023	302	168

Open Cases to Full Circle

	QTR 1	QTR 2	QTR 3	QTR 4
Children in our Care Teams	105	117	111	106
Early Help	15	20	18	17
Care Leavers Service	5	1	3	3
Families First	23	17	16	15
Adoption	4	9	16	16
Children with Disabilities Team	0	0	0	0
Traded Services	0	0	0	0
Total	7	6	5	5
	159	170	169	162

Living situation of children/young people open for ongoing work (in above snapshots of open cases)

	QTR 1	QTR 2	QTR 3	QTR 4
Foster care	94	95	89	86
Adoption	19	30	36	34
Residential	17	15	15	15
Birth Family	13	9	8	8
Kinship Carers	14	17	19	17
Supported Lodgings	2	3	1	1
Independent Living	0	1	1	1
Total	159	170	169	162

Consultation Clinics

Team/service area		Q1	Q2	Q3	Q4	Total
Supporting Solutions (NR/KT)	Consultations	15	12	15	12	54
	Clinical Supervisions	9	6	1	0	16
Care leaver drop-in sessions (MC/DE)	Consultations	4	15	1	8	28
CioC/drop-in – (LW/DE)	Consultations	6	2	9	6	23

CGAS outcome measures for active cases closed

- 48 Full Circle use the Child Global Assessment Scale (CGAS) to chart the progress made by children who receive a therapeutic service. The table below shows the different scores for children at the point of assessment and again at intervention end.

Q1 Closures: 31	Increased CGAS score following intervention	Increased CGAS score following intervention (now higher score band)	CGAS score remained the same following intervention	Decreased
Number	31	14	0	0
Percentage %	100%	45%	0%	0%

Q2 Closures: 38	Increased CGAS score following intervention	Increased CGAS score following intervention (now higher score band)	CGAS score remained the same following intervention	Decreased
Number	35	26	1*	2**
Percentage %	92%	74%	3%	6%

Q3 Closures: 56	Increased CGAS score following intervention	Increased CGAS score following intervention (now higher score band)	CGAS score remained the same following intervention	Decreased
Number	52	30	4*	0
Percentage %	93%	54%	7%	0%

Q4 Closures: 80	Increased CGAS score following intervention	Increased CGAS score following intervention (now higher score band)	CGAS score remained the same following intervention	Decreased
Number	78	55	2*	0
Percentage %	97%	68%	3%	0%

**For those whose score remained the same:*

In quarter 2 - The timing of the referral was inappropriate and there was uncertainty with the care plan.

In quarter 3 – in both instances where the CGAS scores remained the same, this was due to children/family not willing to engage.

In quarter 4 – One score remained the same as work did not progress due to traded services funding not being approved by another local authority. For the other reduced score, this was due to the young person no longer willing to engage due to other life demands.

*** For those whose scores decreased in quarter 2 – there was one reduced score due to circumstances impacting (carer dying and a placement move where work was taken as far as possible at the time. The other reduced score was due to an allegation against the kinship carer and a placement breakdown. Again, work was taken as far as possible at the time.*

SDQ's

- 49 The table below shows the number of raised SDQ (Strengths & Difficulties Questionnaire) score alerts received by Full Circle each quarter and the subsequent response. SDQs should be completed for children/young people when they become looked after and again at review.

SDQ raised score alerts - outcomes	QTR 1	QTR 2	QTR 3	QTR 4
Already working/recently worked with Full Circle/Full Circle support available	34	9	11	11
Receiving a service elsewhere	5	8	9	7
Consultation arranged or tba	41	18	19	62
Consultations offered not yet responded	0	0	0	0
Settled in Placement	21	2	3	2
Kinship Carer training	0	0	0	0
Unsuitable time (new place/moving)	3	2	9	5
Total number	104	39	51	87

Qualitative Feedback

- 50 See below a selection of some of the lovely feedback we received from professionals, parents/carers and the children/young people the Team have worked with and supported over the last year:

For Diane for DSCP TIA training: *“Very thought provoking, how just changing wording can take the blame from children and young people”.*

For Helen from a foster carer: *“Hi Helen, Thank you so much for these. What can I say , it has been an absolute pleasure working alongside you . I***** and myself will certainly miss you. I personally want to say a massive Thank you for everything you have helped and supported us with. We think both children will continue to make great progress going forward. I know I will miss our sessions especially the dancing ones lol.”*

For Diane for support to Vita Nova residential home in respect of a Durham young person: *“ Hi Diane, I would just like to thank you again for your excellent training this afternoon we appreciate the support from yourselves”.*

For Louise from a SW in regard to feedback from prospective adopters: *"J and T both spoke highly about the work that they have been doing and how helpful it has been".*

For Philippa from a social worker: *" Thanks for this update. I went out to see the children yesterday and did find *** far more talkative and expressive. He told me he thought things were going well and he had no specific worries and would speak to *** if he had any wobbles. I think the work you have completed with him has helped him understand his feelings and process things better. Thanks for the work you have put in as it has made a difference for ***."*

To Kelly from a secondary school that received Full Circle training: *"Thanks Kelly. There was high praise for you last night so thank you."*

Feedback re Kinship Carer training (Helen & Kelly): *"Thank you for this training it was really helpful."*

For Kelly and Alison from a CIC team manager: *"Can I please share this incredible practice from Orchard House, Full Circle and ***(SW). Please can you I ask you to celebrate this with them and the whole care team who were prepared to change and not give up on her."*

For Sarah from some foster carers: *"Hi Sarah, Bitter sweet, It is great that *** is managing well, I understand that the time is upon us to close. Both myself and *** would like to say a huge thank you for your support and understanding, the work you have undertaken with *** has been undeniably a huge positive for ***, it has been lovely to see her work to build a trusting relationship out with myself and truly open up. On a personal note you have been a huge support to me, helping me navigate through some difficult and emotional times whilst helping *** get to the place she is today, sometimes you just need someone to tell you are getting it right in such uncharted situations".*

For Diane from a young person who rated her session as a positive 10!: *"You have been brilliant".*

For Alison and Lia from some trainee clinical psychology students following some training delivery: *"I thought this teaching was brilliant, really practical and helpful with how to work with children. Not just theory based so helpful thank you very much!"*

"Good balance of didactic teaching and group exercises. It was helpful to have both Lia and Alison there as it showed how the MDT approach works when working with childhood trauma. Alison shared lots of resources which are so helpful and I feel like I have lots to go to when I work with children who have experienced trauma in the future :)"

“Overall a really informative and engaging session. I felt both facilitators were really experienced and could share a lot from their own work to demonstrates the theory and knowledge in the presentation. It has helped build my confidence as someone who has never worked with children.”

Service Development Plan 2023-24

51 Below outlines the high level developments for Full Circle:

- (a) Establishing clear Governance arrangements for Full Circle, this will include a review of resources and exploration of a financial contribution from health.
- (b) Establishing a performance and quality assurance framework, reviewing data collection on CLS and the development of a Power BI that will support the continuous development of the Full Circle service.
- (c) Ongoing Process review and Development of Clinical pathways to ensure the team resource is meeting the needs of the Children in Durham.
- (d) Continue to work with Residential Services to understand the the level of resource required to provide clinical psychological and trauma informed support to Durham Children Homes and how this will be met, this will also include exploring funding.
- (e) Ongoing development of Traded Services and income generation, through Adoption Support Fund support, training to Virtual Schools and DSCP. Working with Marketing looking at promotional material and web presence.
- (f) Ongoing Team development through bespoke training based on emerging need.

Background papers

- None

Other useful documents

- None

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Appendix 1: Implications

Legal Implications

None

Finance

None

Consultation

None

Equality and Diversity / Public Sector Equality Duty

None

Climate Change

None

Human Rights

The rights of children and young people are considered in the delivery of this support

Crime and Disorder

None

Staffing

There has been an increase in referrals in 2022-2023 and ongoing demand for trauma informed approaches training alongside vacancies within the Team and maternity leave which has meant a busy year for the Team. However, through ensuring support to the Team, sickness levels have remained extremely low.

Accommodation

The Team were due to move back to the substantive building in July 2022 following a regeneration project, however this was delayed, until May 2023. This had an operational impact due to countywide working and lack of therapeutic space available as well as demands on staff time of achieving and travelling to appropriate alternative venues.

Risk

The risk of not providing this service could mean that post adoption support is not available to young people and their families

Procurement

None