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AGENDA

Committee	CORPORATE PARENTING ADVISORY COMMITTEE
Date and Time of Meeting	TUESDAY, 19 JULY 2016, 2.00 PM
Venue	COMMITTEE ROOM 4, COUNTY HALL
Membership	Councillor Lent (Chair) Councillors De'Ath, Evans, Goddard, Merry, Sanders and White

1 **Appointment of Chairperson**

To note that at the Annual meeting of Council held on 26 May 2016 Councillor Lent (Deputy Leader & Cabinet Member Early Years, Children & Families was appointed as Chairperson of this Committee.

2 **Committee Membership**

To note that at the Annual meeting of Council held on 26 May 2016, Councillors Lent (Chairperson), De'Ath, Evans, Goddard, Merry and White were appointed as Members of this Committee. (2 vacancies remain)

3 **Apologies for Absence**

To receive apologies for absence.

4 **Declarations of Interest**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

5 **NYAS Listening Event March 2016 Report** *(Pages 1 - 28)*

- Dorian Lewis and Elly Jones will be in attendance at the meeting to produce the report and answer any questions.

6 **Looked After Children - Out of County Placements 2015/2016 Report** *(Pages 29 - 36)*

To provide the Committee with information about the circumstances in which Out of Area Placement arrangements have been made to meet children's needs.

- Debbie Martin-Jones (Operational Manager, Looked After Children's Service) will be in attendance to present the report and answer any questions.

7 Children's Services & Education Inspection Findings Report (Pages 37 - 80)

To provide the Committee with the Children's Services and Education Inspection Reports 2015-16.

- Irfan Alam (Assistant Director, Children's Services) will be in attendance to present the Children's Services element of the report and to answer any questions.
- Gillian James (Achievement Leader, Closing the Gap) will be in attendance to present the Education element of the report and to answer any questions.

8 Quarter 4 Performance 2015/2016 (Pages 81 - 88)

This report provides the Committee with information and performance data in respect of Quarter 4 2015-16.

- Kim Brown (Service Manager, Policy and Performance) will be in attendance to present the report and answer any questions.

9 Work Programme 2016 - 2017 (Pages 89 - 90)

To provide the Committee with an opportunity to discuss and agree the draft work programme for 2016 – 17 and to discuss and agree a schedule of Member Visits.

EXCLUSION OF THE PUBLIC FOR THIS ITEM

10 Regulation 32 Report (Pages 91 - 98)

The report and appendices are confidential and not for publication by virtue of paragraph 12 of Parts 4 and 5 of the Local Government Act 1972. The public will be excluded from the meeting for the presentation of this item in accordance with the same legislation.

- Debbie Martin-Jones (Operational Manager, Specialist Services) will be in attendance to present the report and answer any questions.

11 Way Forward

12 Programme of Meetings 2016 - 2017 and Date of next meeting

To note the programme of meetings for 2016/2017:

- Tuesday 13 September 2016 at 2.00 pm, CR1,
- Tuesday 22 November 2016 at 2.00 pm, CR4,
- Tuesday 17 January 2017 at 2.00 pm, TBC

- Tuesday 21 March 2017 at 2.00 pm, TBC

The date of the next meeting of the Committee is Tuesday 13 September 2016 at 2.00 pm in CR 1.

David Marr

Interim Monitoring Officer

Date: Wednesday, 13 July 2016

Contact: Mandy Farnham, 02920 872618, Mandy.Farnham@cardiff.gov.uk

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Listening Event Report 2016



Contents

	Page(s)
Introduction	3
Planning Committee	4
Event promotion	5
Day of event	6-16
Conclusion and Recommendations	17-19
Appendices	20-28

Introduction

The Corporate Parenting Advisory Committee commissioned NYAS to host an event for care leavers in receipt of services from Cardiff's 14+ Team. The Corporate Parenting Advisory Committee recognises that as a council it needs to engage with young people in receipt of its services and empower young people to be heard allowing them to have a say about the services they receive.

NYAS Cardiff is committed to empowering the voice of children and young people involved with Children's Services through the means of advocacy and participation work. NYAS facilitates a participation group for children and young people in receipt of care and support from social services and it is through this group that young people have been engaged in this piece of work.

We were delighted to work with the Corporate Parenting Advisory Committee to plan and deliver the listening event and look forward to running similar youth engagement events again in the future.

Planning Committee

The planning committee was facilitated and supported by two participation workers from NYAS. Three sessions were held prior to the listening event.

Attendees of these sessions included,

- 2 people who had left care and living independently
- 2 young people ages 14+ who were still in care
- 2 facilitators from NYAS
- 1 member of staff from local authority
- 2 x residential Workers from Crosslands Children's Home

The sessions were held after school at Cardiff University School of Social Sciences. Throughout the sessions we drew up key themes for discussion at the listening event. It was decided that having a number of key themes would allow the event to have some structure and draw out discussion.

Young people from a residential home were also engaged in the planning process. They inputted their ideas through a suggestion box that one of the young people decided to make. Young people engaged well in these planning sessions which were interesting and many salient points were raised and discussed at length.

Some of the young people expressed how they felt disempowered and not listened too. At one stage they said that they felt that they are never listened too and that nothing ever changes. Facilitators assured them

that their voices will be heard and their views will be listened to. This highlights the need for Cardiff Children's Services to ensure participation and consultation with young people is imbedded into decision making processes rather than happening on an ad hoc basis

A key message from young people was they felt it was important that they and other attendees of the event are given feedback so that they can see what happens next following their involvement in the listening event.

Young people were engaged in all aspects of the planning the event. Including choosing venue, food, methods of participation and agreeing incentives for attendance.

Event promotion

The event was promoted widely across the Looked After 14+ team with all Social Workers and Personal Advisors being made aware of the event. We also had a poster inviting young people to attend the session. Members of the Corporate Parenting Advisory Committee were also invited to attend the session.

Day of the event

The listening event was held on the afternoon of Saturday 12th March 2016 at the Looked After 14+ Team offices, Suffolk House.



Attendees of the event were:

- 13 young people ages between 14-25
- 3 Councillors from Cardiff Corporate Parenting Committee
- Director of Social Services
- Housing representatives
- Operational manager of Children's Services
- Senior Manager of Education
- Looked After Traineeship Coordinator
- Personal Advisor
- 2 Staff from Crosslands
- 1 facilitator from NYAS

The event was opened with a lively game of Human Bingo. A getting to know you icebreaker where everyone was encouraged to meet and introduce each other.

We had two brief presentations at the event:

Representatives from housing talked about the new Youth Gateway Service and what it meant for young people in terms of accessing housing and support when leaving care.

We also had a representative talk about the When I am Ready Scheme which was introduced in April of this year under the Social Services and Well Being (Wales) Act 2014.

The two main themes for discussion for the event were adequate support and money. We split into two groups so that young people could be encouraged to participate and feel comfortable in speaking in a smaller group. The key themes and messages within group discussions were:

Young people think 16 is too young to leave foster care and/or residential care. Young people expressed a concern around living alone at such a young age. They talked about the difficulties they face when living independently. Young people have said that they do not always have access to support when needed particularly during out of hours and during weekends when there are no workers available. Further discussion with young people outside of the event have also echoed this view young people have said that “having someone to talk to in crisis” was really important to them even if that person might not be able to resolve issues during out of hours. Whilst there are agencies such as the Meic Helpline that young people can access it is not widely promoted and not enough young people know about the service, who they are and what they do. Young people felt it was better to have a

direct link to the 14+ team out of hours even if it was just telephone based emotional and practical advice and support.

The general consensus of the group was that the When I am Ready Scheme will be positive for some young people but one young person enquired if the scheme was open to children and young people who live in residential care and if not what support is there going to be for young people who have turned 18 and are not ready to live on their own or semi independently.



It was expressed that Young people should not be put in private rented accommodation as one member said that it can be an economic trap. Private rented accommodation does not secure the futures of care leavers. It can often be a short term solution. Private rented accommodation does not always meet the same standards as council and housing association properties, with some taking longer than necessary to resolve matters that are the landlord's responsibility. It was also highlighted that landlords of private rented accommodation can increase rental charges substantially at any time and rental charges are significantly higher than council and housing association accommodation.

Tenants are expected to pay a bond which in some cases is not paid back. Also, young people living in private rented accommodation do not get the same tenancy support in terms of managing repairs, dealing with issues with neighbours. Some housing association properties offer tenancy support and have opportunities such as groups and activities however the same opportunities are not available to young people in private rented accommodation.

Young people said that they did not feel private rented accommodation offered them long term security. Housing benefit can only fund such accommodation until care leavers turn 21. Post 21 housing benefit will only offer benefit to a shared room rate (house share), this means that care leavers are required to make up the difference in benefit to cover their rent or move home. It was felt young people who are not in employment would struggle to cover these costs. Young people

enquired if the Council provided bonds and act as guarantor? It was confirmed at the meeting that the council can provide this assistance.

Young people also talked about the Youth Gateway Service and said that the 6 weeks intensive tenancy support package was an excellent idea. However, some expressed concern that not everyone works well in group based learning. They also said that some young people may not require this intensive support. It was noted that support for young people in tenancies should be ongoing until young people are settled in and ready for it to end. One young person suggested that all young people should have a trial period and have people on hand that they can call at any time. They said that young people should have a F###k up period because things do go wrong but if able to access support they could get the help they need quickly. It was also said that if a young person doesn't like living independently then they should be able to move back into foster care.



Young people said that the Housing Department should know how many care leavers they are going to need to find accommodation for in the future with an expectation that they will not be living in private rented accommodation. It was confirmed that the Youth Gateway Service will address some of these issues.

One young person asked if the Housing Department 'profile' areas of the city to make sure they are safe for vulnerable care leavers, It was expressed that some vulnerable young people were placed in areas or properties where they are not safe and encounter hostility. Young people wanted assurance that Housing Department look into potential dangers when accommodating care leavers.

Young people also highlighted that they need thorough assessments of their needs. In order to do this young people felt that they needed proper

quality time to sit down with their Social Worker. They said that meetings sometimes felt rushed and also the impact of having a change of Social Worker adversely affected their ability to work with their Social Workers and build up a trusting working relationship, especially within a context whereby some young people have been let down by previous Social Workers leaving with little or no notice. They felt strongly that staff changes are disruptive to relationships. Young people who have had a number of Social Workers, Personal Advisors, and Support Workers struggle with the inconsistency, they said that they cannot connect and lose faith in the service when Social Workers and other professionals leave without signing over their case to a new worker. They felt that endings are important to them and should be managed sensitively. It can be extremely difficult for a young person to connect with a new Social Worker during a short window of time when support needs to be consistent.

“The quality of the service provided by social workers and personal advisors is very important. They need to be trustworthy, give us time, available and consistent.”

Young people talked about their relationship with their Personal Advisor and Social Worker. They said that they felt it was important that they make time to see them. Some young people expressed concern about their Social Worker working part time. They felt that their Social Worker often does not have enough time to see them as when they are in work they are working with other young people and are not available. Social workers need more time to be with young people to get to know them better and build a stronger relationship with them. Young people said

that they felt that Cardiff needs more Social Workers and Personal Advisors so that they can spend more time working with young people.

Young people said that support post 18 is not always good enough. There should be a high level of support to 21, supporting young people to access education, employment and training. Young people who have been looked after require support of professionals with an understanding of their needs, difficulties they have faced and are able to support them emotionally and practically.

Young people felt they needed a practical preparation course. Young people suggested a practical preparation course that could potentially be delivered by young people for young people, sharing the skills that they have learnt living independently with other care leavers. They felt that this support would be most effective and would also help young people meet other young people and receive peer support.

Young people said that there should be training flats with support. It was confirmed that this is currently in place with some training flats available. Young people inquired if young people who had left care had been consulted about how best to provide these training flats to young people so services offered are relevant and based on the expertise of young people who have been through or going through the system. Young people said “We want to be noticed and recognised”

Young people also highlighted that they should have positive role models/mentors to work with them throughout leaving care.

Young people stressed that there needed to be more children's homes in Cardiff for young people who do not want to live in supported accommodation or with foster carers/supported lodgings as well as more supported accommodation specific to care leavers.

Finances were a major concern for young people. Young people said that they felt that their current allowance of £57.90 per week was not enough to live off. They said that they felt it was difficult to cover their bills, food, getting around and activities.

Young people talked about the difficulties in getting around the city when their money is limited. Some young people have bus passes but not all young people. The current rate for bus fare is £2.40 for a day to go. Being able to get around is really important for young people so they can visit friends and family.

One young person talked about the difficulties they faced with managing their money. They raised about their money being split into daily amounts of £8 per day. They expressed some frustration that they have to go to the Looked After 14+ Team office to collect their money on a daily basis. It was explained that it was much harder to manage with it being split over 5 days. This meant that they could not buy large items such as washing powder unless they had saved up over the course of a few days. It was also said that they have to catch a bus to collect their money daily.

Young people commented that when their money was paid into their bank account they could not withdraw the £7.50 from their bank and

could only withdraw it in multiples of 10 although some cash points do allow a 5 pound withdrawal.

Young people said that they felt that they should receive more money to cover day to day costs. In previous discussions young people said they felt that additional benefits such as access to free leisure and bus passes would help them significantly.

Young people highlighted a consequence of lack of money was that at times they couldn't get involved in things with their friends because they didn't have the money to do things such as go to cinema or go out for food.

A key message was that they would like their money to be more flexible and would like to have more support on managing their money. Young people would also like advice on avoiding debt, managing debt and what to do when things have gone wrong.

In addition to this young people said they would like to know what support they are entitled to if they wish to stay in or return to education.

Young people also commented that they would like support in preparing for interviews, training and managing conflict. It was discussed that young people do not always know what is appropriate for an employer to ask in an interview. Young people didn't always feel equipped to challenge and manage conflict with other workers and neighbours.

Lastly, young people talked about their experiences of advocacy. Some attendees had an Advocate and some didn't. Young people from

residential care said that they had all seen the Visiting Advocate who calls on a monthly basis. Young people felt that they would like Advocates to visit young people in hostels.



Conclusion and Key Recommendations

The event drew out many interesting points from young people. It was evident that they are happy with the service that they receive however a number of young people expressed concerns about aspects in relation to housing, Social Work/Personal Advisor support and finance. Young people talked positively about the traineeship program and how they enjoyed having opportunities to gain work experience. Young people also felt that peer support and more preparation for leaving care and living independently was something that they would benefit from.

Recommendations from report

- ❑ Young people would like advice and support services available out of hours to be widely promoted.
- ❑ Young people would like their weekly allowances to be increased.
- ❑ More council housing to be available to avoid reliance on the private rented sector
- ❑ More Children's Residential homes as an alternative to foster care and supported lodgings
- ❑ More training flats with support
- ❑ Young people would like the Council to consider additional benefits such as access to free sports and leisure facilities and bus passes.
- ❑ Young people leaving care would like to have a passport or some form of photographic ID when leaving care.
- ❑ Visiting Advocacy for hostels and supported accommodation.
- ❑ Better out of hours or on call Social Workers/Personal Advisors for young people.
- ❑ A preparation project for young people run by young people

- More Social Workers and Personal Advisors.
- A managed transition when a social worker is leaving the team for a new social worker to be allocated their case.
- More support for care leavers age 18 plus.
- Clear guidance on what care leavers are entitled to when leaving care and further education.
- Clear guidance for young people in residential care and the When I Am Ready Scheme.

APPENDICES (flipchart paper from planning and event)

SOCIAL WORKERS

- Having a relationship with my social worker is important

- Social Workers need to visit me and keep in touch and be on time

- Having lots of changes of social worker is chaotic, frustrating, stressful, irritating

- Social Workers need to be honest

- Social Workers are a waste of space and have made my life a living hell

- Social Workers need to show us respect

What we need

Phone ... Internet or access to internet... Credit to make calls

How to cook ...stay healthy ...how to store fresh food

WHERE TO SHOP? Consumer Rights? Getting around town

Understanding positive relationships and friendships and managing conflict.

Emotional support

Proper storage for our things when between homes

PASSPORT & BANK ACCOUNT

Information? How do I “change a plug” “Get help when locked out” “Change a fuse”

How do I wash clothes? How do I dry clothes properly?

What size am I?

How to make an appointment?

What does the doctor do? How to register?

How to read a bus timetable?

How to get a job. What appropriate questions in an interview.

THE FEARS OF YOUNG PEOPLE PREPARING TO LEAVE CARE

Budgeting

Scared of change and surviving on my own

Losing friends

How having enough money

Don't want to leave

Loneliness

Not getting a job

Dealing with neighbours

Missing appointments

Not having luxuries

Needing emotional support

Being groomed

Running out of food

Being alone



DO YOU THINK THAT:-

£57.90

PER WEEK IS ENOUGH

TO 'LIVE' ON.

WHAT ELSE COULD THE COUNCIL OFFER TO LOOKED AFTER CHILDREN?

A Champion

More money

Access to leisure

Bus Passes

Support for activities

Jobs

More training tenancies

We need to be given the opportunity to tell our own story to new social workers. So they don't base judgement on what is in our records.

Our files should be accurate and should reflect the truth about us.

There should be no mistakes on our files. We should know what is written about us and be able to challenge things that are untrue.

HOW WILL YOU
CHALLENGE THE
DISCRIMINATION OR
PRECONCEPTIONS OF
LOOKED AFTER CHILDREN AND
YOUNG PEOPLE THAT OTHER
STAFF WITHIN CHILDREN'S
SERVICES
MAY HAVE ABOUT CARE
LEAVERS?

**HOW ARE YOU
GOING TO MAKE
SURE THAT YOUNG
PEOPLE ARE READY
TO LEAVE CARE?**

WHAT SHOULD

Clothes?

Water?

£5.00

PAY FOR WHEN

Electric?

Gas?

YOU ARE 17?

Food?

Service charges?

“ How can I maintain friendships if I can't afford to do the same things as my friends?”

**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

CORPORATE PARENTING ADVISORY COMMITTEE

19 July 2016

**Out of Area Placements Panel - Looked After Children Placed out of County
during 2015 / 2016**

1. Reasons for the Report

- 1.1 This report has been prepared to comply with the requirements of The Placement of Children (Wales) Regulations 2007 and the associated statutory guidance 'Towards a Stable Life and a Brighter Future'. This report covers the ninth year of the panel, from April 2015 to March 2016.
- 1.2 The report provides information about the circumstances in which Out of Area Placement arrangements have been made to meet children's needs.
- 1.3 The regulations and guidance set out requirements of local authorities when local authorities and their partner agencies are making placement arrangements for children who are looked-after.
- 1.4 The Regulations require that authorities pay particular attention to the arrangements for "Out of Area Placements", that is any placement of children outside the local authority's geographical area.
- 1.5 Local authorities are required to establish an inter-agency panel, comprising of senior representatives of Education, Health and Children's Services to consider any proposals to place children out of area.
- 1.6 The report is not intended to provide information about individual children but to demonstrate how the panel has exercised its responsibilities in considering the circumstances of children whom it is proposed require an "out of area" placement.

**NINTH ANNUAL REPORT FOR THE LEAD MEMBER FOR CHILDREN'S
SERVICES**

2 Background

- 2.1 All but one of the meetings of the panel have been quorate with representatives attending from the three constituent agencies.
- 2.2 All meetings of the panel have complied with the statutory time scales. The December 2015 panel was cancelled due to unforeseen circumstances. The cases that were due for discussion were discussed at the January 2016

Panel.

- 2.3 A Panel Administrator is responsible for the coordination of the panel, and recording of discussions and decision making. All relevant documentation concerning respective cases is forwarded to the appropriate case accountable case manager, once the minutes are approved by the panel chair.
- 2.4 In the 12 months covered by this report the panel has discussed **294** children.
- 2.5 Out of Area Placements can be divided into three broad categories:
- 2.5.1 Placements that address shortcomings in the local placement availability,
 - 2.5.2 Placements that provide a level of specialist care not available in Cardiff, and
 - 2.5.3 Placements for children whose needs are such that they need to be located away from their local area.
- 2.6 It should be noted that the categories in the paragraph above are not mutually exclusive, for example a child might require a specialist placement as well as a placement outside the local area.
- 2.7 Sometimes an Out of Area Placement will be more local to the child's home and community than other available placements *within* the Cardiff boundary, for example a placement located just out side the boundary in the west of the city when the home address of the child is just inside the boundary on the same west side could be closer than placements on the east of the city.
- 2.8 A number of the Out of Area Placements covered by this report have come about despite the location not being specifically requested by the referring social worker reflecting the non availability of suitable placements in Cardiff to meet the children's needs.

Trends

- 2.9 Unless specifically requested a Cardiff placement will always be initially researched. It is the intention of the Council to wherever possible place Cardiff children with Cardiff carers. Placements identified outside the boundaries of Cardiff will be either in response to a specific location being requested, or where no other placement in Cardiff is available to meet the needs of the child.
- 2.10 Cardiff continues to struggle to place children who display challenging behaviour or who require specialist placements within the County. Apart from independent specialist schools for children with complex needs, Cardiff only has one other residential provision locally which provides care for children on the autistic spectrum. Consequently children who require a more specialist service need to be placed many miles away for their home county. This situation also applies to Secure Accommodation provision.

- 2.11 For children who can not be placed with others, or who have difficulties which prevent them from being placed with mainstream carers, suitable 'in area' placements are equally in short supply. This group of children would include those with sexualised behaviour, those who abscond, or those who are in danger of being exploited or general challenging behaviour.
- 2.12 'In area' placements for children within these categories have been difficult to identify, consequently these children have needed to be placed out of area.
- 2.13 Where it is necessary, an Out of Area Placement will be specifically requested to support the child care plan. Some children may need to be placed a distance from Cardiff to help break patterns of behaviour, provide continuity for education or improve contact with siblings.
- 2.14 Although there a number of placement providers (both external providers and our own internal fostering and residential services), available placements within the Cardiff area are limited and are in short supply. It is unclear at this time the proportion of cases referred to the panel that concerned specifically requested Out of Area Placements.

3 Children placed out of area without prior referral to the Panel

- 3.1 **79** main fostering placements and **19** respite placement arrangements were presented retrospectively to the Panel. **26** residential placements were presented retrospectively to the Panel. **170** cases that were discussed at panel were updates that the panel had requested in order to monitor the child's/young person's progress at their placement and to discuss cases where Health and Education funding had not previously been agreed.
- 3.2 The regulations recognise that local authorities have to respond to children's needs in a timely way and provide for retrospective consideration by the panel of placement arrangements. The regulations allow decisions to be made between Panel meetings by the Director of Children's Services. Arrangements agreed by the Director of Children's Services are presented for approval at the next meeting of the Panel.
- 3.3 Situations may arise where it is necessary to immediately safeguard a child or others; these occasions may include the sudden ending of an existing placement due to at risk behaviour of the child or an allegation of inappropriate harmful behaviour by the carer. Placements may need to be identified urgently and the child be placed without prior referral to Panel. In these situations, approval from the Director of Children's Services is obtained before the child is placed. In situations where a placement ends due to issues that are regarded to be unreasonable or inconsistent with existing standards, Managers of Children's Service's Looked After Children accommodation service will seek investigation and explanation from the responsible provider agency.

- 3.4 With regard to request for respite care placement, it was observed during previous reporting, that a number of requests occurred at short notice which could have been referred, if known about, to the previous Panel. These situations included holiday arrangements for the foster carers, where the provider knew about the arrangements in good time, but had failed to inform the Local Authority. Whilst the situation has improved and the providers now working in partnership with the Local Authority, there are occasions when carers do request respite at short notice. As a means to address this some providers are insisting that carers need to request respite 4 – 6 weeks in advance, otherwise the request is not processed.

4 Secure Accommodation

- 4.1 During the year the Panel dealt with **1** placement arrangement for young people who needed secure accommodation.
- 4.2 Cardiff does not have a provision for secure accommodation within the County. The only provision in Wales is located in Neath. Consequently any request for a secure placement will require the young person being placed out of area.

5 Children and Young People with a Statement of Special Educational Needs

- 5.1 **87** children and young people for whom the Panel considered Out of Area Placements had a Statement of Special Educational Needs.

6 Child & Adolescent Mental Health Services (CAMHS)

- 6.1 **37** of the children and young people were identified as requiring Child & Adolescent Mental Health Services (CAMHS).
- 6.2 Child and Adolescent Mental Health Services are provided by a Cardiff Service that is part of a wider clinical network covering a number of the South Wales local authorities. The network provides CAMHS services, usually from a local CAMH service, to looked after children placed within its area who are placed outside their “home” local authority.
- 6.3 In some circumstances children placed out of area have continued to receive services from CAMH services based in Cardiff and, more exceptionally the Cardiff CAMH Service has on occasions continued to provide services to children placed outside the area of the clinical network.
- 6.4 Generally where children are placed out of area in placements that are also outside the CAMHS clinical network, the CAMH service liaises with and provides information to, the CAMHS service that is local to the child’s proposed placement. It is important in making placement arrangements for children who require a CAMH service that the availability of an accessible service is established *before* the placement is agreed.

6.5 7 placements were made outside the local CAMHS area.

7 Community Intensive Treatment Team (CITT)

7.1 During the year, **3** young people needing Out of Area Placements were receiving CAMHS services from the Cardiff based Community Intensive Treatment Team (CITT) immediately prior to the placement being proposed.

7.2 The CITT is led by a consultant psychiatrist. Its purpose is to provide intensive support for children who prior to the introduction of the CITT would have been placed in tier 4 CAMHS services, primarily in specialist hospitals outside of Cardiff. The NHS introduced the CITT in Cardiff and elsewhere to promote the “re-patriation” of children to Cardiff. The CITT is funded through Health Commission Wales and is a tier 3 service.

8 Continuing Health Care

8.1 The Panel dealt with placements for **11** children whose needs met the criteria for continuing health care. The costs of placements for these children were shared with the NHS.

9 Respite arrangements

9.1 The Panel considers all out of area respite care placement arrangements as part of the initial arrangements for the child’s main placement.

9.2 The panel dealt with **14** proposed respite placements and **19** retrospective respite placement arrangements. It should be noted that a decision was made by the panel chair that retrospective respite placements did not need to be presented to the panel for approval therefore this figure is likely to be lower than previous years.

10 Sharing of costs

10.1 Over the year, **17** placements were funded on a bipartite basis between Children’s Services and Education.

10.2 Over the year, **10** placements were funded on a bipartite basis between Children’s Services and the NHS.

10.3 Over the year, there were **2** placements funded on a tripartite basis by Children’s Services, S&LL and the NHS

10.3.1 Over the year, there were **0** placements solely funded by the Local Health Board.

10.4 Respite fostering placements are funded by Children’s Services. Where a child requires a residential respite placement, Health will also sometimes contribute.

- 10.5 Over the year, there were **17** cases where no agreement was given at the panel by Health for funding. The main reasons for no agreement were that either no request had been made to Health or further information was required by the Health Funding Panel. There were **3** cases where no agreement was given by Education at the panel. This was mainly due to the cases not having been discussed at the Risk Management Panel.
- 10.6 The remainder of the placements in the cohort were funded by Children's Services.

11 Progress

- 11.1 Improvement is being achieved in the inclusion of healthcare and education arrangements as an integral part of placement planning arrangements.
- 11.2 In some instances retrospective approval particularly in relation to respite placements has occurred in the context of the request for approval not being sought in a timely way. It was expected that this would improve as providers and case managing social workers are increasingly aware of the requirements but there is still a need for planning arrangements to be strengthened in order to reduce the high numbers of placement requests that are considered by the Out of Area Panel retrospectively.

12 Next Steps

- 12.1 This report is the ninth annual report to the Children's Management Team (CMT) and the Corporate Parenting Advisory Committee (CPAC).
- 12.2 The reporting of the Panel for 2016/17 will cover the period 1st April 2016 – 31st March 2017 and will be presented to Children's Management Team and the Corporate Parenting Advisory Committee next year.

The focus for the Looked After Children Service is to strengthen care planning and the timeliness of requests for placements.

The in-house fostering marketing campaign that will be launched in the 2015/2016 financial year with the aim of increasing our numbers of in-house, in area placements, in order to reduce the numbers of children who need to be placed externally due to a lack of in-house placements.

13 Issues

There are a high number of cases presented retrospectively to the panel. Improved planning would reduce the number of children placed in an emergency situation. The concern with such placements is that there may not have been sufficient enough time to provide the best match for the children which may lead to placement break down in the future. The Operational Manager for Looked After Children now meets with the Team Managers each month to review the case of each child placed out of area to ensure that:-

- the placement is meeting needs
- the care or Pathway plan is being expedited
- explore opportunities to return children/young people to Cardiff
- focus on timely returns to Cardiff where appropriate

14 Financial Implications

14.1 There are significant financial implications in respect of the report. Please see below a breakdown of the costings for 2014/2015 and 2015/2016:-

Residential

Spend	2014/15	2015/16
Children's Services	£9,223,839	£9,095,588
Includes income from		
UHB	£541,926	£395,362
Schools	£545,025	£540,806

Number of Placements During Year	Total for 2014/15	Total for 2015/16
Secure	1	2
Residential	73	72
Residential (CWD)	16	15

Current Placements at Year End	2014/15	2015/16
Secure	0	0
Residential	50	46
Residential (CWD)	9	5

Fostering

2015/16 **184** children placed out of county at a cost of **£5,571,588**

NB This figure is the number of children and not the number of episodes

2014/15 **196** children placed out of county at a cost of **£4,999,546**

NB This figure is the number of children and not the number of episodes

- 14.2 The cost of Out of Area Placements is a significant issue for all three agencies.
- 14.3 An analysis of the figures for 2014/2015 and 2015/2016 shows that the number of retrospective residential placements reduced from 44 to 26 in 2015/2016. The number of out of area fostering placements reduced from 89 to 79.

15 Legal Implications

- 15.1 There are no specific legal implications in respect of the report. It is prepared to comply with the requirements of the regulations referred to above.

16 Recommendations

- 16.1 It is recommended that the members consider the report and highlight any areas they might wish to consider as a substantive item.

TONY YOUNG
Director of Social Services
13 July 2016

**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

CORPORATE PARENTING ADVISORY COMMITTEE

19 July 2016

Children's Services and Education Inspection findings

Reason for the Report

1. The Corporate Parenting Advisory Committee's terms of reference require that the Committee receive all relevant Children's Services inspection reports.
2. The terms of reference also require that the committee seek to ensure that the life chances of Looked After Children, Children in Need and care leavers are maximised in terms of educational attainment.
3. The attached Children's Services and Education inspection reports are submitted to the Committee accordingly.

Background

4. The Care and Social Services Inspectorate Wales (CSSIW) undertook an inspection of Children's Services in January 2016. The inspection report was published on the 23rd of March 2016.
5. Inspectors looked at the City Council's access arrangements for children and young people and their families for care and support, or where information was received about children's wellbeing. The inspection included reviewing the effectiveness of the interface between preventative and statutory provision.
6. The inspection centred around five themes: Providing Direction; Delivering Social Services; Shaping Services; Access Arrangements; Assessment Care Management.
7. The inspectorate found significant improvement since its last inspection in 2014 and the report made recommendations to ensure that improvement continues.

8. In particular, the inspectors noted:

“Children in need of protection receive a timely & effective service to keep them safe”

- Strong corporate & elected member support
- Partners well engaged & effective interagency working
- Clear strategic direction
- Staff confidence in leadership
- Improving recruitment and retention Picture
- Morale positive
- Performance management embedded
- Well prepared for SSWB Act

9. This inspection provides a strong platform to build on our improvement journey and above all the message that children in need of protection receive a timely and effective service to keep them safe provides reassurance to everyone.

10. As with all inspections, there are recommendations which we welcome and have incorporated in to our business plan. These are:

- Focus on delivery of early help strategy
- Accommodation for agile working
- Engage staff in next phase of social work re-modelling
- Implement quality assurance framework
- Review Domestic Abuse services
- Strengthen focus of children’s plans on outcomes
- Better capture of children’s views
- Strengthen access & signposting

11. Work is already underway to address these recommendations, for example, the quality assurance framework was implemented in quarter one and there is now an established quality assurance task group leading on the quality assurance audit cycles for the year ahead. Similarly, work on the implementation of the

early help strategy is well underway with the JAFF (Joint Assessment Family Framework) Early Help assessment tool established which is currently being piloted in some schools and the MASH is now operational.

12. The full CSSIW Inspection report is attached at **Appendix A**.

13. Estyn undertook a monitoring visit during the period 25th – 29th January 2016. Cardiff Council is now judged to have made sufficient progress in relation to the recommendations that arose from the monitoring visit in February 2014. As a result, Her Majesty's Chief Inspector of Education and Training in Wales considers that the authority is no longer in need of significant improvement and is removing it from any follow-up activity. The only reference to Looked After Children in the letter is under the Not in Education, Employment or Training (NEET) agenda where the trainee programme for looked after children is highlighted. It noted that it was too early to judge the impact of this scheme on the outcomes and destinations of looked after children.

14. The Estyn Inspection report is attached at **Appendix B**.

Financial Implications

15. There are no direct financial implications arising from this report.

Legal Implications

16. There are no legal implications arising from this report.

RECOMMENDATION

17. The Committee is recommended to note the content of the attached reports.

TONY YOUNG

Director of Social Services

13 July 2016

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Inspection of *Children's* Services

in City of
Cardiff Council

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

Contents

Introduction	2
Summary	3
Recommendations	7
Findings	
Theme 1: Providing direction	9
Theme 2: Delivering Social Services	12
Theme 3: Shaping Services	16
Theme 4: Access Arrangements	18
Theme 5: Assessment Care Management	21
Appendix	25

Introduction

Care and Social Services Inspectorate Wales (CSSIW) undertook an inspection of children's services in the City of Cardiff Council in January 2016. Inspectors looked at the access arrangements for children and young people and their families who were either referred for care and support or where information was received about children's well-being. This inspection included reviewing the effectiveness of the interface between preventative and statutory provision; there was no focus on services for disabled children. We considered the quality of outcomes achieved for children and families who received a service. Inspectors read case files and interviewed staff, managers and professionals from partner agencies. An electronic staff survey was carried out across children's services. Wherever possible, they talked to children, young people and their families. In addition, inspectors evaluated what the local authority knew about how well it was performing and what difference it was making for the people who it was trying to help, protect and look after. We also considered how the council had made preparation for the implementation of the **Social Services and Well-being (Wales) Act 2014**.

According to the 2014 mid-year estimates, **Cardiff** had a population of **354,000**. This compares with an average population in the South East region of **150,000**. The 0-17 population was **73,087** in 2014; the next highest local authority population in Wales for this age group for the same period was **49,977**.

As Wales's largest city it also has the most diverse population, and although it contains areas of significant affluence, there are also those of considerable social-economic disadvantage. This demography is reflected in the demand for statutory services, with 4,195 referrals screened from 28,354 contacts received during 2014/15. The authority has developed a strategy to assist in the management of this high volume of needs presented to children's services and was on the cusp of remodelling the 'access arrangements' at the time of the inspection.

The inspection team would like to thank City of Cardiff elected members, staff, partner agencies and the children, young people and families who contributed to this inspection.

Summary

Theme 1: Providing Direction

The council was committed to prioritising services that support those who are most vulnerable, but had to deliver this against a backdrop of a declining budget and increasing demand. There was strong corporate support for children's services which had a high profile across the council. Elected members and the corporate management team demonstrated a common understanding of the direction and drive needed to ensure the service effectively supported improved outcomes for children and young people in Cardiff.

Scrutiny arrangements had been strengthened. Partner agencies were well engaged strategically and evidenced understanding of the complex issues facing the authority. There were some inconsistencies between the effectiveness of strategic and operational arrangements, but overall inter-agency working was effective.

There was a clear strategic direction articulated for children's services which was effectively led by the director of social services. There was a high level of confidence expressed in the leadership arrangements, particularly considering the relatively short time these had been in place. While the senior management team had a common understanding of the approach being planned to remodel the service, overall the workers were less clear about how the operational arrangements would translate into practice.

Theme 2: Delivering Social Services

There had been a high level of staff vacancy during 2014/15 (31%) but investment in workforce planning had resulted in improvement in the ability to recruit suitably qualified and experienced staff. This focus will need to be maintained in order to increase staff retention; sustain the progress made; and further reduce the need to employ agency workers. The planned remodelling of the service will require a suitably experienced workforce if it is to be successful in reducing the demand for statutory services, and support better outcomes for children and young people living in the community.

Staff morale was generally positive and the senior management team were well regarded by staff. There was a degree of anxiety about the 'agile working' arrangements and relocation of services which were about to be implemented. Workers valued the accessibility of managers, and peer support from team members in assisting them to manage the high volume of work. It was not clear at the time of the inspection how the change of arrangements would impact their effectiveness. There were also potential changes ahead for the senior management structure which could pose a threat for the recently stabilised team.

Performance management was well embedded across the service and the need to review the supervision policy and ensure it was more consistently

applied throughout the service had been identified. Quality assurance was inconsistent and dependent on individual managers. A detailed quality assurance framework had been developed but had not been implemented.

Theme 3: Shaping Services

Corporate and senior officers evidenced good strategic preparation for the impending implementation of the Social Services and Well-being (Wales) Act 2014. Senior managers were able to articulate how the remodelled services and the early help strategy would deliver the intended outcomes. The plans for the overall co-ordination of the services were not fully developed at the time of the inspection. This was reflected in staff's lack of confidence in their readiness for operational changes.

The high demand for family support services and the volume of contacts with children services (particularly with respect to domestic violence) was marked. Managers and social workers were optimistic about the plans for improving early preventative services but had concerns about whether the capacity and range of services would be increased to meet the high level of needs being presented.

There was evidence of communication with staff who were kept informed of the key developments in the re-modelling of 'early help and targeted services'. There were few opportunities for the workforce to contribute their knowledge and expertise and be engaged in the remodelling of the service. The participation of children and young people appeared to be restricted to the looked after population which, while valuable in itself, did not impact on the reshaping of the 'access arrangements'.

Theme 4: Access arrangements

The arrangements for managing contacts and referrals were well organised and mainly effective. The volume of work coming into the service was very high and numbers of contacts had increased significantly since 2014.

Timeliness for managing contacts and referrals had improved in the first two quarters of 2015/16 but remained an area for progress. The recording of previous history of multiple contacts was inconsistent and did not support effective risk assessment.

Thresholds between 'early help' and statutory social services interventions were generally appropriate but inspectors were informed there was a lack of capacity within community-based support services.

Workers were not confident that partner agencies always understood the threshold for statutory services. While staff reported mainly positive working relationships, there were occasions when partners appeared to exert influence to ensure that child protection procedures were instigated unnecessarily.

The timeliness of initial assessments had also improved in the two quarters of 2015/16 before the inspection took place. The quality of the initial assessment work reviewed was mainly good, though it was not always apparent whether children had been seen.

Children and young people who were, or were likely to be at risk of harm were identified and work was appropriately undertaken to help keep them safe. The arrangements for child protection enquiries and investigations including those which were outside working hours were timely and effective.

Theme 5: Assessment Care Management

The needs of the child were kept at the forefront of assessments but the recording of children's and families' views on case files reviewed was inconsistent.

Core assessments seen were comprehensive and good quality. This quality was not reflected in care and support plans reviewed. Plans were formulaic and did not identify outcomes and measures which when reviewed would indicate where progress had been made.

Transfer arrangements between teams worked well to support the flow of work and weekly meetings had been initiated to improve the process. Workers were clear about the process with the majority expressing satisfaction with the transparency and fairness of case allocation.

Workloads were reported to be manageable and proactively reviewed, although this was dependent on workers bringing cases rather than managers having a system in place. In some cases reviewed, families were not engaged in the step down services before the case was closed. This will need to be addressed if families are to sustain progress made while receiving social work support. Workers reported that supervision was regularly completed but there was no performance management system in place to capture the frequency. The quality of support and management oversight was mainly positive but the loss of a team manager post has significantly increased the team caseload for some managers. Informal management support was readily available and valued by staff.

Child protection procedures were well understood by staff, and despite the variable quality of child protection plans reviewed, families were being supported to keep children safe.

The use of a number of different 'family agreements' was noted, some of which were outside safeguarding and public law outline arrangements. This practice needs to be reviewed so that social workers and managers are clear about their use and effectiveness.

The threshold for instigating the Public Law Outline (PLO) on cases reviewed was appropriate and arrangements to seek legal advice were effective. The system for identifying cases to be considered for PLO was not so defined and

a number of children had been on the child protection register (CPR) for over two years.

Recommendations

Providing Direction

1. Strong political and corporate support for children's services should be continued in order to achieve the council's vision for children and young people in Cardiff, while continuing to manage the consistent high volume of demand on statutory services.
2. The council must strengthen the operational plans to support the effective co-ordination of the remodelling of children's services and its interface with the Early Help Strategy.
3. The council should assure itself that arrangements for accommodation and 'agile working' which it was planning to implement will support effective social work.

Delivering Social Services

4. The workforce strategy should be fully implemented to maximise retention of staff and action taken to promote more timely recruitment of staff.
5. The council should consider how it can increase the opportunities for staff to be engaged in the development and transformation of services; and for the voices of children and their families to be included in service planning.
6. Staff must have the capacity to complete the training which has been identified to support their professional development.
7. The quality assurance framework should be systematically implemented across children's services. This should include management oversight of the quality and frequency of supervision.

Shaping Services

8. The council must review its arrangements to ensure services can meet the needs of children and young people, particularly for those being subjected to domestic violence.
9. A timely review of the effectiveness and the impact on outcomes for people of the remodelling of children's services and its interface with the Early Help Strategy should be included in the planning arrangements.

Access Arrangements

10. A range of user-friendly information should be developed and made easily accessible for families, children and young people not only with respect to signposting to preventative services but also how children's services carries out its work.
11. The council must develop more effective arrangements to ensure that the needs of children and young people are assessed if contacts and referrals about their well-being are repeated.
12. The council must work with partners to agree a shared understanding of the threshold for statutory services.
13. Careful consideration should be given to how the current effective interface between 'children's access point and the intake and assessment teams' is maintained when the remodelling of the service is implemented.
14. Arrangements for children's services staff to access information held on parents who are users of adult services should be reviewed.
15. The 'out of hours' arrangements for the completion of 'welfare checks' on children and young people should be agreed with partner agencies.

Assessment Care Management

16. The quality of plans should be improved to be more outcome-focused and reflect the needs identified in the assessments.
17. Work to agree a model of risk assessment should be completed with a strong focus on consistency in risk management.
18. More emphasis should be given to recording the views of children, young people and their families.
19. The council should review the use of written agreements with families which should only be used within safeguarding or public law outline arrangements. Guidance for social workers and managers for their use should be developed.

Key Findings

Theme 1: Providing Direction

What we expect to see

Leadership management and governance arrangements comply with statutory guidance and together establish an effective strategy for the delivery of good quality services and outcomes for children, young people and their families. The authority works with partners to deliver help, care and protection for children and young people and fulfils its corporate parenting responsibilities for looked after children. Leaders, managers and elected members have a comprehensive knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively.

1. Leadership, management and governance arrangements complied with statutory guidance.
2. Elected members interviewed had a good understanding of how to interrogate performance and were well informed of the strategic direction of children's services.
3. There were high aspirations to develop an authority-wide approach to improving outcomes for children and young people in Cardiff.
4. There was a clear strategic direction articulated for children's services which was effectively led by the director of social services.
5. Corporate changes in working conditions could impact on the working arrangements which support effective social work.
6. Safeguarding and the development and improvement of children's services had a high corporate profile.
7. The voices of children and young people were not sufficiently captured or used to provide assurance that services were effective.
8. Senior staff and partners were clearly committed to driving forward the preventative and early help agenda; however, staff had not been sufficiently engaged in these developments.
9. Staff and partners commented favourably on the increased visibility and improved leadership of the senior management team.

Explanation of findings

- 1.1. Corporate support for the improvement of the effectiveness of supporting children and young people to achieve better outcomes was evidenced by:
 - considerable investment in promoting improvement in children's services - using expert advice to support better practice and strengthen scrutiny arrangements;
 - a Cardiff Partnership Board chaired by the chief executive officer has agreed priorities for actions needed to improve outcomes;
 - corporate officers, elected members and senior managers share an understanding of the work and resources needed to successfully implement the strategic plans to transform children's services
 - strong corporate support for the development of Cardiff's Early Help strategy.
- 1.2. There was a high level of confidence in the director of social services' leadership and ability to advocate for children's services on corporate and partnership agendas. Inter-directorate communication and collaboration was reported to have significantly improved since the director of social services had taken up his post.
- 1.3. Strong performance management and reporting mechanisms which included opportunities to challenge kept elected members well informed. There were no mechanisms in place for elected members and corporate officers to hear the views of children, young people and their families using the intake and assessment service.
- 1.4. The strategic direction developed for the service evidenced good preparation for the implementation of the Social Services and Well-being (Wales) Act 2014. However, workers were less confident that they were fully trained and prepared.
- 1.5. There was evidence of good communication and joint working between partners at a strategic level. This included plans for the development of a Multi-Agency Safeguarding Hub which was regarded optimistically as the way forward for the better management of the demand for statutory services. Senior managers were more cautious about this but did believe that potentially thresholds could be more consistent and that joint investigations would be more effective. Operationally, workers expressed concern that they were not adequately prepared for the changes in the intake arrangements and that operational detailed plans were under-developed.
- 1.6. The senior management team were highly motivated to implement the proposals for the transformation of children's services. There was a

constructive collaborative approach to managing change, despite the possibility that there could be an impact on them individually. The impending change to the post of assistant director and the requirement for all operational managers to apply for their own posts had the potential to impact on the effectiveness of the team.

Key Findings

Theme 2: Delivering social services

What we can expect to see

Services are delivered by a suitably qualified, experienced and competent workforce that is able to meet the needs of children, young people and their families. The council is able to ensure that staff and services meet the standards that have been set for them.

Key findings

1. The ability to recruit suitably qualified staff has been improved by investment in the recruitment strategy, but some managers reported delays in the recruitment process.
2. There was a culture of supportive management that prioritised staff well-being and promoted their professional development which was valued by staff.
3. There was a good range of training opportunities but staff reported they did not always have the capacity to take them up.
4. Workers interviewed valued the support available for them to complete a 'first year in practice' programme.
5. The quality of supervision recording was inconsistent across case and staff files.
6. Staff morale was positive despite some anxiety about capacity to manage the high level of demand at the 'front door'.
7. Workers were concerned that the impending moves to 'agile working' and relocation of the service may impact on the opportunity for management oversight, effective peer support and 'shared learning' ethos within teams.
8. Performance management was well embedded and understood across the service.
9. A draft quality assurance framework had been developed but this had not been implemented; there was limited service user feedback or organisational learning from complaints.

Findings

Explanation of findings

- 2.1. Senior managers were kept well-informed of workforce capacity issues and a draft workforce strategy had been developed. All vacancies were covered by agency staff at the time of the inspection, but cover for sickness and other staff absences was provided by existing staff. Although overall the percentage of vacancies across children's services had reduced, there were still 33 vacancies (23%) at the end of December 2015, with 11 of these posts in the appointment process.
- 2.2. The intake and assessment service experienced a high level of vacancies over the previous 12 months. It was reported that during December 2015, staff had to work long hours to ensure that the service was effective although they were well supported by managers during this period. Senior managers were well aware of the need to build more resilience in the workforce. There was evidence that the high rates of vacancies and sickness, combined with turnover of social workers, was impacting on continuity and the progress of work with some families. Managers and workers were very conscious of this and efforts were made to minimise the effect whenever possible.
- 2.3. The remodelling of the service has been designed to support better retention of staff and all workers interviewed were positive about working in Cardiff, with some agency staff agreeing to become permanent employees.
- 2.4. Morale amongst workers interviewed was good, but the staff survey indicated this was not consistent across the service. The majority of concerns expressed in the survey were about volume of work, retention of staff, and the changes to working arrangements. There was a level of optimism about the plans to increase the preventative approach and the new models of intervention being introduced. The authority had made attempts to engage with the workforce by carrying out a staff survey in 2015 and had developed a number of communication and engagement strategies. It was apparent that, given the risk posed to staff morale by multiple changes to both models of service and working conditions, there needed to be more focus on engaging representatives from all teams and different roles in the planning process.
- 2.5. The experience and long-term local knowledge of the service inherent in the operational manager group had provided stability and continuity for the service. Although not co-located, workers were confident they could access senior managers. The team managers were on the whole a stable and experienced group who were valued for their support and approachability. It was evident that social workers and managers particularly in the intake and assessment service had developed effective working relationships.

Quote from a team manager

"Staff are getting on well with the day job, with a strong focus on better outcomes for children and young people, ensuring that safety and effective management of risk is central to everything they do."

Quote from Operational Manager

"Social workers in the CAP team would stay at their desks until all their work was completed no matter how late it was."

- 2.6. These arrangements were mutually supportive and improved the capacity in the service, particularly for managing the high demand and the risks. There was anxiety amongst this staff group that the agile working arrangements about to be introduced, the relocation of the teams, and the move of the Children's Access Point (CAP) team into the Multi-Agency Safeguarding Hub (MASH) would impact on their positive working environment. While accepting that these significant changes were being introduced to improve the ability of the service to respond to the needs of people, staff expressed their concern about a lack of detailed planning. Senior managers did not appear to have clearly communicated the plans for a phased introduction of MASH, nor the chief executive officer's undertaking that corporate resources would be made available. Crucially, workers need to be engaged better in the change process to reduce the possibility of destabilising the workforce and the disruption of service delivery.
- 2.7. Workers interviewed were positive about the support for the 'first year in practice' programme, although the co-ordination was said to be affected by variation in the numbers of staff who were in the programme. Individually, social workers were positive about managers' support for their personal development and were able to give examples of how they had benefited. There was also a comprehensive programme of relevant training available with an effective system in place to facilitate its delivery. The consistent demand on workers' capacity was reported to have impacted on their ability to attend planned training.
- 2.8. Performance management was well embedded across the service with effective mechanisms in place to collect and disseminate information. Data was systematically discussed at management meetings and compensatory actions agreed to address any dips in performance. Workers interviewed were all aware of the standards expected by the service and that managers used the Care First System to generate reports on whether timescales were being met. Timeliness for making decisions on referrals and completing assessments had improved over the previous six months, but this was still vulnerable to increases in demand and unplanned staff vacancies. The remodelling of the 'front

door' services poses a potential risk to performance and this will need to be monitored closely during the transition period.

- 2.9. A draft quality assurance framework had been developed but had not yet been implemented. Case file audits undertaken by inspectors indicated that quality assurance of assessment and planning work and feedback to staff was inconsistent across the service and dependent on individual managers. Supervision notes reviewed confirmed this view. There were some examples of managers keeping good practice files which could be shared more consistently across the service. Whilst peer supervision had been recently introduced, opportunities for both formal and informal sharing of good practice and experience were limited by the high demand on capacity.
- 2.10. Information about making a complaint was not routinely provided to children, young people and their families and this was evidenced on files reviewed.
- 2.11. Systems were in place with a clear role for the complaints officer (which was followed) but complaints are not routinely investigated within the prescribed timescales nor reasons for delay clearly evidenced. Investigations of complaints at Stage 1 and written responses did not always address all the issues raised leading to escalation. The format and tone of letters seen by inspectors was at times confrontational and should be reviewed.

Good practice

One team manager had introduced a buddy system for social workers which not only supported less experienced workers but improved continuity for families.

Quote from staff survey

“Difficulties in recruitment and retention impact my day-to-day work and more importantly the families and children who require support from the local authority.”

Quote from case track interviews ‘an agency worker’

‘S’ spoke very highly of the supervision she receives and of the support of her team. She described her Principal Social Worker as “amazing”. She is enjoying the challenges of working in such an ethnically diverse authority. She also commented on the availability of the Operation Manager and quoted ringing her from court, getting through straight away, having a decision and being able to report straight back to the court.

Theme 3: Shaping Services

What we can expect to see

The services and support for children, young people and their families improves their outcomes. Work with partners in shaping the pattern and delivery of services is informed by local needs analysis assessment and includes the views and experiences of children and young people. Strategic plans are converted into commissioning arrangements which provide safe, quality services and deliver best value

Key findings

1. Sound preparation for the implementation of the Social Services and Well-being (Wales) Act was evidenced in the strategic direction outlined by the authority.
2. The strategy for remodelling early preventative services was ambitious, well-developed and had been jointly developed with partner agencies.
3. There was a lack of engagement and consultation with staff around the implementation of plans to support the early prevention strategy and the remodelling of the service.
4. There was an unmet need for the high demand for support services for the victims and perpetrators of domestic violence, and workers also reported a lack of capacity in the community support services which impacted on families moving to non-statutory interventions.
5. The voice of the child was not evident in shaping service planning.
6. Senior managers were able to articulate how families would benefit from the strategy to develop an integrated approach to preventative and targeted service provision, but operational plans to co-ordinate the whole model were under-developed.

Findings

Explanation of findings

- 3.1. A number of developments indicated that the authority had made good strategic preparation for the implementation of the Social Services and Well-being (Wales) Act 2014:
- An 'Early Help' strategy designed to make prevention everybody's business with a strong partnership approach was in place.
 - The remodelling of the 'first point of contact' access to services helping to provide information, advice and assistance.
 - The development of a range of services to help prevent children and young people needing to be looked after.
- 3.2. More work is needed to plan for the co-ordination and interface between these developments and statutory services. Workers expressed concern that they had not been sufficiently engaged in the scoping and planning of the remodelled service. It was not evident that children, young people and families had been consulted about the new developments.
- 3.3. Staff had concerns about the current lack of capacity for some crucial support services, particularly those for families experiencing domestic violence and primary mental health care. It was not clear how the demand for these services would be met, and the opportunities to reduce repeat contacts and referrals and promote better emotional well-being for those affected could be maximised.
- 3.4. Although the views of families had been sought with respect to the development of the 'Early Help' strategy, there had been no consultation with respect to the remodelling of children's services.

Quotes from staff survey

- "There has been an important commitment of resource to develop arrangements for early intervention and prevention. The longer-term ambition is to reduce numbers coming through needing higher tier interventions."
- "There has been good vision and leadership shown by senior managers in developing the Early Help Strategy. There is also a commitment to continuous improvement, for instance, the development of restorative practice, the introduction of signs of safety and the remodelling of children's services."

Theme 4: Access Arrangements

What we expect to see

First contact services are readily accessible and prompt in their response. Children, young people and families are offered help appropriately and proportionate to risks when need and/or concerns are identified. Thresholds between “early help” (the provision of information, advice and signposting) and statutory social services interventions are appropriately understood and are operating effectively.

Key findings

1. Children and young people in need of protection received a timely and effective service, including ‘out of hours’ to help keep them safe.
2. Access arrangements were well organised but there was no system in place to monitor repeat contacts; this resulted in a lack of timely preventative support for some children.
3. There was a lack of clarity about the system to access information from adult services when screening contacts and referrals.
4. There was insufficient analysis of the very high volume of contacts from partner agencies into the intake service.
5. Appropriate thresholds for access to statutory services were not consistently understood by partner agencies.
6. Workers did not feel well informed about the range of preventative services available in the community.
7. The range and quality of information for children, young people and families was limited and dependent on individual workers rather than a service standard.
8. There was evidence that families signposted to support services as they were assessed as not meeting the threshold for a statutory service were frequently re-referred to children’s services.

Feedback from family interview

The father of S was very happy with the service he had received. He believed that he had been treated fairly and with respect he was kept well informed of decision making and planning for his son. The rehabilitation plan was well implemented which was clear from the young child's evident well-being.

Findings

Explanation of findings

- 4.1. The arrangements for access to children's services were well organised and mainly effective. Timeliness for decision making on referrals in one working day stood at 83% for 2014/15, and the 28,354 contacts screened during the year had resulted in 4,195 referrals. This consistently high volume of work continued into the first two quarters of 2015/16 with 7,280 contacts received in quarter 2, but there was an improvement in timeliness to 94%. Improving and sustaining timeliness is dependent on stable capacity in the CAP team and is vulnerable to unplanned staff absence or any delays in recruiting into vacant posts. The percentage of re-referrals within a year remained constant at 25%; given the numbers of referrals this equates to 968. This indicated that not only is there a possible duplication of a high volume of work but that there was a lack of timely support for some families.
- 4.2. The threshold to statutory services was relatively high but there was timely appropriate response to concerns about children or young people who might be at risk. It would appear from the high number of repeat contacts seen by inspectors that the demand will only be reduced if there are sufficient preventive services to effectively support families sooner. Multiple contacts meant that the same case was screened many times, but even though the majority of families were signposted to support services, this was not effective in meeting the presenting needs. Systems to record multiple contacts had been disabled following a systems review, which resulted in a difficulty for staff in being able to easily consider the accumulative effect of multiple incidents which might have led to a decision for an initial assessment to be carried out. This had subsequently been identified as an issue and the process had been amended at the time of the inspection. Inspectors were informed that other agencies were not contacted in these cases, as if the parent's consent had not been sought at the point of contact this was a barrier to gaining further information. The development of the information advice and assistance service (IAA) and the MASH is intended to help ensure that contacts and referrals are better prioritised. This should result in families being able to receive support at an earlier stage reducing the need for statutory services and improving outcomes. Senior managers were aware that supporting families to engage in accessing support was the key to the success of this approach.

- 4.3. There was a lack of user-friendly information for children, young people and families to inform them about their right to make a complaint or the availability of advocacy services. There was good availability of translation services which were in constant demand given the diverse profile of the population in Cardiff. Families interviewed were very positive about this facility and complimented staff on their efforts to ensure communication was good.
- 4.4. Workers reported that although there were good 'working relationships' with partner agencies they did not have a common understanding of the threshold for statutory services. It was evident that families were not fully aware that they had been referred to children's services, or what this might mean. More multi-agency work was needed to improve communication and agree how the remodelled service would translate into practice. Partners should be engaged in the quality assurance process, particularly with regard to decision-making around thresholds.

Feedback from interview with a family

"The family was not informed about the complaints process until the social worker had postponed a number of parenting assessment sessions for the mother. The complaints were about lack of communication, lack of empathy e.g. mother was asked if she wanted 'adoption counselling' she declined but then received both a leaflet on 'having your child adopted' and a call about an appointment although this was not the plan for her child."

Quote from staff survey

"This is a demanding job and at times, morale can be very low and the amount of work required outside of normal working hours is extensive, to the point of affecting my home life. Currently, my morale is high as my case load is more manageable."

Theme 5: Assessment care management

What we expect to see

Children and young people identified as being in need of help or protection, including looked after children, experience timely and effective multi-agency help and protection through risk-based planning authoritative practice and review that secures positive outcomes.

Key Findings

1. There was evidence that outcomes for children and young people had been improved as a result of social work intervention.
2. Timeliness of assessments was variable but the quality of those seen on case files was good.
3. Workers were using a number of risk assessment models and the quality of risk analysis within assessments and care planning was variable.
4. Care and support plans did not reflect assessments and were not outcome-focused with timescales for action and roles and responsibilities often unclear.
5. Case work was child-focused but did not articulate children's wishes and feelings often enough.
6. Child protection enquiries were thorough and timely and were informed by decisions made at a strategy discussion.
7. The actions of partner agencies did not always prioritise the best interest of the child.
8. There was a lack of consistency in the guidance for the use of 'written agreements' with families and there was a lack of clarity about their purpose and effectiveness.
9. Thresholds for the instigation of PLO were appropriate but those for admission to care following police powers of protection were inconsistent.
10. Effort had been made to improve the interface with 'Team around the Family' which was positively received by workers in both services.

Findings

Explanation of findings

- 5.1. Timeliness for completion of initial assessments had improved significantly in quarter 2 of 2015/16 to over 91%; numbers of assessments completed remained high at 841. This was good progress as timeliness varied between 46.5% at the lowest and 67% at the highest in the previous 12 months. The volume of demand showed no signs of reduction, and sustaining this improvement will be a challenge unless the remodelling of the service described earlier in this report succeeds in signposting families to access appropriate community-based services.
- 5.2. The quality of initial assessments seen was good, with appropriate decision-making and records clear and up to date. A good range of information had been used to develop the analysis of need, but it was not always evident that the child had been seen. All assessments were signed off by managers in a timely way and included their comments. There is a need to address the inconsistency in which elements of the work were being quality assured by managers.
- 5.3. Timeliness for core assessments also improved in the same period with 75% of the 555 assessments being completed in 35 days; performance in the previous 12 months varied between 55% and 71%. The quality of core assessments reviewed was good, with analysis of needs well recorded. Recording of risk assessment was inconsistent, although management of risk was apparent in the majority of assessments reviewed. Core assessments reviewed by inspectors were embedded in the Sect 47 investigations. This allowed easy access to critical information and supported the timely updating of recording. It was less helpful when Sect 47 investigations were discontinued because risks were assessed to be minimal but there were presenting needs.
- 5.4. The quality of care planning was inconsistent with limited identification of desired outcomes. Timescales, responsibilities for actions and what services were to be provided were not routinely outlined. It was not evident how families were engaged in the planning process or whether they had received copies of the plans. Workers were using the 'signs of safety' model to address risks and identify and build on the strengths of the family. The quality of these plans seen was again inconsistent and it was noted that risks identified on case file recording did not always feature in the plans. Some files contained a child protection plan in addition and it was not always clear which plan was being implemented with the family. More guidance is needed for staff to increase consistency of risk management and agree planning priorities.
- 5.5. While it was evident the children and young people's welfare was paramount for social workers, examples were seen of where this was not

always the case for partner agencies. It was not clear why social workers were unable to successfully challenge these actions. Managers had identified these issues and reported that work was on going to address the concerns.

- 5.6. There had been a relatively high number of occasions in the 12 months prior to September 2015 when police had invoked their powers of protection (41). A third of the children and young people subject to these arrangements only remained looked after for a very short period. Senior managers agreed to work with partners to analyse this practice to ensure that the best outcomes are being achieved for children and young people.
- 5.7. Inspectors noted that social workers were using written agreements with families outside those within child protection or public law outline arrangements. These agreements cannot be monitored effectively unless they are part of multi-agency work so have the potential to provide false assurance that children are being protected. There should be guidance developed for the use of these agreements and cases where they are in place should be reviewed to ensure that they are being used appropriately.
- 5.8. The workflow arrangements in the access service were timely at the time of the inspection. The system was well established and the handover from the CAP team into the Intake and Assessment team worked well, ensuring that there was no delay in completing Section 47 investigations when these were needed. The quality of this work seen by inspectors was good with some examples of very good outcomes being achieved for children and young people.
- 5.9. Action had been taken to improve the working together arrangements between children's services and the 'Team around the Family' (TAF) service. This was reported to have worked well with a member of the TAF team routinely spending time in the intake and assessment team. Social workers did have a concern that the criteria for referral to the service were too specific as it related to the number of services the child required (4) rather than the level of need.
- 5.10. There were delays in families accessing the support services which had been identified as part of their plans. Inspectors were informed that there had been an overall reduction in the range of services available and there could be up to a six month waiting list for others. Certain key services for parents to help reduce domestic violence were in high demand, and examples were seen where families remained apart or a child's name had to remain on the child protection register because this work could not be completed.
- 5.11. Where 'children in need' cases were concerned, these delays influenced workers referring families to these services as there would be

a long gap before families would be able to access the support they needed.

- 5.12. During the previous 12 months, a significant investment had been made to reassess the high number of 'children in need' cases which had accumulated due to a lack of capacity. This had resulted in increasing the ability to focus on those families in the highest need. Inspectors did see some cases closed where it appeared there was work outstanding, and while this was not a concern with respect to risk, it had the potential to result in families being re-referred because 'step down' services were not in place to help sustain the progress made. Monitoring was in place to identify families who were re-referred but there needed to be more effective arrangements to help reduce the likelihood of this happening.

Quote from a social worker

"It's been a really positive experience as a newly qualified social worker in Cardiff; I feel well supported and am staying here for the foreseeable future."

Appendix

Information about the inspection.

Methodology

Fieldwork for this inspection was undertaken during the weeks commencing January 11th 2016 and January 28th 2016.

Most inspection evidence was gathered by looking at individual children and young people's experiences. This was done through a combination of case tracking and case-file reviews.

Additional evidence was collected from a review of documentation including a staff survey, supervision records and complaint documents. Also, a range of individual interviews and focus groups with senior and operational managers, elected members, partner agencies, senior practitioners, social workers and support staff.

We reviewed/tracked 64 case files. This included 27 individual interviews with staff.

Six interviews with families and 7 direct observations of practice.
A staff survey – we received 100 responses.

The inspection team

The inspection team consisted of:

- 2 inspectors employed by CSSIW
- 2 fee paid inspectors
- Area manager for Cardiff.

Lead inspector: Pam Clutton;

Area Manager: Bernard McDonald;

Team inspector: Bobbie Jones;

Fee paid inspectors: Sheila Booth and Norman Host.

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Dr Paul Orders
Chief Executive
Cardiff County Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

March 2016

Dear Dr Orders

Estyn Monitoring Visit 25 – 29 January 2016

Following the outcome of the Estyn monitoring visit of education services for children and young people in February 2014, Her Majesty's Chief Inspector was of the opinion that the local authority was in need of significant improvement.

A plan of follow-up visits was agreed and teams of inspectors undertook monitoring visits in March and October 2015. The third and final monitoring visit took place from 25 to 29 January 2016. Huw Davies HMI led a team of five inspectors to review the progress made by the authority against all of the six recommendations arising from the monitoring visit in February 2014.

The inspection team held discussions with the leader of the council, elected members, the chief executive, senior officers, headteachers and partnership representatives. Inspectors scrutinised documentation from the local authority, including evidence on the progress made against each of the recommendations. They also considered outcomes from Estyn inspections of schools in the authority.

At the end of the visit, the team reported their findings to the leader of the council, cabinet member for education, chair of the scrutiny committee, chief executive, director for education and a representative from the Welsh Government. This letter records the outcomes of that visit.

Outcome of the monitoring visit

Cardiff Council is judged to have made sufficient progress in relation to the recommendations that arose from the monitoring visit in February 2014. As a result, Her Majesty's Chief Inspector of Education and Training in Wales considers that the authority is no longer in need of significant improvement and is removing it from follow-up activity.

Background

The monitoring visit in February 2014 noted that there had been significant turnover in senior management posts, with periods where key posts were unfilled.

The director for education and lifelong learning had been in post for five months. He had clarified the relationship between the authority and its schools and had taken action to challenge schools more robustly.

Since then there has been a period of stability and the local authority has strengthened its education service. The director has re-structured the department and is now supported by new posts including an assistant director, a head of achievement and inclusion and a head of school organisation, access and planning.

The chief executive continues to have a sound understanding of the areas for improvement in Cardiff's education services for children and young people. He plays a pivotal role in both supporting and challenging the education directorate.

Recommendation 1: Raise standards, particularly at key stage 4

The authority has made satisfactory progress in addressing this recommendation.

Since the monitoring visit in 2014, performance has improved across the key stages in most of the main indicators.

Over the past three years, performance has improved in both the Foundation Phase Indicator and the core subject Indicator at key stage 2. Performance in these indicators has improved at a faster rate than for Wales as a whole and, in 2015, is above that in similar authorities, and is now broadly in line with the average in Wales.

Performance in the core subject indicator at key stage 3 has gradually improved over the past three years, although at a slower rate than the Wales average. In 2015, performance in this indicator continues to be above that of similar authorities, based on free-school-meal eligibility.

At key stage 4, performance in the level 2 threshold including English or Welsh and mathematics has improved significantly over the past three years. In 2015, performance in this measure exceeded the benchmark for performance set by the Welsh Government for the second year running. Performance in the core subject indicator has also improved well over the past three years.

In the other main indicators at key stage 4, including the wider capped point score and the level 2 threshold, there has been steady progress. However, performance in these measures remains below the Wales average and Cardiff has been amongst the lowest performing authorities for the past three years. The authority has not met the Welsh Government benchmark for the wider capped points score for the last three years. Performance in the level one indicator declined in 2015 and is now one of worst in Wales.

In 2015, performance of schools in Cardiff is too variable across the range of key stage 4 indicators when comparing with that of similar schools across Wales, based on the proportion of pupils eligible for free school meals. In the level 2 threshold that includes English or Welsh and mathematics and the core subject indicator, many schools are in the top 50% of schools. However, performance in the other main indicators does not compare favourably to that of similar schools based on free-school-meal eligibility. For example, performance in the wider capped points score, level 2 and level 1 places around two thirds of schools in the lower 50% of similar schools.

More able pupils have performed well over the past three years at key stage 4 and the percentage of pupils achieving the equivalent of five or more A*-A GCSE grades has been consistently higher than the Wales average.

Pupils eligible for free school meals perform well at the Foundation Phase indicator and the core subject indicator at key stages 2 and 3 compared to similar pupils across Wales. At key stage 4, these pupils generally perform well in the level 2 threshold including English or Welsh and mathematics, the core subject indicator and level 2 threshold. However, in 2015, the performance of these pupils declined in the wider capped points score and level 1 and is lower than the Wales average for similar pupils.

In 2015, in all the main indicators at key stage 4 except for level 1, the gap in performance between girls and boys is smaller in Cardiff than the Wales average. This is mainly due to the relatively poor performance of girls. Their performance is lower than the Wales average in most indicators across the key stages. This was identified in the 2012 monitoring visit and continues to impact negatively on outcomes in Cardiff, particularly at key stage 4.

Outcomes for pupils who are educated other than at school (EOTAS) are generally poor. Many pupils supported by the range of EOTAS provisions leave with very few or no recognised qualifications.

Recommendation 2: Reduce exclusions and reduce the proportion of young people who are not in education, employment or training post-16

The authority has made satisfactory progress in addressing this recommendation.

The local authority has taken strong and timely action to reduce the rate of exclusions from schools.

Overall, fixed-term exclusions in secondary schools continue to fall. However, there remain wide variations in the rate of short-term exclusions between secondary schools.

Many primary schools have no or very few fixed-term exclusions. Where exclusions take place, they are generally due to the serious nature of a small number of incidents that have occurred in a very few primary schools.

The rate of permanent exclusions in Cardiff has historically been low. This remains the case and compares favourably to the situation in other authorities in Wales.

The authority continues to take appropriate actions to both challenge and support schools where the level of exclusion is a concern. For example, the local authority has frequent discussions with school leaders regarding approaches to engage and support pupils.

The local authority has provided additional support and training to the minority of schools where there are concerns around continuing high levels of exclusion. The local authority has supported the implementation of appropriate interventions. As a result, exclusions in many of these schools are beginning to reduce.

Speech and language screening has been introduced for all pupils in the primary phase and is beginning to be introduced at key stage 3. However, screening for speech and language needs is not consistent in secondary schools. Where it has been introduced it has identified that pupils most at risk of exclusion often have speech and language difficulties.

Schools that have successfully implemented restorative approaches (a behaviour management approach to resolving conflict and preventing harm) are sharing their knowledge and experience with targeted schools. Early indications are that these approaches are beginning to have a positive impact in the targeted schools.

As part of its five-step approach to managing exclusions, the local authority has delegated funding to schools to enable them to provide a more appropriate curriculum and support pupils at risk of exclusion. This has helped to reduce overall exclusions in secondary schools.

The majority of secondary schools have implemented the five-step model to managing exclusions appropriately. However, a minority of schools do not implement this approach consistently and their exclusion rates remain high.

Most schools have developed partnerships with local organisations that provide education for pupils away from the school site. However, the level of contact that schools have with these providers is inconsistent. As a result, schools cannot guarantee that the learning experiences are matched well enough to pupils' needs or that they achieve accredited outcomes at a level of which they are capable. The level of information that the authority has on the number of hours' education that pupils receive, pupil outcomes, attendance and possible exclusions from provisions is generally weak and this is unacceptable and needs to improve.

The monitoring visit in October 2015 noted that the role that senior leaders in education had in shaping, understanding and driving the reduction in the number of young people not in education, employment or training (NEET) was unclear and that the local authority had no overarching single NEET strategy. Since then the authority has produced a single strategy for youth engagement and progression. This strategy is in line with the six priority areas outlined in the Welsh Government guidance and outlines broadly the actions that need to be taken.

In 2015, 300 pupils identified as being at risk of becoming NEET were supported over the summer term and through the school holiday. Young people were able to access ongoing support and advice to help them to secure suitable education, employment and training placements. This approach is beginning to have a positive impact. However, unverified data for 2015 indicates that Year 11 NEETs has worsened slightly and that Cardiff remains one of the worst performing authorities in Wales. The variation in NEETs across schools remains too great.

In order to improve destinations for looked-after children the authority has recently implemented a trainee programme. This aims to provide looked-after children with new skills and qualifications. However, it is too early to judge the impact of this scheme on the outcomes and destinations of looked-after children.

All secondary schools now use the vulnerability assessment profile and this has been extended to the pupil referral unit and special schools. The profile assists schools in identifying pupils that are at risk of becoming NEET.

All pupils that are educated other than at school (EOTAS), now access taster courses with local providers and receive information and support in respect of next-step opportunities. This has slightly improved the destinations for this group of learners. However, the overall percentage of pupils that are NEET from the authority's special school for pupils with social, emotional and behavioural difficulties and EOTAS provision is far too high.

In October 2015, we reported that relevant information on school exclusion and NEETs data is provided to the regional consortia's challenge advisers but that not all challenge advisers discuss concerns over exclusions or NEETs with their schools. This aspect of the challenge advisers' work with schools is beginning to improve.

Recommendation 3: Make sure that the arrangements for delivering school improvement services challenge and support all schools effectively, in order to improve standards for learners in all key stages

The authority has made satisfactory progress in addressing this recommendation.

Overall, Cardiff schools are being challenged more rigorously and supported more effectively to improve. There have been improvements in most of the outcome indicators at all key stages, although the performance of a few of Cardiff secondary schools is still a significant concern.

The work of the school improvement service commissioned from the regional consortium is based on clear priorities and a good understanding of Cardiff schools. Since the monitoring visit in 2014, the local authority has worked well with its schools to engage school leaders and to develop a change in culture in which schools are more aware of their responsibility for their own improvement.

The local authority is developing a good understanding of its schools. Communication between the local authority and school leaders is open, honest and productive. An improved use of data allows the authority to track the progress of pupils in schools and across the city, and to identify those pupils who are at risk of

underachieving. Sharing this data across all schools has helped to raise expectations and to develop greater accountability, although there is not enough emphasis on the analysis of the performance of particular groups of pupils, for example girls, and pupils with special educational needs.

There is a strong working relationship between the local authority and the regional consortium. The local authority has moderated the outcomes of categorisation in partnership with the regional consortium, and this has led to a more accurate view of school performance, an improved model of differentiated support and challenge, and earlier intervention in schools causing concern.

The two senior challenge advisers support the work of challenge advisers well. The performance management and quality assurance of the work of challenge advisers is now more systematic, and the authority has taken robust steps to improve practice where underperformance is identified. Senior challenge advisers undertake joint visits with challenge advisers to schools to appraise the quality of challenge advisers' work. There are robust processes to quality assure the reports of challenge advisers, and this has led to an improvement in the consistency and precision of their reports. Processes to validate judgements through the collection of first-hand evidence are improving, and this is beginning to provide the authority with a more accurate evaluation of their schools. Through school improvement meetings, challenge advisers are developing a better understanding of the role that wider services in the local authority play in improving schools.

The local authority has refined its processes for schools causing concern. This allows the local authority to tackle underperformance earlier and more systematically. Local authority officers hold headteachers and chairs of governors to account well for the progress of their school through a programme of half-termly or termly performance review meetings. These meetings focus suitably on pupil outcomes and school leadership. The local authority has very useful mechanisms to raise issues with leaders in the education directorate so that swift action, including the use of statutory powers, may be taken where schools are not making enough progress.

In 2014-2015, the local authority issued five statutory warning notices and eight letters of concern to schools. These letters outlined clearly the expectations for improvement. The local authority has used its powers of intervention in five schools. These strengthened arrangements to identify and intervene in underperforming schools are impacting positively on leadership, standards, and the quality of provision in schools. Outcomes improved in ten out of the fifteen schools that received a warning notice or letter of concern, or where formal intervention actions were taken.

The local authority uses a wide range of approaches to improve its underperforming schools. It is beginning to implement strategies to improve the quality of leadership, provision and teaching and learning more sustainably across these schools. However, support strategies that focus on the performance of pupils are still focused too heavily on Year 11 pupils at risk of not achieving their level 2 qualifications in English or Welsh and in mathematics.

The local authority works productively with its regional consortium to address the specific needs of Cardiff schools, and to promote school-to-school working. A few Cardiff schools are acting as hubs to disseminate good practice and to provide training and networking opportunities across the consortium. School improvement groups (SIGs) of teachers and leaders across the region are working on key improvement issues, and these groups focus well on evaluating their work in terms of outcomes for pupils.

Recently, in schools categorised as being effective, a system of peer review is developing. This process facilitates the sharing of good practice and is developing the skills of the headteachers involved.

The local authority has commissioned the regional consortium to deliver a comprehensive range of leadership development programmes specifically to address leadership issues across its schools. These include training for aspiring leaders, middle leaders, headteachers at various stages of their careers, and development for those leaders who are capable of supporting other headteachers, or leading more than one school. It is too early to judge the impact of these programmes.

Processes for strengthening school governance are developing well. This includes bespoke training for governors of its underperforming schools. The council has revised the process for appointing local authority governors and it has brokered a wide range of partnerships with businesses in the city to identify and deploy governors who are better able to support their schools. In schools where governance is particularly weak, the regional consortium has recruited a number of experienced governors to act as consultant governors to work alongside challenge advisers to support the governing body.

Overall, schools in Cardiff are becoming more resilient and are demonstrating a greater capacity for improvement. Since the monitoring visit in 2014, there has been an increase in the number of higher performing schools and a decrease in the number in need of significant improvement as determined by the national model of school categorisation. However, schools' performance at key stage 4 at level 1 and level 2, and in the capped points score, has not improved sufficiently.

Recommendation 4: Improve the effectiveness of joint planning across the range of partnership working

The authority has made satisfactory progress in addressing this recommendation.

The local authority has worked well with partners to rationalise joint planning for services to children and young people. The structures supporting partnership working have been revised, with further changes underway. The revised structures include management boards, operational committees and joint planning procedures. These arrangements are beginning to improve collaborative working across organisational boundaries, to pool resources and align services more effectively to address the key challenges facing the city.

The Cardiff Partnership Board provides a clear direction for joint planning and working to address children and young people's education and support needs based

on the priorities set out in the single integrated plan 'What Matters'. This plan is used well to inform planning across the various partnership boards.

The Education Development Board and the Vulnerable Children and Families Programme Board are developing clear strategies to address well-understood common priorities. These priorities include improving services to disabled children and vulnerable families, early intervention and prevention work, services to support young people's emotional and mental health, and corporate approaches to safeguarding. An outcome of these strategies is joint working between partnership programmes such as Families First, Flying Start, Communities First and Integrated Family Support, to contribute towards improved attendance, behaviour and attainment of young people in schools. However, the challenge remains to reduce the number of young people not in education or training.

The work of the six neighbourhood partnerships in Cardiff has enhanced the authority's capacity to offer locally-delivered and more efficient, multi-agency services. These neighbourhood partnerships are a key component in identifying vulnerable young people and providing early intervention and prevention services before needs become acute and require more costly interventions from specialist services. An important feature is the improving use of outcomes data to evaluate the effectiveness of service delivery, for example by measuring the increases in school attendance, measuring the reach of support services, and evaluating outcomes for young people who use neighbourhood based services. This approach is helping officers to rationalise and identify gaps in provision and to reduce duplication.

Historically, an important barrier to efficient joint working has been the lack of effective information sharing policies and protocols. The Early Help Strategy has been put in place to address this. However, it is too early to assess the impact of this strategy.

There are much improved links and working relationships between officers and schools which are based on a better understanding of their respective roles, mutual expectations and accountabilities. The local authority consults schools with increasing effectiveness, which has resulted in better engagement between the authority and its schools. Headteachers consider that they are better-informed, engage in constructive dialogue with officers and contribute more directly to identifying the local authority's priorities. There is a strong emphasis and shared commitment to develop the capacity of schools in Cardiff to lead and support their own improvement.

The Education Development Board has developed effective partnership working with higher education institutions, further education institutions and the business and enterprise community. This has helped broaden the curriculum for some secondary school pupils, improve educational and employment opportunities for post-16 students and enhance the capacities of governing bodies.

A particularly valuable initiative of the Safe and Cohesive Community Board has been the partnership with Prevent, a Home Office strategy to prevent people becoming radicalised and drawn into terrorism. As a result, schools have undertaken awareness-raising training. All secondary schools have introduced the 'getting on together' curriculum, which challenges all forms of extremism and helps

to improve community cohesion in the city. This work is helping to inform practice throughout the United Kingdom.

The local authority is currently reorganising its youth work provision, following consultation with young people, neighbourhood boards, and voluntary sector providers in Cardiff. The re-organisation is built around increased partnership work between the local authority and the voluntary sector in order to deliver the Welsh Government's Youth Service Strategy, and its Youth Engagement and Progression Framework. However, it is too early to assess the impact of this reorganisation on youth support services in Cardiff.

Recommendation 5: Improve performance management processes to ensure a consistent approach in delivering objectives

The authority has made satisfactory progress in addressing this recommendation

Performance management processes within the local authority have improved. The authority now has a better understanding of its current performance within education services for children and young people and its progress in meeting objectives set out in corporate and directorate plans.

The quarterly performance management process ensures that there is strong challenge to the director's quarterly performance report.

The director of education and lifelong learning provides quarterly reports on performance to the cabinet and scrutiny committee. These reports appropriately show links to corporate and directorate priorities as well as progress against challenges identified in the previous quarter. In addition, they contain clear information on progress against the directorate's delivery plan and include suitable information about the main risks together with appropriate mitigating action.

These reports are presented to the 'Star Chamber' prior to being formally considered by the cabinet and scrutiny committee. The chief executive, the leader of the council, relevant directors, the cabinet member for corporate services and performance and other relevant personnel attend the 'Star Chamber' meetings. During 'Star Chamber' meetings the director is challenged in relation to matters identified in the report and suitable actions are agreed. As a result, quarterly performance reports are more robust and their usefulness has improved.

The quarterly performance reports are also presented to the Cardiff Challenge Forum. This forum was established in partnership with the Welsh Government and the Welsh Local Government Association to secure the rapid improvement of selected individual services, including education, and of the Council's overall corporate improvement capability. This forum meets quarterly and provides appropriate challenge and support.

The director's annual report is realistic and accurate in the way it evaluates the performance of schools. It provides a useful commentary on performance and identifies priority areas for further improvement. The appendices present useful and balanced analyses of performance across the authority.

Other reports on performance including the self-evaluation report provide useful details of the different education services including progress against the Estyn quality indicator headings. However, these generally describe the actions undertaken rather than how well those actions have been carried out and their impact. They do not provide sufficient evidence to support assertions. Also, areas for improvement are not clear enough to be able to determine a suitable range of appropriate actions.

In 2014-2015, the authority introduced a revised personal performance and development review (PPDR) process for managing the performance of staff. Nearly all staff have been included in this process. Performance objectives for members of staff in the directorate do not link clearly enough to team, directorate or corporate priorities. Targets set for individuals are not consistently measurable, ambitious enough or appropriate to be able to ensure that performance is assessed robustly.

Recommendation 6: Improve the scrutiny of local authority education services and partnership working

The authority has made satisfactory progress in addressing this recommendation.

The authority has responded well to this recommendation in a timely and appropriate manner. The Council has made changes to the scrutiny committee structure and responsibilities. There are now five scrutiny committees, and each is responsible for the scrutiny of partnership work and its impact, in its respective work programme. The children and young people scrutiny committee's work programme appropriately includes arrangements for the scrutiny of all education services for children and young people. This includes services delivered through community settings and through schools.

The children and young people scrutiny committee is increasingly effective. The committee has agreed a framework to provide its members with structured development and training opportunities. This training has helped scrutiny members to improve their understanding of the issues relating to the achievement and attainment of children and young people, and how to interpret the data sets used by education officers and schools to track outcomes.

The committee has put in place a number of actions to better manage its range of duties and the size of its agenda. These include a programme of pre-meetings and briefings, as well as monitoring panels which look specifically at budget and performance reports. These pre-meetings and panels enable the members to identify clear lines of inquiry for follow-up at committee meetings. These changes have helped the scrutiny committee become more focused.

The committee also makes good use of task and finish groups to follow up identified areas in greater detail and to produce reports for the wider scrutiny committee. The task and finish groups are working well. Their findings have, for example, led to improvements in the way the local authority appoints its school governors and matches governors' skill sets to the needs of a governing body.

Following each scrutiny meeting, the chair writes to the cabinet member setting out findings and recommendations from the meeting, and these are generally clear and challenging. For example, following the task and finish group, which met with headteachers from schools categorised as red, the chair of scrutiny's letter included challenges and recommendations to the education department and the regional consortium. However, the letter does not include any challenges or recommendations to the schools they scrutinised.

Next steps

Cardiff Council has made satisfactory progress overall since the monitoring visit in February 2014.

There are important areas in this report that require particular attention. For example:

- Improve the performance of pupils at key stage 4, particularly in the wider capped points score, level 2 and level 1 threshold
- Improve the percentage of young people that are not in education, employment or training
- Improve the information that the authority has on the extent and quality of provision made by schools for pupils educated away from the school site
- Ensure that the local authority's self-evaluation evaluates the impact of actions taken
- Ensure that areas for improvement are supported by suitable action plans

Your link inspectors will continue to support and challenge the authority as part of their usual link role.

Estyn will make arrangements to discuss the findings of this visit with the Children and Young People Scrutiny Committee.

I am copying this letter to the Welsh Government and to the Auditor General for Wales for information.

Yours sincerely

Clive Phillips
Assistant Director

Cc: Welsh Government
Auditor General for Wales

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**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

CORPORATE PARENTING ADVISORY COMMITTEE

19th July 2016

Corporate Parenting Advisory Committee Performance Summary – Quarter 4

Reasons for the Report

1. The purpose of the report is to provide the Committee with information and performance data in respect of Quarter 4 2015-16 to enable the Committee to:
 - a. Understand the factors that impact on outcomes for children in need and looked after children.
 - b. Consider opportunities for improving outcomes for children in need and looked after children.
2. This is the third attempt at a more strategic approach to reporting to Committee. It will be used as the basis for developing future reports that will give Members an understanding of cross cutting issues relating to looked after children both within the Council and wider partnerships.
3. The Quarter 4 report covers the period from 1st January 2016 to 31st March 2016.

Overview of Performance

4. While there has been some continued progress in Quarter 4, there has also been slippage in some areas in the context of increasing referrals and overall caseload numbers.
5. Work to progress the Children's Services business plan has continued and key areas of progress include:

- a. **Early Help Strategy** - the Strategy was launched during Quarter 3 and is being implemented. The following developments have been made during the quarter:
- Joint Assessment Family Framework (JAFF) pilot progressing; Family Plan template finalised; JAFF Training DVD commissioned to assist practitioners undertake the assessment.
 - Review of Family Intervention Support Service (FISS) capacity being undertaken following ongoing success of rapid response project.
 - Adolescent Resource Centre – premises secured, post creation commenced; model for psychology input agreed with Health.
- b. **Gateway Database** - single gateway for young people aged 16 or above to access direct housing, advice and support went live in Quarter 3. The Gateway has been a very positive development for young people needing to access accommodation and for the staff supporting them to do so. The process is very accessible and has reduced the anxiety for young people. It has strengthened relationships across the Directorates and is enabling the Looked After Children Service to respond to the requirements of young people and to work together to develop appropriate resources that meet need.
- c. **Remodelling of Children's Services** - meetings are underway with a Signs of Safety training provider to plan the delivery of training. The Risk Assessment Framework has been agreed and will be implemented in Quarter 1 2016-17. Evaluation of OM roles has been completed and discussions with Trade Unions are underway prior to proceeding with the re-structure. Subject to agreement being reached with Trade Unions, it is anticipated that OM appointments will be completed by end of Quarter 1 2016-17.
6. Designated teacher forums have taken place termly and the meetings have given the opportunity for schools to share positive practice that they have put in place in their schools. We have also incorporated the foster carer's voice and care leaver's voice into each meeting. Training on the use of Lego to express feelings and improve wellbeing has also been made available to designated

teachers. We continue to work with designated teachers across our Consortium (Cardiff, Bridgend, Merthyr Tydfil, Rhondda Cynon Taff and the Vale of Glamorgan) to share good practice. We have had joint meetings with social workers and education staff to improve relationships and understanding of each other's work.

7. A large proportion of the Pupil Deprivation Grant (PDG) 2015/16 was delegated to schools to support the education and inclusion of looked after children. Many schools have used the money in creative ways to provide a nurturing space for looked after children and other vulnerable children in their school. Rumney Primary, who have the most looked after children in the primary phase, built a kitchen so that developing emotional wellbeing can go alongside fun practical learning. Many schools have purchased Lego kits that are being used to enable children to express their feelings and deal with some of their emotional issues. There will be new arrangements for the distribution of the grant in 2016/17 overseen by the consortium. These are yet to be finalised.
8. A "virtual school" data tracking system for all looked after children is in place and provides a profile of every looked after child which includes end of Key Stage attainment data, attendance and exclusions. The profile now includes national test scores that are available in the system. Teacher assessment is now being collected from schools and is being incorporated onto the tracker. Challenge advisers are being updated regularly with information on the looked after children in their schools and are challenging schools to ensure progress being made is at least adequate. Team Around the School meetings also ensure that looked after pupils are discussed and any concerns raised with the Looked After Education team. There has been joint Governor training by Education and Children's Services. In the last session there were 28 Governors and the course was very well evaluated. All schools have been advised that they should have a designated Governor for looked after children.
9. Multi Agency Meetings (MAG) are continuing to improve in their focus and starting to lead to more focussed support. Discussion takes place on a half termly basis. At the June meeting there will be representation from the Child Health and Disability team (Children's Services) and from the Education

casework team. This will ensure that issues with the education of some of our most complex looked after children will be dealt with more effectively. The virtual tracking system is invaluable in providing up to date information to support meaningful discussion in the meetings.

10. There has been some slippage in progress against some of the milestones in the Children's Services Plan relating to:

- a. **Child Sexual Exploitation (CSE) Strategy** - the Cardiff Child Sexual Exploitation Strategy was approved by the Cardiff and Vale Safeguarding Children Board in its role as the statutory body to which all agencies are accountable and this has provided the basis for Directorate and partner activity both in developing a strategic response to CSE and in ensuring effective operational interventions when necessary. More broadly the Directorate has been working very actively with South Wales Police as the key lead agency in relation to CSE overall and this strong local relationship in Cardiff is reflected both in the Strategy and in joint operations on the ground. A full programme of training has been planned for partner agencies and other groups, and awareness raising sessions are underway. A briefing to informal Cabinet is being arranged in the near future which will demonstrate significant progress over the last 12 months.
- b. **Implementation of Multi Agency Safeguarding Hub (MASH)** - governance arrangements, operating model, staff composition, ICT infrastructure and accommodation (Cardiff Bay Police Station) agreed. Information sharing protocol under development. Vetting process for staff almost complete. Process mapping for referral pathways completed. On target for launch at the end of Quarter 1 2016-17.
- c. **Work with Education to improve educational outcomes for looked after children and care leavers** - following concerns raised in Quarter 2, and the introduction of information for managers to enable proactive monitoring of PEPs, there are some signs of improvement at the time of writing. Operational Managers for relevant services are continuing to re-

enforce the need to ensure that staff give high priority to completing the PEP when children become looked after.

- d. **Improving the quality of referrals** - the review of the Multi-Agency Referral Form planned for Quarter 2 was integrated with work being undertaken in relation to the Social Services & Wellbeing (Wales) Act. Required amendments have been made and the form is to be agreed collectively by colleagues in Education, Probation, Police and Health in readiness for use in 2016-17.

- e. **Safeguarding monitoring requirements** - work on the development of a suite of performance measures and reporting mechanisms that cover the broad range of work undertaken by the safeguarding and review unit has been undertaken and it is anticipated that this work will be concluded in Quarter 1 2016-17.

- f. **YOS** - progress in relation to YOS governance has been made and plans are in place to address membership, contents of meetings, presentation of performance information and financial information which will accord with recommendations made by the Police and Crime Commissioner's commissioned report and the YOS inspection report. YOS Management Board to facilitate workshops to address governance issues. Achievement of the planned YOS restructure has been deferred to 2016-17.

- g. **Corporate Parenting Strategy** - will be considered by Cabinet in Quarter 1 and the launch will follow shortly after.

- h. **Re-commissioning of the Supervised Contact Service** - contract awarded – service to be implemented in Quarter 1 2016-17.

- i. **Enhanced Fostering Scheme** - plan in place to address financial implications. Engagement with alternative provider and three promising models proposed (currently being considered by Children's Management Team). Work undertaken with Legal and Procurement to terminate

current contract and put in place a new contract for an individual placement for the one young person who was placed within the scheme and remains in placement.

- j. **Welsh bilingual service** - operational pressures have made the completion of the Linguistic Assessments more difficult. 21 assessments have been returned to date and reminders issued regarding the outstanding assessments.

- k. **Savings** - the outturn position for Children's Services shows a reported overspend of £2.013m. The overspend reflects ongoing pressure on the budget for external placements. This reflects an increase in the proportion of children presenting extremely complex challenges who need externally purchased placements with very high support ratios. There is also a significant shortfall (£1.2m) against the £2.96m savings target set for the service as part of the 2015-16 budget (and unachieved savings brought forward from 2014-15) which is attributable principally to the failure of a provider to deliver services in support of a new Payment by Results initiative. Nevertheless, there has been a continued focus on returning children placed in high cost out of area placements to Cardiff that was successful in returning 7 children to Cardiff in 2015-16 at an estimated saving of £316,000.

- l. **Quality Assurance Framework** - a Quality Assurance Officer has been appointed and the implementation of the Framework is planned for Quarter 1 2016-17.

Detailed Commentary – Quarter 4 2015-16

11. The number of children who were looked after at 31st March 2016 (not including those children being looked after as part of a respite care arrangement) was 644 compared with 625 at 31st December 2015 (CS LAC 3e). This represents a rate of 8.8 children per 1,000 in Cardiff, which is lower than the all Wales rate of 9.1 per 1,000 as at 31st March 2014.

12. Initial care plans were in place prior to children becoming looked after in 88.7% (63 / 71) of cases during Quarter 4, compared with 78.1% (50 / 64) in Quarter 3 (SCC/001a). Performance against this indicator improved during the quarter and is now above the threshold for manager intervention.
13. 88.1% (37 / 42) of permanence plans were in place by second looked after review in Quarter 4, compared with 96.3% (52 / 54) in Quarter 3 (SCC/001b).
14. 72.0% (363 / 504) of looked after children were placed with independent sector providers at the end of Quarter 4 (CS LAC 44), an increase from 70.0% (340 / 486) in Quarter 3. The number of children placed in independent sector residential placements has reduced to 50 from 55 at the end of Quarter 3.
15. 62.5% (315 / 504) of children in regulated placements were placed in Cardiff at the end of Quarter 4 compared with 60.9% (296 / 486) at the end of Quarter 3 (CS LAC 58). A further 83 children placed outside Cardiff were within 20 miles of their home address. 3 of the children not placed in Cardiff are placed with relative carers. For some children placement outside the authority is in their best interests, examples include children placed with family members who live outside Cardiff, children placed in specialist placements and some children who are placed in areas that are closer to their home address than some parts of the city.
16. 90.6% (386 / 426) of statutory reviews for looked after children were held within prescribed timescales in Quarter 4 compared with 95.9% (397 / 414) in Quarter 3 (SCC/021). 91.1% (388 / 426) of statutory visits were held in accordance with regulations in Quarter 4 showing an increase from 85.3% (353 / 414) in Quarter 3 (SCC/025 – PAM).
17. 99.8% (631 / 632) looked after children were allocated to a social worker at 31st March 2016. The one case that was not has since been allocated.
18. As at 31st March 2016, 50 children were in external residential placements. Children's Services were solely responsible for funding 23 of these placements with the remaining 27 receiving contributions from Education, Health, or both.

The average weekly cost per child was £3,464, although this ranged from £2,245 to £6,144. Contributions from Education range from 5% to 31% and Health range from 2% to 50% of the weekly cost - the percentage of the contribution is based upon factors such as how much the provider charges for education and therapy costs, the number of weeks in the school terms, the period of therapy, continuing health care needs and whether the child is statemented.

Financial Implications

19. There are no direct financial implications arising from the report.

Legal Implications

20. There are no legal implications arising from this report.

RECOMMENDATION

The Committee is recommended to:

- Consider the contents of the report and report any comments to the Cabinet Member.

TONY YOUNG

Director of Social Services

13th July 2016

Draft Corporate Parenting Advisory Committee Work Programme

Theme	Event	19 July 2016 Meeting	Sept 2016 meeting	Nov 2016 meeting	Jan 2017 meeting	March 2017 meeting	Event	May 2017 meeting	July 2017 Meeting
Internal services	Looked after children – Director’s annual report engagement	1. Children’s Services and Education 2016 Inspection findings			1. Staff workload	1. Foster carers.	Care Leavers – member engagement	1. Traineeship for looked after children annual report	1. 2015/16 updates: Looked After Children Teams, the Gateway, the Virtual Schools.
						2. Disability Strategy			
External service providers		2. Children Placed out of County annual report 2015/2016		1. 4C’s Commissioning ?	2. Exerting influence out of county.	3. Health / Emotional Health.			2. Children Placed out of County 2016/2017 report
Annual Reports			1. Fostering Annual Quality of Care Report	2. National and Regional Adoption Service Annual Report	3. Annual review of Corporate Parenting Strategy			3. Corporate Parenting Advisory Committee annual report for approval	3. Corporate Safeguarding Board Annual Report
NYAS / Participation		3. Feedback from March event and NYAS participation group	2. NYAS update		4. NYAS Advocacy and Independent Visiting Service Annual report			4. NYAS update	4. Feedback from March event and NYAS participation group
Education		4. Education report	3. Education report	3. Education report: The attitudes of schools towards looked after children	5. Education report	4. Education report		5. Education report	5. Education report
Reg 32		5. Regulation 32 report	4. Regulation 32 report	4. Regulation 32 report	6. Regulation 32 report	5. Regulation 32 report		6. Regulation 32 report	6. Regulation 32 report
Complaints			5. Q1 Complaints & Compliments Report	5. Q2 Complaints & Compliments Report		6. Q3 Complaints & Compliments Report		7. 2016/17 Complaints & Compliments Report	
Performance		6. Q4 Performance	6. Q1 Performance Update and Annual Outturn	6. Q2 Performance Update		7. Q3 Performance Update			7. Q4 Performance
Visits		7. Members visits	7. Members visits	7. Members visits	7. Members visits	8. Members visits		8. Members visits	8. Members visits
Work programme	8. Work programme.	8. Work programme / CPAC development .	8. Work programme	8. Work programme	9. Work programme		9. Work programme /		
Forum Meetings / workshops		9. Induction workshop.			10. Forum Meeting Corporate Parenting Advisory Committee annual report – Member workshop				

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