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AGENDA

Committee CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 12 MAY 2015, 2.30 PM

Venue COMMITTEE ROOM 1 - COUNTY HALL

Membership Councillor Richard Cook (Chairperson)
Councillors Boyle, Chaundy, Gordon, Govier, Morgan, Murphy,
Dianne Rees and Lynda Thorne

Mrs P Arlotte (Roman Catholic representative), Carol Cobert (Church in Wales representative), Ms Catrin Lewis (Parent Governor Representative) and Mrs Hayley Smith (Parent Governor Representative)

Time approx.

- | | | |
|----------|--|---------|
| 1 | Apologies for Absence | 2.30 pm |
| | To receive apologies for absence. | |
| 2 | Declarations of Interest | 2.35 pm |
| | To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct. | |
| 3 | Minutes (<i>Pages 1 - 18</i>) | 2.35 pm |
| | To approve as a correct record the minutes of the meetings of 10 March 2015 and 7 April 2015. | |
| 4 | Local Authority Arrangements to support Safeguarding of Children (<i>Pages 19 - 56</i>) | 2.40 pm |
| | a) Councillor Sue Lent (Cabinet Member, Early Years, Children & Families and Deputy Leader) will be in attendance and may wish to make a statement | |
| | b) Tony Young (Statutory Director of Social Services) and Alison Davies (Operational Manager, Safeguarding) will introduce the report and be available to answer Members' questions; | |

c) Questions from Committee Members.

5 Children's Services - Quarter 4 Performance Monitoring (*Pages 57 - 92*) 3.00 pm

a) Councillor Sue Lent (Cabinet Member, Early Years, Children & Families and Deputy Leader) will be in attendance and may wish to make a statement;

b) Tony Young (Statutory Director of Social Services) and Kim Brown (Service Manager, Policy and Performance) will introduce the report and be available to answer questions;

c) Questions from Committee Members.

6 Early Help Strategy - Draft Cabinet report (*Pages 93 - 144*) 3.40 pm

a) Councillor Sue Lent (Cabinet Member, Early Years, Children & Families and Deputy Leader) will be in attendance and may wish to make a statement;

b) Tony Young (Statutory Director of Social Services) and Angela Bourge (Operational Manager, Strategy, Commissioning and Resources) will introduce the report and be available to answer questions;

c) Questions from Committee Members.

7 Estyn Monitoring Visit Letter (*Pages 145 - 148*) 4.10 pm

a) Estyn Inspector to present the Monitoring letter to Committee; copy to follow.

b) Questions from Committee Members.

8 Education Quarter 4 Corporate Performance Report (*Pages 149 - 160*) 4.40 pm

a) Councillor Julia Magill (Cabinet Member for Education and Skills) will be in attendance and may wish to make a statement;

b) Nick Batchelar (Director of Education and Lifelong Learning) and Carol Jones (Assistant Director of Education) will present the report and be available to answer questions Members may have;

c) Questions from Committee Members.

9 Correspondence Report (*Pages 161 - 250*) 5.10 pm

- a) Scrutiny Officer to briefly introduce the report;
- b) Questions from Committee Members.

10 Draft Annual Report (*Pages 251 - 286*) 5.20 pm

- a) Scrutiny Officer to briefly introduce the report;
- b) Questions from Committee Members.

11 Way Forward 5.30 pm

12 Date of next meeting

The next regular meeting will be held at 4.30pm on 9 June 2015

Marie Rosenthal
County Clerk & Monitoring Officer

Date: Wednesday 6 May 2015
Contact: Paul Burke,
029 2087 2412, PaBurke@cardiff.gov.uk

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These minutes are draft and are subject to approval as an accurate record at the next meeting of the Children & Young People Scrutiny Committee to be held on 12 May 2015

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

10 MARCH 2015

Present: Councillor Richard Cook (Chairperson), Councillors Boyle, Chaundy, Gordon, Govier, Morgan, Murphy, Dianne Rees and Thorne.

Co-opted Members: Mrs P. Arlotte (Roman Catholic Representative), Carole Cobert (Church in Wales Representative), Catrin Lewis (Parent Governor Representative) and Hayley Smith (Parent Governor Representative)

Apologies: Councillors Govier and Morgan

61: DECLARATIONS OF INTEREST

The Chairperson reminded Members of their responsibility under Part III of the Members' Code of Conduct to declare any interest in general terms and to complete personal interest forms at the start of the meeting and then, prior to the commencement of the discussion of the item in question, specify whether it is a personal or prejudicial interest. If the interest is prejudicial Members would be asked to leave the meeting and if the interest is personal, Members would be invited to stay, speak and vote.

62: COMMITTEE MEMBERSHIP

The Chairperson welcomed Carole Cobert and Hayley Smith, who are two new independent members of the Committee, and Catrin Lewis, who is returning for a second term as an independent member of the Committee.

63: MINUTES OF LAST MEETING

The minutes of the meetings of 9 December 2014, 13 January 2015 and 3 February 2015 were agreed as a correct record and signed by the Chairperson.

64: EDUCATION PERFORMANCE UPDATE

The Chairperson welcomed Councillor Julia Magill (Cabinet Member for Education and Skills), Nick Batchelar (Director of Education and Lifelong Learning) and Carole Jones (Assistant Director of Education).

The purpose of this report was to present the Education Directorate performance report for Quarters 1, 2 and 3 of 2014/15 prior to its consideration by the Cabinet and to provide the Committee with an opportunity to receive an update on the progress being made in addressing the Estyn monitoring recommendations which are due to be reviewed by Estyn later this month.

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The Chairperson invited Councillor Magill to make a statement. Councillor Magill informed the Committee that the projected improvement in performance at Key Stage 4 Level 2 Plus for the summer of 2015 is 5% or more. The typical rate of improvement in previous years has been about 1%. Cardiff schools are improving at a faster rate than schools in other parts of Wales. The number of young people who are not in education, employment or training (NEETs) continues to fall. On the financial picture for Education, there is a projected overspend for this year and this is due to a number of factors. The Directorate now has a full compliment of senior managers. Out of county placements are costly and the demand for them is difficult to predict. Education is working with Children's Services to create provision within Cardiff for those children and young people who would otherwise have been placed out of county. The Welsh Government (WG) has made some significant in-year cuts to education grants, including grants to support the learning of those from Black and Minority Ethnic (BME) communities.

The Chairperson invited questions from the Committee on Quarter 3 performance.

The Committee asked whether the local authority has been given any assurances that the WG will not make further cuts to grants next year and was advised that eleven grants have been rolled into one, but there are no indications that there will be further cuts to grants next year. Compared to other local authorities in Wales, Cardiff has a significant number of BME learners and the Director has taken steps to make sure that Cardiff schools are not affected disproportionately by these cuts.

Regarding BME grants, the Committee asked whether these are made on the basis of the number of learners from BME communities in a school or on the number of pupils whose first language is not English and enquired whether there will be a review to make sure that the grant money is spent in a way that is targeted. The Committee was informed that the award of the grant is based on the BME head count, and would include new arrivals from Europe and beyond. Much of the focus of the use of the grant is on language development. The way in which the grants are being spent has not been reviewed yet but there is an intention to do that.

The Committee pointed out that it is not ideal to be undertaking scrutiny of performance in Quarter 3 as late as March and asked how reporting can be improved to improve timelines. The Committee was advised that due to the recent focus on the budget the Committee has received all Quarter 3 reports at the same time.

The Committee noted that compliance on Personal Performance Development Reviews (PPDRs) is now at 86% and asked what the target for this is, as a compliance rate of more than 86% would be expected. The Committee was advised that there has been an improvement in the data since the report was written and compliance stands at about 94%. The aim is for 100% compliance.

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The Committee turned its attention to the progress made in addressing the Estyn recommendations and the Director gave a summary of this, beginning with Recommendation 3, which is as follows:

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 Committee was advised that challenge and support have been strengthened. Last year there were concerns about the variability of challenge given by the Challenge Advisers (CAs). There has also been significant progress in escalating concerns about schools. The report identifies areas in which further improvement is needed, and these are as follows:

- 1) It is essential that the work of the CAs is embedded with the other support that schools receive from the local authority. CAs should have knowledge of the other ways in which the school is supported, such as through the local authority's HR service.
- 2) Challenge Cymru – There are six schools in the programme and not all are making the required progress. It is important that the local authority works with WG to make sure that performance in those schools improves.
- 3) It is important to continue to identify good practice and promote school-to-school support.

The Chairperson invited questions from the Committee.

The Committee asked about the extent to which schools are supported as well as challenged. The Committee was advised that it is important to give schools support and challenge in that order. A large proportion of the local authority's budget goes to schools and it is important that it is used effectively. Poorly performing schools have to be helped to understand what is going wrong, how things can be improved and know where sources of support are, for example support from other schools.

The Committee suggested that improvement may still be too slow and asked what it is about the actions that are now being taken that will ensure that a generation of children will not be disadvantaged because of poor performance by schools. The Committee was advised that the performance of some of Cardiff's schools has stagnated over a number of years. Improvements are being made but these improvements have not yet gone far enough, and the pace of improvement does need to be quicker, but it takes a long time to tackle long-standing weaknesses and the underpinning arrangements described in the reports are the building blocks for improvement. Some secondary schools remain a challenge but it would not be right to characterise

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the whole system as failing. Schools are now working together to achieve improvement. A self-sustaining system for improvement is being created. The Consortium is working well, its leadership has been improved and it works to set up more robust challenge and support arrangements.

The Committee enquired about the support that is available to governing bodies, not just in the form of training but support when the school is failing. The Committee was advised that a very well regarded programme of training for those chairing governing bodies is to be rolled out across Cardiff. When a school is not performing well the chair of the governing body is involved in the discussions that are held with the headteacher about that.

The Committee was briefed on progress made against Recommendation 5, which is as follows:

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

The Committee was advised that there are two key aspects of managing improvement and these are culture and structure. The factors for managing performance improvement have to be identified and acted on, and there has to be accountability. There should be a readiness to be challenged and an awareness of the key priority, which is good outcomes for children, can not be lost. Although there is a much greater awareness of this now, there are still other areas where further improvements can be made; the culture of improvement needs further strengthening; there has to be focus and coherence in planning; and there has to be accountability.

The Committee asked officers how confident they were that the improvements in performance management that are being made with the Consortium will enable the schools currently categorised as Red/Amber to move out of that category. The Committee was advised that one reason for greater confidence is that there is now more oversight of the CAs. Their communication with schools is clearer and more forthright and they are more consistent in their practice. They are under closer scrutiny and their reports have to be signed off.

The Chair invited Members to comment on ways in which progress might be made against Recommendation 6, which is as follows:

Recommendation 6 - Improve the scrutiny of local authority education service and partnership working

The following points were made:

- More links between the Committee and governing bodies could be useful, as well as a rolling programme of training for the Committee.

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- Headteachers of schools have attended meetings of the Committee and it would be helpful if the Committee could have more face to face contact with headteachers.
- Pre-meetings are helpful as the questions to be asked can be identified before the meeting.
- The style of the 'nitty-gritty' reports on education that the Committee now receives is an improvement on previous reports.

The Chairperson thanked the Cabinet Member and officers for attending the meeting, for their presentation and for answering questions from Members.

AGREED: That the Chairperson on behalf of the Committee writes to the Cabinet Member highlighting the issues raised during the Way Forward discussion.

65: SCHOOL PERFORMANCE MONITORING REPORT – NATIONAL CATEGORISATION AND SCHOOLS CAUSING CONCERN

The Chairperson welcomed Councillor Julia Magill (Cabinet Member for Education and Skills), Nick Batchelar (Director of Education and Lifelong Learning) and Angela Kent (Head of Achievement and Inclusion).

The Director of Education has identified certain performance areas which are available to be scrutinised during the year. The Committee has already received performance reports on outcomes of inspections for schools inspected in the period September 2010 to December 2014 and on performance in literacy and numeracy. This report on national categorisation and schools causing concern was the third report in this programme of scrutiny.

The Chairperson invited Councillor Magill to make a statement. Councillor Magill advised the Committee that the new national categorisation system is a marked improvement. The fundamental difference is that the banding system is now absolute and not relative. Every school in the city could be in the top band as long as it reached the required standard.

Angela Kent gave a presentation, following which the Chairperson invited questions from the Committee.

The Committee asked how inconsistencies in teaching are being addressed and what support is available for pupils with challenging behaviour. The Committee was advised that there is a challenging behaviour support team, but if teaching is of good quality then pupils are more engaged and so there is less challenging behaviour. Children may have a behaviour support plan. Often challenging behaviour arises when children have low self-esteem, perhaps because their language skills are not good and this causes them to have difficulties with their work.

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The Committee asked why there are so many schools in Cardiff that are categorised as Red and whether there is anything endemic in the city's schools that prevents those schools from moving into the Green or Amber categories. The Committee was advised that in terms of the performance of its schools Cardiff had previously become inward looking; there was not enough challenge. Poor practice and poor performance was allowed to continue for too long. Also, the impact of poor teaching is greater on children who come from the more disadvantaged communities. A cultural change was needed so that there was a recognition that the city's schools were not performing as well as they should be.

The Committee asked when the next categorisation of schools will take place and was advised that schools will be officially re-categorised in a year's time, although self-assessment of any potential for re-categorisation will occur before then.

The Committee suggested that there seems to be more of an endemic issue at secondary level than at primary and asked why this might be. The Committee was advised that there has been a recognition that some secondary schools have been coasting, and some schools have not been properly categorised in the past. In some parts of the system, pupils' work is now marked more objectively but at Key Stage 2 and 3 marking is still based on teacher assessment. The Consortium is now moderating through an external group to ensure that there is a level of objectivity around standards at a particular level. This should give more confidence about the true position on performance. Also, it is important to look not just at overall attainment but at the improvements pupils make across the system.

The Committee asked whether teaching is augmented by additional support in those schools categorised as Red and was advised that schools that are in significant difficulty do warrant a greater degree of support, as well as additional scrutiny. Active brokering of support is a key part of a programme of improvement.

The Chairperson thanked the Cabinet Member and officers for attending the meeting, for their presentation and for answering questions from Members.

AGREED: That the Chairperson on behalf of the Committee writes to the Cabinet Member highlighting the issues raised during the Way Forward discussion.

66: 21st CENTURY SCHOOLS PROGRAMME – REALIGNMENT

The Chairperson welcomed Councillor Julia Magill (Cabinet Member for Education and Skills), Nick Batchelar (Director of Education and Lifelong Learning) and Janine Nightingale (Head of Schools Organisation, Access & Planning).

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The purpose of this report was to provide the Committee with an opportunity to consider the rationale for the proposed realignment of the 21st Century Schools Programme.

Janine Nightingale gave a presentation, following which the Chairperson invited questions from the Committee.

The Committee asked officers how the Committee can be assured that the proposed changes will bring better outcomes. The Committee was advised that capital investment is a key leader to improving outcomes. Good school environments promote good outcomes. These proposals are part of a strategy to improve performance and part of an aim to encourage engagement between schools and the wider community. The aim is to provide primary schools with a two-form entry or above.

The Committee commented that it was disappointing that youth and play centres are being closed in parts of the city while at the same time proposals for the building of new schools are being made. The Committee asked whether the youth and play services could be offered use of the new buildings. The Committee was advised that the local authority is looking to introduce a new model for the Youth Service and some schools have come forward to offer help with this. Resources need to be freed up so that services can be commissioned. Part of the problem is not spaces but people to operate organisations.

The Committee asked what consideration is being given to the siting of the new schools, pointing out that it creates real difficulties for parents when schools are placed away from residential areas. The Committee was advised that some of the new schools will be on existing school sites but in a compact urban area like Cardiff there are difficulties finding suitable sites. In future, the local authority may have to move towards having two-storey school buildings.

The Committee expressed concern over the lack of nursery provision for faith schools and asked how many non-faith schools lack this provision. Officers advised that they would obtain that information for the Committee.

The Committee enquired if a site has yet been identified for the new high schools in the west of Cardiff. The Committee was advised that there will be consultation on this. It is proposed that the Glyn Derw School will be transferred on to the Michaelston College site.

The Committee asked what has been learned from the amalgamation of Rumney High School and Llanrumney High School to form Eastern High School. The Committee was advised that one good aspect of the amalgamation was the way in which the pupils participated in the re-branding, choosing the name and uniform for the new school. Bringing the two school communities together went well.

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The Committee was concerned about the significant maintenance backlog. The Committee was advised that there is a robust, prioritised asset management programme and £3 million per year funding for this. It will take time to reduce the backlog. The Committee enquired whether deferred projects will either be included in the programme or prioritised and was advised that deferred projects will be prioritised.

The Committee asked whether more money for the schools programme is likely to be available over the next few years and was advised that more may be available from the Local Development Plan. It is expected that Cardiff will have two new secondary schools and five new primary schools.

The Chairperson thanked the Cabinet Member and officers for attending the meeting, for their presentation and for answering questions from Members.

AGREED: That the Chairperson on behalf of the Committee writes to the Cabinet Member highlighting the issues raised during the Way Forward discussion.

67: DATE OF NEXT MEETING

The next meeting will be held on 7 April 2015 at 4.30pm in Committee Room 4, County Hall

The meeting closed at 6.00pm.

Signed _____
Chairperson

Date _____

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CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

7 April 2015

Present: Councillor Richard Cook (Chairperson), Councillors Gordon, Murphy, Dianne Rees and Thorne.

Co-opted Members: Carole Cobert (Church in Wales Representative), Catrin Lewis (Parent Governor Representative) and Hayley Smith (Parent Governor Representative)

Apologies: Councillors Boyle, Chaundy, Govier and Morgan.

Co-opted Members: Mrs P. Arlotte (Roman Catholic Representative)

68: APOLGIES FOR ABSENCE

Apologies were received from Councillors Boyle, Chaundy, Govier and Morgan and from Mrs P. Arlotte (Roman Catholic Representative)

69: DECLARATIONS OF INTEREST

The Chairperson reminded Members of their responsibility under Part III of the Members' Code of Conduct to declare any interest in general terms and to complete personal interest forms at the start of the meeting and then, prior to the commencement of the discussion of the item in question, specify whether it is a personal or prejudicial interest. If the interest is prejudicial Members would be asked to leave the meeting and if the interest is personal, Members would be invited to stay, speak and vote.

70: INTEGRATED FAMILY SUPPORT TEAM (IFST) – ANNUAL REPORT

The Chairperson welcomed Councillor Sue Lent (Cabinet Member for Early Years, Children and Families) and Cheryl Chapman (Service Manager, Family Intervention Support).

The purpose of this report was to provide the Committee with an opportunity to comment on the Integrated Family Support Team's third annual report. The report sets out the key achievements and outcomes, challenges and issues facing the Team, as well as the priorities for the next twelve months.

The Service Manager gave a presentation, after which the Chairperson invited questions from the Committee.

The Committee asked for clarification on the situation regarding funding for the IFST. The Committee was concerned about the impact that funding changes may have. Resources used to be allocated to Cardiff and the Vale of

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Glamorgan on the basis of need, which resulted in 2/3 of resources being awarded to Cardiff and 1/3 to the Vale. Funding is now to be allocated on 50/50 basis and the Committee was concerned about the impact this will have.

The Committee asked whether there is any indication of how much unmet need exists in the community. The Committee was advised that some work has been done to try and get a snapshot of this. It was found that the biggest area of unmet need was in relation to domestic violence, where it was found that a large proportion of the cases looked at would have benefited from a referral to IFST.

The Committee noted that the initial service level agreement required the IFST to work with one hundred families throughout the year but that a decision had been made to work with only seventy families. The Committee was advised that IFST is quite a small team with vacant posts and has difficulty keeping up with the demand for its services.

The Committee asked how referrals come to be made to IFST; does this occur when there are children known to be at risk; what is the connection between IFST and the courts and Probation Service; does someone's release from prison trigger a referral? The Committee was advised that referrals to IFST come from a social worker, in most cases from a case responsible social worker in Children's Services. If the police refer directly to IFST, then IFST will broker the case back to Children's Services.

The Committee suggested that as outcomes are difficult to measure one way of doing this would be to look at a child's school behaviour before and after the IFST intervention had taken place. The Committee was advised that IFST outcomes are closely monitored by the Welsh Government (WG) and IFST already works closely with schools and behavioural specialists.

The Committee asked whether IFST, now that it has been running for three years, has gone back to look at the first cohort of families with which it worked, to see if they have continued to benefit from the work that was done with them. The Committee was advised that IFST would like to do that but the resources are not available. WG may be commissioning some research on this.

The Committee asked whether IFST works with male carers, including stepfathers who may have other families. The Committee was advised that IFST works with any significant male members of a family, including grandparents and absent fathers. IFST explores where the supportive systems are within a family. Grandparents are crucial to the support that can be given to children and families.

Members requested clarification of the outcome for the eighty-nine children that had been worked with during last year as the presentation only gave

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details for fifty-five of the children. The Service Manager agreed to provide this.

The Chairperson thanked the Cabinet Member and officer for attending the meeting, for their presentation and for answering questions from Members.

AGREED: That the Chairperson on behalf of the Committee writes to the Cabinet Member highlighting the issues raised during the Way Forward discussion.

71: CHILDREN'S SERVICES – QUARTER 3 PERFORMANCE MONITORING

The Chairperson welcomed Councillor Sue Lent (Cabinet Member for Early Years, Children and Families), Angela Bourge (Operational Manager, Resources) and Kim Brown (Service Manager, Policy and Performance).

The Children and Young People Scrutiny Committee is responsible for scrutinising the performance of Children's Services. The report set out performance data outlining progress against the objectives aligned to the social theme for the quarter ending 31 December 2014.

The Chairperson invited Councillor Lent to make a statement. Councillor Lent informed the Committee that the report indicates an improving picture. One figure where there has been a downturn is action on referrals, but the number of referrals has risen. This needs some consideration as the Managed Team that has been helping to clear the backlog of referrals is due to withdraw in April.

Angela Bourge presented the report and made the following points:

- The report should be seen in the context of a 5% increase in referrals to Children's Services.
- There was continued improvement in relation to the timeliness of initial assessments, with performance rising from 47% in Quarter 2 to 67% in Quarter 3
- Timeliness of initial child protection conferences increased from 86% in Quarter 2 to 93% in Quarter 3, in the context of a 40% increase in the number of required initial child protection conferences.
- Work to progress the Directorate's Improvement Plan has continued, including significant work the draft Prevention Strategy.

The Chairperson invited questions from the Committee.

The Committee asked how Children's Service will cope after the Managed Team departs. The Committee was advised that the plan is that a number of cases each week will be transferred back to the teams that originally held

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them, and a number of cases have been closed. It is challenging in terms of the number of cases that will have to be allocated. Caseloads are likely to rise again and it will be a matter of managing the risks. A new weekly Legal Surgery has been introduced as a measure to strengthen early intervention in order to ensure that planning for children is progressed in a timely way. The panel is made up of senior managers and representation from Legal Services. It will assist social workers to get cases 'unstuck' and move them on.

The Committee pointed out that Children's Services always knew that the Managed Team would only be in place for a specific time and was concerned that it did not seem as if there is actually a plan to manage the transition. Use of the Managed Team was meant to be more than just a stop gap. It was meant to be a way of moving forward, of using the time to get more social workers into permanent posts. The Committee was advised that one of the benefits of having the Managed Team has been that Children's Services has been able to learn from it, to re-think the way some things are done. Looking at the amount of time social workers have to spend using computers would be an example of this. Also, some of the Managed Team have expressed interest in working for the Council and have subsequently been recruited to permanent vacancies. Alongside this, good progress has been noted in respect of the Recruitment and Retention Strategy. Bringing in the Managed Team has been a positive thing. The exit strategy does involve some risk but Children's Services manages risk on a daily basis. The Managed Team has enabled other teams, such as the Children in Need Teams, to focus more on direct work which has had positive outcomes and has enabled them to close significant numbers of cases. All is not perfect but recruitment has continued and the management team has been a stabilising factor. Nevertheless there are risks attached to their departure and the exit strategy had been developed around a robust risk assessment.

The Chairperson thanked the Cabinet Member and officers for attending the meeting, for their presentation and for answering questions from Members.

AGREED: That the Chairperson on behalf of the Committee writes to the Cabinet Member highlighting the issues raised during the Way Forward discussion.

72: RECRUITMENT AND RETENTION OF SOCIAL WORKERS – UPDATE

The Chairperson welcomed Councillor Sue Lent (Cabinet Member for Early Years, Children and Families), Debbie Martin-Jones (Operational Manager, LAC Services) and Sarah Woelk (Operational Manager, Intake and Assessment).

The purpose of this report was to provide the Committee with a copy of the progress Update Report Card on the recruitment and use of agency staff.

The Chairperson invited Councillor Lent to make a statement. Councillor Lent informed the Committee that recruitment initiatives have been ongoing and

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this has included strengthening of the links with universities and the re-branding of the service. Morale has improved and the re-organisation of teams has helped with this.

The Operational Manager presented the report. The Committee was advised that the benefit of having a recruitment strategy is that appointments to posts can now be processed more quickly. Children's Services has been working with the Recruit Team. The re-organisation of teams gave social workers the opportunity to choose the where they wanted to be, to choose the specialism that they wanted to focus on. Job ads are now tailored to the specific part of the service in which the post being advertised sits.

The Committee asked what the vacancy rate is now, whether the rate of staff turnover has increased or decreased and whether the timescales for making new appointments has changed. The Operational Manager advised the Committee that in her area of work they now have more applicants than vacant posts, which previously was not the case. There are now better links with Human Resources and Children's Services has its own People Partner. It takes about four months to recruit a new social worker into post. The notice periods that people have to give can vary.

The Committee was very concerned to hear that it can take up to four months to recruit a new social worker and suggested that this is bound to add to the pressure on existing staff members and cause them frustration.

The Committee noted that the spend on agency social workers is still very high. The Committee was advised that this needs to be viewed in the context of the situation for other local authorities. One approach that other authorities have tried is over-recruiting. This would perhaps not be an idea that would be welcomed but there is some evidence that it works and saves money in the long-run.

The Committee asked if the recruitment process begins as soon as a member of staff hands in their notice. The Committee was advised that receipt of notice does trigger the process. The post can be released the same day and would be advertised within two or three weeks. The background checks that have to be carried out, such as Disclosure and Barring Checks, do add to the delays that might occur.

The Committee asked officers what would be their ideal minimum period for recruitment to a new post, assuming the person appointed had to give only one months notice. Officers advised that about two months from resignation would be good. Cases have to be reallocated once someone leaves. Teams can manage those unallocated cases for a short time but three or four months is too long.

On current vacancies, the Committee noted that the percentage of social worker vacancies in Quarter 3 was 25.3% and asked if it is expected that that figure will drop drastically. The Committee was advised that the next round of

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reports the figures may show that vacancies in Intake and Assessment (I&A) are still high, but there should be improvement in other areas.

The Committee asked whether other local authorities have difficulties recruiting to their I&A teams and was advised that this problem is a national issue. In Cardiff, retention has improved and there is a good career progression path. The majority of team managers are people who have progressed to that grade whilst working for the Council. The Committee felt that there has to be an effort to try and understand the reasons for the problem recruiting to I&A, so that the situation can be improved.

The Committee asked what qualifications are accepted when recruiting social workers. The Committee was informed that all social workers have to have a degree in social work or equivalent. Students that are taking these courses and have work placements with the Council sometimes join Children's Services when they have completed their course. There is also the secondment programme, in which social work assistants and those working in Children's Services Business Support can apply to be seconded and supported while they complete their degree course. To be seconded they must already have the qualifications that would allow them to get a place on a degree course. Applications for social work posts are also accepted from those who hold the appropriate social work qualifications from the Open University.

The Committee asked whether the salary the Council offers to social workers is competitive and was advised that the Children's Services People Partner has done some work on this and found that salaries on a par with those offered by other local authorities.

The Chairperson thanked the Cabinet Member and officers for attending the meeting, for their presentation and for answering questions from Members.

AGREED: That the Chairperson on behalf of the Committee writes to the Cabinet Member highlighting the issues raised during the Way Forward discussion.

73: CABINET RESPONSES – CHILD HEALTH AND DISABILITY, LISTENING EVENT AND TRANSITIONS TO INDEPENDENT LIVING.

The Chairperson welcomed Councillor Sue Lent (Cabinet Member for Early Years, Children and Families).

Transitions to Independent Living

The Committee agreed as part of its work programme to undertake an inquiry into Looked After Children's Transition to Independent Living. As a result the Committee agreed to set up Task and Finish Group Inquiry. The report was presented to Cabinet in November 2014 and a full response was agreed by Cabinet on 19 March 2015.

These minutes are draft and are subject to approval as an accurate record at the next meeting of the Children & Young People Scrutiny Committee to be held on 12 May 2015

Councillor Lent informed the Committee that all recommendations had been accepted. The Cabinet was particularly pleased to be able to increase the Leaving Care Grant.

The Committee commented that it was unfortunate that there had been a long delay in the turnaround of the report and noted that there seems to have been a delay in the recruitment of Personal Advisors. The Committee was informed that these posts were being covered by agency staff but ads for the permanent posts will be going out soon.

Child Health and Disability (CHAD)

The Committee agreed as part of its work programme to undertake an inquiry into the Child health and Disability Team and as a result the Committee agreed to set up Task and Finish Group Inquiry. The report was presented to Cabinet on 9 December 2013, and a full response was agreed by Cabinet on 19 March 2015.

Councillor Lent advised the Committee that the response noted that the Vale of Glamorgan local authority has already had its disability index in place for some time. The report uncovered a number of causes for concern. It is hoped that the Council is now travelling in the right direction to address these issues. It would appear that there are a lot of children who are eligible for services.

The Chairperson advised Members that the Committee will be receiving an updated development plan in the near future.

Listening Event

The Committee agreed as part of its work programme to undertake a Listening Event with Looked after Children under the age of eleven. The event was based around three key themes:

- a) School and healthy living
- b) Visiting families and where you live
- c) Social Services

The report was presented to Cabinet on 17 July 2014, and a full response was agreed by Cabinet on 15 December 2015.

Councillor Lent informed the Committee that all recommendations were accepted by the Cabinet.

AGREED: That the Chairperson on behalf of the Committee writes to the Cabinet Member highlighting the issues raised during the Way Forward discussion.

These minutes are draft and are subject to approval as an accurate record at the next meeting of the Children & Young People Scrutiny Committee to be held on 12 May 2015

74: AUDIT COMMITTEE CORRESPONDENCE

The Chairperson welcomed Councillor Sue Lent (Cabinet Member for Early Years, Children and Families) and Sarah Woelk (Operational Manager, Intake and Assessment).

The Chairperson of the Committee recently received a letter from the Chairperson of the Council's Audit Committee, Sir Jon Shortridge. The letter raised some concerns that the Audit Committee had expressed at its meeting on 19 January 2015. This report provided the Committee with a copy of this correspondence together with details of the actions undertaken since the receipt of the letter.

The Audit Committee asked that this issue be raised with the Chairperson of Children & Young People Scrutiny Committee to seek assurance that the Committee is aware of these matters and scrutinising and measuring the improvements in such areas within Children's Services Directorate.

The Operational Manager informed the Committee that a core group project has been commissioned. There are two independent Chairs and a minute-taker. The Operational Manager and Tony Young, Director of Children's Services were expecting to have to attend an Audit Committee meeting, but the Audit Committee were reassured by the progress that has been made in addressing this issues of concern and did not in the end require their attendance. The purpose of the core group is to formulate and review a multi-agency plan. Now, the case conference Chair identifies the person who will be the minute-taker. The All Wales Child Protection Procedure Regulations are clear. It is not the responsibility of the social worker to minute the meeting.

The Committee agreed that this item should be included in its Work Programme so that monitoring of the issue can continue.

The Chairperson thanked the Cabinet Member and officers for attending the meeting and for their presentation.

AGREED: That the Chairperson on behalf of the Committee writes to the Cabinet Member highlighting the issues raised during the Way Forward discussion.

75: SCRUTINY IMPROVEMENT PROJECT

Martyn Hutchings (Principal Scrutiny Officer) presented this report.

The purpose of this report was to advise the Committee of the progress made to date in delivering the Council's Improving Scrutiny Project, and to seek views on the timing and next steps to bring the Project to conclusion.

These minutes are draft and are subject to approval as an accurate record at the next meeting of the Children & Young People Scrutiny Committee to be held on 12 May 2015

The Committee was advised that as there is to be a general election on 7 May it might be preferable to delay arranging meetings to discuss the project until after the election has been concluded.

AGREED: That the project should not be delayed and that the Committee's response should be added to those given by the other scrutiny committees.

76: WAY FORWARD

During the Way Forward discussion the Committee agreed the content of the letter that the Chairperson would send to the Cabinet Member on behalf of the Committee highlighting the issues raised and comments made in relation to the agenda items that had been discussed during the meeting.

77: DATE OF NEXT MEETING

The next meeting will be held on 12 May 2015 at 2.30pm in Committee Room 4, County Hall

The meeting closed at 7.20pm.

Signed _____
Chairperson

Date _____

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THE CITY AND COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE

12 MAY 2015

Local Authority Arrangements to support Safeguarding of Children –
City and County of Cardiff Council

Reason for the Report

1. The Children and Young People Scrutiny Committee is responsible for scrutinising the performance of Children’s (Social) Services. This report provides a copy of the Inspection Report resulting from an inspection undertaken between March 2014 and May 2014 by the Wales Audit Office. A copy of the Audit Report is attached at **Appendix A**, together with the draft Cabinet report responding to the Wales Audit Office report’s recommendations attached at **Appendix B**.

Issues

2. The focus of the study was to answer the question “Does the Council’s Governance and management arrangements provide assurance that children are safeguarded?”. As a result the review sought to answer the following questions:
 - a. Are there clear governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children?
 - b. Is the Council monitoring and evaluating appropriate information, which provides assurance that it is meeting safeguarding responsibilities to children?
 - c. Are assurance systems operating effectively?

3. The report provides six proposals for improvement, namely:
 - (i) Ensure the Council develops effectively arrangements to monitor, evaluate and challenge information and performance of safeguarding;
 - (ii) The Council should clarify who designated officers with responsibility for Safeguarding are;
 - (iii) Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively;
 - (iv) Improve the work of the Council's Scrutiny Committee's to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements;
 - (v) Ensure all elected Members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding; and
 - (vi) Identify and agree an appropriate internal audit programme of work for safeguarding across the Council.

4. The Inspection Report, published in October 2014, highlights a number of positives as well as areas for improvement. In response the Director of Children's Services has drafted a report for Cabinet setting out the Directorate's actions to address the recommendations identified in the report. A copy of the draft Cabinet report is attached at **Appendix B**. The report also includes the proposed arrangements to strengthen Corporate governance in relation to safeguarding requirements.

Scope of Scrutiny

5. The scope of this scrutiny is to consider the proposed Draft Cabinet report, including the response to the specific Scrutiny-focussed recommendation, and to pass on any observations, comments or recommendations to the Director of Children's Services.

Way Forward

6. Members are invited to consider the information set out in the attached report and to identify any issues on which they would wish to receive further information.

7. Councillor Sue Lent (Cabinet Member for Early Years, Children & Families) has been invited and may make a statement. Tony Young, Director of Children's Services and Alison Davies (Operational Manager, Safeguarding) have been invited to comment on the Audit Report, and to explain the actions being developed to address the areas for improvement.

Legal Implications

8. The Scrutiny Committee is empowered to enquire, consider, review and recommend, but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to the Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend, but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to consider the contents of the Report attached at **Appendices A & B** and provide the Cabinet Member and Director of Children's Services with any comments or concerns, prior to the Cabinet's consideration of the report.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

5 May 2015

Local Authority Arrangements to Support Safeguarding of Children

City of Cardiff Council

Audit year: 2014-15

Issued: October 2014

Document reference: 330A2014

Status of report

This document has been prepared for the internal use of City and County of Cardiff as part of work performed in accordance with the statutory functions.

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The team who delivered the work comprised Steve Blundell.

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Summary report

Background

1. The safeguarding of children is everyone's responsibility. Local authorities have a statutory duty to have in place safeguarding arrangements which include strategic planning, support and guidance for all providers of relevant services in its area, and the direct provision of some services itself. In particular, local authorities have a duty to work in partnership with others to secure the safeguarding and wellbeing of children in their area, including the Local Safeguarding Children Board.
2. Employees and volunteers who work with children have specific safeguarding duties and responsibilities. Local authorities and schools must ensure through their Human Resources and personnel arrangements that adequate checks are in place to ensure that employees and volunteers are of good character and that their working practices are managed and monitored. Local authorities must also ensure that there are processes in place to investigate and record safeguarding allegations made against staff, teachers and support staff, and volunteers.
3. Members, chief executives and senior managers need to ensure that they have proper oversight of the safeguarding arrangements that are in place across the authority. They should actively seek and gain assurance that arrangements are operating effectively, as without this they will be unable to demonstrate that they have discharged their statutory obligation in respect of safeguarding.
4. During the period March to May 2014, the Wales Audit Office completed a review of the City and County of Cardiff's (the Council) assurance and accountability arrangements for ensuring that safeguarding policies and procedures are in place and are being adhered to. The study examined what the Council itself has done to seek assurance that its arrangements to support safeguarding are effective by reviewing how the Council is discharging its safeguarding responsibilities at all levels: Cabinet, Senior Management Team, Scrutiny and individual officers.
5. The study focused on answering the following: **Does the Council's governance and management arrangements provide assurance that children are safeguarded?**
The main questions that the review sought to answer were:
 - Are there clear governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children?
 - Is the Council monitoring and evaluating appropriate information, which provides assurance that it is meeting its safeguarding responsibilities to children?
 - Are assurance systems operating effectively?

Review findings and conclusions

6. We examined policies relevant to safeguarding; reports to Council, Cabinet and Scrutiny; and set out below our conclusions based on the extent to which the Council has put in place, and is operating, effective management and assurance processes and controls for safeguarding. As part of this study, we made available an online survey for elected members, senior managers, education, schools and leisure staff to test the Council's arrangements for safeguarding. Surveying is valuable because it provides an insight into the Council from the perspective of the people who make decisions and do the work. It also allows us to test the relative strengths or weaknesses of local safeguarding arrangements and identify where councils can make improvements. The detailed survey findings for the Council are set out in [Appendix 1](#), although we include headline conclusions where relevant in each of the following sections.

The governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children have some weaknesses, which the Council must address

7. The recently created Cardiff and Vale of Glamorgan Local Safeguarding Children Board provides the overview for safeguarding in the city. The Council's Corporate Plan sets a range of key actions for its Children's Social Services to continue to develop and strengthen the role and responsibilities of the Council's safeguarding and corporate parenting. The Council has a local Child Protection Policy that outlines the key principals of child protection in the city. The Council takes account of the equalities act when developing its policies and procedures, for example, 'Cardiff What Matters' has equalities built into the process.
8. We found that at the time of our review, the Council was undergoing significant management change with 12 new senior managers recently taking up post, including a new chief executive, director of social services, director of education and monitoring officer. There is consequently a major change in management responsibilities, organisational structure and culture taking place.
9. Welsh Government guidance 'Safeguarding Children: Working together under the Children Act 2004' sets out that local authorities should identify a named senior officer with responsibility for promoting safeguarding throughout the organisation. At the time of our review, it was not clear who in the Council had been given this role. This lack of clarity is echoed by our survey, which found that a significantly lower proportion of respondents than the survey average stated they know who the Council's Designated Officer for child protection is: 29 per cent compared with 67 per cent. However, we are aware that the Council is planning to create a Designated Officer post in Education to comply with new Welsh Government guidance on 'Safeguarding in Education'.

-
10. Similarly with regard to clarity of member roles, fewer respondents in Cardiff know who the Council's lead Councillor for child protection is as compared to the Wales average: 26 per cent compared with our survey average of 44 per cent. Clearly identifying who key officers and members are and promoting full awareness throughout the Council is key to ensuring a sustained focus on safeguarding. This highlights that the Council needs to undertake significant work to strengthen leadership and accountability for safeguarding.
 11. The Council has a comprehensive risk management approach to support how it meets its children safeguarding responsibilities. There is a risk management strategy and a corporate risk management group with responsibility for overseeing the Council's risk management work. However, awareness amongst managers on how risk management operates varied widely and some staff we interviewed were unclear how departmental and corporate risks were monitored and reviewed. The risk register identifies a 'Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them'. This does not, however, identify safeguarding children as a specific risk for the Council.

The Council's arrangements for monitoring and evaluating its safeguarding responsibilities to children have some weaknesses which the Council is addressing

12. At the time of our review, the Council was in the process of developing new systems for governance and scrutiny of safeguarding but these had not yet become fully embedded. The Council's safeguarding arrangements are subject to planned work by Scrutiny, although this is related to the wider children services agenda rather than testing corporate safeguarding arrangements. We were informed that a significant role of the new operational manager safeguarding will focus on developing an independent Council-wide safeguarding function, designed to provide a source of advice, support and independent challenge to safeguarding practice. At the time of our assessment, however, these arrangements were not in place.
13. The Council has identified what information it needs to monitor and evaluate to determine if its children's safeguarding arrangements are working effectively and is in the process of creating new systems to monitor, evaluate and challenge information and performance. The Council has timeframes for monitoring and reviewing information and performance related to children's safeguarding. Most reporting is undertaken quarterly, although some specific information is reported weekly and high-profile information reported daily. The recent peer review identified a series of weaknesses in current performance management arrangements, which the Council is addressing.

-
14. The Council has systems for the safe recruitment of staff and volunteers. The Recruitment and Selection Policy and Procedure sets out the key principles which the Council intends to follow in relation to all recruitment and selection activity, and outlines the responsibilities of elected members and officers. The policy applies to the recruitment and selection of all Council employees, and is commended to governing bodies for implementation in relation to recruitment of schools-based employees. Human Resources has a recruitment team, that undertakes the recruitment process from advert to contract and oversee the appointment, deployment, and management of the process with schools.
 15. However, we found that respondents in Cardiff were significantly less aware of how their role/job contributes to safeguarding and protecting children and young people than the survey average: 70 per cent compared with the Welsh survey average of 95 per cent. Likewise, fewer respondents strongly agreed or agreed that their responsibilities for safeguarding and protecting children and young people were explained when they started in their role than the survey average: 39 per cent in Cardiff compared with our survey average of 75 per cent.
 16. The Council is taking steps to assure itself that members and staff are appropriately trained in safeguarding. Children services staff receive relevant training and training is provided to schools on a rolling annual programme. During 2013-14, the Social Care Training Centre delivered 46 individual training events in relation to Safeguarding Children, including a comprehensive training programme delivered on behalf of the Local Safeguarding Children Board. Attendees primarily came from children's services – 78.93 per cent (341 attendees) – and Health and Social Care – 15.79 per cent (151 attendees) – and the rest from other Council services and partners.
 17. However, not all those who would benefit from this training have received it and the Council needs to ensure all those outside of education and social care who come into contact with children on a regular basis receive this training. A series of learning events for elected members on specific aspects of safeguarding children have been provided on a monthly basis since November 2013. To date, 37 attendances have been recorded at these evening briefing events. Because this training is not mandatory, attendance has been low.
 18. Our survey found that the Council is well below the survey average for the number of people who have received training on safeguarding in the last six months – 12 per cent compared with 32 per cent – and has significantly more people who have never received safeguarding training: 29 per cent in the Council compared with our all-Wales survey average of 10 per cent.

The Council's approach to identifying and acting on improvements in its safeguarding arrangements has some weaknesses which the Council is addressing

19. The Council has an internal audit plan, but has not identified and agreed how it will use this resource to provide assurance on its corporate safeguarding arrangements. Some specific audit work is undertaken within children services relating to child protection and whilst there is regular reporting to Scrutiny of children services performance that includes a section on safeguarding, this is limited to performance relating to child protection and assessment and does not address broader safeguarding issues or give an overall assurance on safeguarding arrangements.
20. The Council is in the process of establishing an enhanced scrutiny role with independent reviewing officers and independent chairs. The Council has taken steps to assure itself that it complies with data protection requirements in relation to children. For example, the Director of Children Services is Caldicott Guardian¹ for the Council.
21. Our survey found that far fewer respondents feel that the Council deals effectively with specific incidents concerning safeguarding and protecting children and young people: 51 per cent compared with a Welsh average of 82 per cent. Similarly, a significantly lower proportion than the survey average strongly agreed or agreed that the Council informs all parents how their children are safeguarded and protected when using Council services and schools: 32 per cent compared with 55 per cent.

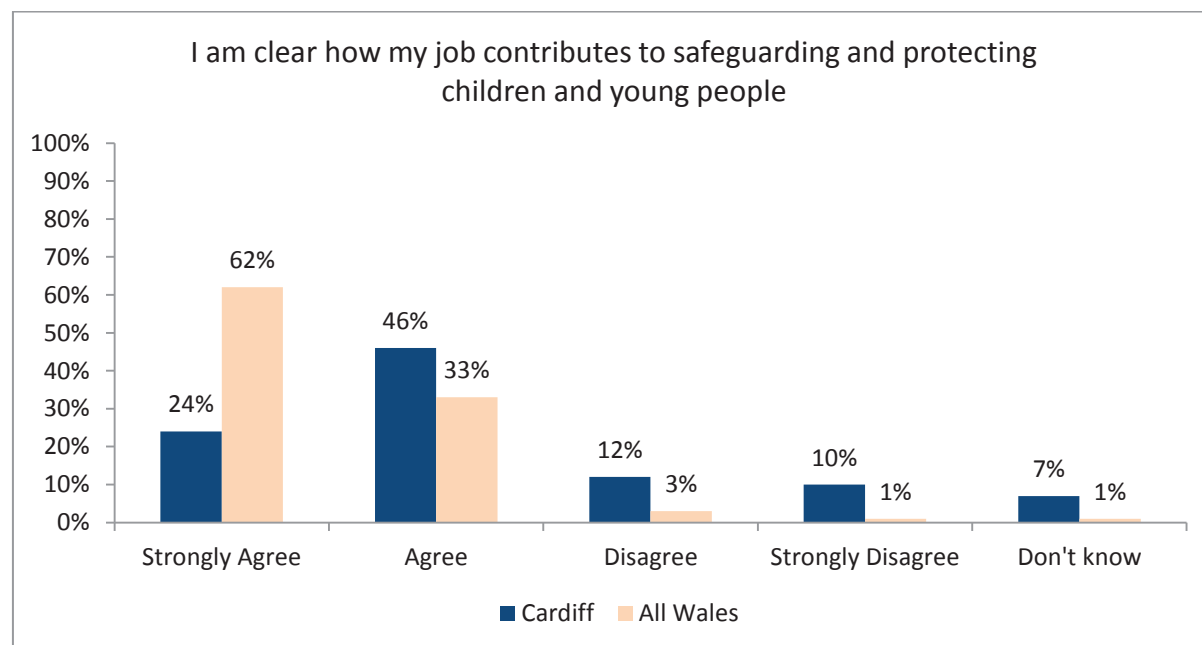
Proposals for improvement

P1	Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.
P2	The Council should clarify who designated officers with responsibility for safeguarding are.
P3	Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.
P4	Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.
P5	Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.
P6	Identify and agree an appropriate internal audit programme of work for safeguarding across the Council.

¹ A Caldicott Guardian is a senior person responsible for protecting the confidentiality of patient and service-user information and enabling appropriate information-sharing.

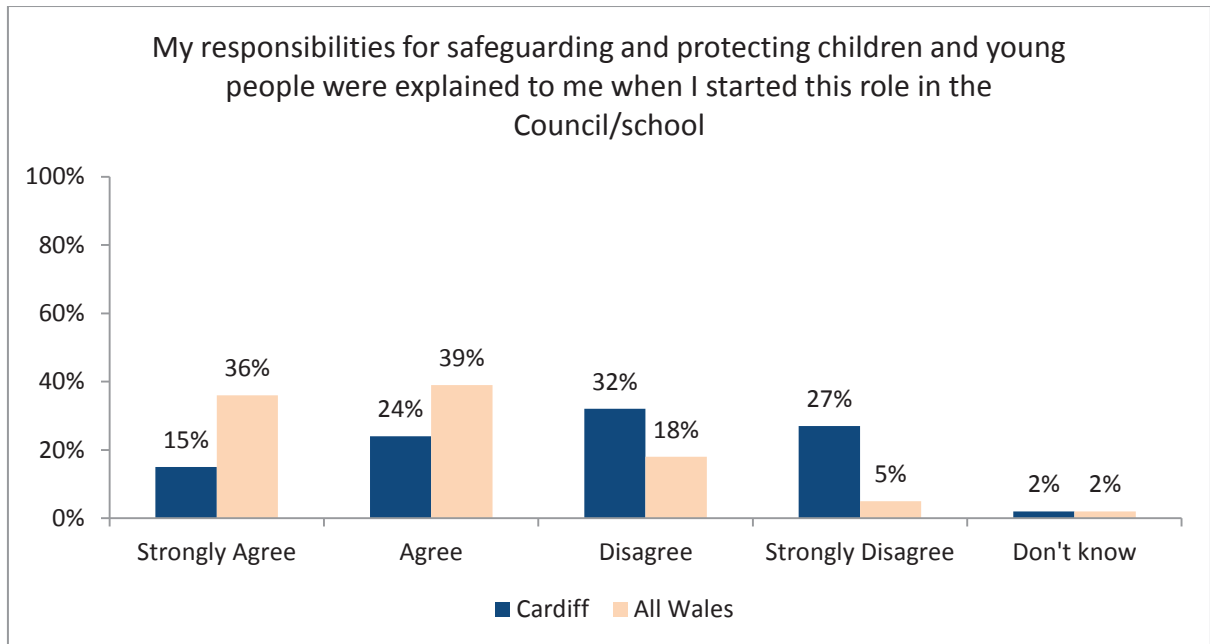
Appendix 1

Summary of survey findings



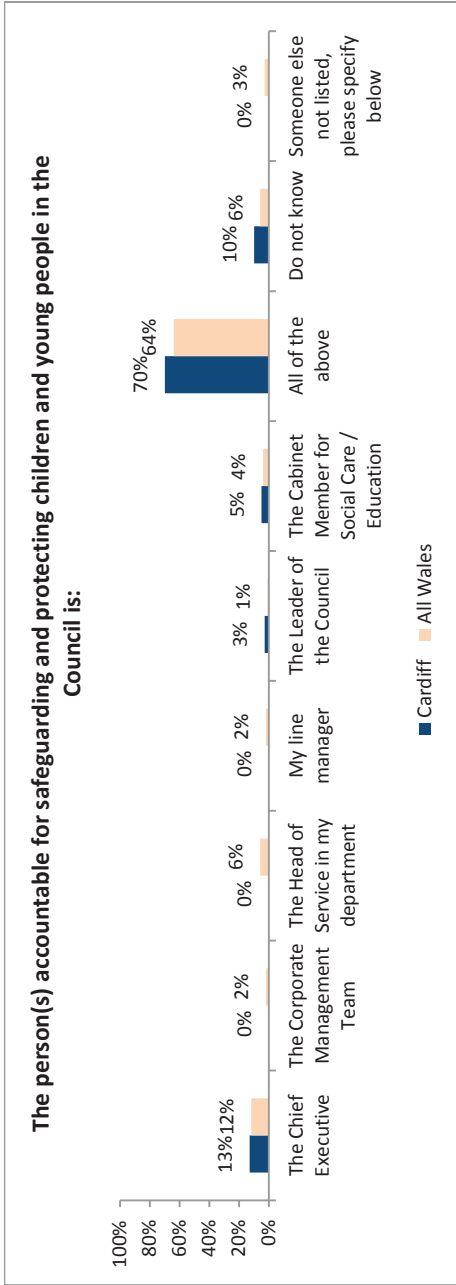
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	-	10	19	5	4	3
Expressed opinion*				24%	46%	12%	10%	7%
All Wales	1,996	-	6	1,235	664	53	12	26
Expressed opinion*				62%	33%	3%	1%	1%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



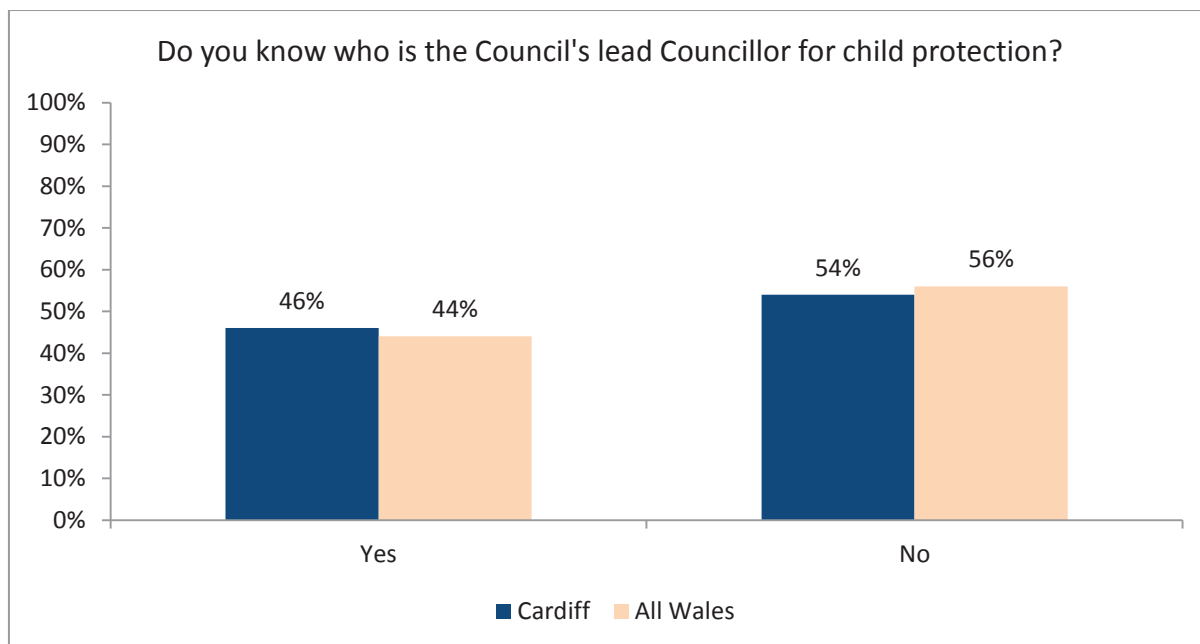
	Total	Not asked	No reply	Yes	No
Cardiff	41	-	-	12	29
Expressed opinion*				29%	71%
All Wales	1,996	-	13	1,337	646
Expressed opinion*				67%	33%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



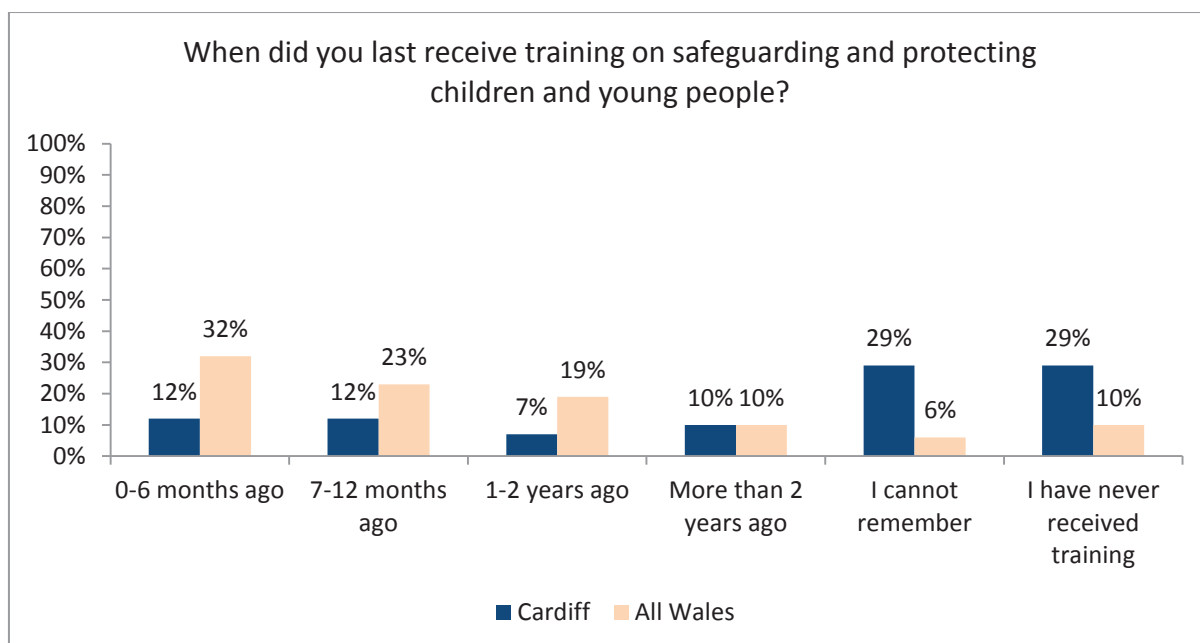
	Total	Not asked	No reply	The Chief Executive	The Corporate Management Team	The Head of Service in my department	My line manager	The Leader of the Council	The Cabinet Member for Social Care/ Education	All of the above	Do not know	Someone else not listed, please specify below
Cardiff	41	-	1	5	-	-	-	1	2	28	4	-
Expressed opinion*				13%				3%	5%	70%	10%	
All Wales	1,996	-	68	223	34	124	47	19	69	1,231	115	66
Expressed opinion*				12%	2%	6%	2%	1%	4%	64%	6%	3%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



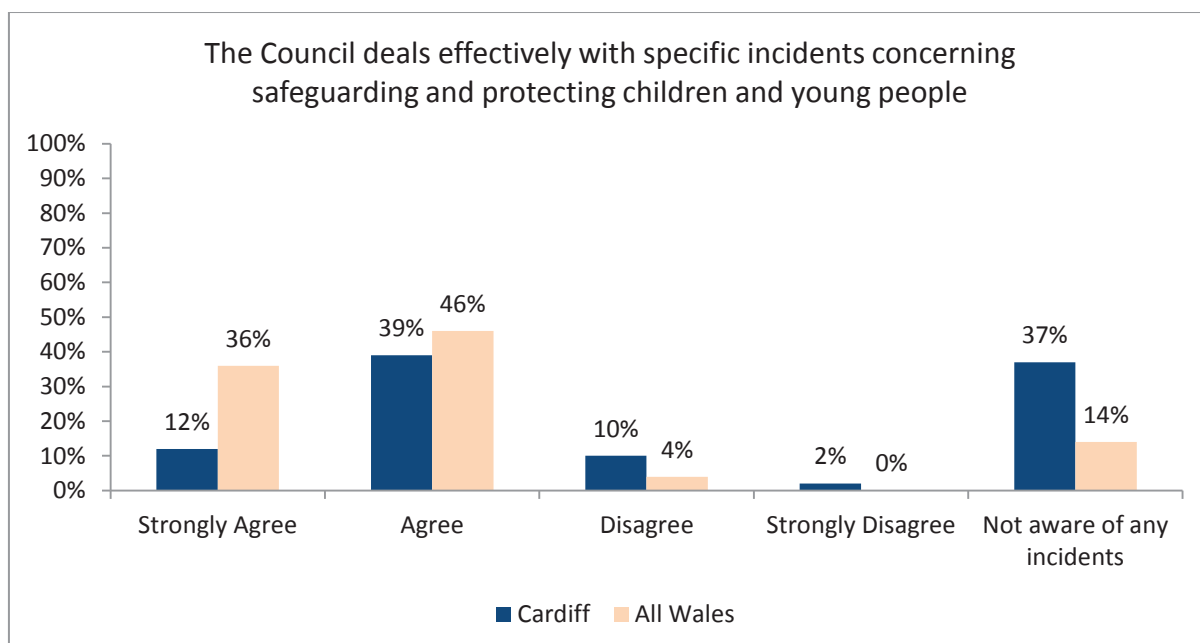
	Total	Not asked	No reply	Yes	No
Cardiff	41	-	-	19	22
Expressed opinion*				46%	54%
All Wales	1,996	-	13	881	1,102
Expressed opinion*				44%	56%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



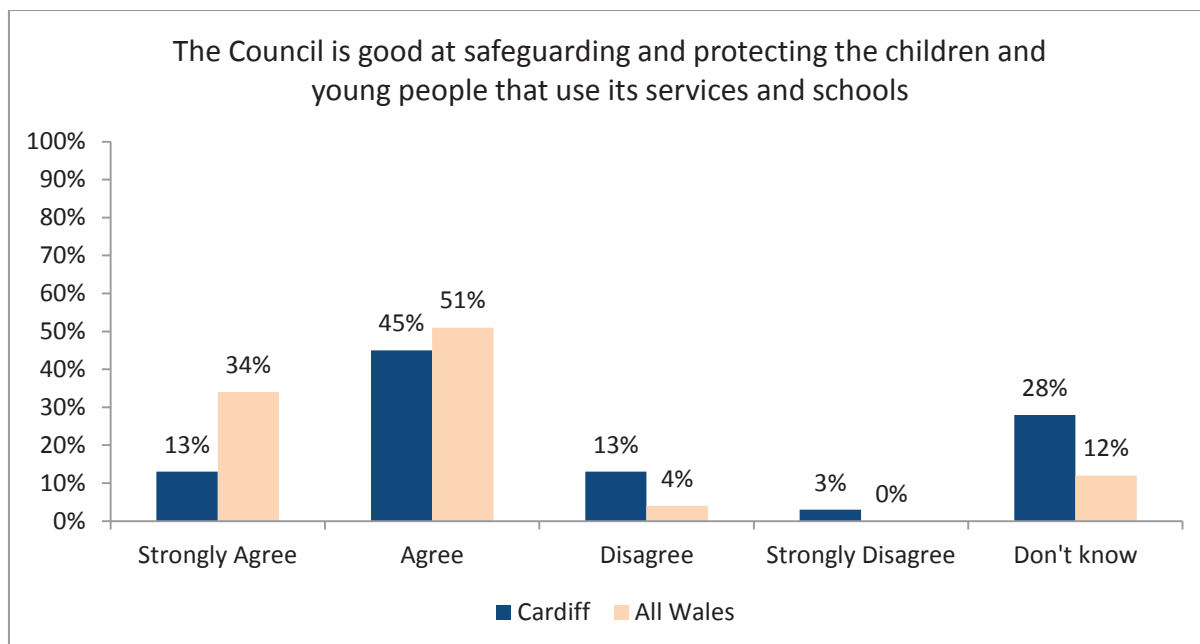
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	-	15	18	1	-	7
Expressed opinion*				37%	44%	2%		17%
All Wales	1,996	-	10	1,266	628	27	4	61
Expressed opinion*				64%	32%	1%	0%	3%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



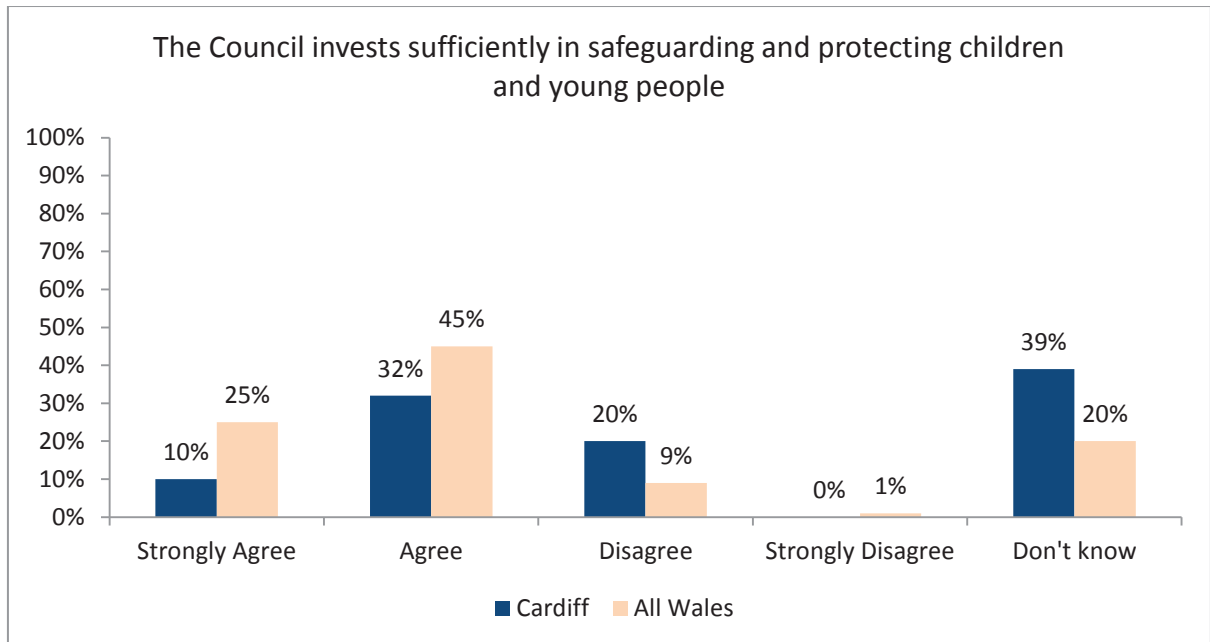
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Not aware of any incidents
Cardiff	41	-	-	5	16	4	1	15
Expressed opinion*				12%	39%	10%	2%	37%
All Wales	1,996	-	11	722	911	76	5	271
Expressed opinion*				36%	46%	4%	0%	14%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



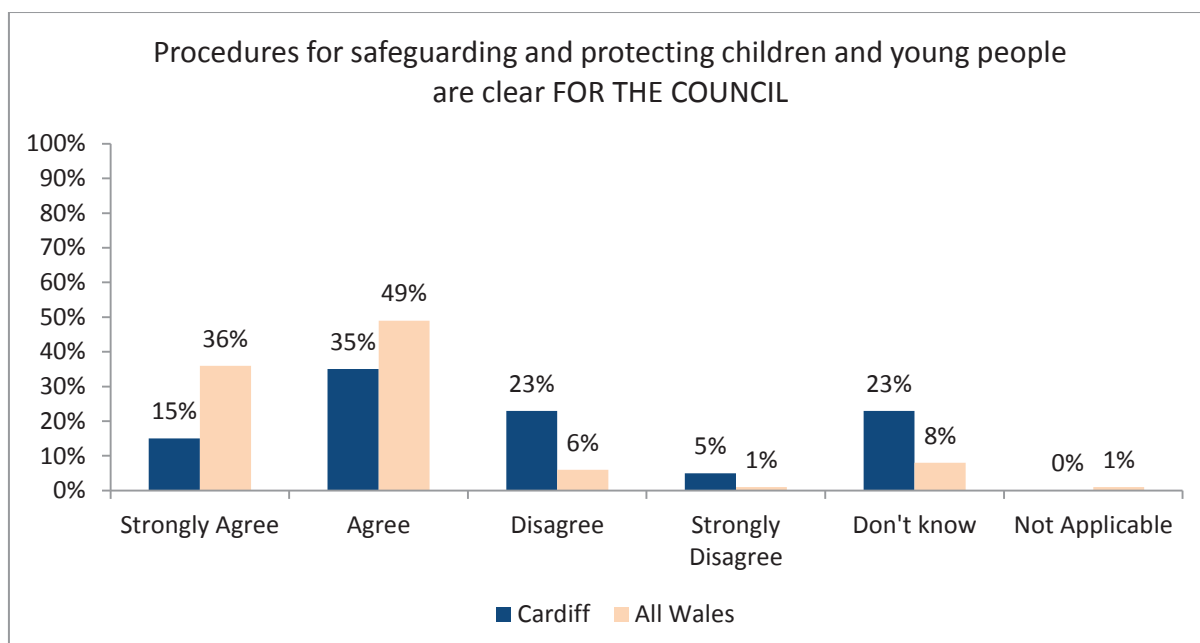
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	1	5	18	5	1	11
Expressed opinion*				13%	45%	13%	3%	28%
All Wales	1,996	-	20	665	1,000	74	3	234
Expressed opinion*				34%	51%	4%	0%	12%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



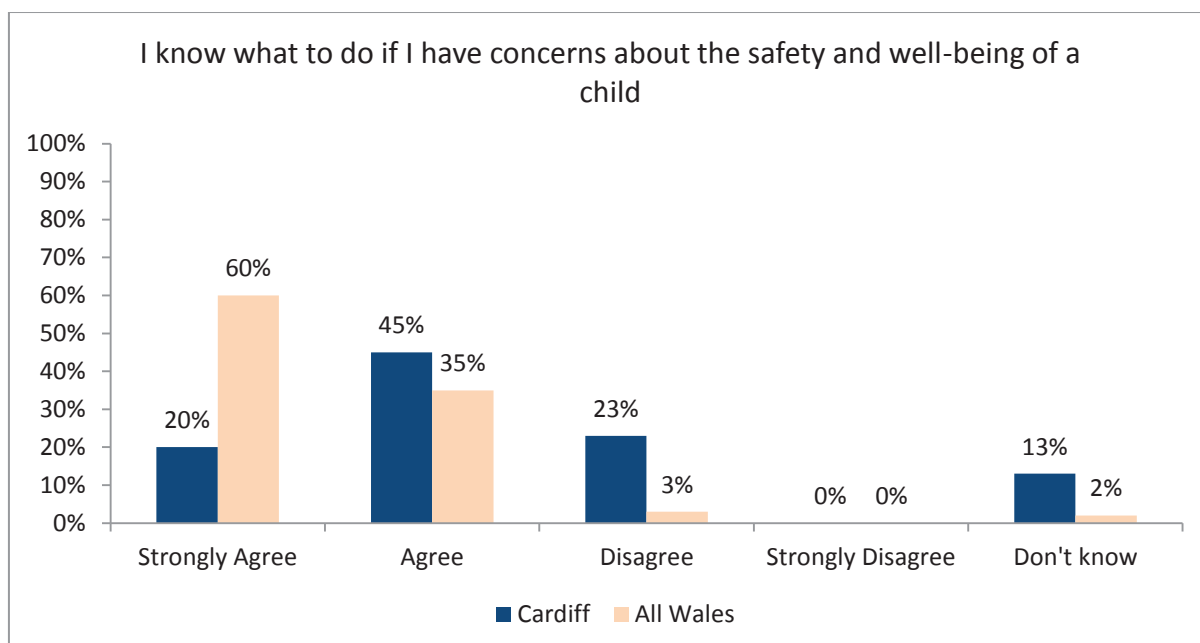
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	-	4	10	16	4	7
Expressed opinion*				10%	24%	39%	10%	17%
All Wales	1,996	-	20	344	794	339	79	420
Expressed opinion*				17%	40%	17%	4%	21%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



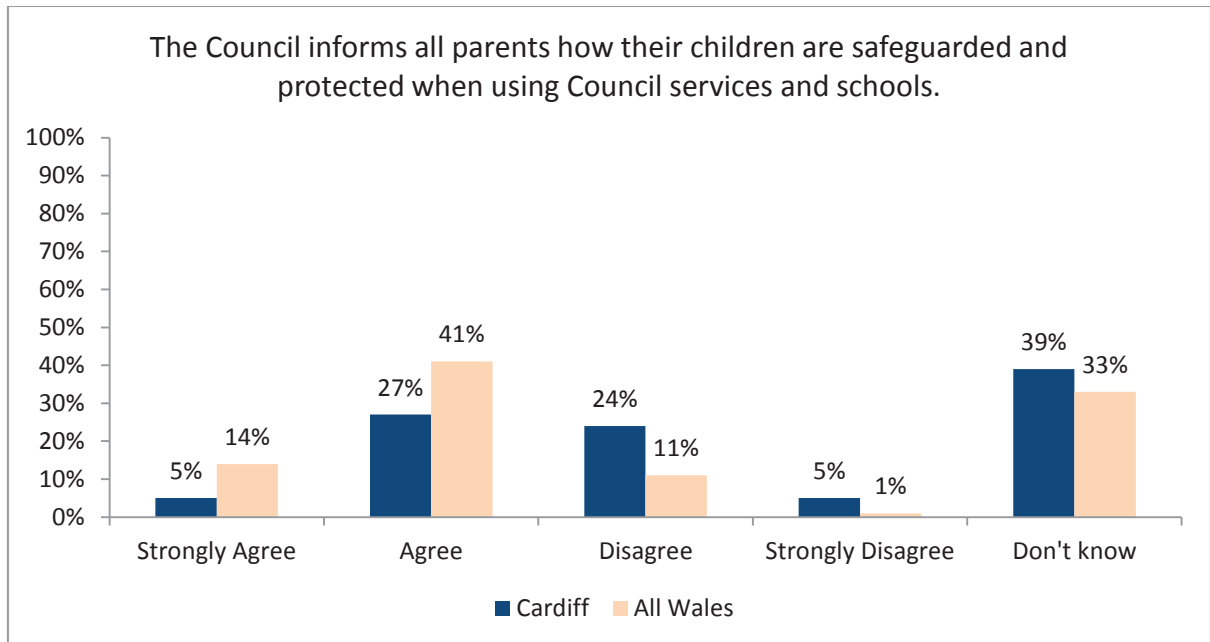
	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Not applicable
Cardiff	41	41	-	-	-	-	-	-	-
Expressed opinion*									
All Wales	1,996	1,399	34	435	92	3	-	5	28
Expressed opinion*				81%	17%	1%		1%	5%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	1	8	18	9	-	5
Expressed opinion*				20%	45%	23%		13%
All Wales	1,996	-	29	1,174	683	64	8	38
Expressed opinion*				60%	35%	3%	0%	2%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.



	Total	Not asked	No reply	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Cardiff	41	-	-	2	11	10	2	16
Expressed opinion*				5%	27%	24%	5%	39%
All Wales	1,996	-	27	269	816	213	29	642
Expressed opinion*				14%	41%	11%	1%	33%

* To make the report easier to read, percentages are shown to nearest whole percentage point. It is therefore possible for the individual figures not to total exactly to 100 per cent.

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CITY OF CARDIFF COUNCIL CYNGOR DINAS CAERDYDD

CABINET MEETING: XXXX JUNE 2015

CORPORATE SAFEGUARDING GOVERNANCE AGENDA ITEM:

**PORTFOLIO: CORPORATE SERVICES AND PERFORMANCE -
COUNCILLOR HINCHEY
PORTFOLIO: DEPUTY LEADER & CABINET MEMBER FOR EARLY YEARS,
CHILDREN & FAMILIES - COUNCILLOR LENT**

Reason for this Report

1. The purpose of this report is to enable Cabinet to:
 - a) Consider proposed arrangements to strengthen Corporate governance in relation to safeguarding requirements.
 - b) Respond to the findings and recommendations of a Welsh Audit Office (WAO) report concerning the effectiveness of the City of Cardiff Council's corporate safeguarding governance arrangements.

Background

2. An established 'Corporate Safeguarding Group' had been operating up until March 2013. Until that time the group had been chaired by either of the Chief Officers in Adult Services or in Children's Services. These arrangements held good for some time but struggled to maintain continuity as the result of a number of changes to senior management in the social care Directorates during 2012-13. The last full meeting under those arrangements took place in March 2013.
3. In 2014 the Welsh Audit Office (WAO) commissioned an all Wales 'study' of the effectiveness of safeguarding governance arrangements in relation to children across all councils. This was undertaken in Cardiff during March to May 2014. The WAO is due to publish a national thematic report for public consumption but has already provided each council with a separate confidential report setting out the findings of the study in relation to the respective councils. A copy of the report concerning the City of Cardiff Council (October 2014) is attached at Appendix I.

Welsh Audit Office (WAO) Study

4. By the autumn of 2013 it had already been acknowledged by key internal stakeholders, including the Chief Officer for HR and the newly incumbent Statutory Director of Children's Services, that a review and re-energising of arrangements to discharge effective Corporate Safeguarding and Scrutiny obligations was necessary.

5. This, and a significant shift throughout the Council towards a much more effective focus on key delivery and performance improvement requirements, was recognized by the WAO in their report concerning Cardiff's safeguarding assurance arrangements –

“The Council's Corporate Plan sets a range of key actions for its Children's Social Services to continue to develop and strengthen the role and responsibilities of the Council's safeguarding and corporate parenting.....” (WAO Report, para 7, p 5) Also that *“...the Council was in the process of developing new systems for governance and scrutiny of safeguarding but these had not yet become fully embedded”* (WAO Report, para 12, p 6)

And

“..at the time of our review, the Council was undergoing significant management change.....we are aware that the Council is planning to create a Designated Officer post in Education to comply with Welsh Government (WG) guidance on Safeguarding in Education.” (WAO Report, para 8, p 5)

And

“...a significant role of the new operational manager safeguarding will focus on developing an independent Council-wide safeguarding function, designed to provide a source of advice, support and independent challenge to safeguarding practice. At the time of our assessment, however, these arrangements were not in place.” (WAO Report, para 12, p 6)

6. The report also noted that:

“The Council has a local Child Protection Policy that outlines the key principles of child protection in the city.” (WAO Report, para 8, p 5). And that *“The Council has a comprehensive risk management approach to support how it meets its children safeguarding responsibilities.”* (WAO Report, para 11, p 6). Also that *“The Council has systems for the safe recruitment of staff and volunteers.”* (WAO Report, para 14, p 7)

7. Similarly, changes in the key external statutory body – the Local Safeguarding Children Board which were at that time very recent, were acknowledged in the report –

“The recently created Cardiff and Vale of Glamorgan Local Safeguarding Children Board provides the overview for safeguarding in the city.” (WAO Report, para 7, p 5)

8. Although there is clearly a measure of encouragement and assurance to be derived from these findings both in terms of fundamental systems and in terms of an overall improvement agenda, the study also identified some further areas for improvement.

9. The areas identified for improvement derive in the main from the outcome of a WAO survey issued to “..elected members, senior managers, education, schools and leisure staff”, in all Councils across Wales. The total number of Cardiff respondents to each of 11 questions was 41. In relation to the improvement areas identified, Cardiff responses contrasted unfavourably in percentage terms with the All Wales responses (based on 1996 individual respondents). Although the numbers in the Cardiff survey were somewhat low, the messages are not inconsistent with what we would have expected, given the need to re-energise governance arrangements.

10. The key improvement areas identified by the WAO study are largely concerned with performance monitoring; training and awareness; and overall governance as follows:-

P1 Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.

P2 The Council should clarify who designated officers with responsibility for safeguarding are.

P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.

P4 Improve the work of the Council’s scrutiny committees to ensure it is providing assurance on the effectiveness of the Council’s corporate safeguarding arrangements.

P5 Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council’s corporate policy on safeguarding.

P6 Identify and agree an appropriate internal audit programme of work for safeguarding across the Council (WAO Report, para 22, p 8)

11. It is important to note finally that the WAO findings reflected an effective programme of ongoing training for staff in Health & Social Care, Children’s Services and Education Directorates. The report emphasised the need to broaden the exposure of a wider cohort of ‘customer-facing’ staff and of members to an appropriate level of awareness.

“However, not all those who would benefit from this training have received it and the Council needs to ensure all those outside of education and social care who come into contact with children on a regular basis receive this training. A series of learning events for elected members on specific aspects of safeguarding children have been provided on a monthly basis since November 2013. To date, 37 attendances have been recorded at these evening briefing events. Because this training is not mandatory, attendance has been low” (WAO Report, para 17, p 7)

Proposed Corporate Safeguarding Governance Arrangements

12. A set of arrangements to take forward a more effective overall approach to corporate safeguarding is set out in Appendix II (Corporate Safeguarding Governance Structure) and Appendix III (Corporate

Safeguarding Board Terms of Reference). These are concerned principally with establishing a new internal governance function, strengthening awareness and training and securing stronger performance monitoring, audit and compliance.

13. These new arrangements will enable a comprehensive response to each of the areas for improvement identified by the WAO study.
14. It is important to note that:
 - 14.i These proposed arrangements focus principally on corporate safeguarding governance. Aside from HR related processes, the proposals have no direct implications for the delivery of adult or children's social care practice. This is due to the fact that the governance arrangements for child protection arrangements and for the protection of vulnerable adults are provided for separately via the Director of Social Services - through the "Annual Council Reporting Framework" (i.e. Annual Report of the Director of Social Services); by the Local Safeguarding Children Board as the statutory body for children and by the Adult Safeguarding Board on a similar basis.
 - 14.ii The WAO study did not consider or identify proposals in relation to any of the operational practice referenced in i) above.
 - 14.iii Whilst the WAO report focused solely on corporate safeguarding arrangements in relation to the protection of children, the proposals set out in Appendix II and III also encompass vulnerable adults since it makes little sense to have separate corporate governance arrangements in respect of adults and children.
15. The diagrammatic summary of the arrangements are designed to provide an 'at a glance' view of the overall structure. This diagram also illustrates how the newly recommended structure will align with the WAO Proposals for Improvement. Amongst the main features of the recommended arrangements are:
 - 15.i The establishment of a more formalised 'board' level function – the 'Corporate Safeguarding Board (CSB)'. The 'board' is currently operating on a shadow basis pending the consideration of this report by Cabinet.
 - 15.ii The submission by all Directors of an annual 'compliance' report/return to the CSB detailing compliance with HR related vetting requirements, staff induction and training programmes and the identification of in-year thematic concerns that may have arisen in a given Directorate.
 - 15.iii The production of an Annual Corporate Safeguarding Report subject to Scrutiny and consideration by Cabinet.
 - 15.iv The incorporation of that report into the Annual Report of the Director of Social Services, thereby subject to agreement in full Council.
 - 15.v The development of a more comprehensive safeguarding training and development programme for members.

- 15.vi The development of a more comprehensive safeguarding training programme for staff other than those in education or social services.
 - 15.vii The development of clear and effective corporate safeguarding performance measures, facilitated by the submission of annual Directorate compliance reports/returns, cited at ii above.
16. **Action Plan** – an Action Plan setting out how the newly recommended corporate safeguarding arrangements are being progressed and how each of the WAO Proposals are being addressed, is set out in Appendix IV.
17. It is to be noted that the WAO study also indicated that there was some level of concern that the Council should do more to ensure that parents are better informed about how their children are safeguarded when using services and schools. Although this is based on the perception of a very small cohort of survey respondents, this is an issue that the recently established joint management arrangements between Education and Children's Services will consider and action further, as appropriate, in collaboration with the LSCB.

Reasons for Recommendations

18. To enable Cabinet to:
- a) Consider proposed arrangements to strengthen Corporate governance in relation to safeguarding requirements for vulnerable adults and children.
 - b) Respond to the findings and recommendations of a Welsh Audit Office (WAO) report concerning the effectiveness of the City of Cardiff Council's corporate safeguarding governance arrangements.

Legal Implications

19. To follow.

Financial Implications

20. To follow.

RECOMMENDATIONS

The Cabinet is recommended to agree the proposals to strengthen Corporate Safeguarding governance, including the establishment of a Corporate Safeguarding Board.

The Cabinet is recommended to agree the Action Plan to support the implementation of the new governance arrangements and to respond to the WAO Proposals for Improvement.

The Cabinet is recommended to agree the Terms of Reference for the Corporate Safeguarding Board.

The Cabinet is recommended to agree the response to each of the WAO proposals for improvement as follows:-

P1 Ensure the Council develops effective arrangements to monitor, evaluate and challenge information and performance of safeguarding.

This improvement proposal is agreed. A Corporate Safeguarding Action plan has been developed to ensure effective monitoring, evaluation and challenge in relation to safeguarding performance. Strengthened governance arrangements are now in place and will support annual reporting to relevant Scrutiny Committees; this will be facilitated by a suite of specifically designed safeguarding indicators. (See Corporate Safeguarding Action Plan points 1.1, 1.3, 3.4).

P2 The Council should clarify who designated officers with responsibility for safeguarding are.

This improvement proposal is agreed. Corporate Safeguarding Action Plan priority 2.3. will ensure the production of a clear Safeguarding Policy and Protocol for members and officers and which will define, identify lead roles and responsibilities.(See Corporate Safeguarding Action Plan 2.3).

P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that corporate arrangements are working effectively.

This improvement proposal is agreed. A Corporate Safeguarding Action plan has been developed to ensure effective monitoring, evaluation and challenge in relation to safeguarding performance. (See Corporate Safeguarding Action Plan 3.5).

P4 Improve the work of the Council's scrutiny committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.

This improvement proposal is agreed. Strengthened governance arrangements are now in place and will support annual reporting to relevant Scrutiny Committees (see Corporate Safeguarding Action Plan point 1.3).

P5 Ensure all elected members and staff who encounter children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.

This proposal agreed. Safeguarding awareness and reporting readiness will be significantly improved through the modernization and redevelopment of a more effective member and staff

safeguarding training and development programme on a rolling basis. (See Corporate Safeguarding Action Plan points 2.1 and 2.2).

P6 Identify and agree an appropriate internal audit programme of work for safeguarding across the Council

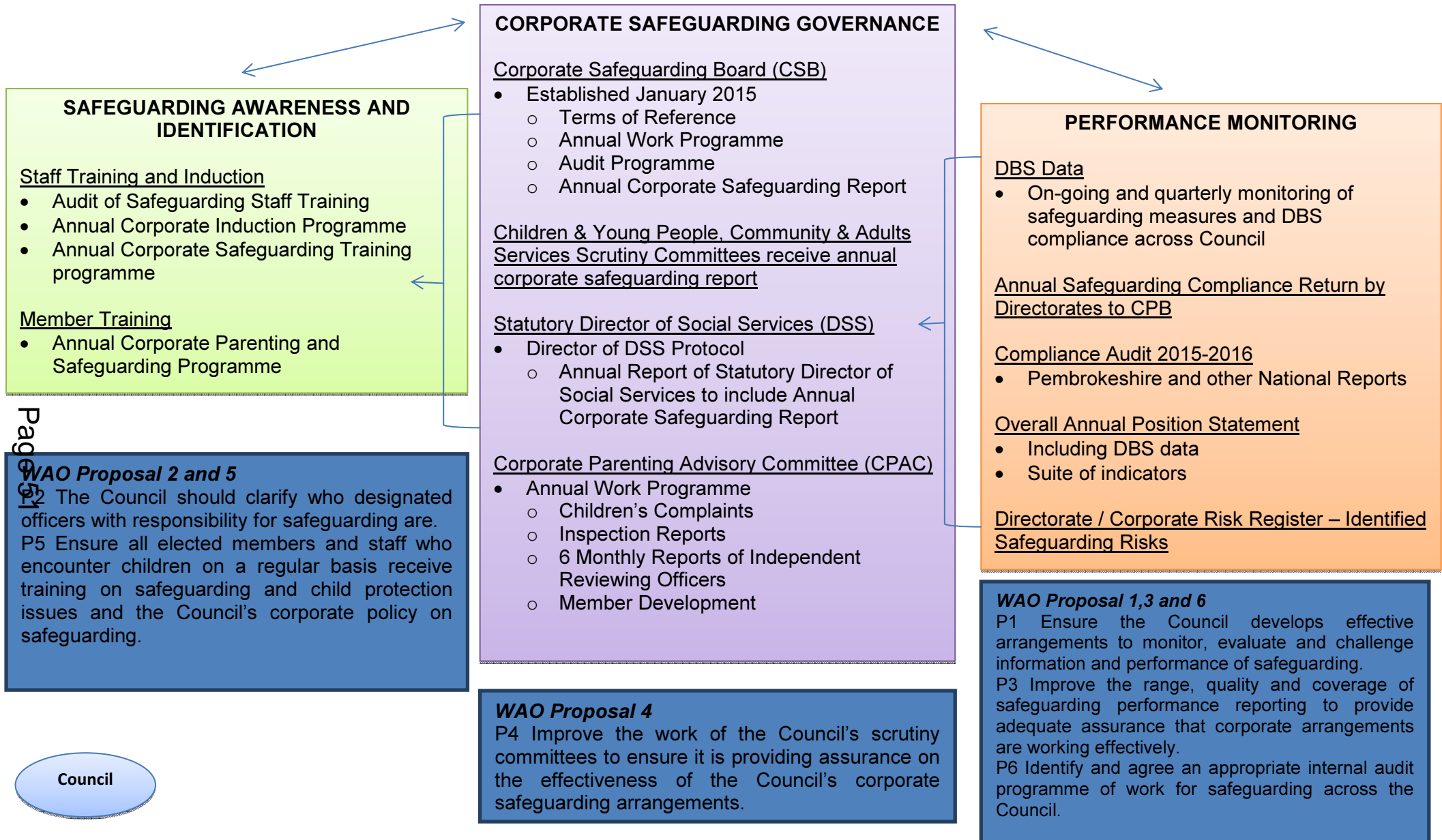
This proposal agreed. The Corporate Safeguarding Action Plan sets out significant audit activity during 2015/16 and identifies the development of a future audit programme for 2016/17. (See Corporate Safeguarding Action Plan points 3.1, 3.2, 3.3 and 3.4).

TONY YOUNG
Statutory Director of Social Services
April 2015

DRAFT

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CORPORATE SAFEGUARDING STRUCTURE 2015-2016



Local Safeguarding Adult’s Board: Statutory Body for inter-agency governance of all agencies’ safeguarding arrangements for adults in Cardiff and Vale of Glamorgan

Local Safeguarding Children’s Board: Statutory Body for inter-agency governance of all agencies’ safeguarding arrangements for children in Cardiff and Vale of Glamorgan

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CORPORATE SAFEGUARDING BOARD - TERMS OF REFERENCE
APRIL 2015

OVERALL PURPOSE

The Corporate Safeguarding Board (CSB) will:

1. Ensure the compliance of all Council Directorates with key safeguarding requirements in relation to children and vulnerable adults.
2. Support the Statutory Director of Social Services in the discharge of his/her wider safeguarding duties.
3. Support HR in the delivery of key vetting and barring requirements and workforce development.
4. Provide an Annual Corporate Safeguarding Report, setting out the performance of all Directorates, in relation to vetting and barring, staff safeguarding training, and the operation of front-line services in terms of their effectiveness in identifying and referring safeguarding concerns.
5. Review and develop relevant corporate safeguarding standards and policy.
6. Review and develop appropriate corporate safeguarding performance measures.
7. Advise the Head of the Paid Service and recommend relevant action in relation to corporate safeguarding standards and policy.
8. Promote effective cross Directorate safeguarding practice particularly in terms of information sharing and data collection, front-line operational awareness, staff training and wider partnership engagement.

MEMBERSHIP

Members will include the Director of Social Services, or senior nominee; the Monitoring Officer, or senior nominee; the Operational Manager for Safeguarding and Independent Review; a relevant Operational Manager for each Directorate; Operational Manager for Improvement and Information who will also represent the SIRO; a lead officer from ICT; a Senior Auditor.

CHAIRING

The Board will be chaired by the Cabinet Member for Corporate Services and Performance.

FREQUENCY OF MEETINGS







The Board will meet quarterly.

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RED – High priority
 AMBER – Medium Priority.
 Yellow – Medium Priority.
 Green – Low priority.



		ACTION	TARGET	LEAD OFFICER	RAG STATUS
1		CORPORATE SAFEGUARDING GOVERNANCE			
Page 55	1.1	To establish the Corporate Safeguarding Board (CSB)	March 2015	TY	Completed Jan 2015 
	1.2	To determine the annual Work Programme	Initial Action Plan	AD	Agreed February 2015 
	1.3	To produce an annual Corporate Safeguarding Report and establish arrangements to present to relevant Scrutiny committees annually	July 2015 and annually	TY	
	1.4	To consider developing a tool for compiling annual safeguarding compliance returns from each directorate	September 2015		
2		SAFEGUARDING AWARENESS			
	2.1	Revise / develop a Corporate Safeguarding Training and Development Programme for staff	June 2015	AD (JF)	
	2.2	Revise / develop a Corporate Safeguarding Training and Development Programme for members	June 2015	MR (JF)	

		ACTION	TARGET	LEAD OFFICER	RAG STATUS
	2.3	Finalise and publicise a Council Safeguarding Policy and Protocol for members and officers, identifying the Council's Lead Safeguarding Officer, key officer and members roles and responsibilities	July 2015	MR	
3		PERFORMANCE MONITORING			
	3.1	Verification that all of those who work with Children within the LA have an up to date DBS check and confirm that all social workers working for the council are registered with the Care Council of Wales	June 2015	AB	
	3.2	Undertake Compliance Audit against Pembrokeshire Report and other safeguarding requirements (e.g. DBS)	October 2015	AD / AB	
Page 56	3.3	Undertake an audit of professional strategy meetings processes	October 2015	AD	
	3.4	Agree an audit programme for 2016-17	March 2016	VP / AD	
	3.5	Develop a suite of Corporate Safeguarding indicators to promote transparent governance and accountability	December 2015	VP / AD	

CITY AND COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE

12 MAY 2015

CHILDREN'S SERVICES PERFORMANCE MANAGEMENT INFORMATION

REASON FOR THE REPORT

1. The Children and Young People Scrutiny Committee is responsible for scrutinising the performance of Children's (social) Services. This report sets out performance data outlining progress against the objectives aligned to the social theme for the quarter ending 31st March 2015.

BACKGROUND

2. The ongoing development of the Cardiff Performance Management Framework has brought into line the monitoring and evaluation of progress against the key objectives as set out in the Corporate Plan and the performance indicators set to assist in the understanding of the overall performance position of the Council. This range of performance data relating to Children's Services is contained in **Appendix B** to this report.
3. The Cabinet have identified that the delivery of their key priorities and the Council's performance against key indicators should be the focus of future quarterly reports. Quarterly reports are prepared on that basis, allowing for trend analysis to be undertaken on an appropriate basket of indicators and the effective delivery of the Administration's key priorities as attached at **Appendix A**.
4. The performance report attached at **Appendix B** has been constructed to highlight the progress made in delivering the key objectives, associated performance indicators, and commentaries that help to identify progress, issues and actions planned where the trend in performance is falling. To make the information in the performance report clearer, each indicator is accompanied by an arrow, and in some cases, a happy, indifferent or sad face.
5. For your information, these symbols represent the following:
 - The face symbol shows whether performance is likely, unlikely to, or may meet the target set for the year.
 - The arrow direction shows whether performance has declined, has been sustained or improved when compared with an appropriate previous period.
6. At the meeting officers will be present to explain the performance information to the Committee, to highlight performance issues, and to answer questions that Members might have.

PERFORMANCE DURING QUARTER 4: JANUARY TO MARCH 2015

7. Performance is being reported against the following corporate outcomes:

People in Cardiff are safe and feel safe
People in Cardiff achieve their full potential
People in Cardiff are healthy
Cardiff is a fair, just and inclusive society

8. The Service has three main functions:

- a. Promoting the welfare of children in need
- b. Safeguarding children
- c. Improving outcomes for looked after children

OVERVIEW OF QUARTER 4 PERFORMANCE

9. During Quarter 4, improvement was achieved in relation to a number of key indicators. For example, recording of decisions on referrals increased from 84% in Quarter 3 to 86% in Quarter 4. This is an overall improving trend from a low of 68% in Quarter 4 2013-14. It is acknowledged that further improvement is required and work to achieve the target of 100% will be ongoing in 2015-16.
10. The percentage of referrals to the Directorate that are within a year of a previous referral decreased from 26% in Quarter 3 to 25% in Quarter 4 and performance in relation to children being seen at initial assessment improved from 56% in Quarter 3 to 62% in Quarter 4.
11. There was also continued improvement in recording of initial care plans for looked after children – performance increased to 87% from 81% in Quarter 3. This is an overall improving trend from a low of 47% in Quarter 1 2013-14. It is acknowledged that further improvement is required and work to achieve the target of 90% will be ongoing in 2015-16.
12. Performance in relation to timeliness of statutory reviews for looked after children improved steadily throughout the quarter. 96% of statutory reviews for looked after children were held within prescribed timescales in Quarter 4 compared with 88% in Quarter 3. Performance peaked at 98% in March.
13. The Youth Offending Service developed an improvement plan following dialogue with the Youth Justice Board - all action points have been implemented and the completed plan has been signed off by the Youth Offending Service (YOS) Management Board and the Youth Justice Board.
14. Timely completion of initial assessments declined from 67% in Quarter 3 to 57% in Quarter 4. The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. In contrast to the 2013-14 out-turn, the service has secured improved performance in 2014-15. The 2014-15 out-turn was adversely affected by very poor performance in the first quarter and inadequate performance in the second quarter, much of which was preoccupied with clearing backlogs. Under new leadership, significantly improved performance in the second half of the year gives us confidence that we can achieve performance in excess of the Welsh

average in 2015-16 (the Welsh average in 2013-14 was 71.9%). Further detail is included in paragraph 23.

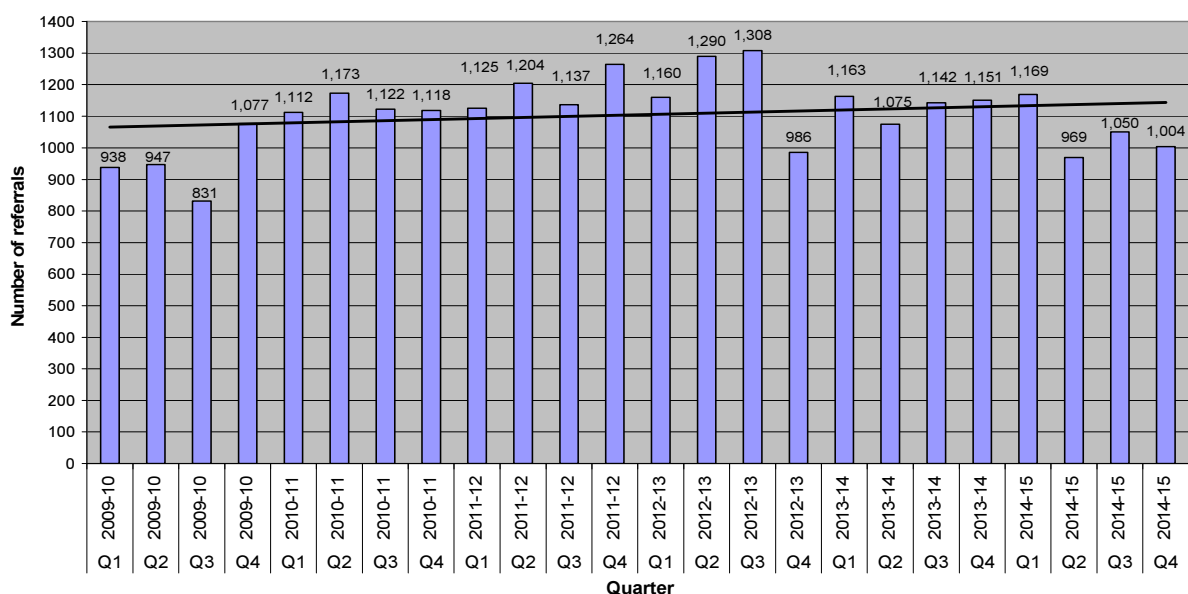
15. Timeliness of initial core groups also declined from 96% in Quarter 3 to 85% in Quarter 4 in the context of an 8% increase in the number of required initial core groups (143 from 133). This followed a 37% increase in the number of required core groups in Quarter 3 (133 from 97).
16. Work to progress the Directorate's improvement plan has continued and key areas of progress include:
 - a. Implementation of Legal Surgery.
 - b. Completion of draft Preventative Strategy and commencement of consultation.
 - c. Preparation for Contact tender completed.
 - d. Positive report following inspection of Crosslands children's home.
 - e. LAC Traineeship Scheme Co-ordinator in post.
 - f. Partnership & Integration Change Manager post established and advertised.
17. There has been some slippage in progress against some milestones including the model for managing referrals, developing a set of proposals with Health to support and improve health of LAC and care leavers and progression of the Placement Strategy. A joint inter-agency visit to Rhondda Cynon Taff (RCT) MASH was undertaken to view their model in practice to help determine what is required to fit the needs of Cardiff. The Health Service are leading on the remodelling of primary mental health services for Cardiff and the Vale of Glamorgan in respect of looked after children with Children's Services contributing as and when required. In relation to the Placement Strategy (now renamed as the Looked After Children Strategy), the report of the externally commissioned research to analyse LAC pressures will be presented to Corporate Parenting Advisory Committee in Quarter 1 2015-16. The key ingredients for bringing together a coherent LAC Strategy are in place, including:
 - Research into drivers of growth completed
 - Payment by Results tender awarded
 - Dedicated LAC Service established
 - Best practice training completed

DETAILED COMMENTARY

A) PROMOTING THE WELFARE OF CHILDREN IN NEED

18. Children's Services received 1,004 referrals in Quarter 4 (Referrals 1) compared with 1,050 in Quarter 3. A detailed breakdown of contacts and referrals is provided at **Appendix C** for the Committee's information. This report shows the source of the 7,539 contacts received by Children's Services during Quarter 4, along with the outcome and a summary of the trend over the last 2 years. Similar information is provided for the 1,004 referrals received during Quarter 4. The number of referrals to the service continues to be closely monitored (see graph below). The proportion of referrals received that were re-referrals within a year (SCC/010) was 25.4% from 25.6% in Quarter 3.

Referrals to Children's Services



19. In relation to the recording of decisions on referrals (SCC/006), performance improved slightly in Quarter 4 to 85.5% (858 / 1,004) from 83.7% (879 / 1,050) in Quarter 3. It is acknowledged that further improvement is required and work to achieve this will be ongoing in 2015-16. The performance report is based on electronic records, but there is evidence that the electronic capture of the information is delayed. However, management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt.

20. The Director of Children's Services organised a joint visit with the Police, Health and Probation to the Rhondda Cynon Taff (RCT) MASH for 30th March 2015 and received a presentation from RCT colleagues. This provided significant encouragement that MASH presents a strong and effective partnership model for jointly managing risk and referral taking in relation to children at the front door. Key features include:

- Co-location of inter-agency staff (70 in total in RCT)
- Shared intelligence and information systems
- Common goals and practices
- Strong inter-agency governance

RCT have been invited to present on the RCT MASH at the Cardiff & Vale LSB on 5th May – this is to be confirmed at the time of writing.

21. Source of referrals – a table summarising the source of referrals to Children's Services during Quarter 4 is included below:

Source of Referrals	Q4
Ambulance Service	0
Central Government Agency	4
Family, Friend or Neighbour	40
Housing	0
Independent Provider Agency	0

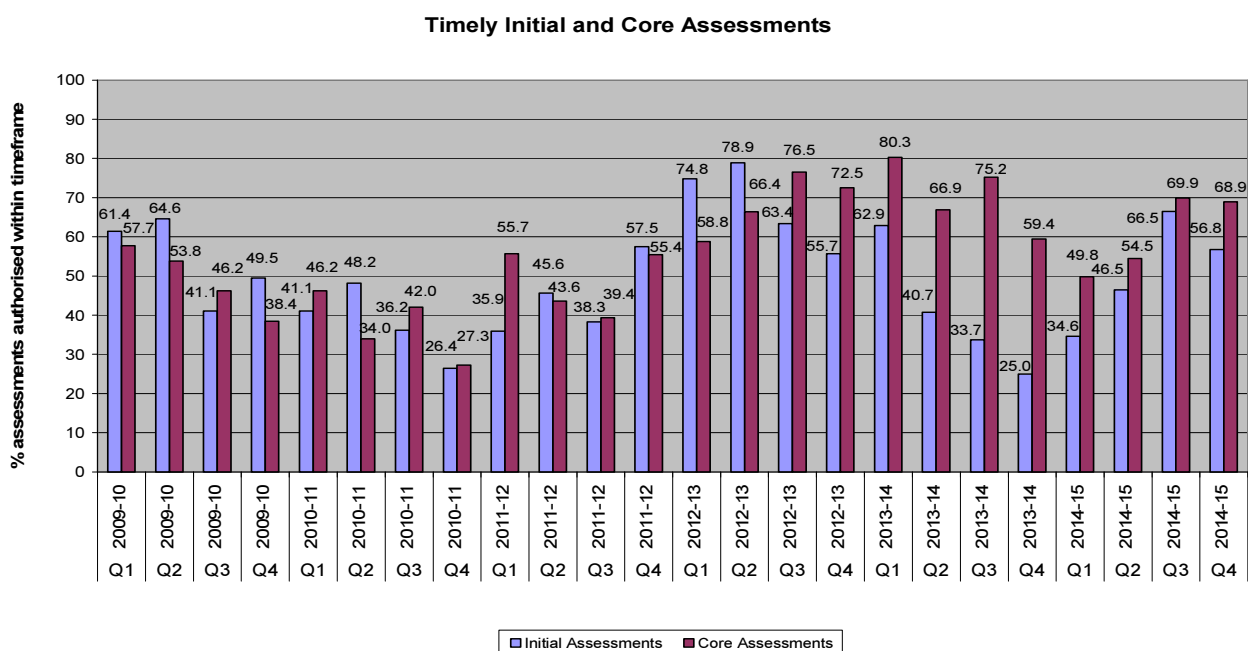
LA Housing Dept. or Housing Association	19
Local Authority's own Social Services Department	122
Other Agency	104
Other Departments of Own or Other LA	54
Other Individual	2
Other Social Services Department	0
Other Type	0
Police	220
Primary Health / Community Health	160
Probation Service	23
School	198
Secondary Health	56
Self Referral	1
UK Border Agency	1
Total	<u>1,004</u>

22. Outcome of referrals – 86.2% (865 / 1,004) of referrals were allocated to a social worker for initial assessment in Quarter 4 compared with 92.5% (971 / 1,050) in Quarter 3 (SCC/007a). 7.8% (78 / 1,004) of referrals were allocated to other grades of worker for initial assessment compared with 5.4% (57 / 1,050) in Quarter 3. 4.7% (47 / 1,004) of referrals did not proceed to assessment during the quarter. In these cases, referrers were signposted to other agencies, given advice or information, or the referrals were closed with no further action. As noted in previous reports, while we have improved the management of the front door and determining what contacts should become referrals, we are also seeing an increase in the complexity of the cases that stay open to Children's Services.
23. Performance in relation to the timeliness of initial assessments declined in Quarter 4 to 56.8% (497 / 875) from 66.5% (654 / 983) in Quarter 3 (SCC/042a). Quarter 4 was a particularly challenging quarter for the Intake & Assessment (I&A) Service. The Service experienced an increase in the number of staff on maternity leave and long term sick leave, along with an increase in general sick leave during the period. Caseloads increased from 17.1 at 31st December 2014 to 21.0 at 31st March 2015, partly as a result of I&A teams holding onto cases for longer in support of the managed team exit strategy. Due to the complexity of some of these cases, they warrant more social work intervention than is the norm for an intake team. The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. In contrast to the 2013-14 outturn, the service has secured improved performance in 2014-15. The 2014-15 outturn was adversely affected by very poor performance in the first quarter and inadequate performance in the second quarter, much of which was preoccupied with clearing backlogs. Under new leadership, significantly improved performance in the second half of the year gives us confidence that we can achieve performance in excess of the Welsh average in 2015-16 (the Welsh average in 2013-14 was 71.9%).
24. The Children's Services Improvement Plan continues to be supported by external audit capacity provided through the Welsh Local Government Association (WLGA). Further independent audit work has been undertaken and reports received – action plans to address recommendations are in place and being monitored via the Service Improvement Board.

25. 61.6% (539 / 875) of children were seen by a social worker during their initial assessment compared with 56.5% (555 / 983) in Quarter 3 (SCC/011a). Inclusion of children seen by a Children's Services worker other than a social worker increases the percentage of children seen to 69.0% (604 / 875).
26. The percentage of initial assessments where information regarding ethnicity, religion and first language were recorded during Quarter 4 is as follows:
 - a. Ethnicity – 72.2% (632 / 875)
 - b. Religion – 36.8% (322 / 875)
 - c. First language – 56.2% (492 / 875)

A detailed breakdown of the ethnicities, religions and first languages of children and young people who were subject to an initial assessment during Quarter 4 is available on request.

27. Performance in relation to timely completion of core assessments was 68.9% (365 / 530) in Quarter 4 compared with 69.9% (438 / 627) in Quarter 3 (SCC/043a). The 2014-15 outturn was adversely affected by inadequate performance in the first half of the year, with stronger performance in the second half of the year. The impact of successful recruitment and more stable frontline leadership puts the service in a stronger position to achieve the Welsh average in 2015-16 (the Welsh average in 2013-14 was 81.2%). A graph displaying timely completion of (initial and) core assessments is included below.

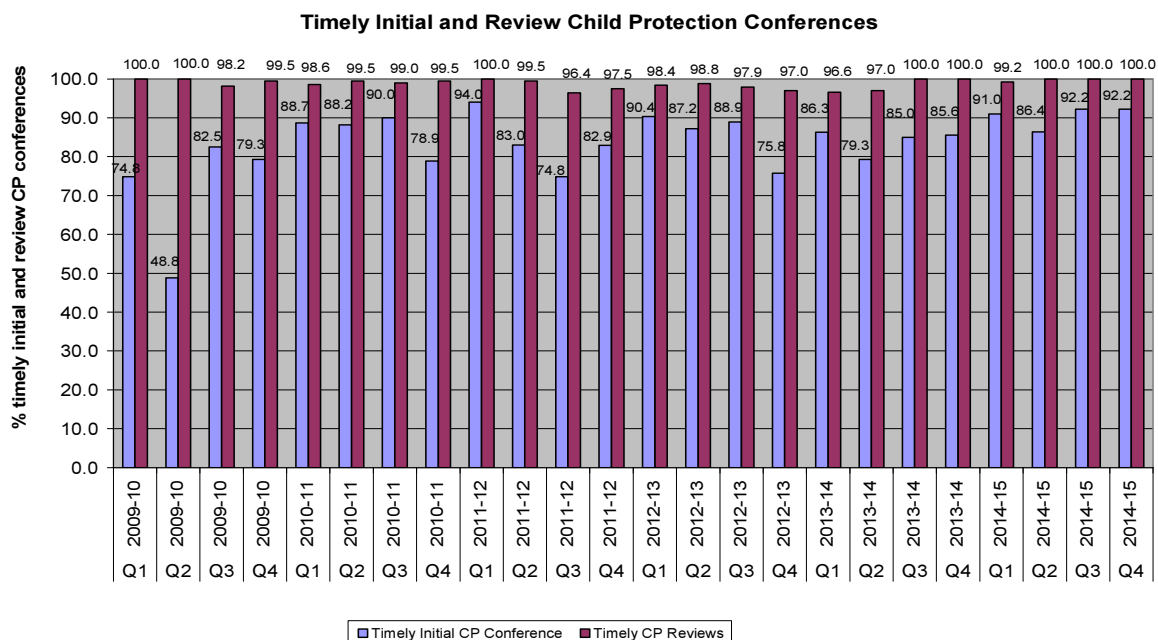


B) SAFEGUARDING CHILDREN

28. The number of children on the child protection register at the end of Quarter 4 was 255 (from 297 at the end of Quarter 3) (CS CPR 4).
29. 92.2% (119 / 129) of initial child protection conferences took place within the 15 working day timescale in Quarter 4 – static from 92.2% (154 / 167) in Quarter 3 (SCC/014). Performance has been maintained in Quarter 4 and the 90% target has

been met for both the quarter and the year.

30. Timeliness of review child protection conferences remained at 100.0% (290 / 290) in Quarter 4 in the context of a 22% increase in the number of required child protection reviews (290 from 237 in Quarter 3). Performance against initial and review child protection conferences is displayed in the graph below:

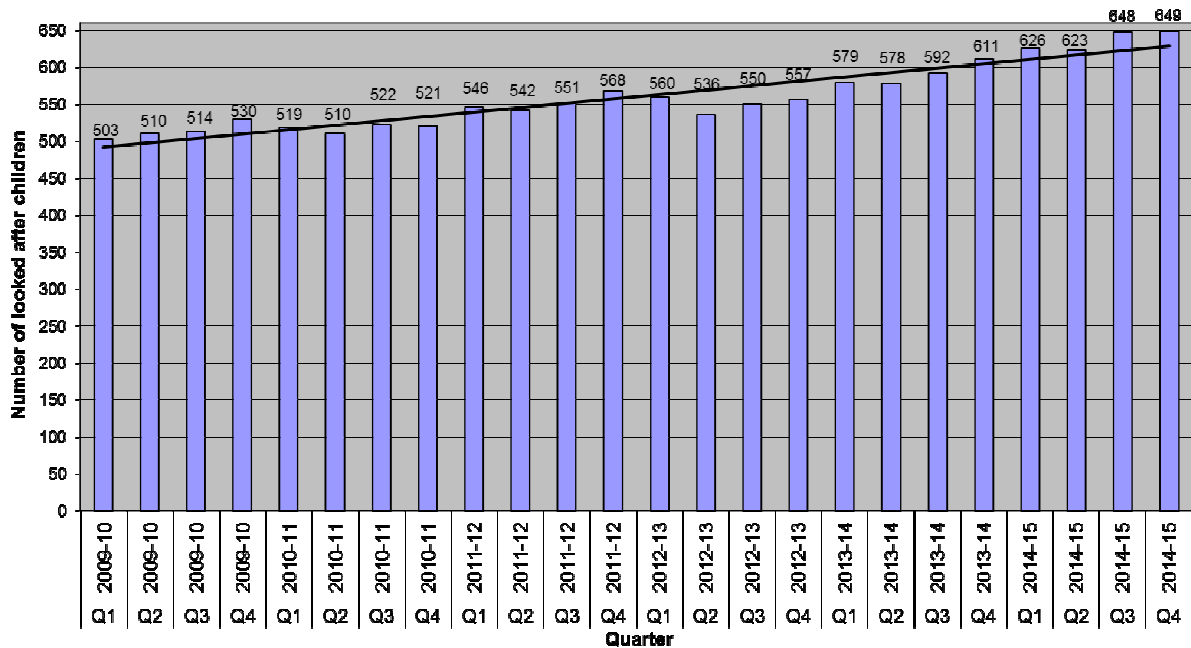


31. Initial core groups took place within the 10 working day timescale in 84.6% (121 / 143) of cases in Quarter 4 compared with 95.5% (127 / 133) in Quarter 3 (SCC/015). The decrease in performance is in the context of an 8% increase in the number of required initial core groups (143 from 133). This followed a 37% increase in the number of required core groups in Quarter 3 (133 from 97).
32. 100% (297 / 297) of children on the child protection register had an allocated social worker at 31st March 2015.
33. The newly integrated Safeguarding Unit became operational. The Unit co-locates safeguarding teams from Education, Health & Social Care (POVA) and Children's Services (Independent Review and Case Conference Chairs). Safeguarding Business Support staff from Children's Services, Health & Social Care and POVA Co-ordinators have also transferred to the Unit.

C) IMPROVING OUTCOMES FOR LOOKED AFTER CHILDREN

34. The number of children who were looked after at 31st March 2015 (not including those children being looked after as part of a respite care arrangement) was 649 compared with 648 at 31st December 2014 (CS LAC 3e). This represents a rate of 9.1 children per 1,000 in Cardiff, which is the same as the all Wales rate as at 31st March 2014. The recent fluctuations in the number of looked after children are displayed in the graph below.

Number of Looked After Children



35. Initial care plans were in place prior to children becoming looked after in 86.8% (59 / 68) of cases during Quarter 4, compared with 80.6% (83 / 103) in Quarter 3 (SCC/001a). Performance against this indicator has improved in Quarter 3 following the introduction in September of a new process designed to simplify the system and reduce the burden on staff.
36. 93.3% (42 / 45) of permanence plans were in place by second looked after review in January and February, compared with 81.8% (45 / 55) in Quarter 3 (SCC/001b).
37. 71.8% (380 / 529) of looked after children were placed with independent sector providers at the end of Quarter 4 (CS LAC 44), a small increase on Quarter 3 which was 71.1% (367 / 516). The number of children placed in independent sector residential placements remained static at 59.
38. 60.7% (321 / 529) of children in regulated placements were placed in Cardiff at the end of Quarter 4 compared with 61.4% (317 / 516) at the end of Quarter 3 (CS LAC 58). A further 103 children placed outside Cardiff were within 20 miles of their home address. 5 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.
39. Performance in relation to timeliness of statutory reviews for looked after children improved steadily throughout the quarter. 95.7% (435 / 486) of statutory reviews for looked after children were held within prescribed timescales in Quarter 4 compared with 87.7% (429 / 489) in Quarter 3 (SCC/021). Performance peaked at 98% (199 / 203) in March. 90.8% (257 / 283) of statutory visits were held in accordance with regulations in January and February compared with 87.9% (430 / 489) in Quarter 3

(SCC/025).

40. 99.7% (640 / 642) looked after children were allocated to a social worker at 31st March 2015. The 2 children who were not allocated to a social worker at 31st March have since been re-allocated.

YOUTH OFFENDING SERVICE

41. The numbers of First Time Entrants (FTEs) to the Youth Offending Service (YOS) has decreased during Quarter 4 to 21 (from 32 in Quarter 3).
42. The re-offending toolkit has been in use since Quarter 2. Further work is needed in order to input all data (a lengthy manual exercise) and to determine how the toolkit can then be kept up to date.
43. The Youth Offending Service developed an improvement plan following dialogue with the Youth Justice Board - all action points have been implemented and the completed plan has been signed off by the Youth Offending Service (YOS) Management Board and the Youth Justice Board.
44. The National Thematic Inspection of Community Safeguarding and Public Protection Incidents visited Cardiff in December 2014, having visited 30 sites in England and Wales in total. The focus of the inspection was to consider Cardiff's application of an Extended Learning Review (ELR) following the suicide of a young person in February 2013. Feedback included the following:
 - Recognition that the process had demonstrated strong partnership working between Children's Services and YOS.
 - Recognition that the process was appropriately sighted and owned by the YOS Management Board and LSCB.
 - Recognition that all of the above was underpinned and evidenced by a clear audit trail at each point and site of governance.
 - Cardiff was alone amongst the 30 sites visited nationally in applying best practice in relation to the ELR.
45. Work to explore the potential for further cohesion between the Early Intervention and Prevention Strategy and the Youth Offending Service (YOS) Prevention Policy and Practice Guidelines in the context of a YOS restructure and collaborative working with the Vale of Glamorgan will be taken forward in 2015-16.

STAFFING

46. The percentage of social worker vacancies in Quarter 4 was 24.8% compared with 25.3% in Quarter 3 (Staff 1). The vacancy position has improved very slightly during the quarter as appointed social workers have taken up post. The apparent high percentage of vacancies must be treated with caution because the percentage was inflated by the creation of new posts as part of the realignment of Children's Services. Recruitment is ongoing - the recruitment campaign this year has been very successful and has directly contributed to the service's ability to retain social workers. We are now attracting numbers of applications from agency staff who have been working within the service, and social workers from other local authorities. Vacancies were not actively recruited to in some teams while plans for restructuring were

developed.

47. The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30th June 2014 to 2,251 at 31st March 2015, bringing social worker caseloads in Children's Services teams down from 24.5 at 30th June 2014 to 19.7 at 31st March 2015. This is a slight increase on the caseload average of 18.4 that was reported at 31st December 2014.
48. The percentage sickness for Children's Services in Quarter 4 was 7.2% (1,529.0 / 21,179.4) compared with 4.8% (1,026.5 / 21,250.2) in Quarter 3. Sickness levels continue to be closely monitored to ensure that appropriate action is taken to manage sickness absence across the service area.
49. 88% compliance with finalisation of objective sheets, 83% compliance with 6 monthly reviews and 37% compliance with PPDR completion had been achieved at the time of writing. A small percentage cannot be initiated / reviewed due to staff absence (e.g. maternity leave and long term sick leave), and a high level of recruitment activity and new intake accounts for a proportion of the outstanding PPDRs. Work to initiate and review the remaining PPDRs continues.

WAY FORWARD

50. Members are invited to consider the information set out in the report and to identify any issues which require more detailed scrutiny.

LEGAL IMPLICATIONS

51. The Scrutiny Committee is empowered to enquire, consider, review and recommend, but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet / Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

FINANCIAL IMPLICATIONS

52. The Scrutiny Committee is empowered to enquire, consider, review and recommend, but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet / Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

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

Tony Young
Director of Children's Services
30 April 2015

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Q4 Delivery and Performance Report 2014/15

Progress against actions in the Corporate Plan 2014/15

Q4 2014/15 – (254*)



*Including N/A

Progress against relevant Performance Indicators

Q4 2014/15 – (271*)



*Including Annual indicators and those with no results

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Education and Lifelong Learning	Page 29
Environment	Page 33
Health and Social Care	Page 39
Sport Leisure and Culture	Page 44
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Q4 Customer Contact

Twitter followers
37,029 followers in English
1,553 followers in Welsh



Complaints	Q1	Q2	Q3	Q4
New Complaints Received	652	658	468	533
Corporate Complaints	652	656	467	532
Welsh Complaints	0	2	1	1
Acknowledgements not sent within 5 days	25	15	14	7
Response not sent within 20 days	54	36	33	22
Compliments Received	389	383	341	287

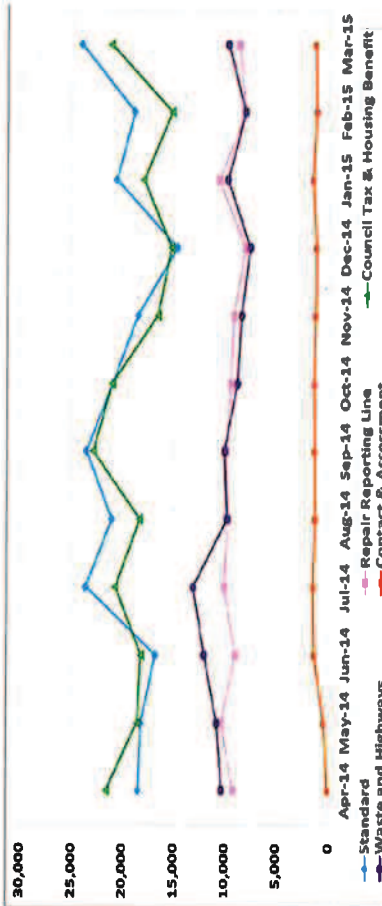
Members Enquiries

Directorate	Received				Responded on time	
	Q1	Q2	Q3	Q4	Q4	Q4 %
Childrens	1	1	2	1	1	100%
Communities	178	171	117	125	105	84%
Democratic	10	12	4	0	0	0%
Economic	6	8	4	2	2	100%
Education	9	12	3	8	6	75%
Environment	526	284	188	203	169	83%
Health & SC	4	3	3	6	5	83%
Resources	9	9	11	7	7	100%
Sport L&C	84	100	40	32	21	66%
SPHT&T	316	229	193	243	169	70%
Total	1143	829	558	627	485	77%

The Members Central team have been working closely with IT to correct the reporting mechanism to capture enquiries that were actually requests for service. This has been corrected and a total of 31 cases were recorded on the member enquiry but were then deemed a request for service. Highways have seen an increase in enquiries covering a range of issues such as pot-holes and surfacing, problem parking and footpaths. Rubbish/fly tipping and street cleansing remain consistent.

Customer Contact

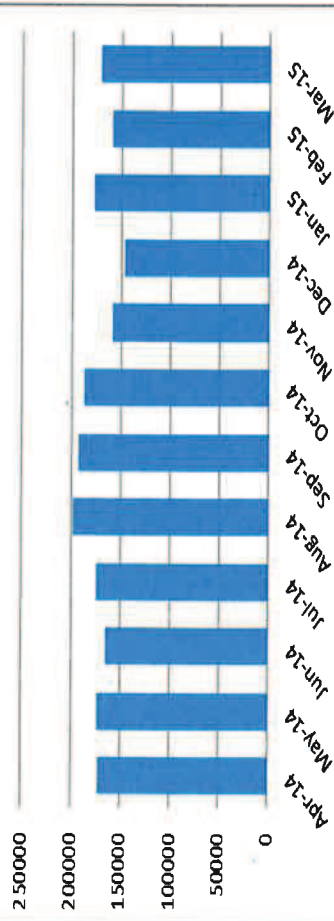
Calls offered to C2C



Update: Council tax annual billing for the 2015/16 period officially launching on March 11th. As a result of those new bills going out, there was a rise in Direct Debit of enquiries by 136% from the month before.

Total Footfall in both Libraries & Hubs across the City.

City Wide Hub and Library Footfall



Update: Q4 showed an improvement on the previous quarter, the temporary closure to the 5th Floor of Central, Roath Library and Grangetown have impacted on the results. Action plan was put in place by the Neighbourhood Development Librarians to increase take up of the Library Services in the Hubs and this has had a positive impact of overall usage, through additional classes and outreach work to increase customer base.

Online

Since launching the website in a responsive template, access to www.cardiff.gov.uk by device has changed as follows



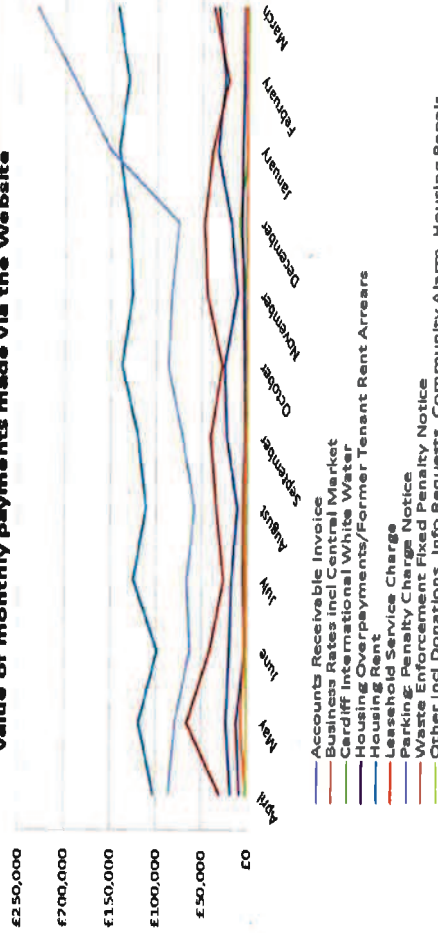
1,392 searches contained the word 'challenge' this is most likely linked to parking fines: Top search result on www.cardiff.gov.uk returns: **Challenge a Penalty Charge Notice**



Popular Tweets – “Spring is here, summer’s on its way! Cardiff Summer Festival announcements coming soon for 2015 line-up #cdfestival”
 “Keep up to date with your Bank Holiday waste collection changes here bit.ly/1CTxEX #greencardiff”

The value of Payments made through the Website

Value of monthly payments made via the Website



Update: Income from Penalty Charge Notices during March (£230,487) again showed an increase online (£40,150) over the previous month (£189,977). This coincides with the introduction of fines for Moving Traffic Contraventions alongside the introduction of 2 additional Civil Enforcement Officers. 3125 payments were also made via C2C totalling £447,599.68

Total Staff Costs at Q4 £196,673,662

Total Agency Costs at Q4 £16,426,913

Total Overtime Costs at Q4 £4,528,736

The spend on agency may reflect an overspend against budget as there may be vacant posts where there is a budget but the staff are employed through an agency, so the permanent staff budget will show an underspend and the agency staff an overspend.

Staff Costs to End Q4	% of Annual Budget		% Spend Agency	% Spend Overtime
£16,748,641	93.06%	Childrens	22.91%	0.51%
£23,496,428	100.87%	Communities	5.66%	1.76%
£1,668,758	102.13%	Corporate Mgmt	2.92%	0.18%
£1,980,501	117.26%	County Clerk &	4.15%	0.63%
£4,651,478	100.08%	Economic	6.98%	3.92%
£29,113,994	106.48%	Education	3.48%	0.87%
£22,756,886	97.98%	Environment	16.12%	3.86%
£23,707,468	103.33%	Health & SC	5.72%	3.75%
£33,450,445	90.99%	Resources	3.85%	1.25%
£25,805,315	104.53%	Sport L&C	11.76%	3.72%
£13,293,718	100.76%	SPHT&T	3.36%	3.26%

**Agency
8.35%**

**Overtime
2.30%**

Staff Costs at Quarter 4

Directorate	Staff Budget £	Total Staff Costs to month 12 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	Overtime Spend %	Total Agency Budget £	Total Agency Spend £	Agency Spend %
Children's Services	17,998,060	16,748,641	93.06%	0	85,323	0.51%	1,110,930	3,837,452	22.91%
Communities, Housing & Customer	23,293,120	23,496,428	100.87%	235,620	412,429	1.76%	367,500	1,330,332	5.66%
Corporate Management	1,633,930	1,668,758	102.13%	0	2,985	0.18%		48,764	2.92%
County Clerk & Monitoring Officer	1,689,050	1,980,501	117.26%	0	12,433	0.63%	2,500	82,095	4.15%
Economic Development	4,647,940	4,651,478	100.08%	82,100	182,296	3.92%	150,380	324,770	6.98%
Education	27,342,360	29,113,994	106.48%	0	253,383	0.87%	308,370	1,013,221	3.48%
Environment	23,225,430	22,756,886	97.98%	1,180,000	878,498	3.86%	1,439,850	3,667,647	16.12%
Health & Social Care	22,942,520	23,707,498	103.33%	139,420	889,965	3.75%	30,280	1,355,023	5.72%
Resources	36,763,031	33,450,445	90.99%	566,340	418,704	1.25%	337,010	1,287,372	3.85%
Sport, Leisure & Culture	24,687,000	25,805,315	104.53%	836,210	959,980	3.72%	2,058,920	3,033,994	11.76%
Strat Planning, Highways & Transport	13,193,950	13,293,718	100.76%	412,290	432,741	3.26%	99,690	446,242	3.36%
Total	197,416,391	196,673,662	99.62%	3,451,980	4,528,736	2.30%	5,905,430	16,426,913	8.35%

Sickness Absence Q4

FTE days

2014/15

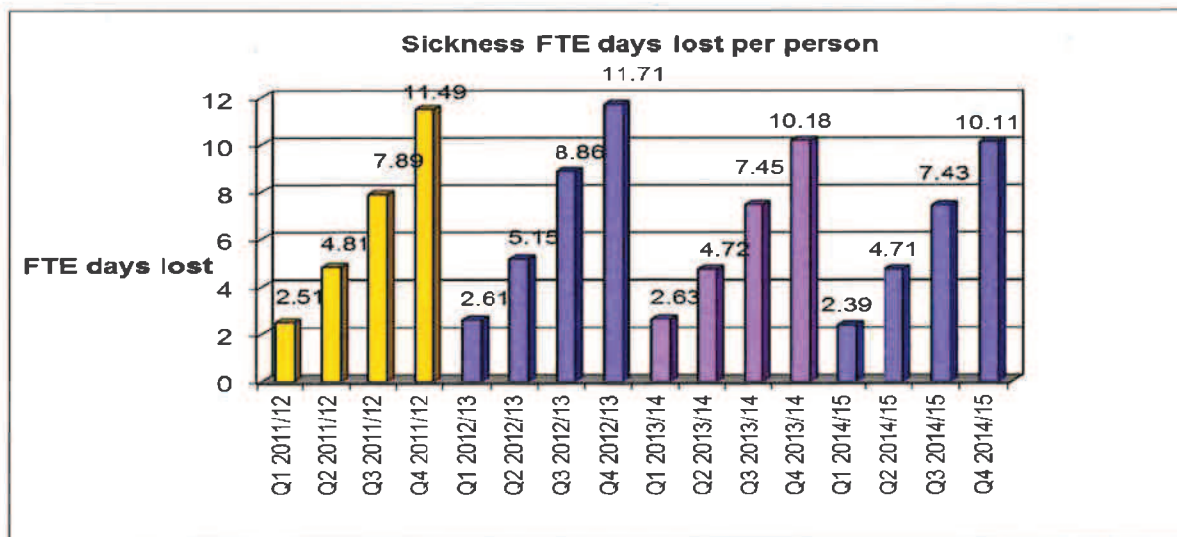
10.11

	Av FTE Numbers	FTE Target	2014/15 Days lost	Difference
Childrens	369	15.3	13.87	-1.43
Communities	1019	9.0	10.04	+1.04
Democratic	86	6.0	5.68	-0.32
Economic	118	6.0	4.22	-1.78
Education	1074	9.0	9.66	+0.66
Environment	632	18.2	15.99	-2.21
Health & SC	691	13.1	15.87	+2.77
Resources	833	7.3	10.36	+3.04
Sport L&C	728	12.1	13.94	+1.84
SPHT&T	375	7.2	8.61	+1.41
Total	*11,382	9.0	10.11	+1.11

*This figure includes schools based education staff.

The final sickness outturn figure for 2014/15 is **10.11 FTE days lost per person**. The Council wide target for 2014/15 was **9.00 FTE days lost per person**. This was a reduction of 11.6% on last years outturn figure of 10.18 days. Whilst the target was not reached, the figure is the lowest sickness level the Council has achieved.

The Attendance & Wellbeing policy which was implemented from 1st July 2013 is currently under review. Continued monitoring will take place, and which includes identifying missed returned to work interviews, missed triggers and long term absence cases.



Sickness – Return to Work
April 2014 to March 2015

Organisation	Return To Work Done (A)	Return To Work Pending (B)	Total (A+B)	Percentage Completed (%)
CHILDREN SERVICES	329	13	342	96.2
COMMUNITIES HOUSING & CUSTOMER SERVICES	886	4	890	99.6
DEMOCRATIC SERVICES	54	0	54	100.0
ECONOMIC DEVELOPMENT	64	4	68	94.1
EDUCATION - SCHOOLS	5,820	1,093	6,913	84.2
EDUCATION & LIFELONG LEARNING	929	17	946	98.2
ENVIRONMENT	511	11	522	97.9
HEALTH & SOCIAL CARE	907	5	912	99.5
RESOURCES	1,234	7	1,241	99.4
SPORT LEISURE & CULTURE	713	30	743	96.0
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	215	6	221	97.3
TOTAL	11,662	1,190	12,852	90.7

Personal Performance and Development Review Compliance as at 21st April 2015

Organisation Name	Half Year Compliance		
	Total (Head Count)	Complete	Percentage (%)
CHILDRENS SERVICES	291	244	83.8%
COMMUNITIES HOUSING & CUSTOMER SERVICES	910	873	95.9%
DEMOCRATIC SERVICES	49	47	95.9%
ECONOMIC DEVELOPMENT	106	103	97.2%
EDUCATION & LIFELONG LEARNING (exc schools and central teachers)	980	780	79.6%
ENVIRONMENT	534	480	89.9%
HEALTH & SOCIAL CARE	734	633	86.2%
RESOURCES	1316	1211	92.0%
SPORT LEISURE & CULTURE	679	581	85.6%
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	275	260	94.5%
Total	5874	5212	88.7%

Freedom of Information Requests Received 2014/15

Area	Q1		Q2		Q3		Q4		Annual Total	
	Rec'	Responses on time (%)	Rec'	Responses on time (%)	Rec	Responses on Time (%)	Rec'	Responses on Time (%)	Rec'	Responses on Time (%)
Childrens Services	9	79%	16	31%	17	56%	20	25%	62	47%
Consumer Affairs	35	85%	24	76%	18	85%	15	64%	92	80%
Crems & Cemeteries	1	100%	2	100%	4	100%	4	100%	11	100%
CTS	6	60%	1	100%	0	N/A	0	0	7	75%
Customer Services	2	100%	3	50%	22	95%	5	88%	32	90%
Democracy & Comms	14	85%	17	8%	13	84%	16	100%	60	86%
Econ & Major Projects	2	0%	1	100%	8	100%	4	100%	14	93%
Education	26	96%	18	73%	16	88%	33	83%	93	86%
Environment	9	70%	13	86%	14	75%	8	63%	44	75%
Facilities Management	3	100%	5	75%	2	100%	0	0	10	91%
Finance & Procurement	71	83%	60	83%	73	91%	61	89%	265	86%
Health & Safety	1	100%	0	N/A	2	100%	0	100%	3	100%
Health & Social Care	10	71%	10	50%	15	38%	21	63%	56	54%
Highways & Transport	46	93%	41	55%	41	90%	66	69%	194	77%
Housing	24	74%	20	75%	11	93%	20	93%	75	81%
HRPS	24	74%	21	91%	25	89%	44	75%	114	82%
ICT	15	88%	10	56%	11	67%	19	69%	55	72%
Improvement & Info	6	100%	8	71%	10	100%	6	86%	30	91%
Infrastructure	0	N/A	3	67%	3	100%	0	100%	6	83%
Legal Services	8	100%	5	75%	2	100%	2	100%	17	88%
Multi Function	12	31%	33	24%	27	52%	36	67%	108	47%
Sport L&C	16	95%	8	82%	11	100%	16	78%	51	84%
Planning	8	100%	19	57%	11	64%	11	55%	49	66%
Policy & Partnership	0	N/A	0	N/A	0	N/A	0	0	0	0
Reg & Support Serv	0	N/A	2	50%	6	100%	14	80%	22	79%
Registration & Coroners	2	100%	2	100%	0	100%	4	100%	8	100%
Traffic Network Man	5	50%	10	55%	9	56%	12	64%	36	58%
Waste Management	5	86%	13	56%	6	42%	10	60%	34	63%
Total	360	83%	365	52%	377	80%	455	75%	1548	76%

Requestor	Q3 2014/15		Q4 2014/15	
	Rec'	% of Total Requests	Rec'	% of Total Requests
AM/MP	9	2%	23	5%
Business/Company	81	21%	74	17%
Campaign	13	3%	10	2%
Elected Member	2	1%	1	0%
Employee	2	1%	1	0%
Local Authority	1	0%	7	2%
Not known	60	16%	33	7%
Police	0	0%	0	0%
Press/Media	39	10%	64	14%
Public	140	37%	187	42%
Student	7	2%	21	5%
WDTK*	23	6%	26	6%
Total	377		447	

*whatdotheyknow.com

The volume of the FOI requests received by the Council over the year has continued to grow each quarter. During the year the Council has continued its regular review of its FOI processes and streamlined these taking the opportunities to exploit technology and systems. The table shows that compliance in Childrens (47%) and Health & Social Care (54%) are lagging behind other areas. Work to bring about improvement in these functions is ongoing. This includes a review of capacity and streamlining processes within these functions to deal with the volume of requests especially as the Council changes its organisational shape in these areas. Compliance with Multi Function Requests dipped in quarter 4 due to the significant increase in the volume of these (+ 72 from Qtr 3). Compliance will continue to be closely monitored.

Subject Access Requests are not included in the table

Outcome Agreement Measures for 2014/15 – Annual Result

Economic Development

Measure	2014/15 Target	Annual Result
Businesses supported	50	351
New & safeguarded jobs in businesses supported financially by the Council	500	1380
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	2395
Grade A office space	100,000sqft	277,277sqft
Jobs 10% above average Wales salary	20%	TBC (based on Q3 target exceeded)
Grant aid and private sector finance to companies assisted by the Council	£2m	£3,816,513 (provisional)
Total employment in Cardiff (Aged 16-64) Jan – Dec 2014	198,300 (2012) +/- 1%	207,500

Education, Employment & Training

Measure	Annual result	Annual Target
Number of work experience placements	1078	1000

92% of Into Work Services Users gained a qualification

Annual 14/15 result for Into Work Services Performance Measures



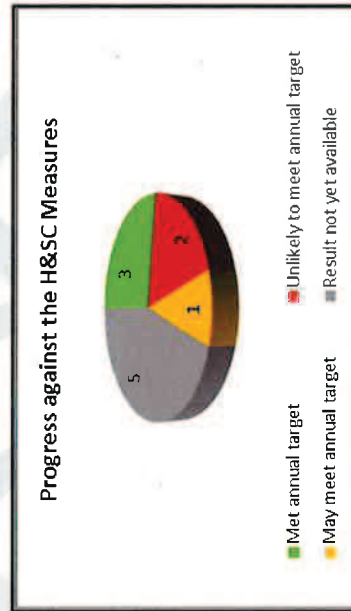
■ Met annual target ■ Target N/A

80% of Into Work Service Users felt more ready to enter employment as a result of accessing our services

Education

Measure	Academic Year 13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.8%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	85.11%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	54.04%	55%
The percentage of pupils assessed at the end of Key Stage 3, achieving the Core Subject Indicator	81.5%	78.4%
The % of pupils achieving the Foundation Phase Indicator (FPI)	83.7%	83.7%
The number of local authority maintained schools who are placed in a formal category	2	1

Health & Social Care



*The results for H&SC are indicative only as the most accurate and up-to-date results will not be available until the end of May 2015

Housing

Measure	Annual 14/15 result	Target (Annual)
Boiler upgrades	1353	900
Roof replacements	65	40
Cladding of flats	76	60
% of Boilers that are 'A' rated	84%	84%
Solar panel installations	100	100
SAP rating	69	69

85% tenants satisfied with the condition of their property

Maintained Welsh Housing Quality Standard at **100%**

Directorate: Children's Services

Director: Tony Young

Councillor: Sue Lent

Q4 2014/15

Budget	Projected Outturn	Variance	Variance (%)
Target Savings 2014/15	Projected Savings	Variance	Variance (%)

Number of Employees (FTE)	369
Sickness Absence YTD (Days Per Person)	13.87
PPDR Compliance (completed)	83.8%

Q4 Progress against Directorate Plan/Corporate Plan actions 2014/15 (24)

Green 66.7% (16)

Amber 33.3% (8)

Q4 Progress against Performance Indicators (7)

Green 43% (3)

Amber 29% (2)

Red 28% (2)

Progress on Challenges Identified Q3 (previous quarter)

Finalise Prevention Strategy:

Draft Preventative Strategy completed and consultation undertaken with partners at parenting framework launch. Draft implementation plan developed. New Prevention and Partnership Project Manager post to be recruited in order to lead on implementation of strategy.

Increase in projected overspend attributable to the increase in the number of looked after children and extension of the Managed Team for a further 3 months AND Exit strategy for the Managed Team:

Extension of Managed Team agreed with 151 Officer and Chief Executive; Significant in year increase in LAC admissions (by 39); Adverse cost mix in LAC commissioned placements; Increase in adoption placements (which represents significant long term savings); Increase in legal costs.

We have reached this position despite robust efforts to claw back the overspend (which produced £170k) and to 'repatriate' individual LAC (which produced £300k). The Exit Strategy for the Managed Team is being implemented on the basis of the additional team withdrawing on 24th April.

Q4 Service Delivery

Budget Position

To be provided by the Corporate Performance Team

Directorate Delivery Plan

Overall trend in PI performance continues to improve steadily as a platform for achieving top quartile in 2015-16. Good progress has been made against the actions in the Directorate Delivery Plan. Key areas of progress include:

- Implementation of Legal Surgery.
- Completion of draft Preventative Strategy and commencement of consultation.
- Preparation for Contact tender completed.
- Positive report following inspection of Crosslands children's home.
- LAC Traineeship Scheme Co-ordinator in post.
- Partnership and Integration Change Manager post established and advertised.

There has been some slippage in progress against some milestones including the model for managing referrals, developing a set of proposals with Health to support and improve health of LAC and care leavers and progression of the Placement Strategy. A joint inter-agency visit to Rhondda Cynon Taff (RCT) MASH was undertaken to view their model in practice to help determine what is required to fit the needs of Cardiff. The Health Service are leading on the remodelling of primary mental health services for Cardiff and the Vale of Glamorgan in respect of looked after children with Children's Services contributing as and when required. In relation to the Placement Strategy (now renamed as the Looked After Children Strategy), the report of the externally commissioned research to analyse LAC pressures will be presented to Corporate Parenting Advisory Committee in Quarter 1 2015-16. The key ingredients for bringing together a coherent LAC Strategy are in place, including:

- Research into drivers of growth completed
- Payment by Results tender awarded
- Dedicated LAC Service established
- Best practice training completed

These elements will be drawn together to finalise the LAC Strategy to promote stability and permanence in Quarter 1 2015-16.

Management

88% compliance with finalisation of objectives, 83.8% compliance with 6 monthly reviews and 37% compliance with PPDR completion had been achieved at the time of writing. A small percentage cannot be initiated / reviewed due to staff absence (e.g. maternity leave and long term sick leave), and a high level of recruitment activity and new intake accounts for a proportion of the outstanding PPDRs.

Directorate: Children's Services

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
% of referrals with decision made within 1 working day	80.3	77.6	87.1	83.7	85.5	100	R
Performance has improved slightly in Quarter 4 and there has been a small overall improvement in 2014-15 in comparison to 2013-14. It is acknowledged that further improvement is required and work to achieve this will be ongoing in 2015-16. The performance report is based on electronic records, but there is evidence that the electronic capture of the information is delayed. However, management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt.							
% of referrals that are re-referrals within a year of previous referral	25.6	24.7	25.6	25.6	25.4	25	G
% of initial assessments carried out within 7 working days	40.1	34.6	46.5	66.5	56.8	80	A
The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. In contrast to the 2013-14 outturn, the service has secured improved performance in 2014-15. The 2014-15 outturn was adversely affected by very poor performance in the first quarter and inadequate performance in the second quarter, much of which was preoccupied with clearing backlogs. Under new leadership, significantly improved performance in the second half of the year gives us confidence that we can achieve performance in excess of the Welsh average in 2015-16 (the Welsh average in 2013-14 was 71.9%).							
% of core assessments carried out within 35 working days	71.1	49.8	54.5	69.9	68.9	80	A
The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. The 2014-15 outturn was adversely affected by inadequate performance in the first half of the year, with stronger performance in the second half of the year. The impact of successful recruitment and more stable frontline leadership puts the service in a stronger position to achieve the Welsh average in 2015-16 (the Welsh average in 2013-14 was 81.2%).							
% of child protection reviews carried out within statutory timescales	98.5	99.2	100	100	100	100	G
% of social work vacancies in all teams	20.8	30.1	28.6	25.3	24.8	17	R
The vacancy position has improved very slightly during the quarter as appointed social workers have taken up post. The apparent high percentage of vacancies must be treated with caution because the % was inflated by the creation of new posts as part of the realignment of Children's Services. Recruitment is ongoing - the recruitment campaign this year has been very successful and has directly contributed to the service's ability to retain social workers. We are now attracting numbers of applications from agency staff who have been working within the service, and social workers from other local authorities. Vacancies were not actively recruited to in some teams while plans for restructuring were developed. The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,251 at 31.03.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 19.7 at 31.03.15. This is a slight increase on the caseload average of 18.4 that was reported at 31.12.14.							
% sickness for Children's Services	7.6	7.2	6.9	4.8	7.2	7	G

Q4 Challenges Identified

Managing caseload levels following departure of Managed Team.

Q4 Actions being taken

The Operational Manager is quantifying the impact again 3 risks factors:

1. Level of unallocated work
2. Caseload averages
3. Case transfer bottlenecks

Directorate: Children's Services

Councillor: Sue Lent Director: Tony Young

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.	Red	Red	The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,251 at 31.03.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 19.7 at 31.03.15. An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing on 24 th April. A draft Preventative Strategy has been completed and consultation undertaken with partners; a draft implementation plan has been developed.	Tony Young
The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	Red	Red	As per Quarter 1, senior managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations.	Tony Young

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				

Q2 Risk Update

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
None			

Quarter 4

Indicator Ref	Indicator Title	2008-09	2009-10	2010-11	2011-12	2012-13	Q1 2013-14	Q2 2013-14	Q3 2013-14	Q4 2013-14	2013-14	Q1 2014-15	Q2 2014-15	Q3 2014-15	Q4 2014-15	2014-15	Current Progress Against Target	Status	2014-15 Target	Level Triggering Mgt Action	Comments
		(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)	1,163	1,075	1,142	1,151	4,531	1,169	969	1,050	1,004	4,192	Target setting not appropriate					
Referrals 1 Local PI	Number of Referrals Received	3,241	3,793	4,525	4,730	4,744	1,163	1,075	1,142	1,151	4,531	1,169	969	1,050	1,004	4,192	Target setting not appropriate		Target setting not appropriate		Q4 2012-13 = 986 Q4 2013-14 = 1,151 January = 307 February = 331 March = 366 In addition to referrals the service received 7,539 contacts in Quarter 4, of which 1,004 proceeded to referral and are included in the number of referrals above.
SCC/006 Core Indicator	The percentage of referrals during the year on which a decision was made within 1 working day	98.6% (Ave)	99.2% (Ave)	90.4% (Ave)	89.6% (Ave)	90.7% (Ave)	92.7%	86.0%	74.8%	67.9%	80.3%	77.6%	87.1%	83.7%	85.5%	83.2%	☹️	▲	100.0%	858 / 1,004	Performance has improved slightly in Quarter 4 and there has been a small overall improvement in 2014-15 in comparison to 2013-14. It is acknowledged that further improvement is required and work to achieve this will be ongoing in 2015-16. The performance report is based on electronic records, but there is evidence that the electronic capture of the information is delayed. However, management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt. All Wales average 2013-14 = 96.3%
SCC/007 Core Indicator	The percentage of referrals that proceed to allocation for initial assessment during the year allocated to a social worker for initial assessment	44.0% (Ave)	44.4% (Ave)	42.2% (Ave)	57.1% (Ave)	61.9% (Ave)	90.6%	94.8%	91.5%	91.1%	92.0%	92.2%	97.0%	92.5%	86.2%	91.9%	Target setting not appropriate	▶️	Target setting not appropriate		865 / 1,004 7.8% of referrals were allocated to someone other than a Social Worker for initial assessment in Quarter 4 (78 / 1,004). 4.7% of referrals did not proceed to initial assessment in Quarter 4 (47 / 1,004). All Wales average 2013-14 = 75.5%
SCC/010 Core Indicator	The percentage of referrals that are re-referrals within 12 months	22.2%	25.1%	29.1%	29.5%	32.3%	31.6%	28.6%	26.5%	25.6%	24.7%	25.6%	25.6%	25.6%	25.4%	25.4%	☺️	↔️	25.0%	30.0%	1,065 / 4,192 All Wales average 2013-14 = 22.2%
CS CPR 4 Local PI	CPR caseload	213	283	272	255	372	405	396	362	314	314	325	294	297	255	255	Target setting not appropriate		Target setting not appropriate		Figure does not include 15 temporary registrations where case management responsibility for the children is retained by their home authority.

Children are protected from significant harm and are empowered to protect themselves

Quarter 4

Indicator Ref	Indicator Title	2008-09	2009-10	2010-11	2011-12	2012-13	Q1 2013-14	Q2 2013-14	Q3 2013-14	Q4 2013-14	2013-14	Q1 2014-15	Q2 2014-15	Q3 2014-15	Q4 2014-15	2014-15	Current Progress Against Target	Status	2014-15 Target	Level Triggering Mgt Action	Comments
		(Ave)	(Ave)	(Ave)	(Ave)	(Ave)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)	(Ave)	(Ave)	(Ave)	(Ave)	(Ave)	(Ave)	(Ave)	(Ave)	(Ave)	(Ave)	
SCC/014 Core Indicator	The percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion	73.5% (Ave)	72.7% (Ave)	86.3% (Ave)	82.6% (Ave)	84.6% (Ave)	86.3% (Ave)	79.3% (Ave)	85.0% (Ave)	85.6% (Ave)	83.8% (Ave)	91.0% (Ave)	86.4% (Ave)	92.2% (Ave)	92.2% (Ave)	90.7% (Ave)	☺	🔻	90.0%	75.0%	Performance has been maintained in Quarter 4 and the 90% target has been met for both the quarter and the year. All Wales average 2013-14 = 89.9%
SCC/015 Core Indicator	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference	78.6% (Ave)	82.6% (Ave)	87.6% (Ave)	88.7% (Ave)	90.4% (Ave)	89.5% (Ave)	91.9% (Ave)	84.8% (Ave)	88.6% (Ave)	88.4% (Ave)	96.5% (Ave)	94.8% (Ave)	95.5% (Ave)	84.6% (Ave)	92.4% (Ave)	☹	🔻	95.0%	85.0%	The decrease in performance is in the context of an 8% increase in the number of required initial core groups (143 from 133). This followed a 37% increase in the number of required core groups in Quarter 3 (133 from 97). All Wales average 2013-14 = 90.0%
SCC/034 Core Indicator	The percentage of child protection reviews carried out within statutory timescales during the year	99.2% (Ave)	99.5% (Ave)	99.2% (Ave)	98.5% (Ave)	98.0% (Ave)	96.6% (Ave)	97.0% (Ave)	100.0% (Ave)	100.0% (Ave)	98.5% (Ave)	99.2% (Ave)	100.0% (Ave)	100.0% (Ave)	100.0% (Ave)	99.8% (Ave)	☺	🔻	100.0%	70.0%	100% performance has been maintained in the context of a 22% increase in the number of required child protection reviews (290 from 237 in Quarter 3). All Wales average 2013-14 = 98.1%

Children and young people are supported to live safely within their families with the lowest appropriate level of intervention

Quarter 4

Indicator Ref	Indicator Title	2008-09	2009-10	2010-11	2011-12	2012-13	Q1 2013-14	Q2 2013-14	Q3 2013-14	Q4 2013-14	2013-14	Q1 2014-15	Q2 2014-15	Q3 2014-15	Q4 2014-15	2014-15	Current Progress Against Target	Status	2014-15 Target	Level Triggering Mgt Action	Comments
SCC/042 (a) Core Indicator	The percentage of initial assessments carried out within 7 working days	69.8% (Ave)	54.4% (Ave)	37.9% (Ave)	44.8% (Ave)	67.4% (Ave)	(Apr-Jun) 62.9%	(Jul-Sep) 40.7%	(Oct-Dec) 33.7%	(Jan-Mar) 25.0%	40.1%	34.6%	48.5%	66.5%	56.8%	50.6%	☹️	🔴	80.0%	50.0%	Quarter 4 has been a particularly challenging quarter for the Intake & Assessment (I&A) Service. The service has experienced an increase in the number of staff on maternity leave and long term sick leave, along with an increase in general sick leave during the period. Caseloads have risen from 17.1 at 31.12.14 to 21.0 at 31.03.15, partly as a result of I&A teams holding onto cases for longer in support of the managed team exit strategy. Due to the complexity of some of these cases, they warrant more social work intervention than is the norm for an intake team. The threshold for manager intervention for this PI agreed between ADSS Cymru, WLGA and CSSIW is 50%. In contrast to the 2013-14 outturn, the service has secured improved performance in 2014-15. The 2014-15 outturn was adversely affected by very poor performance in the first quarter and inadequate performance in the second quarter, much of which was preoccupied with clearing backlogs. Under new leadership, significantly improved performance in the second half of the year gives us confidence that we can achieve performance in excess of the Welsh average in 2015-16. The average working days taken to complete initial assessments that took longer than 7 working days = 22.4 (8,455 / 378)
SCC/011 (a) Core Indicator	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the Social Worker	31.0% (Ave)	40.7% (Ave)	45.1% (Ave)	44.9% (Ave)	59.6% (Ave)	63.2%	65.9%	68.9%	70.1%	67.1%	66.3%	59.6%	56.5%	61.6%	61.0%	☹️	🟢	80.0%	60.0%	Performance against this PI has a relationship with SCC/007a. Inclusion of children seen by a Children's Services worker other than a social worker increases the percentage of children seen to 69.0% (604 / 875). 26.5% of children were seen alone by a social worker (232 / 875). All Wales average 2013-14 = 78.9%

Quarter 4

Indicator Ref	Indicator Title	2008-09	2009-10	2010-11	2011-12	2012-13	Q1 2013-14	Q2 2013-14	Q3 2013-14	Q4 2013-14	2013-14	Q1 2014-15	Q2 2014-15	Q3 2014-15	Q4 2014-15	2014-15	Current Progress Against Target	Status	2014-15 Target	Level Triggering Mgt Action	Comments
SCC/043 (a) Core Indicator	The percentage of required core assessments carried out within 35 working days	41.2% (Ave)	49.5% (Ave)	36.3% (Ave)	49.5%	68.2% (Ave)	(Apr-Jun) 80.3%	(Jul-Sep) 66.9%	(Oct-Dec) 75.2%	(Jan-Mar) 59.4%	71.1%	49.8%	54.5%	69.9%	68.9%	61.0%	☺	🔻	80.0%	50.0%	365 / 530 The 2014-15 outturn was adversely affected by inadequate performance in the first half of the year, with stronger performance in the second half of the year. The impact of successful recruitment and more stable frontline leadership puts the service in a stronger position to achieve the Welsh average in 2015-16. The average working days taken to complete core assessments that took longer than 35 working days = 67.1 (11,075 / 165). All Wales average 2013-14 = 81.2%

Looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve their full potential

Indicator Ref	Indicator Title	2008-09	2009-10	2010-11	2011-12	2012-13	Q1 2013-14	Q2 2013-14	Q3 2013-14	Q4 2013-14	2013-14	Q1 2014-15	Q2 2014-15	Q3 2014-15	Q4 2014-15	2014-15	Current Progress Against Target	Status	2014-15 Target	Level Triggering Mgt Action	Comments	
CS LAC 3e Local PI	LAC case load (not including respite care arrangements for disabled children)	520	530	521	568	557	579	578	592	611	611	626	623	648	649	649	649	Target setting not appropriate	Target setting not appropriate	65.0%	Cardiff rate at 31.03.15 = 9.1 per 000 Wales rate at 31.03.14 = 9.1 per 000	
CS LAC 58 Local PI	Percentage of children in regulated placements who are placed in Cardiff	61.4%	64.8%	67.0%	65.6%	62.2%	62.3%	61.0%	61.4%	62.0%	62.0%	61.9%	62.2%	61.4%	60.7%	60.7%	60.7%	☹	🔻	65.0%	60.0%	The PI counts only children placed within the LA boundaries and excludes children placed in neighbouring authorities close to their home area and attending Cardiff schools. 18.6% (38) of children not placed in Cardiff are placed within 10 miles of their home address. 5 of the children not placed in Cardiff are placed with a relative carer. Planning always takes account of placement location for children. Some children need a specialist placement that is not available in the city or need to live away from families, communities or individuals that could present risks for them.
SCC/001 (a) Core Indicator	The percentage of first placements of looked after children during the year that began with a care plan in place	83.4% (Ave)	82.3% (Ave)	78.3% (Ave)	72.3%	64.2% (Ave)	47.2%	53.2%	73.5%	74.7%	62.5%	62.1%	68.9%	80.6%	86.8%	74.4%	☺	🔼	90.0%	90.0%	59 / 68 Performance against this indicator has continued to improve following the introduction in September of a new process designed to simplify the system and reduce the burden on staff. All Wales average 2013-14 = 90.9%	

Quarter 4

Indicator Ref	Indicator Title	2008-09	2009-10	2010-11	2011-12	2012-13	Q1 2013-14	Q2 2013-14	Q3 2013-14	Q4 2013-14	2013-14	Q1 2014-15	Q2 2014-15	Q3 2014-15	Q4 2014-15	2014-15	Current Progress Against Target	Status	2014-15 Target	Level Triggering Mgt Action	Comments	
		(Ave)	(Ave)	(Ave)	(Ave)	(Ave)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)	76.4%	80.4%	81.8%	80.4%	72.5%	81.8%	93.3%	😊	▲	92.0%	80.0%	N.B. Data is for January and February only. All Wales average 2013-14 = 93.4%
SCC/001 Core Indicator	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	80.2% (Ave)	90.7% (Ave)	90.4% (Ave)	87.1%	83.0% (Ave)	68.3%	77.3%	82.5%	75.4%	76.4%	80.4%	72.5%	81.8%	93.3%	😊	▲	92.0%	80.0%	42 / 45	N.B. Data is for January and February only. All Wales average 2013-14 = 93.4%	
SCC/021 Core Indicator	The percentage of children reviews carried out within statutory timescales during the year	95.9% (Ave)	96.2% (Ave)	96.4% (Ave)	95.2%	95.2% (Ave)	85.8%	94.2%	95.6%	92.7%	92.4%	85.3%	82.9%	87.7%	95.7%	88.3%	😊	▲	100.0%	70.0%	435 / 486	Performance improved steadily throughout the quarter, reaching 98% for March 2015. All Wales average 2013-14 = 95.9%
SCC/025 Core Indicator	The percentage of statutory visits to children due in the year that took place in accordance with regulations	79.5% (Ave)	88.2% (Ave)	83.9% (Ave)	85.1%	89.5% (Ave)	89.6%	88.5%	86.1%	87.1%	87.7%	89.5%	89.0%	87.9%	90.8%	😊	▲	90.0%	85.0%	257 / 283	N.B. Data is for January and February only. All Wales average 2013-14 = 85.3%	

Cardiff is the destination of choice for committed social work professionals

Quarter 4

Indicator Ref	Indicator Title	2008-09	2009-10	2010-11	2011-12	2012-13	Q1 2013-14	Q2 2013-14	Q3 2013-14	Q4 2013-14	2013-14	Q1 2014-15	Q2 2014-15	Q3 2014-15	Q4 2014-15	2014-15	Current Progress Against Target	Status	2014-15 Target	Level Triggering Mgt Action	Comments
Staff 1 Local PI	Percentage of social work vacancies in all teams	26.1%	15.2% (Ave)	14.7% (Ave)	15.9% (Ave)	14.5% (Ave)	(Apr-Jun) 17.0%	(Jul-Sep) 16.3%	(Oct-Dec) 23.1%	(Jan-Mar) 26.8%	20.8% (Ave)	30.1%	28.6%	25.3%	24.8%	27.2% (Ave)	☹️	▲	17.0%	22.0%	115.7 / 466.9 I&A = 42.7% CIN = 23.7% LAC = 10.5% The vacancy position has improved very slightly during the quarter as appointed social workers have taken up post. The apparent high percentage of vacancies must be treated with caution because the % was inflated by the creation of new posts as part of the realignment of Children's Services. Recruitment is ongoing - the recruitment campaign this year has been very successful and has directly contributed to the service's ability to retain social workers. We are now attracting numbers of applications from agency staff who have been working within the service, and social workers from other local authorities. Vacancies were not actively recruited to in some teams while plans for restructuring were developed. The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,251 at 31.03.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 19.7 at 31.03.15. This is a slight increase on the case load average of 18.4 that was reported at 31.12.14.
Staff 3a Local PI	Percentage sickness for Children's Services	7.2%	6.6% (Ave)	6.5% (Ave)	7.2% (Ave)	8.1% (Ave)	6.8%	7.6%	8.2%	7.9%	7.6%	7.2%	6.9%	4.8%	7.2%	6.5%	☺️	▼	7.0%	9.0%	1,529.0 / 21,179.4 Sickness levels continue to be closely monitored to ensure that appropriate action is taken to manage sickness absence across the service area.
Children's Services are provided on the basis of the most efficient and effective use of resources																					
CS LAC 44 Local PI	Percentage of LAC placements with independent sector providers	56.6%	58.9%	62.0%	64.2%	68.6%	66.8%	67.6%	68.4%	67.4%	67.4%	69.6%	71.3%	71.1%	71.8%	71.8%	☹️	▲	60.0%	380 / 529	Of the 380 placements with independent sector providers, 191 started within the last 12 months. The Enhanced Fostering Scheme (previously known as Payment by Results) tender has been awarded and implementation meetings held - first placements are planned for Quarter 1 2015-16.

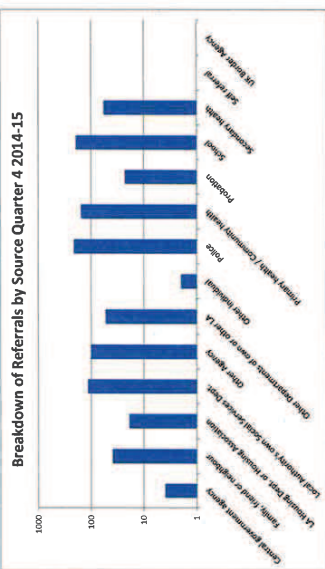
Referrals - Quarter 4 2014-15 Summary

No of Referrals Quarter 4 2014 - 15 992

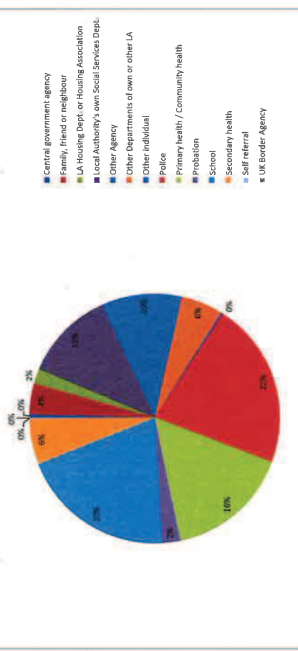
Source of Referral	Total	Total %
Central government agency	46	0.0%
Family, friend or neighbour	19	1.9%
LA Housing Dept. or Housing Association	117	11.8%
Local Authority's own Social Services Dept.	103	10.4%
Other Agency	54	5.4%
Other Departments of own or other LA	125	12.6%
Other individual	158	15.9%
Primary health / Community health	23	2.3%
Probation	197	19.8%
School	58	5.8%
Secondary health	1	0.1%
Self referral	1	0.1%
UK Border Agency	1	0.1%
Grand Total	992	100.0%

Referrals started in next quarter	14
Referrals resulting from contacts in previous quarter	2
Total referrals resulting from contacts in current quarter	1,004

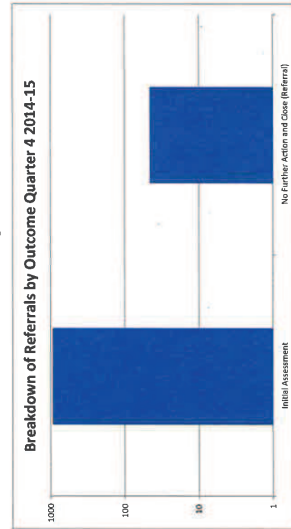
Breakdown of Referrals by Source Quarter 4 2014-15



Breakdown of Referrals by Source Quarter 4 2014-15



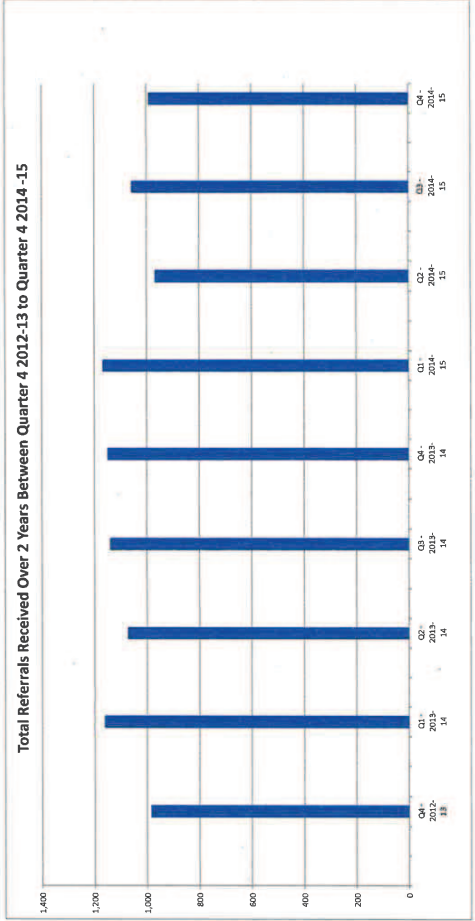
Breakdown of Referrals by Outcome Quarter 4 2014-15



Referral Outcome	Total	Total %
Initial Assessment	986	99.4%
No Further Action and Close (Referral)	46	4.6%
Grand Total	992	100.0%

Referrals started in next quarter	14
Referrals resulting from contacts in previous quarter	2
Total referrals resulting from contacts in current quarter	1,004

Total Referrals Over 2 Years between Quarter 4 2012-13 to Quarter 4 2014-15

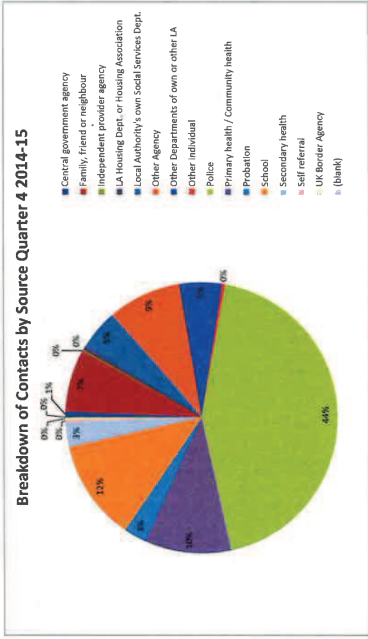
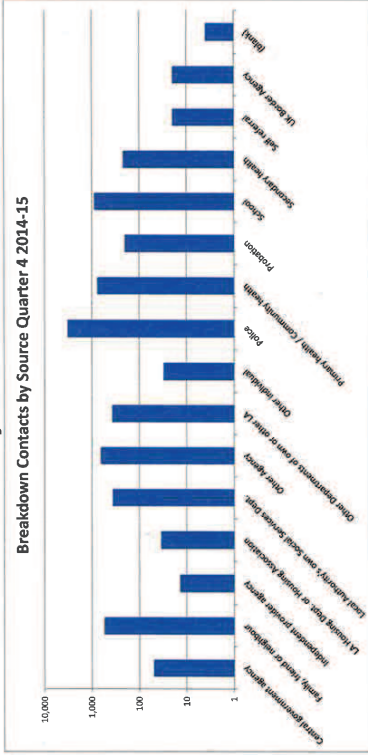


Month	Month Total	Quarter	Quarter Total
Jan-13	292	Q4-13	986
Feb-13	301	Q1-14	1,163
Mar-13	384	Q2-14	1,075
Apr-13	391	Q3-14	1,142
May-13	388	Q4-14	1,151
Jun-13	287	Q1-15	1,189
Jul-13	297	Q2-15	906
Aug-13	326	Q3-15	860
Sep-13	306	Q4-15	1,006
Oct-13	406	Q1-16	992
Nov-13	388	Q2-16	
Dec-13	348	Q3-16	
Jan-14	350	Q4-16	
Feb-14	371	Q1-17	
Mar-14	339	Q2-17	
Apr-14	405	Q3-17	
May-14	475	Q4-17	
Jun-14	388	Q1-18	
Jul-14	388	Q2-18	
Aug-14	345	Q3-18	
Sep-14	371	Q4-18	
Oct-14	360	Q1-19	
Nov-14	327	Q2-19	
Dec-14	301	Q3-19	
Jan-15	311	Q4-19	
Feb-15	314	Q1-20	
Mar-15	314	Q2-20	
Grand Total	992		

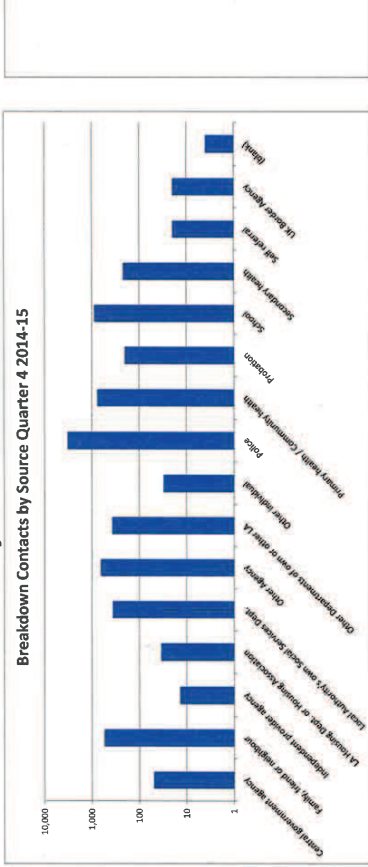
Contacts - Quarter 4 2014-15 Summary

Total No of Contacts in Quarter 4 2014-15: 7,539

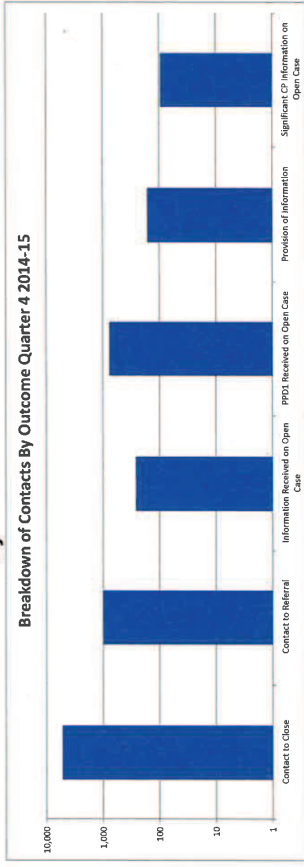
Breakdown of Contacts by Source Quarter 4 2014-15



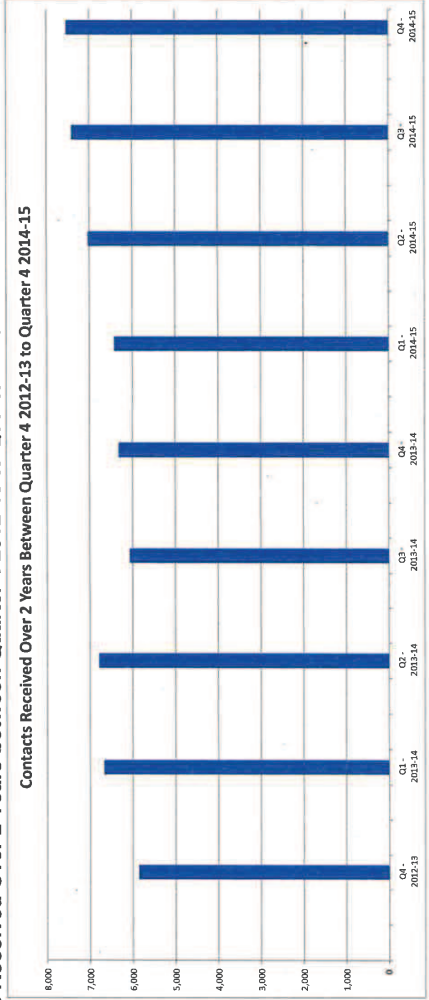
Breakdown of Contacts by Outcome Quarter 4 2014-15



Breakdown of Contacts By Outcome Quarter 4 2014-15



Contacts Received Over 2 Years Between Quarter 4 2012-13 to Quarter 4 2014-15



Month	Number of Contacts	Quarter Total
Jan-13	1,853	5,864
Feb-13	1,853	5,864
Mar-13	1,853	5,864
Apr-13	1,853	5,864
May-13	1,853	5,864
Jun-13	1,853	5,864
Jul-13	1,853	5,864
Aug-13	1,853	5,864
Sep-13	1,853	5,864
Oct-13	1,853	5,864
Nov-13	1,853	5,864
Dec-13	1,853	5,864
Jan-14	1,853	5,864
Feb-14	1,853	5,864
Mar-14	1,853	5,864
Apr-14	1,853	5,864
May-14	1,853	5,864
Jun-14	1,853	5,864
Jul-14	1,853	5,864
Aug-14	1,853	5,864
Sep-14	1,853	5,864
Oct-14	1,853	5,864
Nov-14	1,853	5,864
Dec-14	1,853	5,864
Jan-15	1,853	5,864
Feb-15	1,853	5,864
Mar-15	1,853	5,864

THE CITY AND COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD
CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE

12 May 2015

DRAFT EARLY HELP STRATEGY

Purpose of Report

1. To enable Members to aid in the development of the proposed Early Help Strategy, developed by the Early Intervention and Prevention Steering Group of the Cardiff Partnership, copy attached at **Appendix 1** and implementation plan at **Appendix 2**.

Background

2. The Early Intervention & Prevention Steering Group and the Team Around the Family (TAF) Interface Sub-group has developed this guidance to promote and facilitate intervening early and as soon as possible to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems. The work of the two groups aimed to ensure that families receive the most appropriate support to meet their needs at the earliest opportunity, in order to secure better outcomes and the cost effective delivery of services.
3. The work of the Steering Group has built upon work previously undertaken within the context of the Family Support Strategy (FSS), taking account of the key priorities of the FSS whilst addressing current requirements arising from Welsh Government initiatives such as Communities First, Flying Start, Families First and IFSS.
4. The Early Help Strategy seeks to develop an approach that supports the effective co-ordinated delivery of early intervention and prevention family support services that addresses the interface issues between Flying Start, Families First, Children's Services (including IFSS) and the wider provision

of support to families in Cardiff. This is a multi-agency approach underpinned by the following principles:

- Wherever possible all children's and families' needs will be met within universal settings (e.g. early years, health visiting, schools, GPs etc).
- As soon as any practitioner is aware that a child has any additional needs he/she will talk to that child and their family and offer advice and support to meet that need.
- Families will be empowered to identify their own problems, needs and solutions. In most cases, outcomes for children will only be improved by supporting and assisting parents/carers to make the changes identified by them with practitioners.
- We will work restoratively with families (working with them, not for and not to them) and offer support and services that help families find their own sustainable solutions.
- Effective interventions are dependent on doing the following steps: **See, assess, plan, do and review.**
- Once improvement is made, services will reduce or end so as not to create dependence.
- Our aim is always to build resilience in children and families and the capacity to overcome their own difficulties for the remainder of their lives.

5. The Strategy focuses on two strategic objectives and on thereby achieving two strategic outcomes, namely:

Strategic Objective 1

Ensure that children & young people receive help at the lowest level of intervention that is safe and effective in promoting good outcomes.

Strategic Objective 2

Maximise the impact of Children's (Social) Services by strengthening the effectiveness of social work intervention and specialist / targeted family support.

Actions that address the requirements set out in the two key objectives above are detailed in the proposed summary work plan located in the Appendix of the Strategy. It is expected that these actions will contribute to achieving the following strategic outcomes:

Strategic Outcome 1

To reduce the number of children, young people and their families requiring support at the “remedial” end of the Cardiff continuum of support to families (See **Appendix D** – *Spectrum of Need and Services* for details).

Strategic Outcome 2

To narrow the gaps for children and young people in Cardiff who are at risk of poor outcomes, and their peers.

6. Details of the research undertaken, feedback from stakeholders, parents and carers are attached at **Appendix 1**.

Scope of Scrutiny

7. The scope of this scrutiny is to consider at the proposed Early Help Strategy and to pass on any observations, comments or recommendations to the Director of Children’s Services to help inform the final Plan.

Way Forward

8. The Committee now has the opportunity to consider the proposed Early Help Strategy. The following witnesses have been invited to give evidence to the Committee and answer Members’ questions:
 - i. Councillor Sue Lent (Deputy Leader. Early Years, Children & Families)
 - ii. Tony Young (Director of Children’s Services)
 - iii. Angela Bourge (Operational Manager, Strategy, Commissioning and Resources).

Legal Implications

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications.

Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

10. There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications.

RECOMMENDATIONS

The Committee is recommended to:

- I. consider the information provided in the report, appendices and presentation;
- II. consider whether they have any observations, comments or recommendations they wish to make; and
- III. consider a way forward with regard to any future scrutiny of the issues raised.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

5 May 2015

Draft Early Help Strategy



Draft Preventative Strategy: 5 May 2015 (v.9)
Cardiff Partnership
Early Intervention & Prevention Steering Group

Draft Early Help Strategy

Forward

Insert Forward from Chair of Families & Young People Board

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Introduction

This guidance is for everyone who works with children, young people and families in Cardiff. This includes teachers, health practitioners and Third Sector practitioners such as family support, early years practitioners, youth workers and social workers.

It is about the way we can all work together, share information, and put the child and their family at the centre, to ensure that children and families receive the support they need at the right time and in the right way.

The death of Victoria Climbié in February 2000 prompted a large and thorough review of UK child protection services, led by Lord Laming. This highlighted the importance of multi-agency working and information sharing in order to protect children and prevent them from coming to harm. As a result, a number of reforms came about as recommended in various publications and updated legislation. Organisations, both paid and unpaid, joined together to work more cooperatively towards a preventative and early intervention agenda.

We all share in the responsibility for safeguarding and promoting the welfare of children and young people. Working alongside other agencies is extremely effective for improving outcomes for children due to the cross cutting themes that organisations are able to come together over. It's by coming together to share information and raise concerns that we can increase the likelihood of protecting children from harm and promoting their welfare so that fewer children have to face the terrible circumstances of Victoria Climbié.

In Cardiff we believe that every child and young person should have the opportunity to reach their potential. We recognise that outcomes for children are best when they are supported to grow and achieve within their own families and community as families understand their own children.

Therefore, a key element to our approach to supporting children, young people and families in Cardiff is a commitment to **early help**. Our approach supporting children and families in Cardiff outlined in this guidance is underpinned by a commitment to **early help** approach through a range of evidence based interventions.

We strive to develop a range of flexible and responsive services that meet the changing needs of the children, young people and families of our city. We recognise the need to move the focus away from managing short-term crises and towards effective intervention and support for children, young people and families and their families at an earlier stage.

This is a multi-agency approach underpinned by the following principles:

- Wherever possible all children's and families' needs will be met within universal settings (e.g. early years, health visiting, schools, GPs etc).

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- As soon as any practitioner is aware that a child has any additional needs he/she will talk to that child and their family and offer advice and support to meet that need.
- Families will be empowered to identify their own problems, needs and solutions. In most cases, outcomes for children will only be improved by supporting and assisting parents/carers to make the changes identified by them with practitioners.
- We will work restoratively with families (working with them, not for and not to) and offer support and services that help families find their own sustainable solutions.
- Effective interventions are dependent on doing the following steps:
See, assess, plan, do and review.
- Once improvement is made, services will reduce or end so as not to create dependence.
- Our aim is always to build resilience in children and families and the capacity to overcome their own difficulties for the remainder of their lives.

The Cardiff Partnership is committed to working to achieve the objectives set out in this Strategy. Member agencies of the Vulnerable Children and Families Board have all signed up to the Strategy and progress regarding its implementation will be closely monitored by the Board.

The Strategy is expected to be launched in September 2015 where wider partner agencies will be asked to pledge their support to ensure that families in Cardiff receive the help they need at the time they need it. It is recognised that providing the right level of support at the right time for families, wherever they live in Cardiff is a challenge but with the support and commitment of partners, we believe that we will move closer to this goal over the next three years as the Early Help Strategy becomes embedded in practice.

Background

The growing interest in early intervention and prevention reflects the widespread recognition that it is better to identify problems early and intervene effectively to prevent their escalation than to respond only when the difficulty has become so acute as to demand action. It is better for the individuals concerned, their families and society more broadly; it avoids a lot of personal suffering, reduces social problems and generally, it costs less than remedial action.

Messages from Research

The most striking message coming from research is that early intervention works – when it is an appropriate intervention, applied well, following timely identification of a problem; and the earlier the better to secure maximum impact and greatest long term sustainability (both as early in the child's life as possible and/or as soon as possible after a difficulty becomes apparent). In recent years there has been a shift in policy, which is now placing greater emphasis on supporting adults in their parenting role.

Parenting is Key

Parents are the most significant influence on children, and parenting has profound consequences for their future lives, so it is important to persuade parents that engaging in their child's development can make a difference, and to build positively on their existing strengths and actively involve them in decisions.

Most parents need support of some kind at some time and we know from our local experience as well as from national research that effective parenting support does help improve parenting. We also know that disadvantage is not a block to good parenting but low levels of literacy and numeracy and confidence are obstacles, and self-perception contributes to parents' motivation to change – so it is particularly important to persuade such parents to engage with support services by convincing them that they can bring real and lasting benefits to their children.

Think Family Approach

Some parents have additional needs in their own right that impact on their ability to meet the needs of their children. Successful services for families with a parent with an additional need such as a mental health problem or a learning disability will:

- promote resilience and the wellbeing of all family members, now and in the future
- offer appropriate support to avoid crises and will manage them well if they arise
- secure child safety.

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The Think Family approach therefore encourages the development of services that:

- offer an open door into a system of joined-up support at every point of entry
- look at the whole family and co-ordinate care
- provide support that is tailored to need
- build on family strengths.

The Cardiff Context: Demography

Cardiff is a city of 350,000 people that sits at the heart of the wider Cardiff Urban Zone in the South East of Wales. Cardiff contains areas of both significant affluence in the north of the city, as well as deep and longstanding areas of social-economic disadvantage, mostly located in what is known as the “Southern Arc”. However, within less deprived areas there are also pockets of hidden deprivation. As Wales’s largest city with its diverse population, it compares more easily with other cities across the UK including Sheffield, Manchester City and Newcastle.

Whilst Cardiff’s Looked After Children (LAC) population per 10,000 children is at 84 lower than the Welsh average of 91, the population is higher than many comparable UK cities such as Sheffield which is 47 per 10,000 and Bristol which is 77 per 10,000.

At the end of 2014, Cardiff had **XXX** Children in Need, 297 children subject to a child protection plan and 651 LAC. Historically, Cardiff’s LAC rate has remained relatively consistent over time. The trend suggests that in the future the rate of LAC will continue to be relatively static. Given the level of Super Output Areas which are in the 10 per cent most deprived in Wales, Cardiff has a relatively low rate of Looked After Children.

Cardiff has experienced a large increase in the proportion of lower layer super output areas that are very deprived (i.e. in the 10% most deprived in Wales) but, interestingly, a decrease in relatively deprived communities (i.e. in the 30% most deprived in Wales). Over this period of time, the LAC rate in Cardiff has remained relatively stable. The data presents mixed messages about how Cardiff compares to other local authorities. In the Welsh context, the numbers and rates in Cardiff may be lower than might be expected. In the English context, the numbers and rates in Cardiff are relatively in-line with others. This reinforces the findings from other research that there is no ‘ideal’ number or rate of Looked After Children, nor is there a ‘scientific’ approach to identifying whether numbers/rates are ‘too high’ or ‘too low’.

At the end of August 2012, almost a quarter (24.6%) of children in Cardiff were living in low income families, which exceeded the proportions for both Wales (20.8%) and the UK (18.7%). However, this overall figure of 24.6%, ranged from just 3.2% in Rhiwbina to more than two-fifths in Ely (44.0%), with sixteen of Cardiff’s twenty-one electoral divisions exceeding the proportion for Wales (20.8%). When looking at the distribution of children of low-income families by Lower Super Output Area (LSOA), it can be seen that the highest levels were mainly concentrated within the Southern Arc of the city, in

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particular Ely and Adamsdown. A total of five LSOAs had more than half of their children living in low-income families: Plasnewydd 4 (55.7%), Ely 5 (55.2%), Pentwyn 3 (53.6%), Ely 2, (51.0%), and Adamsdown 2 (50.7%).

To summarise, Cardiff is a city of huge contrasts. In some parts of the city significant numbers of children, young people and families are living in relative poverty. We know from research that poverty impacts on children's physical and mental health, accident rates, education achievement and opportunities for social inclusion. Bringing children up in areas of deprivation creates additional stresses for parents and carers, with money worries and worries about children's safety coming out as the highest concerns when research was undertaken to inform the Family Support Strategy in 2008-11.

Appendix A provides a summary of additional key demographic data, socio-economic factors and well-being indicators that affect Cardiff's children, young people and their families

The Cardiff Context: Feedback from Stakeholders

In April 2014 Cordis Bright was commissioned by the City of Cardiff Council to undertake a review of the numbers of LAC within the Cardiff area. It focused on three main aspects:

- the effectiveness of services in preventing children from needing to be looked after;
- the effectiveness of services in improving the outcomes for children who are looked after; and
- the effectiveness of services in rehabilitating children out of care, The review involved a wide range of stakeholders both from within and outside the Council.

A number of stakeholders at practitioner and management levels were consulted as part of this research. This included representatives from statutory services (i.e. Health, Education & Children's Services), Third Sector providers including Families First providers, and Flying Start. Most stakeholders reported that partnership working had started to improve both within the Council and between the Council and other agencies. However, during fieldwork, there was a general agreement from stakeholders that partnership working in Cardiff is starting from a low base.

Improvements were seen to be directly connected to changes at senior leadership level within the Council but some stakeholders noted that the financial pressures felt by all agencies working with families were starting to motivate people to think about how improved partnership working could impact positively on efficiency and effectiveness (e.g. remove duplication, developing common approaches to practice, sharing resources). Other stakeholders expressed concern that growing financial pressures could jeopardise partnership working, by reducing the amount of time individuals

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have available to invest in partnership working and by organisations focusing on 'core business' only.

A number of stakeholders agreed that the scope and nature of partnership working was affected by not having a clear, common and shared purpose for children, young people and families (including the most vulnerable children, young people and families) across Cardiff. This lack of an explicit strategy or shared objectives was felt to result in a lack of clarity about roles, responsibilities, aspirations and expectations for children, young people and their families. There was general agreement across stakeholders that the situation was not sustainable and that greater partnership working was desirable.

Decisions made in 2013/14 to de-commission some prevention and early intervention services had left stakeholders feeling disappointed. Stakeholders involved in Families First reported that they rarely saw an explicit connection between the work of this programme and for example, reducing the numbers of LAC. A number of stakeholders (at practitioner and management levels) reported that, in the past, previous senior leaders within the Council viewed the core business of the directorate as social care and tended to minimise prevention and early intervention. As a result, it was felt that the scale and nature of prevention and early intervention services was relatively embryonic and did not appear to extend significantly beyond services funded by Families First.

However, a large number of stakeholders highlighted the importance of prevention and early intervention and that they were keen for this to be improved, radically and quickly. They saw new senior leaders as being more bought into the prevention and early intervention agenda.

In summary, stakeholders;

- recognised that the relationship between statutory services and Families First needs to be improved and, in particular, the protocol and processes for step-up (to statutory services) and step-down (to Families First from statutory services) needs to be more clearly established.
- expressed concern that when prevention and early intervention support is available this tends to be time-limited and, in many cases, withdraws too soon.
- acknowledged that the ability to step-down from specialist placements is limited. In particular, social workers were concerned about a lack of highly trained, specialist foster carers that would enable looked after
- children to be stepped-down to less institutionalised provision. As part of this, social workers talked about some looked after children being 'stuck in the system'.

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- experienced a relatively high degree of discomfort about the level of risk being held by families outside of statutory services. These stakeholders reported that thresholds and workloads are so high that a number of families who would benefit from support are not getting the interventions required at the time they need it. As a result, these families are subject to a higher level of risk than might be appropriate.
- Identified that a lack of services and support at lower tiers further exacerbate the level of risk held by families. Stakeholders highlighted that this tends to result in crisis-management and significant-event driven approach to decision-making. This, in turn, affects the nature of interventions undertaken with families (i.e. a tendency to use emergency orders and external placements when a child became looked after). It also results in some cases – especially long-term, chronic neglect – being overlooked.
- observed that once accepted by statutory social services, other agencies would tend to withdraw from the family and/or become more risk averse. In many respects, these stakeholders saw these two trends as inter-connected.

In reality there may not be such a lack of services and support at lower tiers rather than a lack of knowledge, publicity and coordination of the services that are in place. This is further made worse by the lack of an obvious front door to accessing preventative services.

However, overall there were mixed messages from stakeholders about the nature and level of the commitment to prevention and early intervention across Cardiff. Stakeholders placed considerable value on the development of an Early Help Strategy that is able to articulate a continuum of support for families and, in particular, details the contribution of prevention and early intervention initiatives.

The Cardiff Context: Feedback from Parents & Carers

Engagement with parents and carers to inform the development of the early Help Strategy has been undertaken through dialogue with established parenting groups that regularly meet across the city. This has included groups of parents undertaking evidence-based programmes, and parents and carers who meet because of their special interest (e.g. parents of disabled children) or because of their specific circumstances (e.g. young parents).

Key messages that parents and carers have feedback as part of the consultation process are as follows:

- It is challenging to access information about the availability of services. Whilst some parents access the internet their experience was that it is not always easy to source the information they are looking for. Many parents / carers do not have internet access at home and do not have

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the time to go to community locations such as Hubs or Libraries to use public internet facilities.

- Most parents / carers who were consulted said that they preferred to receive information about services via leaflets that come straight into their home. The information is most helpful when it clearly sets out who can access services, and when and where the service is offered.
- Parents interviewed said that on the whole they preferred receiving services from centres in their local community. If they have to go outside of their local community they would prefer to access something in the centre of Cardiff rather than having to travel to other parts of the city.
- Many parents / carers said that they find it frustrating when they build up the confidence to pick up the phone and make a call to services that say they are open certain hours to find that their call is diverted to an answer-phone. Parents / carers therefore see it as important that services are responsive and available at the times they need to access them. They don't want to have to leave messages and their experience is that when they have left a message their calls have sometimes not been returned so many do not have confidence that organisations will phone them back.
- Most parents / carers relied on professionals such as Health Visitors to provide them with information about services and assistance to link them in to services. All said it was crucial that professionals / workers were well informed about what services are available as often they are the ones that parents / carers rely on to let them know what is out there.
- Most parents / carers thought that a single pathway into services was a good idea. They liked the idea of one assessment process that sits below Children's Services that would be familiar to them. They liked the fact that this would mean that they did not have to tell their story over and over to different service providers and that the assessment had portability and could travel with them and be updated as their needs changed.
- They liked the idea of a lead worker to co-ordinate support but were concerned about what would happen when that individual is not in work for a period of time. They would like the system to recognise this and to build in appropriate cover.
- Parents / carers acknowledged that it takes a lot of confidence to pick up the phone to access a service or call into a centre. They acknowledged that some parents can't do this and so it is important that information comes to them and that they can access services in their own home if they don't have the confidence to attend a group.
- Some parents / carers were concerned that some services are only available to certain catchments / neighbourhoods and that there were gaps in provision for some areas of the city (for example, non-Flying start areas). They felt that unless access to services is clearly explained and publicised, in a way that is accessible to all parents / carers, there will be confusion regarding what services some groups of parents / carers can and can't access and this uncertainty or lack of

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clarity may put some parents off seeking advice or trying to access services at all.

Existing Programmes and Services

Cardiff has a range of family support services, some provided by statutory agencies and others by the Third Sector. A significant number of these are funded via Welsh Government initiatives such as Families First, Flying Start, Integrated Family Support Services (IFSS) and Communities First.

The importance of agencies working in partnership to meet the needs of children and families lies at the heart of the Welsh Government's policy for Families First, Flying Start and IFSS and we have seen direct changes in approach to service development and delivery in the form of multi-disciplinary teams working with children and families and developments in the way children and their families needs are assessed (e.g. Joint Assessment Family Framework – JAFF).

Multi-Agency Steering Group

The Early Intervention & Prevention Steering Group and the Team Around the Family (TAF) Interface Sub-group has developed this strategy to promote and facilitate intervening early and as soon as possible to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems. The work of the two groups aimed to ensure that families receive the most appropriate support to meet their needs at the earliest opportunity, in order to secure better outcomes and the cost effective delivery of services. The work of the Steering Group has built upon work previously undertaken within the context of the Family Support Strategy (FSS), taking account of the key priorities of the FSS whilst addressing current requirements arising from Welsh Government initiatives such as Communities First, Flying Start, Families First and IFSS.

The following over-arching actions have underpinned the multi-agency work that has laid the foundations for the development of this Early Help Strategy and its success will be measured against the establishment and effectiveness of the following features:

- development of effective local systems to identify vulnerable families and to coordinate support from a range of agencies
- the review and analysis of existing ways of working in order to strengthen and improve local arrangements for multi-agency planning and risk management.
- establishing a mechanism for measuring achievement against agreed outcomes and monitoring and reviewing impact.
- development (design and commission) of targeted prevention work and early intervention services using evidence of what works and for which children.

Early Help

Engagement of partners in the Steering Group has been positive and work has been undertaken to develop a common language that describes preventative support as “**Early Help**” with a focus on support rather than assessment. It promotes the right conversations taking place at the right time, between the right people.

The work has embraced the approach that early help may occur at any point in a child or young person’s life and includes both interventions early in life as well as interventions early in the development of a problem. We seek to offer support early to help families solve problems or to reduce the impact of problems that have already emerged.

It also recognises that for children whose needs and circumstances make them more vulnerable a coordinated multi-disciplinary approach is usually best, and work has been undertaken to develop an **Early Help Pathway** for accessing services and an **Early Help Assessment and Planning Process** with a **Lead worker** to work closely with the child and family to ensure they receive all the support they require. The approach relies on a range of *Targeted Services* being available to support these interventions (e.g. Flying Start, Families First). The approach recognises that *Specialist Services* will be provided where the needs of the child are so great that statutory and/or specialist intervention is required to keep them safe or to ensure their continued development. The draft *Early Help Pathway* is located at **Appendix B**, the draft *Early Help Assessment and Planning Pathway* is located at **Appendix C** and the *Spectrum of Need and Services* is attached at **Appendix D** for information

A common approach has been designed for developing **Family Plans** and a set of principles underpinning the development of the **Family Plan** is located at **Appendix E**. It is intended that a **Family Plan** will be shaped with the family throughout the initial engagement and assessment process, drawing together information from existing assessments and making sense of the interplay between the factors affecting individuals in the family and their impact on the way that the family functions. As the assessment will be underpinned by restorative principles, so the development of the Family Plan must also be underpinned by restorative principles, identifying and building on the family’s strengths.

The Multi-agency Steering Group will continue with its work plan to support the implementation of this Early Help Strategy led by Children’s Services with contributions from key stakeholders that make up the Cardiff Partnership.

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Children's (Social) Services Investment in Family Support

Children's Services provide a range of Family Support Services that fall within the *Remedy* segment of the *Spectrum of Need and Services* attached at **Appendix D**. These services delivered via the Integrated Family Support Team (IFST) and the Family Intervention and Support Services (FISS) are provided where the needs of the child are so great that statutory and/or specialist intervention is required to keep them safe or to ensure their continued development. The IFST provide a crisis intervention service working with families where there are serious child protection concerns relating to parental/Carer substance misuse. FISS are often delivered as part of statutory intervention such as a Child in Need or Child Protection Plan with the aim of:

- Preventing children's names being placed on the Child Protection Register or supporting families to enable de-registration of children whose names are on the Child Protection Register and
- Reducing the need for children to be accommodated in public care and reunifying families where children have become Looked After and the form whom the plan is a return home.
- Prevent the need for legal intervention (e.g. Care Proceedings)

In order to strengthen the approach to Early Help across the Partnership and to secure the timeliness of progress against the key tasks required for the successful implementation of the Early Help Strategy set out in the **Summary Work Plan** located at **Appendix F** and the **Action Plan** that accompanies this Strategy. Children's Services has reconfigured existing funding to create two dedicated posts that will be responsible for progressing key elements of the Early Help Strategy.

- **Prevention & Partnerships - Improvement Project Manager** will lead on the development of Cardiff's Early Help Strategy, promoting best practice in the delivery of Early Help Services across Cardiff and facilitating effective partnership working in the delivery of Early Help Provision.
- **Social Work Services - Improvement Project Manager** will lead on the remodelling and implementation of Social Work Services to meet changing need and promote strengths based approaches. The post will contribute to the development and implementation of a Multi-Agency Safeguarding hub, promote best practice in the delivery of Children's Social Work Services across Cardiff and facilitate effective partnership working in the delivery of the new practice model

Additionally the realignment of the **Family Intervention and Support Service (FISS) Manager's** duties will create additional capacity to provide a strategic lead for the re-alignment of Children's Services preventative services and implementation of the Preventative Strategy in relation to extending targeted interventions.

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Finally, additional resources have been secured via the City of Cardiff Council, the Vale of Glamorgan Council and the Cardiff and Vale University Health Board to drive the agreed transformational change programme for integrated working across Cardiff & Vale of Glamorgan Councils and the University Health Board, taking lead responsibility for the successful and safe implementation of the Local Safeguarding Children's Board (LSCB) Integrated Children's Services Programme. Crucially, for the Early Help Strategy, this will include the development of a new service model for disabled children, based on the key concepts associated with a 0-25 yr old service model; encompassing an improved and effective approach to transition; single integrated operational delivery arrangements between partners; enhanced cost effectiveness particularly in relation to external commissioning for community based support and residential or similar placements; incorporating requirements arising from education led changes to the additional needs policy.

Approach

This Early Help Strategy seeks to develop an approach that supports the effective co-ordinated delivery of early intervention and prevention family support services that addresses the interface issues between Flying Start, Families First, Children's Services (including IFSS) and the wider provision of support to families in Cardiff. The approach will,

- adopt a whole family (or ***Think Family***) approach, that seeks to address the additional needs of parents that impact on their ability to meet the needs of their children, whilst keeping the child or young person firmly at the centre of any intervention.
- provide a framework that ensures that services intervene at the earliest opportunity in order to secure the best outcomes for children, young people and families
- ensure that appropriate safeguards are taken that ensure children, young people and families are effectively safeguarded by all of the agencies and staff that work with them
- work together to reduce duplication in areas such as the assessments of need and to close gaps in provision between the tiers of services that target low, medium and high levels of need / provide prevention, protection and remedy.
- ensure children, young people and families will be supported to participate in key early intervention and prevention processes
- ensure that the views and experiences of children, young people and families inform and influence the design and delivery of services
- use evidence-based practice to inform planning for future service provision
- facilitate joint working and information sharing between all agencies with an interest in integrated working to support children, young people and their families.
- ensure that arrangements put in place meet the requirements set out in the Social Service and Well-being (SS&WB) Act 2014 for the Local

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Authority and Health Board to ensure that the range and level of services provided locally are able to meet the care and support needs identified and that the range of preventative service available are able to appropriately prevent, delay or reduce needs for care and support of Cardiff's most vulnerable children, young people and families ;

Key Principles

The approach to providing *Early Help* will be underpinned by the following key principles:

- 1. Outcomes Based**– the approach focuses on clear and measurable outcomes for children, related to the SS&WB Act Outcomes Framework
- 2. A Strengths Based Approach - Children do best at home.**
The evidence base is clear that unless parenting capacity is irrevocably deficient, children do better when they are brought up by their families. The approach will focus on families' strengths and on supporting parents to achieve this wherever this is realistic and possible.
- 3. Targeted Early Help & Early Intervention for the most Vulnerable** – the strategy encompasses the development of an approach that integrates support that is provided to enable growth and development of children in their early years (e.g. Flying Start) with targeted interventions that are designed to stop emergent concerns from becoming acute or entrenched (e.g. IFST, Family Group Conference, Therapeutic interventions).
- 4. Commissioning & Research Methodology in Children's (Social) Services** – the approach will be developed on the basis of the commissioning cycle. It will take as its starting point the available local data that analyses need at a population level. This will be mediated by a close historical analysis of a representative Children's Services casework cohort. The purpose of this analysis is to identify patterns in the nature of decision making over the lifetime of cases; to identify opportunities to intervene that were either missed or not available to caseworkers; and to enable the strategy to target new service development at critical preventative or rehabilitative opportunities in the pathway from referral to leaving care.

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5. **Evidence Based Practice** – the development of new initiatives or the re-targeting of resources will be based on robustly evaluated evidence of ‘what works’.

6. **Partnership Approach**– Partnership commitment to re-targeting available partner resources in favour of reducing demand or de-escalating intervention to the lowest point necessary will be critical to the success of the Strategy. Key characteristics of effective integrated working that need to be in place everywhere include having a shared vision, clear understanding of needs and identification of gaps, sharp focus on improving outcomes for children, young people and families, clear and consistent messages communicated to staff and families, and an underpinning integrated workforce development strategy. Time needs to be invested to build trust, strong relationships and, ultimately, to secure buy-in from all agencies.

7. **Connectedness** – the approach will take account of wider cross-directorate and cross partnership strategies and initiatives to maximise synergy and impact (Communities First, EETS, Safer Communities, Neighbourhood Partnerships, Troubled Families).

8. **Effective and Meaningful Engagement with Children, Young People and the Parents / Carers** – Via the use of bespoke focus groups, as well as accessing existing groups in which parents and carers, and children, young people and families will be able to actively participate in the implementation of the approach and feedback their views and suggestions for on-going review and evaluation of the related outcomes.

9. **Effective Workforce Development** - Local evidence suggests that professionals in all kinds of settings may lack confidence and experience in working directly with parents and families, particularly if they are disadvantaged. Continuing investment in developing workforce skills and capacity is essential to effectively engage with parents. Some interventions, particularly those involving outreach or intensive support, require changes of practice to enable services to be offered out of ‘normal’ hours in order to meet families’ needs. These often involve specialist staff working closely with colleagues from other agencies, with a lead professional or lead worker providing consistent support.

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Strategic Objectives and Strategic Outcomes

The Early Help Strategy will focus on the following 2 key objectives

Strategic Objective 1

Ensure that children & young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes.

Strategic Objective 2

Maximise the impact of Children's (Social) Services by strengthening the effectiveness of social work intervention and specialist / targeted family support.

Actions that address the requirements set out in the two key objectives above are detailed in the proposed summary work plan located at **Appendix G**. It is expected that these actions will contribute to achieving the following strategic outcomes.

Strategic Outcome 1

To reduce the number of children, young people and their families requiring support at the "remedial" end of the Cardiff continuum of support to families (i.e. statutory services). See **Appendix D – Spectrum of Need and Services** for details.

Strategic Outcome 2

To narrow the gaps for children, young people and families at risk of poor outcomes in Cardiff and their peers.

Implementation Plan

The key actions required for implementing the strategy are set out in an **Action plan** that accompanies this Strategy. The plan identifies actions that are:

- achievable within 6 months of the strategy launch (highlighted in blue),
- actions that can be achieved within 12-18 months of strategy launch (highlighted in pink) and
- actions achievable within 3 years (highlighted in green).

The Plan also sets out the expected impact / outcomes related to each of the specified actions.

Key to delivering the strategy is partnership working and the plan sets out not only the leads for the actions but the organisations / individuals who have

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been identified to support the lead in achieving the action and its expected outcome.

It is intended that baseline data will be set during the first year of the plan, with progress targets being set in the second year with the expectation that annual improvements will be noted from the second year onwards.

Progress against the key actions outlined in the plan will be monitored via the Early Intervention and Prevention Steering Group with quarterly reports to the Vulnerable Children and Families Programme Board. Progress will also be reported on an annual basis to the Children and Young People's Scrutiny Committee.

APPENDICES

Appendix A: The Cardiff Context

Summary of key demographic data, socio-economic factors and well-being indicators that affect Cardiff's children, young people and their families.

Demography

Data taken from *The Office for National Statistics (ONS)* shows that the population of Wales has risen 153,000 (5%) to more than 3.06m in the past 10 years, mostly due to migration from the rest of the UK and abroad. The 2011 Census showed the growth was the largest in any 10-year period between censuses since 1921, although slower than in England, up 3.6m (7%).

Cardiff has seen the biggest growth in Wales, up 12% (36,000) since 2001. Currently it is estimated that the population of Cardiff is 350,000.

Of local authority areas in Wales, Cardiff is the most densely populated city with 2,500 people per sq km. Except for a time of decline during the 1970s and 1980s, Cardiff's population has continually grown since 1801. Between 2001 and 2011, Cardiff grew by 46,000, which was 25% of growth across Wales, and it now represents 30% of the country's growth. 90% of the growth in the country is due to migration, not natural growth. This includes people moving from elsewhere in the UK as well as from overseas.

Interestingly, Cardiff has the smallest percentage of people over 65 in Wales at 13%, while Wales as a whole has higher percentage of 65-year-olds than almost every other area of England.

Figures show there were 11,000 more children under five in 2011 than in 2001, an increase of 7%. In mid 2013 25% of the population of Cardiff was under the age of 19 years.

Cardiff has a very diverse population with a history of trade connections, post-war immigration and foreign students who attend university. At the 2011 Census, the racial and ethnic composition of Cardiff was: White: 84.7% - Asian: 8% - Black: 2.4% - Arab: 1.4% - Mixed White and Black African/Caribbean: 1.6% - Mixed White and Asian: 0.7% - Mixed other: 0.6% - Other ethnic groups: 0.6%

More than 54,000 people in Cardiff belong to a non-white ethnic group.

At the 2011 Census, there were the following national identities:

- Welsh only: 50%
- Welsh and British: 8%
- Other Welsh combined: 4%
- English only: 8%
- English and British: 2%
- Other English combined: 1%
- British only: 21%

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- Other British combined: 11%
- Other: 10%

Socio-economic factors

Poverty impacts on children's physical and mental health, accident rates, education attainment and opportunities for social inclusion. Bringing children up in areas of deprivation creates additional stresses on parents. Within Cardiff there are areas of deprivation, particularly in the Southern part of Cardiff City. However, within less deprived areas there are often pockets of hidden deprivation.

There are 6,888 claimants of Job Seekers Allowance (JSA) in Cardiff with the highest rates being in Ely (6.5) and Caerau (5.4) and the lowest rates in Radyr (0.60) and Lisvane (0.9). Rates are calculated using the mid-2013 resident population aged 16-64 (Source: *Claimant Count, Nomis*).

The Gross medium earning of people in Cardiff is set out in the table below (Source: *Annual Survey of Hours and Earnings 2014/NOMIS/ONS*)

Median Gross Weekly Earnings & Annual Percentage Change by Place of Residence 2014						
Workforce	Median Gross Weekly Earnings (£)			Annual Percentage Change (%)		
	Cardiff	Wales	United Kingdom	Cardiff	Wales	United Kingdom
All Full-Time Workers:	490.9	479.4	518.0	-2.5	0.9	0.1
Male Full-Time	535.6	510.6	557.8	-2.2	-0.5	0.3
Female Full-Time	441.0*	423.4	461.9	-3.0	0.5	0.6

26.2% of children in Cardiff are identified as living in low income families in 2012 (Source: *HMRC*) with the highest percentages living in Ely (48%), Butetown (44%) and Adamsdown (45%) and the lowest in Rhiwbina (4%), Lisvane (3%) and Creigiau / St Fagans (5%). Source: *HMRC*)

In 2013, 15.6% of children (under the age of 15 years) lived in workless households below the All Wales average of 16.5%. (Source: *StatsWales, Welsh Government*)

Other Well-being Indicators

- 69 young people out of a cohort of 3492 pupils aged 15 years did not achieve a recognised qualification in 2010/11 and of those young

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people 32 left school without achieving a recognised qualification in 2010/11(0.9%) (Source: *Stats Wales, Welsh Government*).

- 72% of pupils achieved 5 or more GCSEs at Grade A-E in 2014. This is lower than the Welsh average of 82% but it is an 8% increase on the 2012 figures. (Source: *My Local School*)
- There were 35 teenage conceptions in 2013 in the cohort of young people below the age of 15 years with 285 across the whole of Wales. This figure rises to 174 for teenagers below the age of 18 years with the All Wales figure rising to 1476 (Source: *ONS*)

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Appendix B: Early Help Pathway

N.B. This pathway should be applied to all families, irrespective of their level of need and special circumstances.

Early Help: Describes an approach to providing support to potentially vulnerable children and their families as soon as a problem starts. In order to prevent issues and problems becoming acute, chronic and costly to the family as a whole and the wider community. **THINK FAMILY!**

However, when practitioners are concerned that a child is **at risk of experiencing significant harm**, they must contact the Children's Access Point (CAP). Advice on Child Sexual Abuse/Sexualised behaviour can also be obtained via the NSPCC Cardiff Office.

Early Help may be provided through an increase in the level of universal services, or targeted services provided / commissioned.

Conversation opportunities are used to identify needs and appropriate support for the child and their family and a range of approaches to putting the support in place. Anybody working with a child young person or family is responsible for starting the **conversations** for children and families. **Information Sharing Protocols (ISPs)** should be developed if they are not already in place, to support this process. However, obtaining **consent** from the family to share their information with other professionals is also necessary (unless there is a safeguarding issue that does not require parental consent for a referral to be made to the CAP).

The **Early Help** approach is underpinned by the principles of Restorative Approaches, supporting the development of capacity, resilience and independence, by engaging them in a way that builds on their strengths and identify their own solutions and take responsibility for their future.

Early Help relies on agencies working together with the family to:

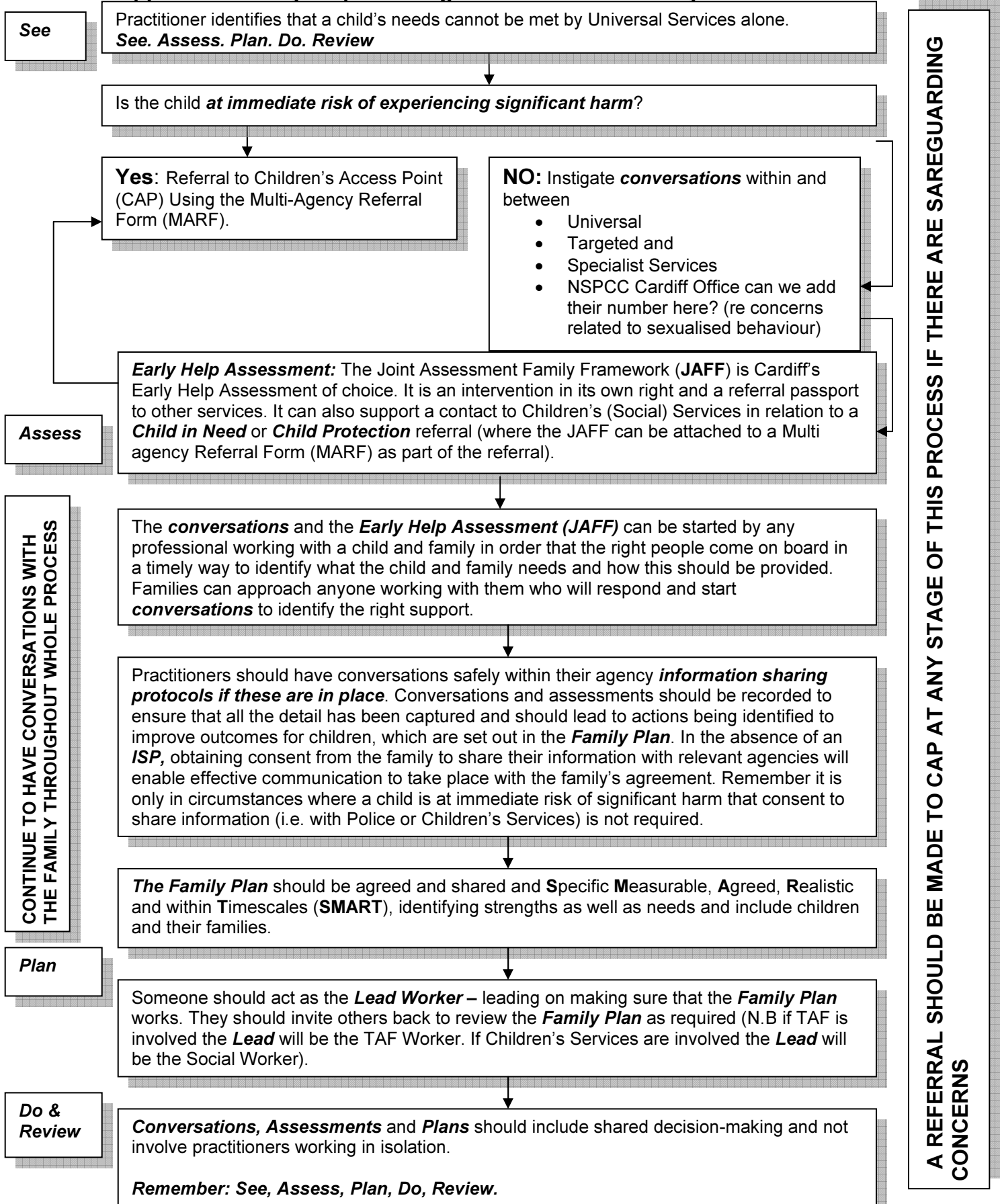
- Identify children and families who would benefit from early help
- Undertake an assessment of the need for early help

(See **Early Help Assessment & Planning Pathway**).

Never do nothing. At the very least talk to another professional to help find a way forward.

Families should be able to approach anyone working with them who will respond and start **conversations** to identify the right support

Appendix C: Early Help Planning & Assessment Pathway



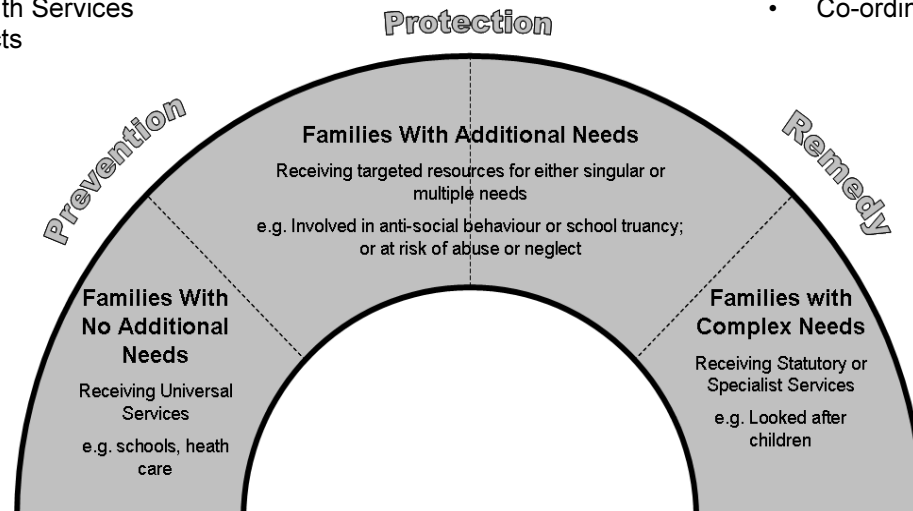
Appendix D: Spectrum of Needs and Services

Some additional needs requiring targeted support, any identified problems are at an early stage. Services delivered in this part of the spectrum include:

- Targeted parenting programmes (e.g. Flying Start)
- Primary Mental Health Services
- Families First Projects

More serious and complex needs requiring a multi-agency approach. Services delivered in this part of the spectrum include;

- Team Around the Family
- Co-ordinated services for complex needs



N.B. Early Intervention sits between the Prevention and Protection segments of the Spectrum

Prevention
The needs that all children, young people and families have. Services in this part of the spectrum include universal services accessible by all such as:

- basic parenting courses,
- informal support groups,
- money and housing advice,
- Health Visiting,
- whole-school approaches.

N.B. These universal services continue to be available to families as they move from the Protection through to Prevention & Remedy

Children, young people and families with the highest levels of need, requiring intensive, specialist support, sometimes away from home. These services are usually delivered as part of a statutory intervention and include:

- Integrated Family Support Services (IFSS)/ Family Intervention & Support Services (FISS)
- Specialist Fostering
- Residential Care.
- Short breaks for disabled children

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Appendix E

Principles Underpinning the Development of the Family Plan

- It is essential that the development of the **Family Plan** does not generate significant additional bureaucracy.
- In order to achieve this, the **Lead worker** will ensure that the **Family Plan** works to support any individual plans that might already be in place for the child or parent.
- Using these and through the engagement of the family, the **Lead worker** will develop a **Family Plan** which will be shaped with the family throughout the initial engagement and assessment process, drawing together information from existing assessments and making sense of the interplay between the factors affecting individuals in the family and their impact on the way that the family functions. As the assessment will be underpinned by **restorative principles**, so the development of the **Family Plan** must also be underpinned by **restorative principles**, identifying and building on the **family's strengths**.
- The **Family Plan** will be drawn up using existing material, including case history, risk and needs assessments and the planned outcomes (**family goals**) as agreed with the family.
- The **Family Plan** and **family goals** will be shared with other practitioners involved with the family with the family's consent.
- The detailed **objectives** in the **Family Plan** are benchmarks by which the progress of the family is monitored and the commitment of professionals involved with the family is observed.
- It is important that **goals** are realistic. The analysis, judgement and decision made in the **assessment** will form the basis of a **Family Plan** of work with the child / young person and their family. The complexity or severity of the child/ren and family needs will determine the scope and detail of the **Family Plan** and the range of interventions, and / or other services necessary to allow change to the parenting capacity (if appropriate) and family circumstances.
- The **Family Plan** must specify how organisations involved in the delivery of services to the family proposes to address the full range of the child/young person's and family needs, taking into account the child/young person and family's **wishes and feelings**.
- **Reviews** of the **Family Plan** will consider its effectiveness and should be undertaken on a regular basis, ideally by someone with a level of independence who is not directly responsible or delivering services to

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the family. **Effective planning and review is underpinned by careful and ongoing assessment of needs and risks.**

- The **Family Plan** provides a holistic view of the needs of the child/young person and their family building on each component part of existing individuals plans. It should endeavour to bring together in a seamless manner services that will deliver the required outcomes for the family and individual family members, strengthen capacity and change behaviour where it is appropriate to do so.
- Crucially, the **Family Plan** will clearly set out what the family can expect from practitioners and what is expected of them.

Appendix F: Work Plan

Objective 1

Ensure that children & young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes.

Improving the range and effectiveness of Early Help by:

- Developing an Early Help Pathway that meets all levels of need
- Development of an Assessment and Planning Pathway that identifies a common assessment mechanism (e.g. Joint Assessment family Framework) for children, young people and families who do not require a statutory service.
- Agreeing and implementing a common approach to the *Family Plan*
- Strengthening arrangements for multi-agency planning and risk management and developing a *Lead worker* role for interventions that sit below Children's Services thresholds
- Implementing the Cardiff Parenting Framework that seeks to support the delivery of a range of Evidence-based parenting interventions for families with a range of levels of need and monitors impact.
- Undertake review to Update the Family Information Service Family Support Directory to ensure material held on services is comprehensive, accurate and up to date in order that families and professionals are able to easily access the information they need about services in their preferred format at the time they require it.

Improving the effectiveness of step up and step down pathways by:

- Harnessing Team Around the Family as the overall framework

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- Strengthening the interface protocol between TAF and Children's Services
- Introducing new arrangements for jointly managing front door referrals with partners using a multi-agency approach and a model that promotes consultation and advice as well as offering a referral pathway into statutory services.

Extending Targeted Intervention by

- Strengthening and / or remodelling existing services that seek to keep children, young people and families who are on the care threshold at home (e.g. IFSS, FISS, Support Care); and develop new services that have a strong evidence-base (e.g. Blackburn & Darwen model)
- Reviewing and updating the Joint Working Protocol between services for children and services for adults which seeks to address the additional needs of parents whose own needs impact negatively on their ability to appropriate safeguard and meet the needs of their children (IFSS; Drug and alcohol services; adult mental health provision; services for Young Carers)
- Implementing the Parenting Framework to equip parents with an enhanced range of skills to manage challenging behaviour using Evidence-based interventions (e.g. Parent Nurturing Programme, Triple P Programme, Incredible Years etc)
- Using strengths-based approaches to facilitating the opportunity for families to identify their own strengths and to encourage and support the wider family to come together in a crisis to develop a plan that supports the child and prevents family breakdown or promotes family reunification(FGC / Restorative Approaches)

Objective 2

Maximise the impact of Children's (Social) Services by strengthening the effectiveness of social work intervention

Re-design the model for the delivery of social work support and intervention by

- Eliminating bureaucracy (Lean Review) and freeing up social work time for direct work with families
- Revising Care First
- Restructuring social work teams around 'Practice Consultant-led' models of multi-disciplinary intervention
- Rationalising the skill mix to enable a smaller cohort of highly skilled social workers to focus on behavioural change
- Strengthening our approach to 'permanence' where early decisions to separate infant children from their families is evidenced and justified. (Public Law Outline (PLO) process & Legal Panel; Adoption Services.

Promoting Kinship Care by

- Extending opportunities to relatives to care for children who cannot remain with their parents
- Extending Special Guardianship and Residence Order options
- Exploring the feasibility of realigning resources in order to support the assessments related to the aforementioned work being undertaken within the Fostering Service.

Consolidate the Specialist LAC Service & 'Break the Cycle' by

- Maximising the effectiveness of permanence in enabling LAC to achieve their full potential.

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- Ensuring active care plan management to promote early opportunities for return to family
- Reverse the shift towards externally purchased residential care in favour of local family placements
- Delivering the Payment by Results LAC themed initiative around Enhanced Foster Care.

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Can be achieved within 6 months of strategy launch

Can be achieved within 12-18 months of strategy launch

Achievable within 3 years

Early Help Strategy Implementation Plan 2015 – 2018

Objective 1

Ensure that children & young people receive help at the lowest level or intervention that is safe and effective in promoting good outcomes

1. Improving the range and effectiveness of Early Help by:

Action	Lead	Supported By	Method	Measures	Expected Outcomes
1.1 Develop an Early Help Pathway that meets all levels of need	Improvement Project Manager – prevention & Partnerships	Members of Early Intervention & Prevention Steering group (EI&P)	<ul style="list-style-type: none"> Focus groups / workshops/EI&P Steering Group meetings 	<ul style="list-style-type: none"> Early Help Pathway (Process Map) in place. Impact on referrals to Children's Services 	<ul style="list-style-type: none"> Families receive the support they require at the time they need it. Reduction in referrals to Children's Services
1.2 Develop an Assessment and Planning Pathway that identifies a common assessment mechanism	Improvement Project Manager – Prevention & Partnerships	Members of Early Intervention & Prevention Steering group (EI&P)	<ul style="list-style-type: none"> Focus groups / workshops / EI&P Steering Group meetings 	<ul style="list-style-type: none"> Assessment & Planning Pathway (Process Map) in place 	<ul style="list-style-type: none"> Families' needs are assessed using the JAFF unless they require

(e.g. Joint Assessment family Framework) for children, young people and families who do not require a statutory service.					Children's (Social) Services intervention.
1.3 Agree and implement a common approach to the <i>Family Plan</i>	Improvement Project Manager – Prevention & Partnerships	Members of Early Intervention & Prevention Steering group (EI&P)	<ul style="list-style-type: none"> Focus groups / workshops / EI&P Steering group meetings 	<ul style="list-style-type: none"> A Family Plan template is in place and there is evidence of use by a range of agencies. 	<ul style="list-style-type: none"> Families' needs are met through the provision of a strength's based Family Plan
1.4 Strengthen arrangements for multi-agency planning and risk management and developing a <i>Lead worker</i> role for interventions that sit below Children's Services thresholds	Improvement Project Manager – Prevention & Partnerships	Members of early Intervention & Prevention Steering Group	<ul style="list-style-type: none"> Focus groups / workshops/EI&P Steering Group meetings 	<ul style="list-style-type: none"> A multi-agency planning & risk management tool is in place and there is evidence of use by a range of agencies. 	<ul style="list-style-type: none"> All families who receive support have an identified lead worker to coordinate the support.
1.5 Implementing the Cardiff Parenting Framework that seeks to support the delivery of a range of Evidence-based parenting interventions for families with a range of levels of need and	Parenting Co-ordinator	Agencies delivering Parenting Support	<ul style="list-style-type: none"> Parenting Practitioner / Manager meetings 	<ul style="list-style-type: none"> Range and level of evidence-based parenting programmes delivered across the city. Progress 	<ul style="list-style-type: none"> Parents / carers who require parenting support are able to access an evidenced-based group or individual

monitors impact.				reports on tasks contained in Parenting Framework Action Plan.	programme at the right time in order that their needs are met in a timely way.
1.6 Undertake a review to Update the Family Information Service (FIS) Family Support Directory to ensure material held on services is comprehensive, accurate and up to date in order that families and professionals are able to easily access the information they need about services in their preferred format at the time they require it.	FIS Manager	Agencies delivering Family Support Services	<ul style="list-style-type: none"> • Audit • Use of questionnaires / on- line forms completed by agencies delivering services included in the directory 	<ul style="list-style-type: none"> • Completion rate of questionnaires • Feedback of users of the directory to determine its usefulness 	<ul style="list-style-type: none"> • Parents are able to access the information they require about the availability of services that are available to meet their needs.
Develop a central access point (possibly on the FIS website) for professionals to access Early Help materials such as the JAFF, Early help pathway / Assessment, Family	FIS Manager / Improvement Project Manager – Prevention & Partnerships	Members of Early Intervention & Prevention Steering Group	<ul style="list-style-type: none"> • Focus groups / workshops/EI&P Steering Group meetings 	<ul style="list-style-type: none"> • Web pages in place containing relevant information to support the implementation of the Early 	<ul style="list-style-type: none"> • Consistency of approach by Practitioners resulting in Improved outcomes for families

Plan template etc				Help Strategy	
2. Improving the effectiveness of step up and step down pathways by:					
Action	Lead	Supported By	Method	Measures	Expected Outcomes
2.1 Strengthening and / or remodelling existing services that seek to keep children, young people and families who are on the care threshold at home (e.g. IFSS, FISS, Support Care); and develop new services that have a strong evidence-base (e.g. Blackburn & Darwen model)	Children's Services Operational Manager (OM), Strategy, Commissioning & resources	Family Intervention & Support Services (FISS) Manager and Children's Services case-management OM & Team Managers(TMs) Other Council Directorates (e.g. Communities, Education)	<ul style="list-style-type: none"> Project Groups 	<ul style="list-style-type: none"> Progress reports on Project Plans Establishment of new services 	<ul style="list-style-type: none"> Improved range of prevention services exist Children, young people and families on the brink of care are effectively supported within their families where appropriate. Reduction in the number of LAC (particularly teenagers coming into care).
2.2 Reviewing and updating the Joint Working Protocol between services for children and services for adults which seeks	Children's Services Operational Manager (OM), Strategy, Commissioning & resources	Family Intervention & Support Services (FISS) Manager and Children's Services case-management OM & Team	<ul style="list-style-type: none"> Task & Finish Group 	<ul style="list-style-type: none"> Updated Protocol agreed. Key actions in implementation plan achieved 	<ul style="list-style-type: none"> Children, young people and families in families where parents / carers have

<p>to address the additional needs of parents whose own needs impact negatively on their ability to appropriately safeguard and meet the needs of their children (IFSS; Drug and alcohol services; adult mental health provision; services for Young Carers)</p>		<p>Managers(TMs) & Health & Social Care (H&SC) OMs & TMs</p>		<p>within agreed timescales.</p>	<p>additional needs are appropriately safeguarded.</p> <ul style="list-style-type: none"> • Reduction in the numbers of children becoming Looked After as a result of their parents / carers being unable to meet their needs due to the parents/carers own needs not being met.
<p>2.3 Using strengths-based approaches to facilitating the opportunity for families to identify their own strengths and to encourage and support the wider family to come together in a crisis to develop a plan that supports the child and prevents family breakdown or promotes family reunification(e.g. Family Group Meetings / Restorative Approaches)</p>	<p>Children's Services Operational Manager (OM), Strategy, Commissioning & Resources</p>	<p>Family Intervention& Support Services (FISS) Manager and Children's Services case-management OM & Team Managers (TMs), Social Care Training Manager</p>	<ul style="list-style-type: none"> • Project Groups • Training Plan & Training events 	<ul style="list-style-type: none"> • Progress report on Project Plans • Attendance at training events • Implementation of new services (e.g. Family Group Meetings) 	<ul style="list-style-type: none"> • Families are empowered where appropriate to find their own solutions to difficulties by looking within the family for support where this is available. • Reduction in the number of children becoming Looked After

					as a result of family breakdown.
Objective 2					
Maximise the impact of Children's (Social) Services by strengthening the effectiveness of social work intervention					
1. Re-design the model for the delivery of social work support and intervention					
Action	Lead	Supported By	Method	Measures	Expected outcomes
1.1 Eliminate bureaucracy (Lean Review) and freeing up social work time for direct work with families	Children's Services Operational Manager (OM), Strategy, Commissioning & Resources	Business Support Manager & members of the Project Group including colleagues from Enterprise Architecture	<ul style="list-style-type: none"> • Project Plan using Lean Review methodology • Project Group 	<ul style="list-style-type: none"> • Progress reports on the Implementation of actions arising from rapid improvement events. 	<ul style="list-style-type: none"> • Social Workers are able to step-down families to lower-level interventions in a more timely way. • Morale amongst Social workers improves as they achieve better outcomes for children, young people and families and experience improved job satisfaction.

<p>1.2 Revise Care First (client record system) to maximise its potential</p>	<p>Service Manager-Performance Management</p>	<p>CareFirst Systems Administrator, Children's Services OMs</p>	<ul style="list-style-type: none"> • Audit of key functionality and capabilities of system • Project Group 	<ul style="list-style-type: none"> • Progress reports on the implementation of actions arising from the audit and project plan 	<ul style="list-style-type: none"> • Social workers have more capacity to undertake direct work with children, young people and families. • Morale amongst Social workers improves as they achieve better outcomes for children, young people and families and experience improved job satisfaction.
<p>1.3 Restructuring social work teams around 'Practice Consultant-led' models of multi-disciplinary intervention</p>	<p>Improvement Project Manager – Social Work Services</p>	<p>Children's Services Management Team (CSMT)</p>	<ul style="list-style-type: none"> • Project Group • Focus groups • Training events • Visits to other Local Authorities 	<ul style="list-style-type: none"> • Progress reports on the implementation of actions arising from the audit and project plan 	<ul style="list-style-type: none"> • Social workers have more capacity to undertake direct work with children, young people and families. • Social Workers are able to step-down families to lower-level

					<p>interventions in a more timely way.</p> <ul style="list-style-type: none"> • Morale amongst Social workers improves as they achieve better outcomes for children, young people and families and experience improved job satisfaction.
1.4 Rationalise the skill mix to enable a smaller cohort of highly skilled social workers to focus on behavioural change	Improvement Project Manager – Social Work Services	Children’s Services Management Team (CSMT), case-management TMs	<ul style="list-style-type: none"> • Project Group • Focus groups • Training events 	<ul style="list-style-type: none"> • Progress reports on the implementation of actions arising from the audit and project plan 	<ul style="list-style-type: none"> • See above as same applies
1.5 Strengthen the approach to ‘permanence’ where early decisions to separate infant children from their families is evidenced and justified. (Public Law Outline (PLO) process & Legal Panel; Adoption Services)	OM Intake & Assessment & Early Intervention	OM Child In Need / Child Protection, Om LAC, OM Strategy, Commissioning & Resources	<ul style="list-style-type: none"> • Implementation of Legal Surgeries • Implementation of Regional Adoption Service (RAS) 	<ul style="list-style-type: none"> • The RAS is operational and performance against national indicators for adoption has improved for the region. • Progress reports on 	<ul style="list-style-type: none"> • Infants who are separated from their birth families are provided with the best opportunity to achieve their potential through the stability and security that a

				impact of Legal surgeries	permanent substitute family can provide.
2. Promoting Kinship Care					
Action	Lead	Supported By	Method	Measures	Expected Outcomes
2.1 Extend opportunities to relatives to care for children who cannot remain with their parents	OM Intake & Assessment & Early Intervention / OM Child In Need / Child Protection,	OM Strategy, Commissioning & Resources	<ul style="list-style-type: none"> Development of Kinship Care Policy & procedures 	<ul style="list-style-type: none"> A policy and procedures are in place and operational Increase in number of arrangements in place for relatives to care for children who cannot remain with their parents. 	<ul style="list-style-type: none"> An increased number of children, young people and families who cannot remain with their parents are provided with an opportunity to remain within their extended family being cared for by relatives
2.2 Extend Special Guardianship (SGOs) and Residence Order (ROs) options	OM LAC	OM Strategy, Commissioning & Resources, OM Child in Need / Child Protection	<ul style="list-style-type: none"> Development of Kinship Care Strategy Launch SGO/RO project with foster carers who have children placed long term and are deemed 	<ul style="list-style-type: none"> Strategy in place Progress report on SGO/RO project Increase in number of SGO / ROs 	<ul style="list-style-type: none"> An increased number of children are given the opportunity of security and stability through the use of SGOs

			'permanent'.		and Ros by their carers.
2.3 Explore the feasibility of realigning resources in order to support the assessments related to the aforementioned work being undertaken within the Fostering Service.	OM Strategy, Commissioning & Resources	OM Child in Need / Child Protection, OM Intake & Assessment & Early Intervention	<ul style="list-style-type: none"> Project Group 	<ul style="list-style-type: none"> Progress report on Project Plan 	<ul style="list-style-type: none"> An increased number of children, young people and families who cannot remain with their parents are provided with an opportunity to remain within their extended family being cared for by relatives The assessment of Kinship Foster carers are undertaken in a timely way and this work does not have an adverse impact on the capacity that is required for the Fostering Service to recruitment and assessment

					more mainstream Foster Carers.
3. Consolidate the Specialist Looked After Children's (LAC) Service & 'Break the Cycle'					
Action	Lead	Supported By	Method	Measures	Expected Outcomes
3.1 Maximise the effectiveness of permanence in enabling LAC to achieve their full potential.	OM LAC	OM Strategy, Commissioning & Resources	<ul style="list-style-type: none"> Development of a LAC Strategy 	<ul style="list-style-type: none"> Implementation of key actions in strategy implementation plan Quarterly performance Monitoring Performance Framework Quarterly reporting through Quality Assurance & Learning Framework 	<ul style="list-style-type: none"> LAC are provided with the best opportunity to achieve their potential through the stability and security that a permanent substitute family can provide.
3.2 Ensure active care plan management to promote early opportunities for return to family	OM Children in Need / Child Protection, OM LAC	FISS Service Manager, OM Safeguarding	<ul style="list-style-type: none"> Supervision Training OM /TM Auditing of Case Files IRO reporting 	<ul style="list-style-type: none"> Quarterly performance Monitoring Performance Framework Quarterly reporting through Quality 	<ul style="list-style-type: none"> Where appropriate, LAC are provided with the opportunity to return home to their family in a timely way.

				Assurance & Learning Framework	<ul style="list-style-type: none"> • There is an increase in the realisation of care plans where the desired outcome is a return home.
3.3 Reverse the shift towards externally purchased residential care in favour of local family placements	OM Strategy, Commissioning & Resources	OM LAC	<ul style="list-style-type: none"> • Commissioning Plan • In-House Fostering Recruitment strategy 	<ul style="list-style-type: none"> • Increase in in-house Foster Carers • Turning the curve for ratio of in-house – external placements • Increase in external residential provision offered in local area 	<ul style="list-style-type: none"> • There is a reduction in the number of LAC placed in residential care and an increase in the number of LAC placed in local family placements, and wherever appropriate, LAC are placed closer to home.
3.4 Deliver the Payment by Results LAC themed initiative around Enhanced Foster Care.	OM LAC	OM Strategy, Commissioning & Resources	<ul style="list-style-type: none"> • Implementation Group 	<ul style="list-style-type: none"> • Scheme is operational and a larger number of children have been returned from out of area placements in line with their care plans 	<ul style="list-style-type: none"> • Wherever appropriate, LAC are placed closer to home in a family setting.

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THE CITY OF CARDIFF COUNCIL

CYNGOR DINAS CAERDYDD

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE

12 MAY 2015

ESTYN Inspection Monitoring Revisit Letter

Purpose of the Report

1. The purpose of this report is to enable the Committee to be presented with a copy of the Estyn letter recently received by the Council following an Estyn significant Improvement monitoring visit undertaken between the 16 and 20 March 2015.

Background

2. Estyn inspected Cardiff Local Authority in 2011 and, whilst judging provision to be 'adequate', placed the authority in Estyn monitoring. Two monitoring visits were carried out, in June 2012 and February 2014, the latter judging that Cardiff Local Authority required 'significant improvement'. Estyn left the authority with six updated recommendations and agreed a monitoring programme outlining the scope of three further visits in Spring 2015, Autumn 2015 and Spring 2016. The 6 recommendations from the February 2014 visit were:

- R1 Raise standards, particularly at Key Stage 4;
- R2 Reduce exclusions and reduce the proportion of young people who are not in education, employment or training post – 16;
- R3 Make sure that the arrangements for delivering school improvement services challenge and support all schools effectively, in order to improve standards for learners at all levels;
- R4 Improve the effectiveness of joint planning across the range of partnership working;
- R5 Improve performance management processes to ensure a consistent approach to delivering objectives;

R6 Improve the scrutiny of local authority education services and partnership working.

Monitoring Programme

3. The Spring 2015 monitoring visit focused upon recommendations 3, 5 and 6, whilst also evaluating the impact of actions to date on learner outcomes as specified in recommendation 1.

The inspection team will return in the Autumn of 2015 to review progress against recommendations 2 and 4. In Spring 2016, the team will inspect progress against recommendation 1 and all recommendations, by which time two years of verified data across all key stages will be available.

Spring 2015 Monitoring Visit

4. Huw Davies HMI led a team of four inspectors during the period 16th to 20th March 2015. The inspection team held discussions with the leader of the Council, elected members, the chief executive, senior officers, head teachers, school governors and partnership representatives. The team also scrutinised documentation including evidence on the progress made against each of the recommendations. At the end of the visit the team verbally reported their findings to the leader of the council, the cabinet member for education, an elected member of the scrutiny committee, the chief executive and the director of education and lifelong learning. The final letter from Estyn reporting the outcomes of the monitoring visit at **Appendix A**, to follow.

Scope of the Scrutiny

5. Members will receive a presentation of the monitoring visit findings and subsequent letter, delivered by representatives of the Estyn inspection team. Members will then have the opportunity to seek clarification of any issues raised from the monitoring visit and to identify what further actions are needed to secure improvement.

Way Forward

6. This report will enable Members to receive a copy of the Estyn monitoring visit letter.
7. Clive Phillips, Assistant Director Estyn and Mark Campion, Estyn Inspector, will make a presentation on the outcomes of the monitoring visit and will be available to answer any questions Members may have.

Legal Implications

8. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications.

Any report with recommendations for decision that goes to Cabinet will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to receive and consider the Estyn Inspection revisit letter and provide any comments or recommendations to the Cabinet Member for Education and Skills and the Director of Education and Lifelong Learning.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

5th May 2015

THE CITY AND DCOUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE

12 MAY 2015

EDUCATION & LIFELONG LEARNING DIRECTORATE:
QUARTER FOUR 2014/15 PERFORMANCE

Reason for the Report

1. To present the Corporate and Education and Lifelong Learning Directorate's performance report for Quarters 4 of 2014/15 prior to its consideration by the Cabinet on 28 May 2015. The Performance report for Quarter 4 is attached at **Appendix A**.

Performance Reports

2. The Committee has re-structured its approach to the scrutiny of Education performance through scheduling throughout the year the examination of particular aspects of performance, in addition to an overview of Annual Performance in January. This schedule includes:
 - Quarterly corporate performance reports
 - Performance of the Youth Service and the level of young people in employment, education or training (June 2015)
 - Youth Guarantee (July 2015)
 - Provisional School Results (September 2015)
 - Numeracy and Literacy – National Test (October 2015)
 - Schools Causing Concern & Outcome of Inspections (December 2015)
 - Attendance and Exclusions (March 2016)
 - Performance of pupils, Free School Meals /Non Free School Meals and Other Groups (April 2016).

Quarterly Performance

3. Quarter 4 Education Performance report, attached at **Appendix A**, provides the Committee with information about the context that the Education and Lifelong Learning Directorate is operating in, performance information and the

management actions that are being taken to address performance issues. The report also provides an explanation of the progress being made in addressing the challenges identified in each quarter.

4. The Council's Performance Management Framework includes the regular reporting of Quarterly Performance by Directorate. The Quarterly Report covers:
 - Progress against Corporate Plan commitments
 - Progress against Key performance indicators
 - Progress on challenges previously identified
 - Financial performance
 - Service delivery issues
 - Corporate risks.

5. Financial information has not been included in the Quarter Four Corporate Performance Report as the accounts for the end of year are to be finalised in time for their deadline of the end of May.

6. This performance monitoring report will enable Committee to review, assess and challenge the implementation of all actions and thereby the delivery of high quality education and improved outcomes for children and young people in Cardiff's Schools. Members may also wish to pass any comments, concerns or recommendations to the Cabinet Member and / or Director of Education and Lifelong Learning. At this meeting Committee can review and question:
 - (i) the progress being made in addressing the identified Corporate Risks;
 - (ii) Actions being identified to assess the impact of the emerging risks identified in Quarter 4;
 - (iii) the resources available to deliver these commitments;
 - (iv) the quality and analysis of the performance information presented to Committee.

Way Forward

7. Councillor Julia Magill (Cabinet Member for Education and Skills) and Nick Batchelar (Director of Education and Lifelong Learning), will make a presentation on the quarterly performance report.

Legal Implications

8. The Scrutiny Committee is empowered to enquire, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendation

The Committee is recommended to:

- a. Consider the contents of the report, appendix and evidence presented at the meeting;
- b. Report any comments, observations or recommendations to the Cabinet and the Director of Education and Lifelong Learning.

NICK BATCHELAR
Director of Education and Lifelong Learning

MARIE ROSENTHAL
County Clerk and
Monitoring Officer

30th April 2015

Q4 Delivery and Performance Report 2014/15

Progress against actions in the Corporate Plan 2014/15

Q4 2014/15 – (254*)

Green 75.2% (191)	Amber 18.1% (46)	Red 5.1% (13)
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*Including N/A

Progress against relevant Performance Indicators

Q4 2014/15 – (271*)

Green 47.2% (128)	Amber 18.8% (51)	Red 14.8% (40)
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*Including Annual indicators and those with no results

Q4 Customer Contact

Twitter followers
37,029 followers in English
1,553 followers in Welsh



Complaints	Q1	Q2	Q3	Q4
New Complaints Received	652	658	468	533
Corporate Complaints	652	656	467	532
Welsh Complaints	0	2	1	1
Acknowledgements not sent within 5 days	25	15	14	7
Response not sent within 20 days	54	36	33	22
Compliments Received	389	383	341	287

Members Enquiries

Directorate	Received				Responded on time	
	Q1	Q2	Q3	Q4	Q4	Q4 %
Childrens	1	1	2	1	1	100%
Communities	178	171	117	125	105	84%
Democratic	10	12	4	0	0	0%
Economic	6	8	4	2	2	100%
Education	9	12	3	8	6	75%
Environment	526	284	188	203	169	83%
Health & SC	4	3	3	6	5	83%
Resources	9	9	11	7	7	100%
Sport L&C	84	100	40	32	21	66%
SPHT&T	316	229	193	243	169	70%
Total	1143	829	558	627	485	77%

The Members Central team have been working closely with IT to correct the reporting mechanism to capture enquiries that were actually requests for service. This has been corrected and a total of 31 cases were recorded on the member enquiry but were then deemed a request for service. Highways have seen an increase in enquiries covering a range of issues such as pot-holes and surfacing, problem parking and footpaths. Rubbish/fly tipping and street cleansing remain consistent.

Total Staff Costs at Q4 £196,673,662

Total Agency Costs at Q4 £16,426,913

Total Overtime Costs at Q4 £4,528,736

The spend on agency may reflect an overspend against budget as there may be vacant posts where there is a budget but the staff are employed through an agency, so the permanent staff budget will show an underspend and the agency staff an overspend.

Staff Costs to End Q4	% of Annual Budget		% Spend Agency	% Spend Overtime
£16,748,641	93.06%	Childrens Communities Corporate Mgmt County Clerk & Economic Education Environment Health & SC Resources Sport L&C SPHT&T	22.91%	0.51%
£23,496,428	100.87%		5.66%	1.76%
£1,668,758	102.13%		2.92%	0.18%
£1,980,501	117.26%		4.15%	0.63%
£4,651,478	100.08%		6.98%	3.92%
£29,113,994	106.48%		3.48%	0.87%
£22,756,886	97.98%		16.12%	3.86%
£23,707,468	103.33%		5.72%	3.75%
£33,450,445	90.99%		3.85%	1.25%
£25,805,315	104.53%		11.76%	3.72%
£13,293,718	100.76%		3.36%	3.26%

**Agency
8.35%**

**Overtime
2.30%**

Sickness Absence Q4

FTE days

2014/15

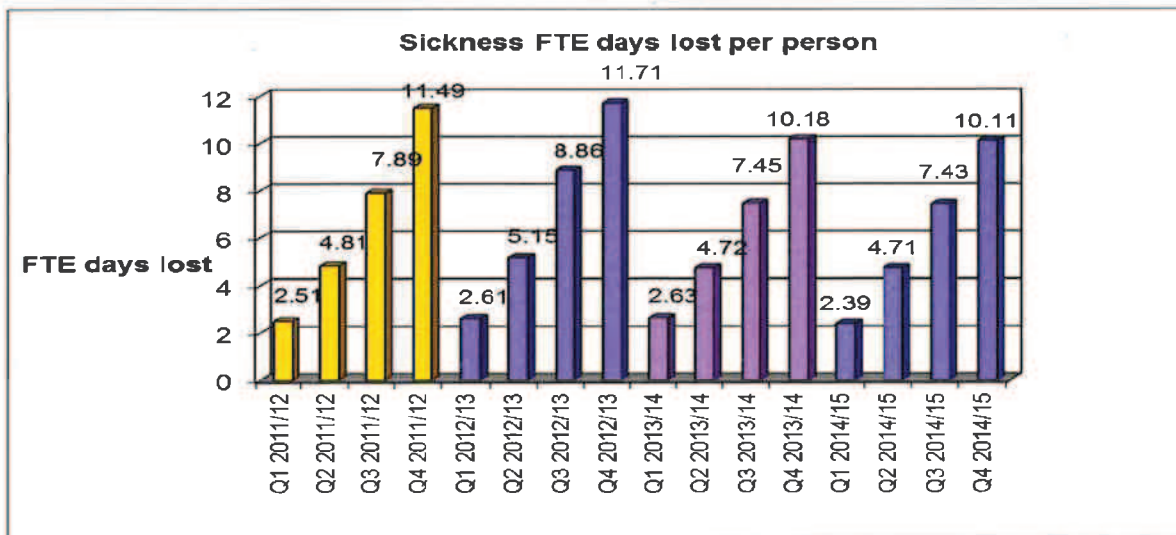
10.11

	Av FTE Numbers	FTE Target	2014/15 Days lost	Difference
Childrens	369	15.3	13.87	-1.43
Communities	1019	9.0	10.04	+1.04
Democratic	86	6.0	5.68	-0.32
Economic	118	6.0	4.22	-1.78
Education	1074	9.0	9.66	+0.66
Environment	632	18.2	15.99	-2.21
Health & SC	691	13.1	15.87	+2.77
Resources	833	7.3	10.36	+3.04
Sport L&C	728	12.1	13.94	+1.84
SPHT&T	375	7.2	8.61	+1.41
Total	*11,382	9.0	10.11	+1.11

*This figure includes schools based education staff.

The final sickness outturn figure for 2014/15 is **10.11 FTE days lost per person**. The Council wide target for 2014/15 was **9.00 FTE days lost per person**. This was a reduction of 11.6% on last years outturn figure of 10.18 days. Whilst the target was not reached, the figure is the lowest sickness level the Council has achieved.

The Attendance & Wellbeing policy which was implemented from 1st July 2013 is currently under review. Continued monitoring will take place, and which includes identifying missed returned to work interviews, missed triggers and long term absence cases.



Personal Performance and Development Review Compliance as at 21st April 2015

Organisation Name	Half Year Compliance		
	Total (Head Count)	Complete	Percentage (%)
CHILDRENS SERVICES	291	244	83.8%
COMMUNITIES HOUSING & CUSTOMER SERVICES	910	873	95.9%
DEMOCRATIC SERVICES	49	47	95.9%
ECONOMIC DEVELOPMENT	106	103	97.2%
EDUCATION & LIFELONG LEARNING (exc schools and central teachers)	980	780	79.6%
ENVIRONMENT	534	480	89.9%
HEALTH & SOCIAL CARE	734	633	86.2%
RESOURCES	1316	1211	92.0%
SPORT LEISURE & CULTURE	679	581	85.6%
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	275	260	94.5%
Total	5874	5212	88.7%

Outcome Agreement Measures for 2014/15 – Annual Result

Economic Development

Measure	2014/15 Target	Annual Result
Businesses supported	50	351
New & safeguarded jobs in businesses supported financially by the Council	500	1380
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	2395
Grade A office space	100,000sqft	277,277sqft
Jobs 10% above average Wales salary	20%	TBC (based on Q3 target exceeded)
Grant aid and private sector finance to companies assisted by the Council	£2m	£3,816,513 (provisional)
Total employment in Cardiff Aged 16-64 Jan – Dec 2014	198,300 (2012) +/- 1%	207,500

Education

Measure	Academic Year 13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.8%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	85.11%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	54.04%	55%
The percentage of pupils assessed at the end of Key Stage 3, achieving the Core Subject Indicator	81.5%	78.4%
The % of pupils achieving the Foundation Phase Indicator (FPI)	83.7%	83.7%
The number of local authority maintained schools who are placed in a formal category	2	1

Education, Employment & Training

Measure	Annual result	Annual Target
Number of work experience placements	1078	1000

92% of Into Work Services Users gained a qualification

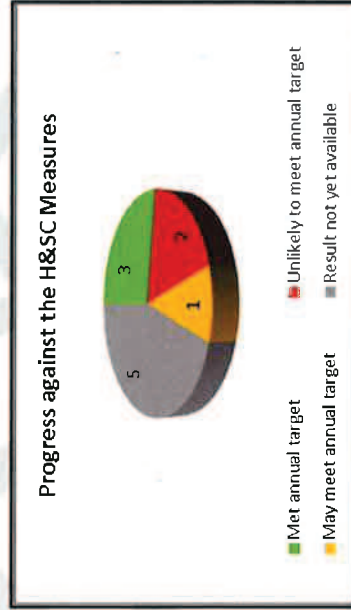
Annual 14/15 result for Into Work Services Performance Measures



■ Met annual target ■ Target N/A

80% of Into Work Service Users felt more ready to enter employment as a result of **accessing** our services

Health & Social Care



*The results for H&SC are indicative only as the most accurate and up-to-date results will not be available until the end of May 2015

Housing

Measure	Annual 14/15 result	Target (Annual)
Boiler upgrades	1353	900
Roof replacements	65	40
Cladding of flats	76	60
% of Boilers that are 'A' rated	84%	84%
Solar panel installations	100	100
SAP rating	69	69

85% tenants satisfied with the condition of their property

Maintained Welsh Housing Quality Standard at **100%**

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Julia Magill

Q4 2014/15

Budget	Projected Outturn	Variance	Variance (%)
Target Savings 14/15	Projected Savings	Variance	Variance (%)

Number of Employees (FTE)	975
Sickness Absence YTD (Days Per Person)	10.38
PPDR Compliance (Half Yearly Review)	85.50%

Q4 Progress against Corporate Plan actions 2014/15 (Total No 12)

Green 67% (8) Amber 25% (3) Red 8% (1)

Q4 Progress against Performance Indicators (Total No 15)

Green 18.75% (2) Amber 68.75% (12) Red 12.50% (1)

Progress on Challenges Identified Q3 (previous quarter)

- Following the increase in the 2014/2015 revenue budget overspend between month 6 and month 9, management actions to restrict spending have reduced the overspend position by £350k.
- The in year reduction to the Minority Ethnic Achievement Grant is factored into the Departmental budget overspend. The Directorate has contained the impact centrally with little or no detriment to the provision in schools. Work is ongoing to assess the impact for the 2015/2016 financial year.

Q4 Service Delivery

Budget

To be provided by the Corporate Performance Team

Estyn

- Estyn undertook their scheduled monitoring visit in week commencing 16th March 2015, with formal feedback due in Quarter 1 of 2015/16.

School Standards

- Eight out of the ten red primary schools are making good or reasonable progress. The local authority has used its powers of intervention in one school that has not made sufficient progress and has issued a letter of concern to the other, with appropriate follow up action.
- Of the five secondary schools that received a warning notice from the local authority in the autumn term, two are currently indicating much improved outcomes for Summer 2015. In the other three schools, the Local Authority intervened in December in one by withdrawing budget delegation and strengthening governance, and has taken similar action in the remaining two, which are in a federation, in April.
- Figures collected from secondary and primary schools in March 2015 indicating the % of pupils 'currently secure' to achieve expected levels in Summer 2015 show:
 - a "currently secure" figure of 60.20% for the L2+ (5 GCSE's – A*-C) that compares favourably to the Summer 2014 figure of 53.9% and the local authority target for 2015 of 60%.
 - a "currently secure" figure of 80.27% for the L2 threshold that compares favourably to the Summer 2014 figure of 76% and indicates positive progress towards the local authority target for 2015 of 82.8%.
 - a "currently secure" figure of 82.03% for the Key Stage 2 CSI against a 2015 target of 87.76% and a 2014 performance figure of 85.11%. In schools where the proportion of pupils who are currently secure is significantly below their target, challenge advisers are ensuring that the school's resources are targeted on delivering focused interventions to borderline pupils in order to maximise progress towards targets.

Challenge and Support to Schools

- The self evaluation of current arrangements for challenging and supporting schools, as presented to Estyn in March 2015, indicated that the challenge to schools had improved and that there is generally appropriate action taken when concerns are evident.
- The Central South Consortium continues to strengthen support and challenge for Cardiff Schools and there is now a more robust working relationship between the Local Authority and the Consortium. The two senior challenge advisers are driving forward greater consistency in the quality and impact of the work of individual challenge advisers and there is generally positive feedback from Head teachers.
- Continuing to embed the more systematic approach to challenge and support is a priority. Efforts are also being intensified to take swift action in schools where progress is too slow, especially where improvements to the quality

Directorate: Education & Lifelong Learning (Please note – reporting years are academic years)

Performance Indicator	Summer 2013	Summer 2014	Summer 2015 Target	R.A.G
Percentage of pupils achieving a standardised score of 85 or above at the end of KS2 (Year 6) in literacy and numeracy (Corporate Plan Outcome E&LL A) E – Reading English, W – Reading Welsh, N - Numeracy	E 88	E 84	E 92	A
	W 93	W89	W 90	
	N 84	N84	N 95	
Need to further develop the quality of teaching of literacy and numeracy and its' application across the curriculum				
Percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2 (Corporate Plan Outcome E&LL C)	19.5	17.5	16.2	G
There is a continued focus on the performance of FSM pupils in order to narrow the gap.				
Percentage of pupils with progress of 2 levels or more across KS3 for English, Welsh first language, Mathematics and Science (Corporate Plan Outcome E&LL D) E – English, W Welsh (first language), M – Maths, S - Science	E 43.2	E 46	E 45	A
	W 43.5	W 47.6	W 45	
	M 51.6	M 56.6	M 50	
	S 46.0	S 53.8	S 45	
The proportion of pupils who make more than 2 levels of progress continues to increase.				
Percentage of pupils achieving Level 1 threshold at KS4 (Corporate Plan Outcome E&LL E)	91.74	93	94.5	A
The latest data collection from schools shows 94% pupils secure at the level 1 threshold.				
Percentage of pupils achieving Level 2 threshold at KS4 (Corporate Plan Outcome E&LL E)	73.0	76	82.8	A
The latest data collection (Jan) from schools shows 80.27% pupils secure at the level 2 threshold.				
Percentage of pupils achieving Level 2+ threshold at KS4 (Corporate Plan Outcome E&LL F)	49.9	54	60	A
The latest data collection (Jan) from schools shows 60.20% pupils secure at the level 2+ threshold.				
Percentage Y11 leavers not in education, employment or training (NEET)	4.9	4.2	2.5	A
Proportion of NEETs is reducing but rate of decrease needs to improve. Local authority capacity to directly support young people at risk has decreased. See emerging risks.				
Percentage point gap between FSM and non-FSM pupils achievement of Level 2 threshold including English/Welsh and Mathematics at KS4 (Corporate Plan Outcome E&LL G)	36.2	33.3	30	A
The latest data collection from schools shows the gap between FSM and non FSM pupils at just under 35%. Targeted interventions during the summer term with FSM pupils should improve this figure.				
Percentage of pupil attendance in Primary Schools (Corporate Plan Outcome E&LL H)	94.0	94.9	94.6	G
The latest attendance figures (period 6) show current attendance in primary schools is over 95%.				
Percentage of pupil attendance in Secondary Schools (Corporate Plan Outcome E&LL I)	92.9	93.8	94.10	R
The latest attendance figures (period 6) show current attendance in secondary schools is just under 94%.				

Q4 Challenges Identified

- Enhancing work to fully quality assure the service received from the Central South Consortium, to sharpen the focus and improve the quality and consistency of challenge and support to schools.
- Ensuring that the range of provision offered to support School Governors meets their needs.
- Managing the expectations regarding provision of Youth Service within revised financial parameters following budget reduction of £850k.
- Improving partnership working, including the sharing

Q4 Actions being taken

- Ongoing development of the Consortium Business Plan and Annex for Cardiff service requirements. Investigation of specific issues raised during the inspection. Revised working priorities.
- Ongoing review of the existing offer and the future options to enhance services for governors.
- Meetings held with staff, Trade Unions and elected members regarding transition period before new model of delivery.
- Review the data collection, tracking and reporting

THE CITY AND COUNTY OF CARDIFF
CYNGOR DINAS A SIR CAERDYDD

AGENDA ITEM:

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE:

12 May 2015

CORRESPONDENCE UPDATE – INFORMATION REPORT

Background

1. Following most Committee meetings, the Chair writes a letter to the relevant Cabinet Member or Officer, summing up the Committee's comments and recommendations regarding the issues considered during that meeting.

Issues

2. The key points raised in the Committee's letter are taken from the way forward discussion at the end of each meeting and captured in the minutes of the meetings. Responses are evidenced in future reports or copied to Members if specifically requested. A summary of all letters sent and responses received is attached at **Appendix A** together with an indication of whether the consideration of the issues resulted in any further action being required. Also attached at **Appendix B** is a copy of all correspondence sent and all responses received since the Committee's meeting in December 2014.

Legal Implications

3. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions

taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

4. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to note the content of the letters contained in the appendices.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

1 May 2015

Children and Young People Scrutiny Committee Correspondence Report summary 2014 - 15

Committee date	Recipient	Subject and Information requested	Response Required	Response date	Response received	Future Action
11 November 2014	Cllr Lent	Youth Offending Service Annual Report	No formal response required			
11 November 2014	Cllr Magill	Estyn Recommendation progress report	Actions to address the deterioration of 2 performance indicators	Response to follow		
9 December	Cllr Lent	Regional Adoption Service – Pre-Cabinet report	Governance of the regional service.	22 December	Full response to observations	Regional scrutiny process to be agreed
	Cllr lent	Quarter 1 performance	Further report on Recruitment & Retention of Social Workers and a report contacts and referrals	4 February	Contacts and referrals contained in Q3 report. Recruitment & Retention reported to April Committee	Continued monitoring
	Cllr Magill	Outcomes in Literacy and Numeracy	Confirmation of the new robust process for dealing with poorly performing schools and clarification of the improvements in the performance of Challenge Advisors	13 March	Full response received	

Committee date	Recipient	Subject and Information requested	Response Required	Response date	Response received	Future Action
12 January 2015	Cllr Magill	Schools annual Report	Concerns around the performance of Eastern High School To invite heads whose performance was causing concern to next January's meeting			Future schools performance reports to be supported by Head teachers
	Cllr Magill and Cllr Lent	Budget proposals consultation	No response required			
3 February	Cllr Hinchey	Budget proposals comments	No response required			
	Cllr De'Ath	Equality Impact assessments	Disappointment that some EIA were provided late	3 March	Response to concerns expressed	
10 March	Cllr Magill	Corporate performance, Estyn monitoring National Categorisation SOP refresh	More timely performance reports Concern about self evaluation Transition to high school concerns Involve third sector in community		Awaiting response	Copies of latest self evaluations Report back transitions arrangements Evidence of improvements in future categorisation reports

			facilities discussions Details of nursery provision across the City			
10 April	Cllr Lent	Integrated family Support Team Quarter 3 report Recruitment and retention of social workers Cabinet responses Audit Committee correspondence	Concerns about funding and request for further information in future reports A robust exit strategy be developed for the managed team Concern about the timeliness of the recruitment of social workers Further update on CHAD action plan		Awaiting response	Updated report next year Further report to committee Further update to Committee Continue to monitor
	Cllr Hinchey	Recruitment and retention of social workers	Concern about the timeliness of the recruitment of social workers		Awaiting Response	

Inquiry Letters

Outcome Letter date	Recipient	Subject of Investigation	Key Findings and Recommendations	Response date	Response received	Future Action
20 November 2014	Cllr Lent	Children's Services Referrals	Children's Services Contacts and Referrals Multi-agency safeguarding Hub Social Worker workload Preventative Strategy	12 January 2015	All recommendations are accepted	To monitor the implementation of the preventative strategy.
1 December 2014	Cllr Magill	Recruitment and Appointment of Local Authority School Governors	Cardiff's Recruitment and Appointment Process School Governing Bodies must have the appropriate Skills Ward Councillors Role of Governors	29 December 2014	Cabinet supported the recommendations and Council agreed to establish a Governor Appointment panel	Phase two of investigations to be undertaken late spring.



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Date 14 November 2014

My Ref SS/CYP/MJH

Your Ref:

Councillor Sue Lent
Cabinet Member for Families, Children and Early Years and Deputy Leader
County Hall
CARDIFF CF10 4UW

Dear Sue

Thank you for attending the Children and Young People Scrutiny Committee on 11 November 2014 to help introduce the **Youth Offending Service – Annual Plan 2014 - 2015**. I would also like to thank Ingrid Masmeyer for the full and honest answers that were provided at the meeting. Following consideration of the reports and answers to Members' questions, the Committee has asked me to write to you with the following comments and concerns.

The Committee were pleased to be informed that between April 2007 and March 2012 the number of offenders in Cardiff had reduced from 992 to 363, however Members expressed their concern that the proportion who subsequently reoffended, had over the same period, increased, as a percentage, from 38% to 47.7%. Members hope that actions identified within the plan will address this situation quickly.

Members also welcomed that at a strategic level the YOS manager is in discussions with the Cardiff and the Vale Health Board, which are making significant progress towards designing a mental health service for children & young people that will deliver services in a radically different manner from the conventional CAMHS approach, this includes the pooling of budgets and joint working. The Committee suggested that this type of joint working, and specifically pooled budgets, could be piloted across other areas.

I hope that the comments and concerns detailed above will be helpful, and will assist in improving the services and support for provided by Children's Services. This letter does not require a formal response.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services
Ingrid Masmeyer, YOS Manager



My Ref: Scrutiny/Correspondence/MJH

14 November 2014

Hannah Woodhouse
Managing Director – Central South Consortium
Ty Dysgu
Cefn Coed
Parc Nantgarw
Cardiff
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Dear Hannah

I would like to thank you and Councillor Chris Elmore, Chairman of the Consortium Joint Committee, for attending the Children and Young People Scrutiny Committee on 11th November 2014 to present the **Consortium's Performance Report for 2014/15**. I would also like to thank Nick Batchelar and Angela Kent for their contribution to the report and the full and honest answers that were provided at the meeting. Following consideration of the report presented at the meeting and answers to Members' questions, the Committee has asked me to write to you with the following comments, concerns and recommendations.

The Committee welcomed the explanation of the Governance and Accountability arrangements recently implemented for the Consortium and agreed that the updated governance model provided greater clarity and clearer lines of responsibility, within the consortium and across the five Local Authorities. Members particularly appreciated Cllr Elmore and Cllr Magill's attendance that helped emphasise the composition of the governance arrangement.

The Committee did however raise a number of concerns at the inconsistency in the operation and management, by some Head Teachers, of the Performance and Personal Development Review system for teachers. The Committee considered that a consistent application of the process across all schools was a crucial element of school improvement. Members therefore recommended that the Consortium must identify and address any inconsistencies as soon as possible.

The Committee also expressed some concern around the general problem of the recruitment of high quality teachers, particularly in certain specific subject areas. Members suggested that the Consortium support schools wherever possible in their recruitment process.

Finally Members were pleased to receive positive responses to all the issues they had identified in the Estyn Monitoring letter, for the Consortium to address, and were considered to be a priority; however Members were unclear as to how the consortium was addressing Estyn's concerns that school Governors were unclear



about the areas for improvement in their schools. Members requested clarification of how the Estyn concern would be addressed either by the Consortium or Council.

I hope that these comments, advice and recommendation, detailed above will be of use and support in improving outcomes for Cardiff's pupils and I look forward to receiving the requested information and a positive response to this letter within the next month.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a long horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
CC Angela Kent
CC Cllr Chris Elsmore



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My Ref: Scrutiny/Correspondence/MJH

14 November 2014

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Julia

Please find attached a copy of my letter to Hannah Woodhouse in respect of the Committee's consideration of the Central South Consortium's Performance Report considered at Committee on 11th November 2014.

During the way forward section of the meeting the Committee agreed a number of actions arising from its consideration of the report, one of which was more appropriately directed to yourself and the Education Directorate. Members requested that the Annual Cardiff's Schools Performance Report, presented to Committee in January 2015, must include comparative data from England, and in particular the Core Cities.

I look forward to receiving this information in the performance report in January 2015. As such this letter does not require a formal response.

Yours sincerely

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
CC Carol Jones
Cc Angela Kent





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My Ref: Scrutiny/Correspondence/MJH

14 November 2014

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Julia

Thank you for attending the Children and Young People Scrutiny Committee on 11th November 2014 to help introduce the **Progress report on Recommendation 2 and 6 of the Estyn Inspection letter**. I would also like to thank Nick Batchelar, Carol Jones, Angela Kent, Simon Morris, Phil Norton, Neil Hardee and Marie Rosenthal for their contribution to the various elements of the report. Members were particularly pleased to be able to hear from and question officers who were directly involved in implementing the actions to address these recommendations. Following consideration of the monitoring reports presented at the meeting and answers to Members' questions, the Committee has asked me to write to you with the following comments, concerns and requests for information.

Recommendation 2 - Exclusions

The Committee welcomed the opportunity to be updated on the progress being made in addressing this part of recommendation 2 and in particular the good progress being made in reducing exclusions across Cardiff's Schools.

Members did however note with concern that two performance indicators had deteriorated and following further analysis members noted that this had resulted from only small number of schools. During the way forward section of the meeting, the Committee agreed to request details of the department's actions to address the deterioration of these two performance indicators in the schools.

Recommendation 2 - NEETS

The Committee welcomed the positive picture being portrayed, although members did note that precise data was not yet available. Members particularly appreciated the description of the work being undertaken with the 180 originally identified NEETs and that through intervention 121 now have a destination with 23 fully engaged.

Recommendation 6 - Scrutiny

Members appreciated the summary given by Marie Rosenthal and noted the progress that had been made in supporting Members in addressing the actions for this Committee. The Members also noted that following a review of the Partnership



Scrutiny Panel it was now agreed that Partnership issues would be considered directly by each Scrutiny Committee, and Members further agreed to receive all children & young people partnership reports.

I hope that these comments, and advice, detailed above will be of use and support in improving outcomes for Cardiff's pupils and I look forward to receiving the requested additional information and a positive response to this letter within the next month.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a long horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
CC Marie Rosenthal
CC Carol Jones
Cc Angela Kent
CC Simon Morris
CC Phil Norton
CC Neil Hardee



Date 10 December 2014

My Ref SS/CYP/MJH
Your Ref:

Councillor Sue Lent
Cabinet Member for Families, Children and Early Years and Deputy Leader
County Hall
CARDIFF
CF10 4UW

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE 9 DECEMBER 2014: REGIONAL ADOPTION SERVICE

Dear Sue

Thank you for attending Committee yesterday with Tony Young and Angela Bourge to present the draft Cabinet report on the **Regional Adoption Service**. Members would like to thank you and colleagues for the full and honest answers that were provided at the meeting. Following consideration of the reports and answers to Members' questions, the Committee has asked me to write to you with the following comments and concerns.

VISION AND PERFORMANCE TARGETS

While Members support the principle of a regional adoption service, they would like the draft report to have made explicit the Council's expectation of the benefits of the collaboration, in terms of specific outputs and overall outcomes.

During questioning, Committee came to understand what you felt to be the fundamental drivers of entering into this partnership arrangement. Members could view the benefits of collaboration you set out – such as increasing the pool of potential adopters, improving capacity to brand and promote the service, increase consistency and reduction of the current 'postcode lottery' – as valid reasons for entering into partnership, and would have liked to see these mentioned in the draft report.

In scrutinising a proposal like this, it would also have been helpful to have had some data on the current position, and quantification of the anticipated targets for improvements in service delivery and performance outcomes that would emerge from the collaboration.

We were pleased to hear that you will still be able to bring Cardiff-specific data to Committee so we can compare future outcomes with what is being achieved now, and recognise that arrangements for regional target setting are still developing.

Committee expressed a concern at the way forward that this proposed agreement was a "leap into the unknown", albeit one predicated on successful outcomes being delivered from earlier adopters such as the North Wales collaboration, which is now one year in.

It would be appreciated if for the future, you might be able to bring some of this data from North Wales to Committee, and for us to discuss future performance planning and monitoring arrangements so that suitable indicators can be agreed for Members to scrutinise.

GOVERNANCE ISSUES

Members asked a number of questions about the governance of the Regional Service. With so many and such varied partnership arrangements and alternative delivery models currently emerging in the fields of child protection, education and social care, the Committee is concerned at its future capacity to provide overview and scrutiny of these services, and will be grateful if your officers can liaise with Paul Keeping and Martyn Hutchings, and with regional social care and scrutiny colleagues, to develop ideas and options for the future scrutiny arrangements that can be brought back to us. On the basis of this information, we can put plans in place to optimise performance monitoring and future service delivery.

Committee recognises that the concept of regional adoption service delivery and the actual collaborative footprint for this collaboration have been mandated by the Minister, and that you have not been able to influence this. The same has been the case with the education consortium arrangements. Members are concerned in both instances at what scope for manoeuvre the Council would have, should the regional collaboration arrangements not prove effective. We do not believe that the Cabinet can currently anticipate or control what the Council's financial contribution will be in future years, and we heard that the partnership agreement is a 'work in progress'. This will leave the Council with unspecified risks moving into this arrangement, which we will need to scope and quantify so that the Committee will be able to effectively scrutinise the proposals.

OTHER ISSUES

Committee were interested to hear that the emerging national and regional collaborations were partly seen as a means to support the "Welsh identity" of adopted children, and reduce the number of children adopted far afield in England or Scotland. This would also make it easier for prospective adopters to visit and prepare in advance of the adoption, as travel times would be shorter. Members can see the value of this, but felt overall that the most important factor was for a child to be placed in an appropriate and caring family environment, irrespective of the location.

A Member asked why there was not more explicit reference in the draft report and business case to the role of the Third Sector in supporting adoption arrangements, but was reassured to hear Angela assert that charities would be closely involved in the operational arrangements going forward.

We were pleased to hear that we might be able to receive an update on the National Adoption Service before too long, and Martyn Hutchings will liaise with Tony Young to find a suitable time slot for this.

I hope that the comments and concerns detailed above will be help you and Cabinet colleagues in your consideration of these proposals at Cabinet tomorrow, and look forward to your response to the matters raised in this letter.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a long horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services
Angela Bourge, OM Performance and resources
Jo Watkins, Cabinet Office Manager



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Date 21 January 2015

My Ref SS/CYP/MJH

Your Ref:

Councillor Sue Lent
Cabinet Member for Families, Children and Early Years and Deputy Leader
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Sue

Thank you for attending Children and Young People Scrutiny Committee on 9 December 2014 to help introduce the **Q2 Children's Services Performance report**. I would also like to thank Tony Young for the full and honest answers that were provided at the meeting. Following consideration of the reports and answers to Members' questions, the Committee has asked me to write to you with the following comments and concerns.

Children's Services Quarter 1 Performance 2014/15

The Committee was pleased to be informed that there have been improvements in performance on the recording of decisions on referrals, on the timeliness of initial and core assessments and on the recording of initial care plans for Looked After Children (LAC). However, performance on the timeliness of initial child protection conferences decreased. It is felt that practice within the service is good but that there is some bureaucracy in process that is getting in the way and this needs to be addressed.

The Committee also expressed some surprise at the reduction in the number of referrals, pointing out the drop from 1,169 in Quarter 1 to 969 in Quarter 2. The Members welcomed the Directors suggestion that, as there had been a several questions on this, he could return to the Committee at a later date and present a report on contacts and referrals, on demand and on the quality of service.

The Committee asked whether, in light of current economic circumstances, there is now expected to be more pressure on Children's Services and whether the service carries out analysis that allows it to predict patterns, in terms of the types of children that will be referred to the service for specific reasons. The Committee was advised that that kind of analysis is not carried out at present. The children who get referred to the service are predominantly from poorer backgrounds, so if economic circumstances get harder it might be expected that there will be an increase in referrals, but that increase would not come through straightaway. Members considered that this analysis may be helpful for future workforce planning information.

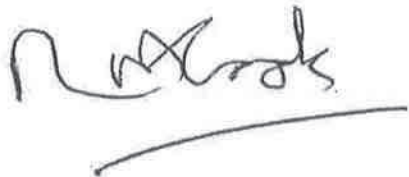
The Director advised the Committee that the situation on recruitment and retention has improved greatly; agency workers want to stay with the service and staff morale is good. The Committee was concerned that protracted processes in HR might be causing delays in newly-appointed social workers being able to take up their posts. The Committee was advised that



staff are being consulted on this to see if they feel that the current process helps or hinders recruitment. The Committee requested that the Director should provide a further report to the Committee on this issue.

In conclusion, thank you again for participating in this scrutiny, and we look forward to your response to the questions raised and requests for information detailed above within the next month.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services
Kim Brown, Service Manager, Policy and Performance
Melanie Jackson, Personal Assistant to the Deputy Leader
Cheryl Cornelius, Cabinet Support Manager

DEPUTY LEADER'S OFFICE

My Ref: CM29408

Your Ref: SS/CYP/MJH

Date: 22nd December 2014



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Councillor Richard Cook
Chair – Children and Young People Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Richard,

**Children And Young People Scrutiny Committee 9 December 2014:
Regional Adoption Service**

Thank you for your letter of 10th December 2014 following my attendance with Tony Young and Angela Bourge to discuss the Regional Adoption Service and I welcome your positive comments and your interest in regional and national developments.

In relation to your specific observations I would respond as follows:-

Benefits of the collaboration - although the prospective benefits of the regional service were trailed in the two previous reports in December 2013 and July 2014, and scrutiny members had the opportunity to consider them then, I acknowledge that it might have assisted members had they been re-iterated, particularly for those new to the committee. I am pleased however, that we were able to clarify these at committee.

In terms of widening the scope of the report to incorporate performance data relative to the current position, it is important to emphasise that this was a joint regional enabling report designed to progress the regionalisation rather than a report designed to provide you with insight into the adoption service overall or its performance. As such this same report has been considered by each of the four Council's cabinets and it would have made it a very unwieldy piece if it had been burdened with very different data sets from each of the four councils. Indeed one of the advantages of a national approach and regionalisation is that this will facilitate a common approach to performance management, monitoring and reporting across Wales and regionally.

In relation to the development of 'indicators' I would advise caution in terms of approaching this on a Cardiff basis in isolation when we are about to enter into collaborative arrangements and will in any event be subject to the performance framework which is to be developed nationally. In this regard I understand that the newly appointed National Director of Operations would be able to attend committee for a further exploration of this issue.

PLEASE REPLY TO: Deputy Leader's Office, Room 525 County Hall,
Atlantic Wharf, Cardiff CF10 4UW
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Page 181

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I share your concerns with regard to governance as do officers. In this context it is worth bearing in mind that the establishment of a National Adoption Service and within that its regional delivery arm, has the effect of removing adoption services from the control or direct responsibility of councils in Wales (It would have been possible for instance for all adoption services to have been transferred to a voluntary sector organisation).

Once transferred to the new hosting arrangement in the Vale, the Council, along with all other councils in Wales, will no longer directly provide an adoption service. Councils' duties in relation to adoption services will instead be provided through regional commissioning arrangements. As such these arrangements will be overseen by the National Adoption Board, reporting to the Minister. This new model flows directly from the Social Services and Well Being Act 2014 with local government providing a 'hosting' role only. We will need to be vigilant in holding the new service to account in order to ensure that the service and support provided to Cardiff children and citizens remains as good or better than currently.

We are reasonably reassured however, by the relatively extensive regional and national governance arrangements that are being established as part of the National Adoption Service. Moreover, we are placed in a much stronger position than any other council given our direct role in hosting the national service and my seat, as a consequence, on the National Governance Board; the Director of Children's Services will also sit on the National Governance Board.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sue Lent'.

**COUNCILLOR SUE LENT
DEPUTY LEADER
CABINET MEMBER FOR EARLY YEARS, CHILDREN & FAMILIES**

DEPUTY LEADER'S OFFICE

My Ref: CM29801

Your Ref:

Date: 4th February 2015

Councillor Richard Cook
Cardiff Council
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Dear Richard

Scrutiny - 9 December - Performance Report

Thank you for your letter dated 21st January 2015 on behalf of the members of the Children and Young People Scrutiny Committee following its meeting on the above date.

I would like to thank members for their constructive comments and I am pleased to provide the following response to your request.

I will be very pleased to give Members the opportunity to further explore the issue of contacts and referrals at the March Committee by providing a detailed breakdown of information.

In relation to the issues concerning workforce, the Director would be happy to provide Members with an insight into the picture on recruitment and retention once the end of year position is known.

Yours sincerely

Councillor Sue Lent
DEPUTY LEADER
CABINET MEMBER FOR EARLY YEARS, CHILDREN & FAMILIES



My Ref: Scrutiny/Correspondence/MJH

21 January 2015

Councillor Julia Magill
Cabinet Member - Education and Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
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Dear Julia

Thank you for attending the Children and Young People Scrutiny Committee on 9th December 2014 to help introduce the **School Performance Monitoring – Outcomes in Literacy and Numeracy**. I would also like to thank Nick Batchelar, and Angela Kent, for their contribution to the various elements of the report. Following consideration of the monitoring reports presented at the meeting and answers to Members' questions, the Committee has asked me to write to you with the following comments, concerns and requests for information.

The Committee mainly focused its initial questions on the processes in place to challenge and support schools that were considered to be performing poorly. The Members expressed some uncertainty as to when the local authority takes action in relation to schools that are under Estyn monitoring but are still failing to improve their performance. Members heard that such measures can be taken after a year, although if a school has been categorised by Estyn as requiring significant improvement or has been placed under special measures, the local authority can act immediately. However the Director commented that last year the process for dealing with poorly performing schools was not as robust as it is now. The Committee requested confirmation that the process was now robust.

In addition the Committee suggested that information on the actions that are being taken in relation to schools which have been identified as poorly performing schools should be released to the public, as there is a danger that people will feel that the local authority is doing nothing about these schools.

The Committee expressed some concern that the Challenge Advisor assessment of a school's performance were not always in line with the local authority's assessment. If the Challenge Advisor identifies one concern and the Estyn report says another then something has gone wrong. The Director advised the Committee that the performance of the Challenge Advisors has improved but there is room for further improvement. Members requested further clarification on how this improvement was being undertaken.

During the way forward section of the meeting Members expressed the view that future reports should focus more on making comparisons between the performance of schools in Cardiff. If the performance of schools could be raised to match that of



Cardiff's best performing schools then performance when compared to schools across Wales would rise as well

Finally the Members felt that, overall, the report seemed to lack some detail on the vision of what the outcomes are for the pupils and Cardiff's Schools.

I hope that these comments, and advice, detailed above will be of use and support in improving outcomes for Cardiff's pupils and I look forward to receiving the requested additional information and a positive response to this letter within the next month.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
Cc Angela Kent
Cc Gareth Newell,
Cc Joanne Watkins
Cc Cheryl Cornelius



My Ref: CM29817

Your Ref: Scrutiny/Correspondence/MJH

Date: 13th March 2015

Councillor Richard Cook
Chair – Children and Young People Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Richard,

**Scrutiny - CYP 9 December - Schools Performance Monitoring - Outcomes
In Literacy and Numeracy**

Thank you for your comments in relation to the Children and Young People Scrutiny Committee meeting on 9th December 2014 in your letter of 21st January 2015.

You requested confirmation that the process to challenge and support schools is now more robust.

I would like to inform you that schools requiring EST.YN monitoring are visited at least once per half term by the challenge adviser in accordance with the Central South Consortium's (CSC) Framework for Challenge and Support. The purpose of the visits is to evaluate the progress being made and to ensure that the additional support, the schools are receiving, is having a positive impact. The Local Authority takes action when there is sufficient evidence which demonstrates that any school is failing to improve their performance.

Since September 2014, the Headteacher and the Chair of Governors of schools in the red level of support category are required to present evidence of progress, each half term, to the Head of Achievement and Inclusion and Senior Challenge Adviser. The evidence of progress must be verified by the challenge adviser in their half termly report. A similar process is operated termly for schools in the amber level of support category. Any schools which are deemed to be making insufficient progress will be issued with a letter of concern or a formal warning notice.

General information on the actions that are being taken in relation to schools which have been identified as poorly performing is already in the public domain. The CSC Framework for Challenge and Support is available through the CSC website and the Statutory Guidance for schools and local authorities for use with schools causing concern is available on the Welsh Government's website.

PLEASE REPLY TO: Executive Office, Room 283, County Hall, Atlantic Wharf,
Cardiff CF10 4UW
Tel (029) 2087 3837 Fax (029) 20872691



You also requested clarification about how the work of Challenge Advisers is being improved.

The performance of challenge advisers is being improved through a more stringent performance management process. More focused training and support has been provided, which has incorporated joint visits with a senior challenge adviser, moderation of progress judgements and quality assurance of reports.

Your letter requests detail on the vision of what the outcomes are for the pupils of Cardiff's schools. I would like to draw your attention to the improvement targets in the Council's Estyn Action Plan, which clearly set out targets for improvement in literacy and numeracy, as well as in other performance areas.

Yours sincerely



**Councillor /Y Cyngorydd Julia Magill
Cabinet Member for Education & Skills/
Yr Aelod Cabinet Dros Addysg a Sgiliau
Member for Llanishen and Thornhill/
Aelod Dros Llanisien a Thornhill**

My Ref: Scrutiny/Correspondence/MJH

11 February 2015

Councillor Julia Magill
Cabinet Members for Education and Skills
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW



Dear Julia

**CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE:
12 January 2015 – Schools Annual Report**

Thank you for attending our Committee meeting on 12 January to present the second tranche of the Cardiff Schools Annual Report for the 2013/14 academic year.

We were delighted to welcome three head teachers to provide contextual information about performance issues within their schools, and will be grateful if you can thank Marc Belli, Helen Turner and Kevin Tansley, for the insight they provided to Members of the Committee about the factors that determine and impact upon performance in schools.

It was also helpful to our scrutiny that Hannah Woodhouse of the South Central Consortium were in attendance to support our scrutiny, on this occasion joined by Challenge Advisor Debbie Lewis.

It has been far easier for us this year to do credit to the significance and size of the Annual Report by scrutinising it in stages. We were grateful to return to the report again in January, having previously given consideration to literacy and numeracy outcomes for the year at our December 2014 meeting.

Members found the report and data to be clear in their presentation, and the analysis at the start of the report was helpful. We are pleased to note the many improvements in our performance this year compared to the Welsh average (particularly the Key Stage 4 level 2 Inclusive Measure). The Director also helpfully identified in paragraph nine some priorities for further improvement, which Members were pleased to note and which will become a fertile source of scrutiny for our 2015/16 work programming arrangements. It is clear, based on the questioning that followed, that leadership in its widest sense is a critical area for development.

Members also found it helpful to see the introduction of comparisons with English core cities in the report. While we acknowledge the limitations of benchmarking performance outside Wales, we were interested to note Cardiff's performance relative to cities in the north of England, and are sure that the continued inclusion of these comparative data will be welcomed by Members. A Member questioned whether Cardiff's performance against other Welsh local authorities listed in the first

line of Appendix 3 of the report had suggested deterioration compared to its 2010 level, but was satisfied to learn that different measurement methodologies accounted for this.

Given the attendance of the three head teachers at the meeting, Members were naturally most interested in taking the opportunity to question the heads in detail on the effectiveness of performance management arrangements in their schools, and the roles of the governing bodies, the Consortium and the LEA. You will therefore find this to be the dominant theme of the Committee's observations below.

MANAGING PERFORMANCE IN SCHOOLS

The insight provided by the head teachers was welcomed by Members, who hope that the presence of head teachers might become a more regular aspect of our scrutiny of schools' performance. Similarly, we will welcome the opportunity to discuss these issues with school governors.

It was clear from the presentations given by the three heads that for them good performance relies on a number of factors. It is clear that individual leadership from the head teacher, clear and competent direction from the governing body and a broad team approach in the teaching environment are all of paramount importance. Each of the three heads spoke of the importance of maintaining high expectations, and of challenging everyone involved in the child's educational package to push and stretch the expectations of what that child can achieve.

We were also pleased to note from all three heads an unwillingness to tolerate mediocrity in the teaching body, and an acceptance that teachers who are failing to meet expected standards will have no future in the school. We endorse this approach. We were particularly pleased that difficult conversations had taken place within school settings to challenge traditional approaches around the number of times that a head could observe a teacher's practice, and that a flexible and productive set of arrangements had been achieved.

A Member asked if adequate training and support was provided to teachers to meet performance standards. The head teachers advised that the challenge provided to teachers by the heads was complemented by mentoring and support arrangements.

Members were reassured to hear that all three schools had robust appraisal systems in place for all teaching staff that were linked to pay. It was appreciated that individual performance targets are closely linked to national attainment standards.

Committee was also advised that governing bodies should provide overview of the impact and effectiveness of the school's performance management arrangements, and annually revise its performance management policy. In the case of one of the schools, the governing body's Pay Panel approved each of the head's threshold payments.

THE LEADERSHIP ROLE OF HEAD TEACHERS

Members were mindful of a comment made during the meeting that an ambitious head might not wish to take on too many roles in schools causing concern during their career, as it could limit their prospects.

Members asked Hannah Woodhouse and the heads about arrangements for the recruitment and development of head teachers. They heard Hannah set out the Consortium's three-fold role in: a) attracting new talent into the region by national recruitment and building the region's reputation as a good place to relocate; b) enabling heads to develop their skills by taking on short to medium term secondments in other schools, thus supporting mobility in the sector; and c) encouraging the highest-performing schools to spread good practice across the region.

We heard Hannah state that School Improvement Groups were naturally identifying future leaders. She described activity underway to support middle management development in the region, and to encourage governing bodies to provide challenge to head teachers. She conceded that more could be done. Debbie Lewis also spoke of the need to be more robust in challenging mediocre performance, and also of the inherent challenge of encouraging governing bodies to willingly release a talented teacher to take on a role in improving performance elsewhere. We are mindful that the Consortium is still at an early stage of its development, but are also aware that we need to provide challenge to the Consortium on its performance. We are pleased to hear Hannah and colleagues describe activity, but need to find some intelligent ways of assessing outcomes from the Consortium's activity so that we can provide proper and mature challenge that will help optimise its performance.

In passing, Members noted a view that the quality of many school environments across Cardiff are not acceptable, with chalk boards still being used in some schools, and upkeep of the estate a real issue.

COMMITTEE'S NEXT STEPS

It was clear that the three heads attending on this occasion had worked to build levels of performance in their schools. One specific recommendation made at the meeting was to ask if you can arrange with the Director to invite heads and other representatives of schools whose performance might be causing greater concern.

We recognise that we will need to provide a safe and non-judgemental environment that would be conducive to allowing heads to be candid and open in describing the challenges they face, and that our feedback needs to be carefully crafted to offer a level of challenge that is positive and stretching, rather than unhelpfully harsh or critical.

We feel that a task and finish environment will be more appropriate to this kind of scrutiny than a formal committee meeting, and have instructed our scrutiny officer to liaise with the Director to arrange for our Committee's second Performance Deep Dive of the municipal year to take place in March. We would like to speak with a

range of teachers and governors in schools with performance challenges. As this will be a new area of scrutiny for us, we remain open in terms of considering the precise dynamics of these sessions, and will ask the scrutiny officer to prepare a scope of scrutiny proposal for us to agree.

During the meeting Members shared their concerns about the performance of Eastern High School, in anticipation of the Inspection report expected soon from Estyn. We noted your willingness for Committee to play its part in examining and advising on areas of concern that might be raised in the report, and will appreciate advice from the Director on when and how Committee can explore the Inspectorate's findings.

I hope that this has been a helpful series of observations and recommendations. I look forward to hearing your views and your response to the requests made in the letter.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Members of Children and Young People Scrutiny Committee
Nick Batchelar, Director of Education and Lifelong Learning
Angela Kent, OM Schools Performance
Hannah Woodhouse, Managing Director, South Central Consortium
Debbie Lewis, Challenge Advisor, South Central Consortium
Marc Belli, Bishop of Llandaff High School
Kevin Tansley, Ty Gwyn Special School
Helen Turner, Pen Caerau Primary School



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My Ref: Scrutiny/Correspondence/MJH

30 January 2015

Councillors Julia Magill and Sue Lent
Cabinet Members for Education and Skills, and Families, Children and Early Years
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Julia and Sue

At our Committee's 12th January meeting a number of children and young people supporting the city's youth and play services asked to attend Committee to present their concerns about Cabinet's budget consultation proposals affecting Play and Youth Centres.

We found the testimony to be powerful and compelling. Although we are sure you will have yourselves been approached by these stakeholders in recent weeks during the Budget Consultation, we wanted to let you know about the evidence we received at the meeting (and the subsequent Way Forward discussion we had) in advance of the 3 February to prepare you for the likely lines of questioning that might emerge at the meeting.

Several of the witnesses have since the meeting contacted me with written evidence, which I have attached to this correspondence. For clarity, these are from:

- Two young male users of the Howardian Youth Centre "Studio 22" Music studio
- Two young women representing youth provision in Llanedeyrn and Pentwyn
- Five young female users of Butetown Youth Pavilion, who, although their own provision was not under threat, wished to speak on behalf of young people across Cardiff (and particularly in Butetown, Grangetown and Riverside)
- Five young male users of youth provision in Grangetown and Riverside
- A group of children, carers and parents representing Play Services (particularly Adamsdown and Splott).

We were impressed that young people were willing and able to clearly and honestly advocate their compelling concerns at provision that they were likely to themselves lose in their local communities. Some of the young people's immediate provision was not due to being directly impacted by the budget proposals, however, and it was even more striking to witness their generosity in advocating for the preservation of provision in other parts of Cardiff.

In the timescale available it was not possible to adequately invite views from across the whole city, but while the young people clearly identified with their own local provision, we would rather present this evidence to you as representative of the views of young people from across Cardiff.



We feel that the evidence attached to this correspondence speaks for itself, and we do not wish to unduly elaborate. The key points that we wished to make, however, are as follows:

- **TRANSITIONAL PLANNING AND FUNDING:** We are pleased to see that the Council has produced its “Stepping Up” toolkit, and strongly support the approaches based on co-production and capacity building. Some of the young people also mentioned their gratitude to the Council for help in supporting their capacity. The campaigners from Howardian and from Play Services we spoke to had obviously put much time, thought and effort into developing sustainable business cases, and were currently contacting a range of private, voluntary and charity partners to seek their involvement, as well as exploring new approaches like Crowd Funding.

But a message we heard more than once was that communities need more time to plan to learn the skills to take on facilities and provision. It was felt that the Stepping Up Toolkit could be more child and young people-friendly, and that the level of expertise needed to navigate the Stepping Up website necessitated a level of capacity that might not always be available in communities.

Howardian’s Studio 22 chairman Joshua Quigley advised that the Studio’s financial needs were modest, but that one or two years of transitional support might be necessary to deliver a sustainable solution. As the site was not due for demolition for some time, a “stay of execution” was particularly requested to make this happen.

In the case of Play Centres, parent Annaliese Shanhan said that despite engaging closely with the Council for the past 12 months, little real progress had been made in that time, and that the “Stepping Up” approach had been initiated too late to make a practical impact in the short time window now made available to develop a transition Plan. While Splott parents might be ready in between nine to 18 months to take on the running of the building, parents in other areas of Cardiff had not been as proactive – possibly as the community campaigning around the Splott Community Hub had kick started activities in the Splott area. So, for instance, it was felt that campaigners for Llanrumney Play Centre could be a year or so even further behind Splott in their readiness to take on the challenge.

As a result of these concerns, we would like you engage you in serious conversation of how much extra time can be afforded these communities, if a genuine, robust and sustainable co-production approach can be delivered.

- **THE TRANSFORMATIVE NATURE OF YOUTH AND PLAY SUPPORT:** Traditionally regarded as “Cinderella” services, Youth and Play clearly make a significant impact on many of their service users.

- Witness after witness spoke of how their social and leadership skills had been transformed by using these centres, and spoke of their support workers as being like family members. They spoke of the positive impact of using a centre on their educational attainment and school attendance record, their readiness for the world of work, their ability to communicate and their general positive self-image. In considering any cuts to Youth and Play, we really should be most proud of these excellent services which exemplify a Co-operative approach to social capacity in Cardiff's communities, and recognise the many losses that will be experienced in years to come (if not immediately) should they disappear.
 - In the case of disabled children, play provision might be the only viable way for them to spend four productive hours of respite with their carer during a day, where they could receive peer support and engage in properly resourced, meaningful activities with people of their own age.
 - A parent from Splott Play Centre said that many of their users came to the Centre hungry and unfed, and although it was not in the Centre's core purpose, it regularly provided essential quasi parental and child welfare support.
 - The Centres often provide a unique environment where people from differing cultural and religious backgrounds can mingle and become friends, sometimes in single gender groups and sometimes in mixed ones, learning the skills of tolerance, respect and diversity, both easing cohesion and tensions in communities, and supporting good educational attainment and behaviour in the classroom.
 - Similarly, the Play Service has been recognised for its engagement with the local Gypsy and Traveller young people and families, and if this were to be lost it might prove harder to support and engage this often hard to reach community.
- **UNWELCOME CONSEQUENCES OF REDUCTION OF PROVISION:**
Several of the service users painted a stark picture of what outcomes would be like for young people if these facilities were not available to them.
 - Young women spoke of real and evident risks of sexual exploitation associated with socialising outdoors after dark in the absence of indoor provision. The cases of Rochdale and Rotherham are timely reminders of what can happen to a City's reputation when the basics of youth safeguarding are missing in an inner city area.
 - Similarly, young Muslim men from Riverside talked of real examples of the risks of radicalisation apparent in Cardiff. The Riverside Warehouse has delivered numerous anti-radicalisation activities, and was seen as a safe space and as a bulwark against radicalisation in the community. The young men said how easy it would be for malign

forces to get a grip on teenagers in Riverside who did not enjoy any other support activities after school. Members were particularly concerned to hear this, given the recent publicity of events in Paris, and Cardiff's own problem in recent months with young men travelling to Syria and elsewhere. They wondered whether corporate or even external PREVENT or other counter terrorism funding might be available to staunch the loss of youth provision if radicalisation could be a consequence.

- o At a more general level, young people spoke of the gang culture in some neighbourhoods, with their corresponding violence and criminality. A young man who had been attending Splott Play Centre from the age of five and who was now trained as a volunteer Play Worker, clearly stated that without Splott Play Centre he would have become a gang member, and had a significantly different life experience and prospects to the ones he now enjoys. A Member reinforced this view by reminding Members that the Buzz Information Shop had actually been established precisely for the purpose of reducing anti-social behaviour that had been reported in the north Grangetown community a decade or so ago.

Finally, some specific concerns were expressed about the apparent advertisement of tender arrangements for the site of Splott Play Centre, which may have given an impression that planning assumptions had already been made about the future of that building. These may have been a misunderstanding, but exemplify the level of anxiety in communities about their future provision.

Taking all of these points on board, at our Way Forward discussion, our general consensus was that – while recognising the clear requirement for the Council to reduce service provision to meet reduced budgetary capacity – the proposed cuts to these preventative and capacity building services are a short-sighted step that will lead to larger costs in the near future to remediate the impacts raised in the evidence above.

They will also reduce the quality of life of young people in many of Cardiff's most deprived communities, and reduce the Council's capacity to effectively work in partnership with communities in carefully planning and nurturing sustainably co-produced services – outcomes which all seem at odds with the Administration's stated vision and priorities.

We are sure that views very similar to those presented to us will have been shared with you over the past few weeks, and while the proposals you have recently circulated to us have not been significantly updated from those sent out for consultation in November, we feel that you will have made certain assumptions and calculations since then about changes to the proposals to mitigate the kinds of impacts raised as risks by the young people during the consultation period.

Rather than waste any of the time available at the meeting on 3rd February, we would like you to come to the meeting assuming that we will be engaging in a practical conversation about how these proposals can be rejected or modified, and

where savings can be found from other areas of the Council's budget to avoid them having to fall in the area of Youth and Play Services.

We are looking forward to meeting you and officers on 3rd February, and hope that the information contained in this correspondence will be helpful in your preparation.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Cook', with a long horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Members of Children and Young People Scrutiny Committee, Nick Batchelar, Chris Hespe, Joanne Watkins, Cheryl Cornelius

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CHICAGO, ILLINOIS

Handwritten signature

UNIVERSITY OF CHICAGO PRESS
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To whom it may concern,

I am writing in the hope that my thoughts and feelings will be considered when a decision is being made regarding "The Hut" Adamsdown Play Centre.

For a long time I did not know anything about the special needs sessions in the play centre but now I do and I go there every Saturday I will be extremely upset if it is taken away from me. For almost a year my Saturdays have become a day to look forward to.

I have Cerebral Palsy, Hydrocephalus Epilepsy and am blind in my left eye.

Before "the hut" my Saturdays with my carer Karima would be spent either in Cardiff town, the museum or St Fagan's. Although I like the museum and St Fagan's, they are not places that can offer me what the hut does. They are places that are always the same with nothing different to do or see. There is nowhere else at all that I can go

to have the experiences and fun that I do at "the hut".

I am wheelchair bound and it is very difficult for me to access many places.

Keeping warm and dry, enjoying my time out and being able to be with my friends and the staff in "the hut" are so important. I play, I learn, I draw, I paint, I cook and I enjoy every minute of my time there.

There is nothing else anywhere that is adapted to my needs or can give me the opportunities that "the hut" does.

PLEASE DON'T TAKE ALL THIS AWAY FROM ME AND SO MANY OTHERS LIKE ME.

Kieran Henderson

**Young People's Evidence to Children and
Young People Scrutiny Committee meeting
January 2015**

PAGE 2:

Young female Butetown Youth Pavilion service users

PAGE 4:

Young male users of Buzz Youth Information Centre & Riverside
Warehouse

PAGE 6:

Howardian Youth Music Studio – Business Plan and Argument 2015

PAGE 10:

Katie's experiences of using the Dome and Powerhouse

Appendix:

Kieron's experiences of using Play Services

**VIEWS EXPRESSED BY YOUNG FEMALE BUTETOWN YOUTH
PAVILION SERVICE USERS TO CHILDREN AND YOUNG PEOPLE
SCRUTINY COMMITTEE ON PROPOSED CUTS TO CARDIFF YOUTH
SERVICES, JANUARY 2015**

Thank you for giving us youth a chance to speak up for all the teenagers who may lose their local youth clubs. We are all here from different areas of Cardiff, Butetown, Riverside, Grangetown, Canton and Roath; to express our opinions on why you shouldn't close down the youth services.

Youth club has given us so many opportunities and the chance to be involved in many different things such as, setting up a sports club with Street Games where children get the chance to participate in different sport and try things they wouldn't usually try. We have also created a group for anti-radicalisation in Butetown Youth Pavilion where we meet up to discuss issues regarding radicalisations.

We also have met with local MP, Prevent officers and other organisations and worked together to help other young people, we also were on bbc news. Having these experiences in youth club has given us the chance to meet new people and create new friends. Without these opportunities from youth club we feel that it gives us the chance to try new things and gives us the chance to put real life skills in to action and learn things that we don't in school.

Youth Services are amongst the most necessary, important and cost effective services that local authorities provide. Working in communities, Youth Workers build relationships of trust and support with young people, helping them to make their own decisions, build capacity and resilience and preventing their issues from escalating.

Health, Community Safety, Education:

Population in the three areas where you have proposed to cut two youth centre are 6600 young people. The three areas are ranked in most deprived in Super output area sited by Cardiff research centre

Concerns:

If the proposals are implemented, the Youth Service will have suffered a reduction of over 70% to the budget since 2011. In financial terms, this equates to a cut from £3.5 million to £1 million. We question if this cut is disproportionate compared to other services given the protection it affords young people across Cardiff.

Within a current needs analysis of young people in Cardiff, the impact of these services provide young people with improved attainment and attendance at KS3/4 within schools, reduced exclusions, reduced risk taking behaviours specifically substance misuse, reduced sexual health and teenage pregnancy, reduced anti-social behaviour, offending and reoffending, increased percentage of 16-19 year olds in education, employment and training and improved outcomes in relation to the most disadvantaged and vulnerable groups.

The incidents in Sheffield and Rotherham illustrate that young people need people with whom 'they can engage and trust.' This was highlighted in the Jay Report, 2014.

**VIEWS REPRESENTED FROM THE BUTETOWN PAVILION, BUZZ
YOUTH INFORMATION CENTRE AND RIVERSIDE WAREHOUSE TO
CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE ON
PROPOSED CUTS TO CARDIFF'S YOUTH CENTRES**

JANUARY 2015

My name is Kamrul Haque and I am 19 years old from Grangetown. I have attended the Buzz for many years and I am really sad and concerned that it is at risk of closure. I have noticed that anti-social behaviour is really low at the moment and if you allow The Buzz to close this will only lead to more kids on the streets and for these numbers to rise. I hope to attend University next year and this would not have been possible without the support of staff at The Buzz.

Q1) Councillors will you put your job on the line to save the Buzz from closure?

Q2) How was it decided that The Buzz would close when all the signs indicate it should remain open eg. High Unemployment, ESOL Needs, Large BME Communities and Young Parents?

Q3) Recently, the Enterprise Centre closed in Grangetown and the library is next for refurbishment, leaving the area with nowhere to go - why does it seem that we have been hit the hardest?

My name is Khalid and I attend the Buzz Information Shop it is with great disappointment that I hear that the council will not safeguard the Buzz from closure. I understand the council have to make difficult decisions but when it comes to young people it is as if you have forgotten we have entitlements and that we should be consulted when changes are being made to services and programmes that will affect us.

I have attended the Buzz for help with revision, coursework and for finding work experience - its a safe place to come together with friends and get help from supportive staff who care about us.

Q1) Are you happy to support these cuts that will see young people out on the streets instead of in safe places like the Buzz?

Q2) If you were in my position and your local councillor didn't help save key services in the local community would you VOTE for them in the future?

My name is Abdi Hassan and I live in Butetown and i am 18 years old as soon as heard about the closure of The Buzz i felt worried because ever since i attended The Buzz regularly they helped me with work experience and provided me with advice about UCAS and my personal statement.

Although, my youth club Butetown Pavilion is surviving the closures - the Buzz is a different provision and it would be wrong to close it, I have many friends and family that have made use of the Buzz and it would be crucial service to lose.

Q1) Have you measured the impact the closure of The Buzz will have on the community and young people?

Q2) What steps will you take to prevent this happening in the future if we are able to save it from cuts this year?

My name is Sameer and I am 20 years old, thank you for taking the time to allow us to present why it is important to keep our youth clubs open.

In Cardiff we have had a recent rise in young people going away to terrible places like Syria and the risk is real, closing centres like the Riverside Warehouse will leave young people on the streets and as easy prey to the people brainwashing them to commit illegal activities & if it isn't them it will be the Drug Dealers which lurk around the street corners.

Riverside Warehouse is a safe place for 11-25 years to attend, play and engage in activities and in fact we have young people from all walks of life attend from Asians, Arabs, Africans, White Welsh and newly arrived Eastern European young people without any single problems. I am afraid that by pushing us on to the streets you will create Ghettos and each community will stake their claim to an area of Riverside and this will cause havoc that cannot be undone.

Q1) Councillors do you actually realise the impact these cuts will have on us young people?

Q2) Councillors don't you think prevention is better than cure? Why wait for problems to happen when you can solve them now?

My name is Abdul Raheem and I am 19 years old, I live in Riverside and attend Riverside Warehouse. The closure and proposed reduced youth service to Riverside doesn't make sense when we have many issues in this community that without a youth club will grow considerably. We have High Unemployment, Drugs and Substance Misuse and like my friend Sameer said Radicalisation is present. Our centre provides us workshops and training to broaden our minds and our CVs. It will be a huge shame if our centre is closed because all the boys will have no where to hangout in and we will be literally on the streets and this will result in ASBOS.

Howardian Youth Music Studio – Business Plan and Argument 2015

Our Argument

1. As a specialist provision we work with young people from across all of Cardiff.
2. There will be either no or negligible savings made in relation to building costs by closing the Studio as it is located in Council premises not earmarked for closure until 2018.
3. Studio 22 is in a vital period of development as a sustainable youth led Youth and Community Music Service. Any major disruption to how it currently operates, either through withdrawal of Youth Service staff (1 p/t post – estimated annual saving £12,000) or relocation of studio to other premises will result in destabilising the progress being made.
4. Studio 22 are well aware that the long term future of its Youth and Community Music Service will be away from the present site at the Howardian Centre. It concludes that utilising the excellent current facilities whilst it explores other potential sites and/or potential capital resource funding for a new studio site is the preferable option.
5. Studio 22 will possibly have another 3 years at Howardian to grow sufficiently enough to satisfy funders such as the Arts Council of Wales of our suitability to receive the estimated £15,000 to £30,000 needed to build a fit for purpose music facility and/or locate to facilities in the appropriate community setting.
6. Receiving one more year of Youth Service staff funding (approx. £12,000) will enable us to work towards developing our business plan (see page 12) as realistically Studio 22 will struggle to maintain the current service if it were to take over in April 2015 rather than April 2016

Our Vision

The three things we have identified that must be utilised to their full potential in order for Studio 22 to achieve long term success as a deliverer of music youth work are

- 1- A fantastic space (that we have currently at Howardian) that serves as a setting for potential Sound/Music services be that Youth and Community , Educational or for commercial work.
- 2- The Skills of our staff, volunteers and young people in being able to deliver services.
- 3- The wide variety of music equipment that can either be used at the studio or in other settings..

In exploring funding options, one of our first conclusions has been that obtaining funding for what we currently run would prove difficult but that retaining open youth provision would be our main priority. Though we embrace change and the diversification of our services we want to stay true to our mission statement in that we wouldn't overly change the majority of our evening provision in order to meet funding criteria. We are therefore currently investigating funding with The Arts Council of Wales that may enable us to provide a similar provision to what we presently have and that would be able to 'roll on' for a considerable amount of time.

Meanwhile in order to utilise our skills and facilities we have concluded that we have to expand our services into the wider community and have therefore gone about acquiring funding for a sizeable project running in the daytime with targeted groups. We have been approaching appropriate partners and offering affordable taster sessions in order to build up evidence for potential funders such as the Big Lottery's Awards for All. The long term goal would be to generate income attributable to studio hire through funded daytime community projects. We would initially be looking at music projects targeted at vulnerable/homeless adults, people with learning difficulties and adults with mental health issues but are keen to work with any groups available in the daytime.

Another avenue that we are exploring is that of an Alternative Curriculum Pre 16 and Post 16 training provider. We have made provisional enquiries about applying for tender for the academic year 2015-16 and the studio manager is currently gaining experience as a tutor delivering BTEC vocational studies awards to Pre 16 pupils from Cathays High School. He is currently writing an assortment of music modules at Level 1 which would stand us in good stead in identifying a package of appropriate courses that we would be able to offer to schools and pupils.

We have also taken moves by affiliating with the Global Love Youth Trust into applying for Erasmus European Funding to run 5 music projects a year. We are confident that with Global Love's expertise and support in this area that we can host international exchanges in every half term. It also has become apparent that we can be utilising the PA equipment and staging that we have by hiring it and our services out for community and private use. A fair income may be generated in this line of work and it offers increased profile raising as well as wider community engagement.

Business Plan

We have developed a business plan around being able to continue to provide our current service on the principal of being able to employ one p/t member of staff who will deliver evening sessions and manage the studio at £10p.h for 20 hours a week, 40 weeks a year. This will mean that a minimum of £8,000 a year will need to be generated.

- £2000 a year (£50 a week) is projected as an achievable income for open evening provision subscriptions. Therefore £6000 will have to be generated through other income excluding staff costs. This will be a mixture of studio hire through funded daytime projects, Erasmus projects, providing alternative curriculum, Community PA hire and general fundraising. As we develop projects, thought will be given to what work is proving to be most time and cost effective and also what best fits our mission statement.
- Targeted Daytime Projects – studio hire -£20 an hour- 2 hours a day - 3 days a week- 30 weeks a year = £3600 p.a
- Alternative Curriculum – One day a week – Staff costs per day =£120, charge £30 per pupil, 4 pupils per day to cover staff costs. Income would equate to £30 per day and per week , £1200 per school year for every extra pupil over 4 pupils with a maximum of 10 pupils – a possible maximum income of £7,200. Our initial projection would be to break even for the academic year 2015-16 with income increasing in future years.
- Erasmus Projects- studio hire - £25 an hour, average 4 hrs a day, 5 days a week, 5 weeks a year - £2,500
- Community PA and Equipment Hire – based on this year’s takings we would conservatively estimate a £400 profit
- General Fundraising – based on this years’ takings and identifying that more can be done to increase the amount raised we have set a target to raise £500 through events & donations.

Income needed to cover costs	£-8000
Targeted Daytime Projects	£3600
Erasmus Projects	£2500
Open Evening Provision	£2000
General Fundraising	£500
Equipment Hire	£400
Total Estimated Income	£9000
Estimated Surplus	+1,000

This forecast we believe to be a realistic aim for the financial year 2016-17 and something to aspire towards in 2015-16 but it is our belief that the amount of income needed to sustain current provision at the level that is expected from young people is not achievable which is why we request at least one more year of funding at the current level. This would also give us some leeway in that any income raised in 2015-16 would alleviate cash flow problems in 2016-17.

Outcome and Impact Statements from Young People

Ex Howardian Music Studio Volunteer Ashley Morgan (23): "Having spent time at Howardian Youth Centre as a service user and volunteer it would be a shame and a huge disappointment for it to close. The Howardian youth centre is a fantastic, educational therapeutic environment for young children and young adults, the staff here provide an excellent service to these youths and losing Howardian centre, never mind any other youth centre would be a damaging blow to the community and the lives of many young adults.."

Current volunteer Jammy (23): I've been coming here since I was 12 and I owe a lot to the studio. I honestly don't know what I'd have done without it being there. I can't let them close the studio down, future people will miss out on something that's really special! I learnt to play guitar and drums there plus how to record and how to sing, so fighting to keep it open is the least I can do."

Deej Williams: The Howardian center had a huge development on me as a person and as a musicians. Without it, I wouldn't have had anywhere where I could explore music with the freedom afforded to me there. I met many other young people with very similar interests and made many friends I otherwise wouldn't have. Buds encouragement in our early development, not only as musicians, but as technicians and on very basic economic principles led us on to booking performances and recording and releasing out own music and marketing them to family and friends. I know that many of us went on to manage their own bands and tours, and I myself went to do a music degree, which I wouldn't have done without the opportunities afforded to me by Howardian. Besides that, it was a fun place to go and gave us something creative to do with our time.

Jack Harding: Studio 22 gives an education that is found nowhere else, it has changed my life and the lives of many others. School alone (particularly WJEC 'Music') doesn't offer the relaxed, friendly atmosphere and the positive experience that is offered at Howardian Studio 22.

Sam Watkins: Having spent a week doing work experience at the Howardian centre as well as jamming out there many times, i understand just how important it is to a wide stretch of people. Having lived in Cardiff all my life, i understand how difficult it is to find that haven where you can blast out a few songs with your friends. For me and many others the Howardian is so exceptionally brilliant in it's ability to improve peoples lives and broaden the creativity of many young people. It would be an absolute travesty to let this place go, and shame on the council for even considering it.

Amy Davies: My sons and his friends who are all 17-19 year olds have been practising instruments/band at howardian for years and they are good kids who dont drink don't smoke or do drugs. This im sure is because they have found a healthy hobby with somewhere to practice and keeps them from hanging around streets and parks.. please dont do this. Lets keep the youth of today on the right path.

KATIE'S EXPERIENCES OF USING THE DOME AND POWERHOUSE

I started to attend the Dome, Pentwyn Youth club when I was 10 years old, it was perfect for me as I lived right opposite the youth club. I was first going through different emotions such as, scared, nervous and excited as I was hoping to make new friends.

After a while I was had made friends and was attending the youth centre regularly, my mum was happy that I was attending it on a regular basis as it was in my community and she hoped it would help me develop as a person.

As I got older I started to become a regular and valued member of the youth club and was pleased to be having the opportunities to participate in various activities, trips and accredited courses. I've been lucky enough to go on trips to places such as Storey Arms and the Gower in Swansea. What I remember about these trips are firstly the fact that everyone had the opportunity to attend this trip and it was a lot cheaper than if I went in school. If some of the young people couldn't afford to attend the trip then the youth workers would try and either find extra funding or encourage us to do various forms of fund raising to make the trip affordable for everyone. This also made us value the trip a lot more as we helped paid towards it. On these trips I felt I started to learn a lot and about myself and start to build my own identity. It also helped me face my fears at a young age and continue to build my confidence and self esteem. A lot of these trips have also been with young people from different youth clubs so I have had to learn how to get along with people who I didn't know. These trips were also made fun and enjoyable by the youth workers who would do their utmost to make the trip a success.

Within youth club I also had the opportunity to complete my Bronze Duke Of Edinburgh's Award. Again this was more affordable and manageable within the youth club and by this time I had built up many positive relationships not only with staff but also young people too which made it more enjoyable.

At the start of my school year 10 I was having some problems at home between my parents. They were arguing and this was starting to affect my schooling. I didn't want to attend school or see my friends. I had built up positive relationships with the youth club staff and felt that I was able to speak with them about my home situation and receive some guidance and support off them. I would slowly start to open up to the staff and they would always find time to talk with me and I felt that they actually wanted to listen to me and help me through my problems which I didn't think anyone else did. I was receiving negative comments from my parents and from teachers in my school, some of whom thought I was going to succeed, but the staff at the youth club made me realise I could achieve what I wanted to in life.

As I was now attending the youth centre on a regular basis I was offered the chance to become a 'senior leader' and help out on a junior night. No one had ever given me an opportunity like this before and it made me feel that people did care about me and that I could be good at something. By doing this it took my mind off the bad things going on at home and also the negative thoughts I had. I was now thinking of activities to run for the young people and the sense of achievement I was feeling.

I am now 17 and am in ACT college. I have had a mixed education and mixed time at home, one thing that has not changed though is the support I receive from my youth worker. Even though the Dome is no longer open I am still in constant touch with the youth workers and still ask them for guidance and support. If I don't know something in college or want help looking for a job I phone the youth worker and ask him. I even tell my friends to phone him as I know he will do everything he can to help and if he doesn't know the answer then he will know someone who will.

These types of relationships are built over a number of years and remain for a number of years, they cannot be built like this in schools or any other services, they are unique and I think it is very upsetting that a lot of young people will not have the same opportunities as I have had. Without the input of my local youth centre there is no way I would be in the positive position I am in and I truly believe I would be another NEET young person, which for me isn't a nice thought.

Young people should be able to access their local youth centre and have the opportunity to live like young people. If there are less and less youth centres then where are the young people going to? I have young nieces and nephews who are asking me 'when can we do all the fun stuff you did in youth club? I cant lye to them and I find it upsetting when I have to tell them they may not have this opportunity as the council is reducing the funding.

I started this speech by explaining I was from Pentwyn and you have already 'closed down our local youth centre' to save money. However I would like to ask why the building is still there and why is it not being used? Not only young people but everyone who lives in the community is very dis heartened by this, a building not being used for anything and just wasting away. I have some very happy memories of my time at the Youth Club and will never forget them. I just find it very upsetting that other young people will not get these opportunities. Thank you for listening to me.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the success of any business and for the protection of the interests of all parties involved. The document outlines the various methods and systems that can be used to ensure the accuracy and reliability of financial records.

The second part of the document focuses on the role of the auditor in the financial reporting process. It describes the responsibilities of the auditor and the standards that must be followed to ensure the integrity of the financial statements. The document also discusses the importance of communication between the auditor and the management of the company.

The third part of the document discusses the various types of financial statements that are prepared and the information that they provide. It explains the differences between the different types of statements and the importance of understanding the information that they contain. The document also discusses the role of the auditor in verifying the accuracy of the financial statements.

The fourth part of the document discusses the various methods and techniques that are used to audit financial statements. It describes the different types of audits and the procedures that are followed to ensure the accuracy and reliability of the financial statements. The document also discusses the importance of maintaining the confidentiality of the information that is obtained during the audit process.

The fifth part of the document discusses the various factors that can affect the accuracy and reliability of financial statements. It describes the different types of errors and the methods that can be used to detect and prevent them. The document also discusses the importance of maintaining the integrity of the financial reporting process and the role of the auditor in ensuring that the financial statements are accurate and reliable.

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My Ref / Fy Ref: CM29982
Your Ref / Eich Ref : Scrutiny/CYP/Feb2015(2)
Date / Dyddiad: 3 March 2015

Councillor Richard Cook
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear / Annwyl Richard

**Children & Young People Scrutiny Committee 3 February 2015:
Consultation Report and Equality Impact Assessments**

Thank you for your letter of 3 February 2015 regarding the equality impact assessments of the budget proposals and the report of the budget consultation.

I welcome the acknowledgement of the Committee's appreciation of the extensive piece of work which was undertaken in relation to the budget consultation and the fact that this also represents a significant improvement to the way in which the Council engages with the public over key decision making. As a Cabinet we certainly believe that the consultation process this year has afforded greater opportunities for discussions with a wide range of stakeholders (including children and young people) over recent months so that we can all better understand the views of our citizens and service users.

Whilst I note the point about the Scrutiny deadlines, I also need to highlight the point that officers have done everything possible to collate and analyse the information received as part of this consultation as soon as they have been able. This is one of the biggest consultations we have undertaken and, as part of the 4,191 responses we received, we also has over 28,925 separate comments which needed to be inputted and coded before analysis could be undertaken. In addition there were also a large number of letters, emails and enquiries received which needed to be taken into account. This exercise in itself is extremely challenging within the timescales and does not factor in the subsequent work that was then required to produce graphs, write the report and appendices and undertake accuracy checks to provide quality assurance given the time pressures this was produced under.

I believe that the end result is a high quality and comprehensive report which is extremely valuable for providing an overview of the results in an open and transparent way and, whilst I accept that Committee Members may not have time to read the complete document over night, I do not accept that the report was of no practical value. This is based on the fact that there was an Executive Summary provided to all Members and, if focussing on Youth Services and Play

PLEASE REPLY TO / ATEBWCH I : Cabinet Support Office / Swyddfa Cymorth Y Cabinet,
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Services, represented two small boxes of findings on pages 12-13 of the main report which are easily readable. Similarly, Scrutiny Officers could have also directed Members of the Committee to the main results regarding these services in pages 59-70 and clarification could have been sought from Officers attending the Committee.

Regarding the point about Equality Impact Assessments being loaded up on the website late, this would also have been impacted on by the short timescales between the consultation closing and the Committee meeting but again, Officers were available to update the Committee of any issues which arose during the consultation process should Members have requested this information.

Finally regarding the decision taken by the Scrutiny Chairs not to launch a separate 'call for evidence', this a matter for the Committees and something which the Cabinet is unable to comment on.

As a Cabinet we have recognised the value of engaging the public in early discussions about the budget proposals and it is something we be continuing in future years. As part of forward planning we will certainly look to build in more time again for the consultation next year and we will continue to work with the Scrutiny Committees to ensure that this is shared as early as we possibly can.

Yours sincerely
Yn gwyir

A handwritten signature in black ink, appearing to read 'Daniel De'Ath', written in a cursive style.

Councillor / Y Cynghorydd Daniel De'Ath
Cabinet Member for Safety, Engagement & Democracy
Aelod Cabinet DrosDiogelwch, Ymgysylltu a Democratiaeth

Date: 4 February 2015

Councillor Graham Hinchey
Cabinet Member for Corporate Services and Performance
City of Cardiff Council
County Hall
Cardiff
CF10 4UW



Dear Councillor Hinchey

**CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE:
Corporate Plan and Corporate Finance - 3 February 2015**

Thank you for attending this month's Children and Young People Scrutiny Committee. I will be writing at greater length to Councillors Magill and Lent regarding budget proposals from their Portfolio, but wanted to briefly bring to your attention some Member observations relating to corporate finance that might be best addressed for your consideration in the lead up to the Cabinet meeting on 20 February.

I will be copying this letter to the Chair of Policy Review and Performance Scrutiny Committee in advance of PRAP's meeting on Monday 9 February, and it is possible that he will raise these points with you in greater detail.

Before setting out these observations, Members would like to thank officers for attending Committee and answering questions fully and honestly, and for the huge amount of work invested by officers across the Council in recent months to support the invidious task of developing the required savings proposals. Equally, we are aware how difficult it must have been for Cabinet Members to weigh the conflicting pressures facing the Council. We hope that these comments will be seen as constructive, and will help you in your deliberations over the next few days.

- **Corporate Plan:** The purpose in attaching the Corporate Plan as an appendix to our meeting papers was to enable Members to consider the alignment of the Portfolio Budget Proposals being presented at the meeting with the Administration's overall performance and policy priorities. Members found the document to have been of general assistance in supporting the scrutiny and the Directors to have helpfully identified the linkages between the Plan and the budget proposals in their presentations to Committee.

While we are sure that Policy Review Committee and some other scrutiny committees may have further specific feedback on the Corporate Plan, our Members' only comment was to express some surprise not to see any significant reference to a Preventative Strategy for Children's Services that we have been discussing with the Director in recent months. Beyond this, we have no specific feedback on the Corporate Plan.

- **Impact of non-achievement of 2014/15 savings:** Although we noted that Children's Services was a positive example of a Directorate that achieved £2.6 million of its £2.7 million savings target for 2014/15, we are aware that non-achievement of savings targeted for 2014/15 has increased pressures on this year's and future revenue budgets. With £6 million (17%) of 2015/16's savings proposal having a red residual risk rating and £2.3 million having a red achievability risk rating, we urge you and officers to maintain pressure within the organisation on the management and achievement of performance targets, and we will be monitoring this vigorously during our quarterly performance monitoring in 2015/16.
- **Reduction to Collaboration Funding resources:** Given the significant moves towards regionalisation and rationalisation of services reporting through this Committee over the past year and its likely future trajectory, Members were worried that the reduction of allocation for collaborative initiatives from £4.8 million to £2.5 million will limit our capacity to remain agile to future opportunities to save money through collaboration.
- **Partnership for Change – service pressure risks:** Members were concerned that if not properly managed and monitored, enabling employees to purchase additional annual leave and placing additional restrictions on agency and overtime could increase pressure on delivery of front line services that report through this Committee. The Section 151 Officer stated that these savings would need to be sensitively applied to ensure continuity and efficiency of the services provided, and this will be an issue that our Committee will consider monitoring during its 2015/16 work programme.
- **Potential alternative uses of the £2.5 million capitalisation under the Partnership for Change, and the Balance Sheet Review:** Members discussed at length whether the Cabinet's proposed use of the £2.5 million windfall from Welsh Government's agreement to the Council's capitalisation proposal under the Partnership for Change would deliver best value for the Council's future needs. The capitalisation will be predicated on the disposal of assets that, once lost, will limit our future capacity to deliver services. Members questioned whether it might be more prudent to use these resources in preventative work, notably – in the case of this Committee's terms of reference – in optimising transitional arrangements for future delivery of youth and play services, and in the eagerly anticipated Children's Services Preventative Strategy.
- **Savings from Senior Management Posts:** Members felt the £200,000 target proposed to be overly modest, and urge you to consider increasing this allocation.

We hope that these comments will have been of assistance to you. There is no need to respond to this letter.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

cc

Members of Children and Young People Scrutiny Committee
Chair of Policy Review and Performance Scrutiny Committee
Christine Salter
Martin Hamilton
Cheryl Cornelius

My Ref: Scrutiny/Correspondence/MJH

16 March 2015

Councillor Julia Magill
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Dear Julia

Thank you for attending the Children and Young People Scrutiny Committee on 10th March 2015 to help introduce the **Education Performance update, School Performance Monitoring Report and the 21st Century School Programme – refresh**. I would also like to thank Nick Batchelar, Carol Jones, Angela Kent, and Janine Nightingale for their presentations and contribution to the various elements of the agenda. Following consideration of the monitoring reports presented at the meeting and answers to Members' questions, the Committee has asked me to write to you with the following comments, concerns, requests for information and recommendations.

Education Performance - update

The Committee welcomed the opportunity to be updated on the progress, as shown in the quarter three report, being made by the Directorate, however following an analysis and explanation of the various elements of the performance report, Members considered that it was important that performance should be reported to Committee, as soon as possible after the end of the quarter. Members therefore recommended that future corporate performance reports must be presented in a more timely manner, so that they can review and assess up to date information.

Estyn monitoring – recommendation 3,5 & 6

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 Committee was pleased to hear that the improvement processes had been strengthened with the Consortium and that officers felt that there was now better challenge and support from the Consortium's Challenge Advisors. Members were however concerned that the operation of the consortium was still "a developing situation" and although some areas were performing well the consortium was still not operating satisfactorily. Members requested clear assurance from you and the officers as to when the Consortium will be operating to an acceptable standard.

Members were also pleased to be informed that the school performance process was working well and schools were holding regular school improvement meetings.



The Committee noted the officers' confirmation that there was a high degree of confidence that some schools would be improving. The Committee will therefore be looking forward to seeing clear improvements, across all schools, when the next banding of Cardiff's Schools is published.

When Members reviewed the challenge process, officers stated that schools had to undertake a self-assessment exercise, which identifies any changes in potential categorisation. As the Committee felt frustrated that improvements were not moving fast enough, Members requested copies of the latest school self assessments for the "red" schools so that they could see what potential progress was being made by each of the schools.

Recommendation 5 – Improve Performance management process to ensure consistent approach to delivering objective

The Committee welcomed the improvements made in the Corporate Performance Management Process and that there was now a consistent focus on the performance of schools. However Members considered it important that the Council should not lose sight of the progress being made by individual pupils.

In addition Members wish to highlight to Education officers that although Chairs of Governors were involved in school improvement meetings and plans, officers must ensure that all Governors are aware of the issues of concern and plans in place to improve the educational outcomes of pupils in their School.

Recommendation 6 – Improve the scrutiny of local authority education service and partnership working.

The Committee also reflected on actions relating to this recommendation as it was directed at this Committee together. Members considered the training they received was very good and should be repeated every two years as well as provided to all new committee Members. Members also stated that the analysis and presentation of education performance information had improved considerably over the years, however they were not always able to be presented with the full picture. As a result the Committee had agreed to undertake detailed investigations into selected schools, over the next few months, so that they can understand the challenges faced by schools.

School Performance Monitoring report

The Committee welcomed the explanation of the National Categorisation and in particular the analysis of the categorisation of Cardiff's Schools against those of the Consortium and All Wales. Members also noted the Schools Causing Concern process which had been sharpened since September 2014, and now included holding Head Teachers and Chairs of Governors to account for the progress of improvement. However Members still expressed concern that some schools were not showing signs of improvement. The Committee expect to see significant improvements over the next year.

Members expressed some concern, that following their analysis of the performance of schools, it was apparent that there is a disproportionately high number of Faith and Welsh schools in the "red" and "amber" categories. Members requested that officers investigate the reasons for the high number of Faith and Welsh schools causing concern, and report back to Committee, on the actions that are being put in place to address this imbalance.

Members also noted that some High Schools categorised as "red", had feeder Primary Schools that were categorised "green or yellow". Members felt that this highlighted problems around the transition from Primary to Secondary as well as a possible change in the educational culture in some high schools. Members requested that Education Directorate and the Consortium should investigate these situations and report back to Committee with actions they had identified to address this situation.

Finally Members noted that officers stated that they expected year on year improvements in school's categorisation and as such the Committee will be looking, in future reports, for the evidence of this improvement.

21st Century School Programme - Refresh

Members welcomed the opportunity to scrutinise the plans before they are presented to Cabinet, and identified a number of comments which could be taken into consideration by Cabinet when it considers this report on 19 March 2015. The Committee wished to reiterate to Cabinet that any refresh of the 21st Century School Plans must have as its primary aim "better outcomes for pupils".

Members noted that one of the aims of the refresh was to establish schools "to facilitate the development of community focussed schools for the benefit of the wider community across Cardiff". Members wish to emphasis to Cabinet that the development of any community facilities must be undertaken following discussions with neighbourhood partners, charities, youth service, and play providers, to ensure that the schools are truly community focussed.

Members expressed some concern that there seemed to be an over emphasis of Faith Schools projects being moved to the deferred list, as many were for the establishment of Nursery Units. Members noted that additional nursery places were being provided within other projects, however they considered that there would still be an in balance of places across the City, and this needed to be addressed as part of the refresh. The Committee requested details of the provision of nursery places across the City together with an explanation of the rational behind the prioritisation of projects and in particular the reasoning behind the deferral of the Nursery Unit projects.

Finally the Committee noted the refresh proposals included a New High School in the West of the City, which replaces Michaelston Collage and Glyn Derw High. Members wish to have assurance that you and officers have learnt from the issues identified at the New Eastern High and ensure that they are not replicated in the new school in the west.

I hope that these comments, advice and recommendations, detailed above will be of use and support in improving outcomes for Cardiff's pupils. The Committee looks forward to receiving the requested additional information listed above together with a positive response to this letter within the next month.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Cook', with a long horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Nick Batchelar
CC: Carol Jones
CC: Angela Kent
CC: Janine Nightingale
CC: Cheryl Cornelius



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Date 10 April 2015

My Ref SS/CYP/MJH
Your Ref:

Councillor Sue Lent
Cabinet Member for Families, Children and Early Years and Deputy Leader
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Sue

Thank you for attending Children and Young People Scrutiny Committee on 7 April 2015 to help introduce and respond to the **Integrated Family Support Team Annual Report, Quarter 3 Children's Services Performance report, Recruitment and Retention of Social Workers update, three Cabinet Responses to Task and Finish enquires and Audit Committee correspondence**. I would also like to thank the officers who attended for their full and honest answers that were provided at the meeting. Following consideration of the reports and answers to Members' questions, the Committee has asked me to write to you with the following comments, concerns and recommendations.

Integrated Family Support Team – Annual Report

The Committee welcomed the opportunity to scrutinise the Team's third annual report, prior to its presentation to the Welsh Government. Members were pleased with the work of the team and the positive outcomes the various initiatives had achieved. However during the way forward section of the meeting Members did express some concern around some aspects of the report.

Members discussed in depth, with officers, the impact of the change in funding for the team. Originally funding was received directly and resources were allocated across Cardiff and the Vale on the basis of need. This resulted in 2/3 of resources being applied to Cardiff and 1/3 to the Vale. However Members were concerned to learn that funding was now included in the RSG settlement on a 50/50 basis. Members recommended that the Integrated Family Support Service Board ensure that resources are allocated on the basis of need.

Members also suggested that future annual reports should included information and data to help support the outcome measures and impact of the team's work, this could include:

- A termly assessment, from schools, of the changes in the children's education, during the course of the teams' intervention. This will compliment the happiness index; and
- Details of the cost benefit analysis of the teams work

Finally Members requested clarification of the outcome for the 89 children that had been worked with during last year as the presentation only gave details for 55 of the children.



Children's Services Quarter 3 Performance 2014/15

The Committee was pleased to be informed that there have been general improvements in the overall performance of the service. In particular Members welcomed the percentage increase in the timeliness of core assessments and initial child protection conferences despite an overall increase in the number of referrals, as well as the number of core assessments and initial child protection conferences. Members were also pleased to see that the Managed Team had reduced the overall number of cases from 2,953 to 2,504, thereby bringing the social worker case load down to 18.4 cases.

In respect of the Managed Team, Members questioned the exit strategy, as the team were still dealing with 220 cases. Members were aware that these cases would now have to be allocated across the social workers. The Committee also expressed its concern that even though the Managed Team was always a temporary measure, it appeared that a robust exit strategy had not been developed.

Members recommended that urgent action is taken to develop a robust exit strategy, prior to the ending of the Managed Team's contract, as it became apparent that the transition would be challenging and involved a number of risks. Children's Services needs to ensure that social worker's workload is not adversely affected and a backlog does not build up again.

Recruitment and Retention of Social Workers

The Committee was pleased to hear about the ongoing initiatives, which had been implemented to improve social worker recruitment and retention, including the re-branding of the service, reorganisation of the teams and the review of the processes.

Members focussed their questions on the timeliness of the recruitment process. Officers indicated that the process can take an average of four months to fill a vacant social worker post. The Committee considered this delay to be overly excessive, particularly from a safeguarding point of view, and could put children and young people at risk. Members stated that a maximum of 2 months should be the Council's target.

The Committee, during the way forward section of the agenda, recommended that the Council's Human Resources and Children's Services departments must urgently investigate the social worker recruitment process, identifying the areas of delay or blockage, and thereby develop an action plan to reduce the recruitment process for social workers to a target of two months.

Cabinet Responses

The Committee was pleased to receive the positive responses to the Committee's three reports and noted that all recommendations had been accepted. Members did highlight that in respect of the Child Health and Disability response report, the attached action plan was dated June 2014. Members requested that a more up to date action plan be provided to Members as soon as possible.

Audit Committee Correspondence

The Committee noted the Correspondence received from the Chairman of the Council's Audit Committee and endorsed my response to you. The Committee agreed that in accordance with the commitment made in the Joint Chairs letter to you, the Committee will include the issue in its future work programme.

Finally I would like to take this opportunity to ask you and the officers, if the Committee's scrutiny of your items on the agenda had resulted or will result in any impact, change or review of the service provision covered by the reports.

In conclusion, thank you again for participating in this scrutiny, and we look forward to your response to the questions raised, requests for information and recommendations detailed above, within the next month.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a horizontal line underneath it.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

CC: Tony Young, Director of Children's Services
Angela Bourge, Operational Manager, Strategy, Commissioning and Resources
Sarah Woelk, Operational Manager, Child in Need Teams
Debbie Martin-Jones, Operational Manager, Looked After Children Teams
Cheryl Chapman, Service Manager for Integrated Family Support Service
Kim Brown, Service Manager, Policy and Performance

My Ref: T: Scrutiny/CYP/MJH

Date: 10 April 2015

Councillor Graham Hinchey
Cabinet Member for Corporate Services and Performance
City of Cardiff Council
County Hall
Cardiff
CF10 4UW



Dear Graham

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE - Recruitment and Retention of Social Workers – 7 April 2015.

I am writing to you on behalf of the Children & Young People Scrutiny Committee, following its consideration of an update report on the Recruitment and Retention of Social Workers at its meeting on 7 April 2015. The Committee considers that the safeguarding of Children & Young People is a vital part of its work and Members feel that the timeliness of the recruitment of social workers is a key factor in safeguarding and our Corporate Parenting responsibilities.

The Committee was informed during the meeting that there was a 25.3% social worker vacancy rate in Quarter 3 of 2014/15 and following detailed discussions with officers, Members were extremely concerned to be informed that the recruitment process takes up to four months. Members commented that a two month timescale should be the Council's maximum target.

The Committee, during the way forward section of the agenda, asked me to write to you to request that you and your Human Resources officers urgently undertake a detailed investigation, along with staff from Children's Services, into the Social Worker recruitment process. This investigation should identify any delays or barriers within the process, as well as develop an action plan to speed up the process to a target of two months.

I look forward to receiving a positive response to this letter, within the next 6 weeks.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Richard Cook', with a horizontal line underneath.

COUNTY COUNCILLOR RICHARD COOK
Chair – Children and Young People Scrutiny Committee

Cc Philip Lenz, Corporate Chief Officer, Human Resources
Cheryl Cornelius, Cabinet Support Manager

1st December 2014

Councillor Julia Magill,
Cabinet Member for Education and Skills,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.



Dear Councillor Magill,

Children & Young People Scrutiny Committee Phased Inquiry – High level of Local Authority Governor Vacancies in Cardiff and the Appointment and Effectiveness of Local Authority Governors

As you will be aware the Children & Young People Scrutiny Committee recently agreed to undertake a phased inquiry into Local Authority School Governors (LASG). The Committee also agreed that the Inquiry Chairman would report directly to you, following each phase, to enable recommendations to be identified and reported to the Cabinet in a timely manner for prompt consideration and implementation.

The first report from the inquiry is contained in this letter, and covers the recruitment and appointment of Local Authority School Governors in Cardiff. The first meeting of the Inquiry was held on 20th November 2014 to agree the Scope of the Inquiry and:

- gain an understanding of the role of school governors;
- assess the level of local authority governor vacancies (LASG) across Cardiff's schools;
- receive evidence on the present LASG recruitment and appointment process and to assess this against a selection of other local authorities processes; and
- discuss and agree changes to the current system to improve the effectiveness of Cardiff's schools governing bodies.

The first meeting was arranged for Members to receive, in advance, background information on the role of governors, relevant output from a survey of Cardiff's School Governors, details of the current number of school governor vacancies, and an analysis of other local authorities' processes for the recruitment and appointment of their LASG. The information included:

- A draft scope for the inquiry, as discussed at Committee;
- A copy of a handbook for governors of schools in Wales published by the Welsh Government and Governors Wales. This handbook provided Members an explanation of what a governor is, categories of governors, support and training, how to fulfil their responsibilities and the role of a school governor;
- Details of the numbers and vacancies of each type of governor across Primary Schools, Secondary Schools, Special Schools, Nursery Schools and Welsh medium Schools;
- The Welcome pack for new Governors;
- Comparative information from a number of other Welsh and English Local Authorities on their recruitment, application form, processes and marketing and promotional process for Local Authority Appointed School Governors; and
- Extract from the school governor survey commissioned for this inquiry, covering: what is important for new governors, how easy is it to recruit new governors and what would help the recruitment of new governors.

In attendance for the inquiry meeting were Councillor Richard Cook (Elected Chair of the inquiry), Councillors Boyle, Murphy and Rees.

The Members were briefed at the meeting by the following officers and witnesses:

- Marie Rosenthal; County Clerk and Monitoring Officer
- Paul Jefferies (Secretary to Cardiff Governors Association)
- Julia Ellis, Governor Services Manager

- Ruth Lock, Governor Services Officer

Members were informed that unfortunately, you and Nick Batchelar were not able to attend but other witnesses were fully aware of your views.

On behalf of the Members who attended I would like to thank all of the witnesses who attended the meeting, provided information, advice, answered the questions and contributed to the discussions, Members found their input into the inquiry very helpful.

After the meeting Members considered the background information, answers to Members questions and advice and evidence from witnesses and the Inquiry agreed to highlight a number of key findings and recommendations. This letter, reports the key findings and recommendations on this phase of the inquiry for the Cabinet, Constitution Committee and Officers to consider for implementation.

Key Finding 1 – Cardiff’s Recruitment and Appointment process

- The Members were informed that the current recruitment and appointment process for Local Authority School Governors was not fit for purpose, there was no formal process, and no assessment or checks on applicants ;
- The Group noted from the papers provided that there were around 2,000 school governor places in Cardiff with around 250 vacancies. There was also a ten percent (38) vacancy level for Local Authority appointed Governors.
- The Members learnt that a lack of self assessment of skills, by school governing bodies, did not enable effective appointment of Governors to aid in school improvement;
- Members noted from the analysis of other authorities governor appointment processes, that more formal recruitment, interview, appraisal and transparent systems had been implemented in most Local Authorities;
- Members considered that within any appointment process appropriate checks should be made about each candidate prior to their consideration for appointment;
- Members heard from the Council’s Monitoring Officer that a more formal appointment system should implemented through Constitution Committee and could include:
 - Appointment through a Committee of Council Panel to meet on a regular basis, say six monthly.
 - Chaired by the Cabinet Member for Education with the Director of Education, Monitoring officer and a representative from the Cardiff Governors Association acting as advisors
 - Candidates assessed for suitability, maybe through interview
 - Candidates should be sought from various backgrounds to meet the skill needs of particular schools
- Members were also informed that the current appointment process is supported by the Governors service and this should continue with any new process, including an Appointment Panel.

- Members identified by the analysis of other Local Authority's processes that many encourage people to apply to be a school Governors using specific recruitment campaigns, Members noted that Cardiff does not presently have a campaign.

Recommendation 1 to 4

1. An Appointment Panel should be formed, as a Committee of Council, with appropriate Terms of Reference, to meet quarterly, Chaired by the Cabinet Member for Education, and politically balanced, perhaps including Group Whips. The Director of Education, Monitoring Officer and a representative from the Cardiff Governors Association must be allowed to act as advisors to the Panel,
2. The Panel should have in its Terms of Reference the implementation and monitoring of a School Governor recruitment campaign.
3. That appointments should be made based around any identified skill gap need within a school.
4. That the Clerking of the meetings should continue to be undertaken by the Governors Service Staff.

Key Finding 2 –School Governing Bodies must have the appropriate skills

- Members were informed that the role of governing bodies has become much more complex over the last few years.
- Members were aware that considerable resources are now delegated directly to schools, requiring schools to undertake many tasks that were previously managed by the local authority;
- Members were informed that Governing Bodies are now actively involved in managing, monitoring and challenging school performance, attendance, exclusions, recruitment and teacher performance; and
- Members were also informed that many school governing bodies do not undertake a skill analysis of their governors, to enable any skill gaps to be identified, to which new governors can be appointed.

Recommendation 5 to 7

5. That all school governing bodies must ensure that they include governors who have the skills and knowledge to ensure that they can work effectively across all aspects of the school.
6. That School Governing Bodies should annually undertake a skills assessment of the Body and inform the Council of any skill gaps, when they have LASG vacancies.
7. That the Director of Education must check annually that the skill mix of each school governing body, meets the needs of the school and its improvement plan.

Key Finding 3 – Ward Councillors

- Members were informed that the current practice is for two Ward Councillors to be automatically appointed to each school in their Ward;
- Members commented that with the changes in the role of Governors this tradition was becoming less relevant to the needs of a school;
- Members also commented that with the increase in Governor meetings and training it was becoming difficult for Councillors to attend all events for the schools that they were governors of; and
- Members were informed that as funding was being delegated directly to schools there was less of a need for the link between each School and the Council that the ward Councillors previously provided.
- Members did raise a concern, that in mixed party wards, there may be a need for both parties to be represented on the Governing Body, unless agreement can be made for only one to be appointed.

Recommendation 8 to 10

8. That the Cabinet, Party whips and Constitution Committee agrees that the new appointment process will only allow one Ward Councillor to act as LASG on each school, in single party wards.
9. That the appointment of Ward Councillors will follow the same appointment process as other LASG.
10. That in mixed party wards, two Councillors should be appointed unless agreement can be had to appoint one Councillor.

Key Finding 4 – Role of Governors

- Members were informed that the role of governors was becoming very complex and their appointment to a School Governing Body was a considerable commitment, particularly if they were appointed due to a particular skill that was needed;
- Members noted that there was a considerable amount of mandatory, and discretionary training, as well as the large number of meetings to attend, visits to be made, and the complex decisions that have to be made; and
- Members were surprised to hear that Disclosure and Barring Services (DBS) checks were not routinely undertaken and the Group agreed that this must be compulsory for all appointed LASG, with the Council paying for the basic check for all LASG.

Recommendation 11 and 12

11. That the Director of Education in consultation with the Cardiff Governors Association should develop a leaflet providing clear guidance and information for prospective Local Authority Governors.

12. That all new LASG have the basic DBS check undertaken prior to their appointment, paid for by the Council.

I would be grateful if you, the Director of Education and Lifelong Learning and Monitoring Officer would consider and respond to the key findings and recommendations reported in this letter. Should you require clarification or have any questions about any of this letter do not hesitate to contact me.

Finally at the meeting the Members agreed to amend the Scope of the Inquiry so that it did not now cover the Clerking of School Governor meetings and that the Effectiveness of Governing Bodies would be considered next.

Regards,

A handwritten signature in black ink, appearing to read 'Richard Cook', with a long horizontal line underneath it.

Councillor Richard Cook
Chair of the Children & Young People Scrutiny Committee

Cc to:

Nick Batchelar, Director of Education and Lifelong Learning
Marie Rosenthal; County Clerk and Monitoring Officer
Paul Jefferies, Secretary Cardiff Governors Association
Gareth Newell, Operational Manager
Joanne Watkins – Cabinet Business Manager
Cheryl Cornelius, Cabinet Support Manager
Members of the Children & Young People Scrutiny Committee

**CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET**

My Ref / Fy Ref: CM29572

Your Ref / Eich Ref :

Date / Dyddiad: 29th December 2014

Councillor Richard Cook
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear / Annwyl Richard

CYP Phased Inquiry

Thank you for your letter dated 1st December 2014 setting out the findings and recommendations from the first phase of the Children and Young People Scrutiny Committee Task Group inquiry into the Effectiveness of School Governor Bodies in undertaking their statutory role and supporting schools in improving the educational attainment of their pupils.

Thank you for dealing with the review into the recruitment and appointment procedure for LEA school governors so promptly. As we have discussed we are agreed that we need to ensure that Cardiff's process is efficient and effective as well as helping to ensure that appropriately skilled people are appointed to the posts.

I will be arranging for Cabinet to consider your recommendations as soon as possible in January. I broadly support them as a sensible and measured set of proposals. I would strengthen the issues around councillor representation to make it clear they have to meet the suitability and skills criteria, before issues of political balance can be taken into account. I am less concerned about the numbers of Councillors appointed than that all of those appointed are suitable and have skills appropriate to the schools to which they apply.

The Monitoring Officer has advised me that there is an opportunity to report on the Task Group findings in relation to setting up a Governor Appointment Panel to Constitution Committee on the 15th January recommending we amend the Constitution at the council meeting on the 29th January 2015. This would allow us to implement the changes after the February half term break.

A refreshed recruitment campaign to attract potential LEA Governor candidates has already been put in place. An open session is being held in December for council employees who may be interested in standing for office. A campaign is being planned for Capital Times and on the council website in the spring. I agree that the

proposed Appointment Panel should, as part of its terms of reference give further consideration to how best to recruit new governors.

I look forward to your further deliberations.

Thank you for your continuing support on the vital agenda to improve educational attainment to ensure all our pupils have bright futures.

Yours sincerely
Yn gwyir

Councillor / Y Cynghorydd Councillor Julia Magill
Cabinet Member for Education & Skills
Aelod Cabinet Dros Y Addysg a Sgiliau

20th November 2014

Councillor Sue Lent,
Cabinet Member for Early Years, Children & Families,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.



Dear Councillor Lent,

Children's Services Referrals – Members Investigation

As you will be aware the Children & Young People Scrutiny Committee recently undertook an investigation into Children's Services Referrals. The investigation was organised for members to have a clear understanding of:

- The Children's Access Point referral process;
- The issues behind the performance indicator for future performance data scrutiny
- To identify any areas of concern, comment or suggested improvement.

The Meeting was organised for Members to receive background information, operational and procedural briefings, anonymised information on live referrals together with detailed contact and referral data for the last two quarters. The Members were also briefed by the following officers:

- Tony Young , Director of Children's Services;
- Jane Hoey Operational Manager, Intake and Assessment and Early Intervention
- Kerrie Aldridge, Suki Bahara-Garrens and Natasha James
- Four Social Workers
- Bethan Francis – Deputy Headteacher, Windsor Clive Primary School
- Janet Burnhill – Glantaf Secondary School
- Nikki Harvey – Lead Nurse, Child Protection for Cardiff & Vale UHB
- Rod Cronick – Detective Sergeant, Lead Officer for Child Safety for Cardiff referral unit

On behalf of the Members who attended I would like to thank all of the witnesses who provided information and attended the meeting. Members found their input into the investigation honest, open, enlightening and very informative. The Members were particularly thankful for the amount of preparation that Officers had undertaken to ensure the investigation was a success.

After the meetings Members considered the evidence presented and highlighted a number of key findings and recommendations. This letter sets out the comments and observations of the Members on the investigations following their visit to the service at Global Link. The key findings and recommendations for management are set out below.

Key Finding 1 – Children’s Services Contacts and Referrals.

- The Members noted that the Children’s Access Point receives over 2,000 contacts each month, each of which has to be assessed and documented, prior to being categorised for referral;
- The service area must continue to support, encourage and resource, contacts from the public and agencies, to ensure that any child safeguarding issues are easily and promptly dealt with.
- Evidence from Health indicated that Cardiff’s referral system was one of the most accessible systems across Wales.
- Members were informed that contacts / referrals must be processed within 24hrs, however due to the number of contacts being received and the inconsistency in information, social workers were not always able to complete all the contacts within the 24hr period.
- Members also heard from both the social workers and Health representative that often contacts are made without personal details being provided this made a quick assessment difficult. Health stated that they could not always share the names of children.

Recommendation 1 and 2

1. That the system that enables members of the public and agencies to contact Children Service must be appropriately resourced and processes maintained to enable all safeguarding concerns to be dealt with efficiently, and within 24 hours.
2. That the Director of Children’s Services develops with The Cardiff and Vale UHB a protocol for the sharing of personal information.

Key Finding 2 –Multi-Agency Safeguarding Hub (MASH)

- Members received background information that indicated that a number of local authorities had worked in partnership with Police, Health and other agencies to develop and implement multi-agency hubs to better manage contact and referrals.
- The Members also received evidence from Council Staff, Police and Health representatives that the operation of a Multi-Agency Safeguarding Hub (MASH) in Cardiff would more effectively manage contacts and referrals and would improve safeguarding.
- Members were informed by all witnesses that access to information across agencies and local authorities, did cause problems in undertaking detailed case assessment to promptly identify any safeguarding issues.
- Members were informed by Children's Service's Managers that they were working with Leeds Council to use the format of their MASH as a model for the operation of a Cardiff MASH.
- Members considered that there were efficiency and safeguarding benefits from the implementation of the MASH and this could be enhanced if the joint working was undertaken with other Local Authorities

Recommendation 3, 4 & 5

3. That the Director of Children's Service provide the Committee with a timetable for the implementation of a MASH, to ensure that contacts and referrals are processed effectively, safeguarding improved and joint working enhanced.
4. That the Cabinet Member lobbies the Welsh Government to develop protocols and processes that enables the Police, Health and Local Government across Wales to share safeguarding data.
5. That the Director of Children's Services investigates the possibility of working jointly with other Local Authorities in the operation of a MASH.

Key Finding 3 – Social Worker workload

- Members were informed by Children’s Services staff that they were currently dealing with approximately 25 cases each. Each social worker had a mixture of complex and straightforward cases, however there was not a formal process to assess complexity, this was based on a managers assessment.
- Members enquired about the length of time social workers were working each week to deal with their cases, staff indicated that it was around 45 hours per week.
- Members sought clarification from Children’s Services staff, as to the impact of the Council’s recent work force agreement. Members were informed that although pay was reduced as a result of the reduction of one hour, workload was not reduced. As a result staff were still working the same hours. Members were also informed that this was having an impact on staff retention and moral.

Recommendation 6

6. That the Cabinet must be made aware that social workers are still working considerably longer hours than 36 hours per week under the workforce agreement and that this was having an impact on staff retention and moral.

Key Finding 4 – Preventative Strategy

- Members were informed that senior school staff were provided with training, however it was up to the school to pass the information on to all school staff. Members were concerned that school staff should be kept aware of changing issues, and preventative initiatives and agencies ;
- Members welcomed confirmation that a Safeguarding Officer now worked across Children’s Services and Education, however Members considered that links and training should be developed across schools, health visitors, Doctors and Accident and Emergency
- Members were also informed that Social Workers were not consulted on what preventative measures would be the most effective to be developed. Members considered that this was important when the Council considered future strategies to reduce pressure on Intake and Assessment. Social Workers have a good knowledge of what pressures families were facing and what changing issues contributed to family break up eg:domestic violence seemed to be more current recently. They are therefore well placed to advise what support services would help to alleviate those pressures.

Recommendation 7, 8 and 9

7. That Children’s services’ develop a process to keep schools informed of changing safeguarding issues as well as services provided by preventative agencies who are supporting children and families.
8. That the safeguarding officers should develop contacts and training initiatives across Schools, Health Visitors, Doctors and Accident and Emergency.
9. That a consultation forum is set up with social workers to help advise on any future investment in preventative strategies and early intervention.

I would be grateful if you and the Director of Children's Services would consider and respond to the key findings and recommendations made in this letter. Should you require clarification or have any questions about any of this letter do not hesitate to contact me.

Regards,

A handwritten signature in black ink, appearing to read 'Richard Cook', with a long horizontal stroke underneath.

Councillor Richard Cook
Chair of the Children & Young People Scrutiny Committee

Cc to:

Tony Young, Director of Children's Services
Jane Hoey, Operational Manager, Intake and Assessment
Gareth Newell, Operational Manager
Joanne Watkins – Cabinet Business Manager
Cheryl Cornelius, Cabinet Support Manager
Members of the Children & Young People Scrutiny Committee

DEPUTY LEADER'S OFFICE

My Ref: CM29235

Your Ref:

Date: 12th January 2015

Councillor Richard Cook
Cardiff Council
County Hall
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Richard

Scrutiny - Childrens Services Referral - Members Investigation

Thank you for your letter following the committee's recent investigation, which I read with interest; I am pleased that your overall concerns and priorities reflect my own. Turning specifically to the recommendations I would respond as follows

Recommendations

1. & 2. - I would endorse the need to ensure the appropriate resourcing of the Children's Services to facilitate public and agency access re safeguarding concerns.

In relation to the UHB protocol suggestion please note that there are already well established protocols in place to enable information sharing and that these will be further refined in the process of developing a joint MASH.

3. 4 & 5. - The Director is already in dialogue with partners to progress the development of an equivalent to a MASH. This development is sponsored by the LSCB Executive Board and as such directly involves all partners including the Vo G council. The Director is not presently in a position to provide a timetable since this is not wholly in his gift and is a matter for all parties to agree. Three way funding has recently been agreed to establish a joint post which will facilitate this and other initiatives but until that post is advertised and appointed it will not be possible to provide greater certainty about timescales. It is expected that this postholder will be appointed by April or May. Meanwhile it is worth noting that the Cwm Taf MASH has taken two and half years before its launch which is imminent.

6. - I am fully aware of the workload pressures on social workers and am supporting proactive steps to mitigate this situation

7. 8. & 9. - Regular joint meetings between the Education and Children's

PLEASE REPLY TO: Deputy Leader's Office, Room 525 County Hall,
Atlantic Wharf, Cardiff CF10 4UW
Tel (029) 20872501 Fax (029) 20872449



Services Management Teams are now established and all of the issues referred to in 7 & 8 are now the subject of plan that is being prepared. Committee members will have the opportunity to consider this joint plan when they consider the respective Directorate Annual Business Plan for 15/16 in March.

In relation to consultation, the Directorate has developed a first draft preventative strategy which includes the need for full consultation with all affected staff.

Yours sincerely

A handwritten signature in black ink that reads "Sue J. Lent". The signature is written in a cursive style with a large initial 'S'.

**COUNCILLOR SUE LENT
DEPUTY LEADER
CABINET MEMBER FOR EARLY YEARS, CHILDREN & FAMILIES**

THE CITY AND COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD

AGENDA ITEM:

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE:

12 May 2015

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE:
ANNUAL REPORT 2014-15

Background

1. The Council's Constitution requires all Scrutiny Committees to 'report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate'.
2. A copy of the Scrutiny Committee's draft Annual Report 2014-15 is attached at **Appendix A**. This report outlines the Committee's main activities from June 2014 to April 2015. Wherever possible the report identifies the impact that the Committee has had, in terms of the Cabinet's responses to the Committee's comments and recommendations. Where responses on specific topics have not yet been received, these will be added to the Report prior to it being laid before Council if possible.

Way Forward

3. The Committee's Principal Scrutiny Officer will present the draft report at the meeting, and Members will discuss and agree any changes that are agreed. The Scrutiny Officer will then make any required amendments, and send the agreed Annual Report for presentation by the Committee Chair at June 2015's Full Council meeting..

Legal Implications

4. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

5. There are no financial implications arising directly from this report.

RECOMMENDATION

The Committee is recommended to consider, if necessary amend, and approve the attached draft Annual Report 2014-15 to be laid before Council.

Marie Rosenthal

County Clerk and Monitoring Officer

1 May 2014

scrutiny



**A Report of:
Children & Young People Scrutiny
Committee**

Annual Report 2014 – 2015

June 2015



The City and County of Cardiff Council

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE MEMBERSHIP



Councillor Richard Cook
(Chairperson)



Councillor Paul Chaundy



Councillor Derrick Morgan



Councillor Iona Gordon



Councillor Dianne Rees



Councillor Jim Murphy



Councillor Jo Boyle



Councillor Ashley Govier



Councillor Lynda Thorne

Co-opted Members:



Mrs P Arlotte
Roman Catholic
Representative



Carol Cobert
Church in Wales
Representative



Ms Catrin Lewis
Parent Governor
Representative



Mrs Hayley Smith
Parent Governor
Representative

CHAIR'S FOREWORD

DRAFT

Councillor Richard Cook

Chairperson of the Children & Young People Scrutiny Committee

June 2015

INTRODUCTION

The Children and Young People Scrutiny Committee plays an important role in assessing service performance and informing service and policy development across a range of Council services, including all aspects of Education, Social Care for Children, Children's Play and the Youth Service.

This report presents the Committee's main activities during 2014-15 and wherever possible identifies the impact that the Committee has had on the services and support networks they have examined.

Between June 2014 and April 2015 the Committee Members have undertaken specialist training in performance information and budgeting and visited front line services. The Committee has scrutinised a wide range of topics contributing to the development and improvement of services for children and young people, a list of which is set out below under the following headings:

- **Inquiries** – Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report to the Cabinet.
- **Policy Development** – Where the Committee has contributed to the Council's policy development processes by considering draft policy documents.
- **Pre-decision** - Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.
- **Monitoring** - Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed.
- **Call-In** - Where a Member has invoked the Call-in procedure under the Council's constitution, to review a Cabinet decision prior to its implementation.

Inquiries

- ❖ The Provision of Services and Support by the Child Health and Disability Team
- ❖ Impact of Poverty on Educational Attainment
- ❖ Looked After Children's Transition to Independent Living
- ❖ Looked After Children– Listening Event
- ❖ Corporate Parenting
- ❖ Tackling Human Trafficking in Cardiff - Joint CYP & CASSC Scrutiny
- ❖ Referrals in Children's Social Care
- ❖ Schools Causing Concern
- ❖ School Governor Recruitment.

Policy Development

- ❖ Early Help Strategy
- ❖ Regional Adoption Services.

Pre-decision Scrutiny

- ❖ 21st Century School Programme
- ❖ 2015-16 Budget Proposals.

Performance Monitoring

- ❖ ESTYN Inspection Report
- ❖ Children's Service – Quarterly Performance Monitoring
- ❖ Education and Lifelong Learning – Quarterly Performance Monitoring
- ❖ Recruitment and Retention of Social Workers
- ❖ CSSIW Evaluation on Social Care in Cardiff in 2013/14 (Joint CYP & CASSC Scrutiny)
- ❖ Central South Education Consortium – Annual Performance Report
- ❖ Youth Offending Service
- ❖ Integrated Family Support.

Call-in

- ❖ County Hall Nursery.

Inspection Reports

- ❖ CSSIW – Looked After Children
- ❖ Estyn – Monitoring Visit.
- ❖ WAO – Safeguarding of Children and Young People.

The Children and Young People Scrutiny Committee has held 12 full Committee meetings, and two joint meeting with Community and Adult Services Scrutiny Committee since June 2014.

As a result of the consideration of over 40 reports covering policy development, pre-decision scrutiny, monitoring progress and service area performance, the Scrutiny Committee Chairperson wrote 23 letters to the Cabinet and officers, which included requests for additional information, comments, and observations on items considered at the Committee Meetings. Also as a result of these meetings the Committee wrote to the relevant Cabinet Member identifying 12 recommendations for the Cabinet and officers to consider.

The Committee received timely responses from the Cabinet to all letters that requested a response. In addition officers have provided information where requested and agreed to amend future reports in response to the Committee's requests.

Members of the Committee have also participated in a number of cross cutting short Task and Finish Group inquiries along with Members from other Scrutiny Committees. These included:

- ❖ Tackling Human Trafficking in Cardiff
- ❖ Community Hubs.

Centre for Public Scrutiny “Good Scrutiny” Award 2014



Pictured at the Awards Ceremony are 2012 - 13 Committee Chair Cllr Siobhan Corria (left) and 2013 – 14 Committee Chair Cllr Sue Lent (second right), along with Principal Scrutiny Officer Martyn Hutchings (right), Principal Scrutiny Support Officer Nathan Swain (centre) and members of Cardiff Youth Council James Humphry and Finley Morris.

The Committee’s engagement with young people *“Give Young People A Voice! Engaging Young People in Cardiff Scrutiny”* was highly commended at last year’s National Centre for Public Scrutiny Awards in the category: “Involvement, Insight and Impact”. The award ceremony took place on 10 June 2014 in London.

Main criteria for the award involved working in creative or innovative ways to achieve success and focusing on issues that are priorities or concerns of people who use services, communities or the public generally and demonstrating positive outcomes from working with them. Committee also needed to demonstrate

constructive change-management support to an organisation or community during a difficult or challenging period or helping to make the most of a particular circumstance, which has assisted executives, staff and local people to manage change. Judges also looked for evidence of effective teamwork or partnership work that demonstrates that outcomes from joint action were better than any single organisation could achieve on its own.

Committee's overall impact from Young People Engagement was:

- ❖ 14 Schools were represented at Key Stage 4 Listening Event
- ❖ 8 Task & Finish groups organised to hear from young people
- ❖ 27 Looked After Children were involved at Listening Events
- ❖ Young People gave evidence to 5 Committee meetings
- ❖ 7 recommendations to Cabinet were made at Listening Events
- ❖ Letter written to Council Leader about proposed £1.45m budget reduction
- ❖ Exposure to political decision making and local government
- ❖ Confidence to request further involvement at Committee
- ❖ Partnership with Cardiff Youth Council was developed.

Inspection and Assessment of Committee

The work of the Committee has been assessed by Her Majesty's Inspectorate for Education and Training in Wales (Estyn), Wales Audit Office, the Care and Social Services Inspectorate Wales (CSSIW) and the Council-commissioned WLGA Peer Review. The assessments have been undertaken through attendance as observers at Committee meetings, review of reports, minutes and letters, together with interviews with Councillor Richard Cook, the Chairperson of the Committee.

The outcome from each of the assessments was to acknowledge the Committee's key role in holding the Executive to account, aiding in the pre-decision scrutiny of policy development and to help challenge and monitor the performance of the services provided for Children and Young People in Cardiff.

Committee Member Development

As Scrutiny is a Member-led function whose success is closely linked to the capacity and capabilities of the Members who sit on Scrutiny Committees, the Scrutiny Team worked closely with colleagues across the Council to provide a continuous range of opportunities for Members to build or refresh their Scrutiny skills, and extend their knowledge and insight into a range of issues relevant to their Scrutiny role.

Most recently the Committee has agreed to develop a four-module programme of school performance and analysis training to further support the Council in improving the educational outcomes for its pupils. These outlined the various levels of accountability and performance reporting that underpin schools performance, with input from Scrutiny officers, corporate performance officers, managers from South Central Wales Consortium and the Council's Education Service.

All Members of the Committee actively participated in the training sessions and have also attended briefings, awareness raising sessions, and undertaken reflection sessions to help improve the impact of the Committee meetings.

Members of the Committee participated actively in training provided in the lead up to the round of Budget scrutiny meetings, focussing on analysis of generic and equality risk, and on questioning skills.

The Scrutiny development and training programme is an on going process and further opportunities will be identified to help Members in fulfilling the full span of their duties as an elected representative and community champion.

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Highlights from the Committee's Work Programme

This section of the Annual Report presents highlights of the Committee's activities during 2014-15 and where possible identifies the outcome and impact that the Committee has made through its work over the year.

The Provision of Services and Support by the Child Health and Disability Team

At its meeting on 13th January 2015 the Committee considered Cabinet's response to a report of the Committee titled "*Child Health and Disability Team*", (CHAD) which was presented to Cabinet in December 2013.

The inquiry was focused on looking at models of good practice in the provision of support and services to children with severe health and disability issues. The Task Group held five meetings receiving evidence from staff, Children's Services managers, voluntary organisations, users and visits to best practice authorities.

The Committee's report of this Inquiry identified 28 key findings and 18 recommendations which were presented to the Cabinet on 9 December 2013. The Cabinet agreed its formal response at its meeting on 15 December 2014 and their response shows that all of the report's recommendations have been accepted.

Director of Children's Services reported to the Children and Young People Scrutiny Committee on a CHAD Development Plan. This plan was designed to respond to each of the recommendations in the report of the Scrutiny Inquiry. It was noted that the Development Plan has enabled the Children's Services Directorate to address significant deficits in the operation of CHAD, and it has initiated key work streams to enable the implementation of a new strategic approach and a partnership model of service.

It was noted that agreement has recently been reached with the Vale of Glamorgan Council and the Cardiff and Vale University Health Board (UHB) to joint fund a 'Change Manager' post to prepare the detailed proposals and an accelerated implementation programme to enable delivery of improvements.

Mapping the Impact of Poverty on Educational Attainment

At its meeting on 13th January 2015 the Committee considered Cabinet's response to a report of the Children and Young People Scrutiny Committee titled "*Impact of Poverty on Educational Attainment*".

The Committee undertook this inquiry during 2013. The aim of the inquiry was for Members to develop a comprehensive understanding of the issues faced by young people living in poverty, specifically in relation to their educational attainment. The inquiry looked at the attainment gap between Free School Meal (FSM) pupils and non-FSM pupils in Cardiff, the role poverty and deprivation play in this, and initiatives that can help to reduce this attainment gap.

In undertaking this inquiry the Members held 10 meetings, receiving evidence from 19 witnesses. This included meeting with young people, Welsh Government officials, charities, Council officers, University academics and consultants.

Members of the inquiry visited five primary schools and five secondary schools in Cardiff and undertook a visit to Swansea to visit a primary school and met with the Council's Chief Executive, Cabinet Members and senior officers. Research was commissioned with the Scrutiny Research Team and Cardiff Youth Council where a team of young people undertook peer to peer interviews and presented their finding to the inquiry.

The Committee's report of this enquiry was endorsed by Committee on 7 May 2013, and contained 42 key findings and 18 recommendations. The Cabinet considered the report and agreed its formal response at its meeting

on 15 December 2014. The Cabinet response shows that all of the report's recommendations have been accepted.

The Education Business Plan documents the actions to be taken, including timescales, along with quantitative targets for the performance of pupils eligible for free school meals. All Estyn improvement actions are included within the Education Business Plan.

Looked After Children's Transition to Independent Living

The Committee during its consideration of its work programme identified as its second Task & Finish Group inquiry the provision of services and support for Looked After Children in their transition to independent living. The inquiry held a number of meetings, including a briefing from Children's Services managers, a visit to the Leaving Care Team, a briefing from a Welsh Assembly Member and evidence from the South Wales Police and Crime Commissioner.

The Task Group has also undertaken a "Call for Evidence" exercise with 22 third sector organisations who support and advise Looked After Children in their transition to independent living. The inquiry received evidence from the Scrutiny Research Team together with a visit to a best practice authority and feedback from a group of Looked After Children who had moved to independent living.

The report of the Task & Finish Group was presented to Cabinet on 19 March 2015, and a Cabinet response was received in April. All 10 recommendations were agreed, including a review of the Care Leavers Grant. Members recommended setting it at an appropriate level of £2,000 to enable care leavers to set up home. This recommendation was agreed with effect from 1st April 2015.

Following the report steps will be also taken to explore the feasibility of establishing a rent guarantor scheme for care leavers who require a private tenancy.

Looked After Children – Listening Event

At its meeting on 13th January 2015 the Committee considered Cabinet's response to Committee's scrutiny task and finish report on the *Listening Event with Looked After Children*, which was published in March 2014.

The Committee agreed as part of its work programme for this municipal year to develop a process to enable young people to have their views heard, and for those views to be heard by decision makers at a strategic, policy and / or operations level across the Council.

A number of young people attended the event, ranging from 6 to 11 year of age, and provided Members with their views, concerns and advice on improving services for Looked After Children. The event also enabled the young people to identify what they felt was currently working, so that this could be held up as best practice.

The resultant report which captured the main comments and views of the children, contained five key findings and was presented to Cabinet at its meeting on 17 July 2014, and Cabinet agreed its formal response at its business meeting on 15 December 2014. The response shows that the report's recommendations have been accepted, as well as detailing the Cabinet's response to the recommendation.

Corporate Parenting

The Inquiry arose from concerns expressed by Members of the Corporate Parenting Panel that the Panel did not have a statutory role or status, but had been adopted as a good practice mechanism to support the Council to fulfil its responsibilities as corporate parent to all children in care or leaving care in Cardiff.

The Committee agreed that the inquiry could give consideration to formalising the status of the Panel as a committee of the Cabinet; to widen the remit of the Panel

to include Children in Need; to adopt a structured annual cycle of reporting; to extend the business of the Panel to include consideration of Child Practice Reviews and to incorporate into the Work Programme of the Panel / Board a structured regular pattern of Member visits to frontline teams.

The joint Corporate Parenting Panel and Children & Young People Scrutiny Committee Task and Finish Group agreed to hold one evidence gathering meeting on 20th March 2014.

The Committee's report recommending the role and status of Corporate Parenting made five recommendations and was presented to Cabinet and Constitution Committee in June 2014. On 24 July Council reviewed and approved the establishment of a Corporate Parenting Advisory Committee.

Tackling Human Trafficking in Cardiff (Joint Inquiry with Community & Adult Services Scrutiny Committee)

The Committee also undertook a Joint inquiry with the Community and Adult Services Scrutiny Committee into *Tackling Human Trafficking in Cardiff*. This inquiry which covers the trafficking of adults and children resulted from a debate at Council. During a series of evidence gathering meetings Members heard from local agencies, the Police and the Crown Prosecution Services, and third sector agencies. Members also met with Council officers and Cabinet Members covering social services, education and housing services.

The report from the inquiry contained 16 recommendations and was presented to Cabinet in October 2014. A response was agreed at Cabinet in January 2015. Cabinet agreed in full to 12 recommendations, agreed partially to a further recommendation and did not accept three recommendations.

Members of the Committee have recommended that a progress report on the implementation of the agreed recommendations be included in the work

programme for 2015-16 and preferably be received at a joint meeting with Community & Adult Services Scrutiny Committee.

Children's Services Referrals

At their meeting on 3 November 2014 Committee agreed to undertake an investigation into Children's Services Referrals. The investigation was organised for Members to have a clear understanding of the Children's Access Point referral process, the issues behind the performance indicator for future performance data scrutiny and to identify any areas of concern, comment or suggested improvement.

The Meeting was organised for Members to receive background information, operational and procedural briefings, and anonymised information on live referrals together with detailed contact and referral data for the last two quarters.

The report highlighted four key findings and nine recommendations. A letter was sent to the Cabinet Member on 20 November 2014, and her response was received on 12 January 2015. The response shows that the report's recommendations have been accepted.

Schools Causing Concern

Children & Young People Scrutiny Committee met on 12 March 2015 to begin a series of investigations to explore the factors challenging the performance of the City's schools currently identified as being in the "Red" performance category.

The investigation has been organised for Members to have a clear understanding of the processes in place to support and improve the performance of individual school in Cardiff; the issues causing poor performance in schools, and the key actions to be taken to address those issues. Members will constructively challenge

and test the actions being taken by head teachers and chairs of governors, from selected schools.

The Meeting was organised for Members to receive background information, operational and procedural briefings, presentations from the Head Teacher and Chair of Governors from one High School and one Primary School.

A further meeting was arranged for 14 May 2015, and the model could be extended into the next Municipal Year.

The outcome of the inquiry will be captured in a report for the Committee and will be presented to Cabinet in the near future. Cabinet's response will be brought back to this Committee for discussion.

High level of Local Authority Governor Vacancies in Cardiff and the Appointment and Effectiveness of Local Authority Governors

Children & Young People Scrutiny Committee recently agreed to undertake a phased inquiry into Local Authority School Governors (LASG).

The first meeting of the inquiry was held on 20 November 2014 to agree the Scope of the inquiry and gain an understanding of the role of school governors; assess the level of local authority governor vacancies across Cardiff's schools. At the meeting Members received evidence on the present LASG recruitment and appointment process and to assess this against a selection of other local authorities' processes; and discussed and agreed changes to the current system to improve the effectiveness of Cardiff's schools governing bodies.

The first report of the inquiry highlighted the key findings and recommendations in relation to LEA Governor Appointments. The Scrutiny

Committee Task and Finish Group are recommending that the Council delegate its powers of LEA Governor Appointment to a cross party Member Panel. The Director of Education, Monitoring Officer and a representative from the Cardiff Governors Association would act as advisors to the Panel.

The Cabinet Member has confirmed support for these proposals and recommended to amend the Constitution on the council meeting on 29 January 2015 with implementation after the February half term break.

Regional Adoption Services

On 9 December Committee had an opportunity to undertake pre-decision scrutiny of the draft Cabinet report on the Regional Adoption Service before it was considered by Cabinet on 11 December 2014.

The establishment of a National Adoption Service is a key part of the implementation of the Social Services & Well-Being Act (Wales) 2014. The model agreed by the Deputy Minister for Social Services for the delivery of the new National Adoption Service visualises a two-tier functional model.

Committee was aware of the proposals for establishing the Vale, Valleys & Cardiff Regional Adoption Collaborative which were contained in the reports to this Committee in July 2014. The recommendations of this report were subsequently resolved by the Cabinets in Cardiff, Rhondda Cynon Taf and Merthyr Tydfil to allow for the development of the Regional Adoption Collaborative. Whilst Cardiff's Cabinet resolved to agree to the Vale of Glamorgan Council establishing and recruiting to the Regional Adoption Manager post and secured agreement to the Vale of Glamorgan Council acting as the host authority for the Vale, Valleys & Cardiff Regional Adoption Collaborative, the Vale of Glamorgan Cabinet did not make the recommendation in relation to the appointment of the Regional Adoption Manager and made an in-principle decision to the Vale of Glamorgan acting as host local authority.

Since the date of the last Cabinet Report and the Cabinet decision, plans to progress the National Adoption Service on a national and regional level have continued. As the host authority for the central elements of the National Service, Cardiff has worked with the WLGA to establish a national tier of the service with the appointment of the Director of Operations and other key personnel. The National Adoption Advisory Group has been established. The National Adoption Service was formally launched at the Senedd in Cardiff on 5 November during National Adoption Week.

On 22 December 2014 The Cabinet Member responded positively to the Committee letter, providing all requested information and reflecting on all the Committee's comments, concerns and recommendations.

21st CENTURY SCHOOL PROGRAMME – REALIGNMENT

The Council submitted its last 21st Century School Programme bid to Welsh Government in November 2011. The level of Capital Investment contained in that programme was £137m and was approved in principle in December 2011. Grant funding for each scheme is subject to approval by Welsh Government of detailed business cases. Since 2011, 10 school projects have been completed utilising some £28.2m of grant funding.

The report outlines the reasons why the Programme now needs to be realigned to take into account a number of fundamental changes that have occurred since 2011. These include population in the City, disparities in economic prosperity and educational outcomes, the sufficiency of school places and the condition of the educational estate.

The proposed vision for the realignment plan is to deliver “Inspiring, sustainable, community-focussed schools in which children and young people can achieve their potential”. It is proposed that this vision can be realised through the achievement of four Key Educational Aims that directly link to Welsh Government’s National Programme objectives.

Committee's letter is going to a future Cabinet meeting taking on board the recommendations made by the Committee.

2015-16 Budget Proposals

The Council's Constitution allows for Scrutiny Committees to consider the draft Cabinet budget proposals prior to their consideration by the Cabinet and Full Council. After a consultation meeting in January 2015 the Committee considered the Council's draft Corporate Plan and draft budgetary proposals for 2015 -16, included their detailed savings proposals and Capital Programme.

A number of mechanisms are being used to consult and engage with citizens and stakeholders to gather their views regarding the budget proposals. These included Cardiff Debate, links on the Cardiff Council website to the Council Budget, engagement with Trade Unions, engagement with Cardiff Partnership Board, Audit Committee, Cardiff Third Sector Council, Schools' Budget Forum, and Employee Consultation.

At Committee's meeting on 12th January a number of children and young people supporting the city's youth and play services asked to attend Committee to present their concerns about Cabinet's budget consultation proposals affecting Play and Youth Centres.

Following the consultation the key points that Members wished to make were as follows:

Impact of non-achievement of 2014/15 savings: Members noted that Children's Services was a positive example of a Directorate that achieved £2.6 million of its £2.7 million savings target for 2014/15 and that non-achievement of savings targeted for 2014/15 by other Directorates has increased pressures on this year's and future revenue budgets. With £6 million (17%) of 2015/16's savings proposal having a red residual risk rating and £2.3 million having a red achievability risk rating, the Committee urged the Cabinet and officers to maintain

pressure within the organisation on the management and achievement of performance targets. Members will be monitoring this vigorously during their quarterly performance monitoring in 2015/16.

Reduction to Collaboration Funding resources: Given the significant moves towards regionalisation and rationalisation of services reporting through this Committee over the past year and its likely future trajectory, Members were worried that the reduction of allocation for collaborative initiatives from £4.8 million to £2.5 million will limit capacity to remain agile to future opportunities to save money through collaboration.

Partnership for Change – service pressure risks: Members were concerned that if not properly managed and monitored, enabling employees to purchase additional annual leave and placing additional restrictions on agency and overtime could increase pressure on delivery of front line services that report through this Committee. The Section 151 Officer stated that these savings would need to be sensitively applied to ensure continuity and efficiency of the services provided, and this will be an issue that this Committee will consider monitoring during its 2015/16 work programme.

Potential alternative uses of the £2.5 million capitalisation under the Partnership for Change, and the Balance Sheet Review: Members discussed at length whether the Cabinet's proposed use of the £2.5 million windfall from Welsh Government's agreement to the Council's capitalisation proposal under the Partnership for Change would deliver best value for the Council's future needs. The capitalisation will be predicated on the disposal of assets that, once lost, will limit our future capacity to deliver services.

Members questioned whether it might be more prudent to use these resources in preventative work, notably – in the case of this Committee's terms of reference – in optimising transitional arrangements for future delivery of Youth and Play Services, and in the eagerly anticipated Children's Services Preventative Strategy.

Savings from Senior Management Posts: Members felt the £200,000 target proposed to be overly modest, and urged the Cabinet to consider increasing this allocation.

The Committee's comments on the budget proposals were considered by Cabinet at its meeting on 19 February 2015 and Council on 26 February 2015.

ESTYN Inspection Report

An ESTYN inspection of Educational Services in Cardiff took place in the summer of 2011, to help form a judgment on the local education authority's performance. Her Majesty's Chief Inspector was of the opinion that the local authority was in need of significant improvement. An additional follow up monitoring visit was undertaken in February 2014, which recognised that progress had been made, but that there was still more that the local authority needed to do.

The Committee had previously been monitoring the service area's progress in improving educational attainment, and had been briefed on the new Director's strategy for educational improvement in November 2013. In April 2014 the Committee received a briefing from the Director of Education on the Estyn Inspection monitoring revisit letter, which identified six new recommendations for the Council to address. The Committee noted that an Action Plan was being developed and would be submitted as soon as possible.

The Committee agreed to closely monitor the implementation of the action plan as well as committing to the implementation of the four actions identified for Scrutiny to implement:

- Ensure that the Children & Young People Scrutiny Committee receive clear, accurate and up to date information, together with improved quality analysis in all school performance reports;

- Develop and agree a clear protocol on the roles and responsibilities of the Children & Young People Scrutiny Committee and the Cardiff Partnership Board Scrutiny Panel in respect of the performance of education services;
- Develop and deliver a formal programme of training, covering education performance, analysis, and assessment, for Children & Young People Scrutiny Committee Members; and
- Establish a programme to scrutinise the Education and Lifelong Learning Directorate's delivery of its Monitoring Revisit Action Plan which addresses Estyn's recommendations and which will improve educational performance in Cardiff schools.

The Committee also agreed to undertake a programme of performance assessment training to enable the Members to monitor, assess and challenge progress being made by all partners in improving the educational attainment of Cardiff's pupils.

Estyn undertook a further visit in March 2015 to assess progress in recommendations 3, 5 and 6. The outcome of this visit stated that the authority had begun to strengthen its capacity in delivering school improvement services and made improvements to its performance management processes and its scrutiny arrangements for education services for children and young people. However these improvements are still relatively recent and the local authority still faces many significant challenges, particularly in improving performance in key measures in a minority of its secondary schools.

The final monitoring visit is likely to take place in spring term 2016. This visit will focus on the progress made in all six recommendations. Her Majesty's Chief Inspector will determine whether sufficient and sustained progress has been made with enough pace for the category 'in need of significant improvement' to be removed, or conversely whether the authority be placed in special measures.

Quarterly Performance Reports – Children’s Services

In April 2015 the Committee noted generally good performance across many indicators; however they expressed their concern at a few indicators showing reduction in performance.

Following the Quarter 2 meeting in January 2015 the Committee was pleased to be informed that there have been improvements in performance of the recording of decisions on referrals, on the timeliness of initial and core assessments, and on the recording of initial care plans for Looked After Children.

In April 2015 the Committee wrote that the quarter three performance highlighted general improvements in the overall performance of the service. In particular Members welcomed the percentage increase in the timelines of core assessments and initial child protection conferences despite an overall increase in the number of referrals, as well as the number of core assessments and initial child protection conferences. Members were also pleased to see that the Managed Team had reduced the overall number of cases down to 18.4 cases.

In respect of the Managed Team, Members questioned the exit strategy, as the team were still dealing with 220 cases. Members were aware that these cases would now have to be allocated across the social workers. The Committee also expressed its concern that even though the Managed Team was intended to be a temporary measure, it appeared that a robust exit strategy had not been developed.

The Cabinet Member responded positively to the Committee letters, providing all requested information and reflecting on all the Committee’s comments, concerns and recommendations.

The Committee confirmed its desire to continue to monitor, on a quarterly basis, performance reports from Children’s Services. The Members have been concerned that performance should, over time, meet agreed local

targets and wherever possible meet nationally set targets. The Committee has therefore regularly challenged performance, targets and action plans.

In April 2015, members expressed their concern that the recruitment process was unduly long and wrote to the Cabinet Member for Resources to undertake an urgent investigation to help speed up the recruitment process.

Performance Reports – Education and Lifelong Learning

The Committee has re-structured its approach to the scrutiny of education performance in 2014 – 2015 by scheduling throughout the year examination of particular aspects of performance, in addition to an overview of Annual Performance in January.

The performance monitoring reports enable Committee to review, assess and challenge the implementation of all actions and thereby the delivery of high quality education and improved outcomes for children and young people in Cardiff's Schools.

Following the meeting on 10 March the Committee was pleased to hear that overall improvement was made in response to Estyn recommendations. However Members still expressed concern that some schools were not showing signs of improvement.

Members also welcomed the opportunity to scrutinise the plans of 21st Century School Programme before they are presented to Cabinet and identified a number of comments for Cabinet's consideration on their meeting on 19 March.

Recruitment and Retention of Social Workers

The Committee has regularly expressed its concern at the high levels of vacancies in Children's Services, in particular its influence on the Directorate's performance. The newly appointed Cabinet Member and Director of Children's Services informed the Committee of their commitment to focus on improvement in the recruitment and retention of social workers.

The Committee received a briefing on the work in progress to develop a strategy for the recruitment and retention of social workers in Cardiff. In addition management has been acting to replace agency staff with permanent employees and particularly to terminate high cost manager appointments by offering the opportunity to existing managers to take on additional responsibilities. The result of these recent temporary measures has been successful and has shown that there are talented individuals within the service who should be encouraged to seek promotion.

The Members received regular progress reports on the progress being made to address the high level of agency staff being used and the implementation of the strategy to enhance the recruitment and retention of social workers in Children's Services.

The Committee agreed to continue to monitor the implementation of the strategy.

CSSIW Evaluation on Social Care in Cardiff in 2013/14 (Joint CYP & CASSC Scrutiny)

The Care and Social Service Inspectorate Wales' (CSSIW) Performance Evaluation Report 2013-14 of the City of Cardiff Council Social Care Services provides their judgements on both Adult Services and Children's Services, and

details their findings on the key strengths as well as areas for development and improvement.

The report takes into account the Director of Social Services Annual Report 2013-14, as well as the views of other auditors, and draws on inspection work undertaken during the year. It also provides a summary of the overall review and evaluation of performance for 2013- 2014. The main messages in the summary are:

- The direction provided by the Director of Social Services has led to a more realistic approach to the allocation of resources in a climate of budget reductions.
- The Council is taking steps to prepare for the impact of the Social Services and Well Being Act (Wales) 2014.
- Integration of services with the Vale of Glamorgan and the Health Board are being strengthened.
- There remains strong corporate support for the delivery of social services.
- It is not clear whether the areas of savings identified are sufficient to meet the savings required.
- Several Children's Services performance indicators describe performance below that of other comparable authorities and below the Welsh average.
- The appointment of a Director of Health and Adult Social Care has brought about improvement in some key areas of performance.
- There is evidence of consultation with the people of Cardiff, which has informed strategies for service development and highlighted areas in need of improvement.

The Committee's report made 9 recommendations and received a positive response from Cabinet Member, providing all requested information and reflecting on all the Committee's comments, concerns and recommendations.

Central South Consortium – Annual Performance Report

In July 2012 the Cabinet confirmed the Council's commitment to establishing a joint school improvement service with four other authorities (Bridgend, Merthyr Tydfil, Rhondda Cynon Taf and the Vale of Glamorgan) as the Central South Consortium (CSC). The Joint Education Service and LINKS service were created in September 2012 and the final legal agreement was signed by each authority in December 2013.

The Committee considered the Consortium's business plan at its meeting on 10 June 2014 as part of its consideration of the Education Business Plan. The Committee considered in detail the new role of the School Challenge Advisors, and looked forward to seeing the impact that these advisors are making in fostering steady progress of the School Improvement Groups and ensuring school wisely use any Pupil Deprivation Grant.

The Committee also agreed that as part of its work programme, it would scrutinise the Consortium to ensure that it provides the support, guidance and challenge needed for Cardiff's Schools to improve, along with outcomes for Cardiff pupils.

At their meeting on 11 November 2014 Members had an opportunity to gain an understanding and test the operation of the Consortium in its support to Cardiff schools (together with the Council) to improve learner's outcomes, deliver high quality teaching and learning and support, and empower school leaders.

In the letter sent on 14 November 2014 to Managing Director of Central South Consortium Members raised a number of concerns at the inconsistency in the operation and management by some Head Teachers, of the Performance and Personal Development Review system for teachers. Members recommended that the Consortium must identify and address any inconsistencies as soon as possible.

The Committee also expressed some concern around the general problem of the recruitment of high quality teachers, particularly in certain specific subject areas. Members suggested that the Consortium supports schools wherever possible in their recruitment process.

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CALL-IN – COUNTY HALL NURSERY

The Council's Call-In Procedure provides that any non-Executive Member may request to call-in a decision of which notice has been given in writing to the Operational Manager (Scrutiny Services).

The Committee at a special meeting on 3 September 2014 considered the Call-in of Cabinet Decision: CAB/14/022, made by the Cabinet on 17 July 2014, which was published on 21 July 2014 with an implementation date of 31 August 2014. The Cabinet resolved that the closure of the County Hall Staff Nursery be confirmed with effect from 31 October 2014 and the Council's continued commitment to supporting staff with childcare financially through childcare vouchers and through the Family Information Service to enable current users of the Nursery to find suitable alternative childcare placements be confirmed.

Members considered the merits of the decision as well as the process followed in making the decision. As a result of the information received, and answers to Members questions, the Committee unanimously agreed not to refer the decision back to Cabinet for further consideration.

The Committee however wrote to the Cabinet that following evidence heard from the officers about four areas which had been identified, with hindsight, as issues which could have been undertaken better, these were:

- the Task Group set up to consider the viability of the nursery did not have Terms of Reference
- the Task Group did not produce minutes
- the Equality Impact Assessment in the Cabinet report was not complete
- the Employee Handbook had not been updated.

Committee Members considered that not having terms of reference, not taking minutes and not having complete Cabinet reports gave the impression that the reconsideration of the original Cabinet decision to close the nursery was not a

serious exercise and lacked transparency. The Committee therefore recommended that for future decisions officers must ensure that the process, from the development of proposals through to the decision, can clearly be shown to be transparent, open and credible.

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Suggested Items for 2015/16 Work Programme

The Committee receives regular work programme updates at which Members have the opportunity to consider items, received from members of the public, young people, organisations, Council Members and other Scrutiny Committees, for inclusion on the work programme. Committee Members can also suggest any new issues which may be of interest to the Committee.

The Committee will be starting the development of its work programme in June 2015. It has recommended that the following issues could be prioritised for scrutiny:

- Schools Causing Concern
- Safeguarding
- Recruitment / Retention of Social Workers
- Estyn Action Plan
- Social Welfare Act
- Payment by Results.

The Council is responsible for co-ordinating the production of the main strategies and plans covering service development and provision across a range of services and agencies. The Committee's future work programme could include:

- ESTYN Action Plan
- Children's Services Improvement Plan
- Corporate Plan and Budget
- Youth Justice Plan
- Welsh Education Strategic Plan
- Integrated Family Support Team.

The Committee has undertaken a number of Task Group inquiries during the year and will be identifying further issues for consideration during June 2015. The Committee has however agreed its commitment to continue to hold further listening events with young people following the successful event last year.

It is suggested that the Committee continues to receive the regular progress and performance reports on:

- Children's Services performance
- Estyn Action Plan and school performance
- Budget proposals and monitoring
- Child Practice Reviews.

DRAFT

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