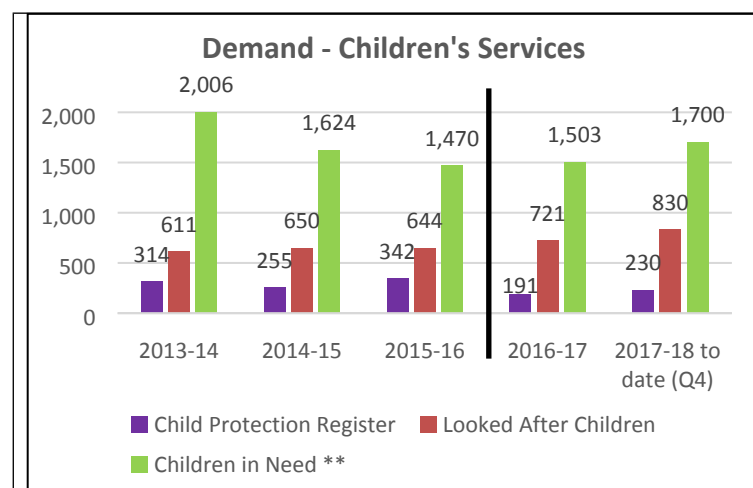


## CHILDREN'S SERVICES PERFORMANCE OVERVIEW - CPAC QUARTER 4 2017-18

At 31<sup>st</sup> March 2018, we had 830 looked after children, 83 of whom started to be looked after during the quarter. The decisions to accommodate these children have been scrutinised and the Committee can be reassured that the decisions were appropriate.

Whilst Quarter 4 performance was mixed, the Assistant Director advises that the Committee be reassured by the current performance of the service, particularly when taking demand pressures into account.

<p><b>Case Study – Rehabilitation Home</b></p> <p>G was 14 when she became looked after due to mum being unable to manage her challenging behaviour. G felt unloved and unwanted by her mother, father and family; G had no contact with her father due to him having a new family, despite previously having had a close relationship with him. His absence in her life caused G a significant amount of trauma. G experienced difficulty forming secure attachments due to rejection and this led to her having difficulty forming healthy relationships. This impacted on her education, friendships, self esteem and confidence and led to G becoming vulnerable and aggressive.</p> <p>G was placed in foster care, however this deteriorated due to G's challenging behaviour and not wanting to accept early curfews. Following the breakdown of her foster placement, G was placed in a residential home with a plan to rehabilitate home.</p> <p>G was allocated an ARC worker on 9<sup>th</sup> November 2017. The goal was for the family to have better coping strategies to manage all the children's needs in order to avoid the situation from breaking down. This included parenting capacity of parents and stepparents, problem solving, communication, consequential thinking and family relationships.</p> <p>ARC worked with G and her family on building / strengthening family relationships, reinforcing rules / boundaries and reiterating the safety plan. G found the separation of her parents very difficult and blamed her mother for this, which resulted in their relationship becoming strained. G reported that she wanted to live with her mother and for their relationship to get better. ARC supported G with writing a feelings letter to her dad regarding contact. This was not successful, as Dad did not return a good response however; G handled this well and feels that she has closure.</p> <p>Issues at school had led to G becoming permanently excluded; ARC supported G in finding educational provision; initially accessing tuition before being accepted into school.</p> <p>G was rehabilitated home successfully on 30<sup>th</sup> November 2017. G is now happy at home; relationships with her mum, mum's partner and siblings have greatly improved. G is doing very well in school, meeting all her targets with attendance at 95% and is set to achieve her GCSEs.</p>	<p><b>Case Study – High Cost Placement</b></p> <p>Age 16 birth female identifies as male; weekly placement cost = £4,500</p> <p><b>C needs a placement at distance to prevent unsupervised contact / misper.</b> Concern that in unsupervised contact C's mother acts against agreements made to encourage controls on boundaries and access to mobile phone. Dr. requested decreased contact to reduce mum's interference with C's medical support plan. Mum refuses to accept concerns re. conflicting information given to C. Recent contact raised concerns about interactions which seemed unusual and possibly emotionally harmful.</p> <p><b>C needs a placement with ASD trained and experienced staff to design behaviour management plans that take into account ASD diagnosis.</b> C has been diagnosed with ASD with depressive tendencies, anxious controls and fixated behaviours, alongside a psychologist analysis that DDT support using trauma model is needed. This significantly affects C's relationships with others, as well as inability to negotiate boundaries. Behaviour management and negotiation techniques have proven ineffective in previous placements.</p> <p><b>C needs a placement with therapeutic advice to look at attachment and trauma for behaviour management and life story work into the future.</b> C has been significantly affected by history of chronic neglect and trauma. C does not prioritise his personal or dental care, and needs prompting to wash appropriately. C needs structured support to manage his calorie intake. C has demonstrated very limited ability to self-regulate resulting in serious concerns for his development into adulthood. Dr. expressed concern that C would always require adult supervision to prevent his vulnerability causing him serious harm, or his own behaviours in terms of sexualised interaction online becoming a 'forensic' issue.</p> <p><b>C needs a placement to implement strict boundaries and adjustment whilst reviewing impact on C of any changes in his use of social media.</b> C is a gentle young man who has many links to young people on social media. However, he struggles with communication when others wish to express themselves, and does not demonstrate empathy or regret readily. This has made relationships at home and in school difficult and C can be isolated and resort to internet communication - resulting in limited education attendance, infrequent contact with family and friends, and the affection and physical contact that can bring. C requires stringent controls on devices to manage sexual content.</p>
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The chart illustrates the distribution of types of cases managed by Children's Services over time. The increase in the number of looked after children to 830 (from 611 at 31<sup>st</sup> March 2014) is visible. Despite this increase, all looked after children are allocated to a social worker, and also to an Independent Reviewing Officer as required. The average social worker caseload in the looked after children teams is 18.5 compared with 18.9 across the whole of the service. Whilst the average is slightly lower than the overall, the caseloads of some individual social workers are higher than we would like. The case studies above serve to demonstrate the complexity of the cases that are managed by the workers within the service and are just a sample of the work that is undertaken by social workers on a daily basis.

### Budget update

Service	Budget £000	Outturn £000	Variance £000	Savings Shortfall £000
Children's Services	£48,760	£52,755	+£3,994	£923

The outturn monitoring position for Children Services shows an overspend of £3.996m. The overall overspend position largely reflects growth in the number of looked after children in 2017 and 2018. This impacted directly on the budgets for external residential and fostering placements, adoption and in house fostering and support for care leavers. Numbers of looked after children increased from 725 in March 2017 to 830 in March 2018, an increase of 105 or 14.5%. There was also a significant increase in numbers in the last quarter of 2016/17, with a subsequent full year effect in 2017/18. Between December 2016 and March 2018 numbers increased by 140 (20%). This growth, in turn, led to an increase in external fostering placements with numbers increasing from 339 in December 2016 to 393 in March 2018, an increase of 54. This implies a cost increase in external fostering alone of +£2.1m.

### Performance Overview

PIs where performance is at target level, or between target and threshold, include:

- Allocation of looked after children to social workers (100%)
- Timeliness of looked after reviews (90%) and statutory visits to looked after children (93%)
- Looked after children placed in Cardiff (61%) and in agency placements (71%)

Red PIs:	Result	Target
Children supported to remain at home	2017-18 = 51.0% (864 / 1,694)	59%
Looked after children returned home from care	2017-18 = 8.7% (91 / 1,042)	12%
Children engaged in their looked after review	2017-18 = 67.6% (1,148 / 1,698)	87%
Parents engaged in looked after reviews	2017-18 = 61.8% (1,308 / 2,115)	78%
Social worker vacancies	2017-18 = 23.2%	18%

Parent and child engagement in the Looked After Review process is a key principle in the Independent Reviewing Officer practice standards and is a priority focus for the team. Existing consultation forms are no longer fit for purpose so work will be undertaken to produce more meaningful forms, and to ensure that they are consistent with the Signs of Safety approach. Two additional IROs are being recruited in order to reduce current IRO caseloads.

Please note that key actions being taken to improve performance in relation to other PIs are included in the relevant section of this report.

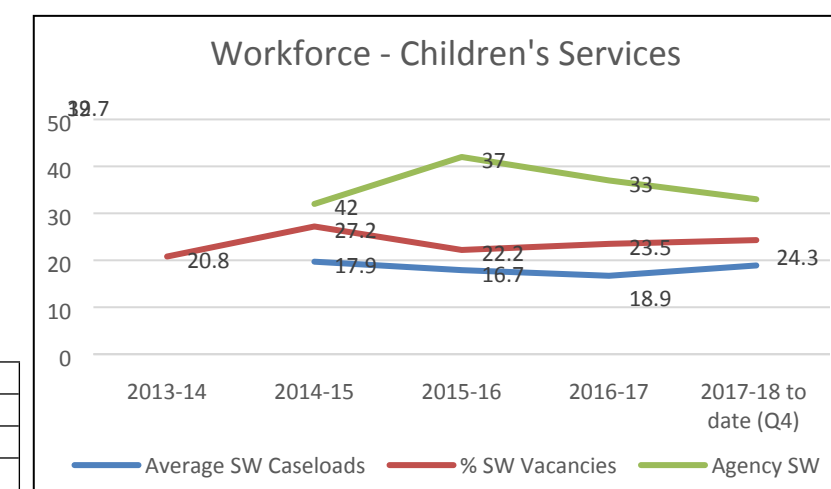
### Workforce Data:

Sickness FTE	2013-14	2014-15	2015-16	2017-18	2017-18 to date (Q4)	2017-18 Target
Children's Services	17.2	13.7	13.8	14.4	13.5	13.0

PPDR compliance	CS
Initiation (2017-18)	91%
Half Year Review	95%
Closure (2017/18)	95%

Total agency staff cost to date – Q4 (Including Cardiff Works)	£2,912,425 (£388,040)
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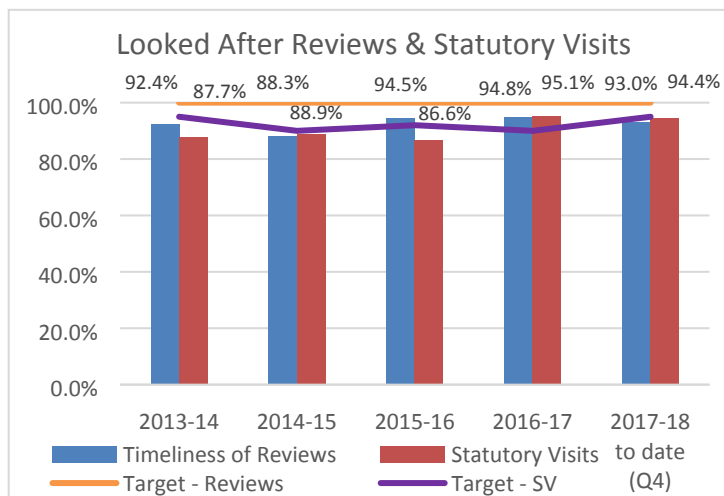
Date	25-29 cases	30+ cases
28.02.14	32	16
31.12.17	9	4
31.03.18	13	5



Children's Services have an FTE workforce of 415. Following a period where average social worker caseloads steadily decreased, there was an increase at the start of the year (to 19.7 in June 2017). During Quarter 4, caseloads increased to 18.9 (from 18.0 in Quarter 3) and the position continues to be closely monitored. Social workers with particularly high caseloads are known and arrangements have been put in place to address this - using support from other teams within the service to finalise pending case closures and / or address performance issues.

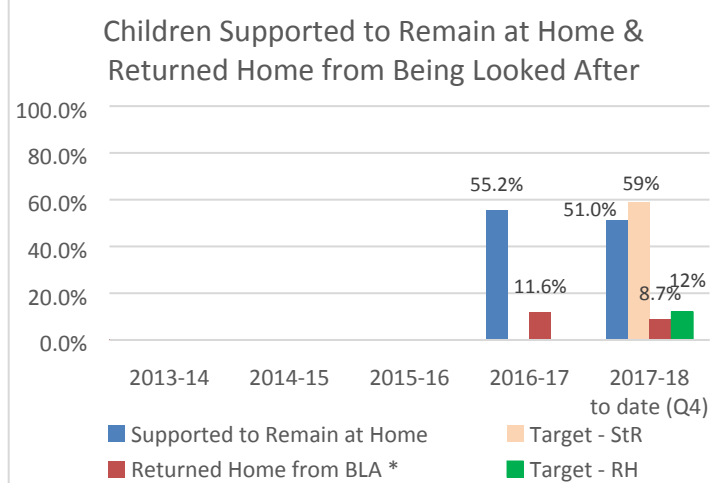
During the year there was a continued focus on recruitment and retention – the percentage of Social Worker vacancies remained stable at 23.2% from 23.5% in 2016/17, although there was some fluctuation in year with the vacancy rate falling below 20% for the first time since September 2015, to 18.5% in August 2017. Whilst it would appear that the improvement in Quarter 2 was not sustained for the remainder of the year, closer examination shows that existing staff had been appointed to newly created senior roles, leaving their substantive posts as vacancies. Whilst in the past we have generally been able to recruit newly qualified social workers, the retention and development of a stable cohort of more experienced and skilled practitioners has been more challenging and this in turn has greater significance for the sustainability of a safe and effective service. Our growing strength in depth in terms of retention is therefore, a basis for real confidence that our commitment to make Cardiff the destination of choice for social work is beginning to have traction. A number of vacancies have arisen due to internal promotions. If these were excluded, the PI result for the quarter would be a vacancy rate of 20.9%. Addressing the vacancy position continues to be a priority and further improvement is predicted as the newly appointed staff begin to take up post in Quarter 1. During 2017/18, 16 social workers left Children's Services. The primary reasons for leaving were of a personal nature, with small numbers leaving for financial reasons, to join independent fostering agencies and as a result of implementation of management processes (e.g. attendance and well-being). In the context of 163 social worker posts in the service, 16 social workers leaving is reassuringly low.

## CHILDREN'S SERVICES PERFORMANCE OVERVIEW - CPAC QUARTER 4 2017-18



Performance in relation to timeliness of looked after children's reviews decreased during the quarter to 90% from 96% in Quarter 3. This, in part reflects the ongoing increase in the number of looked after children and the consequent demand on the Independent Reviewing Service. It also reflects the carry-over of reviews rescheduled from previous quarters. Arrangements are being made to mitigate against future meetings being out of timescale (pressure bid for 2 additional IRO posts and a duty rota to ensure cover). Of the 60 reviews that were not held on time, 21 were held within a week, 12 within 2 weeks, 11 within 3 weeks, 3 within 4 weeks, 4 within 5 weeks, 0 within 6 weeks, 4 within 7 weeks and 2 within 8 weeks. 3 still outstanding.

Performance in relation to statutory visits to looked after children also reduced slightly to 93% from 95% in Quarter 3. Performance for the year was 94.4%, very close to the target of 95%. This level of performance is considered to be good in the context of the increasing number of looked after children.



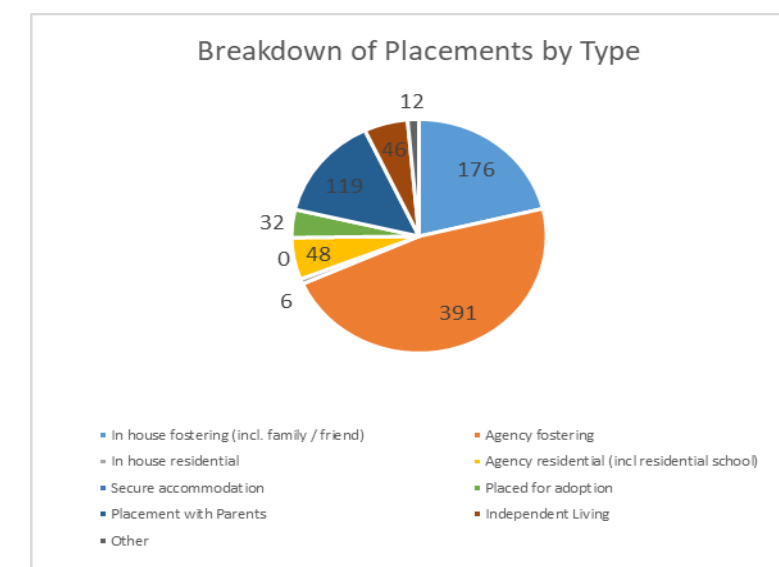
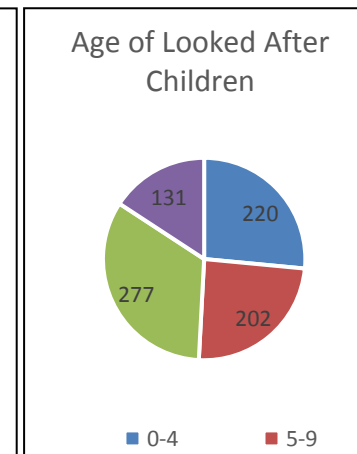
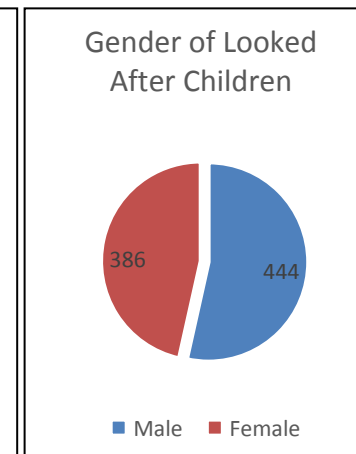
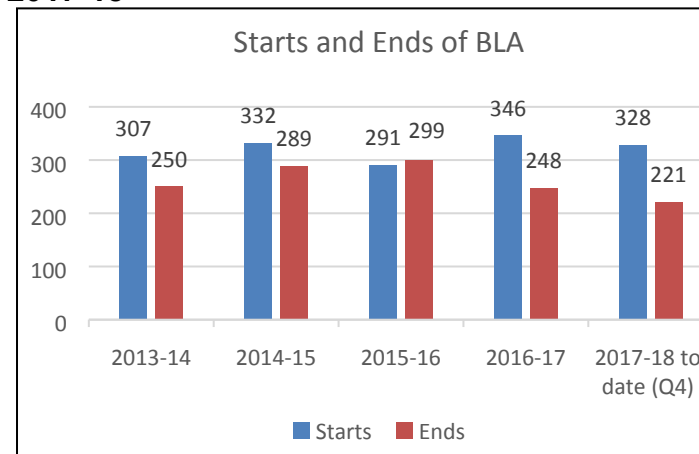
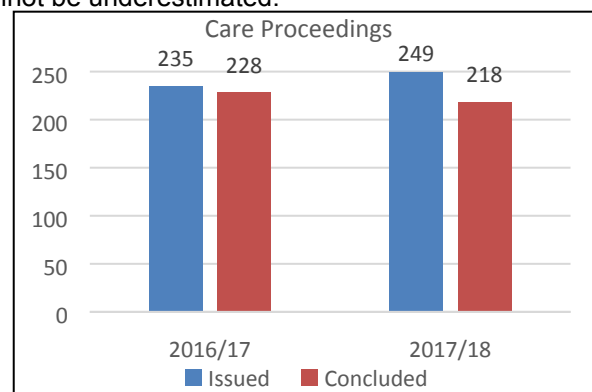
The reduction in children being supported to live at home in part reflects the impact of early help on the landscape of the Children's Services caseload. Children who previously would have received services from Children's Services are now being diverted to Early Help with the more complex cases receiving Children's Services interventions. This results in a "thickening of the soup" with Children's Services managing higher levels of risk.

In addition to the 91 children who were returned home from care, 119 children were in the care of their parents, but remain subject to a Care Order, and 74 children were placed with relative carers. It is noted that our judiciary have indicated a reluctance to discharge Care Orders, and continue to make new Care Orders as opposed to other orders, e.g. Supervision Orders. These figures reflect the strong emphasis we have in placing children within the family but with sufficient safeguards of a Court Order. A Placement with Parents team is being established to focus on the management of these cases, and to revoke Care Orders when this is appropriate. In addition to this, a dedicated worker from the Adolescent Resource Centre has been identified to work directly with looked after children who are considered to be ready for rehabilitation home and 1 young person was rehabilitated home in Quarter 4.

Of the 1,694 children with a Care and Support Plan at 31st March 2018, 864 were being supported to live at home (i.e. were not being looked after).

Of the 1,042 children who have been looked after during the year, 91 have returned home. This PI is cumulative, and performance improved as we progressed throughout the year.

66 Care Proceedings were issued in Quarter 4, and 51 were concluded. During 2017/18, 249 Care Proceedings were issued and 218 were concluded compared with 235 and 228 respectively in 2016/17. All proceedings were concluded within the 26 week timescale. However, the pressure of completing such complex assessments in a constrained time has an impact on social workers that cannot be underestimated.



### Fostering

At 31st March 2018, Children's Services had 93 in house foster carers providing 181 placements, a small increase on the 90 carers providing 177 places at 31st March 2017. In addition to this we had 52 approved kinship carers, 10 in house When I Am Ready carers and 23 supported lodgings providers.

#### During the year:

- 162 enquiries received - 59 through the Fostering website.
- 11 mainstream carers approved - considerable improvement on 2016/17 - more placements gained than lost.
  - 50 Connected Persons were presented to panel with 26 new approvals.
    - 570 placement requests - 110 were placed in house.
    - 88 sibling group requests - we placed 11 sibling groups.
      - 9 Private Fostering arrangements commenced.
      - 5 carers recruited from the private sector.

Take up of consultation / feedback forms from carers is low, however, feedback is increasing using Survey Monkey.

We will be using Survey Monkey to collect outcomes / good news stories and feedback from carers and young people in preparation for our annual Regulation 42 Quality of Care Report.

In 2018/19 we will raise the profile of Fostering for Cardiff through our hubs. Interviews of carers who have moved across from the private sector will be released on social media and there will be representation in County Hall Reception on 15th and 24th May during Foster Care Fortnight (14th - 25th May). We will be attending the Ely Festival and have a stand during the Christmas market. We are setting up a Fostering Improvement Focus Group involving foster carers, Councillors and staff.

#### Extracts from End of Placement Report received from Social Worker

*Carer prioritised child's needs and met these needs well. Carer was a pleasure to work with. She was welcoming, communicated well with me at visits, by phone and via e-mail, and was able to promote child's needs. She attended all meetings and contributed appropriately, she ensured that the child attend all health appointments, and worked well with the professionals involved. I was particularly impressed by how she worked with the parents in a sensitive and respectful manner. Carer is a fantastic foster carer and the child received excellent care in the placement.*

## CHILDREN'S SERVICES PERFORMANCE OVERVIEW - CPAC QUARTER 4 2017-18

**Crosslands** is a 6 bed residential home for children aged from 11 to 17 inclusive. Crosslands has adopted the Signs of Safety approach which has merged into the already established **Connect** method. The Signs of Safety model is visual with work products such as the three houses and words and pictures. It is versatile and adaptive which enables Crosslands to merge the key concepts into day to day paperwork using simplistic language.

During Quarter 4, Crosslands supported admission of a young person to the Children's Mental Health Hospital, Ty Lydiard. Prior to the young person's admission, Crosslands initiated referral and support from specialist health services. This included working in partnership with the Child and Adolescent Mental Health Service (CAMHS) who provided weekly Crisis Intervention visits to the young person. This service took time to access and a challenge was communicating the worry and severity of our concerns.

Focus at this time was primarily centered around the young person's physical and emotional wellbeing. An identified strength was the home's record keeping which included observations, peer interactions and food diaries. These prevented further delay in the lengthy process for obtaining specialist support. Another significant strength was the staff team's ability to attune to the young person's health needs and use communication skills that promoted professional discussion on behalf of the young person who at times was monosyllabic in her responses. A further complicating factor was the divide in the family, one side who showed ambivalence, denial and minimised health concerns and the other who supported professional worry. Again it was the strength of the staff team who were able to support the young person and maintain relationships between the young person and the family.

Concerns amplified as the young person's health deteriorated and increase around food and behaviour control were evidently impacting detrimentally on physical wellbeing. Efforts to communicate using the Signs of Safety model were attempted, by visually drawn and written worry and harm statements. These were useful to express professional worry but the young person was unable to recognise or share these. We also used the network building map to highlight quickly any unidentified family connection or significant others to the family. Both parents participated in the exercise separately. The young person became isolated and unwilling to leave the home environment, confined to her bedroom and increased fixation on social media contacts and virtual world connections. Her previous mainstream education provision had become unable to meet her needs due to her lack of engagement and persistent absence. We worked closely with the family; one parent visited the home daily in an attempt to motivate her. Whilst the young person was a patient in Ty Lydiard, Crosslands staff continued to visit regularly, alternating with the family members and keeping a record of communications, decisions and progress made. A strength was that Crosslands was able to strengthen family relationships with the service and ensure that stability was provided to her through consistency and care through visits. Challenges faced during this time were through hospital communication, medical and social care language difference, and lack of clarification about discharge criteria.

Another young person in Crosslands is being supported to prepare for her transition into semi independence - supported lodgings. Over time this young person has been supported to overcome depression, a serious vitamin deficiency, family relation conflict and rejection, Child Sexual Exploitation (CSE) and mainstream education breakdown. The team strengths have been in partnership working with the CSE team and South Wales police which resulted in removal from CSE Services. This month she is due to complete her final year one college exams after being supported back into mainstream education. She is off her depression medication.

Signs of Safety words and pictures helped her to understand her story, involving her father, and supporting information from her social worker. Crosslands have reached out to her father who has not always been present in her life. This has resulted in a strengthening of their relationship and enabling him to be part of her transition. One of the challenges was knowing where to start with words and pictures. What we realised was that this young person had a clear understanding of the circumstances leading to her Special Guardianship breakdown which led to her placement in Crosslands. What she didn't fully understand was the reason for the initial removal from her biological mother and that's where we have focussed the work to date. One significant memory of her childhood is a book which staff were able to research and purchase based on her description, staff were able to read the book to her in the presence of her father. Another moment was sharing memories with the young person held by her father and in turn Crosslands sharing her recent memories with him. We used the feelings firework to help relay how the young person emotionally responds to different situations, showing dad a timeline over a year, he was able to recognise the similarities and think of ways he will help her to manage in future.

There were communication barriers between social workers and the family, and Crosslands have helped to reinstall this by persevering and building relationships with the family. This week the social worker will be meeting with the father of the young person to discuss starting Placement with Parents regulations. Crosslands have been working with the families of the young person's significant others, and have implemented safety and structure around contacts. A significant strength is the young person's strong relationship with staff which supports her to be transparent about what she is thinking and feeling which builds up her resilience and coping mechanisms. Upon completion of this piece of work the young person will have a fuller understanding of her life experiences, strengthen resilience and secure attachments enabling her to make safe and positive life choices.

During Quarter 4 2017/18 the **Looked After Children Traineeship scheme** was rebranded as the **Bright Start Traineeship Scheme**. 16 referrals were received and 3 of these young people have started Traineeship Placements. An additional 1 young person accepted a paid Trainee role during the quarter.

As at 31<sup>st</sup> March 2018, 48 children were in external residential placements. Children's Services were solely responsible for funding 34 of these placements with the remaining 14 receiving contributions from Education, Health, or both. The average weekly cost per child was £3,489, although this ranged from £1,800 to £5,300. Contributions from Education range from 4% to 30% and Health range from 15% to 19% of the weekly cost - the percentage of the contribution is based upon factors such as how much the provider charges for education and therapy costs, the number of weeks in the school terms, the period of therapy, continuing health care needs and whether the child is statemented.