

Children's Services Performance Report

Quarter 1 2019-20



What's working well?

- Soft launch of **Early Help Gateway** in April - recruitment process for Family Support element of the Cardiff Family Advice Service completed and staff training and development is in progress. Staff morale is good and positive feedback has been received from families. Care Inspectorate Wales (CIW) visited the Family Support Service in April 2019. The feedback received in their annual letter noted that “early help preventative measures had undergone significant development over the past 12 months ... We observed a team culture where the voice of the child is central to practice. We heard about work with families where positive outcomes were achieved, and saw examples of extremely positive feedback from families who had received interventions.”
- **Children's Services Strategy “Delivering Excellent Outcomes”** developed with engagement with children and young people from the Bright Start Forum, 11 Plus Team and the Adolescent Resource Centre in readiness for consideration by Cabinet early in Quarter 2.
- **Fostering Fortnight** was held during Quarter 1 to raise awareness of the in house fostering service and recruit new foster carers to Cardiff. At present, the number of children in in house fostering remains relatively stable, although the number of enquiries has increased - there were 15 full assessments ongoing at 30th June 2019.

What are we worried about?

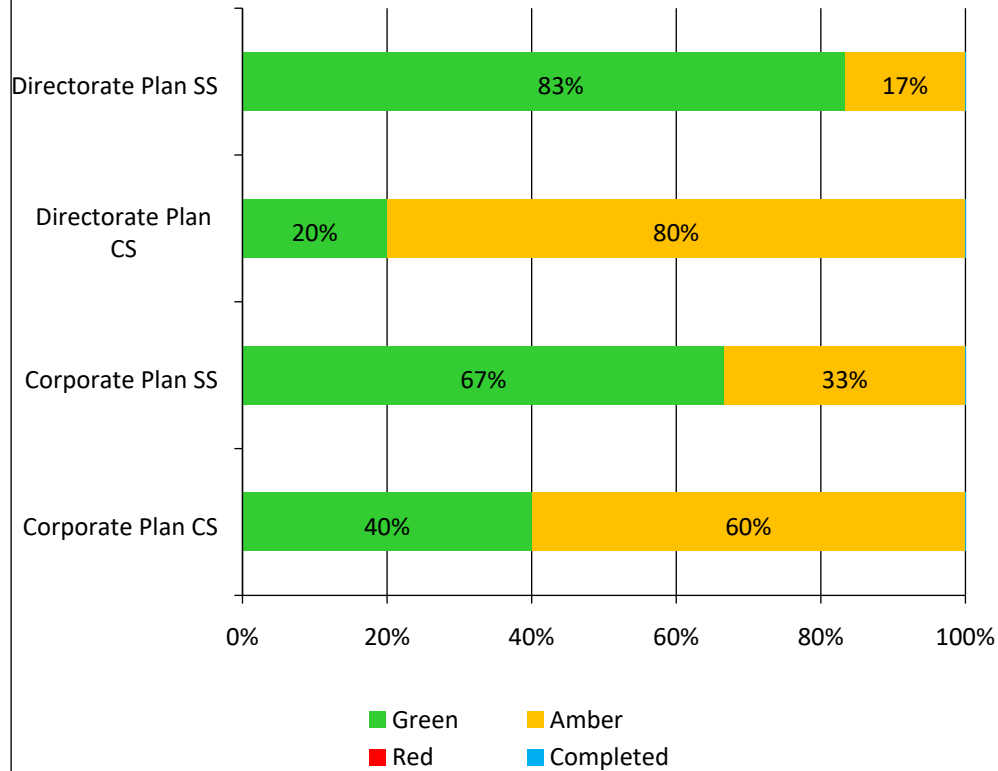
- The **interface and relationship between MASH / Support4Families and Family Help / Gateway** needs strengthening to ensure consistent and correct step up and step down mechanisms.
- More work to do fully embed **rights and participation** in everything we do from practice to strategy and to communicate effectively.
- Supply of the **right type of services** for our most vulnerable children, including the lack of appropriate placement provision, scarcity of residential and foster care provision in a timely way to meet the needs of children and young people with more complex needs.
- **Social Worker vacancies in Children's Services** - for Quarter 1 stand at 31.6% and result in an over reliance on agency social workers.
- Capacity within the **Independent Reviewing Officer Service** to complete timely children looked after review reports is challenging.
- **Challenges in the Children Looked After Service** as the service prepares to move into a locality model.
- Management of **demand and complexity** of caseloads.
- Numbers of **children waiting for adoption** 12 months after Placement Order made (51, 31 of whom are not yet placed).

What do we need to do?

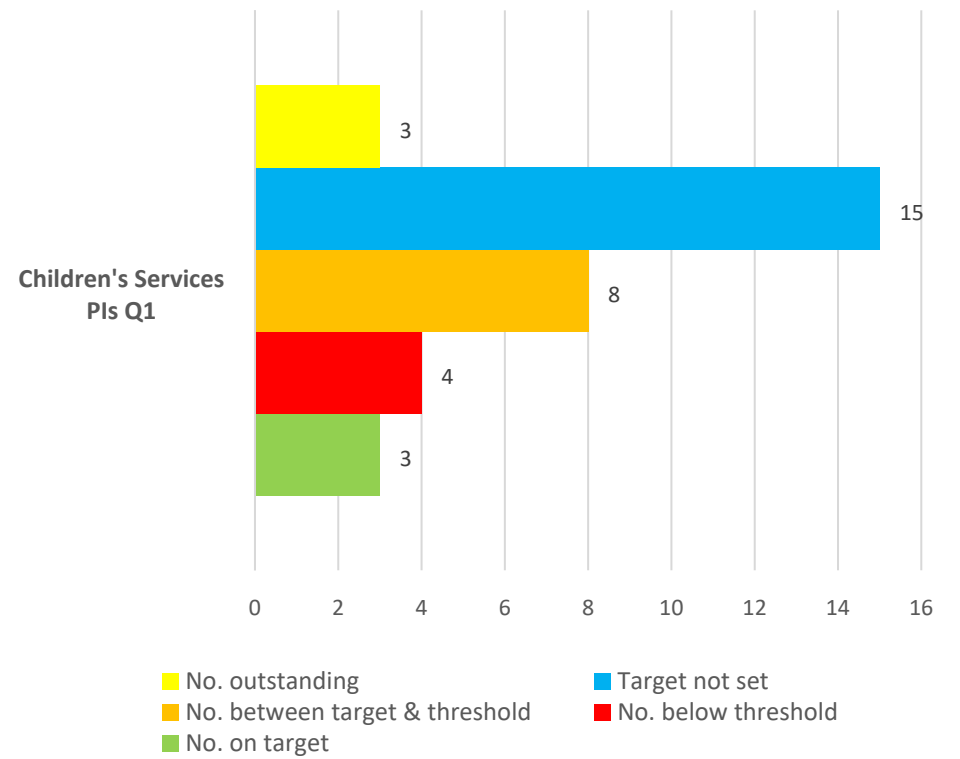
- Continue to work with the Institute of Public Care to explore **best practice procedures** and embed these into the service.
- Implement the **Mind Of My Own app** which will give young people an instant and convenient way to express their views, wishes and feelings, and social workers a smart way to record them.
- Implement the priorities in the **Commissioning Strategy**, including development of emergency placement options.
- A post to drive forward **recruitment and retention** was recruited to during Quarter 1 and a second post that will focus on workforce planning activities was also appointed to in the same recruitment process. Staff will be in post in Quarter 2 to support the delivery of the recruitment and retention strategy. New **secondment scheme** has been introduced with very good progress made - additional places have been offered and taken up by unqualified staff wishing to undertake the social work degree.
- **Independent Reviewing Officer service** action plan under review.
- Proposal being developed to address **challenges in the Children Looked After Service** by bringing in a targeted team to take cases of workers who are on sick or maternity leave or otherwise not covered. This will relieve the pressure on duty and support social workers to ensure that existing care plans are up to date and reflect the needs of the young person.
- Continue embedding **Signs of Safety**.
- Adoption Services now have a clearer understanding of the **children on Placement Orders** where plans need to be reviewed. We also are now more effectively utilising early linking and matching tools to ensure harder to place children can be placed within families earlier.
- Implement **new staffing structure and locality working**.

Quarterly Performance

Progress against Corporate Plan & Directorate Delivery Plan Actions



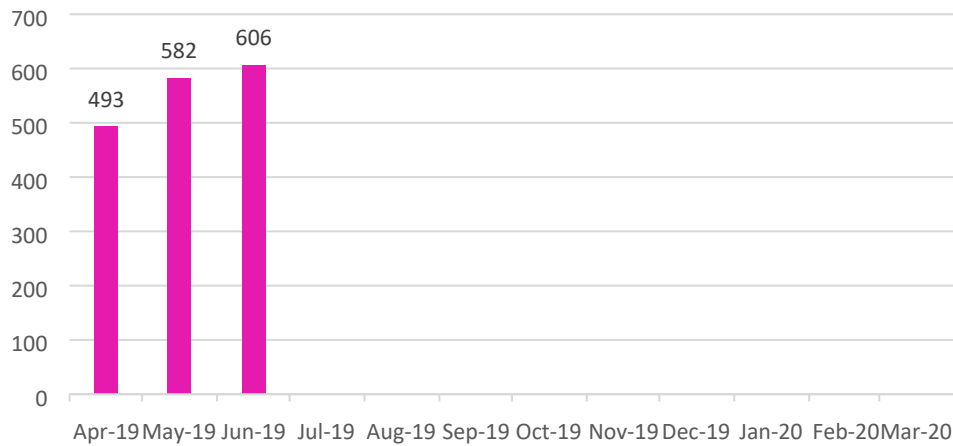
Performance Indicator Overview Quarter 1



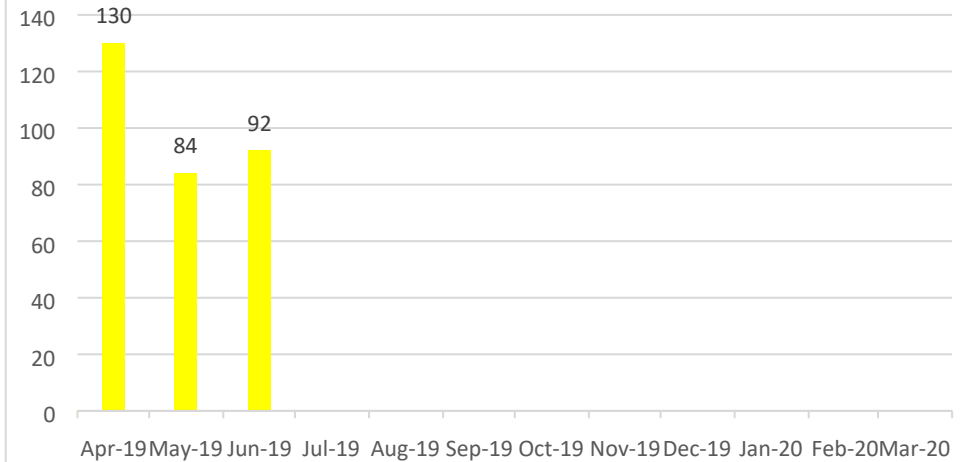
15 PIs with no target as not appropriate

Key Performance Indicators – Corporate Plan

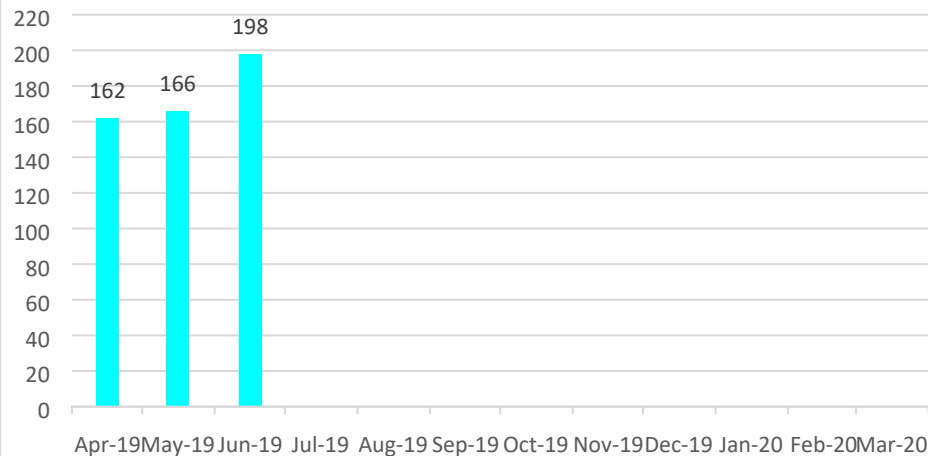
Early Help 1 The number of people supported through the Gateway



Early Help 2 The number of people supported by the Family Help Team



Early Help 3 The number of people supported by the Support4Families Team.

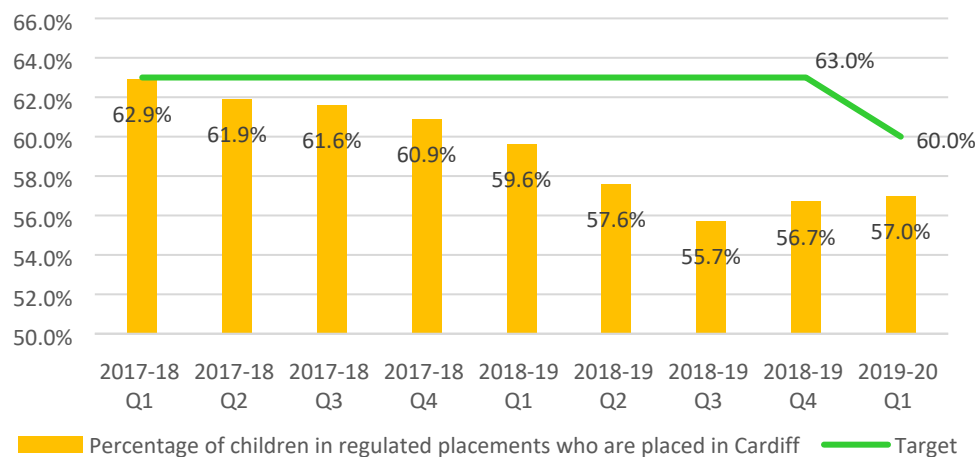


Early Help 1 The number of people supported through the Family Gateway = 1,681 = The number of enquiries and well-being contacts.

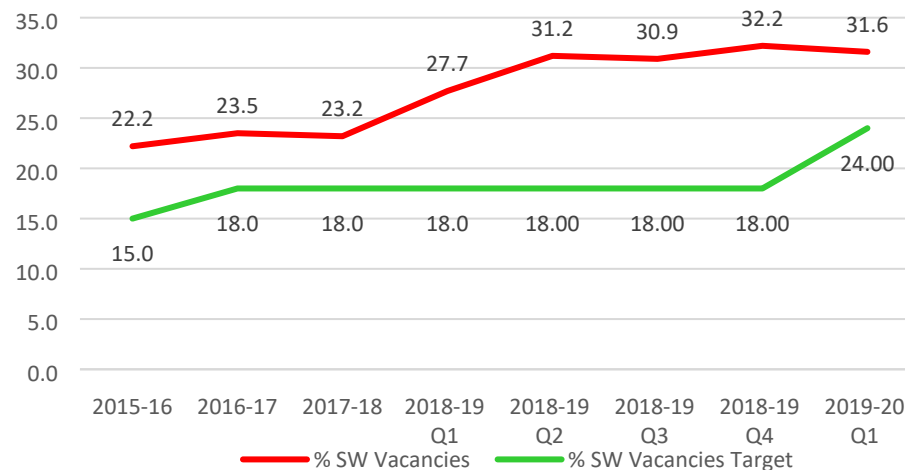
Early Help 2 The number of people supported by the Family Help Team = 306.
No of households = 202.

Early Help 3 The number of people supported by the Support4Families Team = 526.
No of households = 298

CS LAC 58 Percentage of children in regulated placements who are placed in Cardiff



Staff 1 The percentage of social worker vacancies in all teams



YOS 2 The percentage of children re-offending within six months of their previous offence.

Under development.

CS LAC 58 The percentage of children in regulated placements who are placed in Cardiff = 57.0% (385 / 676) 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. Please see page 23 for a breakdown of placements.

Staff 1 = 31.6% vacancy rate for Qu 1. For more detail, please see Workforce section pg 25.

YOS 2 -The percentage of children re-offending within six months of their previous offence. Under development.

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • Soft launch of Early Help Gateway in April. • Support4Families have received positive feedback from families. • Embedding young carers pathway into Early Help arrangements. • Safe Families for Children on target for launch in September. • Work is underway to analyse demand by area and align localities to GP and school Education clusters. • Youth Offending Service partnership with Children's Services, Youth Services and Education. 	<ul style="list-style-type: none"> • The interface and relationship between Support4Families and Family Help / Gateway needs strengthening to ensure consistent and correct step up and step down mechanisms. • Capacity of Support4Families staff could be exceeded if step up / step down procedures are not robust enough. • Young carer awareness of available support. • Ensuring all staff within Early Help are trained and aware of the confirmed pathway for young carers. • High and complex caseloads of social workers in Intake & Assessment and transition of cases between Multi Agency Safeguarding Hub (MASH) and Intake & Assessment. • Youth offending prevention sessions within schools are taking place on an ad-hoc basis. • More work to do fully embed rights and participation in everything we do. 	<ul style="list-style-type: none"> • Continue to work with IPC to explore best practice procedures and embed these into the service • Work with staff within Early Help and multi-agency partners to establish clear processes for each stage. • Raise awareness and increase publicity with young carers regarding the support available. • Confirm member of staff with responsibility and handover current action plan for progression (appointed in July) • Co-location of MASH and I&A. • Develop a co-ordinated response to delivery of prevention interventions across Cardiff. • Implement the Mind Of My Own app which will give young people an instant and convenient way to express their views, wishes and feelings, and social workers a smart way to record them.
SSWB 24 Percentage of Well-being assessments completed within statutory timescales		SSWB 25 Percentage of children supported to remain living within their family

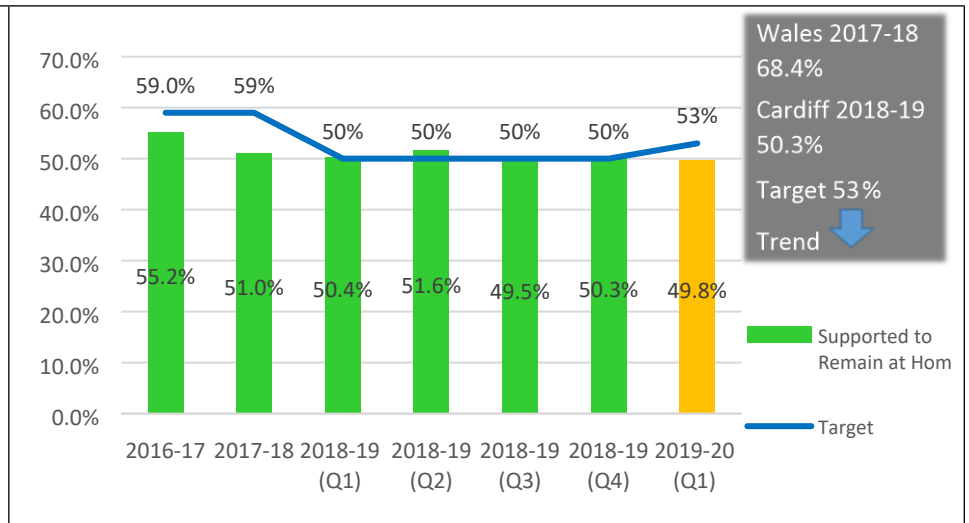
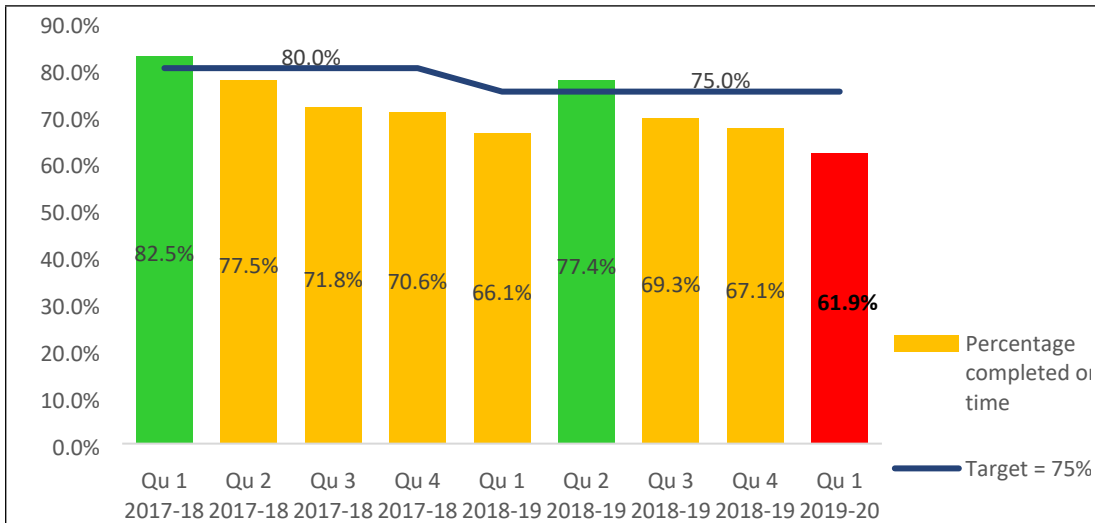
Wales 2017-18

88.0%

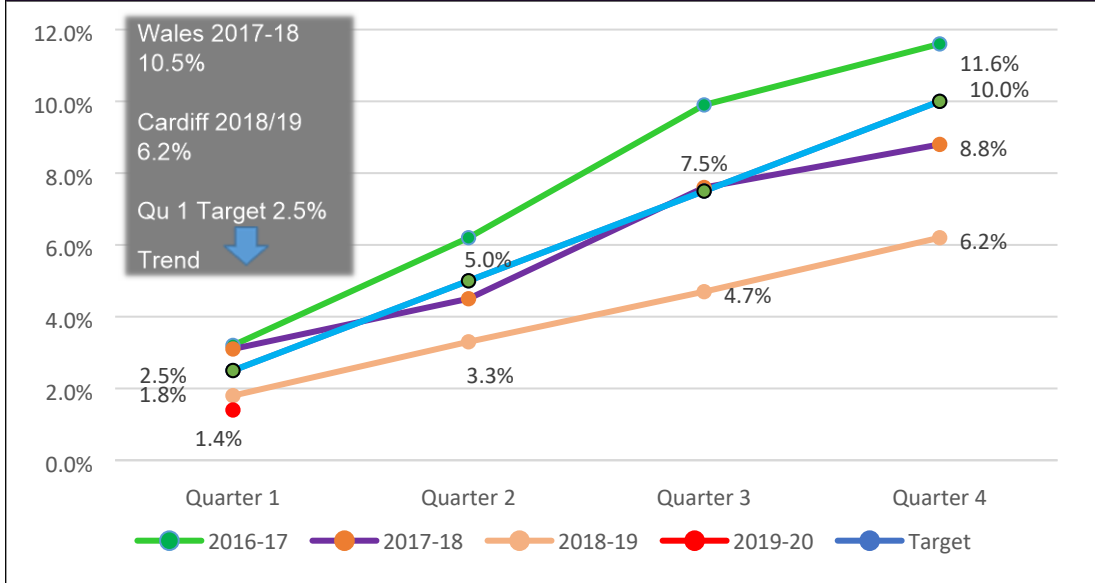
Cardiff 2018-19

70.1%

Target 75.0%



SSWB 26 Percentage of children looked after returned home from care during the year

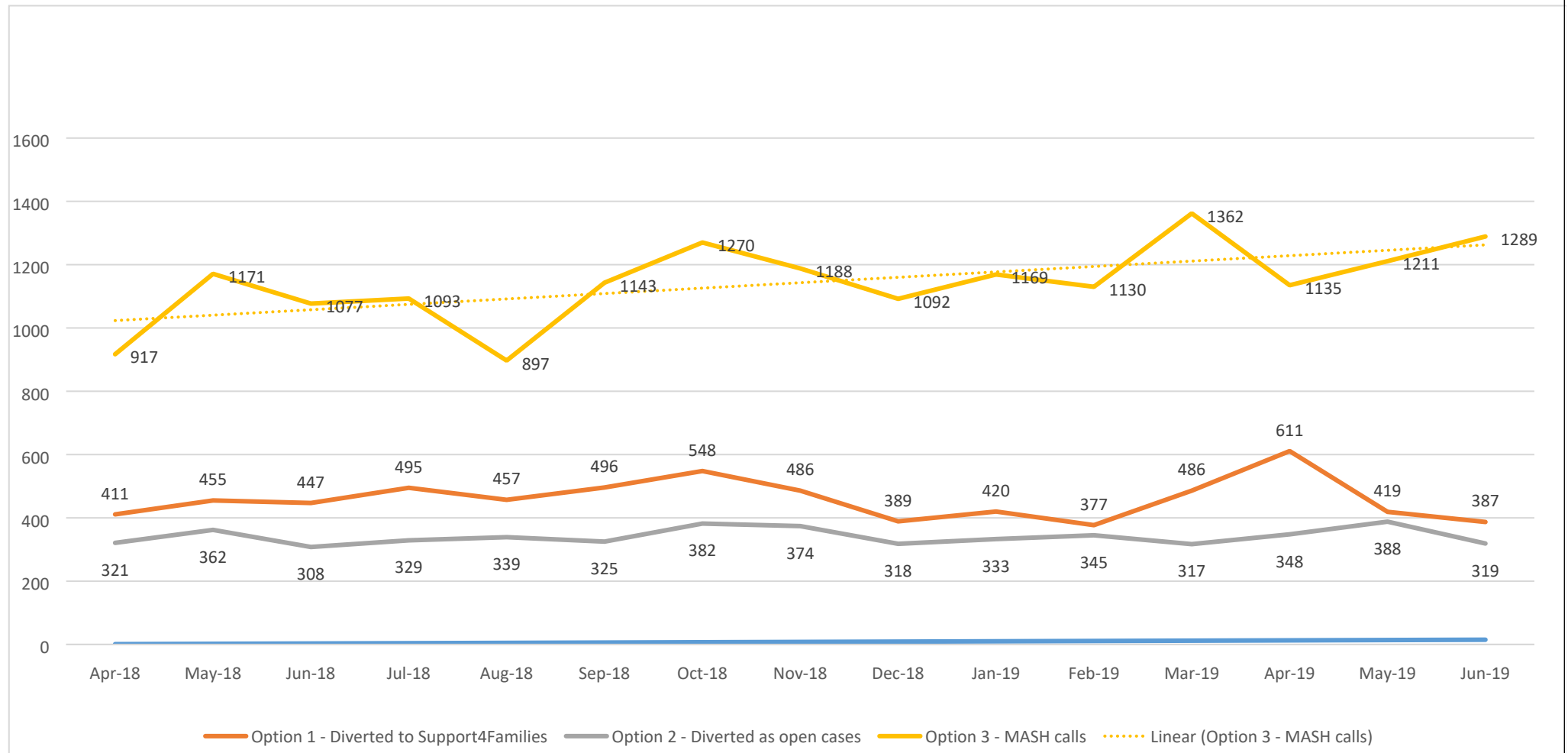


SSWB 24 = 61.9% (493 / 797) of well-being assessments were completed within 42 days, during Quarter 1. There has been a 7% increase in the number of assessments that were completed this quarter, 797 compared to 742 during Quarter 4. This is in the context of a 2% decrease in the number of contacts requiring assessment, 675 compared to 690 in Quarter 4. The number of well-being assessments that were incomplete at the end of Quarter 1 was 461 a decrease of 11% from 519 at the end of Quarter 4, of which 135 and 154 were respectively out of time. All well-being assessments that come in are screened for priority and acted upon accordingly.

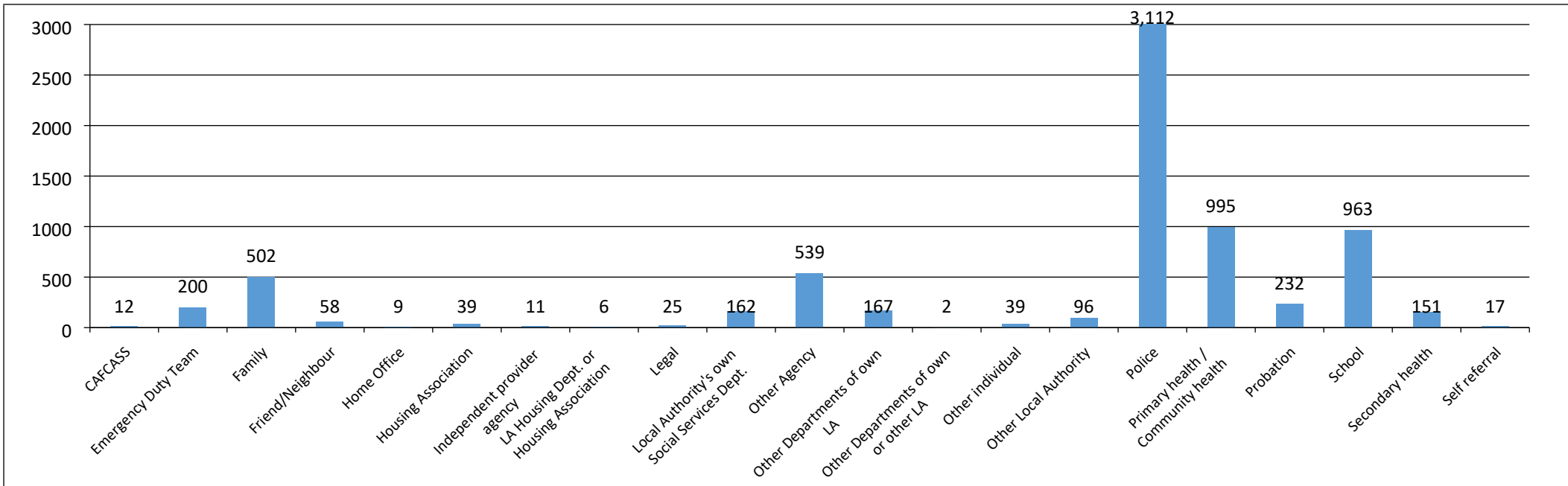
SSWB 25 = % of **children supported to remain living within their family** = 928 / 1,862. Of the 1,862 children with a Care and Support Plan at 30th June 2019, 928 were being supported to live at home (i.e. were not being looked after).

SSWB 26 = 1.4% of **children looked after returned home from care** during this quarter = 14 / 969. Of the 969 children who have been looked after during this quarter, 14 have returned home. This PI is cumulative and performance improves as we progress throughout the year. In addition to the 14 children who were returned home from care, 154 children were in the care of their parents, but remain subject to a Care Order, and 113 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.

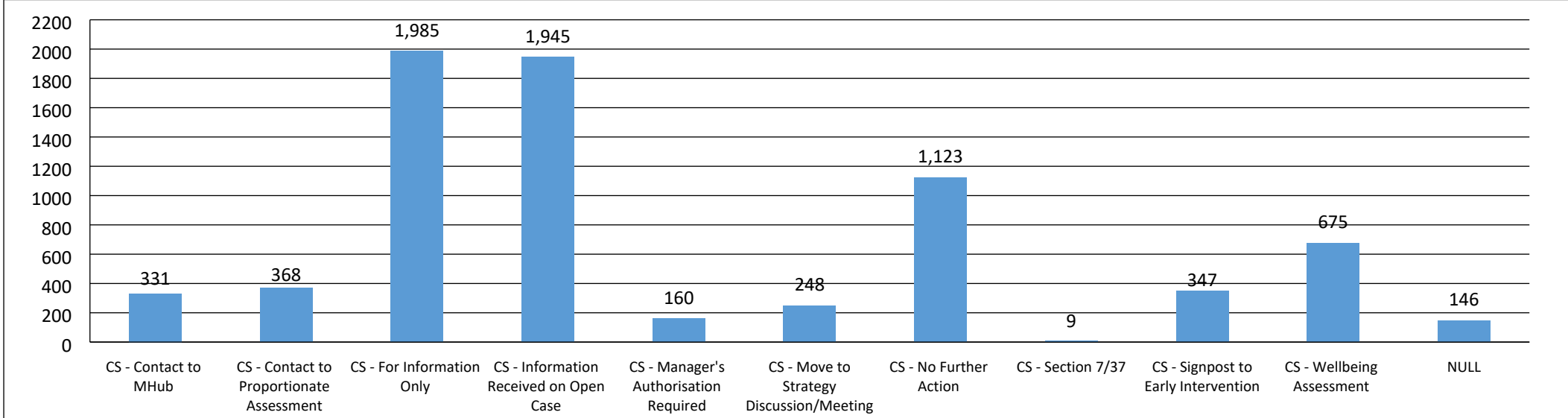
Support4Families and MASH diverted calls



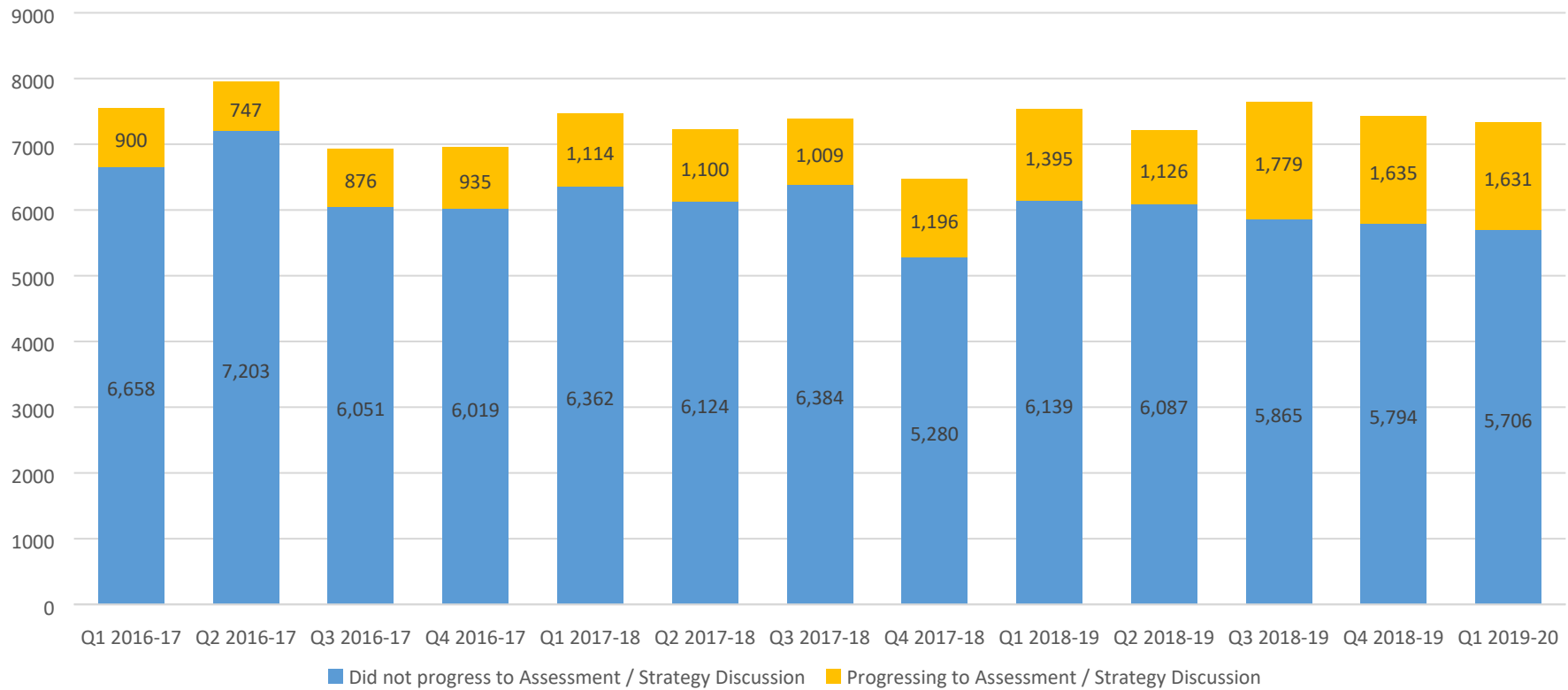
Source of Well-being Contacts / Referrals during Quarter 1



Outcome of Well-being Contacts / Referrals during Quarter 1



Proportion of Contacts Requiring Assessment

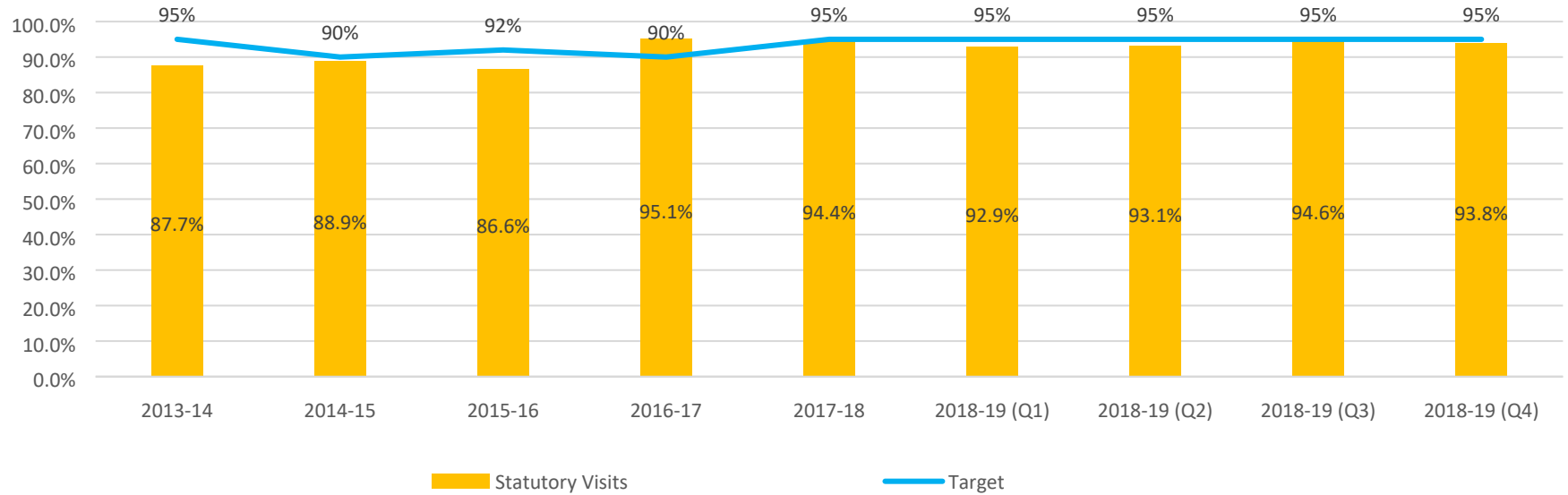


Assessment and outcome focused care planning / Care & Support – including Transition

During Quarter 1, 22.2% (1,631 / 5,706) of contacts have progressed to assessment / strategy discussion, compared to 22.0% (1,635 / 5,794) last quarter.

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • Signs of Safety breakfast and lunchtime briefing sessions being delivered. • Signs of Safety Reflection Meetings where Court proceedings have been initiated embedded in practice. • Multi-agency working in relation to young people with additional learning need, e.g. joint person centred planning training with Health and Education. 	<ul style="list-style-type: none"> • Management of demand and complexity of caseloads. • Delay in development of procedures for care planning. • Recent spike in emergency cases being issued to Court. • Capacity within the Independent Reviewing Officer Service to complete the backlog of children looked after review reports, alongside maintaining timely production of reports from recent reviews (SBAR in place). • Need to improve consistency in IROs raising challenge and preventing drift in all cases. • Engagement of partners regarding development of joint Transition Protocol. • Current lack of provision in the market to secure services for Child Health & Disability Team 	<ul style="list-style-type: none"> • Continue embedding Signs of Safety. • Care planning document consulted on and finalised – due for sign off from CMT and implementation in Quarter 2. • Review of emergency cases being issued to Court to be undertaken to determine the reasons for the increase and ensure that all appropriate preventative actions were taken. • SBAR regularly reviewed. Issue escalated to recommend increased staffing capacity within the team to cover sickness absence and additional duties. • Advice shared with IROs in team meetings and will be monitored. • Continue to engage with Health through the Transition Review Interface Group Pilot. • Domiciliary Care Project Group to consider these services and identify the preferred model for commissioning services

SCC/025 The percentage of statutory visits to children looked after due in the year that took place in accordance with regulations



N.B. Quarter 4 2018/19 data is provisional, Quarter 1 2019/20 is pending

Key Stats

During Quarter 1, the percentage of well-being assessments completed within statutory timescales = 61.9% (493 / 797)

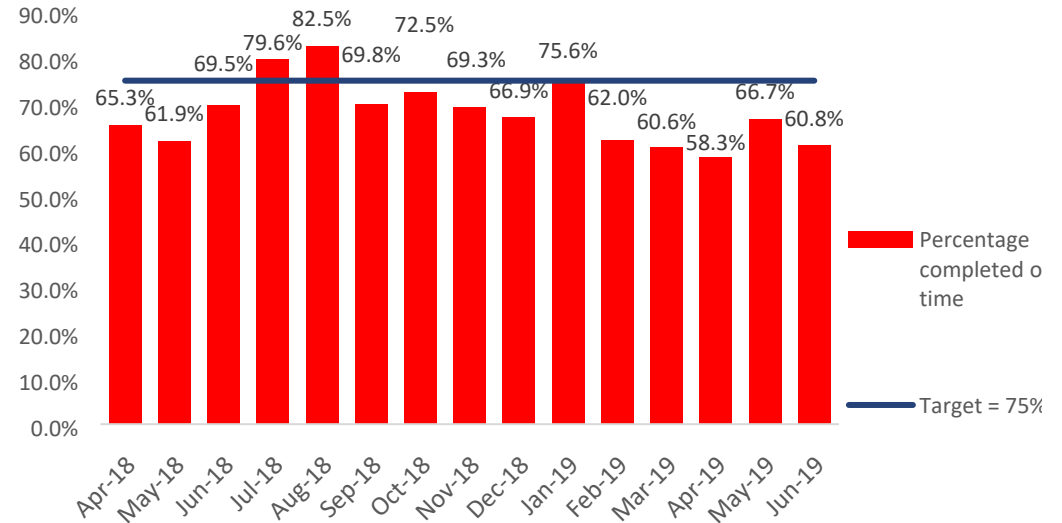
Target = 75%

The number of incomplete well-being assessments at end of Quarter 1 was 461, 135 of which were out of time.

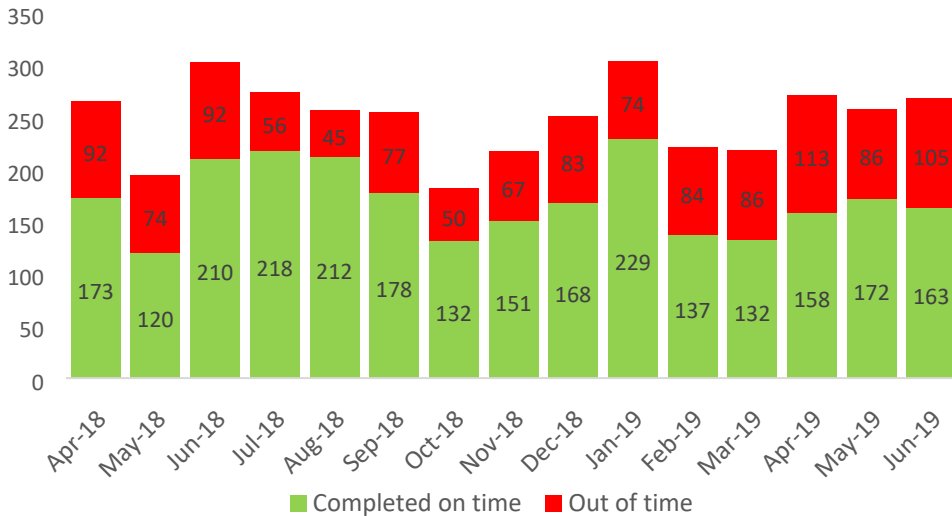
No. of children and young people in receipt of Direct Payments during Quarter 1 = 155.

Number of children and young people working towards Direct Payments at Quarter 1 = 32.

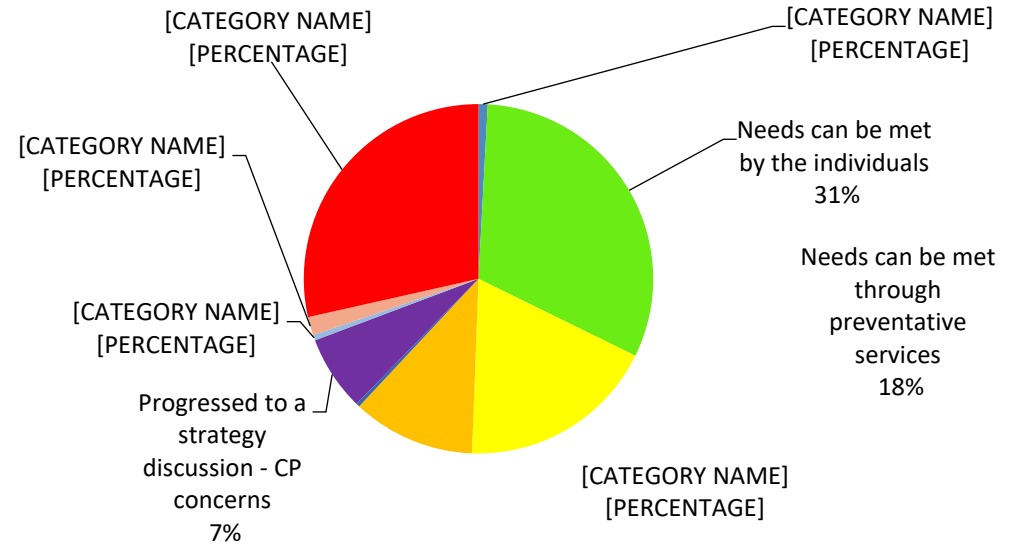
Percentage of well-being assessments completed within statutory timescales



Number of well-being assessments completed during the month



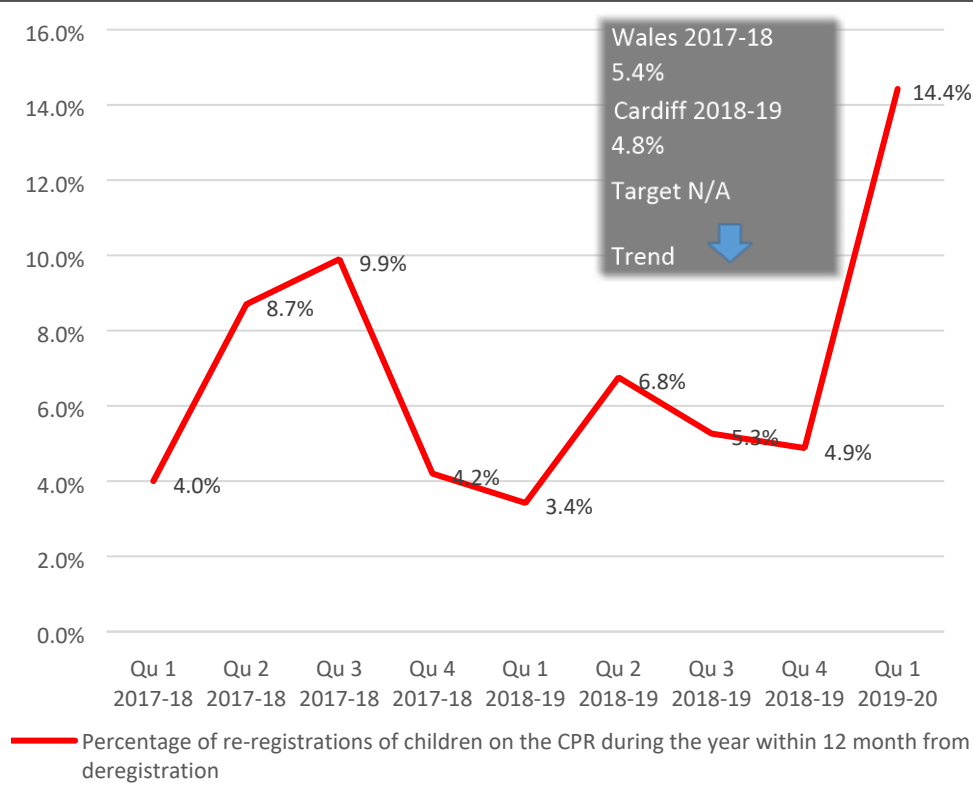
Well-being assessments completed by outcome during Quarter 1



Safeguarding

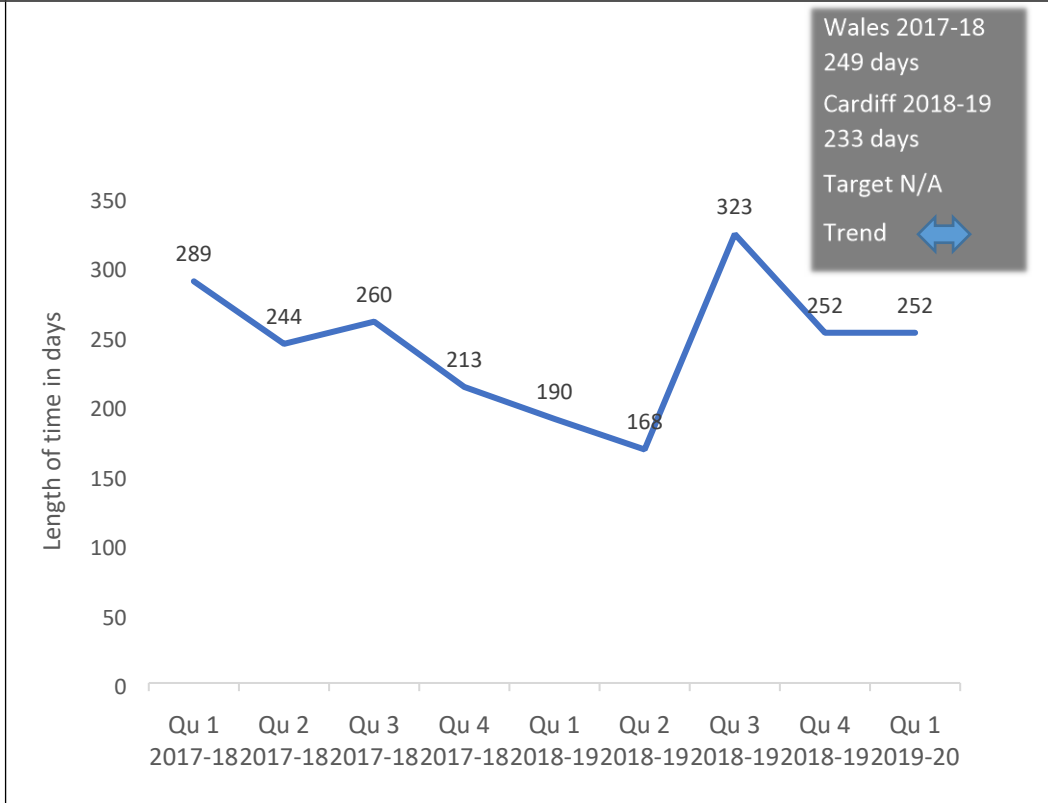
What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • 100% of children on the Child Protection Register allocated a social worker. • Education Safeguarding Officers are now based in the Directorate with their roles firmly embedded within the Safeguarding team. This has resulted in better communication and a more timely flow of information to ensure schools and education departments are given the best advice and guidance in regard to safeguarding. • Final draft of 'Wales Safeguarding Procedures' completed and will be presented to the Wales Safeguarding Procedures Project Board for sign off. • Partnership involvement in developing the Exploitation Strategy. • Child Sexual Exploitation e-learning module made available via the Academy. • Children's QAF provides clear guidance for managers around their responsibility to quality assurance activity. 	<ul style="list-style-type: none"> • The role of the Multi Agency Safeguarding Hub (MASH) and the relationship between MASH and Intake & Assessment. • By not developing an appropriate response to non-familial safeguarding (contextual / exploitation) we run the risk of not appropriately safeguarding young people and vulnerable adults. • Ensuring consistency of quality assurance mechanisms across Social Services where appropriate. 	<ul style="list-style-type: none"> • Consider the future role of MASH in the context of Children's Services and wider Statutory Partnerships. • Work in partnership to develop effective systems and processes to address non-familial risk • Session planned for Quarter 2 to map out areas of consistency across Social Services.

SSWB 27 Percentage of re-registrations of children on Child Protection Register during the year and within 12 months from deregistration



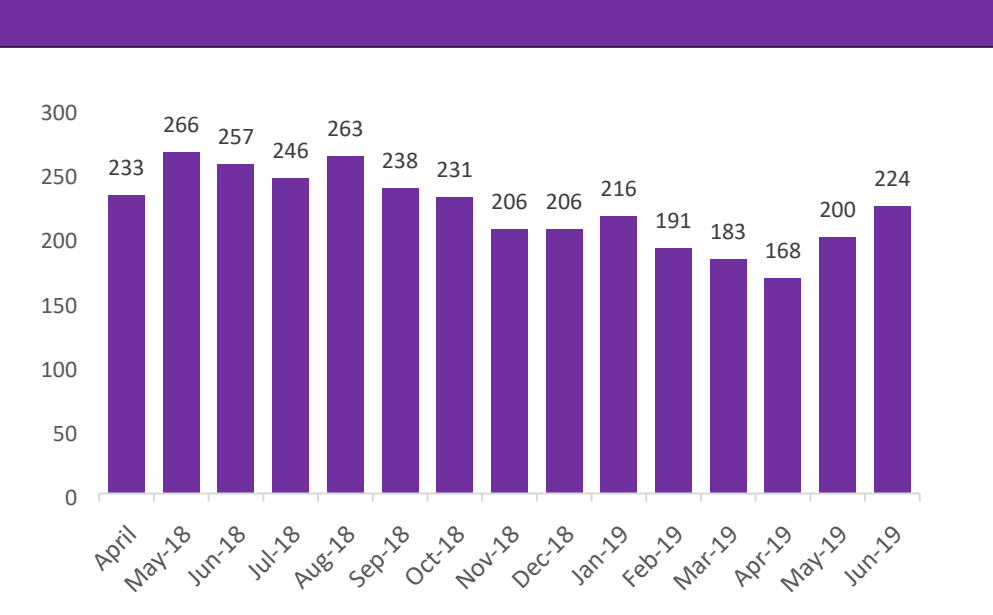
15 / 104 = 14.4%. 15 of the 104 children registered during Quarter 1 had been on the CPR within the previous 12 months. The 15 consisted of four sibling groups, one sibling group of 8, one of 3 and 2 of 2 siblings.

SSWB 28 Average length of time for all children who were on the Child Protection Register during the year.

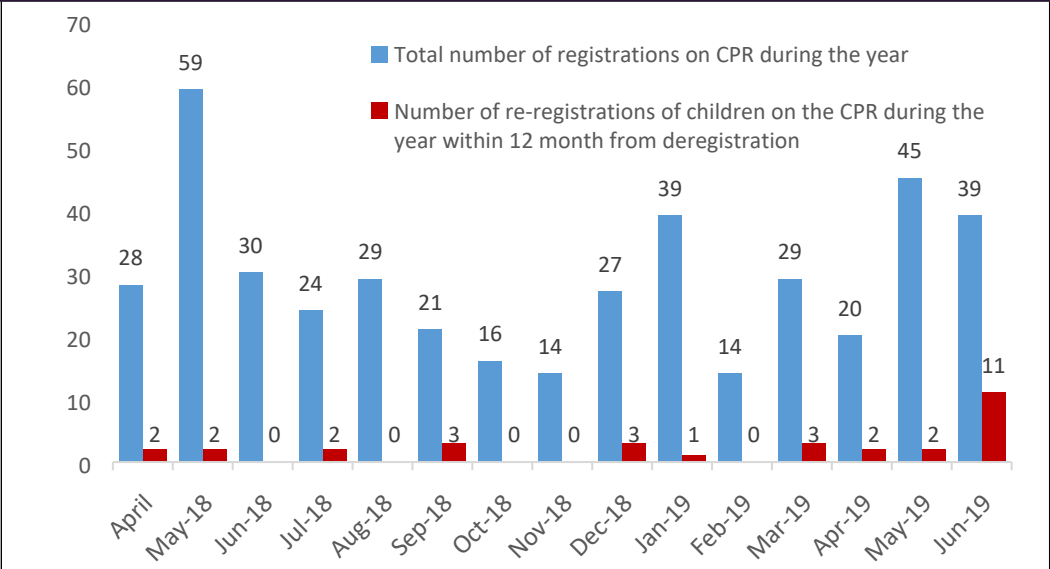


The average length of time on the CPR for the 63 children who were deregistered during Quarter 1 was 252 days.

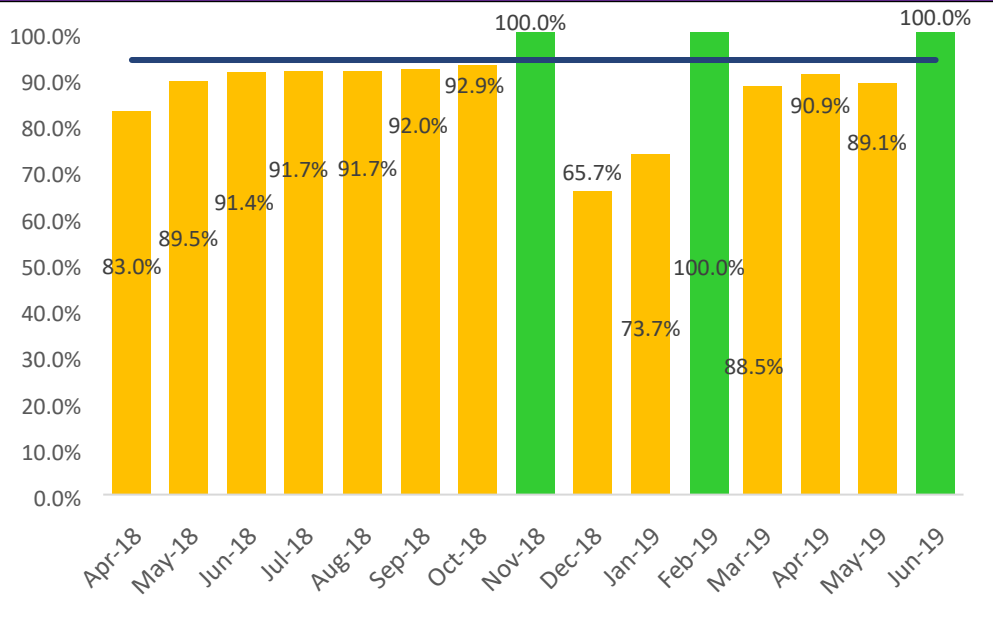
Number of children on the Child Protection Register



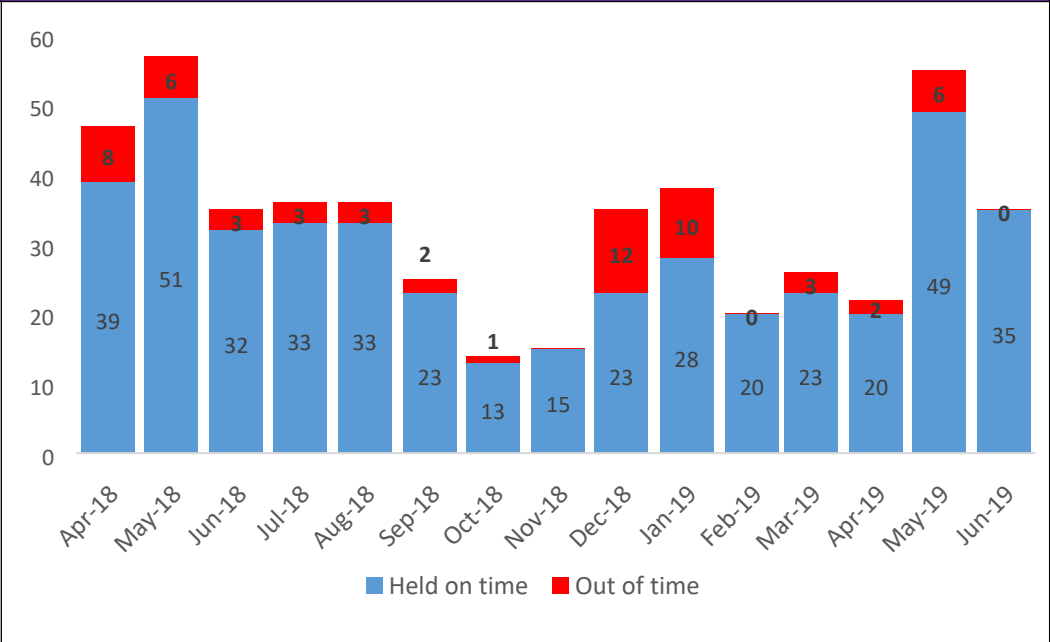
Number of children registered and re-registered onto the Child Protection Register



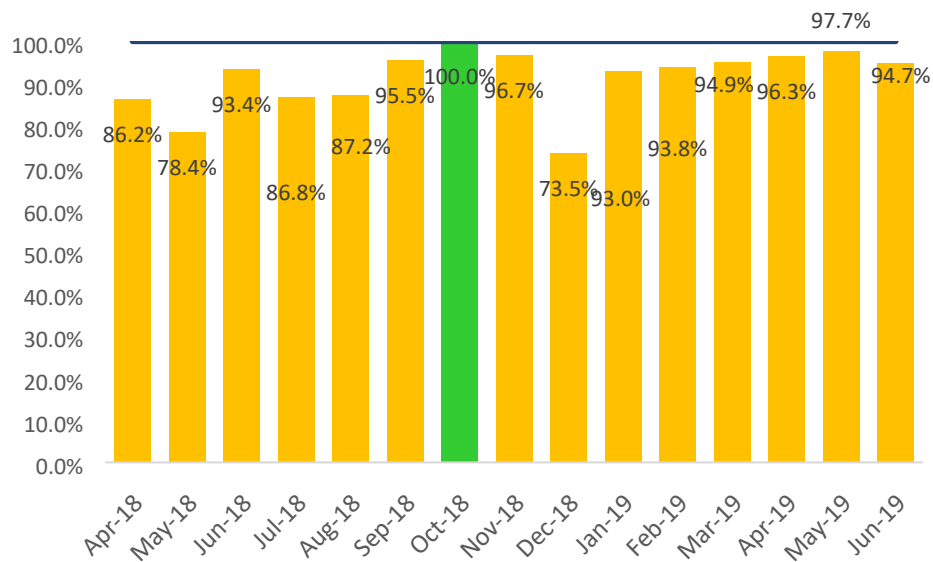
Percentage of Initial Case Conferences held on time



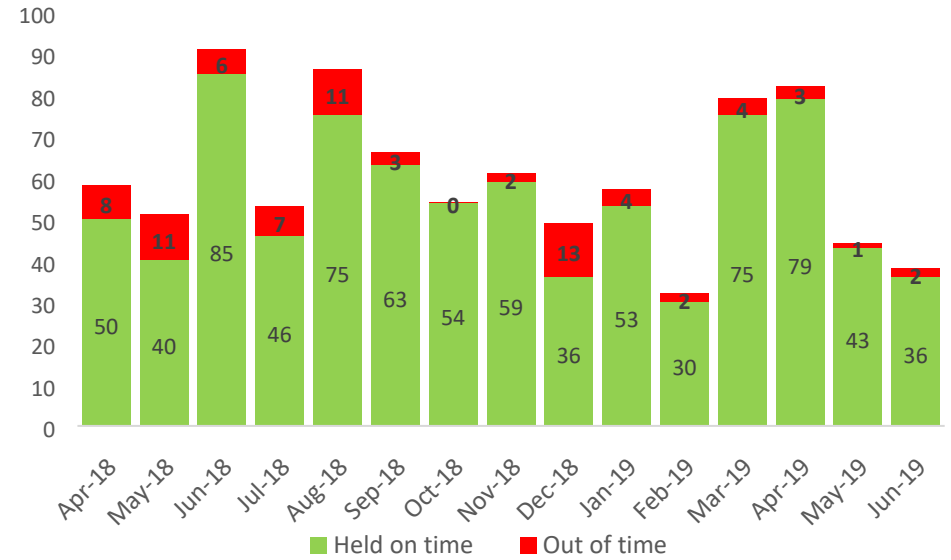
Number of Initial Case Conferences due in month & held on time



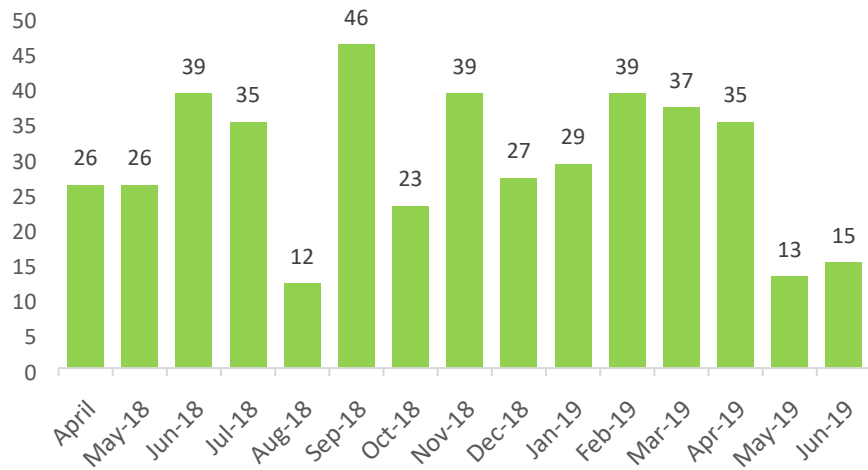
Percentage of Child Protection Reviews held on time



Number of Child Protection Reviews due and held on time during the month



Number of children removed from the Child Protection Register



% of Initial Case Conferences held on time = 92.9% (104 / 112)

All of the 8 late conferences, which included 3 sibling groups, have since been held. 2 of the late conferences were due to the availability of the chair, 2 were postponed to enable a translator to attend, 1 to ensure a parent could attend and 3 were due to administrative error.

% of Child Protection Reviews held on time = 96.3% (158 / 164)

6 reviews for 2 siblings groups and 1 individual were late during the quarter. 1 review was postponed due to the case proceeding to PLO. 1 sibling group of 2 had their reviews postponed to ensure the social worker could attend. 1 sibling group of 3 had their reviews postponed due to the chair's sickness. All reviews have since been held.

Children Looked After

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Children Looked After (CLA) service has started operating as one service, no longer 0-14 and 14+, this gives them more cohesion and removes the transfer of young people to a new social worker at age 14. Expertise is developing within the CLA service in readiness for the move to locality teams. Workers are starting to specialise in areas such as working with young men on the edge of homelessness, Child Sexual Exploitation and supporting children to know how to protect themselves, and adoption / life story work. These specialist workers will work alongside case managers to enrich the team and support case managers to have confidence with challenging work. Also intended that this will support targeted interventions to expedite safe return home for CLA. Cardiff are the lead authority for a new Personal Adviser group that has been started up in the Vale, Valleys and Cardiff area to share good practice across the region. The group was set up by Cardiff to facilitate discussion with other Local Authorities to explore best practice. The 	<ul style="list-style-type: none"> Delay in updating CareFirst when children become looked after / change placement. This needs to be resolved to ensure whereabouts of child are up to date and accurate and to support the development of real time reporting. Supply of the right type of services for our most vulnerable children, including scarcity of fostering and residential provision for children and young people with more complex needs. This has resulted in a high number of children and young people placed out of area and children being placed in inappropriate provision, e.g. 14 out of 36 new agency residential placements from January – June 2019 were because no fostering placements were available. This has a significant impact on the Children's Services overspend. Processes to step children down from being looked after need further development. High numbers of children looked after placed with parents. 	<ul style="list-style-type: none"> Practice guidance for social workers under development. Management instruction to be issued. Implement the priorities in the Commissioning Strategy, including development of emergency placement options. Systematically review out of area placements, agency placements and in house fostering placements. Shift the balance of care to ensure that children's needs are met with the lowest safe level of statutory intervention. Review systems in place to ensure all opportunities for family (kinship) placements are explored. Senior managers to meet with providers to shape the market. Implement reunification planning – work scheduled to start in Quarter 2. Dedicated team to review placements with parents will be at full complement in Quarter 2.

<p>other authorities are looking to Cardiff who have made some really positive developments in this area recently, including:</p> <ul style="list-style-type: none"> ○ Group of care experienced mums supported to set up their own Mother and Baby group. ○ Work being undertaken with the Department for Work and Pensions regarding Universal Credit and entitlements for young people. ○ Work to teach life skills and support independence for care leavers; currently using limited facilities available at Hafan Gobaith; hoping to expand this work when PA Service moves to the Adolescent Service. <ul style="list-style-type: none"> ● Corporate Comms supporting the recruitment of foster carers with increased media activity on various social platforms (15 full assessments ongoing at the end of Quarter 1). ● Improved performance management of Fostering Services via monthly performance reports. 	<ul style="list-style-type: none"> ● Permanency planning for children and young people is under developed. ● Numbers of children waiting for adoption 12 months after Placement Order made (51, 31 of whom are not yet placed). ● Delay in obtaining Adoption Orders for children placed for adoption. ● A number of children with significant needs are not receiving the right education provision - this is more problematic for children placed out of county. ● Links need to be made with learning development and training academy to further promote the educational and vocational attainment potential of every care leaver. ● Challenges in the Children Looked After Service as the service prepares to move into a locality model resulting in the percentage of children looked after allocated to a social worker falling from 100% to 97.7% at 30th June 2019. ● Need to ensure correct recording of school information on CareFirst in readiness of 	<ul style="list-style-type: none"> ● Develop robust permanency planning arrangements. ● We now have a clearer understanding of the children on Placement Orders where plans need to be reviewed. We also are now more effectively utilising early linking and matching tools to ensure harder to place children can be placed within families earlier. ● Systems are under development to capture this information at review to reduce drift. ● Joint Children’s Services and Education Management meetings to be introduced to dovetail education into our planning at earlier stages within the child’s journey and support effective monitoring of this. ● A strategy to engage and disseminate what needs to happen will be formulated to ensure that educational and training need and unmet need are addressed at the earliest opportunity. ● Proposal being developed to address challenges in the Children Looked After Service by bringing in a targeted team to take cases of workers who are on sick or maternity leave or otherwise not covered. This will relieve the pressure on duty and support social workers to ensure that existing care plans are up to date and reflect the needs of the young person.
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transfer responsibility for PEPs to Education in September.

- The following are unavailable this quarter:
 - % of parent / person with PR who were engaged regarding their child’s looked after review.
 - % of children/ young people who were engaged regarding their looked after review.

- Address delays in minutes being completed for children looked after reviews.
- Develop a clear plan around how we intend to engage with children and young people and their families and how we can support meaningful participation. We can link this into the Child Friendly Cities programme.

Key Stats

934 children looked after.

71 starts of being looked after this quarter.

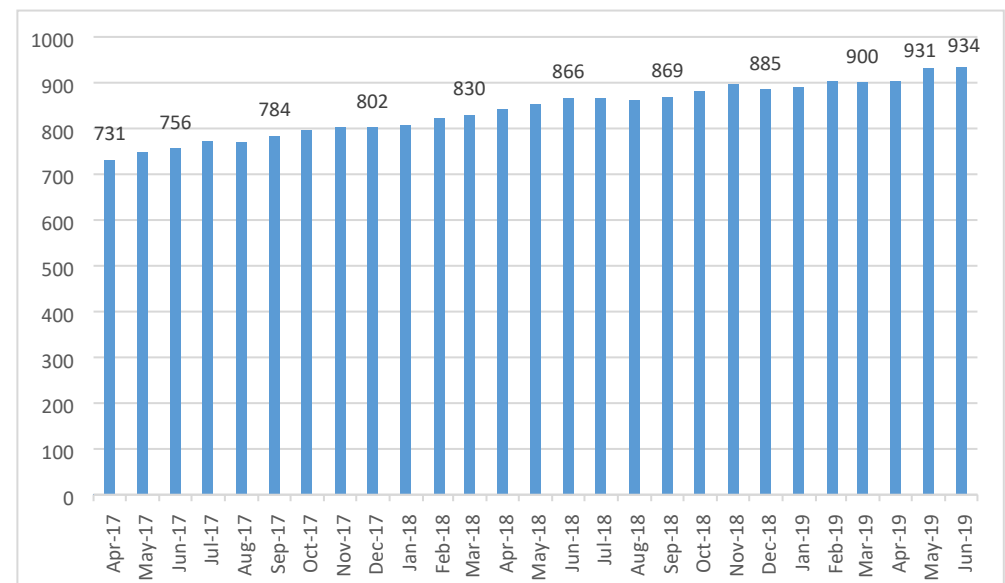
39 ends of being looked after this quarter.

385/ 676 (57.0%) children looked after in regulated placements are placed within Cardiff, increasing to 78.1% when taking neighbouring authorities into consideration.

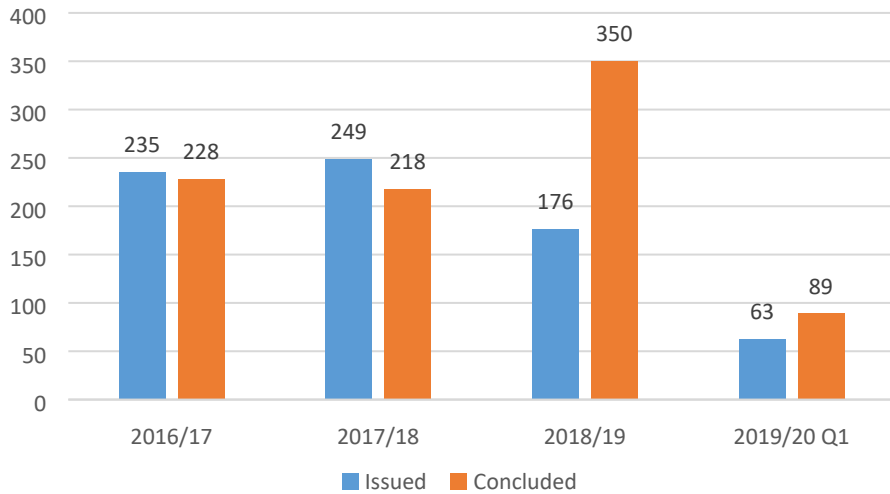
97.7% of children looked after allocated to a social worker.

Permanence secured for 7 children through adoption since 1st April 2019.

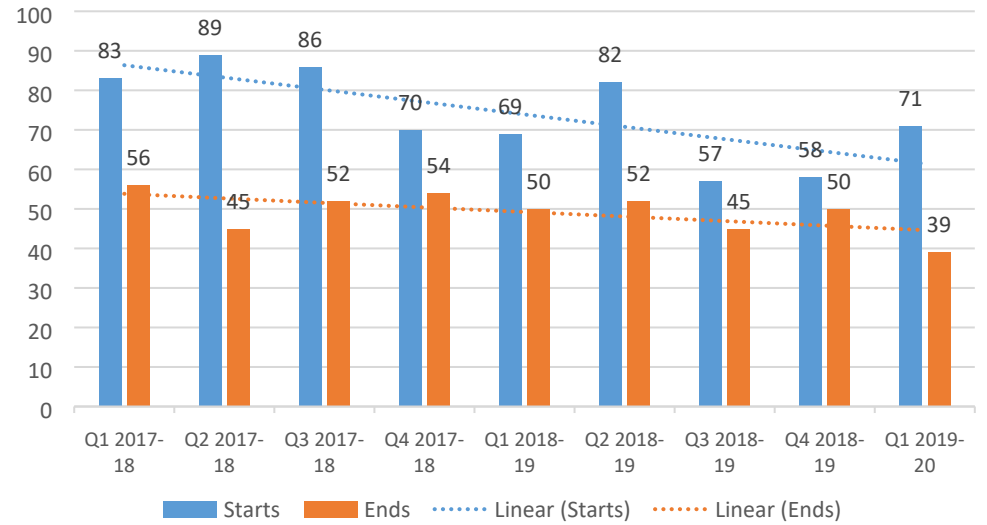
Number of children looked after



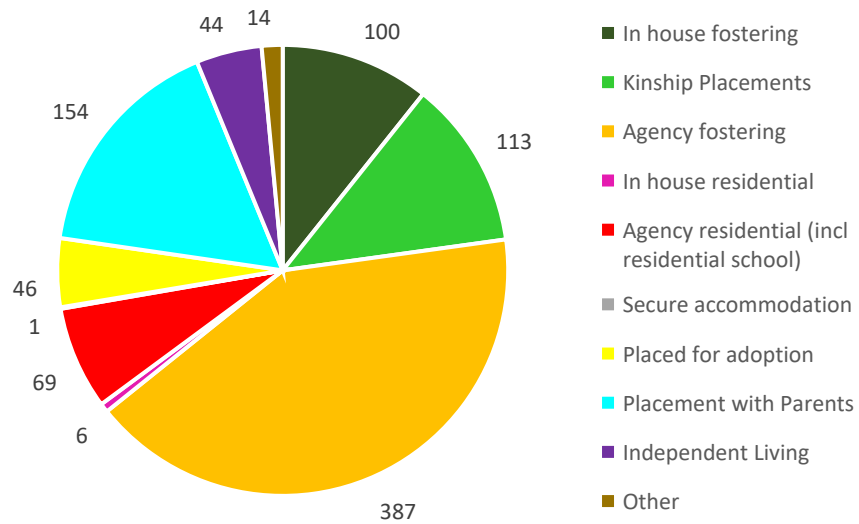
Care Proceedings issued and concluded during year



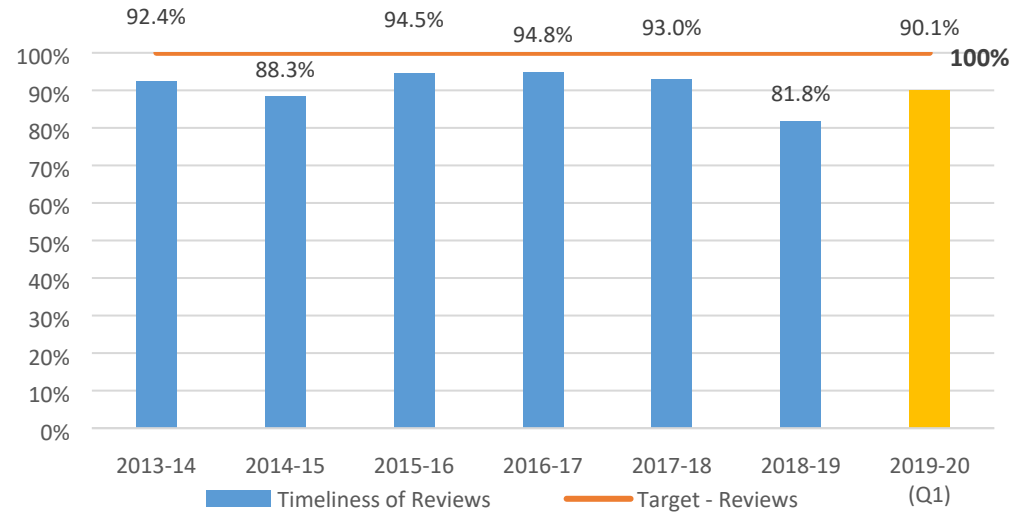
Starts and ends of being looked after



Breakdown of placements by type



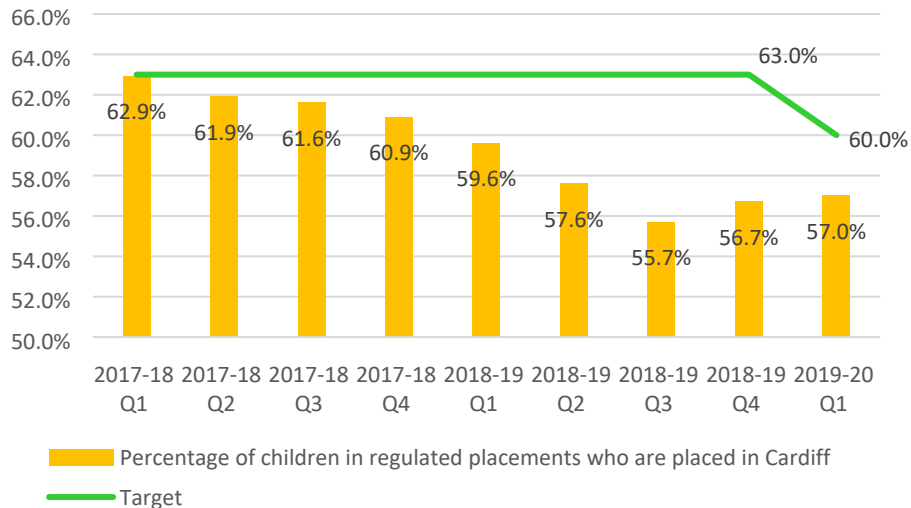
Timeliness of Children Looked After Reviews



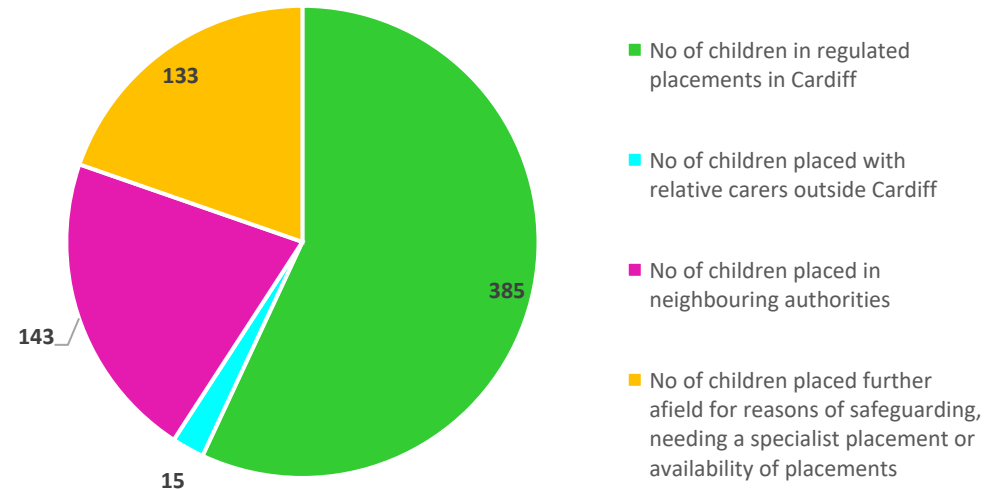
N.B. Quarter 1 2019/20 data is provisional

Workforce

Percentage of children in regulated placements who are placed in Cardiff



Breakdown of all children in regulated placements



What's working well?

- Recruitment of agency social workers to permanent positions.
- Internal promotion of social workers.
- Number of students who stay with Cardiff upon qualifying.

What are we worried about?

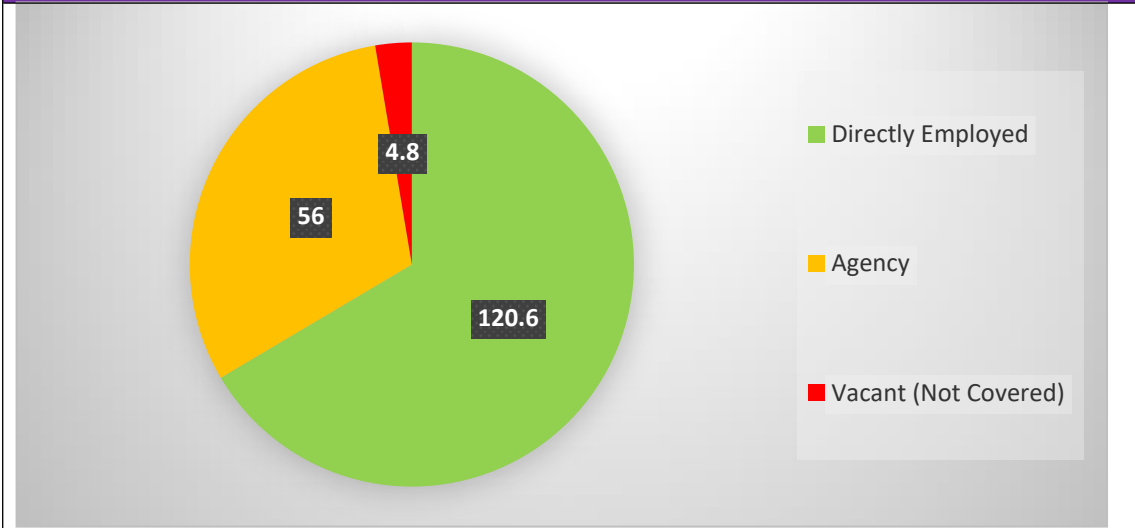
- The number of social work vacancies = 60.8 as at end of June 2019. 33.5% against a target of 24% for 2019/20.
- Over reliance on agency social workers = 56 agency social workers as at June 2019 = 30.9% of social workers are agency staff.

What do we need to do?

- A post to drive forward recruitment and retention has been recruited to and a second post that will focus on workforce planning activities was also appointed to. Staff will be in post in Quarter 2 to support the delivery of the recruitment and retention strategy. New secondment scheme has been introduced with very good progress made - additional

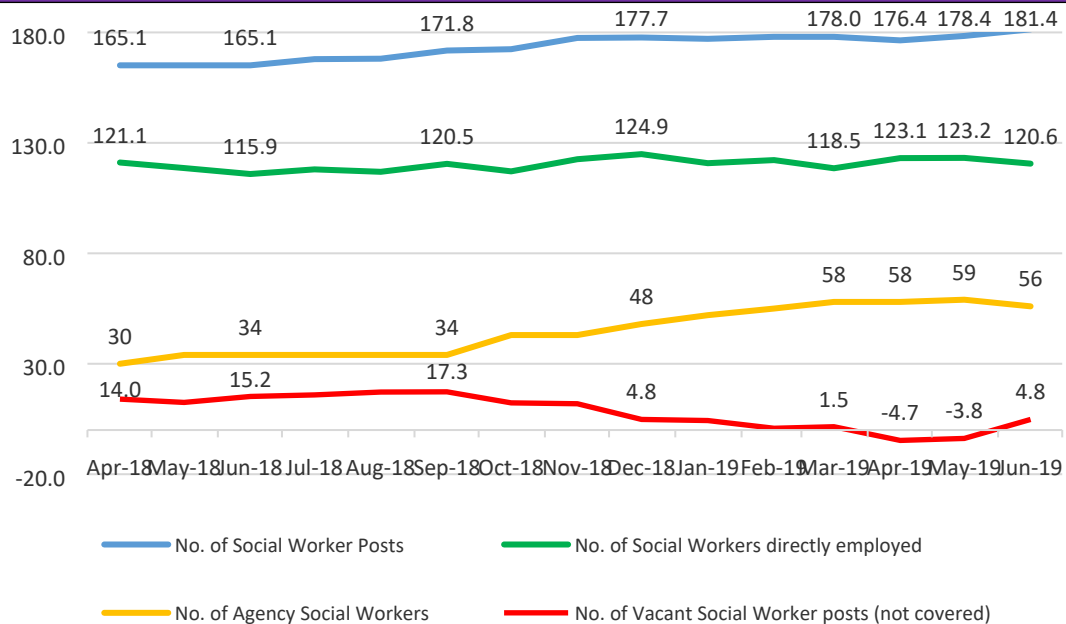
<ul style="list-style-type: none"> • Working well with marketing and media colleagues. • Mentoring staff during their first three years of practice. • 23 staff are being supported to follow the Continuing Professional Education + Learning (CPEL) pathway during 2018/19. • Improved data collection in relation to workforce. • PA service are a stable staff team; when they do leave, it tends to be for progression. 	<ul style="list-style-type: none"> • Improve exit interview data - good progress has been made on developing mechanisms to gather relevant information, and some intelligence has proved useful. Further work is required to ensure supportive systems are in place in order to be fully informed. • Supervision audit undertaken in Quarter 4 to improve our supervision data. • Sickness levels this quarter have increased to 4.77 FTE days lost; annual forecast is 20.52 FTE days lost which exceeds Children’s target of 12.9 considerably and is the highest across the council. 	<p>places have been offered and taken up by unqualified staff wishing to undertake the social work degree.</p> <ul style="list-style-type: none"> • Further develop systems to capture and understand the reasons why people are leaving. • Action plan to be developed and implemented. • Sickness is monitored in detail at weekly Children’s Management Meetings. Further analysis to be undertaken to better understand the issues around long term sickness.
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Children’s Services Workforce – Social Worker posts Grade 7, 8 9 As at June 2019.



Number of Social Worker posts on Establishment	
Directly Employed	120.6
Total No of Agency Workers	56
Vacant (Not Covered)	4.8

Children's Services establishment, social workers, agency workers and vacancies not covered



The total number of Social Work posts has increased by 3.4 from 178.0 to 181.4 during quarter 1.

The number of Social Workers directly employed has increased by 2.1 from 118.5 to 120.6

The number of Agency Staff employed has decreased by 2 from 58 to 56.

The number of Vacancies not covered has increased from 1.5 to 4.8.

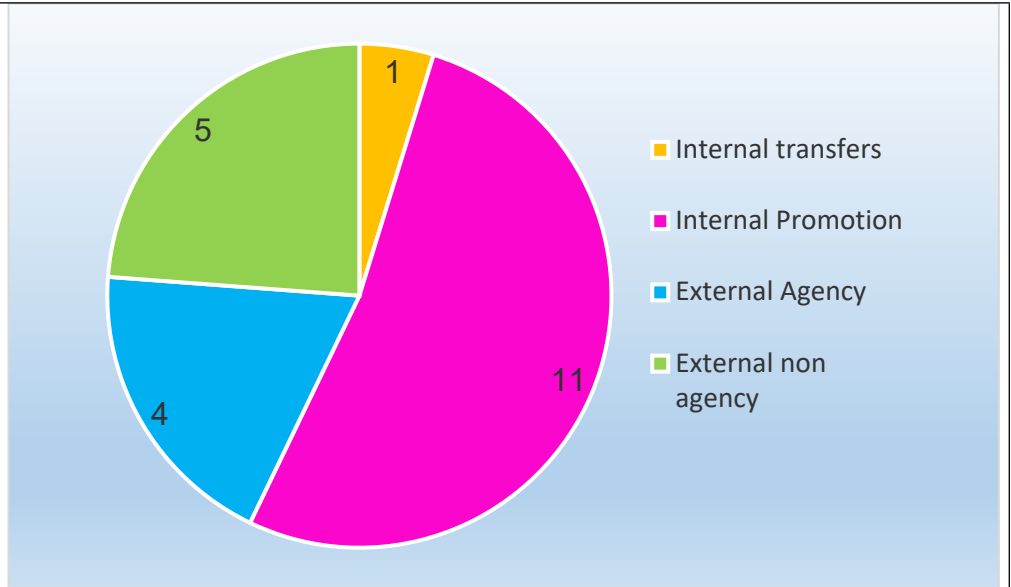
Please note this is assuming that 56 agency staff employed are covering vacancies.

Recruitment summary 1st April to 30th June 2019

Breakdown of 21 Social Worker appointments 01.04.19–30.06.19

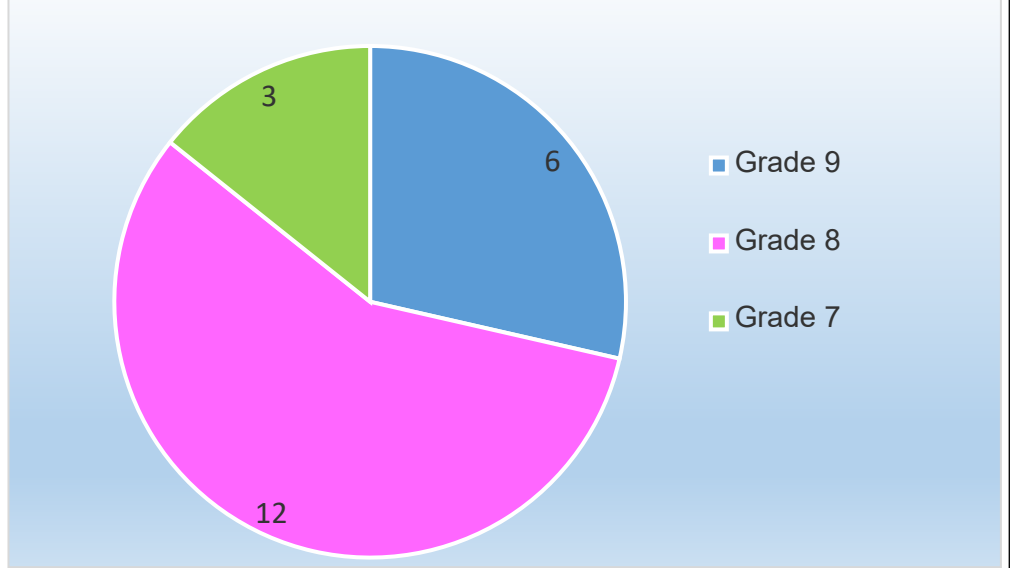
Headlines:	21 Social Worker posts filled this quarter.
	9 Social Worker posts filled by external candidates
	5 Social Workers left Local Authority over the quarter.

	Internal transfers	Internal Promotion	External Agency	External non Agency	Total appointments made
Appointments made	1	11	4	5	21



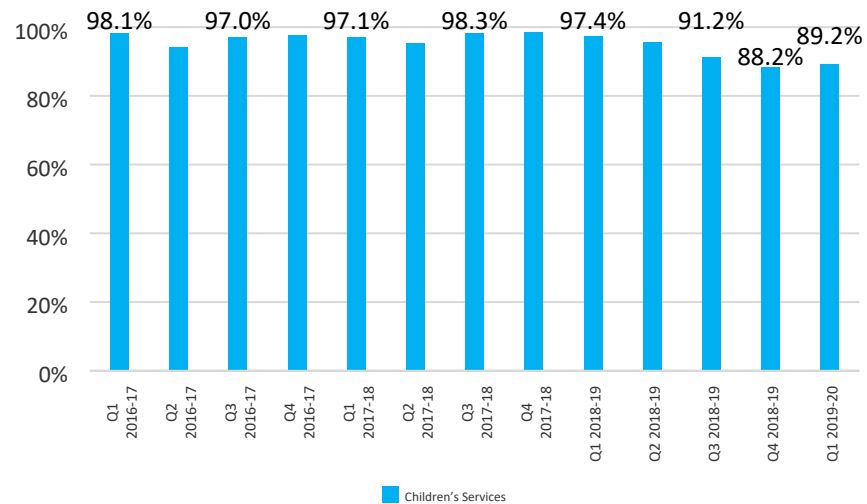
Breakdown by grade of Social Worker posts filled 01.04-30.06.19

	Internal transfers	Internal Promotion	External Agency	External non Agency	Total
Grade 9		5	1		6
Grade 8	1	6	1	4	12
Grade 7			2	1	3
Total	1	11	4	5	21



Sickness

Return to work interviews



As at quarter 1, 33 / 37 return to work interviews held, 4 pending.

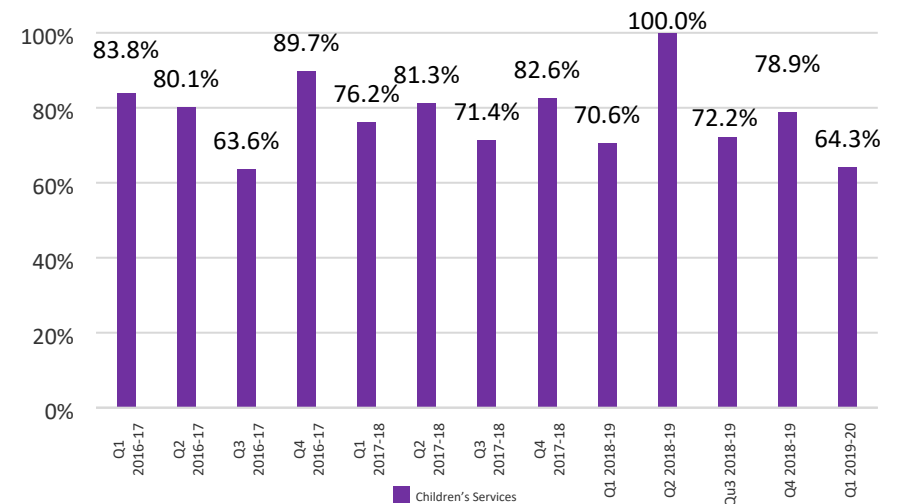
Source: Digigov

FTE Target = 12.9	Q1 2019-20	Q2 2019-20	Q3 2019-20	Q4 2019-20
CS Sickness FTE days lost per person	4.77			
CS Sickness FTE days lost per person forecast	20.52			

Qu 1's result for 2018/19 = 2.66, this year's 1st quarter result of 4.77 shows an increase of 2.11 days lost to sickness.

Corporate HR Data

Sickness stage interviews completed

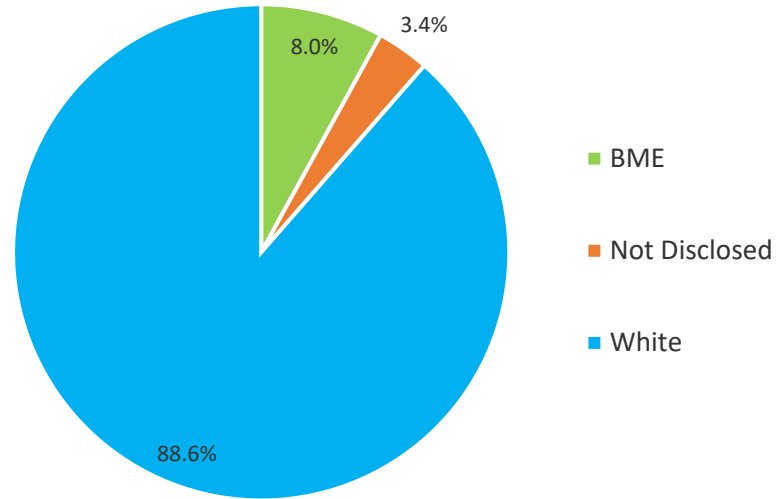


As at quarter 1, out of 14 triggers hit, 9 stage interviews were held. 1 missed, 3 were pending and 1 was not conducted (discounted).

Source: Digigov

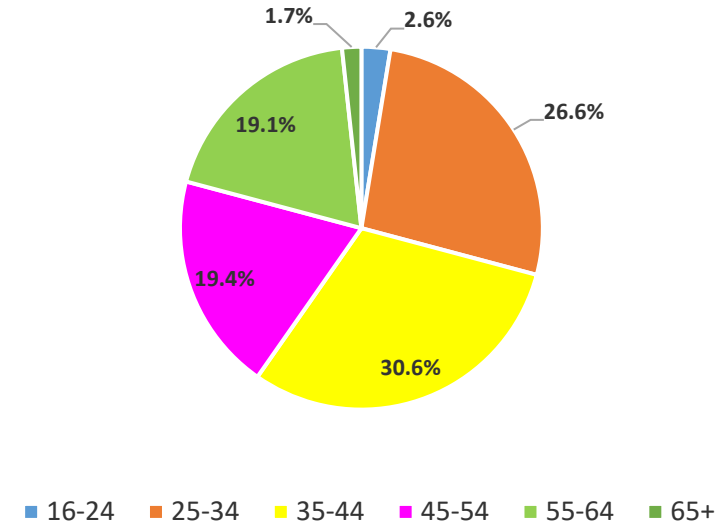
Profile of Children's Services staff

Ethnicity of Children's Services workforce



Data provided by HR

Age profile of Children's Services workforce



Data provided by HR

As at 30th June 2019.

What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Quality Assurance Framework in place. Letter received from Ombudsman recognising good practice in relation to complaints – no action required in 2018-19. 	<ul style="list-style-type: none"> Ensuring consistency of quality assurance mechanisms across Social Services where appropriate. Policies and procedures require updating. 	<ul style="list-style-type: none"> Session planned for Quarter 2 to map our areas of consistency across Social Services. Lead officer to take this forward in post.

Case file audits
To be progressed
Training
To be progressed

Supervisions
To be progressed
Exit interviews
To be progressed

Social Worker's given reasons for leaving employment:

Exit Reasons	2016-2017			2017 -2018			2018-2019			Quarter 1 2019-2020		
	PRINCIPAL SOCIAL WORKER	SOCIAL WORKER	Total	PRINCIPAL SOCIAL WORKER	SOCIAL WORKER	Total	PRINCIPAL SOCIAL WORKER	SOCIAL WORKER	Total	PRINCIPAL SOCIAL WORKER	SOCIAL WORKER	Total
Alternative Employment	3	10	13	2	11	13	0	13	13	0	4	4
Dismissal - Long Term Absence	0	1	1	0	1	1	0	1	1	0		0
Following Maternity Leave	0	0	0	0	0	0	0	1	1	0		0
No Reason Given	0	3	3	0	2	2	0	4	4	0	1	1
Normal Retirement	0	2	2	0	2	2	0	2	2	0		0
Personal Reasons	1	2	3	2	4	6	1	7	8	0		0
Total	4	18	22	4	20	24	1	28	29	0	5	5