

**Corporate Parenting Advisory Committee Performance Summary – Quarter 1
and 2015-16 Annual Outturn**

Reasons for the Report

1. The purpose of the report is to provide the Committee with information and performance data in respect of Quarter 1 2016-17 and the annual outturn for 2015-16 to enable the Committee to:
 - a. Understand the factors that impact on outcomes for looked after children.
 - b. Consider opportunities for improving outcomes for looked after children.
2. This is the latest attempt at a more strategic approach to reporting to Committee. It will be used as the basis for developing future reports that will give Members an understanding of cross cutting issues relating to looked after children both within the Council and wider partnerships.
3. The Quarter 1 report covers the period from 1st April 2016 to 30th June 2016 and the annual outturn for 2015-16.
4. The new Social Services & Wellbeing (Wales) Act 2014 that came into force on 6th April 2016 provides the legal framework for improving the wellbeing of people who need care and support, and carers who need support, and for transforming social services in Wales. The Council is working on the implementation of the Act and the associated National Outcomes Framework during 2016-17. In terms of performance management and monitoring, the implementation of the Act has 3 significant implications:

a. **National Strategic Indicators (NSIs) / Public Accountability Measures (PAMs)**

It had been our expectation that all NSIs and PAMs would come to an end after 2015-16, but the Welsh Local Government Association (WLGA) has decided to retain 2 Children's Services NSIs / PAMs on a non-statutory basis for 2016-17. The impact of this for Children's Services will be minimal as both of these indicators are also included in the new National Outcomes Framework.

b. **Quantitative Measures**

Children's Services have 14 new performance indicators under the new National Outcomes Framework and have agreed that a further 15 indicators from the old national set are still relevant and will continue to be collected. A list of the new national Children's Services PIs is available at **Appendix A**. As many of these PIs are new, it is not possible to set targets for 2016-17. Rather, during 2016-17 we are working to establish a baseline position which will enable a robust target setting methodology to be implemented. Where the National Outcomes Framework Measures were previously NSIs, PAMs or Service Improvement Data, targets have been set for 2016-17 and 2017-18.

c. **Qualitative Measures**

A substantially greater focus on qualitative information and outcomes which brings a new set of challenges in terms of capturing performance in this area. The purpose of collecting this information is to provide a tool for local authorities to secure service user voices in designing, developing and improving care and support services.

Overview of Annual Outturn Performance

5. During 2015-16 the focus continued to be on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children. Those selected for this focus were based on guidance agreed between the Association of Directors of Social Services (ADSS), the Care & Social Services Inspectorate, Wales (CSSIW) and the Welsh Local

Government Association (WLGA). The annual outturn demonstrated overall improvement against these PIs, with some exceptions, and the overall trend is positive.

6. Examples of indicators that improved include:

- a. Permanence plans by second looked after review - 92% in 2015-16 from 81% in 2014-15.
- b. Timeliness of looked after children reviews - 95% in 2015-16 from 88% in 2014-15.
- c. Percentage of looked after children who had their teeth checked by a dentist - 85% in 2015-16 from 73% in 2014-15.
- d. Personal Advisers for care leavers - 70% in 2015-16 from 40% in 2014-15.

7. Examples of indicators that declined include:

- a. Percentage of looked after children achieving the core subject indicator at Key Stage 2 - 55% in 2015-16 from 65% in 2014-15.
- b. Percentage of looked after children achieving the core subject indicator at Key Stage 3 - 34% in 2015-16 from 37% in 2014-15.
- c. Secondary school attendance for looked after children - 92% in 2015-16 from 94% in 2014-15.

8. In relation to the outturn for the 11 NSIs / PAMs for 2015-16, in comparison to 2014-15, 7 showed improvement and 4 declined. These are outlined below:

9. NSIs / PAMs that improved were:

- a. Percentage of reviews on time – 70% in 2015-16 from 48% in 2014-15.
- b. Children seen alone by a social worker during initial assessment – 29% in 2015-16 from 26% in 2014-15.
- c. 3+ placement moves for looked after children – 10% in 2015-16 from 11% in 2014-15.

- d. Non transitional school moves for looked after children – 9% in 2015-16 from 18% in 2014-15.
- e. Average external qualifications point score for looked after children – 257 in 2015-16 from 191 in 2014-15.
- f. Pathway plans for care leavers – 73% in 2015-16 from 61% in 2014-15.
- g. Care leavers in touch at 19 - 94% in 2015-16 from 91% in 2014-15.

10. NSIs / PAMs that declined were:

- a. Children seen by a social worker during initial assessment – 60% in 2015-16 from 61% in 2014-15.
- b. Timeliness of statutory visits to looked after children - 87% in 2015-16 from 89% in 2014-15.
- c. Care leavers in suitable non emergency accommodation at 19 - 86% in 2015-16 from 91% in 2014-15.
- d. Care leavers in Education, Training and Employment at 19 - 52% in 2015-16 from 56.1% in 2014-15.

Overview of Quarter 1 Performance

11. As a result of the changes to the performance indicator sets that were introduced in April, it is difficult to provide a full overview of performance as there is no comparator data for the new indicators as this is the first time that they have been reported. In relation to indicators that have been carried over from the previous set, while there are improvements in relation to allocation of children in need to social workers (69% from 63% in Quarter 4), there has been a small slippage in performance in some areas.

12. For example, performance in relation to timeliness of child protection review conferences reduced from 100% to 98% and the percentage of social worker vacancies increased from 22% to 23%.

13. Work to progress the Directorate's commitments in the Corporate Plan has continued and key areas of progress include:

- a. **Corporate Parenting Strategy** – The Corporate Parenting Strategy was approved by Cabinet. An implementation plan to address the key outcomes of the Strategy is included as part of the Strategy document.
- b. **Multi Agency Safeguarding Hub (MASH)** - Children’s Services, Health, Police, Probation and Wales Community Rehabilitation Company were co-located at Cardiff Bay Police Station in readiness for the go-live date on 4th July 2016. Education preparations to join MASH are underway – it is anticipated that staff will be co-located in Quarter 2.
- c. **Child Sexual Exploitation (CSE) Strategy** – The CSE Strategy was approved by Cabinet. An implementation plan is in place and targets are being met. As part of the Strategy a publicity campaign has been launched under the banner “Not in Our City, Not to Our Children”. A case review was undertaken covering the period January 2014 to December 2015:
- Trends, patterns and areas of practice improvement identified.
 - Changes in process implemented in light of findings.
 - Bespoke training for individual teams being rolled out.
 - Guidance for staff issued.
 - Range of tools to support practice under development.

Work is underway to improve multi agency working – a Professional Interest Group has been established and is well supported by multi-agencies. Third sector organisations have been consulted and report improvements in the statutory response to CSE. All organisations offering support to children at risk of CSE are meeting quarterly to ensure a cooperative, coordinated approach to tackling CSE in Cardiff.

- d. **Effectiveness of Transition** - Transition protocols for Cardiff and the Vale of Glamorgan have been reviewed and areas for alignment identified. Following a scoping of needs exercise, additional Welsh Government funding (£2.5 million) has been secured for work relating to joint working arrangements, enhancing transition arrangements and the

delivery of services across Cardiff and the Vale of Glamorgan.

Additional staff are to be recruited into Adult Services to work more closely with Children's Services in Cardiff and to align the transition services across the region.

- e. **Specialist training regarding the Social Services and Wellbeing (Wales) Act 2014** - Specialist training on phase 2 (local implementation) of the Social Services & Wellbeing (Wales) Act 2014 has commenced and training for elected members is expected to take place in Quarter 2. Outcome focussed training for Social Services, Health and third sector staff has also commenced.

14. There has been some slippage in progress against some of the milestones in the Corporate Plan relating to:

- e. **Recruitment and retention of children's social workers** – The Recruitment and Retention campaign has been reviewed. Work to refresh adverts will be undertaken in Quarter 2. Children's Services will recruit to a 'pool' of additional social workers once all vacancies have been filled. This will enable the service to maintain consistency of service provision and caseload levels along with the ability to manage a healthy turnover of staff and to minimise the need to rely on expensive agency workers. In relation to retention - remodelling of services is designed to support better retention of staff. The Care & Social Services Inspectorate, Wales (CSSIW) commented that investment into workforce planning has improved the ability to recruit suitably qualified and experienced staff. A Workforce Strategy Implementation Group has commenced work to consider internal opportunities for secondments / shadowing in order to promote staff retention. Interviews have been undertaken for secondment to the degree in Social Work and 2 new seconded places offered for 2016-17. The vacancy position remains reasonably stable at 23%, although this is slightly higher than the 22% reported for Quarter 4 2015-16.

15. In relation to the Directorate Plan, there has been progress in relation to:

- f. **Implementing Information, Advice and Assistance functions** – Information via Dewis Cymru, the City of Cardiff Council Web Pages and the Family Information Service; Advice via the Multi Agency Safeguarding Hub (MASH) and Assistance via the MASH and case management teams.
- g. **Remodelling of services for disabled children, young people and young adults** – A scoping exercise on the needs of disabled children and young people with most complex needs has been completed. As a result, additional Welsh Government funding has been secured with regard to joint working arrangements and the delivery of services across Cardiff and the Vale of Glamorgan and Cardiff and Vale University Health Board (UHB).
- h. **Regional Workforce Development Partnership** – A transitional strategy for 2016-17 that takes account of the Social Services & Wellbeing (Wales) 2014 Act has been agreed.
- i. **Health and wellbeing of the Social Services workforce** – Supervision procedures have been updated and implemented and an audit on the quality of supervision being delivered in Children’s Services has commenced. Dates for ‘Meeting the Management Team’ roadshows have been identified - arrangements being finalised at the time of writing.
- j. **Bilingual Services** - The identification of front line teams has been completed. A draft action plan for the implementation of Welsh Language Standards and the Strategic Framework for Welsh Language Services in Health, Social Services and Social Care has been drawn up and will be presented to the Directorate’s Management Team for approval.
- k. **Agile / Mobile Working Strategy** – Phase 1 implementation was achieved and phase 2 roll out is scheduled for Quarter 2.

- l. **Strategic approach to commissioning** - Strategic Commissioning workshops have taken place, scoping out the requirements for establishing a Directorate-wide Commissioning Strategy. Agreement to develop a framework to promote joint commissioning of services for disabled children and young people has been agreed as one of the priorities of the Cardiff & Vale Integrated Children's Programme Board which reports to the Local Safeguarding Children Board (LSCB) Executive.

- m. **Collaborative working** – A scoping exercise has commenced to consider the feasibility of developing a Regional Training Centre across Cardiff and the Vale of Glamorgan.

- n. **Quality Assurance Framework** - Interim Quality Assurance (QA) Officer appointed and in post. The draft Quality Assurance (QA) Framework was reviewed and updated to reflect the terminology and ethos of the new Social Services & Wellbeing (Wales) Act 2014. Following Directorate Management Team (DMT) approval the revised document will be circulated to all staff.

- o. **Social Services Business Unit** - Operational Manager with responsibility for developing and implementing an integrated Business Unit commenced new duties during the quarter. The high level structure has been agreed by Directorate Management Team and circulated to staff.

- p. **Benchmarking** - 2016-17 sees the introduction of new Social Services performance measures under the Social Services & Wellbeing (Wales) Act 2014. In order to set targets for future years, 2016-17 will be treated as a benchmarking year where baselines are set and target setting methodology is agreed. 2016-17 will also see substantial work in the area of customer satisfaction, as the Directorate will undertake the national survey element of the new Social Services Performance Measures. This will entail gathering qualitative information via questionnaires to accompany our performance indicators, in order to compare service user satisfaction across all Welsh authorities. The

survey will run between September and November 2016 and be reported on in March 2017. Benchmarking work commenced in 2015-16 regarding the commissioning of Stage 2 complaints investigators and independent persons will be taken forward in 2016-17.

- q. **Early Help Strategy** – The Joint Assessment Family Framework (JAFF) pilot is ongoing and subject to regular monitoring and review; training has commenced.

- r. **New model for the delivery of children’s social services** - Signs of Safety Framework training is underway through a planned incremental programme of evidence based practice training that will enable familiarity with the Signs of Safety approach to child and family case management and the introduction of practice tools focussing on Assessment, Planning and Engaging Children & Families.

- s. **Adolescent Resource Centre (ARC)** - Site for the ARC secured. Local member consultation has been undertaken and planning commenced to make the interior fit for purpose.

- t. **Joint working protocol between the Health Service and Children’s Services** – A scoping exercise undertaken to identify both Health and Children’s Services’ priorities regarding the health needs of looked after children and a development session held to fine tune key themes and priorities. A follow-up meeting is planned to look at the increasing need for looked after children to have therapy and to consider the need for Health to give help and advice that will enable Children’s Services to understand who determines what therapy and who then delivers that therapy. A part-time psychologist has been appointed by Health to provide a dedicated service to looked after children.

- u. **When I Am Ready Scheme** - The When I am Ready scheme that enables young people in foster care to continue living with their foster carers once they turn 18 was launched and is operational.

16. There has also been some slippage in progress against some of the milestones in the Directorate Plan relating to:

- a. **Social Services Workforce Strategy** – The Children’s Services Workforce Strategy implementation plan has been completed and agreed by the Children’s Management Team. A Task Group to progress the actions in the implementation plan has been established and is making good progress against the key actions. The Human Resource (HR) People Services member provides a direct link between the Children’s Services’ Workforce Development Strategy and the corporate strategy. Agreement is needed on mechanisms to develop a similar strategic approach to workforce development in Adult Services.

Budget and savings proposals - The month 3 monitoring position for Children’s Services shows a projected overspend of £1.976m, against a budget of £47.340m. The overspend largely reflects a shortfall of £1.529m against the £3.527m of targeted savings relating to 2016-17 and previous years. The savings shortfall of £1.529m reflects anticipated under-achievements on external placements (including the Enhanced Fostering Scheme), legal costs, the lean review and market management. Aside from this, there are some cost increases in external fostering and staffing costs. The position reflects a number of assumptions, notably the anticipated drawdown of £950,000 of contingency budget set aside for growth in children’s external placements. The position also assumes that an increase in Special Guardianship Order allowances will be implemented in August.

Progress in relation to the Education of Looked After Children

17. Designated teacher forums take place termly giving schools the opportunity to share positive practice that they have put in place. The focus of the autumn forum will be Attachment Awareness training.

18. The majority of the Pupil Deprivation Grant (PDG) for 2016-17 has been given directly to schools via the Consortium (Cardiff, Bridgend, Merthyr Tydfil,

Rhondda Cynon Taff and the Vale of Glamorgan). The Consortium has maintained an amount for training across the consortium and to have a consortium based Looked After Children Education (LACE) team. This decision has implications for the small team supporting schools in Cardiff as some posts were funded from the PDG grant. Other streams of funding for the team are being sought. The amount of additional Educational Psychology time has had to be reduced as these posts had been funded from the grant in the previous financial year.

19. In relation to the virtual school" data tracking system for all looked after children, the tracker is being updated with the summer term teacher assessment. A new tracker sheet has been devised for schools after the initial pilot identified issues in transferring information to the Virtual tracker effectively. The majority of schools are sending in termly information when requested.

20. Representatives from the Child Health & Disability team and from the Education Casework Team were present at the June Multi Agency (MAG) Meeting and will continue to be present in meetings in the coming school year. The meetings continue to develop and are more focussed using the data that is now available.

Detailed Commentary – Quarter 1 2016-17 and Annual Outturn 2015-16

21. The number of children who were looked after at 30th June 2016 (not including those children being looked after as part of a respite care arrangement) was 681 compared with 644 at 31st March 2016 (CS LAC 3e). This represents a rate of 9.3 children per 1,000 in Cardiff, which is above the all Wales rate of 9.1 per 1,000 as at 31st March 2014.

22. The percentage of children supported to remain living within their family (SSWB 25) was 59.0% (980 / 1,661). Of the 1,661 children with a Care & Support Plan at 30th June 2016, 980 were being supported to live at home (i.e. were not being looked after).

23. The percentage of looked after children returned home from care during the year (SSWB 26) was 3.2%. Of the 747 children who have been looked after

during the year to date, 24 have returned home. This PI is cumulative, and performance will improve as we progress throughout the year.

24. The latter two PIs are a welcome measure of the effectiveness of the Service in supporting children and young people within their families.

25. 73.6% (391 / 531) of looked after children were placed with independent sector providers at the end of Quarter 1 (CS LAC 44), an increase from 72.0% (363 / 504) in Quarter 4. The number of children placed in independent sector residential placements has increased to 54 from 50 at the end of Quarter 4.

26. 61.2% (325 / 531) of children in regulated placements were placed in Cardiff at the end of Quarter 1 compared with 62.5% (315 / 504) at the end of Quarter 4 (CS LAC 58). A further 85 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.

27. 96.1% (492 / 512) of statutory reviews for looked after children were held within prescribed timescales in Quarter 1 an improvement from 92.7% (395 / 426) in Quarter 4 (SCC/021). 94.1% (482 / 512) of statutory visits were held in accordance with regulations in Quarter 4 showing an increase from 91.1% (388 / 426) in Quarter 4 (SCC/025).

28. All looked after children were allocated to a social worker at 30th June 2016.

29. 9.9% (64 / 644) of children who were looked after at 31st March 2016 had 3 or more placements during the year, compared with 10.5% (68 / 650) in 2014-15 (SCC/004 – NSI/PAM).

30. In 2015-16 performance regarding health assessments for looked after children improved with 76.0% of the health assessments due in the year being

undertaken, compared with 73.3% in 2014-15 (SCC/039). Performance regarding dental checks improved to 84.5% from 73.2% in 2014-15 (SCC/020). Focussed resource was identified to support improved recording of this information during the year. The number of looked after children registered with a GP within 10 working days of the start of a new placement also increased to 48.2% compared with 41.6% in 2014-15 (SCC/040). Performance in relation to GP registration is based on electronic records. It is thought that the level of performance is impacted by under-recording and is not a true reflection of actual performance against this indicator.

31. In relation to the education of looked after children, the overall picture during the year is mixed. Improvements have resulted from focussed work over several years to improve outcomes for looked after children, including an increased focus on joint working with the Education Service. Further work is required to build upon these improvements and joint work across Children's Services and Education is ongoing. Indicators which showed some improvement are detailed below:

- a. 9.1% (34 / 372) of compulsory school age children who were looked after at 31 March 2016 experienced a non-transitional school move during the year, compared with 17.8% (68 / 382) in 2014-15 (SCC/002 - NSI). 13 of the looked after children who experienced a non transitional school move during the year also experienced 3 or more placements.
- b. The average number of fixed term exclusion days for looked after children was 3.5 compared with 4.9 in 2014-15 (SCC/044b). This equates to 124 days for 35 children (compared with 185 days for 38 children in 2014-15).
- c. 27.6% of Personal Education Plans (PEPs) were in place compared with 20.4% in 2014-15 (SCC/024). Following concerns raised in Quarter 2, and the introduction of information for managers to enable proactive monitoring of PEPs, there was a small improvement in performance regarding timely completion of PEPs in 2015/16 (27.6% from 20.4% in 2014/15). It is acknowledged that further improvement is required and information to enable proactive monitoring of PEPs is now being provided to enable Operational and Team Managers to prioritise

improvement. Operational Managers for relevant services are continuing to re-enforce the need to ensure that staff give high priority to completing the PEP when children become looked after.

- d. The average external qualifications points score for looked after children increased to 257 from 191 in 2014-15 (SCC/037 - NSI), and the target of 220 was met.

32. Performance regarding primary school attendance for children looked after in Cardiff schools remained stable at 96.7%, compared with 96.9% in 2014-15 (SCC/022a).

33. Indicators where performance declined during the year are summarised below:

- a. Secondary school attendance for children looked after in Cardiff schools declined slightly to 91.8%, compared with 93.6% in 2014-15 (SCC/022b).
- b. 2 looked after children were permanently excluded during the year, the first time that any looked after children have been permanently excluded since 2010-11 (SCC/044a).
- c. Achievement of the Core Subject Indicator at Key Stage 2 (reaching Level 4 in Science, Mathematics and English or Welsh) was 54.5% compared with 65.2% in 2014-15 (SCC/035).
- d. Achievement of the Core Subject Indicator at Key Stage 3 (reaching Level 5 in Science, Mathematics and English or Welsh) was 34.4% from 37.0% in 2014-15 (SCC/036).

34. In respect of young people entitled to leaving care services, performance showed considerable improvement with 73.3% (332 / 453) having a Pathway Plan as required in 2015-16 compared with 60.5% (263 / 435) in 2014-15 (SCC/041a - NSI). An additional 30 young people have Pathway Plans that are in the process of being completed. The Pathway Planning process was reviewed during 2014-15 and the new forms were launched during the autumn of 2015, supported by best practice training in order to improve performance. In

the case of some young people who are age 16 and due to sit GCSEs shortly, social workers have taken the decision to wait until exams have finished before formulating the plans with young people.

35. 70.4% of care leavers had a Personal Adviser compared with 39.8% in 2014-15. Performance reflects improved capacity in the Personal Adviser service following successful recruitment during the year. Recruitment to the final 3 vacant posts in ongoing and in the meantime, all those young people aged 16-18 who do not have a Personal Adviser, should have an allocated social worker.
36. Children's Services was in touch with 94.0% (63 / 67) of care leavers at the age of 19 during the year, compared with 90.5% (57 / 63) (SCC/033d - NSI). The service attempts to keep in touch with all care leavers as required, however the young people determine for themselves whether they wish to respond and remain in contact.
37. 85.7% (54 / 63) of care leavers we were in touch with were in suitable non-emergency accommodation (SCC/033e - NSI) compared with 91.2% (52 / 57) in 2014-15. 9 young people were not considered to be in suitable non-emergency accommodation at 19, 4 of whom were in custody. In all other instances where a young person is in accommodation that is deemed unsuitable, Personal Advisers work with them to offer accommodation options that resolve this situation. However, ultimately, the young people make their own choices and often refuse options that are deemed to be more suitable. The new accommodation project (Young Person's Housing Gateway) that was initiated as part of the Organisational Development Programme in 2015-16 has improved accommodation offers for young people and we would expect this to impact more significantly for this group of young people during the forthcoming year.
38. 52.4% (33 / 63) of care leavers at 19 were in education, training or employment (SCC/033f - NSI) compared with 56.1% (32 / 57) in 2014-15. The Looked After Children Trainee Scheme has gone from strength to strength. Over the year 31 young people have had experience of work through Cardiff Council as trainees

compared with 5 in 2014-15. This year corporate apprenticeships were offered to 2 young people as a result of their work as trainees and a total of 15 staff across the Council have been trained as youth mentors. It is anticipated that the impact of this scheme for care leavers at 19 will become evident as the young people benefitting from the scheme reach the age of 19.

39. As at 30th June 2016, 54 children were in external residential placements.

Children's Services were solely responsible for funding 33 of these placements with the remaining 21 receiving contributions from Education, Health, or both. The average weekly cost per child was £3,502, although this ranged from £1,800 to £5,300. Contributions from Education range from 5% to 50% and Health range from 2% to 15% of the weekly cost - the percentage of the contribution is based upon factors such as how much the provider charges for education and therapy costs, the number of weeks in the school terms, the period of therapy, continuing health care needs and whether the child is statemented.

Financial Implications

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

Legal Implications

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

RECOMMENDATION

The Committee is recommended to:

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

TONY YOUNG

Director of Social Services

8th August 2016