

**Corporate Parenting Advisory Committee Performance Summary
Quarter 1 2017/18**

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 2017/18 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. Quarter 1 covers the period from 1st April 2017 to 30th June 2017.
4. The performance report attached at **Appendix A** has been constructed to highlight the progress made in delivering the key objectives, associated performance indicators, and commentaries that help to identify progress, issues and actions planned where the trend in performance is falling. To make the information in the performance report clearer, each indicator is accompanied by an arrow, and in some cases, a happy, indifferent or sad face.
5. For your information, these symbols represent the following:

- The face symbol shows whether performance is likely, unlikely to, or may meet the target set for the year.
 - The arrow direction shows whether performance has declined, has been sustained or improved when compared with an appropriate previous period.
6. 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.

Overview of Performance

7. 2016/17 was a unique, transitional year in terms of performance management and measurement due to the introduction of new performance reporting requirements and the National Outcomes Framework following implementation of the Social Services & Well-being (Wales) Act 2014. Although the new reporting requirements created a number of completely new performance indicators (PIs), some of the PIs from the previous performance regime were retained. This makes year on year comparison more complex and it is difficult to reach firm conclusions about whether performance has improved or declined.
8. Within Quarter 1 performance was good, however there are some areas for improvement. Performance in relation to timeliness of wellbeing assessments improved to 83% in Quarter 1, which is in excess of the 80% target despite an increase in the complexity of cases. Performance in respect of statutory visits to looked after children increased to 96% from 95% in Quarter 4. This is despite the increase in both the overall population of looked after children and in the number of children placed at home with their parents who require a higher level of statutory visiting.
9. However, performance in relation to initial and review child protection conferences reduced to 93% and 99% respectively from 100% for both in Quarter 4. Although this is a decline, in view of the volume of work the current

performance in considered to be good.

10. Performance in relation to allocation of children on the Child Protection Register to social workers remained at 100%.

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

- a. **Safeguarding Vision and Strategy** – The development of a Vision and Strategy for Safeguarding in Cardiff will commence following recruitment to vacancies in the Safeguarding Unit in Quarter 2.
- b. **Improve engagement with faith communities** - The Muslim Council of Wales have been identified as a key stakeholder and successful engagement has occurred to develop effective partnerships with mosques across Cardiff. A draft 'Safeguarding Children in Mosques and Madrassas' policy was shared with Muslim Council of Wales for discussion and comment. A Steering Group will be established to agree and ratify the policy.
- c. **Young carers** - The regional young carers' action plan that was agreed in Quarter 4 is now being implemented and will facilitate better awareness raising during the year. Young carers who request an assessment from Children's Services currently receive social work input and a wellbeing assessment is undertaken. We are not currently able to disaggregate these assessments to identify young carers who have had a wellbeing assessment. The purpose of the change is to provide young carers with a specific assessment that will be more proportionate and applicable to their needs.
- d. **Signs of Safety** - Implementation of the Signs of Safety approach within Children's Services is ongoing and is on target to meet the milestones set out in the Directorate Plan. Advanced training has been identified and has commenced for six Practice Leaders - further training scheduled to take place in Quarter 3. We have engaged with Swansea Council to

learn lessons and share best practice on implementation of Signs of Safety approaches. A Signs of Safety project milestone has been successfully achieved with the development of an electronic Resource Hub for staff to access. Dedicated Signs of Safety posts are currently being evaluated in preparation for the recruitment process to commence in Quarter 2.

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

- a. **Direct Payments** – A total of 173 children were in receipt of Direct Payments at some point during Quarter 1. The recent recommissioning of this service from a third party provider has been completed and the new contract commences on 31st July 2017; an interim contract has been secured with the incumbent. This provides a solid platform for improving performance in keeping with the target. The transition to the successful provider is being undertaken; full plans and actions are being implemented. Service users in receipt of direct payments have received letters and questionnaires relating to the new provider and the new Direct Payment options. Training for Social Services and Communities staff has been completed.

- b. **Disability Futures** - Although there has been some slippage against the milestones set out in the Directorate Plan, work in this area is ongoing and progress is being made. Of particular note in the allocation of £104,000 additional funding for 2017/18 through the Integrated Care Fund, to support the development of regionalised service delivery in relation to transitions. This will be used to support additional transition workers in the Adult Learning Disabilities transition team in Cardiff and the development of transition services across the ages and the region. An appointment to the Operational Manager for Learning Disability Services post was made on 16th June 2017. In light of the additional services being developed and the advent of a new Integrated Autism Service, as required by Welsh Government, project and change capacity within the programme is stretched which could lead to delays within

project throughout the year. The Officer Decision Report (ODR) in relation to Integrated Respite for Children is due to be finalised and signed off in Quarter 2.

- c. **Corporate Parenting Strategy** – The Corporate Parenting Strategy implementation plan has been delivered and operational during the past 12 months with the majority of the actions having been met in full. The new Corporate Parenting Advisory Committee will be considering how best to consolidate and extend the implementation of the Strategy during the course of the administration. New members of the Corporate Parenting Advisory Committee (CPAC) have been identified following the recent elections and a new Chair appointed. Training for new members is planned for early Quarter 2. Re-evaluation of membership roles will be undertaken following the Strategy launch. Two young people remain as advisors to the Committee.

During Quarter 1 2017/18, there were 34 referrals to the **Looked After Children Traineeship scheme**. Of the 34, 20 have engaged and 15 have started in a Traineeship Placement with 5 completing taster days. 1 young person was offered and accepted an Apprenticeship. At the end of the quarter there were a total of 5 Trainees and 6 Apprentices (as some of these arrangements commenced in previous years). During the quarter, 1 Apprenticeship was completed successfully in ICT and 1 Apprenticeship in Communities was converted to a Trainee placement due to non-attendance at college by the young person.

A **Participation and Consultation Steering Group** for looked after children is to be established within Specialist Services (Looked After Children, Personal Advisers and Advocacy) that will give some governance and meaningfulness where young people are involved in participation and consultation exercises.

- 13. **Recruitment and retention of children's social workers** - The rise in vacancies during the quarter was the equivalent of 4 posts. The Assistant Director has analysed the increase in vacancies and has found that 2 vacancies

have arisen as a result of proactively managing long term sickness absence and 2 from workers leaving the authority for personal reasons. Nevertheless, the underlying factors affecting recruitment and retention in children's social work remain a challenge across the UK. We also understand that an authority in some difficulty has appointed an agency to recruit a significant number of social workers at enhanced salary and this has destabilised the market for permanent and agency staff. An analysis of anticipated growth across the service has been completed and new posts from growth bid allocated in response. The Human Resources process and Trade Union consultation are expected to be concluded in Quarter 2, at which time recruitment will commence.

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

- a. **Emerging areas of risk** - Work to establish a dedicated Think Safe service in relation to trafficked children, children subject to Deprivation of Liberty considerations and children vulnerable to exploitation.
- b. **Further embed First Point of Contact / Information, Advice and Assistance functions –**
 - Work to develop an **Early Help Front Door** with the Team Around the Family (TAF) has commenced. The purpose will be to enable referrers to have greater understanding of current services and their accessibility prior to contacting statutory services. The first phase of the plan will be to extend the current TAF service to give the team additional capacity to provide Information, Advice and Assistance (IAA) in the context of early help, using the freephone number as the main contact point. The team will also have additional capacity to provide key working support for families who are being stepped down from Intake & Assessment
 - **Regional arrangements for pilot front door delivery for disabled children** within the Integrated Care Fund have continued during the quarter with the service specification having been agreed with the Vale of Glamorgan.

- There is evidence of improved communication between the **Multi Agency Safeguarding Hub (MASH)** and referrers, particularly in light of the Signs of Safety model being introduced.
- c. **Youth Offending Service (YOS)** – The numbers of First Time Entrants (FTEs) to the Youth Offending Service (YOS) has decreased slightly during Quarter 1 to 14 (from 15 in Quarter 4). The 14 young people committed 42 offences, averaging 3 offences per young person, however 3 of the 14 young people committed 40% of the offences.

Restructuring proposals have been presented to Trade Unions and staff and newly created posts are currently going through the Job Evaluation process prior to advertisement. The outcome from consultation and Job Evaluation will inform the Implementation Plan for the restructuring of YOS services.

Work with stakeholder agencies to further improve partnership working is currently being developed through:

- Outreach work around anti-social behaviour being jointly delivered with Youth Services.
 - YOS staff member attending the weekly Child Sexual Exploitation meetings.
 - Joint delivery of preventative programmes with the newly opened Adolescent Resource Centre.
 - Ongoing discussions with Health regarding appropriate mental health provision for young people in the YOS system.
- d. **Promoting Family Stability** – The Adolescent Resource Centre (ARC) team is now operational with referrals being received from 1st April 2017. Work is currently being delivered from a number of premises whilst building work on the ARC base is completed. Research on Step-Down services was completed and published and key messages were incorporated into service specifications. A step down service is now in

development.

e. **Support Services to Care Leavers**

- **Pathway Plan** updated to be compliant with the Social Services & Well-being (Wales) Act 2014 and Signs of Safety.
- Plans to develop a procedure for the **transition of vulnerable care leavers** from Children's to Adult Services were revisited during the quarter. This work is to be undertaken as part of a strategic piece of work that will encompass all issues related to transitions across Social Services. A project group is being established.
- Work in partnership with Housing in relation to the **Preparation Programme** is close to completion with the potential for the programme to be launched in Quarter 2. This is a programme in which young people can engage to improve and develop their skills. It will support the development of a model of assessing young people's life skills in partnership with Housing so that a coordinated approach can be implemented across all providers.
- **Personal Education Plans (PEPs)** – redesigned and updated by task and finish partnership group that included Looked After Children Education Team, Independent Reviewing Officer and Specialist Services.

- f. **Effectiveness of the current partnership arrangements for the delivery of Child & Adolescent Mental Health Services** – Initial engagement commenced. Funding identified (in Quarter 4 2016/17) to match the funding offer from University Health Board will enable a dedicated psychologist to be available full time for looked after children from Quarter 2.

Recommission Families First Services – Stakeholder workshops that consisted of current Families First providers and other providers who have an interest in Families First were held at range of different community venues (e.g. community centres, hubs) across Cardiff. These were well attended with representation from a good range of

organisations that provide services to children and families. The Cardiff 3rd Sector Council (C3SC) Children and Young People's Network consultation was a separate engagement event that consisted of key stakeholders from organisations that deliver services to children and young people across the city. Consultation has also been undertaken with parents in a specific event that was co-hosted by Barnardo's.

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

- a. **Integrated Finance and Service Strategy** – A further review of progress and reconsideration of the challenges associated with identifying the 2018/19 Directorate savings, has concluded that the longer term Integrated Financial Strategy (and as part of that 2018/19 proposals) will require substantial additional capacity and a further period of time if it is to provide a reliable platform for cost reduction over time. The new Cabinet also wishes to better understand the direction of travel and the underlying pressures at work. Key in this will be the Adult Services element of the strategy and the need to ensure that it is effectively underpinned by greater certainty at a granular level. This means that a revised target for the production of the Integrated Financial Strategy is now end of Quarter 3 or earlier if achievable. The Director of Social Services has commissioned the Institute of Public Care and Professor John Bolton to assist with the development of a financial strategy for the delivery of sustainable adult social services. It is anticipated that the strategy will be completed in readiness for consultation with Cabinet during the third quarter.

Progress in relation to the Education of Looked After Children

16. Seven schools in Cardiff have completed action research under the 'Promoting the Achievement of Looked After Children' programme. They shared their action research projects with each other on 10th July 2017. The research will be written up by University College London and learning from the projects will be

shared with other schools across the region.

17. A regional co-ordinator for Looked After Children has been appointed and will take up post in September. A Looked After Children consortium action plan is now in place. The Pupil Deprivation grant has been pooled and the proposal is that the money will be spent across the region as outlined below:

Regional Lead Co-ordinator	£50,000
Outside of Wales Commitment	£28,750
Regional training	£350,000
Regional school to school working	£100,000
Cluster/Transition Training	£150,000
Bursary (for in year needs)	£143,000
Targeted Support	£702,000

18. The Achievement Leader and Looked After Education team are having pupil progress meetings to discuss pupils that appear to be underachieving and to ensure that the school puts in additional support and intervention. We have liaised with the Literacy and Numeracy team in Cardiff who will give input to those children who haven't reached age expectations at the end of Foundation phase and Key Stage 2.

19. The Looked After Education team are also attending social worker team meetings to ensure good communication and timely intervention where there are concerns from either side. The Achievement Leader attends the Children's Services Managers' meeting where placement moves are discussed so that education can be considered at the earliest possible opportunity.

20. During the quarter, Education trained key staff in Children's Services on person-centred planning and Individual Development Plans. This preparation work has been undertaken in advance of updating Personal Education Plans (PEP) in the Autumn term. This group will work alongside the national training group that is looking at the possibility of a National PEP.

21. Data is in the process of being collected to inform the Autumn term performance report. Welsh Government have produced a new recording template that they are asking all authorities to use.

Detailed Commentary – Quarter 1 2017/18

22. The number of children who were looked after at 30th June 2017 (not including those children being looked after as part of a respite care arrangement) was 756 compared with 721 at 31st March 2017 (CS LAC 3e). This represents a rate of 10.2 children per 1,000 in Cardiff. Whilst this is above the all Wales rate of 9.0 per 1,000 as at 31st March 2016, the rise is consistent with national trends across Wales and the UK.
23. The percentage of children supported to remain living within their family (SSWB 25) was 53.0% (854 / 1,610) compared with 55.2% (894 / 1,619) in Quarter 4. Of the 1,610 children with a Care and Support Plan at 30th June 2017, 854 were being supported to live at home (i.e. were not being looked after).
24. The percentage of looked after children returned home from care during the year (SSWB 26) was 3.1% compared with 3.2% in Quarter 1 2016/17. Of the 812 children who have been looked after during the year, 25 have returned home. This PI is cumulative, and performance will improve as we progress throughout the year. In addition to the 25 children who were returned home from care, 93 children were in the care of their parents, but remain subject to a Care Order, and 51 children were placed with relative carers.
25. The latter two PIs are a welcome measure of the effectiveness of the service in supporting children and young people within their families and are in line with our Corporate Parenting Strategy which seeks to promote family placements.
26. 73.7% (431 / 585) of looked after children were placed with agency providers at the end of Quarter 1 (CS LAC 44), decreasing from 75.3% (414 / 550) in Quarter 4. The number of children placed in agency residential placements has decreased to 50 from 52 at the end of Quarter 4.
27. 62.9% (368 / 585) of children in regulated placements were placed in Cardiff at the end of Quarter 1 compared with 63.5% (349 / 550) at the end of Quarter 4 (CS LAC 58). A further 100 children placed outside Cardiff were within 20 miles of their home address. 14 of the children not placed in Cardiff are placed with a

relative carer. 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 children who are placed in areas that are closer to their home address than some parts of the city.

28. 95.8% (544 / 568) of statutory reviews for looked after children were held within prescribed timescales in Quarter 1, increasing from 94.9% (483 / 509) in Quarter 4 (SCC/021). Of the 24 reviews that were not held on time, 13 were held within a week, 2 within 2 weeks, 2 within 3 weeks, 1 within 4 weeks, 1 within 5 weeks, 1 within 6 weeks and 2 within 8 weeks. 2 were not held as they ceased to be looked after, prior to their review being held. 96.0% (545 / 568) of statutory visits were held in accordance with regulations in Quarter 1 showing an increase from 94.7% (482 / 509) in Quarter 4 (SCC/025).

29. 100.0% (747 / 747) looked after children were allocated to a social worker at 30th June 2017.

30. As at 30th June 2017, 50 children were in external residential placements (including one young person in a secure placement). Children's Services were solely responsible for funding 35 of these placements with the remaining 15 receiving contributions from Education, Health, or both. The average weekly cost per child was £3,528, although this ranged from £1,800 to £7,056. Contributions from Education range from 9% to 28% and Health range from 1% to 9% 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

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

Legal Implications

32. 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

2nd August 2017