
CHILDREN'S SERVICES PERFORMANCE MANAGEMENT INFORMATION

REASON FOR THE REPORT

1. The Children and Young People Scrutiny Committee is responsible for scrutinising the performance of Children's (social) Services. This report sets out performance data outlining progress against commitments for the quarter ending 30th September 2017.

BACKGROUND

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

PERFORMANCE DURING QUARTER 2: JULY TO SEPTEMBER 2017

7. Performance is being reported against the following corporate improvement objectives:

Looked after children in Cardiff achieve their potential
People at risk in Cardiff are safeguarded
People in Cardiff are supported to live independently

8. The Service has three main functions:
 - a. Promoting the welfare of children in need of care and support
 - b. Safeguarding children
 - c. Improving outcomes for looked after children

OVERVIEW OF PERFORMANCE

9. Within Quarter 2 performance was mixed and there are some areas of strength, particularly given demand pressures, however there are also some areas for improvement. Performance in relation to initial child protection conferences improved slightly to 94% (109 / 116), which is on target.
10. However, performance in respect of timely wellbeing assessments reduced to 76% (516 / 675) from 83% (523 / 630) in Quarter 1. This is in the context of a 7% (45) increase in the number of assessments completed.
11. Performance in relation to allocation of children on the Child Protection Register and looked after children to social workers remained at 100% (230 / 230).
12. Work to progress the Directorate's commitments in the Corporate Plan has continued and key areas of progress include:
 - a. **Improve engagement with faith communities** - Key strategies around communication and engagement have been successfully developed with the Muslim Council of Wales and in partnership with Cardiff and Vale Regional Safeguarding Children's Board; this has led to the publication of 'Safeguarding our Children: A Guidance for Mosque Schools and Islamic Studies Settings'. The guidance is about valuing and keeping Muslim children who receive an Islamic education in Cardiff and the Vale of Glamorgan safe. Its purpose is to raise community awareness about safeguarding children and to provide information about how to deal with concerns. Copies have been distributed to all mosques in Cardiff and the Vale of Glamorgan and a launch is planned for Quarter 3.
 - b. **Young carers** - Implementation of the regional young carers' action plan is ongoing and will facilitate better awareness of this group and the support available to them. Young Carer's Champions have been identified in two high schools, one in the East and one in the West of Cardiff. Future development includes identifying additional school based support workers with posts expected to be operational in Quarter 1 2018/19. The Young Carers in Schools programme is currently being piloted by a number of schools across Wales including, Gwynedd, Denbighshire, Conwy, Pembrokeshire, Merthyr Tydfil,

Caerphilly, Cardiff and Greater Gwent. Supporting Young Carers in Schools: A Step-by-Step Guide for Leaders, Teachers and Non-Teaching Staff, is part of the Young Carers in Schools programme. The guide uses a number of tools to assist in raising awareness, identifying, assessing and supporting young carers in schools. Wider use of the guide will be explored in Quarter 3 looking at the potential for the guide to be used across other agencies including social care.

- c. **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. Practice Leader workshops have continued to take place throughout the quarter and a 5 day intensive Practice Leader course is due to be held in the first week of October. Engagement and sharing of best practice continues with other Local Authorities within both Wales and UK wide. The project plan is progressing well.
- d. **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. As a result it has been decided that the formal launch of the Strategy is no longer necessary.

During Quarter 2 2017/18, there were 21 referrals to the **Looked After Children Traineeship scheme**. Of these, 6 have started Traineeship Placements and 1 has attended taster days. 10 will receive pre-engagement work before starting a Trainee placement. The remaining 4 are due to be met early in Quarter 3. An additional 11 young started Traineeship Placements during Quarter 2 from referrals in previous quarters. 2 young people were offered and accepted Paid Trainee roles. 1 young person interviewed but was not successful for a Corporate Apprenticeship and 1 young person registered with Cardiff Works. At the end of the quarter there were a total of 11 Trainees and 6 Apprentices (as some of these arrangements commenced in previous years).

Monies identified as part of the Cardiff Ambition to create a new post that will sustain and develop the Trainee Scheme, including opportunities outside of the Council. A focus group was held with young people who have been through the Trainee Scheme to look at changing the identity of the scheme. The scheme will be renamed Bright Starts Trainee Scheme and processes will be redesigned with Communications Team before being relaunched.

A Participation and Consultation Steering Group for looked after children has been 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. There has been some slippage in progress against some of the milestones in the Corporate Plan relating to:

- a. **Safeguarding Vision and Strategy** – The development of a Vision and Strategy for Safeguarding in Cardiff was originally targeted for completion by 31st March 2018, but vacancy related delays now mean that we are targeting completion in Quarter 1 2018/19.
- b. **Direct Payments** – 835 people have used the Direct Payment scheme during Quarters 1 and 2 (172 children and 663 adults aged 18+). During Quarter 2, 19

started Direct Payments and 12 ceased (of which, the main reason was deceased). The new Direct Payments Support Service commenced on 31st July 2017. The transition to the successful provider, Dewis Centre for Independent Living (CIL) is being undertaken and the transition plans are being implemented. This provides a solid platform for improving performance in keeping with the target. The growth bid was successful and, as a result, the Personal Assistant rate and agency rate will increase from £10.02 to £10.52 and £11.96 to £14.66 respectively. Decision that Continuing Health Care is not available where Direct Payments are in place for children is being challenged.

- c. **Disability Futures** - The Disability Futures Strategy is making strong progress in a highly complex partnership environment and is effectively driving the changes needed in relation to models for a regional Complex Needs Service, regional recommissioning of services, transition, autism services and integrated respite for children. Despite strong performance in relation to the strategy, there has been some slippage against the milestones set out in the Directorate Plan.

Integrated delivery models for a regional **Complex Needs Service** are currently being explored, e.g. scoping out the development of a regional Occupational Therapy service for Children across Health, Education and Social Services.

The Project Group has undertaken a scoping exercise on the **regional recommissioning of services** e.g. Independent Living Skills (ILS). As a result a project brief to support regional commissioning and alignment is to be considered by the Families First Programme Board.

Work to create a **Transition** process and protocol for Cardiff that can be closely aligned with regional partners is ongoing. Transition process workshops with key stakeholders working on transition in Cardiff Council Social Services were held and completed during the quarter. The draft process that was agreed at the workshop was further discussed and agreed at the regional operational group meeting with relevant Operational Managers from Cardiff, Vale, Education and the University Health Board.

Existing University Health Board and Cardiff and the Vale **autism services**, Cardiff and Vale Autism Spectrum Service (CAVASS) and Adult Autism Advice (AAA), have been restructured and aligned into an integrated Autism Service. The integrated service was launched by Cllr Hinchey (Cardiff), Cllr Kerry (Vale of Glamorgan) and the Minister for Social Services and Public Health on the 27th September. A wide range of stakeholders will come together to join the launch across varied Health directorates, Social Services, Education, schools and the Third Sector.

The Officer Decision Report (ODR) in relation to **Integrated Respite for Children** is being finalised and prepared for sign off in Quarter 3.

- d. **Recruitment and retention of children's social workers** - The impact of ongoing work to recruit social workers is beginning to show, with vacancies reducing to 20% in Quarter 2, from 26% in Quarter 1. In September 2017, 30.0 / 153.8 social worker posts were vacant. The vacancy position dipped below 20% in August for the first time since September 2015. The improvement in the

vacancy rate is despite 4 Principal Social Worker posts in the Looked After Children's Service being filled with existing staff, creating vacancies at Social Worker level.

14. In relation to the Directorate Plan, there has been progress in relation to:
- a. **Emerging areas of risk** - Think Safe Service Operational Manager appointed and in post. Practitioner and Team Manager posts for the service have been advertised and recruitment is underway. Cardiff Council arranged to host an all Wales network event on sharing best practice in tackling CSE, human trafficking and the exploitation of vulnerable adults (held on 2nd October 2017). The event was attended by UK speakers, Welsh Government and partners from across Wales.
 - 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) is ongoing. 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 deal with Information, Advice and Assistance (IAA) contacts, 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. Currently, the front door service is managed via the Multi-Agency Safeguarding Hub (MASH) and there is evidence of improved communication between the MASH and referrers, particularly in light of the Signs of Safety model being introduced.
 - c. **Recommission Families First Services** – Recruitment to central posts has concluded and appointments have been made. Service Specifications have been finalised and the draft Officer Decision Report is in development for sign off in Quarter 3. Recruitment of Social Workers from within Children's Services to the Early Help Front Door has also been concluded.
 - d. **Integrated Finance and Service Strategy** – The scope of the Institute of Public Care (IPC) commission in relation to Adult Service's financial sustainability was agreed and will focus on 4 key work streams:
 - i. Development of a whole systems '**Reablement Strategy**' with Health including:
 - 1. Review of Community Resource Team (CRT) operating model.
 - 2. Initiated Partner engagement.
 - ii. Development of an **Accommodation Strategy for Older People**.
 - iii. Development of a new model for **Adult Social Work practice** to parallel Signs of Safety.
 - iv. Development of a new **Regional Learning Disabilities Strategy**.
15. There has also been some slippage in progress against some of the milestones in the Directorate Plan relating to:
- a. **Youth Offending Service (YOS)** – The numbers of First Time Entrants (FTEs) to the Youth Offending Service (YOS) has increased during Quarter 2 to 21

(from 14 in Quarter 1). The 21 young people committed 39 offences, averaging 1.86 offences per young person.

The final training session with staff in partner agencies regarding the **Enhanced Case Management (ECM) service model** has been completed. The model of intervention will go live in Quarter 3 with staff in the process of identifying suitable young people to start working with the ECM model.

An initial meeting has been held to develop a **Youth Offending Service (YOS) Young Person's Panel** – a lead officer has been identified in YOS to work in collaboration with regional YOS to develop a Participation Strategy. Cardiff Youth Service Active Involvement Team are currently identifying the young people who will participate in service feedback sessions and interview panels.

A contract has been awarded to the existing provider to continue delivering a **Triage Service** to the end of this financial year whilst the commissioning of new service through the tendering process is completed.

Restructure of YOS staff is an ongoing process. The next phase will involve Unions consulting with staff members on the impact of the creation and deletion of posts.

Building work is due to be completed by mid October, at which point staff will begin the **YOS relocation** to the John Kane Building in Gabalfa.

There is potential for mental health needs to be better met due to Child and Adolescent Mental Health Services (CAMHS) recruiting to a long standing vacancy that has resulted in the provision of a service across all referring agencies.

- b. **Effectiveness of the current partnership arrangements for the delivery of Child & Adolescent Mental Health Services** – An initial meeting has taken place with senior officers from Child and Adolescent Mental Health Services (CAMHS) – this engagement will need to continue whilst we measure the impact of improvements that CAMHS have suggested that we will see.
- c. **Promoting Family Stability**
 - Building work on the **Adolescent Resource Centre (ARC)** has been delayed due to discovery of some asbestos in the building that was not detected during the procurement process; associated cost implications are being considered.
 - **Family Group Conferencing (FGC)** continues to be delivered by Tros Gynnal; the commissioning process for a new FGC service will be undertaken when the service specification has been finalised. It is anticipated that the service specification will be finalised by the end of Quarter 3.

d. **Support Services to Care Leavers**

- **Preparation Programme** – this is part of the recommissioning of accommodation happening in partnership with, and led by, Housing through a project group. Development of written information for care leavers has been deferred and will be taken forward via the Preparation Programme as part of the new outcomes framework for commissioning services.
- Once the recommissioning of the accommodation for **The Youth Gateway** has been completed we will be able to produce written information for young people which can include information about all resources available. The newly appointed Project Support Officer will be tasked with coordinating this work along with work on Transitions.
- Work on re-design of **Personal Education Plans (PEPs)** has been completed and the new PEPs are currently being printed. We are aware that Welsh Government plan to issue an all Wales PEP in the future.

DETAILED COMMENTARY

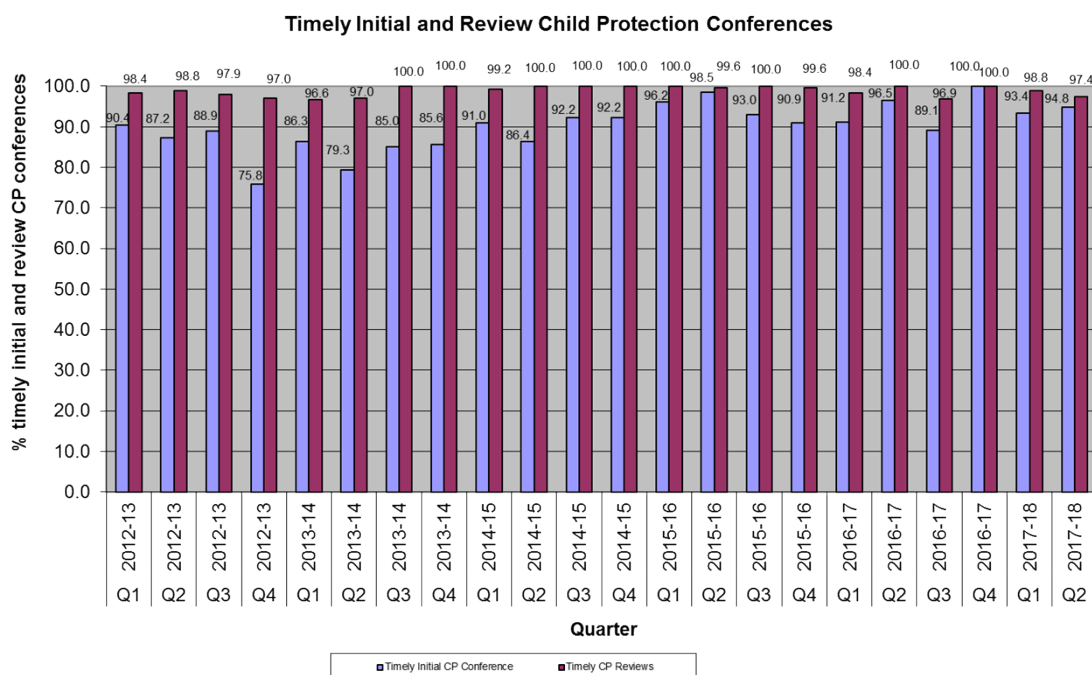
A) PROMOTING THE WELFARE OF CHILDREN WITH CARE & SUPPORT NEEDS

16. Performance indicators relating to referrals (prior to April 2016), and initial and core assessments are no longer available as these have been replaced with Wellbeing Contacts / Referrals and Wellbeing Assessments.
17. Children's Services received 7,224 Wellbeing Contacts / Referrals in Quarter 2 (Contacts 1) a 3% decrease from 7,476 in Quarter 1. This figure illustrates the level of demand on the service requiring social worker oversight and decision making within 24 hours. A detailed breakdown of Wellbeing Contacts / Referrals is provided at **Appendix C** for the Committee's information. This report shows the source and outcome of the 7,224 Wellbeing Contacts / Referrals received by Children's Services during Quarter 2.
18. Performance in relation to the timeliness of assessments (SSWB 24) was 76.4% (516 / 675) compared with 83.0% (523 / 630) in Quarter 1. Performance decreased in the context of a 7% increase in the number of assessments completed. **Appendix C** details the source and outcome of the 453 Wellbeing Assessments that were completed during the quarter. Please note that the figures for numbers of assessments does not match because the PI requires us to include provision of Advice and Assistance.
19. In addition to the above Wellbeing Assessments, the following assessments were completed during the quarter:
 - a. Child Protection enquiries under Section 47 of the Children Act 1989 = 467.
 - b. Connected Persons assessments of people with a prior connection to a child or young person to determine whether it is appropriate for them to become a foster carer for the child= 25.
 - c. 47 care proceedings were initiated in Quarter 2, compared with 79 in Quarter 1.

20. The percentage of children supported to remain living within their family (SSWB 25) was 51.2% (823 / 1,607) compared with 53.0% (856 / 1,612) in Quarter 1. Of the 1,607 children with a Care and Support Plan at 30th September 2017, 823 were being supported to live at home (i.e. were not being looked after).
21. The percentage of looked after children returned home from care during the year (SSWB 26) was 4.5% compared with 6.2% in Quarter 2 2016/17. Of the 890 children who have been looked after during the year, 40 have returned home. This PI is cumulative, and performance will improve as we progress throughout the year. In addition to the 40 children who were returned home from care, 95 children were in the care of their parents, but remain subject to a Care Order, and 67 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.
22. 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.

B) SAFEGUARDING CHILDREN

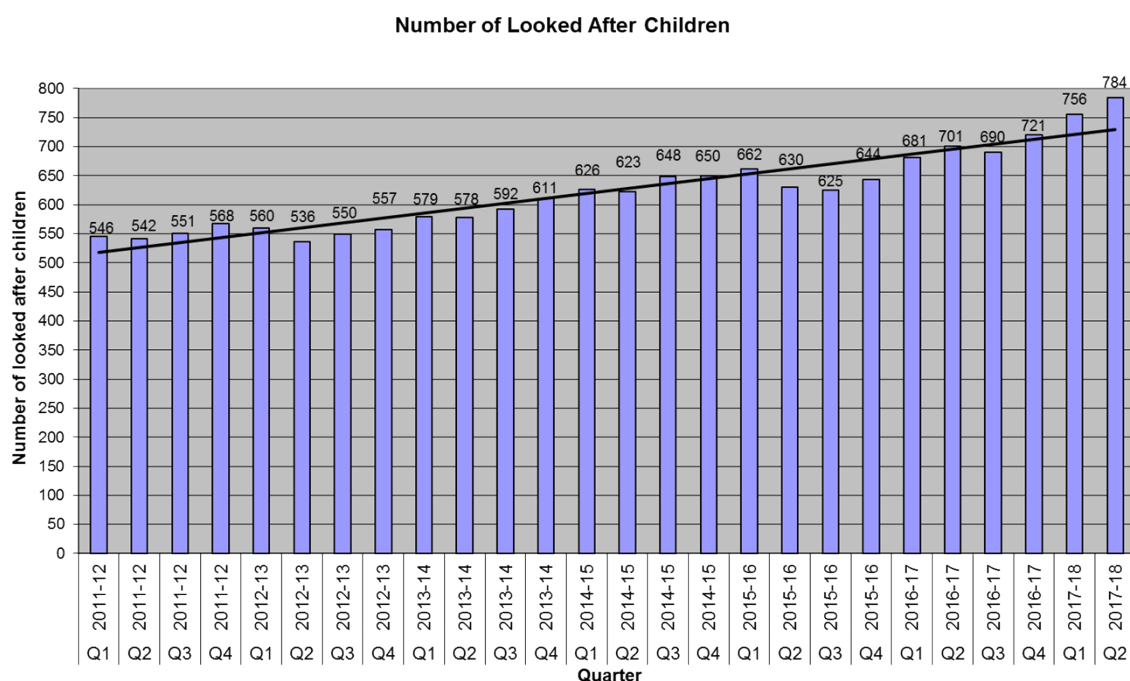
23. The number of children on the child protection register at the end of Quarter 2 was 230 (from 204 at the end of Quarter 1) (CS CPR 4).
24. 94.0% (109 / 116) of initial child protection conferences took place within the 15 working day timescale in Quarter 2 – improving from 93.4% (113 / 121) in Quarter 1 and reaching target level (SCC/014). The 7 late conferences included 3 for 1 sibling group during the quarter. All late conferences have since been held.
25. Timeliness of review child protection conferences was 97.4% (190 / 195) in Quarter 2 compared with 98.8% (163 / 165) in Quarter 1. The 5 late conferences included 3 for 1 sibling group. All late conferences have since been held and the children were de-registered.



26. 100% (230 / 230) of children on the child protection register had an allocated social worker at 30th September 2017.
27. The percentage of re-registrations of children on the child protection register (SSWB 27) increased to 8.7% (9 / 104) compared with 4.1% (4 / 97) in Quarter 1. 9 of the children registered during the quarter had been on the CPR within the previous 12 months. The 9 children comprised 3 sibling groups and one individual.
28. The average length of time for children who were on the CPR during the quarter (SSWB 28) was 249 days compared with 289 days in Quarter 1. This is based on children who were de-registered during Quarter 2.

C) IMPROVING OUTCOMES FOR LOOKED AFTER CHILDREN

29. The number of children who were looked after at 30th September 2017 (not including those children being looked after as part of a respite care arrangement) was 784 compared with 756 at 30th June 2017 (CS LAC 3e). This represents a rate of 10.6 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. Fluctuation in the number of looked after children is displayed in the graph below.



30. 72.4% (439 / 606) of looked after children were placed with agency providers at the end of Quarter 2 (CS LAC 44), decreasing from 73.7% (431 / 585) in Quarter 1. The number of children placed in agency residential placements has further decreased to 45 from 50 at the end of Quarter 1. 47 care proceedings were initiated in Quarter 2, compared with 79 in Quarter 1.
31. 61.9% (375 / 606) of children in regulated placements were placed in Cardiff at the end of Quarter 2 compared with 62.9% (368 / 585) at the end of Quarter 1 (CS LAC 58). A further 106 children placed outside Cardiff were within 20 miles of their home address. 15 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.

32. 96.2% (577 / 600) of statutory reviews for looked after children were held within prescribed timescales in Quarter 2, stable from 95.8% (544 / 568) in Quarter 1 (SCC/021). Of the 23 reviews that were not held on time, 7 were held within a week, 6 within 2 weeks, 4 within 3 weeks, 3 within 4 weeks and 3 within 6 weeks.
33. 93.8% (563 / 600) of statutory visits were held in accordance with regulations in Quarter 2 showing a decrease from 96.0% (545 / 568) in Quarter 1 (SCC/025). This is in the context of an 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.
34. All looked after children were allocated to a social worker at 30th September 2017.

YOUTH OFFENDING SERVICE

35. The numbers of First Time Entrants (FTEs) to the Youth Offending Service (YOS) has increased during Quarter 2 to 21 (from 14 in Quarter 1). The 21 young people committed 39 offences, averaging 1.86 offences per young person.
36. Please see paragraph 15a for more information on the Youth Offending Service.

STAFFING

37. The percentage of social worker vacancies in Quarter 2 decreased to 20.3% (Staff 1) and recruitment initiatives are ongoing. In September 2017, 30.0 / 153.8 social worker posts were vacant. Please see paragraph 13d for further information.
38. The average number of days of sickness absence for staff in Children's Services in Quarter 2 2017/18 was 6.63, compared with 5.46 in Quarter 2 2016/17.
39. Children's Services achieved 91% compliance with initiation objectives for 2017/18.

WAY FORWARD

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

LEGAL IMPLICATIONS

41. The Scrutiny Committee is empowered to enquire, consider, review and recommend, but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Executive / Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed

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

FINANCIAL IMPLICATIONS

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

RECOMMENDATION

The Committee is recommended to:

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

Tony Young
Director of Social Services
6th December 2017