

Children's Services Scrutiny Report

Quarter 2 2018



Executive Summary

What's working well?

- Improving performance in timeliness of Well-being Assessments
- Good performance in managing sickness absence
- Positive Care Inspectorate Wales Inspection Report of Crosslands Children's Home
- Commissioning Strategy under development and advanced planning of new residential provision
- Positive engagement with workforce and partners to understand priorities
- Workforce strategy developed
- Decision making panels implemented

What are we worried about?

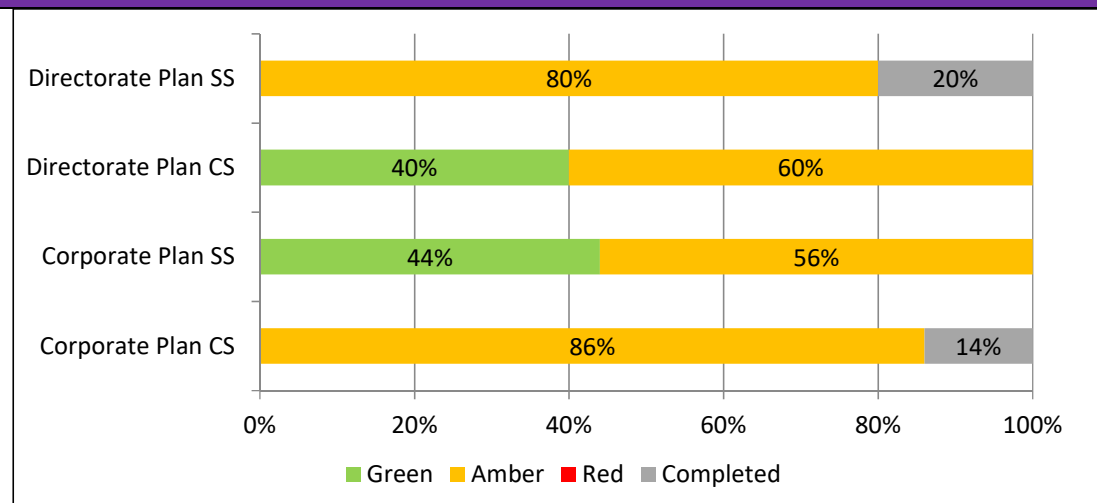
- Levels of agency workforce and variable caseloads.
- High numbers of looked after children and associated pressures on placement provision
- Low numbers of child protection registrations.
- Numbers of children waiting for adoption 12 months after Order made.
- Fitness for purpose of current staffing structures.
- Low numbers of children looked after returned home from care during the year

What do we need to do?

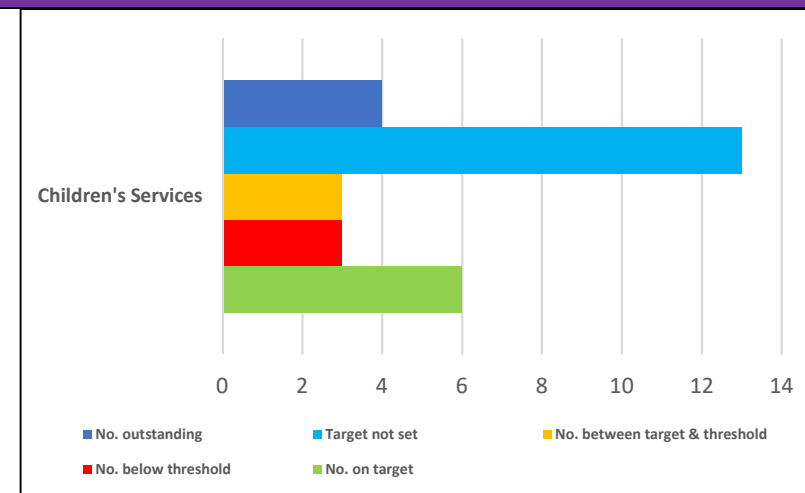
- Develop a 3 year strategy and implementation plan “Improving outcomes for all our children” and associated work streams to ensure a clear vision and actions in place to address all areas of improvement.
- Deliver a recruitment and retention strategy to retain, recruit and develop a suitably experienced and knowledgeable workforce.
- Implement a quality performance framework that evidences strengths and areas for improvements.
- Create a culture that is strength based, rights based and outcome focused with the child at the centre of all that we do.
- Evidence that all activities make a positive difference to the lives of the children and young people
- Develop a clear pathway for the “Children’s Journey” in Cardiff
- Refresh Signs of Safety implementation plan

Quarterly Performance

Progress against Corporate Plan & Directorate Delivery Plan Actions



Performance Indicator Overview Quarter 2



13 no target = 11 not appropriate; 2 new indicators, baseline being set

What's working well?

•Cardiff Youth Offending Services (YOS)

Cardiff YOS has developed a knife crime awareness programme, which has been delivered over the past two months to a large number of young people on a range of Court Orders. The programme is built upon the principles of a successful programme that has been developed and delivered in Scotland; **'No Knives, Better Lives'**. The programme is built upon the four **Rs principle: Responsibility, Risk, Resilience and Reassurance** with the focus being on issues that are particular to Cardiff and relevant to the communities' young people live in.

•Child Friendly City strategy

The Child Friendly City strategy has been developed and was launched at Cardiff Public Services Board on the 20th November, to coincide with the United Nations (UN) World Children Day. Children looked after are at the centre of many of the actions within the strategy, and the rights approach is underpinning all improvement work in Children's Services.

What are we worried about?

•**Social Worker Vacancies.** 19 vacancies were filled during Quarter 2 (ten with new social workers, two through transfers and seven through the promotion of existing social workers). The creation of a further seven new posts has affected the vacancy figure this quarter. The percentage of vacancies in Quarter 1 was 28.2% and has increased to 31.20% in Quarter 2. This is a significant indicator for improving outcomes in the service area as a permanent, competent workforce is critical to good standards of practice. The reliance upon agency workers to cover gaps in the social work workforce is also costly. There is limited availability of agency workers to cover vacancies which poses a challenge to managing the work load on a temporary basis, whilst the workforce recruitment and retention strategy is implemented.

•**Increase in Demand in Childrens' Services.** There has been a significant increase in the number of Children Looked After which presents challenges to securing the best outcomes for all our children and effectively managing the service and the financial pressures. Childrens services overspend position **(Month 4)** of £3.621 million, there are projected overspends of £3.844 million in respect of external placements for children looked after, and this is after taking into account an assumed drawdown of £950,000 contingency budget set aside for this specific purpose.

•**Placement Availability for Children.** Significant increase in demand for residential and foster care placements children looked after with insufficient range and availability of placements both resulting in an increased number of children being placed outside of Cardiff and neighbouring authorities.

•**Securing opportunities for the most vulnerable and disengaged young people** remains a challenge. The percentage of care leavers in education, training and employment at 12 months after leaving care, was 49.4% for 2017-18 against a target of 60% for the year.

What do we need to do?

•To address against **social work vacancies** a Workforce Project Group has been established and a Recruitment and Retention Strategy developed. A workforce “report card” to track vacancies and agency cover is in development. In the short term there will be a review and development of the Council’s recruitment website, mapping of the recruitment processes to ensure they are efficient and effective and strengthen of performance reporting on workforce related issues. . In the medium term the Council will develop and strengthen existing links with local universities and review and strengthen staff induction. Salary levels and the overall ‘offer’ to social workers will be reviewed. An analysis of retention / turnover data and a skills and gap analysis will inform future workforce planning activity, reviewing staff roles to ensure the workforce is able to meet the changing needs of Children’s Services in the future whilst successfully recruiting current vacancies. All of the work will be underpinned by robust stakeholder engagement with opportunities for existing staff and potential future staff (e.g. student social workers) to actively influence and shape what the future Children’s Services workforce looks like, using staff as ambassadors to encourage and attract both newly qualified and experienced social workers to come to Cardiff.

•To address the increase in **demand in Children’s services** there is an objective in the 19/20 Directorate Plan to increase the quality and quantity of provision for children looked after to enable more children to be placed nearer to home by :

- Increasing the number of Local Authority Foster Carers by 2019/20
- Increasing the range of local residential provision by commissioning 20 new placements by 2022
- Work with the regional adoption service to increase the number of adoptive placements by 2019/20 (targets set by regional service)

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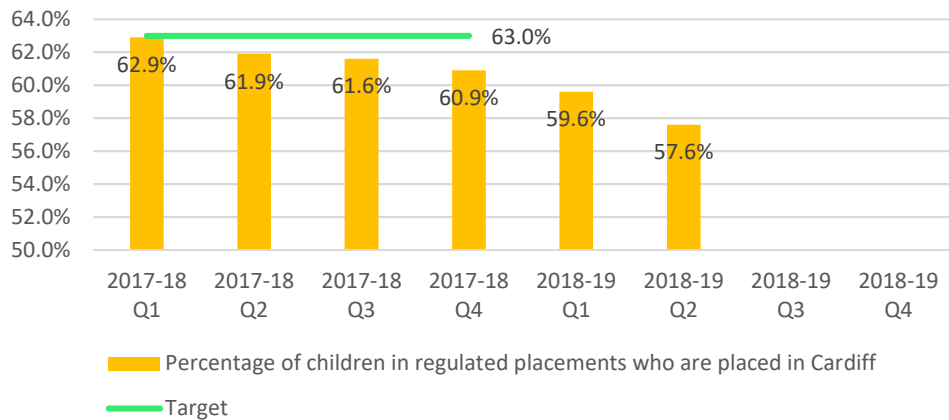
Work has also commenced on a **Cardiff Council Placement Commissioning Strategy which will be completed by March 2020.**

• To address **Securing opportunities for the most vulnerable and disengaged young people** there is an objective in the 19/20 Directorate Plan to :

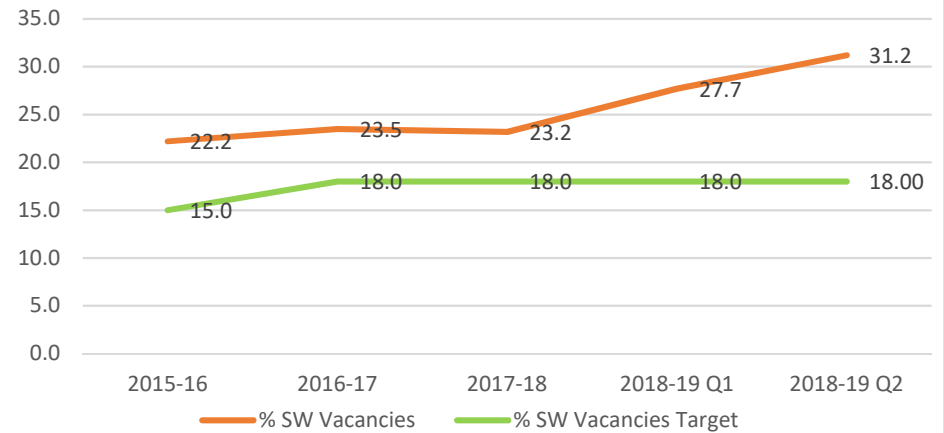
- Work in partnership with employment and education providers to increase education and training outcomes for Care Leavers by March 2020

Key Performance Indicators – Corporate Plan

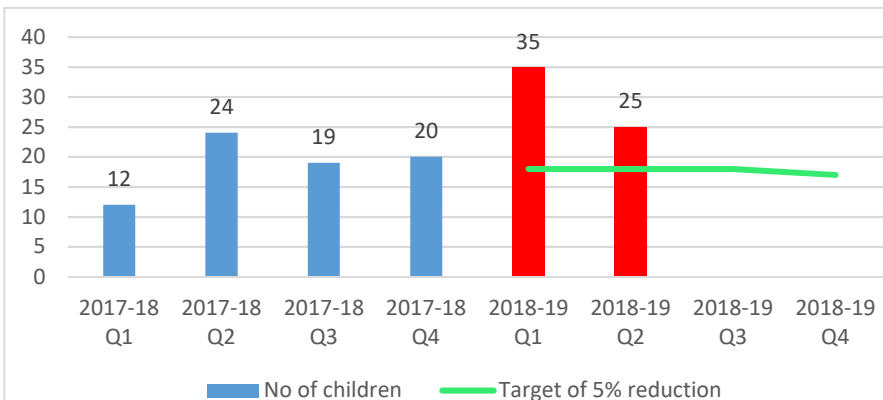
CS LAC 58 Percentage of children in regulated placements who are placed in Cardiff



Staff 1 The percentage of social worker vacancies in all teams



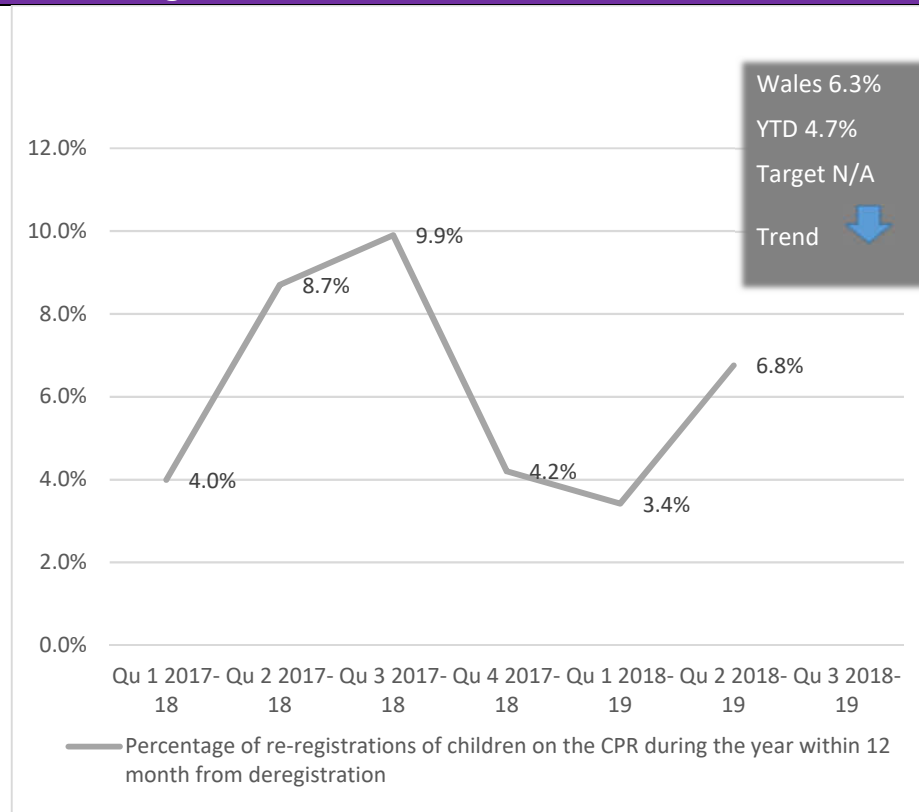
YOS 1 The number of children entering the criminal justice system.



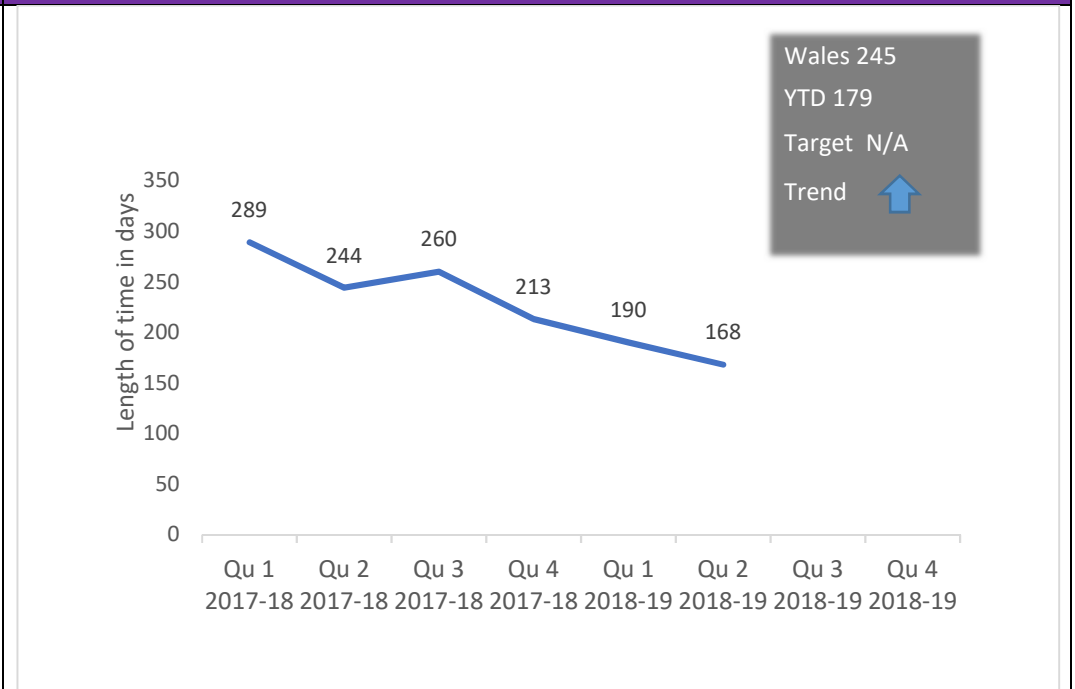
Key Performance Indicators - Directorate Delivery Plan

Strategic Directorate Priority 1 - Safeguarding

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

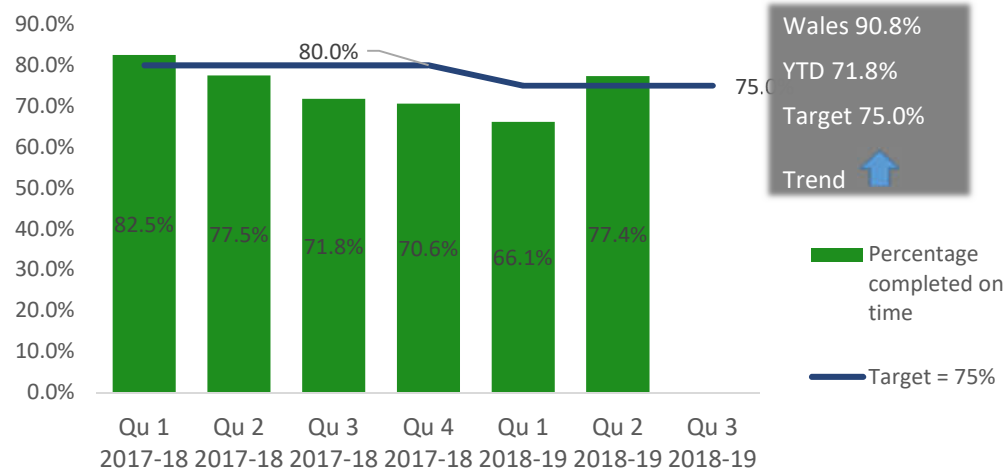


SSWB 28 Average length of time for all children who were on the Child Protection Register during the year.

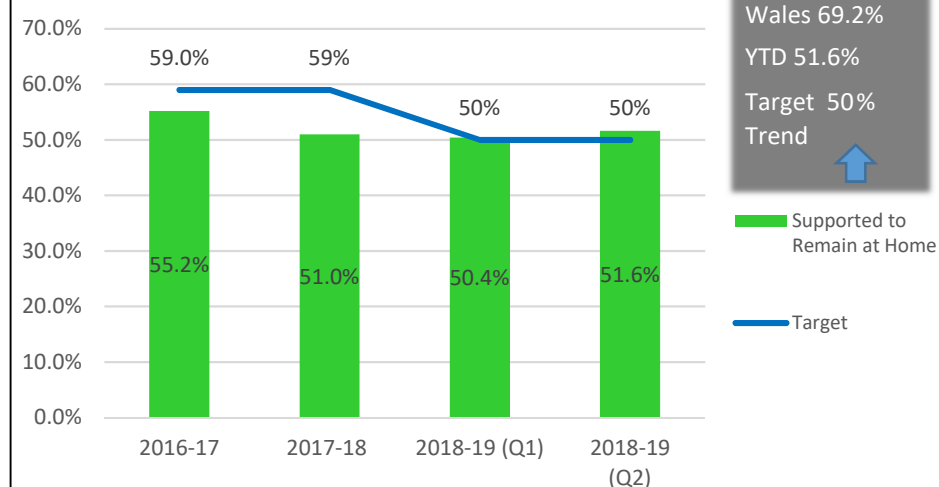


Strategic Directorate Priority 2 - Prevention & Independence

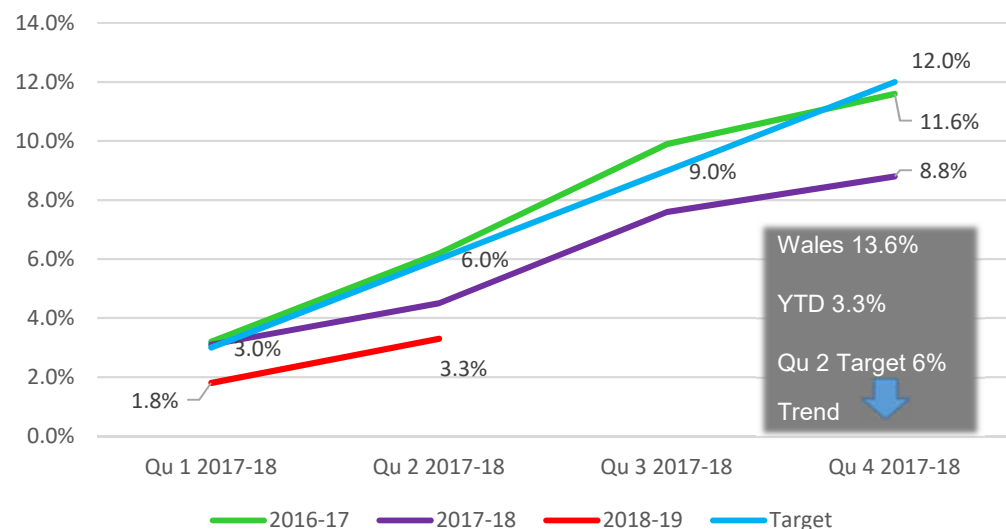
SSWB 24 Percentage of Well-being assessments completed within statutory timescales



SSWB 25 Percentage of children supported to remain living within their family

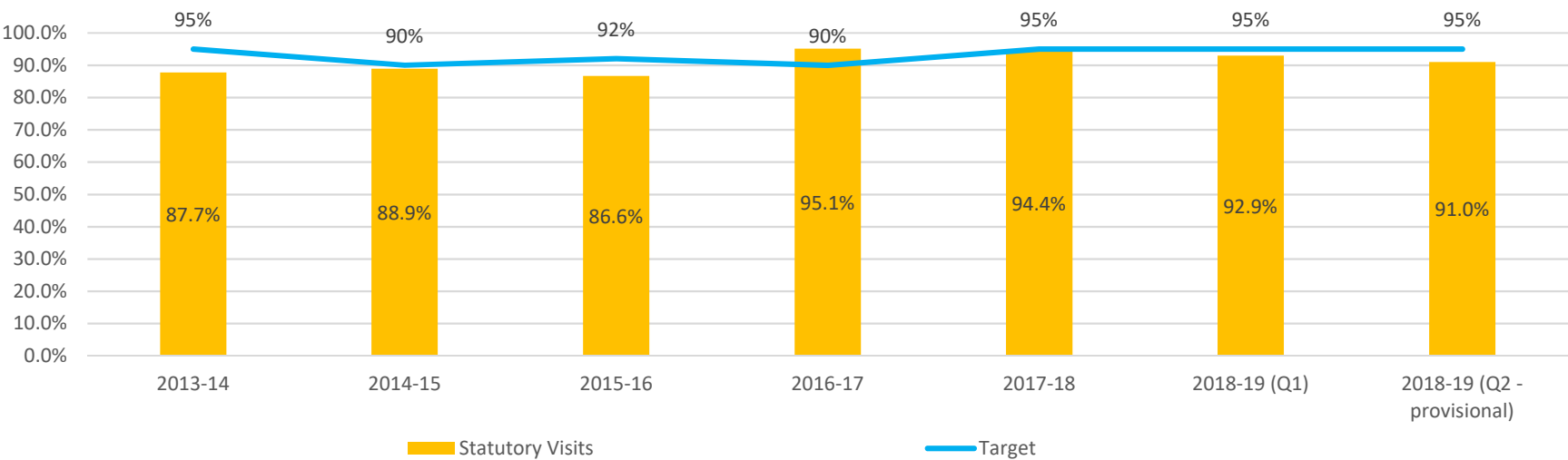


SSWB 26 Percentage of looked after children returned home from care during the year



Strategic Directorate Priority 3 - Care & Support (including transitions)

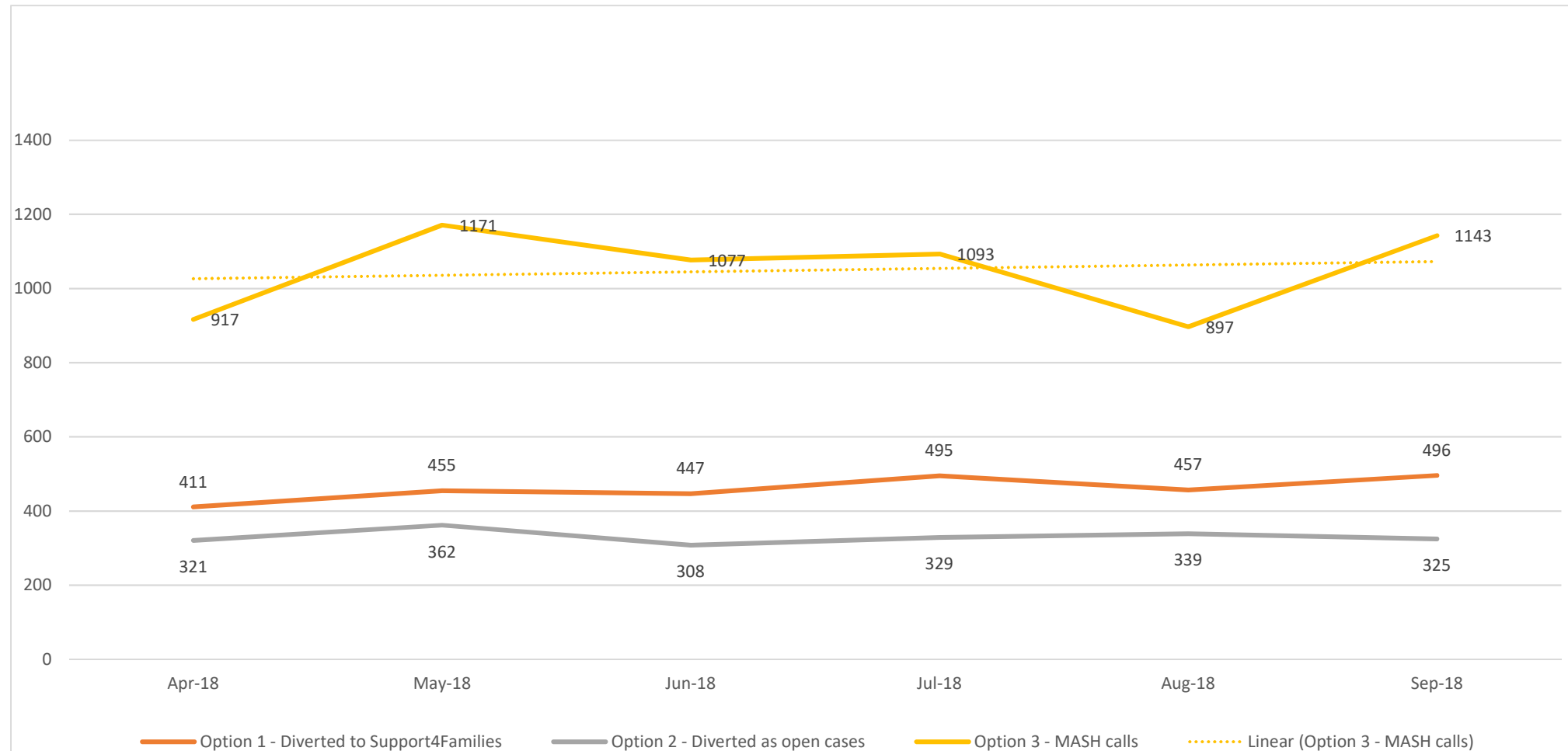
SCC/025 The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.



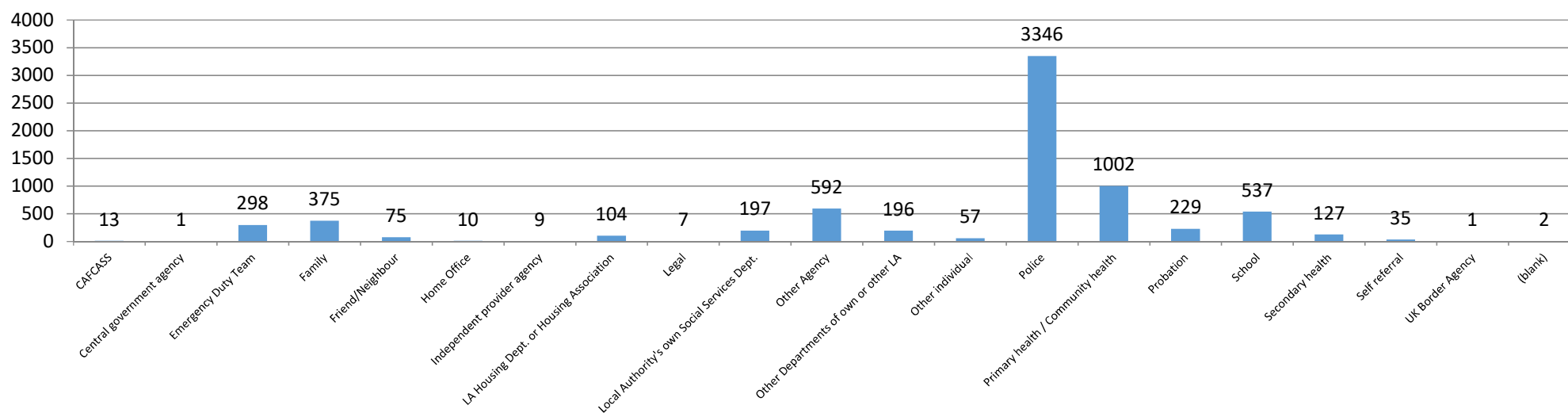
Prevention and Well-being

| What's working well? | What are we worried about? | What do we need to do? |
|--|---|---|
| <ul style="list-style-type: none">• Rapid Response Workers- engage with crisis situations with children who are on the edge of care and intervene in a timely way.• Family Intervention Support Workers - work with families so that children can remain at home.• Positive intervention to children and families in an increasing number of complex cases including across borders.• Introduction of panels at key points of the children's journey to support signs of safety decision making | <ul style="list-style-type: none">• The high number of children and young people entering the looked after system.• The variable caseloads of social workers in the intake and assessment teams. | <ul style="list-style-type: none">• Independent analysis of the reasons for child or young person becoming looked after.• Implementation of recruitment and retention plan |

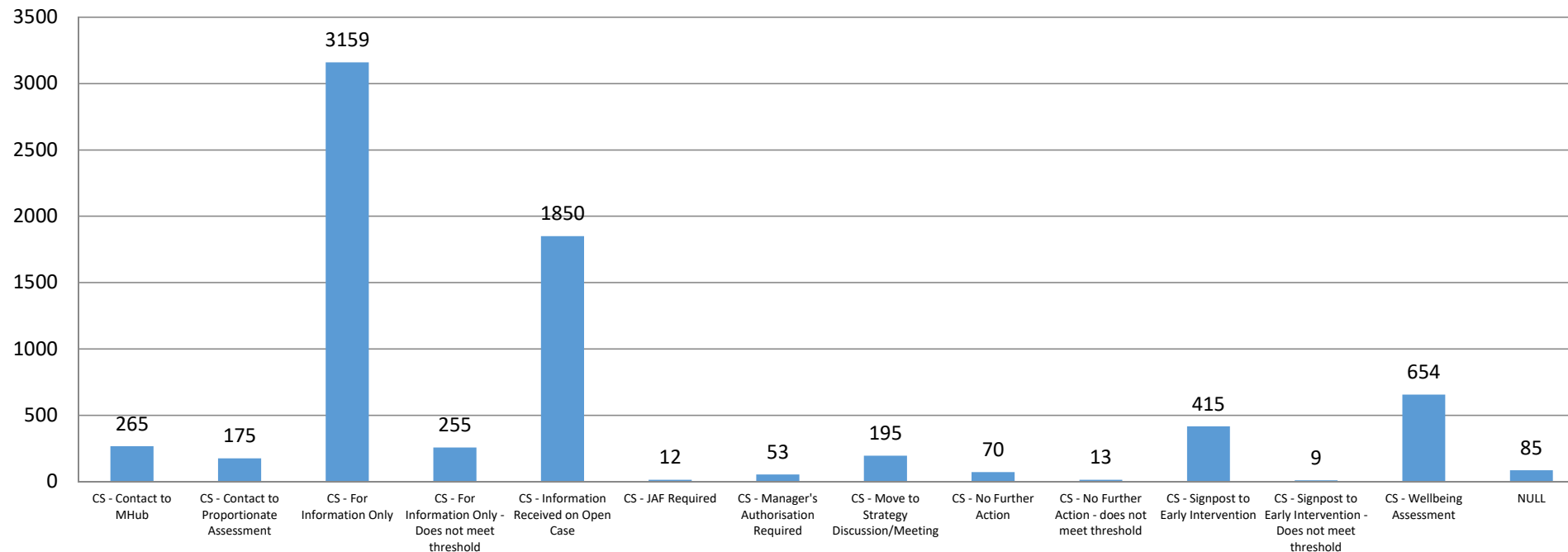
Support4Families and MASH diverted calls



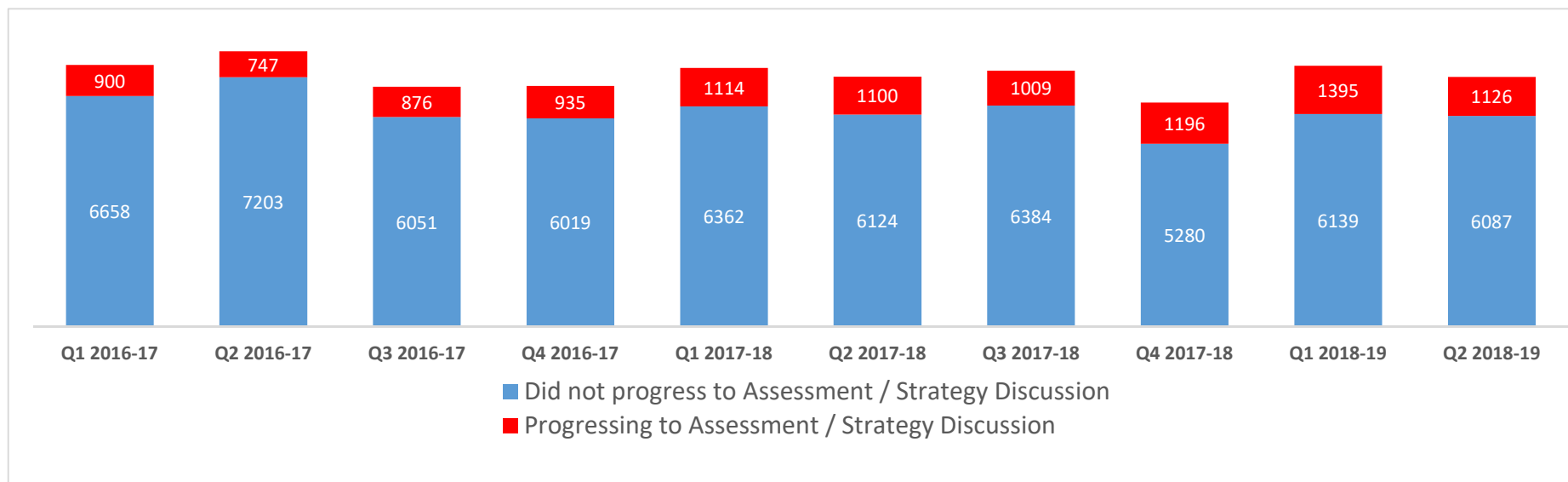
Source of Well-being Contacts / Referrals during Quarter 2



Outcome of Well-being contacts / referrals during Quarter 2



Proportion of Contacts requiring assessment



Assessment and outcome focused care planning

| What's working well? | What are we worried about? | What do we need to do? |
|--|---|---|
| <ul style="list-style-type: none">• Timeliness of well-being assessments• Percentage of well-being assessments completed within statutory timescales. | <ul style="list-style-type: none">• Low number of contacts result in an assessment. | <ul style="list-style-type: none">• Review decision making through quality assurance framework• Refresh Signs of Safety Implementation Plan.• Agree key performance targets.• Review the quality of care planning via the audit framework and IPC independent review |

Key Stats

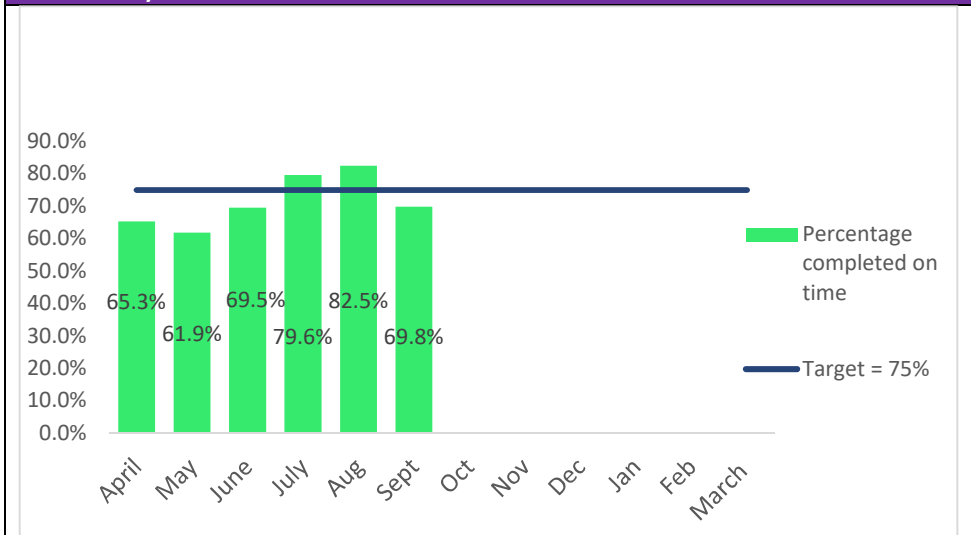
Percentage of well-being assessments completed within statutory timescales.

Target = 75%

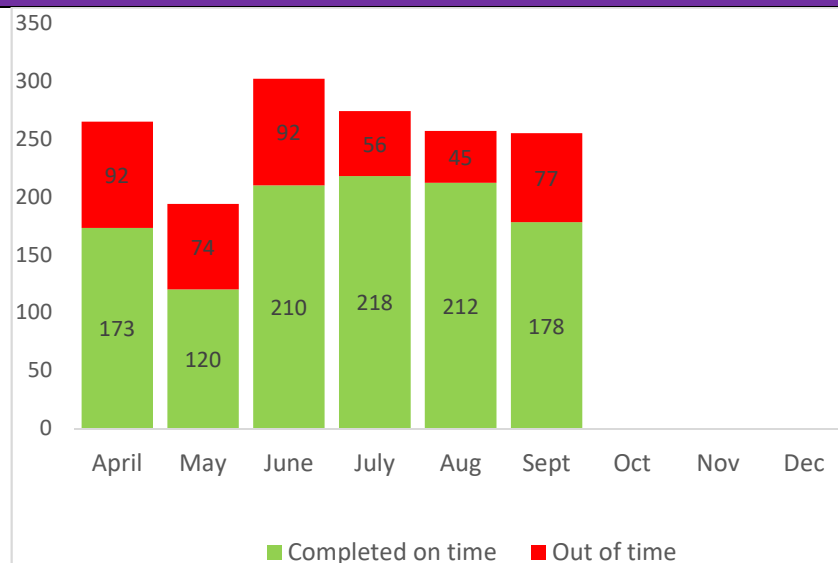
Quarter 2 performance = 77.4% (608 /786)

The number of incomplete well-being assessments at end of quarter 2 was 319, 31 of which were out of time.

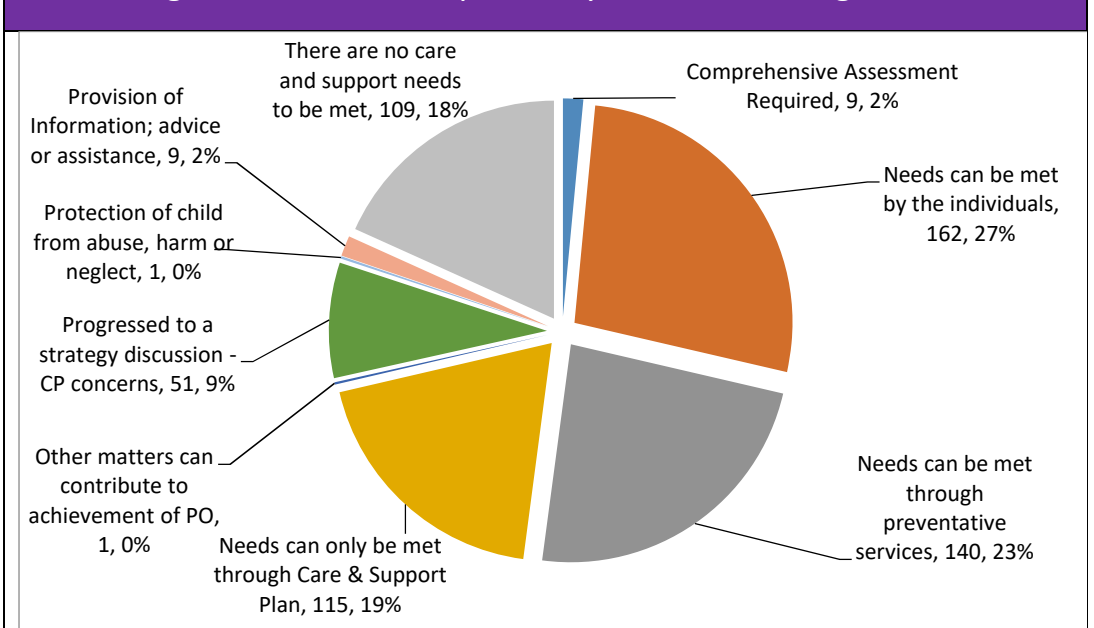
Percentage of well-being assessments completed within statutory timescales



Number of well-being assessments completed during the month



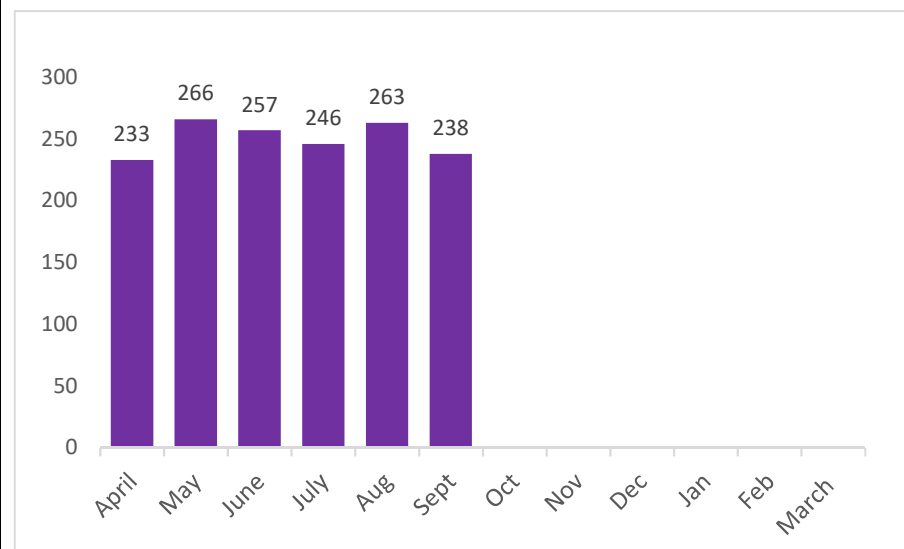
Well-being Assessments completed by outcome during Quarter 2.



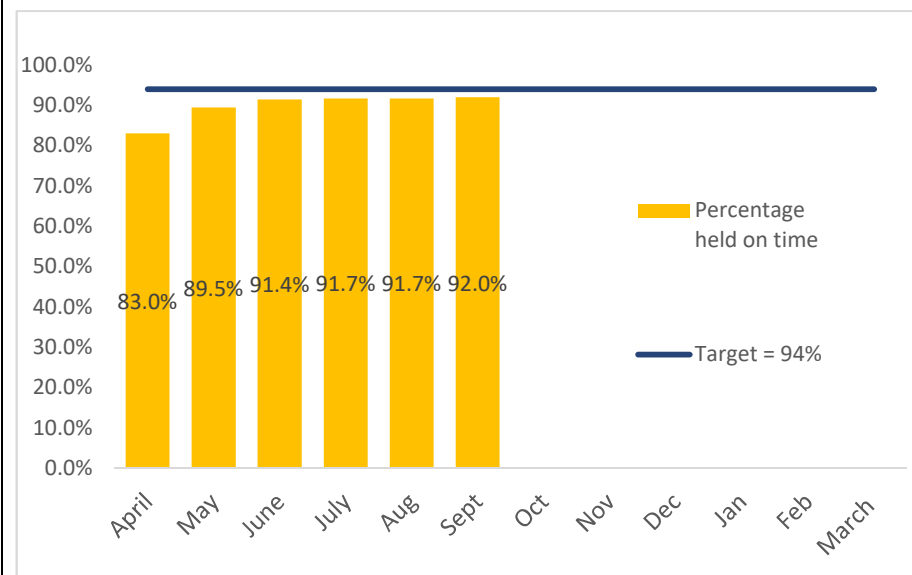
Safeguarding

| 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 • Signs of Safety is used as a framework for the Child Protection Conferences • IPC identified once Child or Young Person is involved in the Child Protection process there are robust systems in place | <ul style="list-style-type: none"> • Delayed recording of reviews • The following are unavailable this quarter: <ul style="list-style-type: none"> – Scc.021 Looked After Child Reviews held on time – Scc.025 The percentage of statutory visits to looked after children due in the year. – CS LAC 53 Percentage of parent / person with PR who were engaged regarding their child's looked after review. – CS LAC 49 Percentage of children/ young people who were engaged regarding their looked after review. • There appears to be a low number of children and young people on the Child Protection Register compared to the number of looked after children | <ul style="list-style-type: none"> • Address delays in minutes being completed for Child Protection conferences and looked after review • 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. • Review decision making processed to ensure children and young people are supported via Child Protection plans where appropriate prior to becoming looked after. |

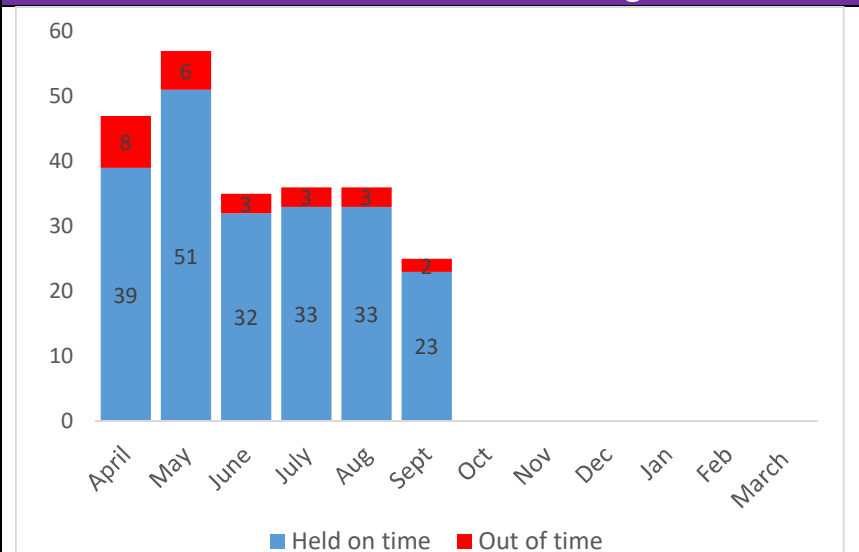
Number of children on the Child Protection Register



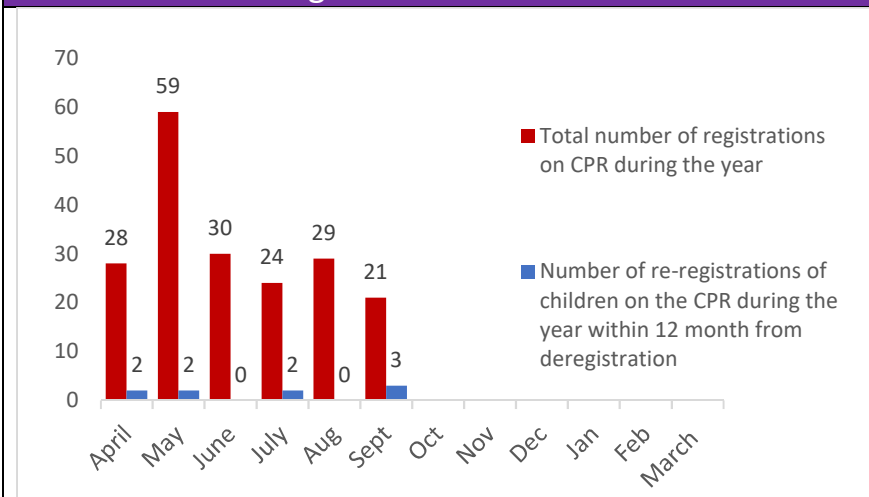
Percentage of Initial Case Conferences held on time



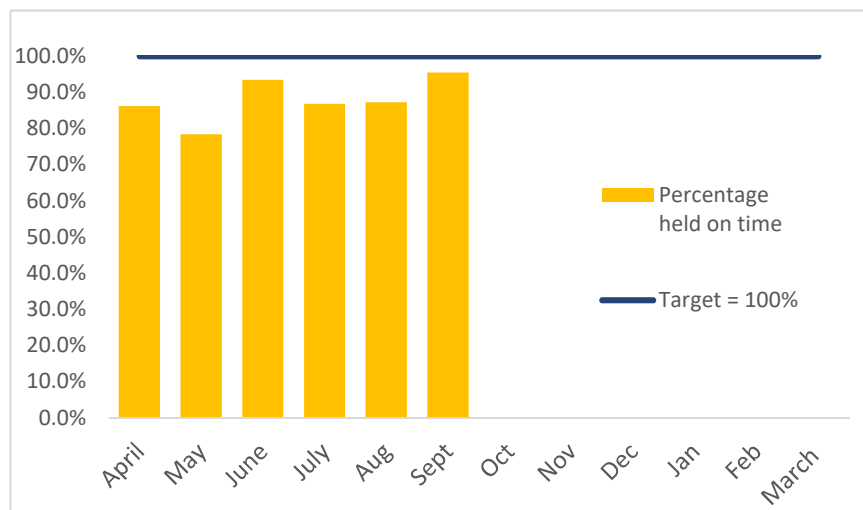
No of initial case conferences held during the month



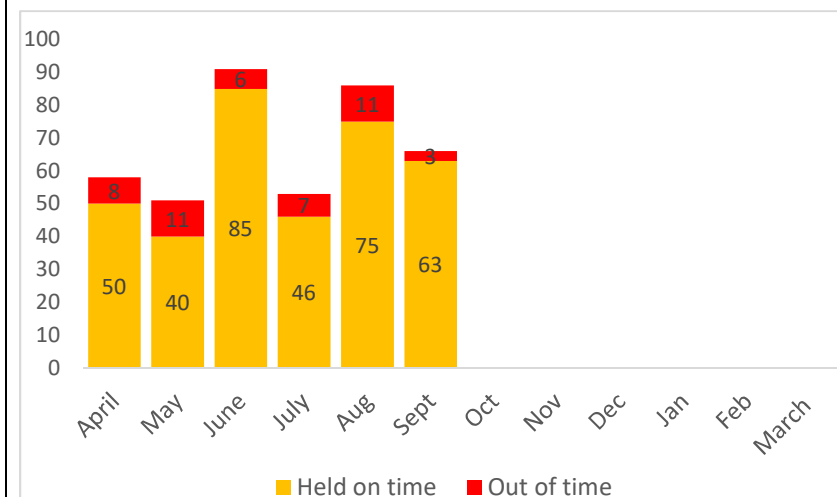
Number of children registered and re-registered onto the Child Protection Register



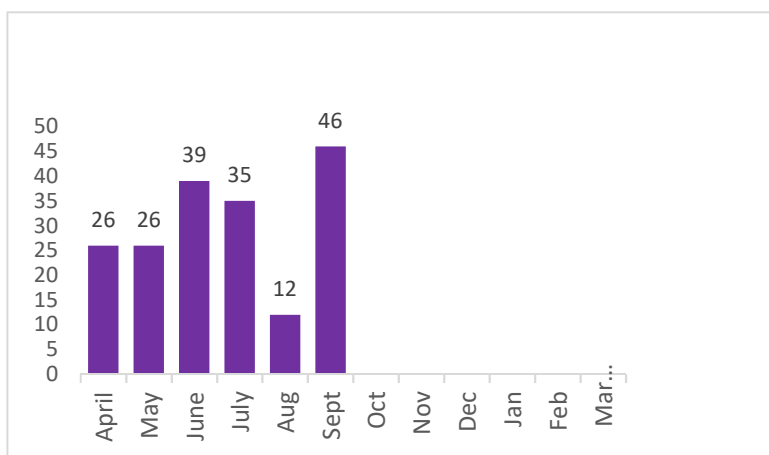
Percentage of Review Case Conferences held on time



Number of review case conferences due and held on time during the month



Number of children removed from the Child Protection Register



Looked After Children

| What's working well? | What are we worried about? | What do we need to do? |
|--|--|---|
| <ul style="list-style-type: none"> • 100% of looked after children allocated to a social worker. • Signs of safety is evident in recordings. | <ul style="list-style-type: none"> • Processes to step child or young person down from being looked after need further development • The high number of children and young people placed out of area. • Low numbers of kinship carers. • Low numbers of Local Authority foster carers. | <ul style="list-style-type: none"> • Systematically review all placements. • Commissioning strategy under development which will increase local residential provision. • Review systems in place to ensure all opportunities for family placements are explored. • We have a plan in place to increase the number of foster carers recruited. |

Key Stats

869 looked after children.

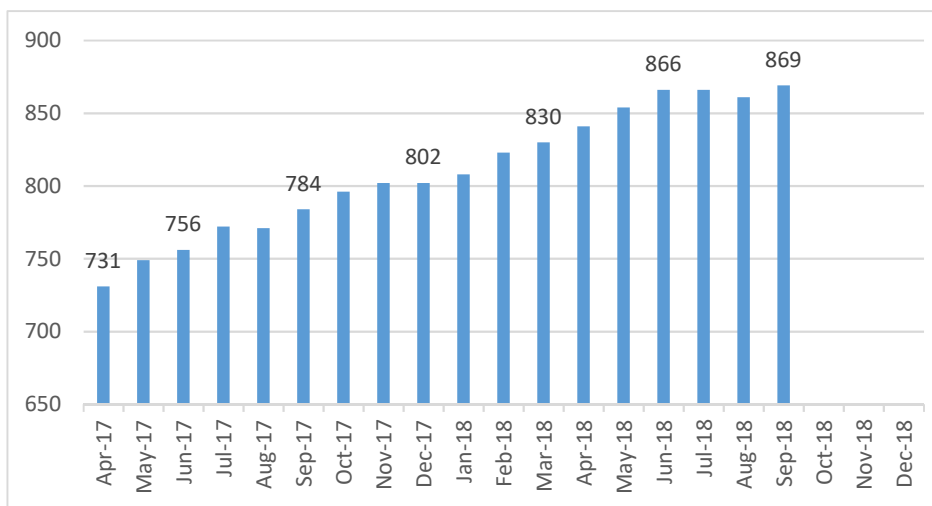
138 starts of being looked after year to date 30.09.18.

98 ends of being looked after this year to date 30.09.18.

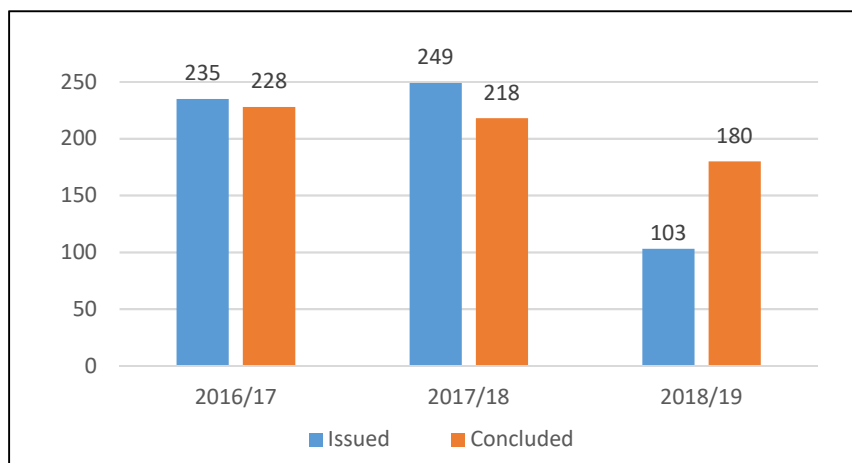
381 (57.6%) placed in Cardiff in regulated placements within county or neighbouring counties.

100% of looked after children allocated to a social worker.

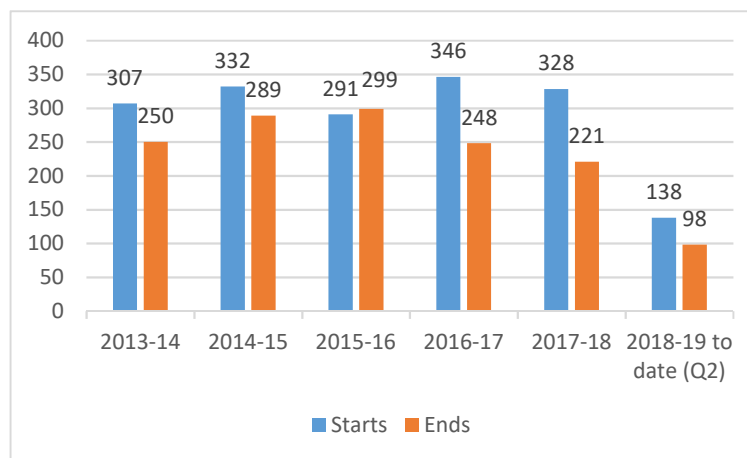
Number of looked after children



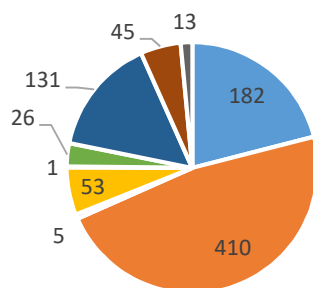
Care Proceedings so far this year



Starts and ends of being looked after

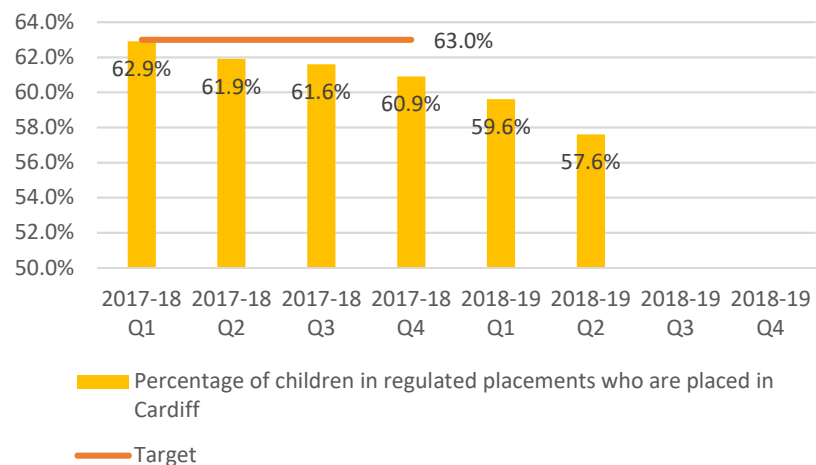


Breakdown of placements

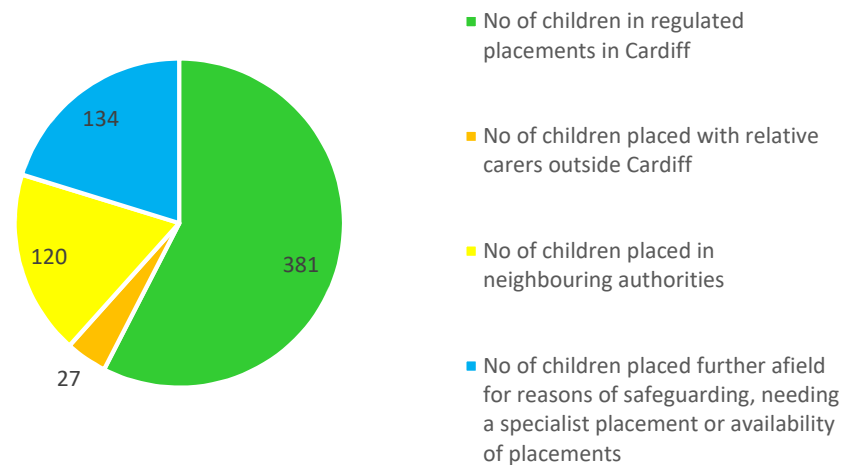


- In house fostering (incl. family / friend)
- Agency fostering
- In house residential
- Agency residential (incl residential school)
- Secure accommodation
- Placed for adoption
- Placement with Parents
- Independent Living
- Other

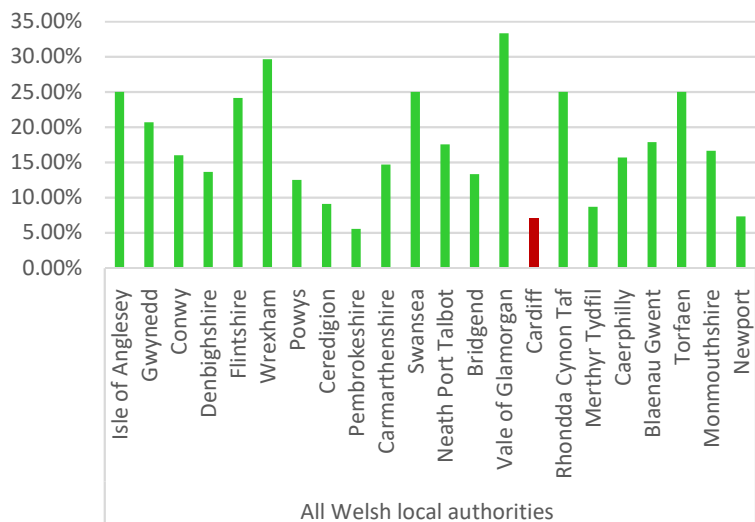
Percentage of children in regulated placements who are placed in Cardiff



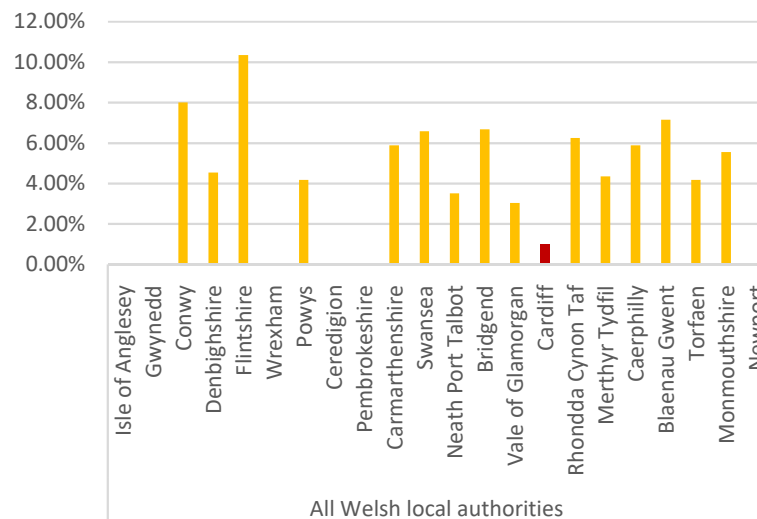
Breakdown of all children in regulated placements



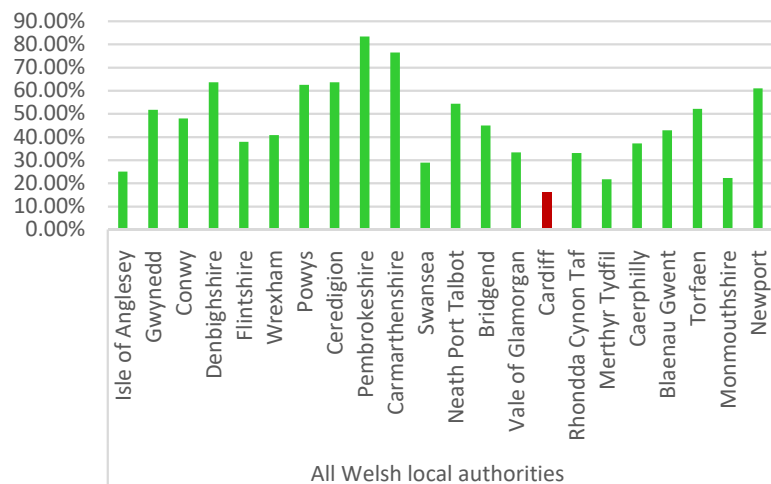
Foster placement with relative or friend inside Local Authority



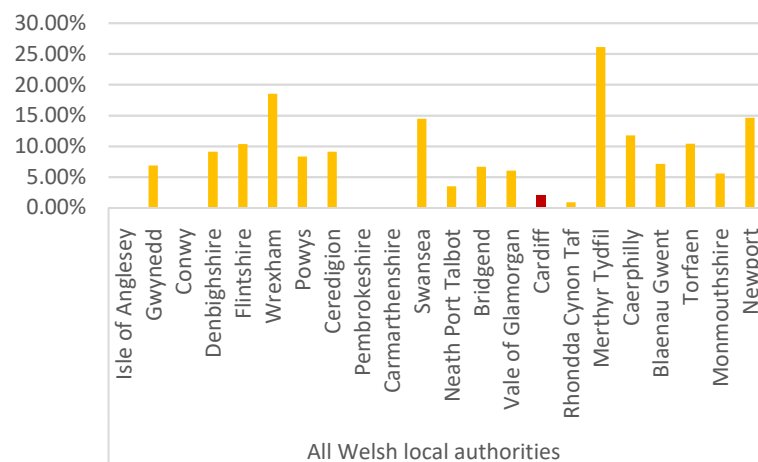
Foster placement with relative or friend outside Local Authority



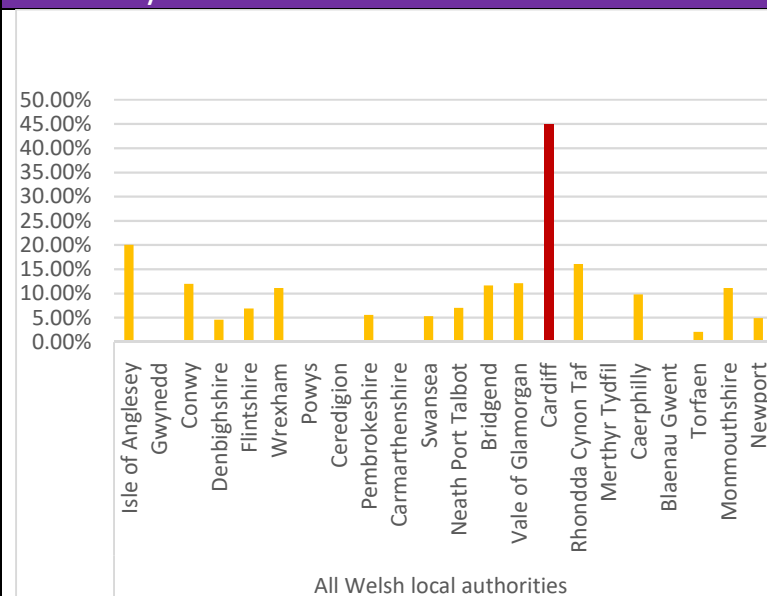
Foster placement in house foster carer inside Local Authority



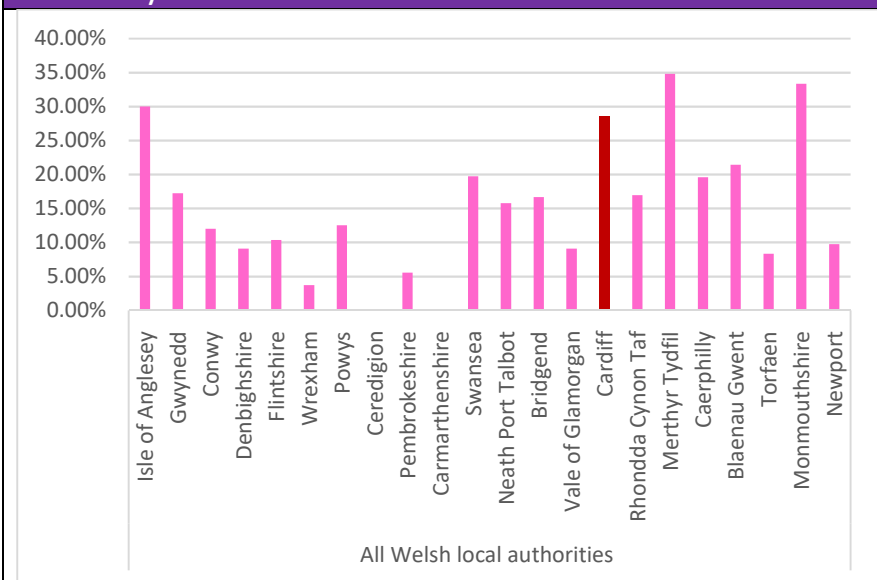
Foster placement in house foster carer outside Local Authority



Foster placement with agency foster carer inside Local Authority



Foster placement with agency foster carer outside Local Authority



Management, People, Resources System and Processes – Workforce

| What's working well? | What are we worried about? | What do we need to do? |
|---|--|--|
| <ul style="list-style-type: none"> • Recruitment of agency social workers to permanent positions. • Promotion of social workers • Some teams in specialist services enjoy good levels of retention and a stable working environment. • Sickness levels have not exceeded the acceptable level agreed and positive sickness management | <ul style="list-style-type: none"> • The number of Social Work Vacancies = 54.3 as at end of quarter 2. 31.2% against a target of 18% • The number of Agency Social Workers = 45. • There is an overspend (month 4) of £54,000 in relation to Social Work Teams, reflecting the high levels of agency staff. • Lack of exit interview data • Lack of supervision data • Our ability to maintain manageable Social Worker caseloads must be sustained by improving recruitment and ensuring cases are appropriately “stepped down”. | <ul style="list-style-type: none"> • Continue to develop and support the workforce by : <ul style="list-style-type: none"> – Implementing the Recruitment and Retention strategy – Improving Marketing – Reviewing ‘the offer’ – Developing relationships with Universities – Improving data collection |

Key stats

165.4 vacancies / 529.8 posts over the quarter = 31.2% vacancy rate.

As at the end of quarter 2:

123.5 Social Worker posts filled.

54.3 vacancies.

During quarter 2:

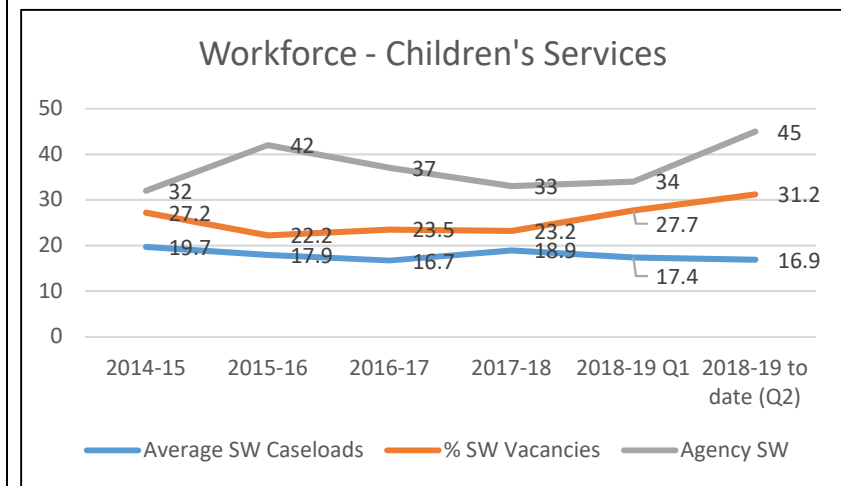
19 posts filled.

10 new Social Workers recruited.

7 promoted, 2 transferred.

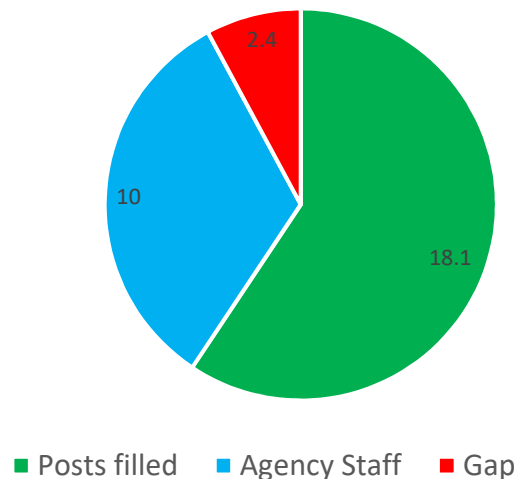
Average caseload 16.9 cases. Max = 33. Min = 7.

Social Work vacancies and agency numbers



Intake & Assessment Social Worker vacancy position

Average Social Worker caseload is 19.4 cases



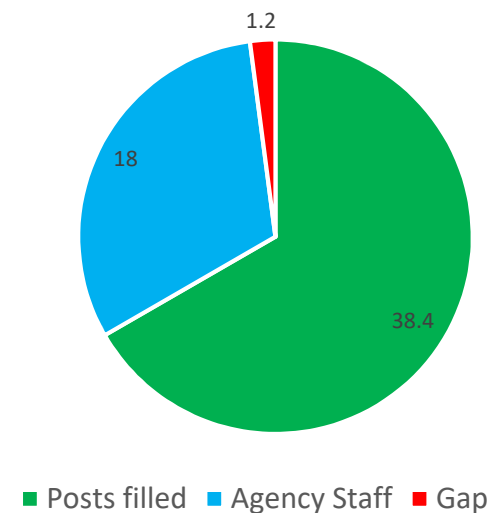
| | Establishment | Posts filled | Vacancies | Agency Staff | Gap |
|-----|---------------|--------------|-----------|--------------|-----|
| I&A | 30.5 | 18.1 | 12.4 | 10 | 2.4 |

| Average caseload | Maximum caseload | Minimum caseload |
|------------------|------------------|------------------|
| 19.4 | 33 | 7 |

Of the 12.4 vacancies, 1 is awaiting a start date, 6 are in the targeted services restructure - on hold, 1 had unsuccessful interview - on hold, 1 being readvertised, 1 not in current recruitment file and 2 are new vacancies.

CIN 1 – CIN 6 Social Worker vacancy position

Average Social Worker caseload is 13.7 cases

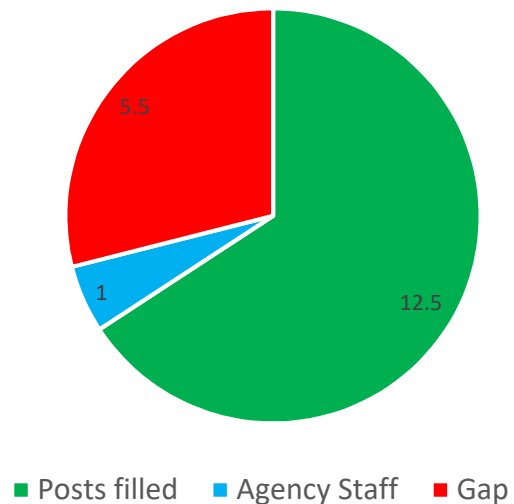


| | Establishment | Posts filled | Vacancies | Agency Staff | Gap |
|--------------------------------|---------------|--------------|-----------|--------------|-----|
| CIN 1-CIN 6 including 13+ team | 57.6 | 38.4 | 19.2 | 18 | 1.2 |

| Average caseload | Maximum caseload | Minimum caseload |
|------------------|------------------|------------------|
| 13.7 | 21 | 5 |

Of the 19.2 vacancies, 3 appointments have been made and are with HR, 2 at offer stage of recruitment, 1 with HR awaiting reference, 3 in restructure, 7 being readvertised, 2 became vacant in quarter, 1 being transferred to another team.

CIN 7 & CIN 8 Social Worker vacancy position
Average Social Worker caseload is 15.6 cases



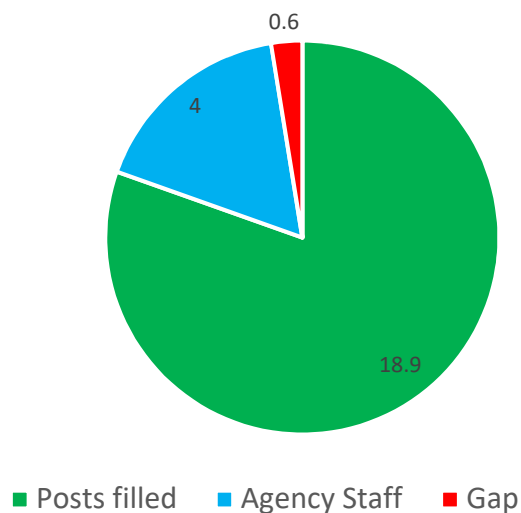
| | Establishment | Posts filled | Vacancies | Agency Staff | Gap |
|---------------|---------------|--------------|-----------|--------------|-----|
| CIN 7 & CIN 8 | 19 | 12.5 | 6.5 | 1 | 5.5 |

| Average caseload | Maximum caseload | Minimum caseload |
|------------------|------------------|------------------|
| 15.6 | 22 | 7 |

Of the 6.5 Vacancies, 1 is with HR awaiting a reference, 1.5 posts are in the restructure so on hold, 1 unsuccessful recruitment, 3 recently created vacancies.

LAC 0-14 Social Worker vacancy position

Average Social Worker caseload is 18.6 cases



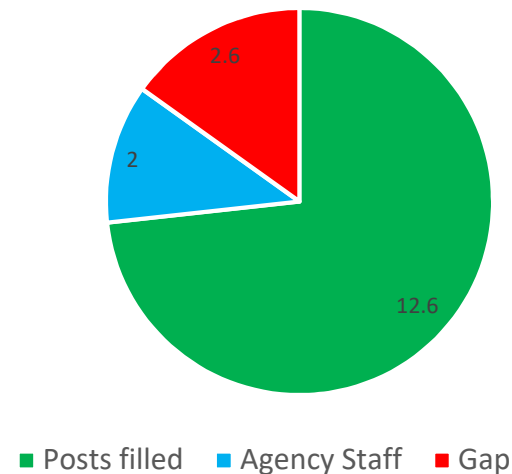
| | Establishment | Posts filled | Vacancies | Agency Staff | Gap |
|----------|---------------|--------------|-----------|--------------|-----|
| LAC 0-14 | 23.5 | 18.9 | 4.6 | 4 | 0.6 |

| Average caseload | Maximum caseload | Minimum caseload |
|------------------|------------------|------------------|
| 18.6 | 27 | 6 |

Of the 4.6 vacancies, 2 are awaiting start dates, 1 recruitment in progress, 2 are being evaluated.

LAC 14+ Social Worker vacancy position

Average Social Worker caseload is 18.2 cases



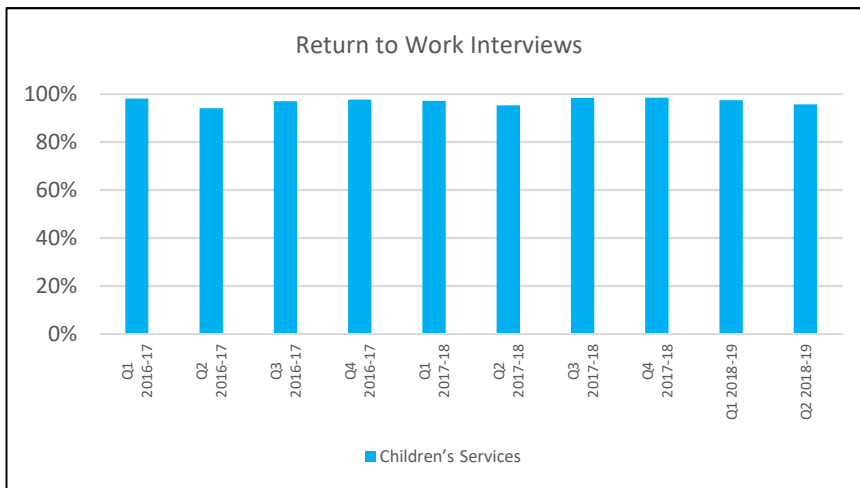
| | Establishment | Posts filled | Vacancies | Agency Staff | Gap |
|---------|---------------|--------------|-----------|--------------|-----|
| LAC 14+ | 17.2 | 12.6 | 4.6 | 2 | 2.6 |

| Average caseload | Maximum caseload | Minimum caseload |
|------------------|------------------|------------------|
| 18.2 | 20 | 14 |

Of the 4.6 vacancies, 1 appointed case is with recruitment, 3 interview dates are being scheduled, 1 vacancy created in September.

Sickness

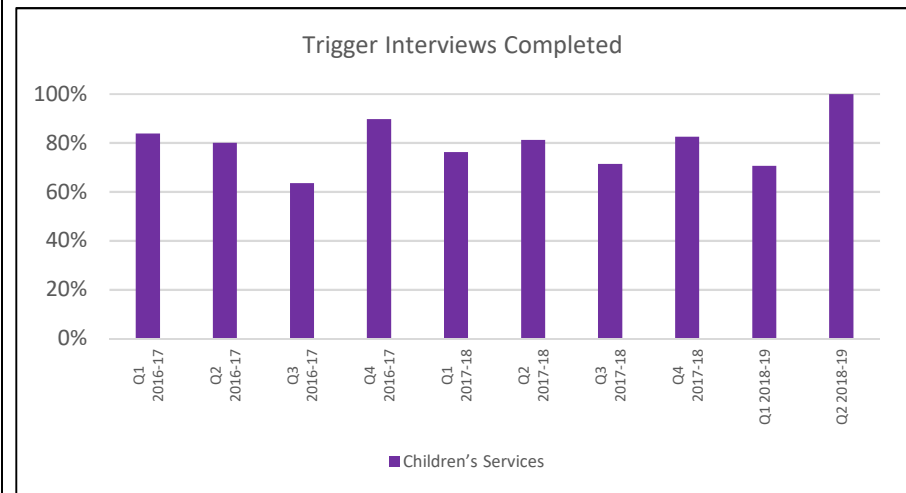
Return to work interviews



As at quarter 2, 44 /46 return to work interviews held, 2 pending.

| FTE Target = 13 | Q1 2018-19 | Q2 2018-19 |
|--|------------|------------|
| Childrens Services Sickness FTE | 2.66 | 5.24 |
| Childrens Services Sickness FTE forecast | 11.44 | 11.53 |

Trigger Interviews Completed



As at Quarter 2, 13 trigger interviews held. 0 missed, 0 not conducted, 0 pending.