

Children's Services Performance Report

Quarter 2 2019-20



Executive Summary

What's working well?

- The new '**Wales Safeguarding Procedures**' have been finalised and will be launched in partnership with Welsh Government (WG) and Cardiff and Vale Regional Safeguarding Boards place during National Safeguarding week 2019 (18th – 24th November). Assembly Ministers will be in attendance at the launch. An 'app' that will give access to a digitalised version of the Wales Safeguarding Procedures will be released simultaneously.
- A **Think Again ! Tackling Exploitation event** was held whereby young people from schools across Cardiff came together at County Hall to showcase their presentations on Child Exploitation. The event was split into two parts - with the presentations in the morning and the launch of the Cardiff Council funded YMCA Cardiff SHOT *Think Again!* report and accompanying video in the afternoon. The Think Again ! project worked with young people who had experienced child exploitation to gather their thoughts and feelings to evaluate services they had accessed as a result of their experiences. The project culminated with a creative and impactful video that won a Youth Excellence Award.
- The **Adolescent Resource Centre** is becoming a regional service with the Vale following a successful Integrated Care Fund bid, as the Vale are impressed with the provision.

What are we worried about?

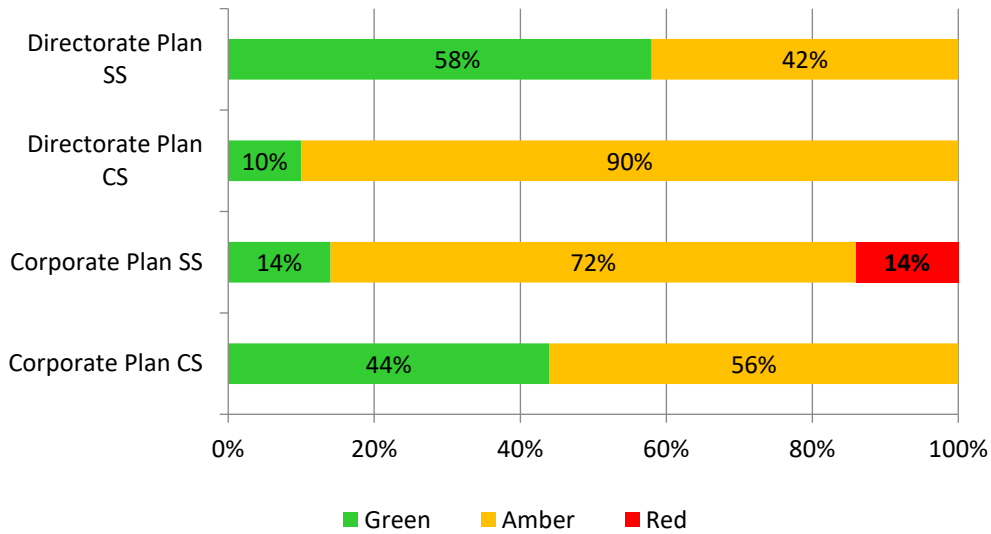
- **Recruitment and retention of social workers** – percentage of social work vacancies are not improving despite low caseloads.

What do we need to do?

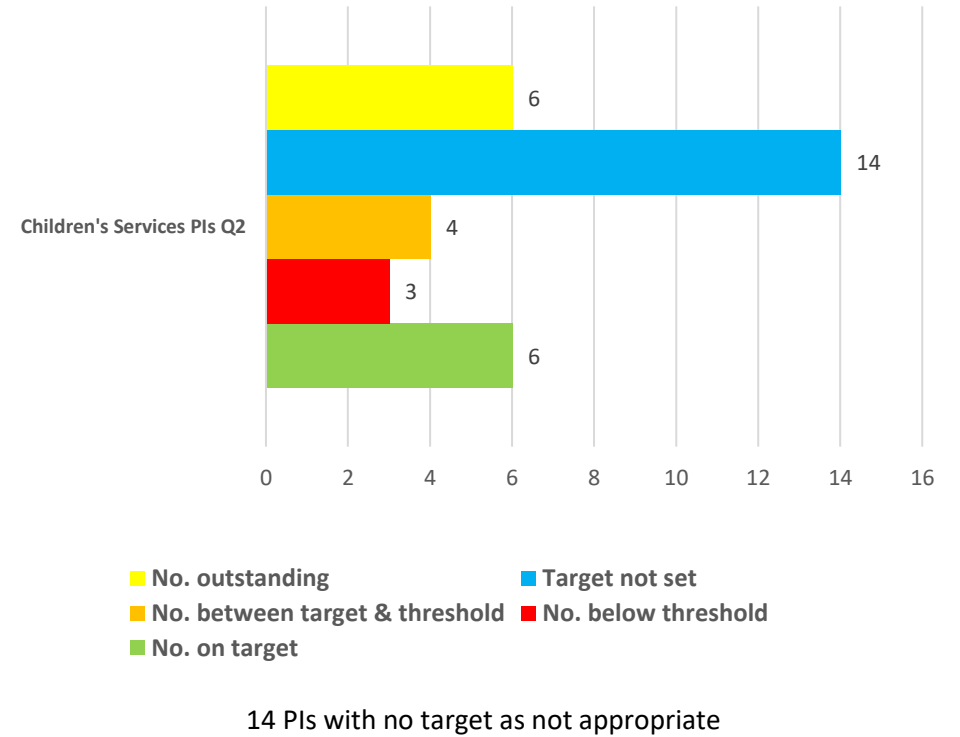
- A post to drive forward **recruitment and retention** has been created and the post-holder took up post during the quarter. Work has commenced to centralise and introduce controls around agency workers. Timescales around the recruitment process are improving and a significant number of offers of appointments have been expedited through to offer / start date. A regular Thursday afternoon interview window has been introduced to enable dynamic booking of candidates into interview slots. This has increased throughput of candidates into the time to recruit workflow. During Quarter 2 there have been 11 new starters and 13 leavers with another 14 with start dates next quarter. Next steps include pulling together assets and identifying additional requirements to build a 'Social Work Cardiff' brand, and developing a process for recruiting into hard to fill roles and talent-banking candidates with support from HR. Consideration will also need to be given to the structures within Cardiff social work teams to ensure they reflect the complexity of social work in the city.

Quarterly Performance

Progress against Corporate Plan & Directorate Delivery Plan Actions

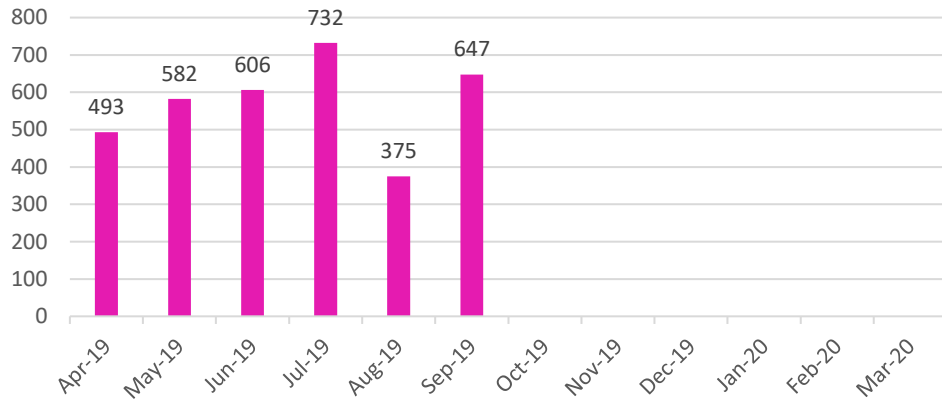


Performance Indicator Overview Quarter 2

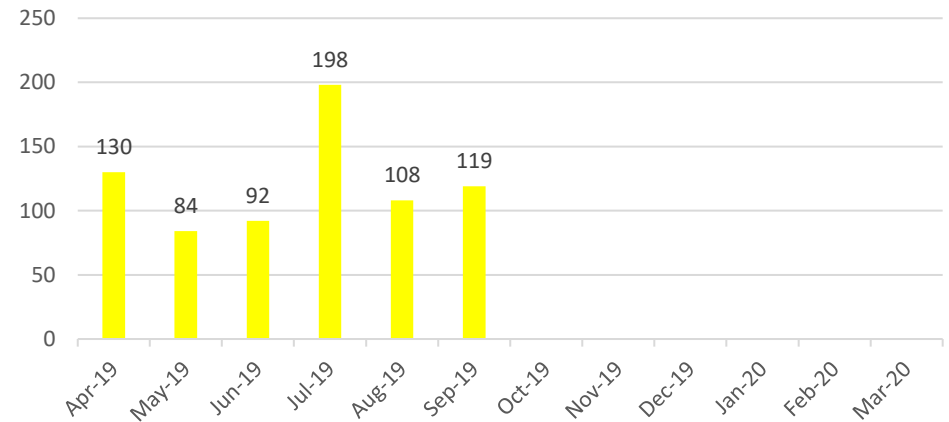


Key Performance Indicators – Corporate Plan

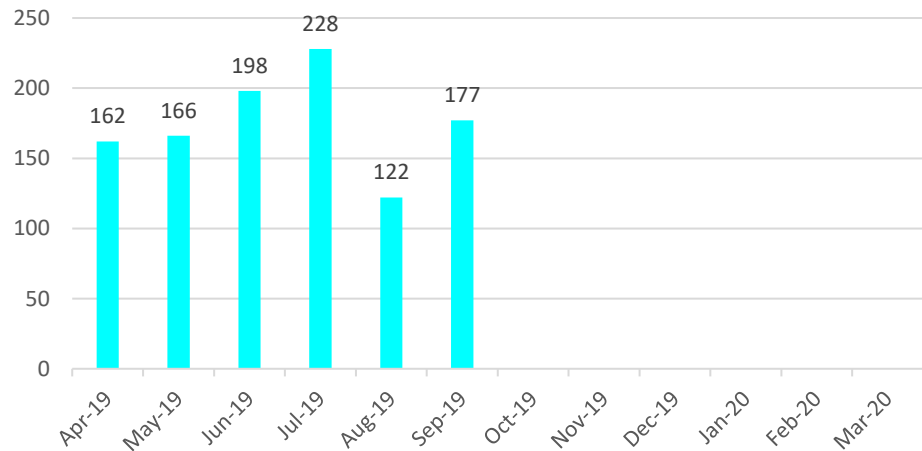
FAM KPI 01 The number of people supported through the Gateway



FAM KPI 02 The number of people supported by the Family Help Team



FAM KPI 03 The number of people supported by the Support4Families Team.

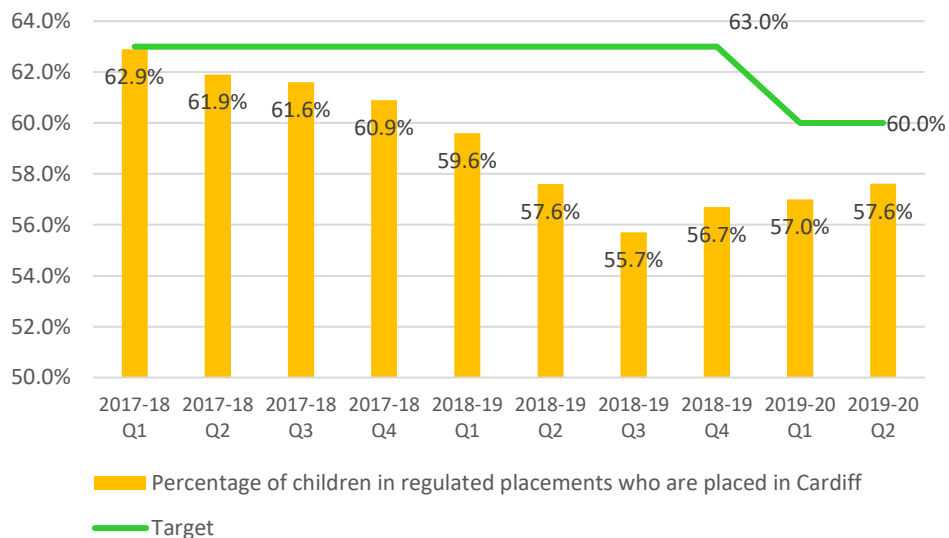


FAM KPI 01 The **number of people supported through the Family Gateway** = 1,754 = The number of enquiries and well-being contacts.

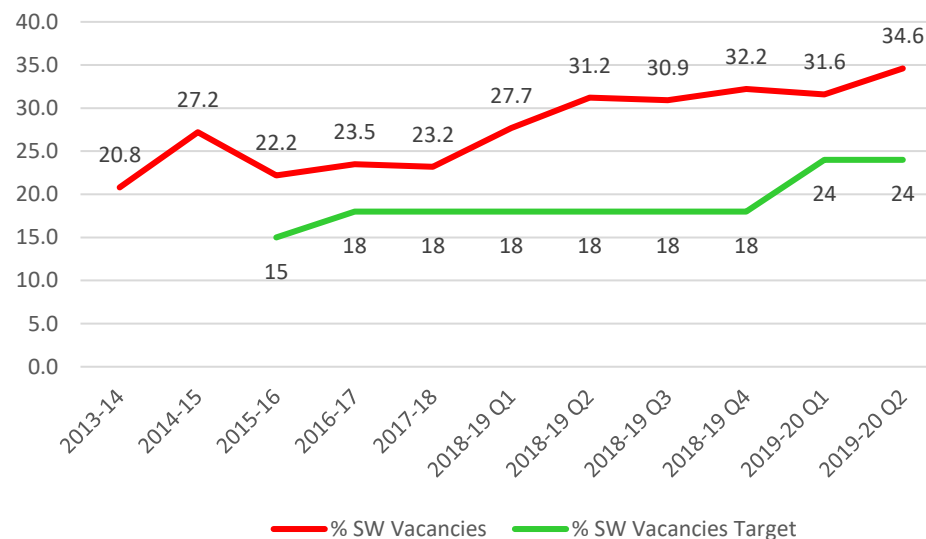
FAM KPI 02 The **number of people supported by the Family Help Team** = 425. Number of households = 219.

FAM KPI 03 The **number of people supported by the Support4Families Team** = 527.

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



Staff 1 The percentage of social worker vacancies in all teams



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

Under development.

CS LAC 58 The **percentage of children in regulated placements who are placed in Cardiff** = 57.6% (386 / 670). The PI counts only children placed within the LA boundaries and excludes children placed in neighbouring authorities close to their home area and attending Cardiff schools. Please see page 21 for a breakdown of placements.

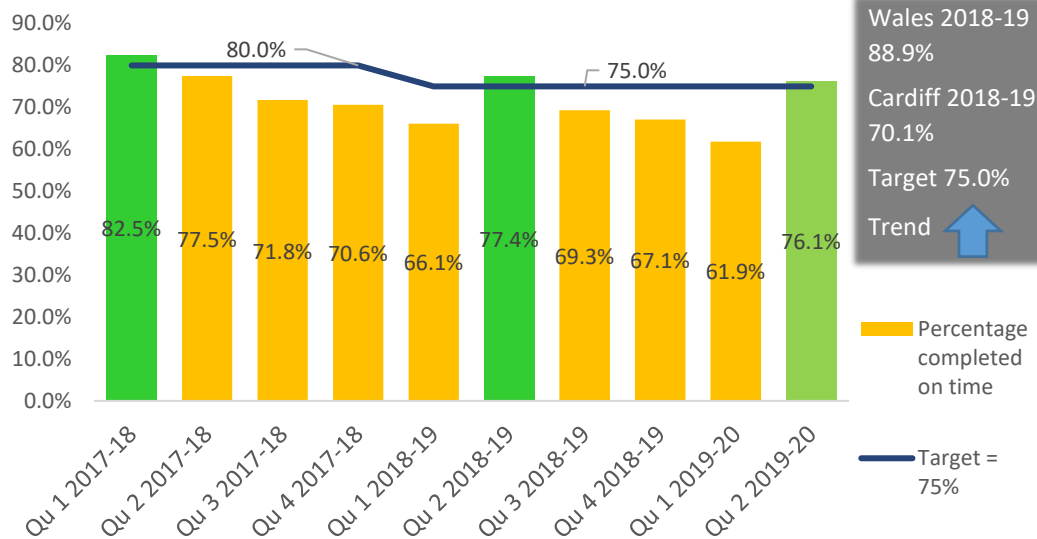
Staff 1 = 34.6% **vacancy rate** for Quarter 2. For more detail, please see Workforce section on page 22.

YOS 2 -The **percentage of children re-offending within six months of their previous offence**. Time lag in reporting – Quarter 1 result is pending; Quarter 2 result due 31st December 2019.

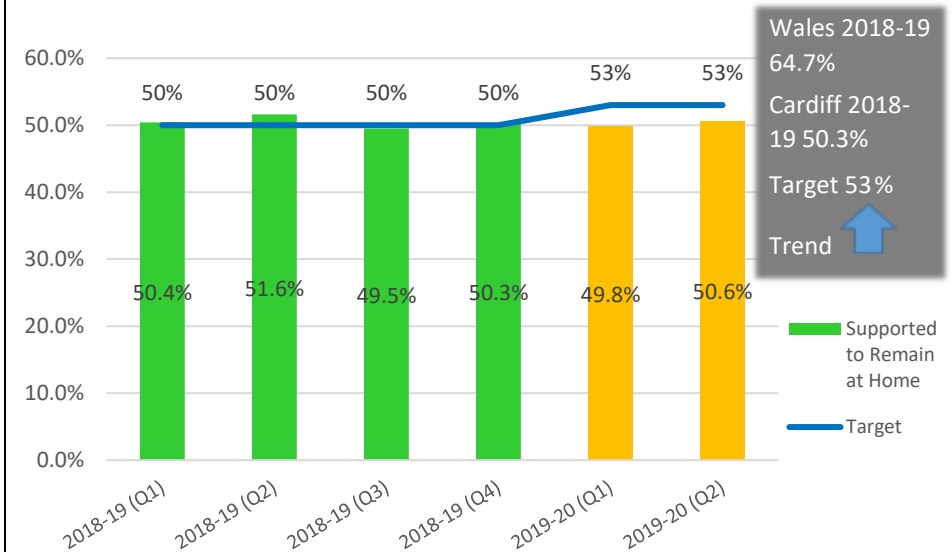
Prevention and Well-being / Independence

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • Following the soft launch of the Family Gateway earlier this year, we are on target for the full launch early in Quarter 3. • Joint home visits, with the allocated social worker, are now taking place to plan the meetings with the family members which gives the families more involvement in the Family Network Meetings (FNM) process. • Where FNM have taken place, families are receiving these well, investing in the meeting, devising plans and have given positive feedback. • Young Carer Development Officer in post. • Youth Offending Service (YOS) reoffending panel. • Increasing referrals are being received by the YOS Prevention Team. • Further development of processes and practice to ensure consistency across the Adolescent Service (referral / assessment / closure). 	<ul style="list-style-type: none"> • Ensuring that people receive the right support at the the right time. • Ensuring all young carers are aware of the pathway and support available and can access these if needed. • Preventative response to young people known to the Youth Offending Service and excluded from school required. • Staff / management changes mean there is some work to do to embed new structures and establish a coherent regional Adolescent Service. • High and complex caseloads of social workers in Intake & Assessment and transition of cases between Multi Agency Safeguarding Hub (MASH) and Intake & Assessment. • More work to do fully embed rights and participation in everything we do. • Delay in progressing development of Parent Participation Charter. • Work required to understand the impact of poverty on families. 	<ul style="list-style-type: none"> • Review the flow of cases through from Early Help to statutory services. • Pathway to be disseminated to all partners. • E-learning module to be distributed. • Expedite arrangements with Education and the Youth Service. • Staff consultation on new structure to take place • New Operational Manager in post and taking action plan forward. • Implement new MASH model following agreement of partners. • Implement the Mind Of My Own app which will give young people an instant and convenient way to express their views, wishes and feelings, and social workers a smart way to record them. • New Operational Manager in post and taking this action forward. • Work to be taken forward through locality working.

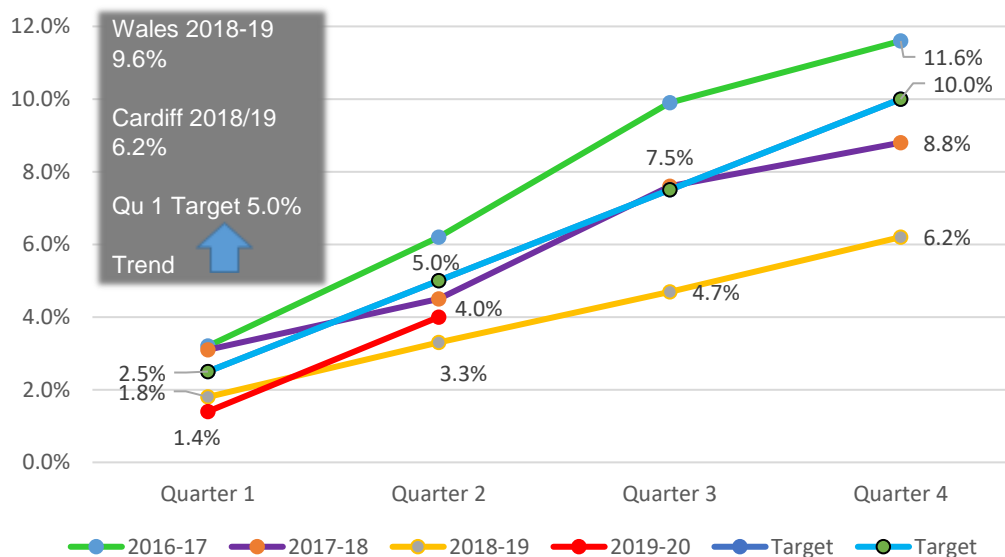
SSWB 24 Percentage of Well-being assessments completed within statutory timescales



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



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

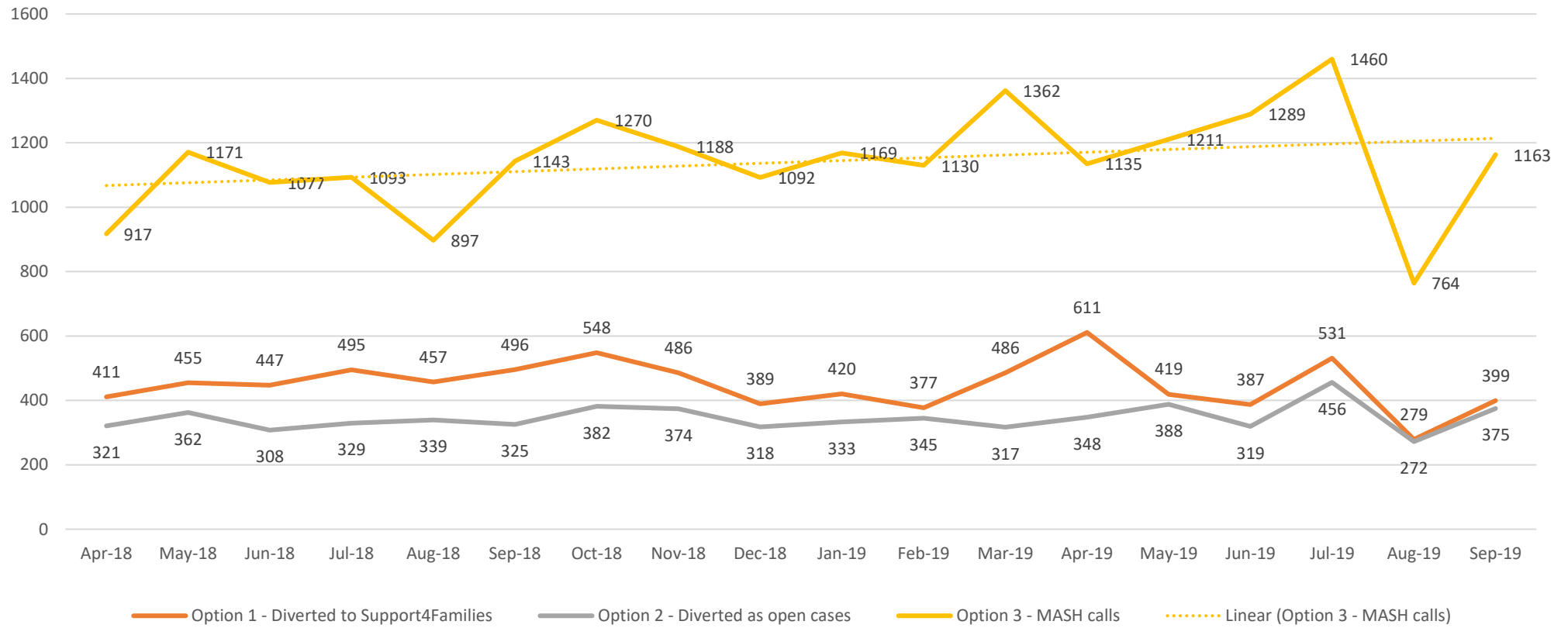


SSWB 24 = $721 / 947 = 76.1\%$ of well-being assessments were completed within statutory timescales during Q2. Performance is above target despite a 19% increase in the number of assessments that were completed this quarter, 947 compared to 797 during Quarter 1. This is in the context of the number of contacts requiring assessment remaining stable (673 compared to 675 in Quarter 1). The number of well-being assessments that were incomplete at the end of Quarter 2 was 295 a decrease of 36% from 461 at the end of quarter 1, of which 98 and 135 were respectively out of time.

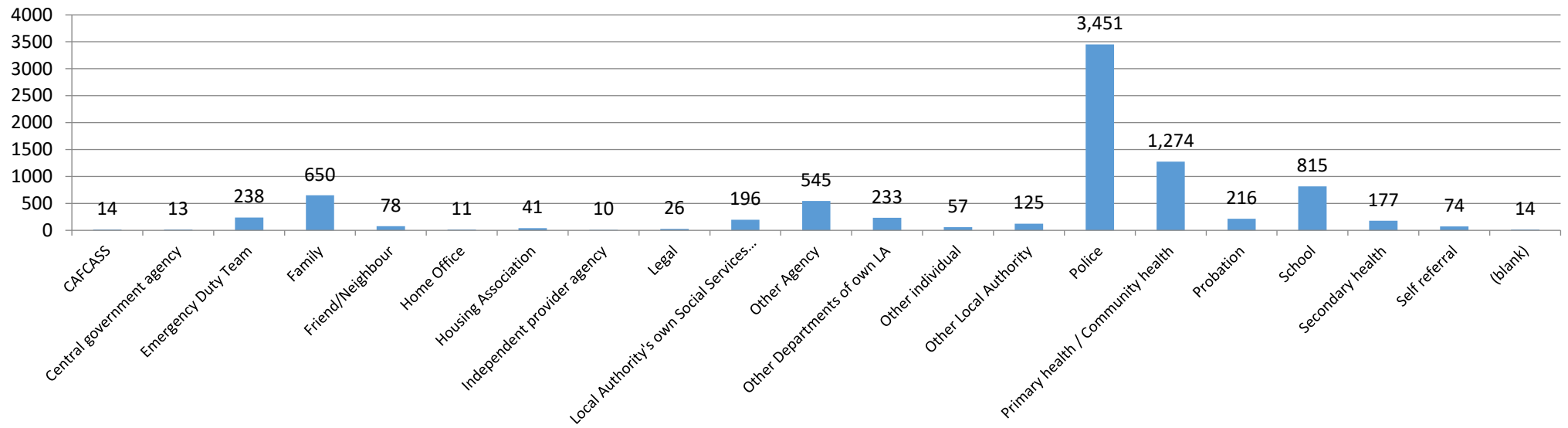
SSWB 25 = % of children supported to remain living within their family = $960 / 1,896$. Of the 1,896 children with a Care and Support Plan at 30th September 2019, 960 were being supported to live at home (i.e. were not being looked after).

SSWB 26 = $41 / 1,035$ of children looked after returned home from care during this quarter = 41 / 1,035. Of the 1,035 children who have been looked after during the year to date, 41 have returned home. This PI is cumulative, and performance will improve as we progress throughout the year. In addition to the 41 children who were returned home from care, 159 children were in the care of their parents, but remain subject to a Care Order, and 113 children were placed with relative carers. It is noted that our judiciary have indicated a reluctance to discharge Care Orders, and continue to make new Care Orders as opposed to other orders, e.g. Supervision Orders.

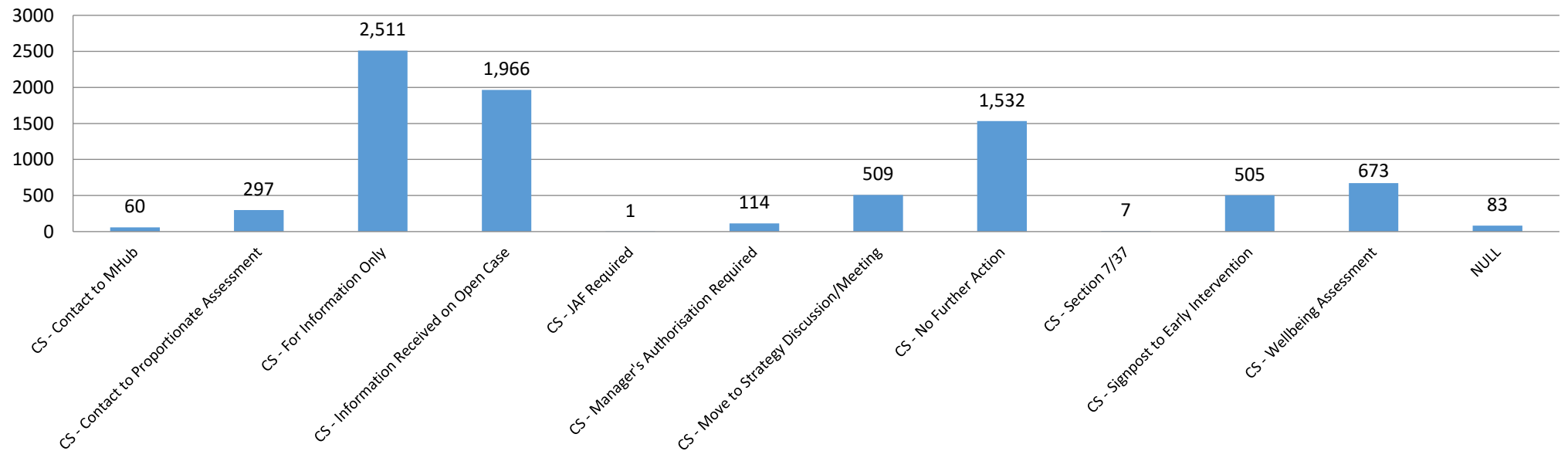
Support4Families and MASH diverted calls



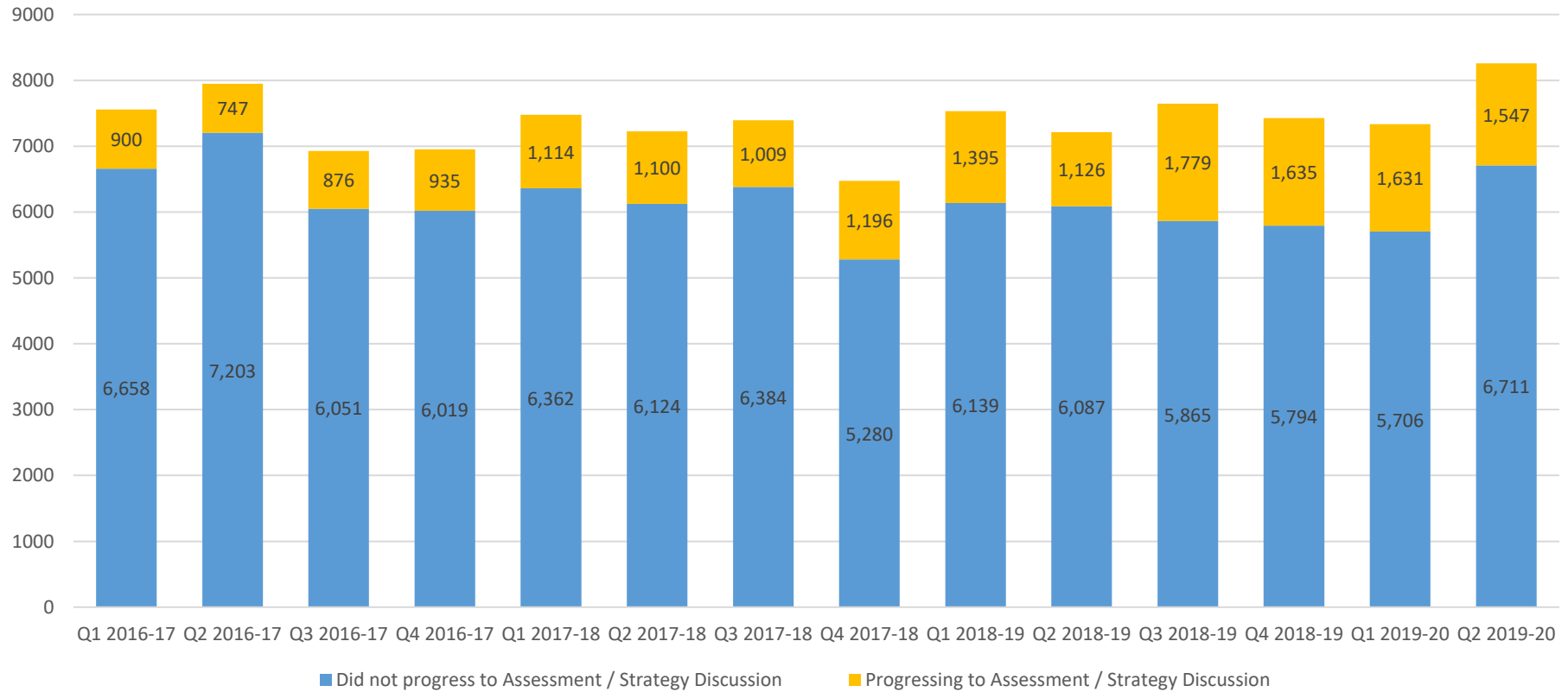
Source of Well-being Contacts / Referrals during Quarter 2



Outcome of Well-being Contacts / Referrals during Quarter 2



Proportion of Contacts Requiring Assessment

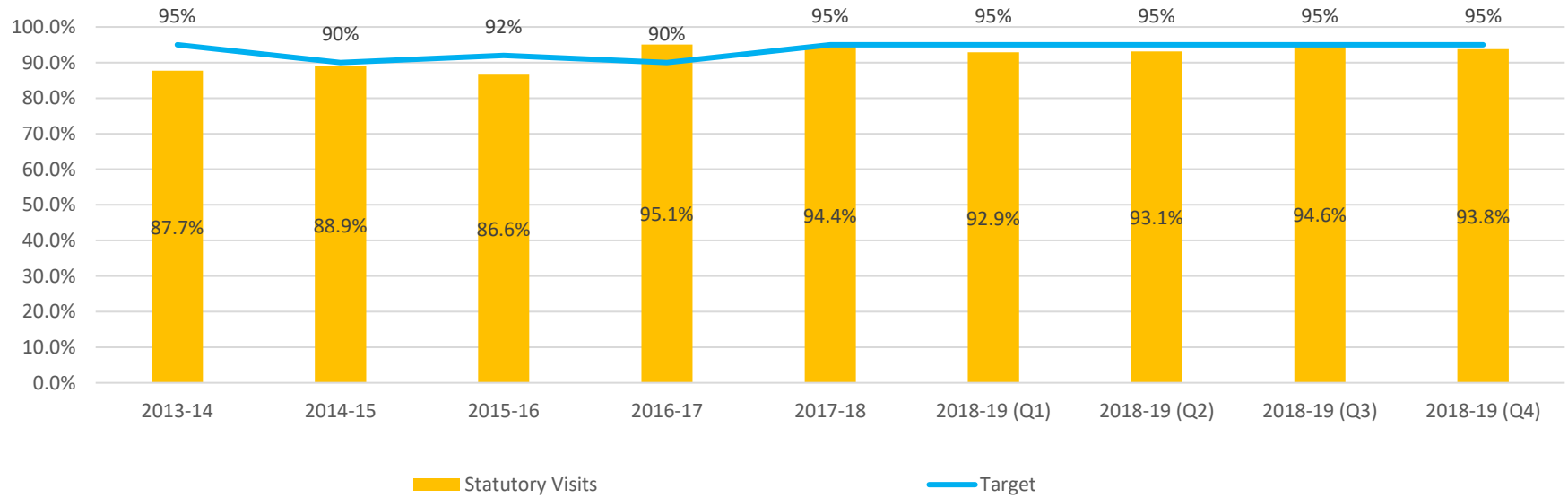


During Quarter 2, 18.7% (1,547 / 8,258) of contacts have progressed to assessment / strategy discussion, compared to 22.3% (1,635 / 7,337) last quarter.

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

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • Signs of Safety briefing sessions positively received and feedback from staff is that there has been an increase in their knowledge following the briefing session. • Multi Agency Transition Review Interface Group (TRIG) processes are becoming embedded across service areas in Cardiff and supported by the new All Age Disability Operational Manager (OM). The newly appointed Outcome Delivery Officer Learning Disabilities will provide alignment between data analysis work for transition and 'Closer to Home' project activity, which will support a robust overview of the needs in both projects. • Final version of joint Continuing Care Protocol co-produced with Task & Finish Group. • Performance in respect of timely completion of well-being assessments was on target with 76.1% being completed within statutory timescales (target is 75%). 	<ul style="list-style-type: none"> • Need a better understanding of the impact that Signs of Safety is having on families. • Delay in implementation of care planning protocol. • Capacity to undertake direct work with children and young people of transition age and prioritise project development following departure of two transition social workers. • Electronic induction pack has been delayed due to issues with SharePoint • Capacity within the Independent Reviewing Officer Service to complete the backlog of children looked after review reports, alongside maintaining timely production of reports from recent reviews. • Current lack of provision in the market to secure services for Child Health & Disability Team 	<ul style="list-style-type: none"> • Develop a reporting system to gather feedback about the impact of Signs of Safety on families. • Care planning protocol to be sign off early in Quarter 3. • Conduct an internal independent review of the specialist transition Social Worker role to mitigate against further retention issues • SharePoint to be set up for the Induction Pack to be made electronic for all new starters and for the policies to be made accessible for all workers. • SBAR in place and regularly reviewed. More detailed performance monitoring mechanism agreed with new Service Manager and implemented. • This work has been completely aligned with the recommissioning of domiciliary care services for adults and it features as a discrete cohort of services within the recommissioning timetable.

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



N.B. Data for Quarters 1 and 2 is pending

Key Stats

During Quarter 2, the percentage of well-being assessments completed within statutory timescales = 76.1% (721 / 947)

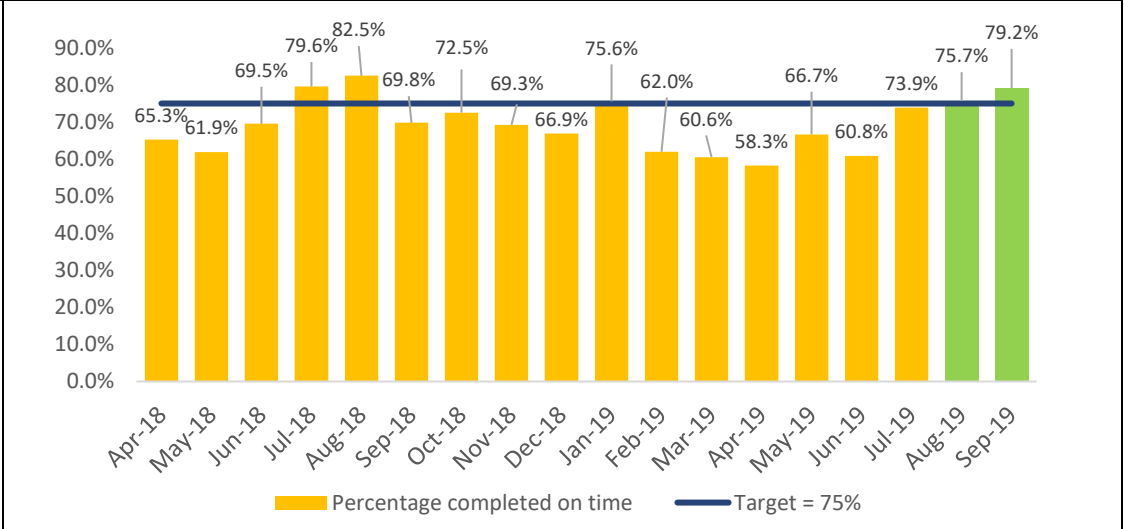
Target = 75%

The number of incomplete well-being assessments at end of Quarter 2 was 295, 98 of which were out of time.

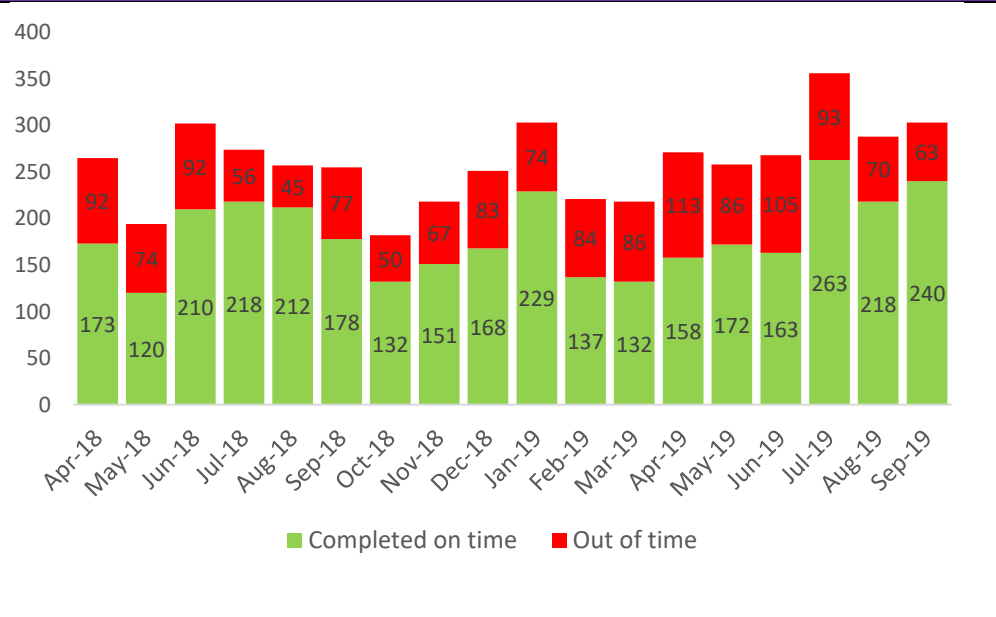
No. of children and young people in receipt of Direct Payments during Quarter 2 = 166.

Number of children and young people working towards Direct Payments at Quarter 2 = 33.

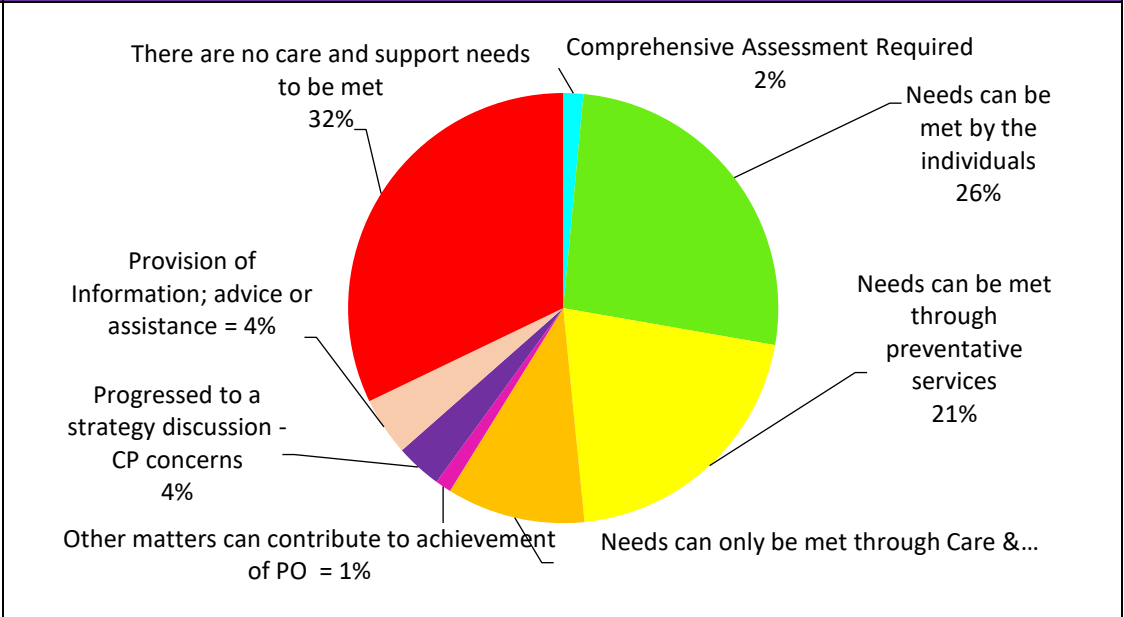
Percentage of well-being assessments completed within statutory timescales



Number of well-being assessments completed during the month



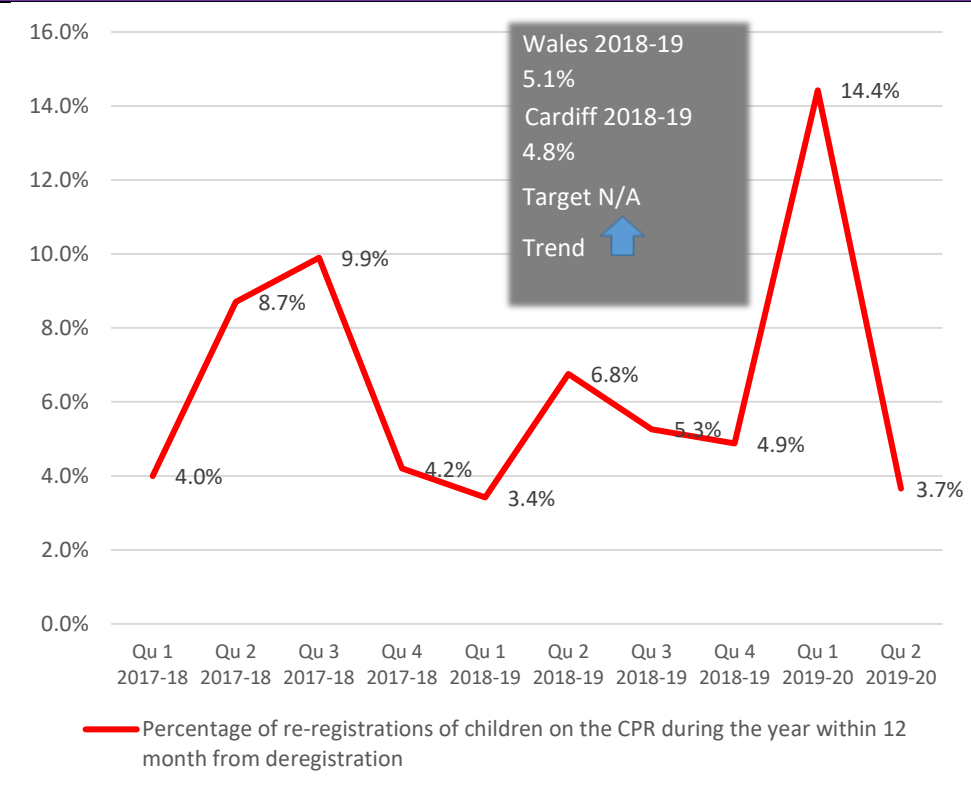
Well-being assessments completed by outcome during Quarter 2



Safeguarding

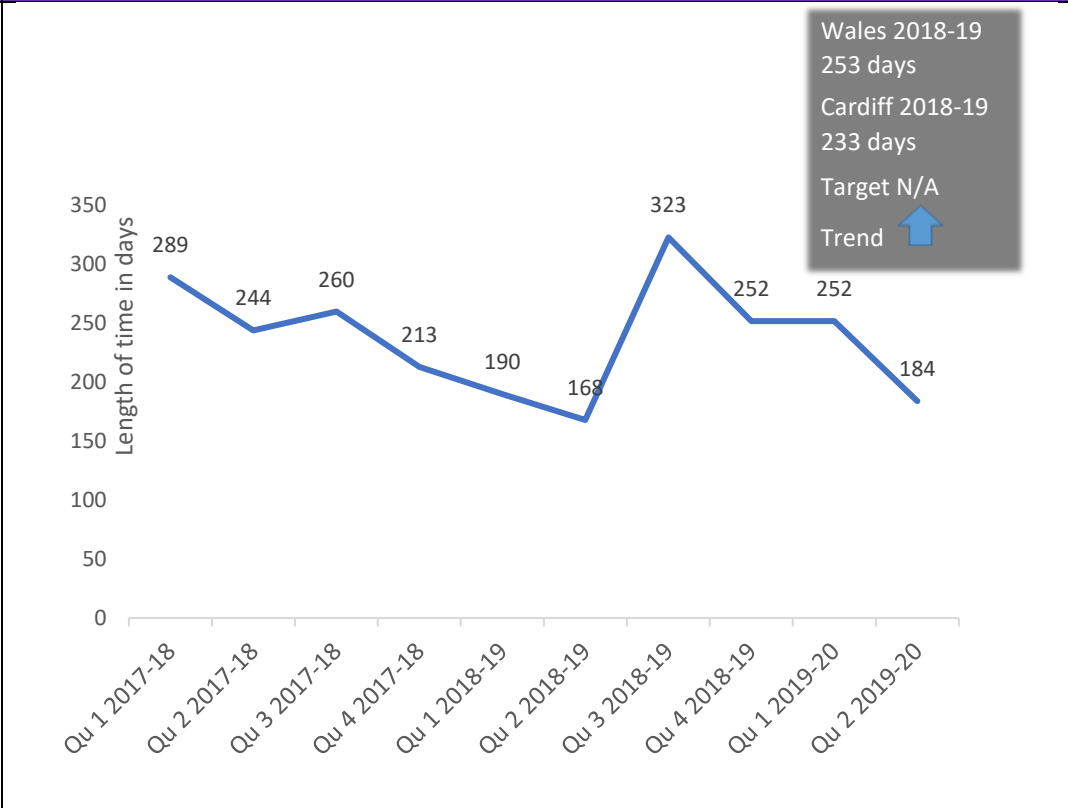
What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • 100% of children on the Child Protection Register allocated a social worker. • New 'Wales Safeguarding Procedures' finalised for launch in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Boards during National Safeguarding week (18th – 24th November). • Partnership working with the NSPCC resulted in the NSPCC making a presentation to the Children Services Management Team during Quarter 2 to raise awareness and to informally agree how Social Services and the NSPCC can work together to safeguard children who participate in sports, leisure and entertainment activities. • Separate Quality Assurance Frameworks have been agreed for Children's and Adult Services. These are to be reviewed in their entirety to create one overarching Quality Assurance Framework for Social Services. • Reduction in the number of overdue Section 47 enquiries. 	<ul style="list-style-type: none"> • Our developing understanding of non-familial safeguarding (contextual / exploitation). • Availability of reviewers and panel chairs to undertake Child Practice Reviews. 	<ul style="list-style-type: none"> • Implement the action plan arising from the Exploitation Strategy when it is signed off by the Regional Safeguarding Board. • Implement contextual safeguarding, working with Research in Practice. • Develop a framework to ensure there is a pool of suitably trained and experienced reviewers and panel chairs.

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



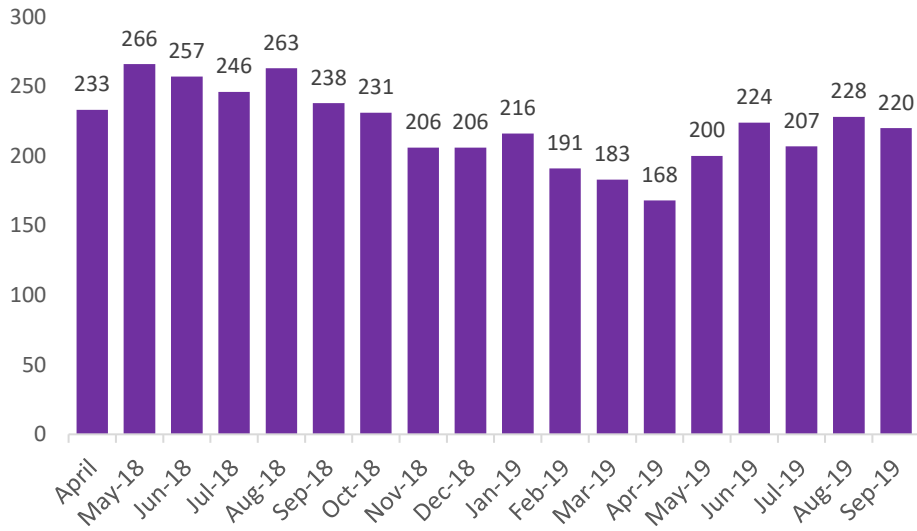
3 / 82 = 3.7%. 3 of the 82 children registered during Quarter 2 had been on the CPR within the previous 12 months.

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

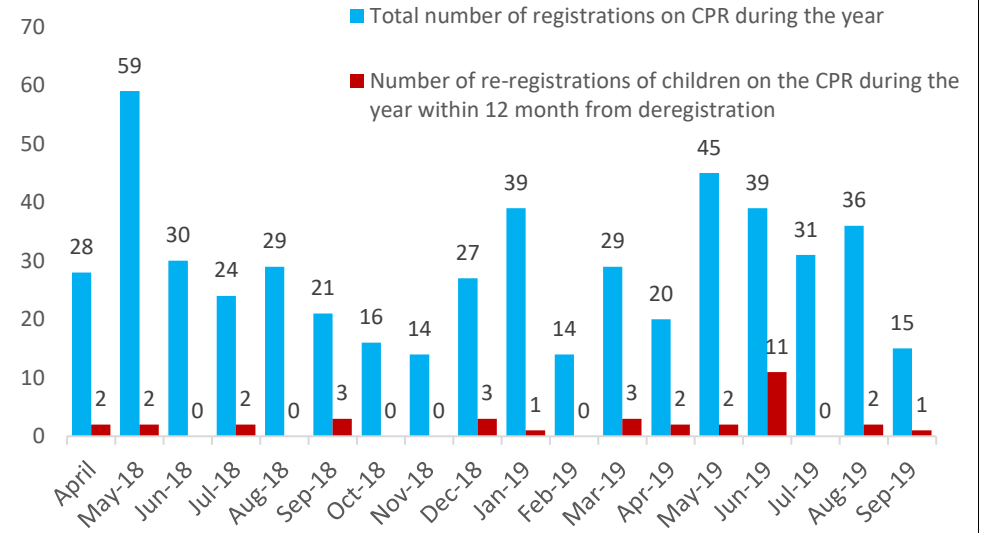


The average length of time on the CPR for the 63 children who were deregistered during Quarter 2 was 184 days.

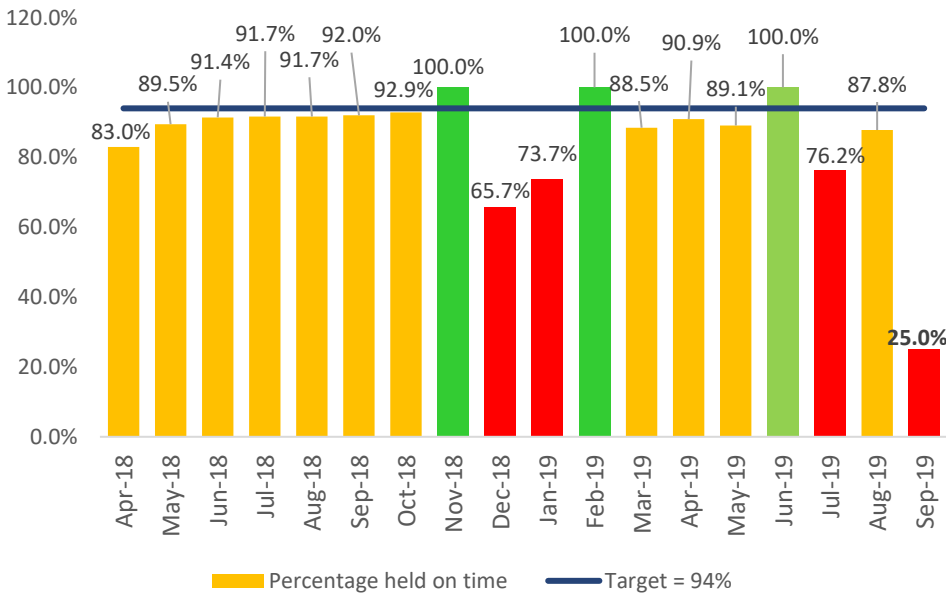
Number of children on the Child Protection Register



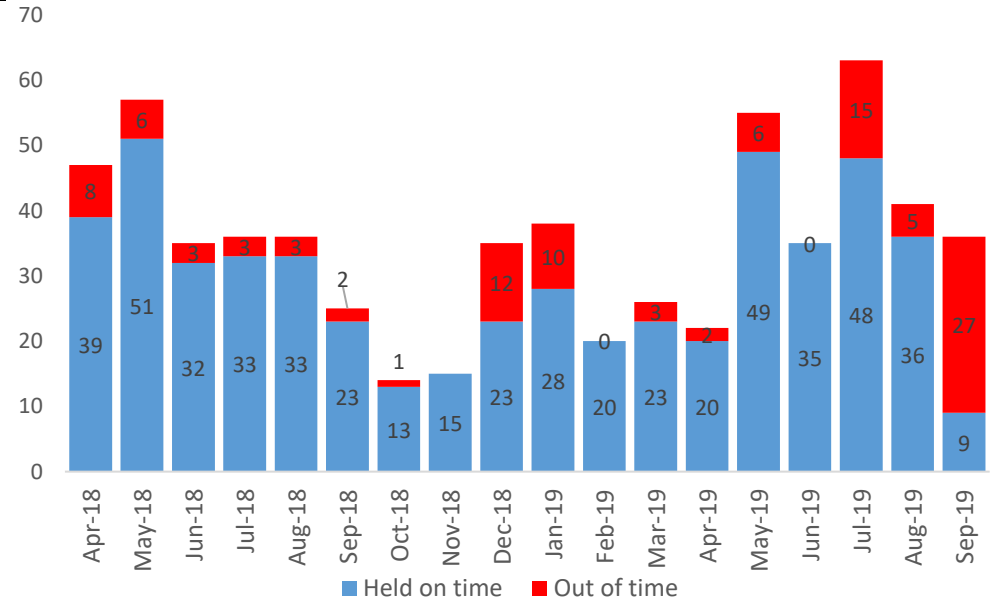
Number of children registered and re-registered onto the Child Protection Register



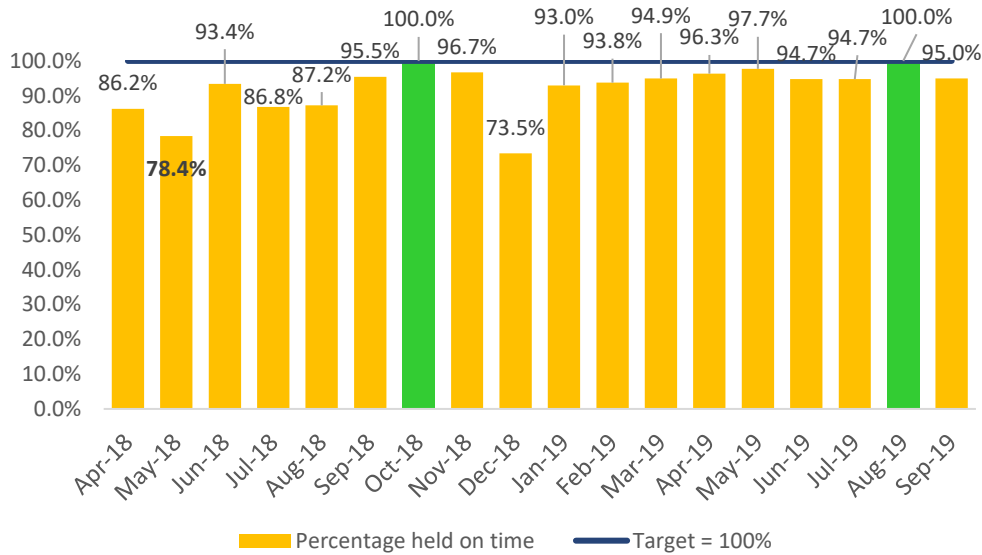
Percentage of Initial Case Conferences held on time



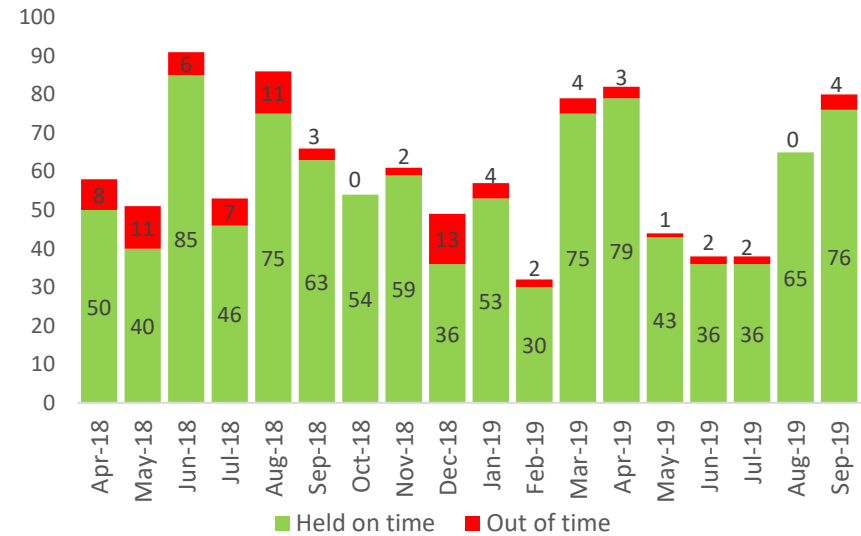
Number of Initial Case Conferences due in month & held on time



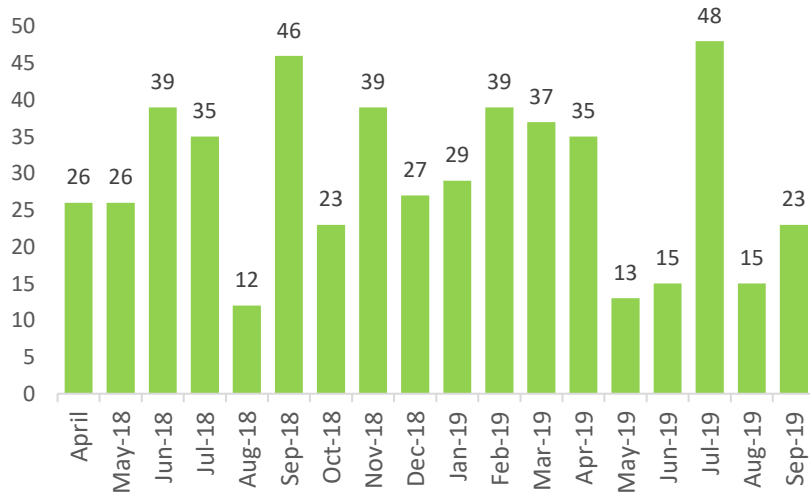
Percentage of Child Protection Reviews held on time



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



Number of children removed from the Child Protection Register



% of **Initial Case Conferences held on time** = 66.4% (93 / 140)

All of the 47 late conferences, have since been held. During the quarter there have been a number of staff shortages which has caused difficulties in terms of timeliness of the conferences. Operational Manager agreement was obtained for all of these conferences to go out of timescale. Child Protection conferences are being closely monitored going forward and an escalation process is being developed when there are concerns that a conference might go out of timescale.

% of **Child Protection Reviews held on time** = 96.7% (177 / 183)

6 reviews for 1 sibling group of 3 and 3 individuals were late during the quarter. Three reviews were rearranged at the request of the social worker and police, 1 review was postponed as CP chair was unable to attend. 1 was postponed due to bereavement in family. 1 was held 3 working days late. All conferences have since been held.

Children Looked After

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • Social media and online marketing is impacting on the volume of enquiries (28 full assessments ongoing at 30th September 2019). • Meetings have taken place with fostering agencies to discuss ongoing relationships with Cardiff and to consider opportunities for fee discounts based on volume. Quarterly meetings are scheduled going forward. • Steering group established to take forward the development of a new residential children's home for young people aged 16-19. The National Youth Advocacy Service are developing proposals for how best to secure young people's engagement in the process. • Dedicated children's commissioning capacity has been secured on an interim basis to progress priority areas. The Children's Commissioning Strategy has been revised following further input from the Children's Management Team and will be presented to Cabinet in November 2019. • Work commenced with Education to begin the process of Education taking on responsibility for the preparation of Personal Education Plans. 	<ul style="list-style-type: none"> • Work needs to be progressed with Black, Asian and Minority Ethnic (BAME) communities in Cardiff in relation to fostering and adoption. • It is important that we have oversight of all the services we are procuring and so we can ensure robust contract management going forward. • There are still a number of children for whom education provision is lacking. • High number of children placed out area experiencing delay in education provision • Delay in implementation of revised Pathway Plan. • Supply of the right type of services for our most vulnerable children, including scarcity of fostering and residential provision for children and young people with more complex needs. • Permanency planning for children and young people is under developed. • Numbers of children waiting for adoption 12 months after Placement Order made (68, 28 of whom are not yet placed). 	<ul style="list-style-type: none"> • Targeted campaigns required for Foster Carers to reflect Cardiff's diversity especially Black, Asian and Minority Ethnic (BAME) communities. • All procurement activity to be undertaken through the Social Services commissioning team. • Continue to work with colleagues in Education to look at how we can more effectively and robustly seek to promote the educational needs of children looked after. • Implement new Pathway Plan document when requirement regarding Pathway Assessments has been confirmed. • Implement the priorities in the Commissioning Strategy, including development of emergency placement options. • Develop robust permanency planning arrangements. • We now have a clearer understanding of the children on Placement Orders where plans need to be reviewed. We also are now more effectively utilising early linking and matching tools to ensure harder to place children can be placed within families earlier.

<ul style="list-style-type: none">• Consistent representation on residential and resource review panels is working to ensure the children looked after are known to Education and support is shared across all services.• Compliance with Court timescales has improved and we will continue to develop our Care Planning Practice Guidance to support social workers to progress cases through the Court process in a timely manner.• The integration of the Bright Sparks Service into the Into Work Service is an opportunity for education and training opportunities to be expanded for children looked after. The young people have been able to access the Bike Scheme and now use their bike to attend their various work placements. One of the young people will not use public transport due to personal issues so having a bike to get around has really benefitted him.• Dedicated team to review Placements with Parents in place. Potential for Cardiff to be part of a pilot with the Child and Family Court Advisory Support Service (CAFCASS) in relation to expediting discharge of Care Orders where appropriate to be considered early in Quarter.		
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Key Stats

936 children looked after.

65 children started to be looked after in the quarter (down from 71 in Quarter 1). These children comprised 9 sibling groups and 33 individuals. The average number of children starting to be looked after was 1.55 (1.54 in Quarter 1 and 1.34 in 2018-19).

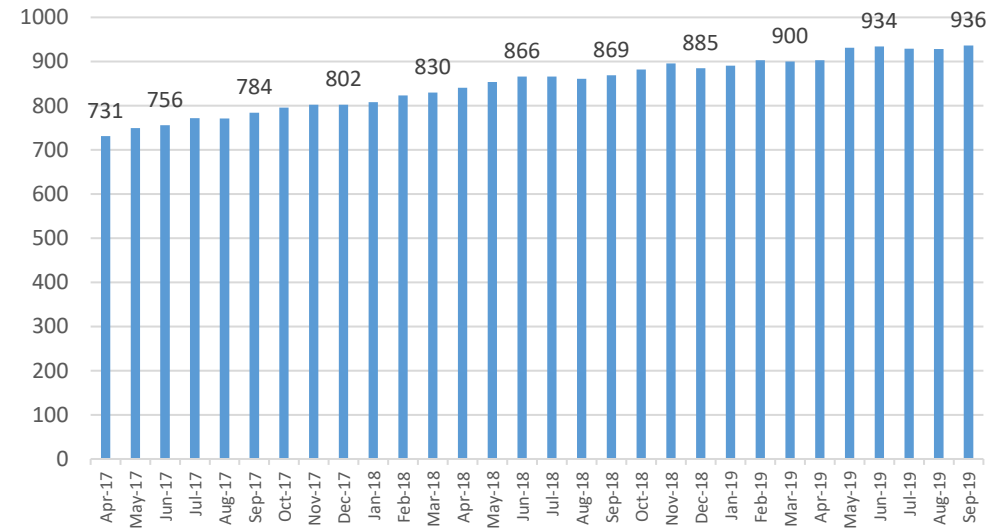
64 ends of being looked after this quarter.

386/ 670 (57.6%) children looked after in regulated placements are placed within Cardiff, increasing to 77.8% when taking neighbouring authorities into consideration.

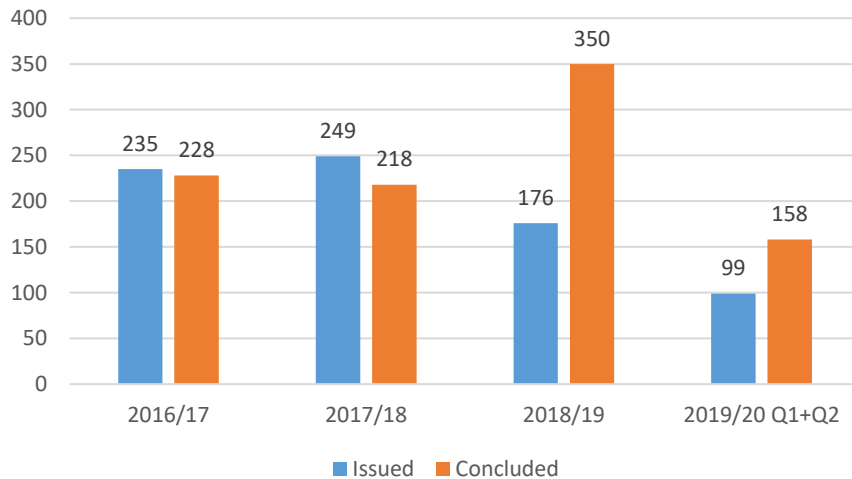
100% of children looked after allocated to a social worker.

Permanence secured for 19 children through adoption since 1st April 2019.

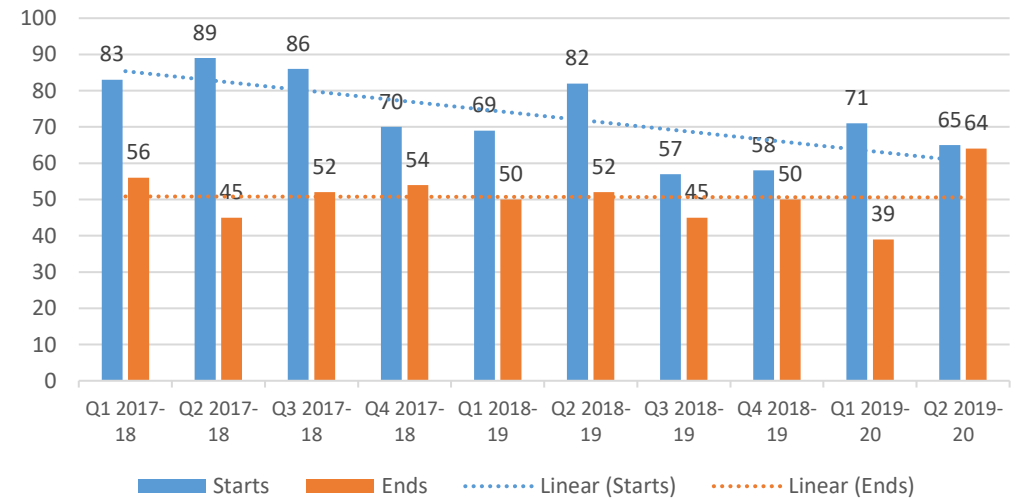
Number of children looked after



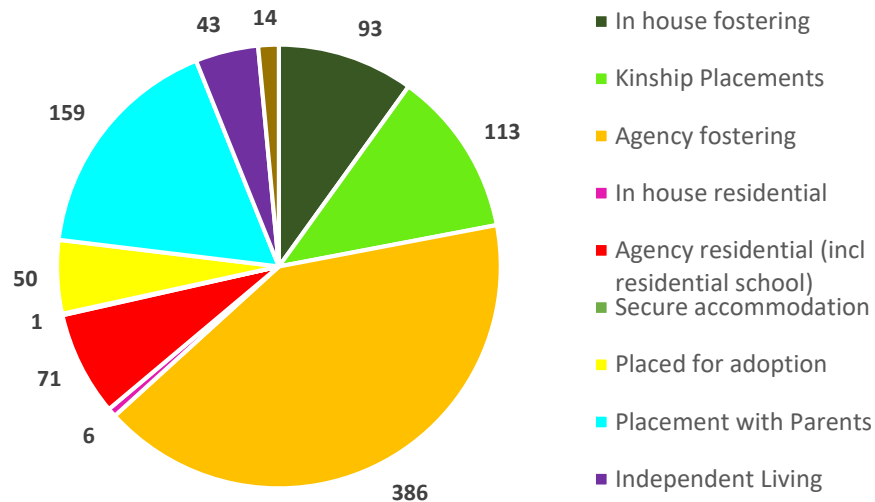
Care Proceedings issued and concluded during year



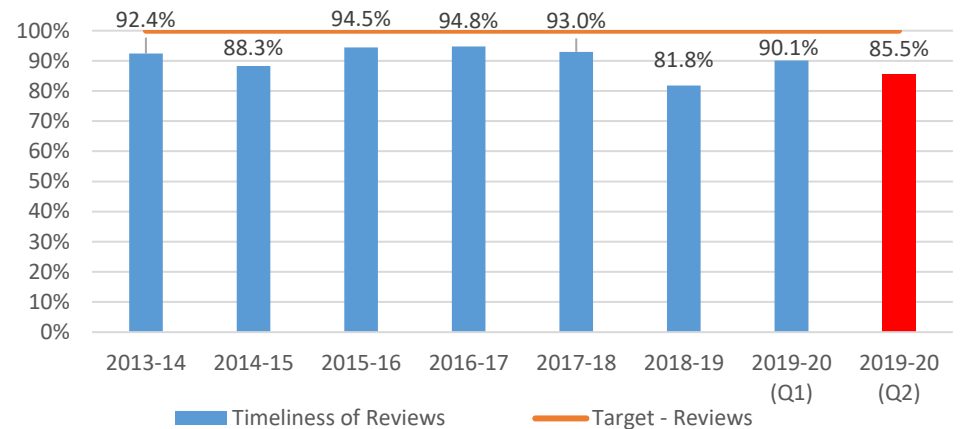
Starts and ends of being looked after



Breakdown of placements by type – as at 30.09.19

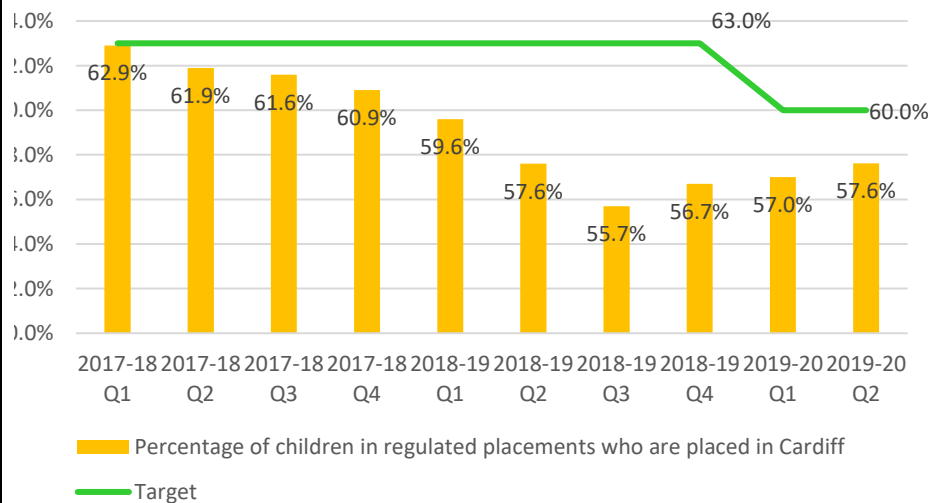


Timeliness of Children Looked After Reviews

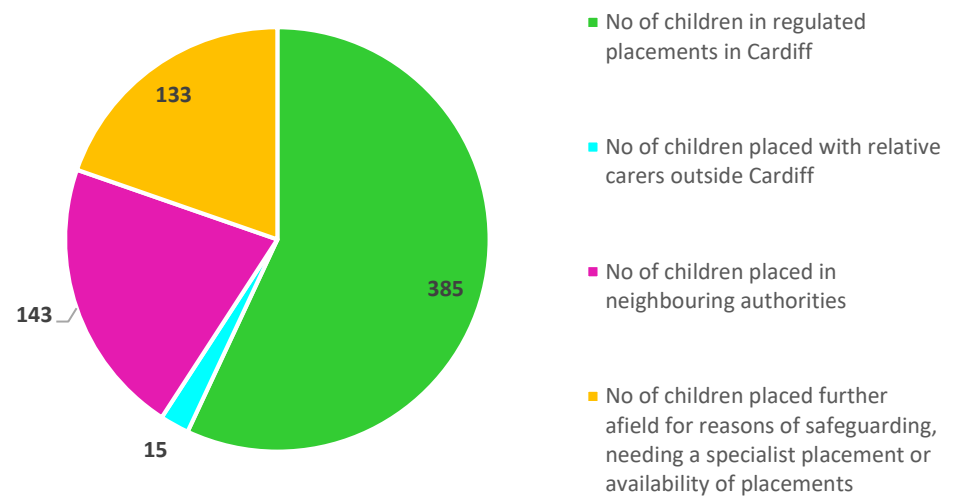


N.B. Quarter 1 and 2 2019/20 data is provisional

Percentage of children in regulated placements who are placed in Cardiff



Breakdown of all children in regulated placements – as at 30.09.19



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. • Internal promotion of social workers. • Number of students who stay with Cardiff upon qualifying. • Working well with marketing and media colleagues. • Mentoring staff during their first three years of practice. • 23 staff are being supported to follow the Continuing Professional Education + Learning (CPEL) pathway during 2019/20. • Improved data collection in relation to workforce. • PA service are a stable staff team; when they do leave, it tends to be for progression. 	<ul style="list-style-type: none"> • Social worker vacancies – 34.6% in Quarter 2 from 31.6% in Quarter 1. However the result of significant recruitment activity has started to become evident early in Quarter 3 with the net result of social workers starting and leaving the Council being positive for October and on an upward trajectory. • Ability to produce reliable and comparable workforce data due to the ongoing changes in Children's Services. These include the creation of permanent posts, use of agency staff to take forward work enabled by various temporary funding streams (such as the Integrated Care Fund) and the use of agency "managed teams" to support us to meet demand pressures and our commitment to cover maternity leave and sickness absence. • Improve exit interview data - good progress has been made on developing mechanisms to gather relevant information, and some intelligence has proved useful. However, further work is required to ensure supportive systems are in place in order to be fully informed • Supervision audit undertaken in Quarter 4 highlighted the need for improvements in this area. 	<ul style="list-style-type: none"> • Staff in new recruitment posts to support the delivery of the recruitment and retention strategy. New secondment scheme introduced with very good progress made - additional places have been offered and taken up by unqualified staff wishing to undertake the social work degree. • Continue weekly workforce monitoring meetings until a stable baseline position is established. • Review structures within hard to recruit to social work teams to ensure that social work grades reflect the complexity of the the work. • Further develop systems to capture and understand the reasons why people are leaving. • Action plan to be developed and implemented.

- Sickness levels this quarter have increased to 10.00 FTE days lost; annual forecast is 22.00 FTE days lost, which exceeds Children's Services target of 12.9 considerably and is the second highest across the council.

- Sickness is monitored in detail at weekly Children's Management Meetings. Further analysis to be undertaken to better understand the issues around long term sickness.

Key stats

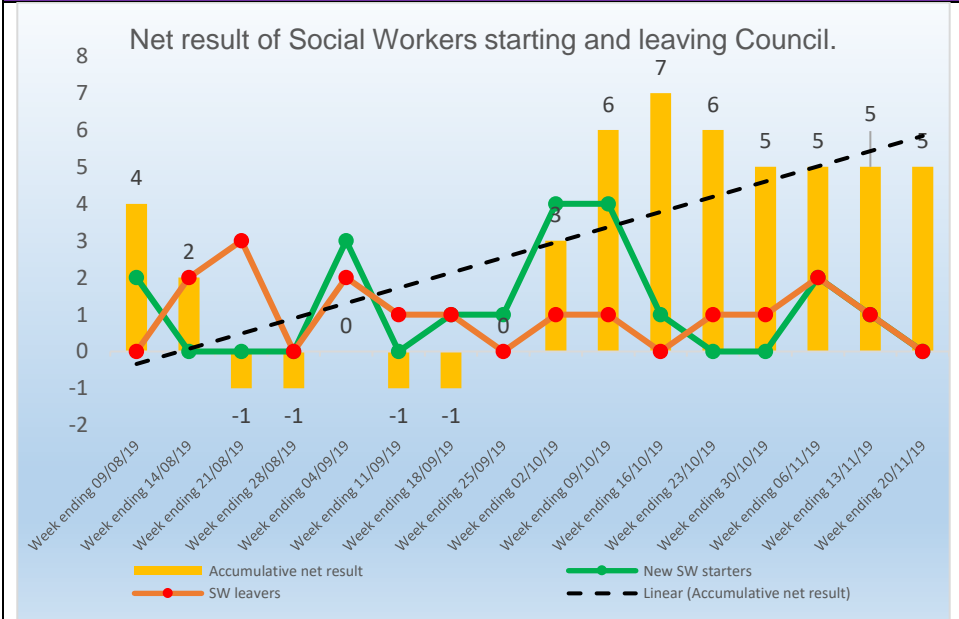
During Quarter 2:
11 new Social Workers started filling 9 grade 7 posts and 2 grade 8 posts = 11 posts filled.

The net result of social workers starting and leaving the Council is on an upward trajectory.

1 grade 7, 9 grade 8 and 3 grade 9 Social Workers left the LA = 13 vacancies created.

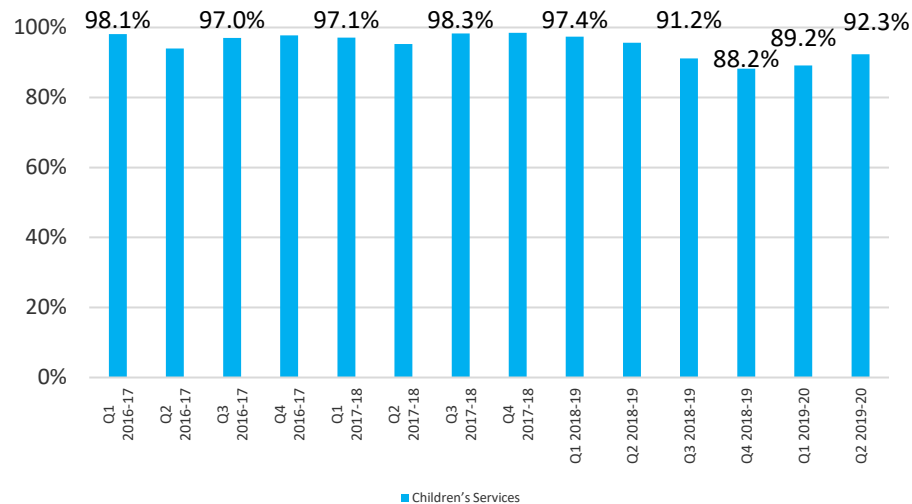
As at the end of September 2019. Average caseload 16.5 cases.
Maximum caseload = 45 cases. Minimum caseload = 4.

Net result of social workers starting and leaving the Council



Sickness

Return to work interviews



As at quarter 2, 48 / 52 return to work interviews held, 4 pending.

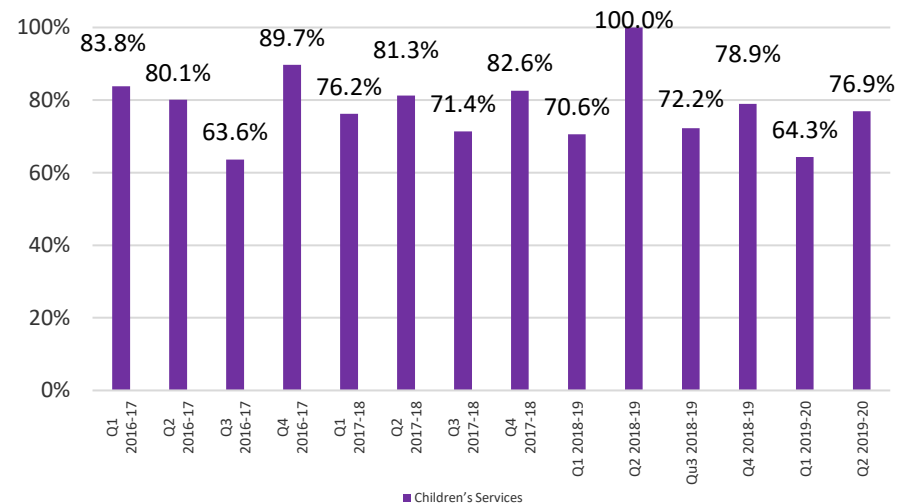
Source: Digigov

FTE Target = 12.9	Q1 2019-20	Q2 2019-20	Q3 2019-20	Q4 2019-20
CS Sickness FTE days lost per person	4.77	10.00		
CS Sickness FTE days lost per person forecast	20.52	22.00		

Qu 2's result for 2018/19 = 5.24, this year's 2nd quarter result of 10.00 shows an increase of 4.76 days lost to sickness.

Corporate HR Data

Sickness stage interviews completed

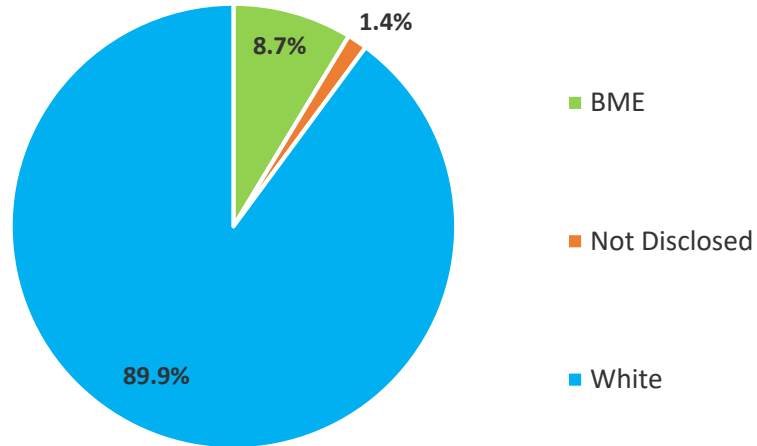


As at quarter 2, out of 13 triggers hit, 10 stage interviews were held. 1 missed, 1 was pending and 1 was not conducted (discounted).

Source: Digigov

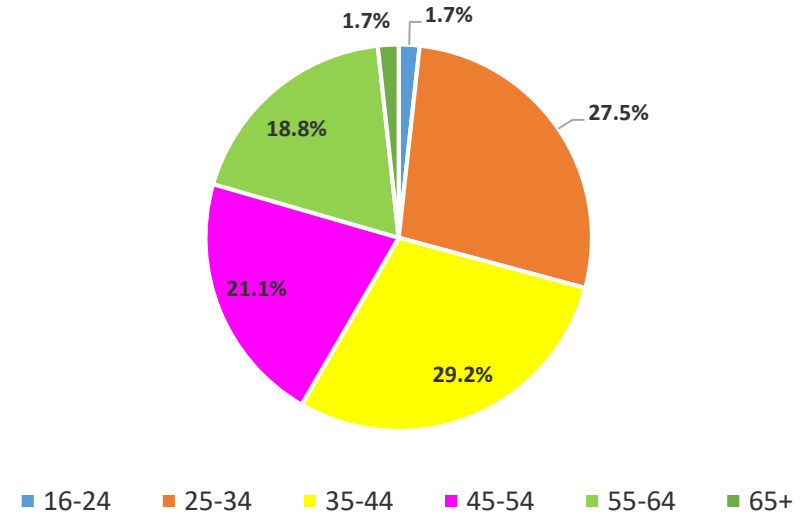
Profile of Children's Services staff

Ethnicity of Children's Services workforce



Data provided by HR

Age profile of Children's Services workforce



Data provided by HR

As at 30th September 2019.

Quality

What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Separate Quality Assurance Frameworks have been agreed for Children’s and Adult Services. These are to be reviewed in their entirety to create one overarching Quality Assurance Framework for Social Services. 14 in-depth case audits completed to look at service development and learning. 	<ul style="list-style-type: none"> Capacity to drive forward the new Quality Assurance Framework and avoid drift in delivery until vacant Quality Assurance Officer post recruited to. Completion of case file audits by Team Managers remains low. This makes it difficult to compare cases across teams and identify areas of strengths / weakness within case management. 	<ul style="list-style-type: none"> Recruitment to vacant Quality Assurance Officer post commenced. Produce standards of expectations for each service areas to benchmark the quality of services being provided in each area.

Case file audits
To be progressed
Training
To be progressed

Supervisions
To be progressed
Exit interviews
To be progressed

Social Worker's given reasons for leaving employment:

Exit Reasons	2016-2017			2017 -2018			2018-2019			Quarter 1+2 2019-2020		
	PRINCIPAL SOCIAL WORKER	SOCIAL WORKER	Total	PRINCIPAL SOCIAL WORKER	SOCIAL WORKER	Total	PRINCIPAL SOCIAL WORKER	SOCIAL WORKER	Total	PRINCIPAL SOCIAL WORKER	SOCIAL WORKER	Total
Alternative Employment	3	10	13	2	11	13	0	13	13	2	11	13
Dismissal - Long Term Absence	0	1	1	0	1	1	0	1	1	0		0
Following Maternity Leave	0	0	0	0	0	0	0	1	1	0		0
No Reason Given	0	3	3	0	2	2	0	4	4	0	3	3
Normal Retirement	0	2	2	0	2	2	0	2	2	0		0
Personal Reasons	1	2	3	2	4	6	1	7	8	1	2	3
Total	4	18	22	4	20	24	1	28	29	3	16	19