

Children's Services Performance Report

Quarter 3 2019-20



Executive Summary

What's working well?

- The Cardiff and Vale **Regional Safeguarding Board Awards** evening was held in November. This was a successful event and the Adolescent Service won an award recognising the commitment of the staff in the service. The annual **Bright Sparks awards** were also held during the quarter and were once again a success, celebrating the achievements of our children who are looked after and care leavers.
- Approximately 120 of our children went to **Winter Wonderland** and the sheer joy was inspiring. In addition to this, young people from the Youth Offending Service made and sold **Christmas wreaths** and spent the proceeds on gifts for our care leavers.
- The **Adolescent Resource Centre** has been developed to provide a regional service and is now operating jointly with the Vale of Glamorgan. The soft launch will take place early in Quarter 4.

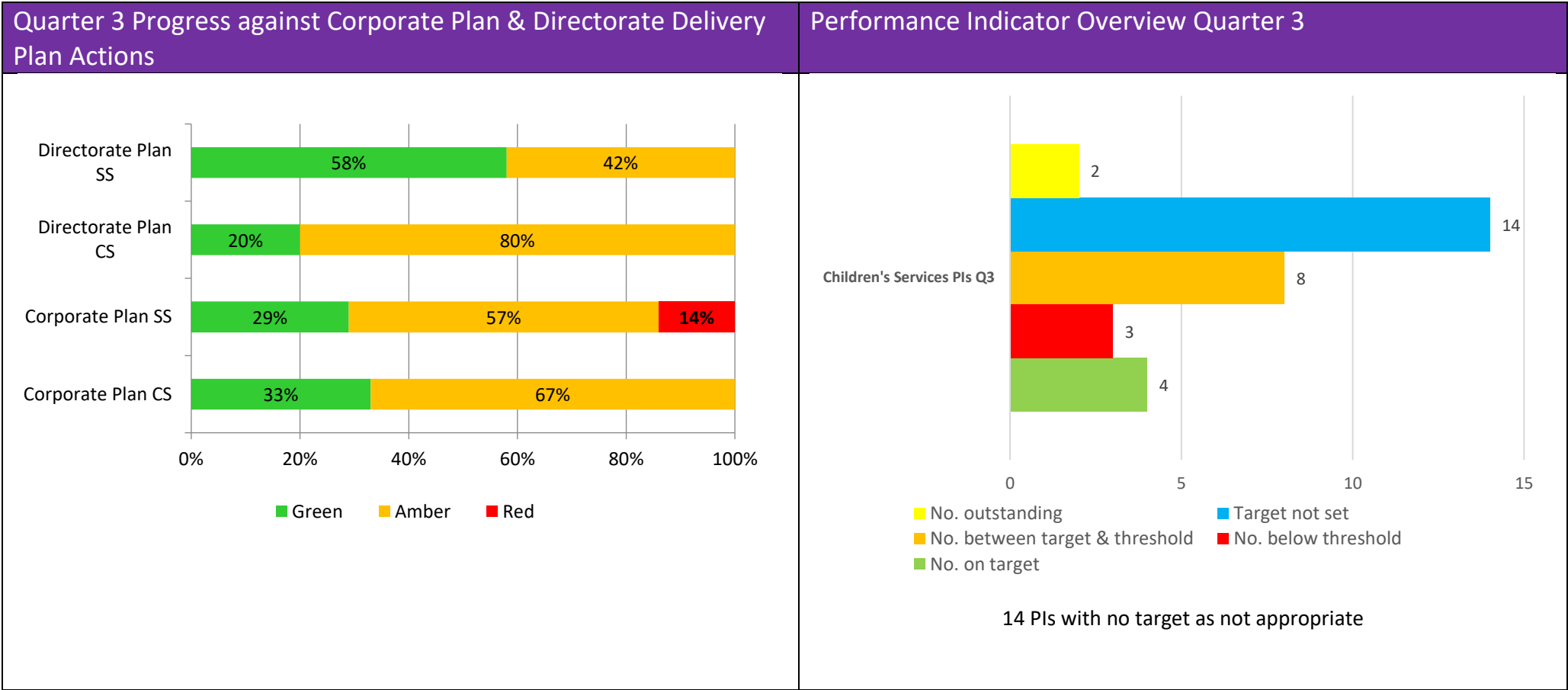
What are we worried about?

- **Performance in Children's Services** continues to be closely monitored and the number of children looked after continues to be a concern (972 at 31st December from 885 at the end of Quarter 3 2018-19). This does, however, include increasing numbers of children in kinship and family placements. A further area of concern is monitoring the timeliness of children looked after reviews and statutory visits, which have been affected in recent quarters by recording issues in the review team. However, focussed work has had an impact and improvement is anticipated by year end.
- **Children's Services workforce** – recruitment to vacant social worker posts is ongoing, but progress continues to be slow. The Children's Services vacancy position for the quarter is 32.9%, with on average 62 / 188 posts vacant during quarter 3.
- Resource to meet demand following the planned implementation of the **Extended Entitlement** of care leavers.

What do we need to do?

- **Key priority actions are underway in 4 key areas** – placements / fostering, accommodation and delivery of the assessment unit, practice and workforce.
 - **Fostering** – conversion of 31 currently ongoing full assessments to approved foster carers.
 - **Assessment unit** – delivery by October 2020.
 - **Practice** – quality assurance and performance in key areas.
 - **Children's Services workforce** – implement market supplement by April 2020 whilst longer term proposals are developed to retain social workers in Cardiff, through ensuring competitive rates of pay and ensuring that social workers are fully supported.
- **Extended Entitlement** of care leavers - work in relation to the proposal will take into account the existing structure and capacity of the service to meet the requirements of the proposed new duty.

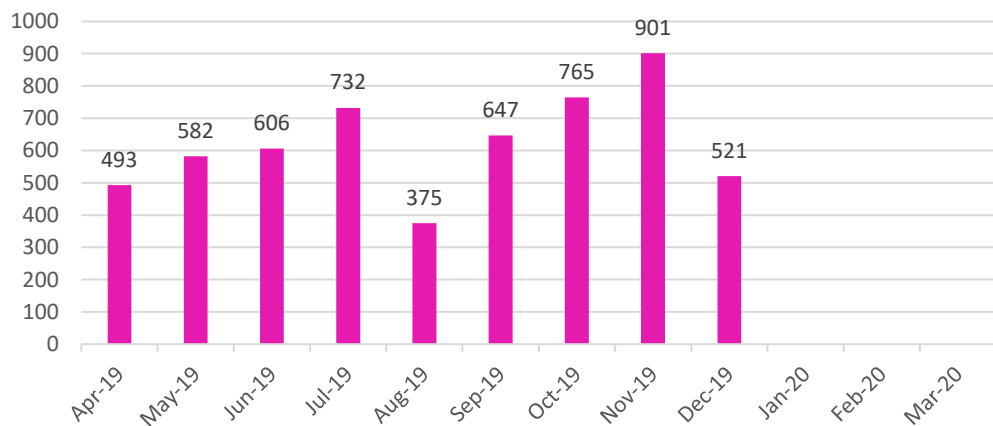
Quarterly Performance



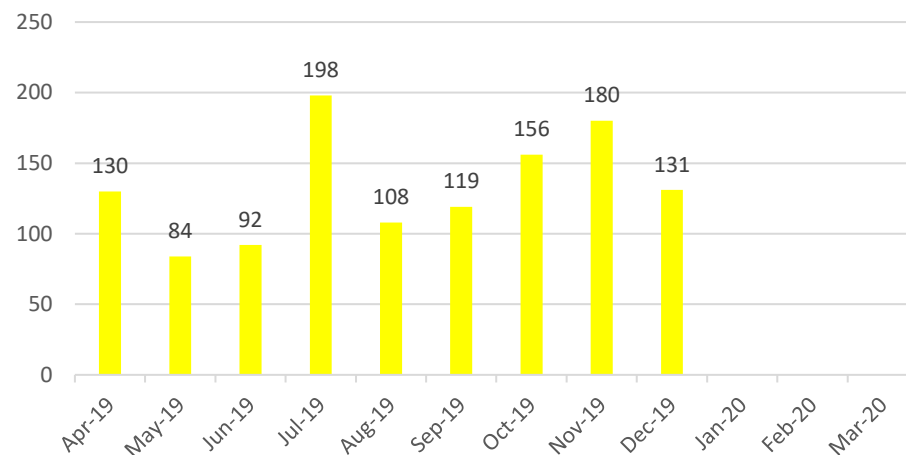
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Key Performance Indicators – Corporate Plan

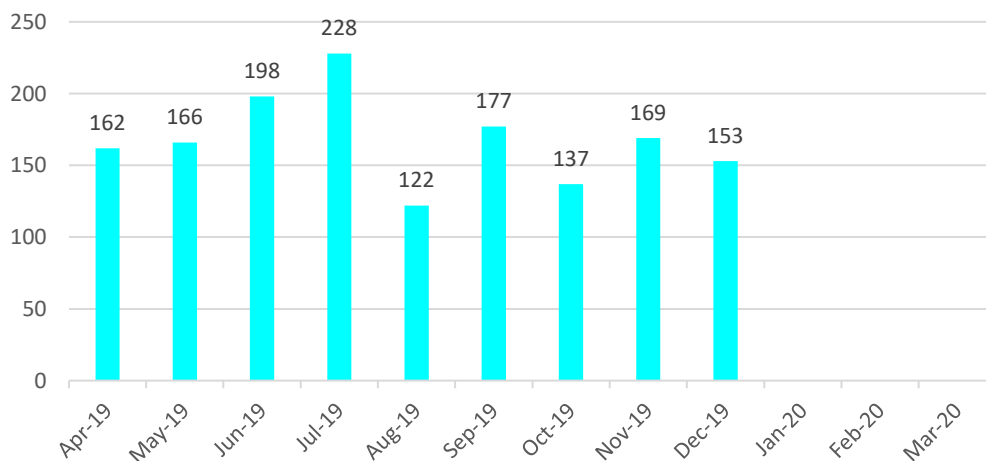
FAM KPI 01 The number of people supported through the Gateway



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.



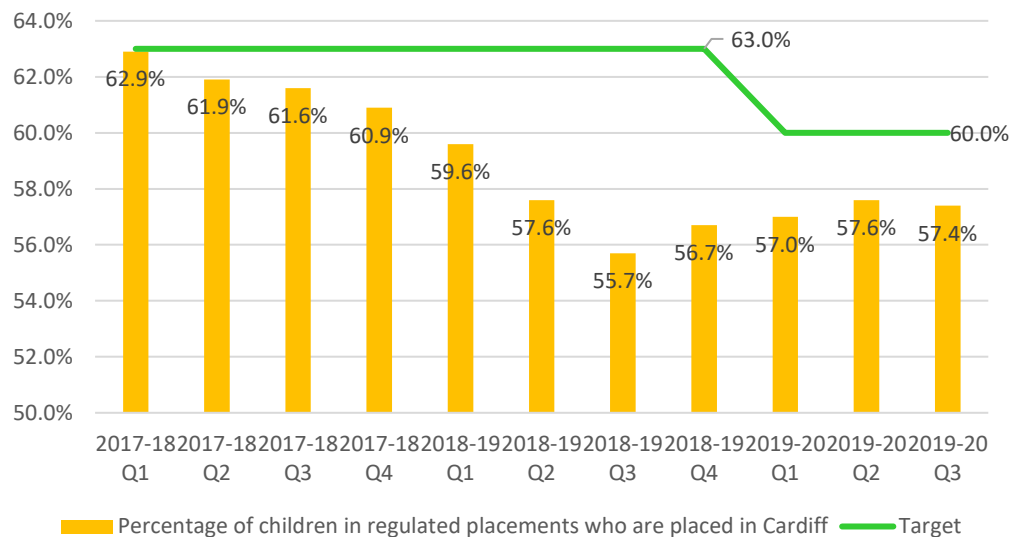
FAM KPI 01 The **number of people supported through the Family Gateway** = 2,187 = The number of enquiries and well-being contacts.

FAM KPI 02 The **number of people supported by the Family Help Team** = 467. Number of households = 219.

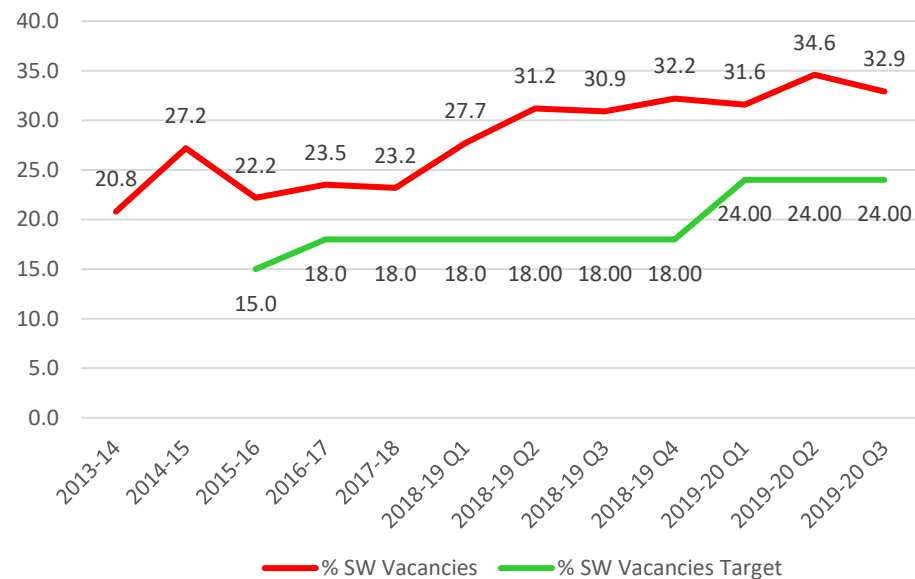
FAM KPI 03 The **number of people supported by the Support4Families Team** = 459.

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

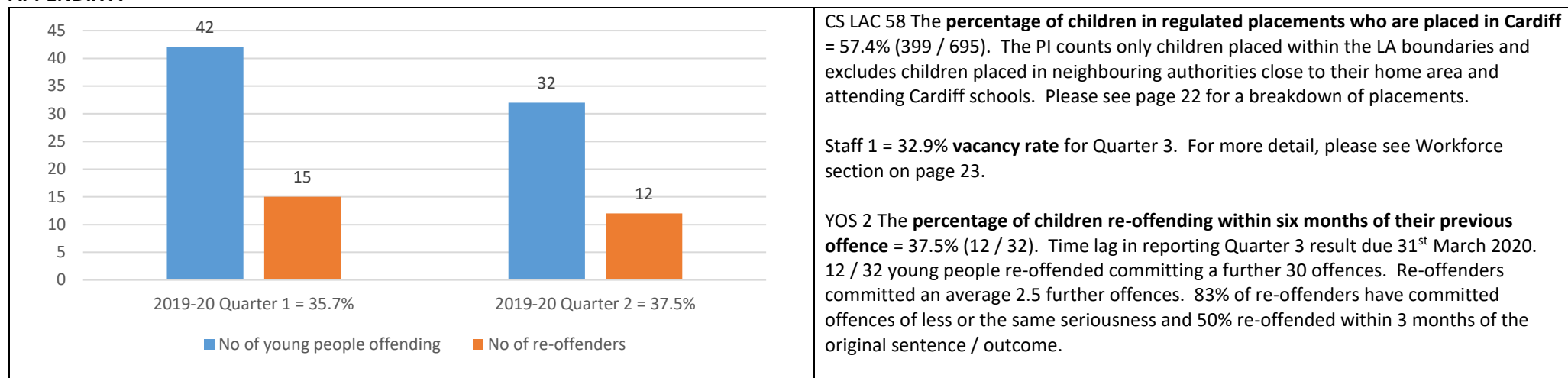


Staff 1 The percentage of social worker vacancies in all teams



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

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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"> Full launch of the Gateway and Family Help Service took place in November. Processes between the Gateway, Family Help and Support for Families have improved. Support4Families have a full permanent team. Social worker has been identified to specialise in completing assessments for young carers when requested to identify any support required. Social worker from the Multi Agency Safeguarding Hub is available for advice and support to early help services on safeguarding matters. 	<ul style="list-style-type: none"> A tool to measure outcomes for families (distance travelled) is required to ensure that people receive the right support at the right time. Need to ensure that Support4Families do not absorb cases which need to be referred to statutory Children's Services. Young carers and parents may not have access to services they find helpful and may be reluctant to contact the Gateway. Voice of the young person needs to be further embedded in the Youth Offending Service. 	<ul style="list-style-type: none"> Draft framework developed – pending sign off from other agencies. Complete case audits and review service improvements and delivery. The formal launch of the Gateway provided families with advice on their services; the YMCA will support and advise parents and families about the Gateway. Ensure we are systematically engaging young people in service design and development, ensuring the child's voice is as the heart of what we do.

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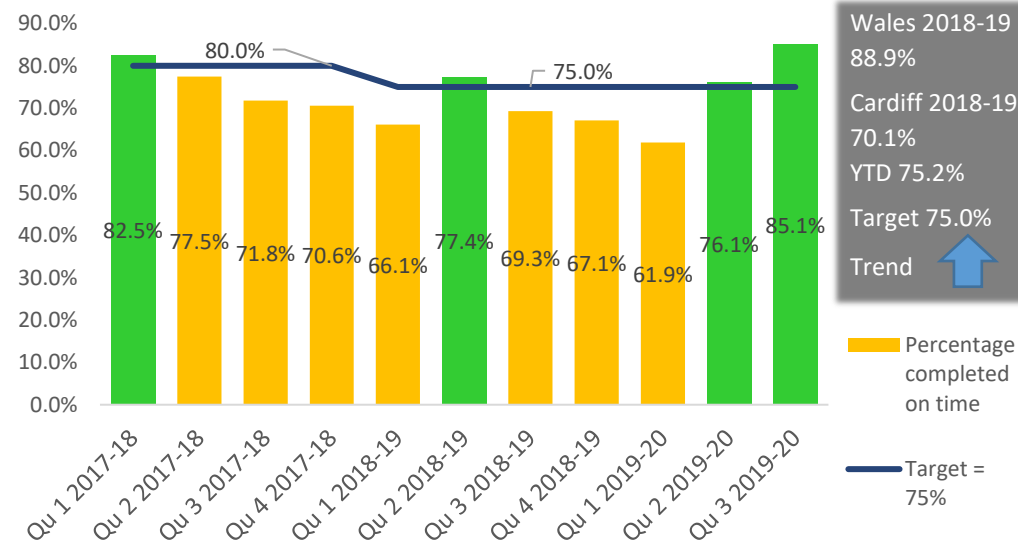
<ul style="list-style-type: none"> Engagement with young carers is working well – e.g. work undertaken via the YMCA to inform the development of a co-produced service specification for a new service. 	<ul style="list-style-type: none"> Introduction of a full set of procedures in the Youth Offending Services in line with the National Minimum Standards. Gaps in partnership working in the Youth Offending Service. Management capacity to drive forward key areas and emerging needs. Need to engage families to offer holistic support and to engage parents as safeguarding partners. Lack of Youth Offending Service presence in the Multi Agency Safeguarding Hub to ensure robust response to crime. More work to do fully embed rights and participation in everything we do. Delay in progressing development of Parent Participation Charter. 	<ul style="list-style-type: none"> Work is in progress. Enhance partnership working - work closely with the Youth Service, Community Safety Partnership and the third sector to embed sharing intelligence and good practice. Immediate appointment of additional interim management capacity and urgent review of permanent capacity required. Deliver further work to engage parents as partners. Consider placing a Youth Offending Service worker in the Multi Agency Safeguarding Hub to identify cases at the front door and respond with appropriate provision. Arrangements are in place for a survey to be developed to for care leavers, and to work co-productively with care leavers to effectively develop the service to meet their needs. A session is being arranged to engage children and young people in the review of the Corporate Parenting Strategy. 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. Implement next phase of locality working model.
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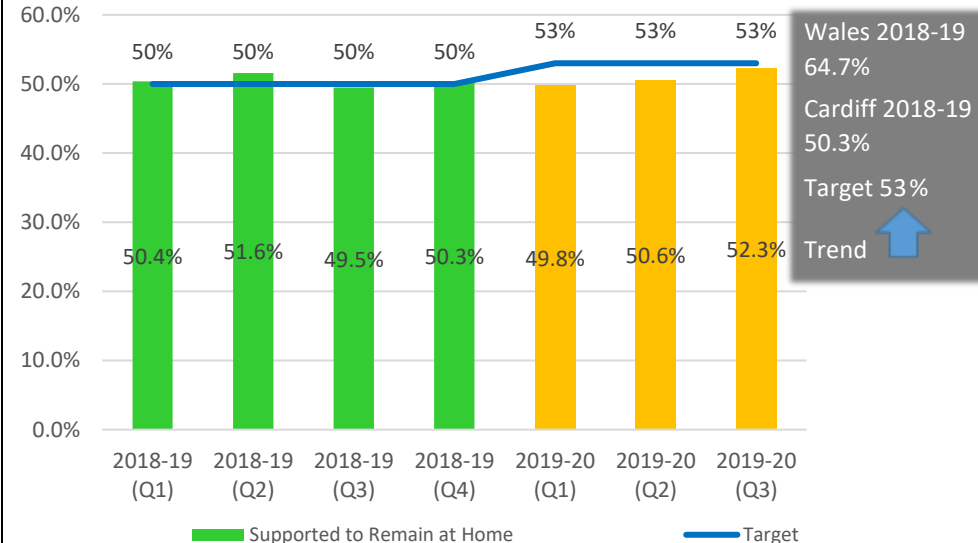
	<ul style="list-style-type: none">• Work required to understand the impact of poverty on families.	
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SSWB 24 Percentage of Well-being assessments completed within statutory timescales

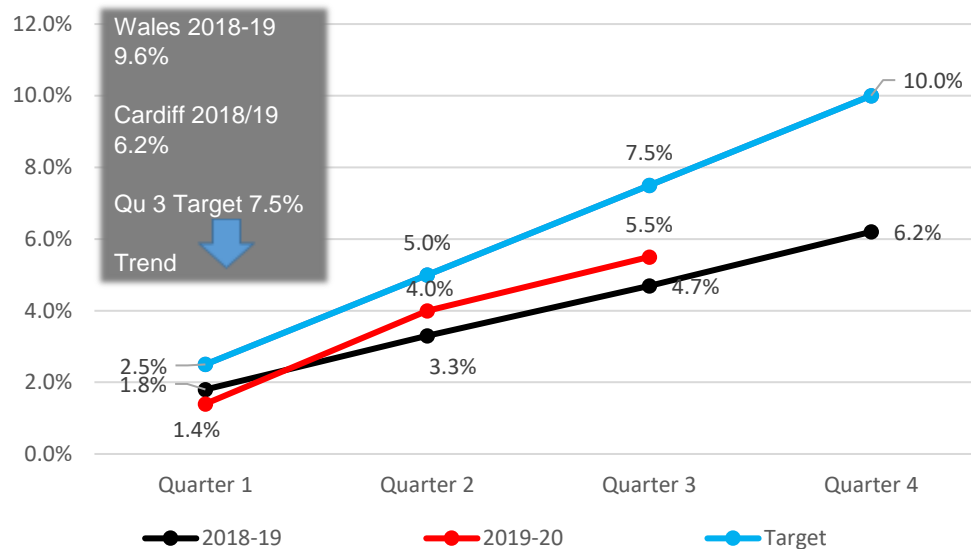


SSWB 25 Percentage of children supported to remain living within their family



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

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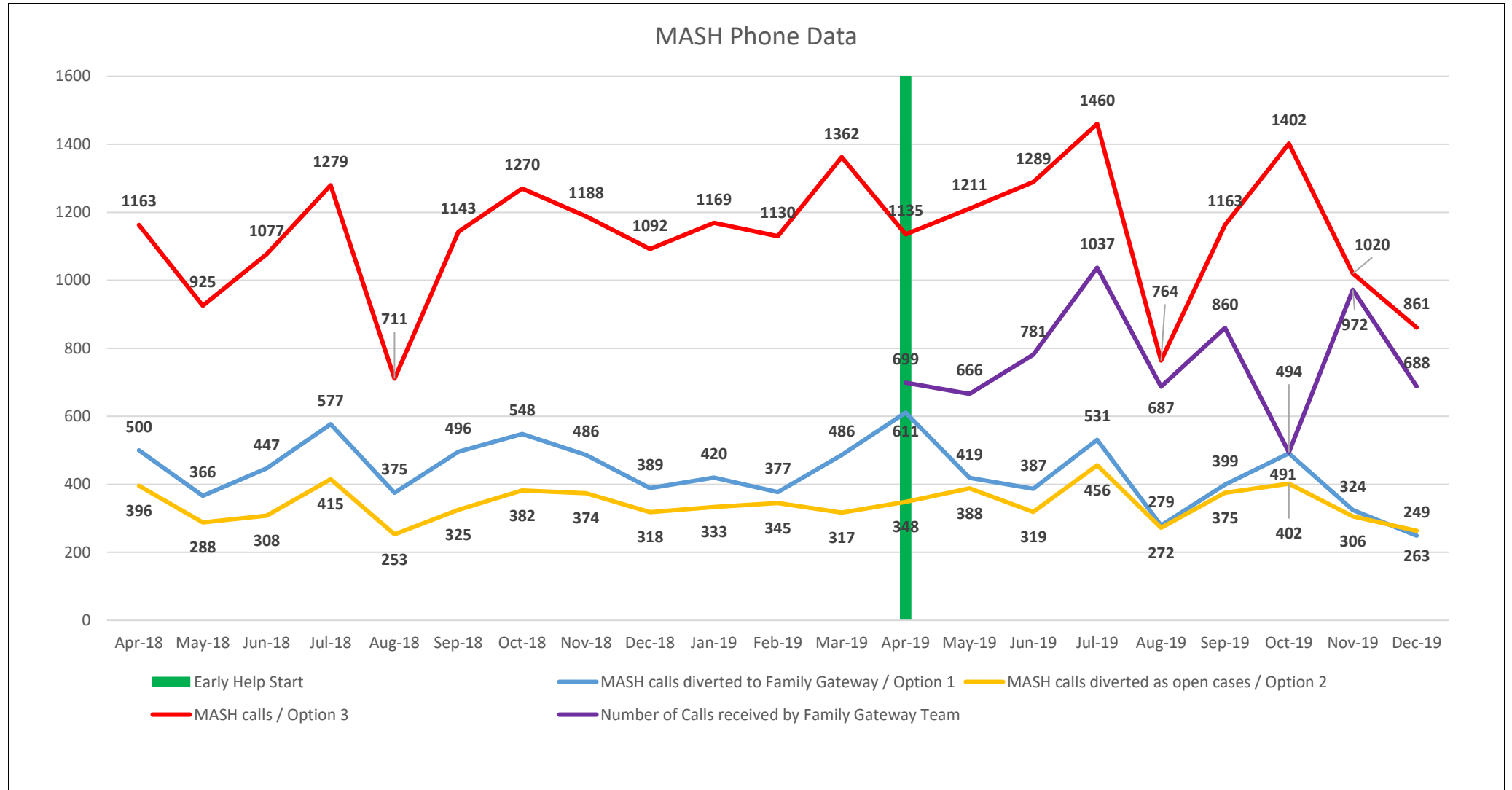
SSWB 24 = $843 / 991 = 85.1\%$ of **well-being assessments were completed within statutory timescales** during Q3. Performance is above target despite a 5% increase in the number of assessments that were completed this quarter, 991 compared to 947 during Quarter 2. This is in the context of a 20% decrease in the number of contacts requiring a well-being assessment, 538 compared to 673 in Quarter 2. The number of well-being assessments that were incomplete at the end of Quarter 3 was 314, an increase of 6.4% from 295 at the end of quarter 2, however, only 34 were out of time compared with 98 in Quarter 2.

SSWB 25 = % of **children supported to remain living within their family** = $1,067 / 2,039$. Of the 2,039 children with a Care and Support Plan at 31st Dec 2019, 1,067 were being supported to live at home (i.e. were not being looked after).

SSWB 26 = 5.5% of **children looked after have returned home from care** during this year to date = $61 / 1,117$. Quarter 3 target = 7.5% Provisional result. Actual result will be populated from the Looked After Child Census. Of the 1,117 children who have been looked after during the year to date, 61 have returned home. This PI is cumulative, and performance will improve as we progress throughout the year. In addition to the 61 children who were returned home from care, 168 children were in the care of their parents, but remain subject to a Care Order, and 126 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.

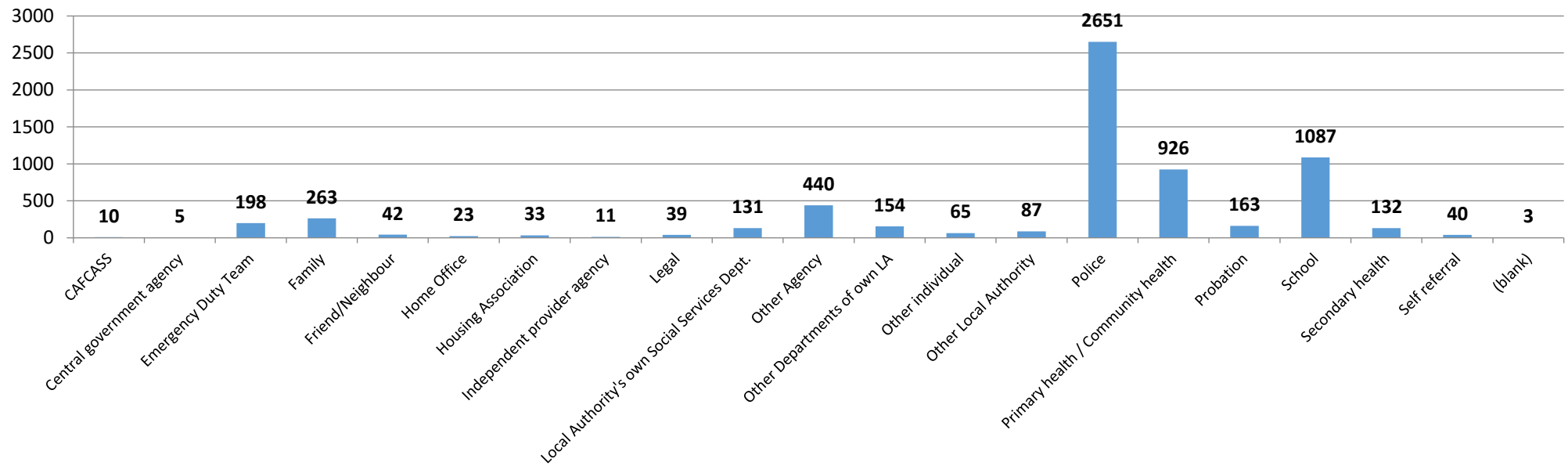
MASH diverted calls

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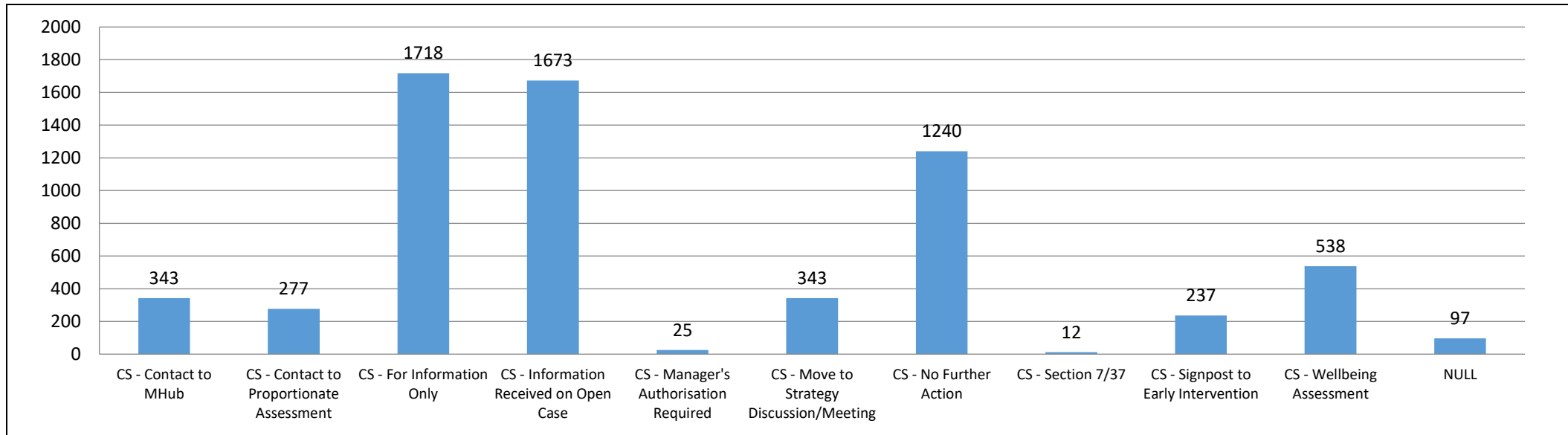
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Source of Well-being Contacts / Referrals during Quarter 3



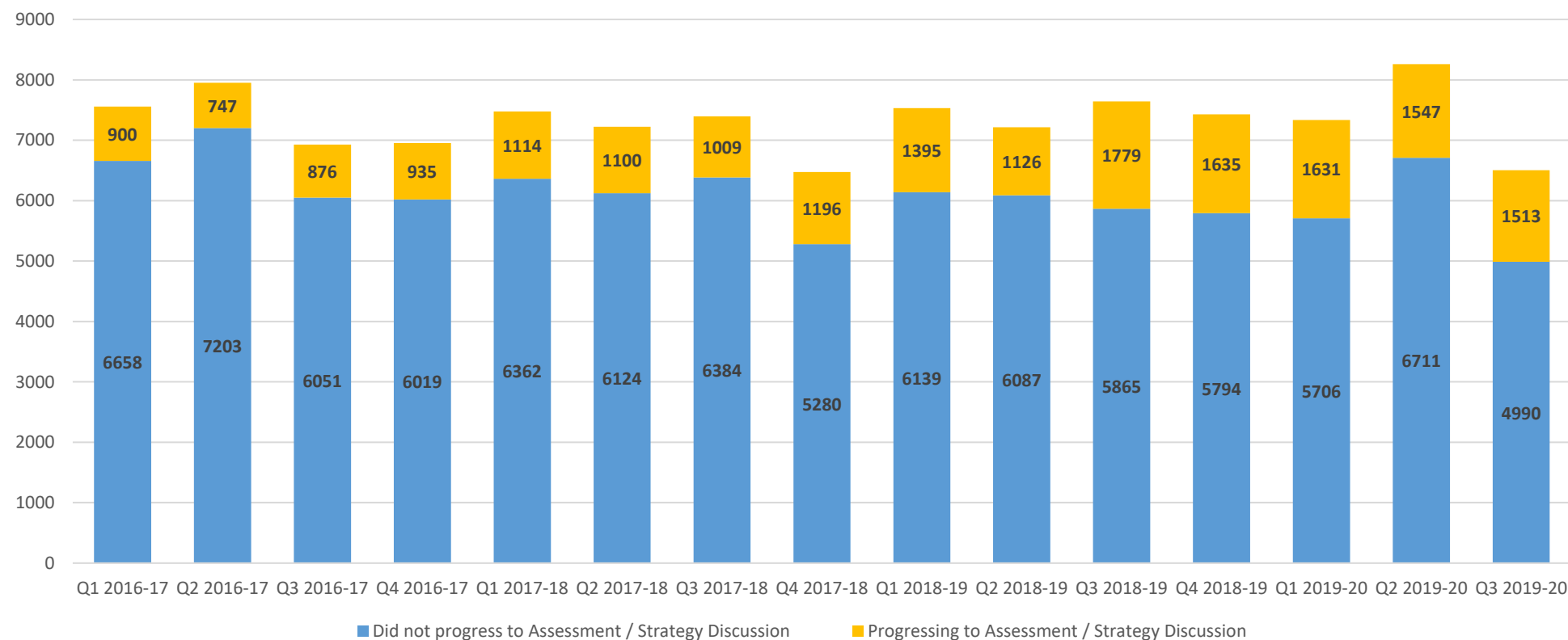
Outcome of Well-being Contacts / Referrals during Quarter 3

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Proportion of Contacts Requiring Assessment

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During Quarter 3, 23.3% (1,513 / 6,503) of contacts have progressed to assessment / strategy discussion, compared to 18.7% (1,547 / 8,258) last quarter.

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

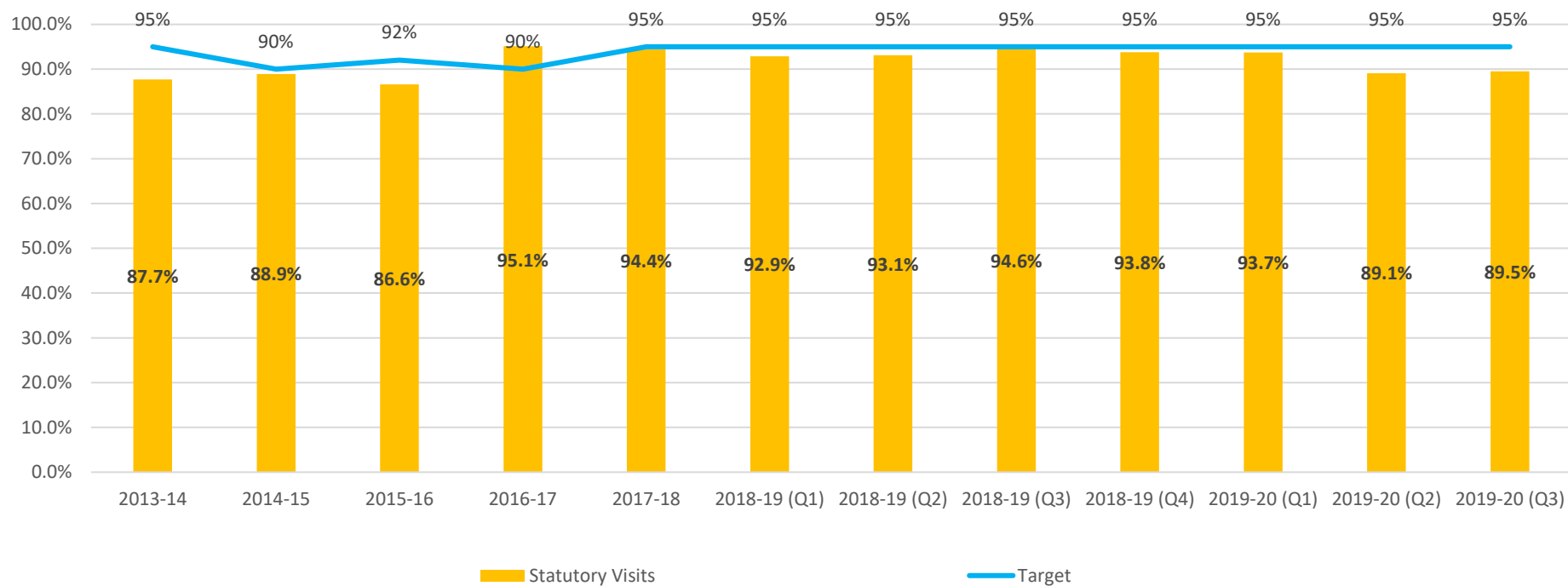
What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Tools to measure the effectiveness of Signs of Safety have been developed. Regular briefings are held, and attended by colleagues from Health and Education. Case reflection meetings are also held regularly are working well - champions are now holding these meetings within the teams. Quality Assurance of CareFirst forms for use of Signs of Safety has commenced and a system will be developed to feedback to team managers to support them to instil confidence within their teams. Performance in respect of timely completion of well-being assessments improved and exceeded target with 85.1% being completed within statutory timescales (target is 75%). Regional Transition Protocol for young people with learning disabilities and Additional Learning Needs developed and ready for sign off. Agreement reached regarding pilot of integrated processes for continuing care. 	<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. Need to ensure that the service is ready for the implementation of the regional Transition Protocol for young people with learning disabilities and Additional Learning Needs. Regional Transition Protocol needs to be adapted to include all young people who are transitioning. Joint Continuing Care Protocol cannot be finalised until Welsh Government guidance is published. Need to develop a shared understanding of partnership working to manage transitions for children with mental health issues. Electronic induction pack has been delayed due to issues with SharePoint Improvement in completion of the backlog of children looked after review reports in the Independent Reviewing Officer Service in Quarter 	<ul style="list-style-type: none"> Further develop the reporting system to gather feedback about the impact of Signs of Safety on families. Care planning protocol to be sign off early in Quarter 4. Self assessment tool being developed. Protocol to be adapted. Awaiting publication of guidance. Obtain Child & Adolescent Mental Health Services agreement to draft operational policy. SharePoint is being set up for the Induction Pack and policies to accessible to all workers. Maintain focused work to complete children looked after review reports.

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<ul style="list-style-type: none">• Partnership working with Health colleagues and third sector organisations across both visual impairment and hearing impairment within Adult and Children's Services is developing well.• An engagement event was attended by young people to determine the best way to engage young people in developing services to increase wellbeing and more effectively engage with parents, Education and Health when seeking to improve mental health services for children.	<p>3 needs to be maintained.</p> <ul style="list-style-type: none">• Need to enhance services for children with disabilities and their families.	<ul style="list-style-type: none">• Ty Storrie is now working at pre-transfer capacity with plans to increase sessions. In addition work is underway with domiciliary care providers to expand the market for children's sessional support.• 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.
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SCC/025 The percentage of statutory visits to children looked after due in the year that took place in accordance with regulations

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N.B. Data for 2019/20 is provisional

Key Stats

Percentage of well-being assessments completed within statutory timescales

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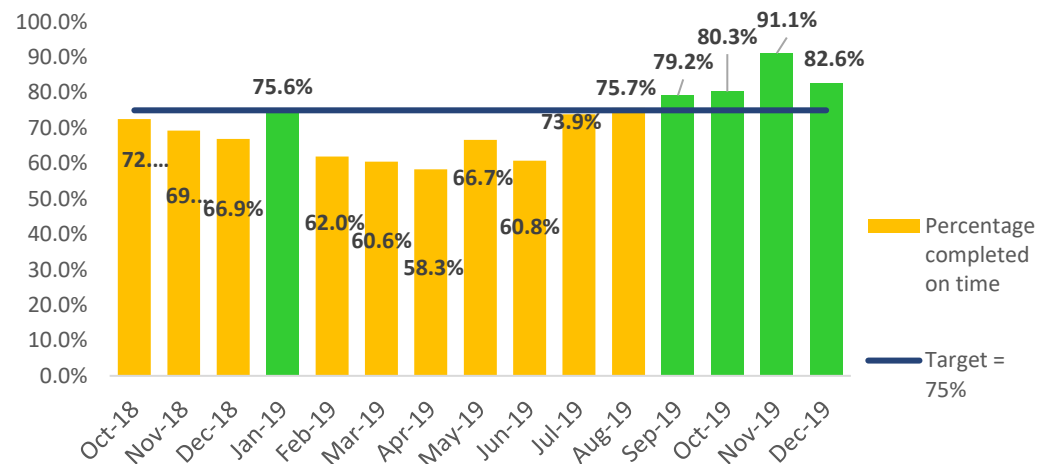
During Quarter 3, the percentage of well-being assessments completed within statutory timescales = 85.1% (843 / 991)

Target = 75%

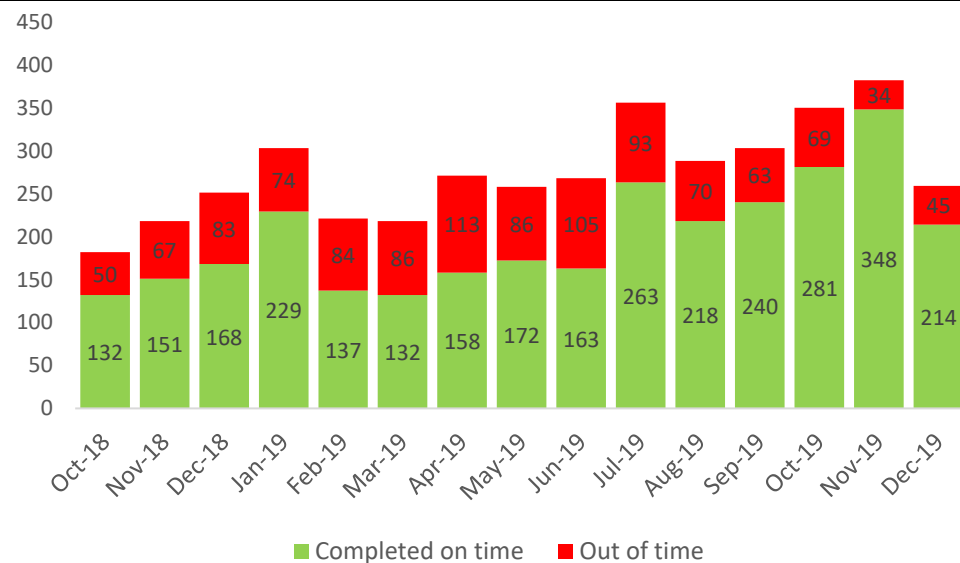
The number of incomplete well-being assessments at end of Quarter 3 was 314, 34 of which were out of time.

No. of children and young people in receipt of Direct Payments during Quarter 3 = 173

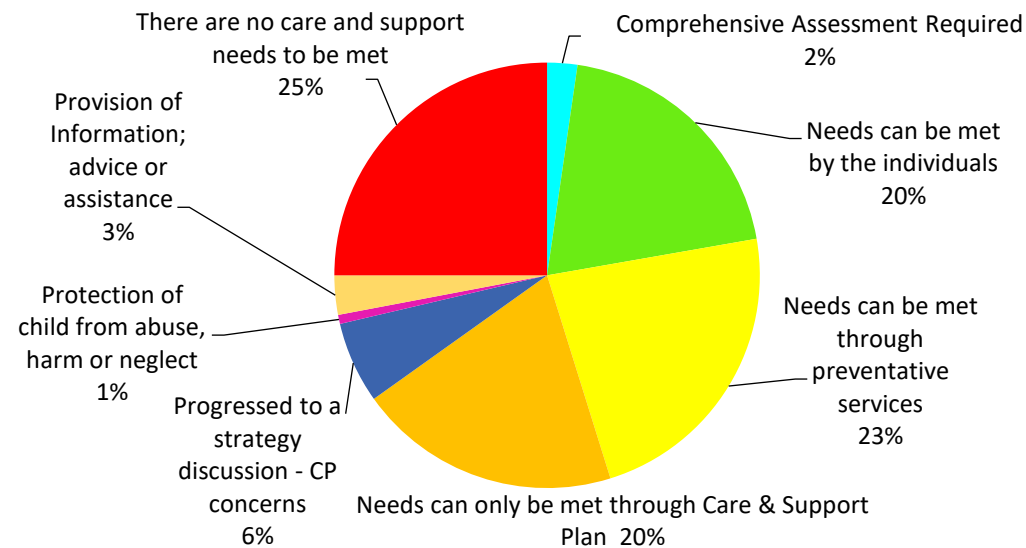
Number of children and young people working towards Direct Payments at Quarter 3 = 31.



Number of well-being assessments completed during the month



Well-being assessments completed by outcome during Quarter 3

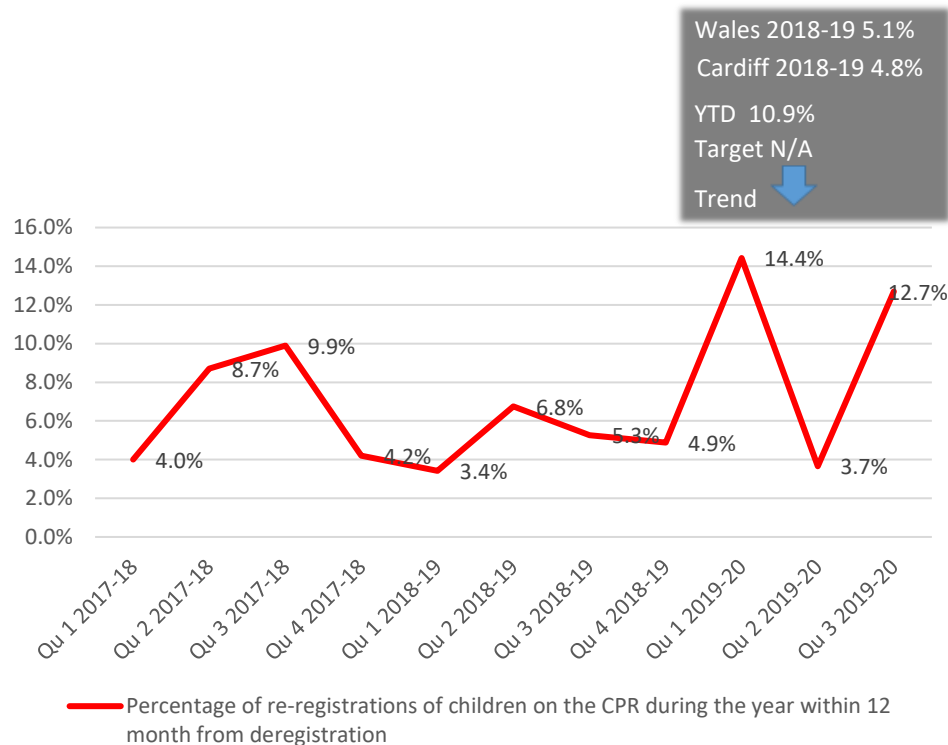


Safeguarding

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • New 'Wales Safeguarding Procedures' launched in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Boards during National Safeguarding week in November. • Effective working partnership links with the Safeguarding Business Unit leading, e.g. National Safeguarding Week 2019. • New Operational Manager in post overseeing Support4Families, the Multi Agency Safeguarding Hub and the Intake and Assessment teams. • Continued reduction in the number of overdue Section 47 enquiries. • The Exploitation Strategy has been approved by the Regional Safeguarding Board. 	<ul style="list-style-type: none"> • Engagement and participation of community groups during National Safeguarding Week in November. • Multi Agency Safeguarding Hub (MASH) model review needs to be completed and a new model implemented. • Need to ensure a clear multi-agency model of practice is in place for responding to all forms of exploitation. • Availability of reviewers and panel chairs to undertake Child Practice Reviews. 	<ul style="list-style-type: none"> • Develop links with community groups to ensure participation and engagement is strengthened. • Agree arrangements with partners (including IT system). • Implement the action plan arising from the Exploitation Strategy. • Embed a contextual safeguarding approach in order to effectively manage the risks associated with exploitation cases. • Develop a framework to ensure there is a pool of suitably trained and experienced reviewers and panel chairs.

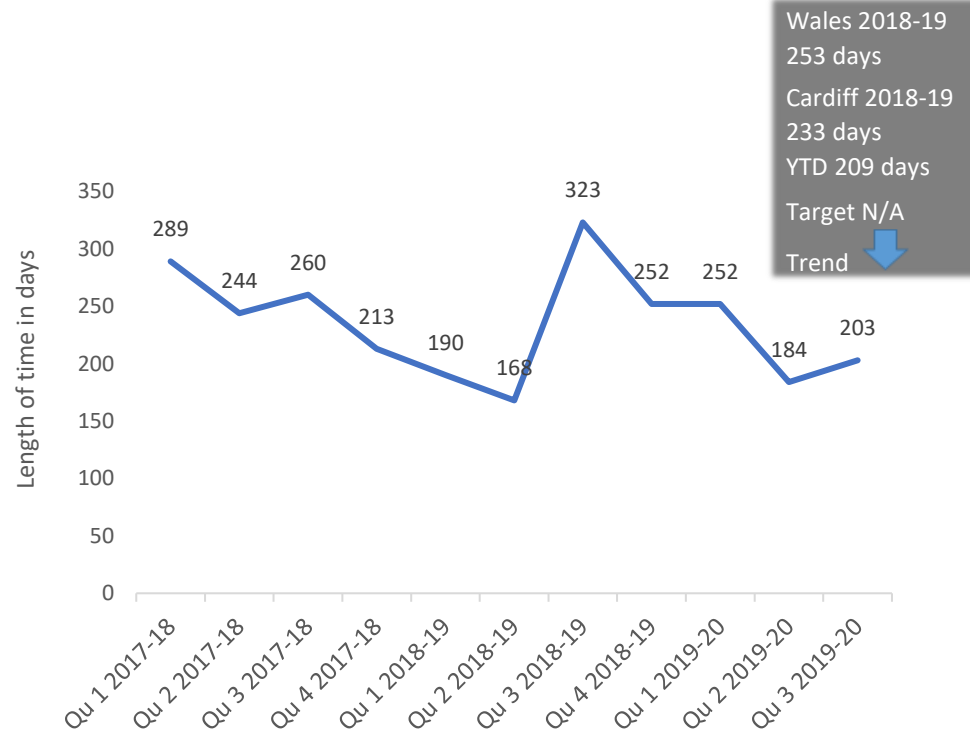
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SSWB 27 Percentage of re-registrations of children on Child Protection Register during the year and within 12 months from deregistration



16 / 126 = 12.7%. 16 of the 126 children registered during Quarter 3 had been on the CPR within the previous 12 months. Includes 1 sibling group of 6.

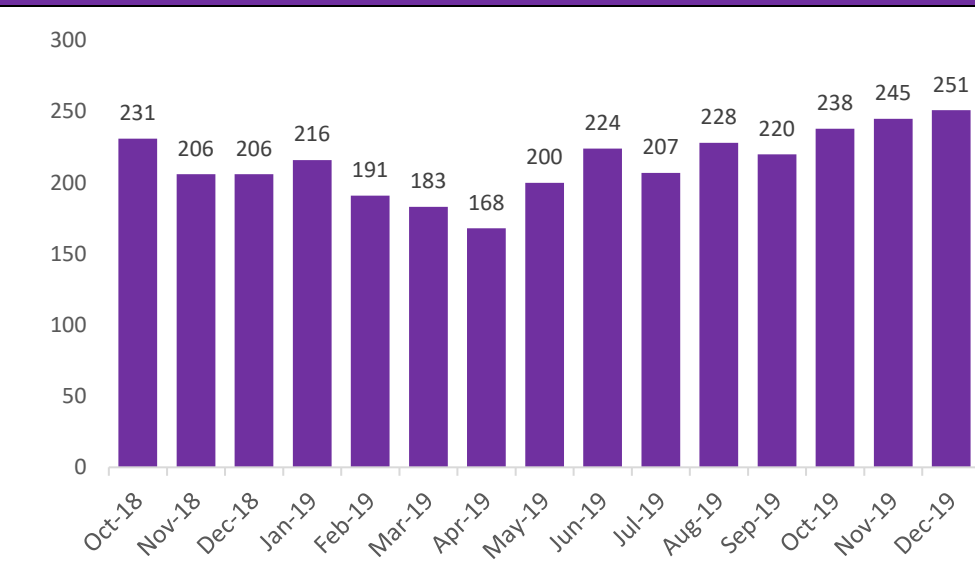
SSWB 28 Average length of time for all children who were on the Child Protection Register during the year.



The average length of time on the CPR for the 95 children who were deregistered during Quarter 3 was 203 days.

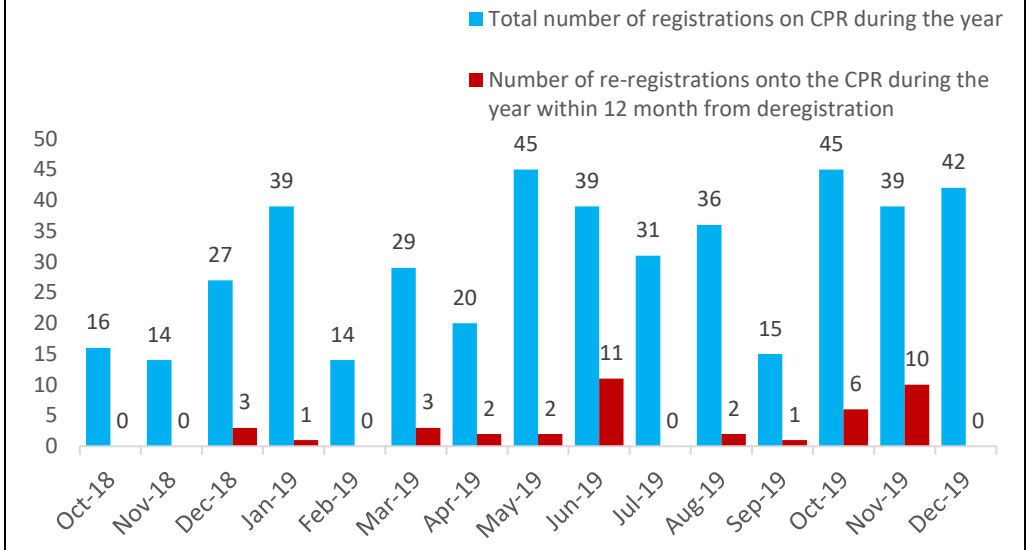
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Number of children on the Child Protection Register



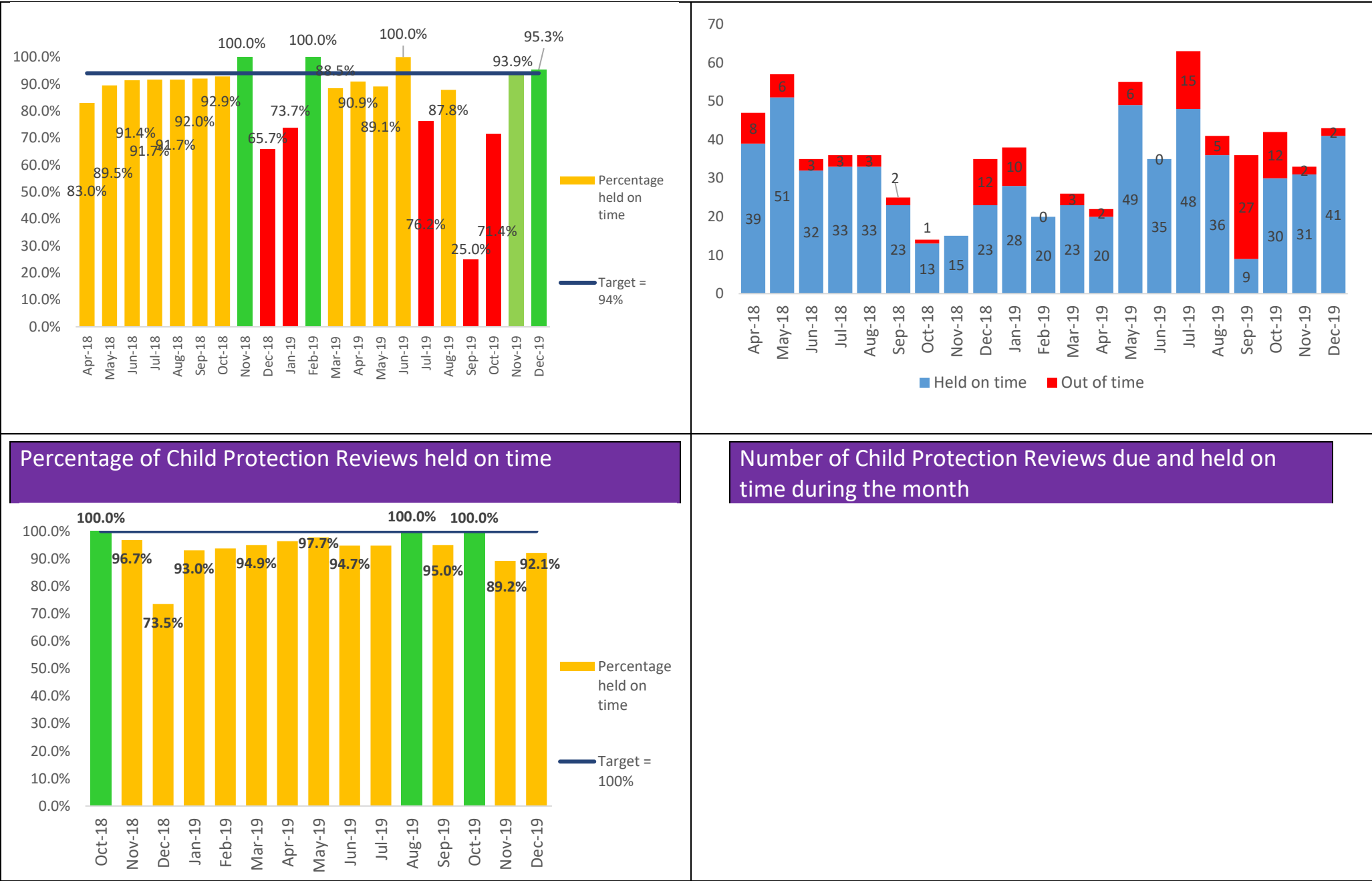
Percentage of Initial Case Conferences held on time

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

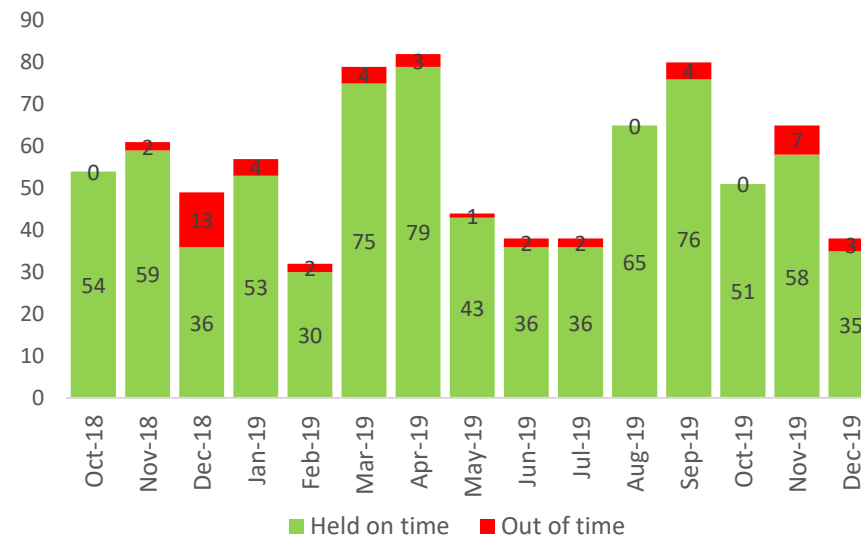


Number of Initial Case Conferences due in month & held on time

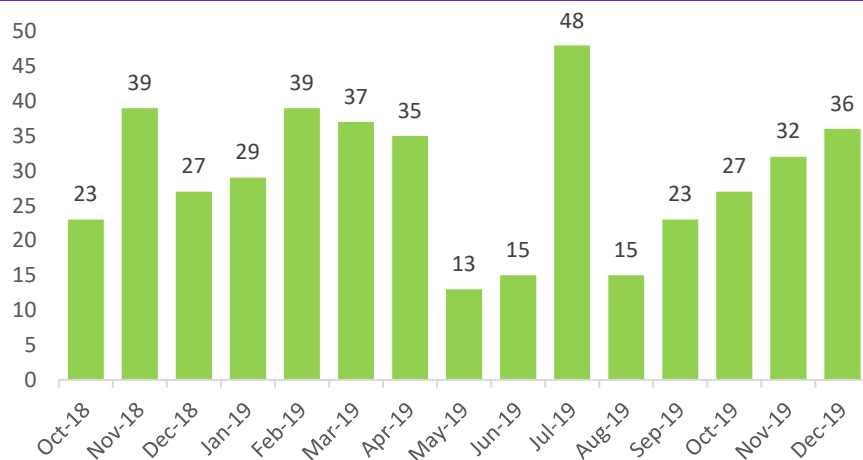
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Number of children removed from the Child Protection Register



% of **Initial Case Conferences held on time** = 86.4% (102 / 118)

All of the 16 late conferences, have since been held. 7 were late due to an admin error (2 sibling groups), 5 at the family's request to ensure the mother could attend (2 sibling groups), 1 was late to ensure the school could attend, another to ensure a translator was available, 1 was due to the social workers absence and another was late to be held with their sibling's conferences.

% of **Child Protection Reviews held on time** = 93.5% (144 / 154)

10 reviews for 4 sibling groups and 1 individual were late during the quarter. Four reviews, 2 sibling groups, were late as other LA, weren't available on time, (transfer out conferences). 2 were late, siblings as mother couldn't attend, due to family illness. 2, siblings, were late due to an admin error. Another 2 were late, siblings, due to panel not being quorate. All conferences have since been held.

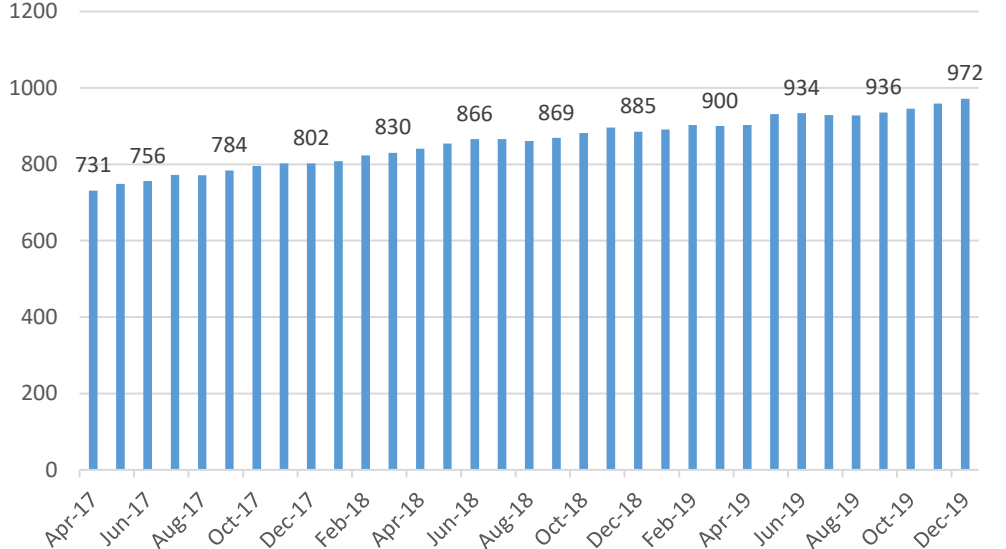
Children Looked After

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Children's Commissioning Strategy was presented to Cabinet in November 2019. The Strategy evidences our need and sets out our direction of travel for the next 3 years. Social media and online marketing is impacting on the volume of enquiries (31 full assessments ongoing at 31st December 2019). Meetings with fostering and residential providers to look at improving the provisions for children looked after in Cardiff. Work to develop a small emergency unit is being taken forward alongside work to open an assessment unit. One property has been identified with Housing and another is being sourced. Engagement with residential providers is very positive with lots of interest in setting up new homes in Cardiff. A Marketing Officer for adoption has been appointed and a process is in place with a timely response. Compliance with Court timescales remains good and we are continuing to work on a practice 	<ul style="list-style-type: none"> The number of children looked after continues to be a concern (972 at 31st December from 885 at 30th September 2019). 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. Monitoring the timeliness of children looked after reviews and statutory visits has been affected in recent quarters by recording issues in the review team. Work needs to be progressed with Black, Asian and Minority Ethnic (BAME) communities in Cardiff in relation to fostering and adoption. All young people need to have their Pathway Plan reviewed and updated into the new format by the end of March 2020. Challenges in securing the right accommodation to ensure that care leavers accommodation needs are fully met. 	<ul style="list-style-type: none"> Implement the priorities in the Children's Commissioning Strategy, including conversion of 31 currently ongoing full assessments to approved foster carers and delivery of an assessment unit. Focussed work has had an impact and the backlog has reduced considerably. Accurate reporting will be available when the backlog has been cleared. Focus more on faith groups and minority ethnic groups and improve links with partner agencies to improve the choice for Cardiff children needing to be placed out of area. Work is in progress. Move on from Young Person Gateway is consistently being reviewed with support being offered from Housing Options Centre to move clients who are considered suitable for Private Rented Sector (PRS) accommodation into this type of accommodation. A Children's Services guarantee scheme is being finalised

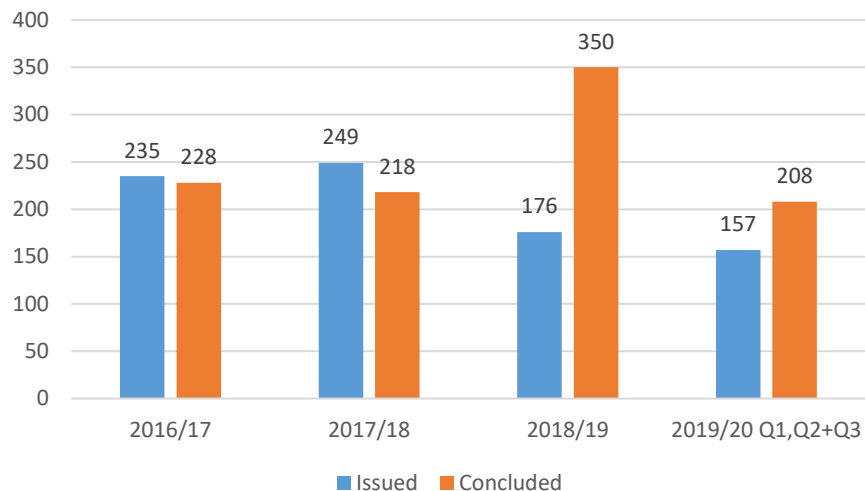
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<p>guidance document for social workers.</p> <ul style="list-style-type: none"> • Pilot with the Child and Family Court Advisory Support Service to accelerate the discharge of Care Orders where parents are in agreement. The intention is for children who are looked after under Placement with Parent Regulations to cease being looked after where it is safe and appropriate to do so. • The Personal Adviser Service is now under the Adolescent Service following the restructure. This allows for a more robust and cohesive service that effectively engages with partners to share resources, and ensure a more effective transition for care leavers. • There are strong links between the Adolescent Service and the Into Work Service, with referrals being made to allow care leavers opportunities to access education, training and employment. • Consistent representation at Housing Panels to ensure accommodation needs of care leavers are met and effectively monitored. • Revised Pathway Plan in place. • The annual Bright Sparks awards were held and were once again a success, celebrating the achievements of our children who are looked after and care leavers. • Youth Offending Service made and sold Christmas wreaths and spent the proceeds on gifts for our care leavers. 	<ul style="list-style-type: none"> • Resource to meet demand following the planned implementation of the Extended Entitlement of care leavers. • Permanency planning for children and young people is under developed. • Numbers of children waiting for adoption 12 months after Placement Order made (65, 21 of whom are not yet placed). Although there is a reduction from Quarter 2 when there were 68, children; 28 of whom were not placed). • Delay in completing the review of the Corporate Parenting Strategy. 	<p>which will further assist care leavers to secure suitable PRS accommodation.</p> <ul style="list-style-type: none"> • Work is ongoing and will take into account the existing structure and capacity of the service to meet the requirements of the proposed new duty. • Develop robust permanency planning arrangements. • A Marketing Officer for adoption has been appointed and a process is in place with a timely response. We are building information about where enquiries are coming from to inform our recruitment and with the aim of increasing appropriate enquiries that convert to applications. • Engagement session planned for Quarter 4 so children and young people can be actively involved in the review of the Strategy.
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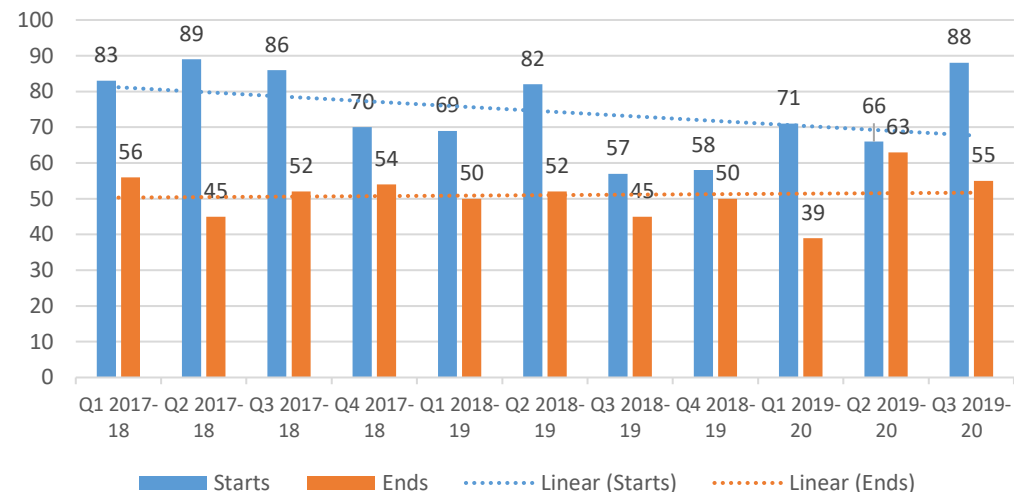
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Key Stats	Number of children looked after																										
<p>972 children looked after.</p> <p>88 children started to be looked after in the quarter (up from 66 in Quarter 2). These children comprised of 15 sibling groups and 51 individuals. The average number of children starting to be looked after was 1.33 (1.55 in Quarter 2 and 1.34 in 2018-19).</p> <p>55 ends of being looked after this quarter.</p> <p>399/ 695 (57.4%) children looked after in regulated placements are placed within Cardiff, increasing to 77.0% when taking neighbouring authorities into consideration.</p> <p>99.1% of children looked after allocated to a social worker.</p> <p>Permanence secured for 26 children through adoption since 1st April 2019.</p>	 <p>The bar chart displays the monthly number of children looked after over a 36-month period. The y-axis represents the number of children, ranging from 0 to 1200 in increments of 200. The x-axis shows the months from April 2017 to December 2019. The data shows a consistent upward trend, with the number of children increasing from 731 in April 2017 to 972 in December 2019.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Number of children looked after</th> </tr> </thead> <tbody> <tr><td>Apr-17</td><td>731</td></tr> <tr><td>Jun-17</td><td>756</td></tr> <tr><td>Aug-17</td><td>784</td></tr> <tr><td>Oct-17</td><td>802</td></tr> <tr><td>Dec-17</td><td>830</td></tr> <tr><td>Feb-18</td><td>866</td></tr> <tr><td>Apr-18</td><td>869</td></tr> <tr><td>Jun-18</td><td>885</td></tr> <tr><td>Aug-18</td><td>900</td></tr> <tr><td>Oct-18</td><td>934</td></tr> <tr><td>Dec-18</td><td>936</td></tr> <tr><td>Feb-19</td><td>972</td></tr> </tbody> </table>	Month	Number of children looked after	Apr-17	731	Jun-17	756	Aug-17	784	Oct-17	802	Dec-17	830	Feb-18	866	Apr-18	869	Jun-18	885	Aug-18	900	Oct-18	934	Dec-18	936	Feb-19	972
Month	Number of children looked after																										
Apr-17	731																										
Jun-17	756																										
Aug-17	784																										
Oct-17	802																										
Dec-17	830																										
Feb-18	866																										
Apr-18	869																										
Jun-18	885																										
Aug-18	900																										
Oct-18	934																										
Dec-18	936																										
Feb-19	972																										
Care Proceedings issued and concluded during year	Starts and ends of being looked after																										

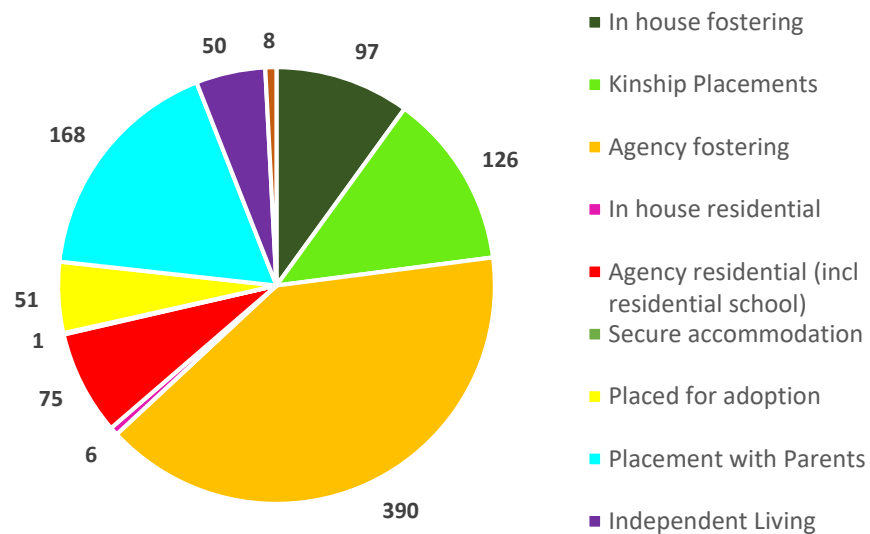
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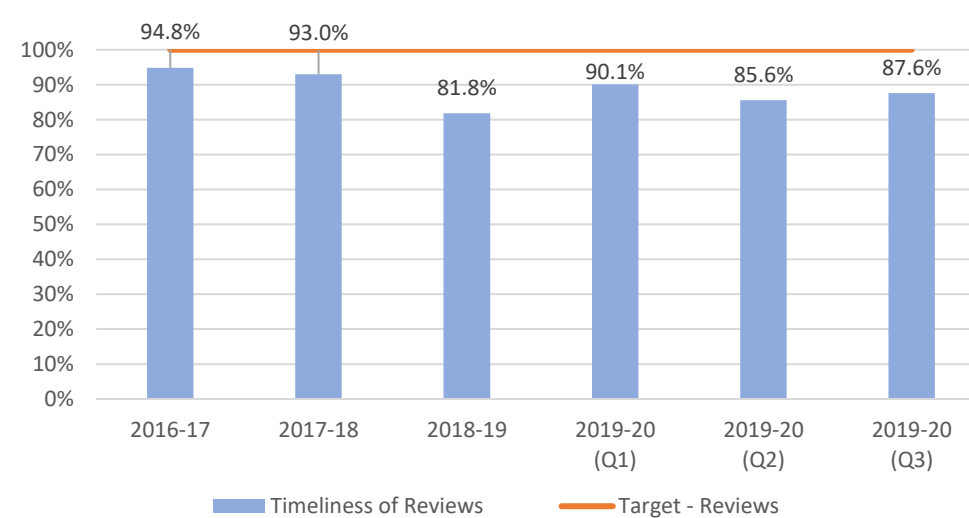
Q3 data is provisional



Breakdown of placements by type – as at 31.12.19



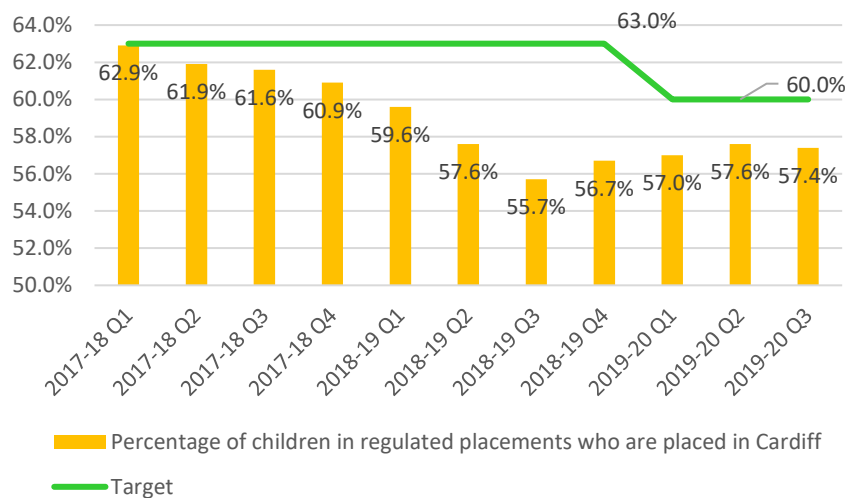
Timeliness of Children Looked After Reviews



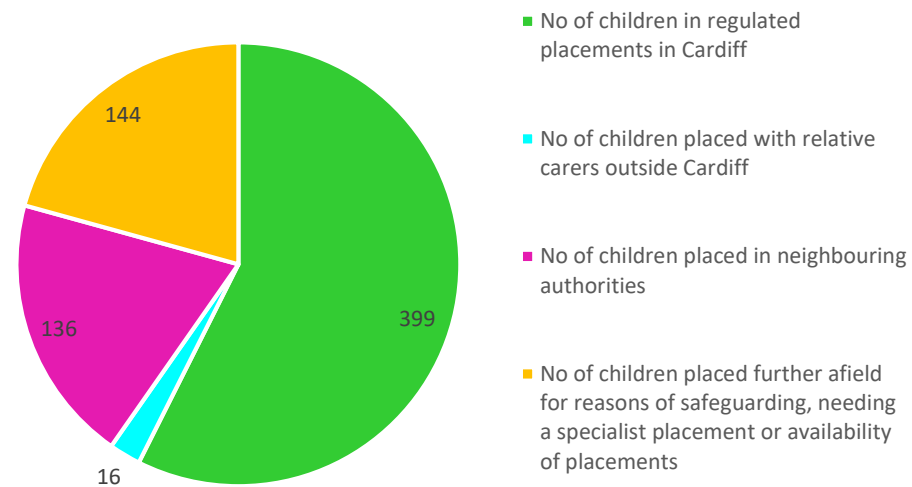
N.B. 2019/20 data is provisional

APPENDIX A

Percentage of children in regulated placements who are placed in Cardiff



Breakdown of all children in regulated placements – as at 31.12.19



Workforce

What's working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • New video content for the social media channels has been prepared and we are continuing to work on the Social Work Cardiff branding and website content to be able to promote Social Work Cardiff. • Recruitment and Comms have met with a social media advertising specialist to explore full potential of social media opportunities and understand new options. • Recruitment of agency social workers to permanent positions. • Internal promotion of social workers. • Number of students who stay with Cardiff upon qualifying. By providing excellent Practice Learning Opportunities the incentive for students to remain once qualified is high. Discussions and advice with students prior to qualifying has proved productive. • Mentoring staff during their first three years of practice. The support and training given to newly qualified social workers is over and above the requirements of Social Care Wales. • 23 staff are being supported to follow the Continuing Professional Education + Learning 	<ul style="list-style-type: none"> • Social worker vacancies – 32.9% in Quarter 3 from 34.6% in Quarter 2. However the result of significant recruitment activity has started to become evident with the net result of social workers starting and leaving the Council being positive (+4 for the Quarter 3 period). • 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 (e.g. Operational Managers meet with social worker who hand in their notice), and some intelligence has proved useful. However, 	<ul style="list-style-type: none"> • 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. Recruitment to secondment scheme for 2020 will commence in March. • Implement market supplement by April 2020 whilst longer term proposals are developed to retain social workers in Cardiff, through ensuring competitive rates of pay and ensuring that social workers are fully supported. • Continue weekly workforce monitoring meetings until a stable baseline position is established. • Further develop systems to capture and understand the reasons why people are leaving. • Explore the possibility of automatic notification via Digigov of leavers.

APPENDIX A

<p>(CPEL) pathway during 2019/20. High numbers will continue to be supported during 2020/21.</p> <ul style="list-style-type: none">• Improved data collection in relation to workforce.	<p>uptake of exit interviews continues to be poor.</p> <ul style="list-style-type: none">• Supervision audit highlighted the need for improvements in this area.• Sickness levels this quarter have increased to 14.71 FTE days lost; annual forecast is 20.60 FTE days lost, which exceeds Children's Services target of 12.9 considerably and is the fourth highest across the council.	<ul style="list-style-type: none">• Revise and implement Supervision Policy.• Additional training on Supervision Skills will be provided from April 2020.• 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.
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APPENDIX A

Key Stats

During Quarter 3:

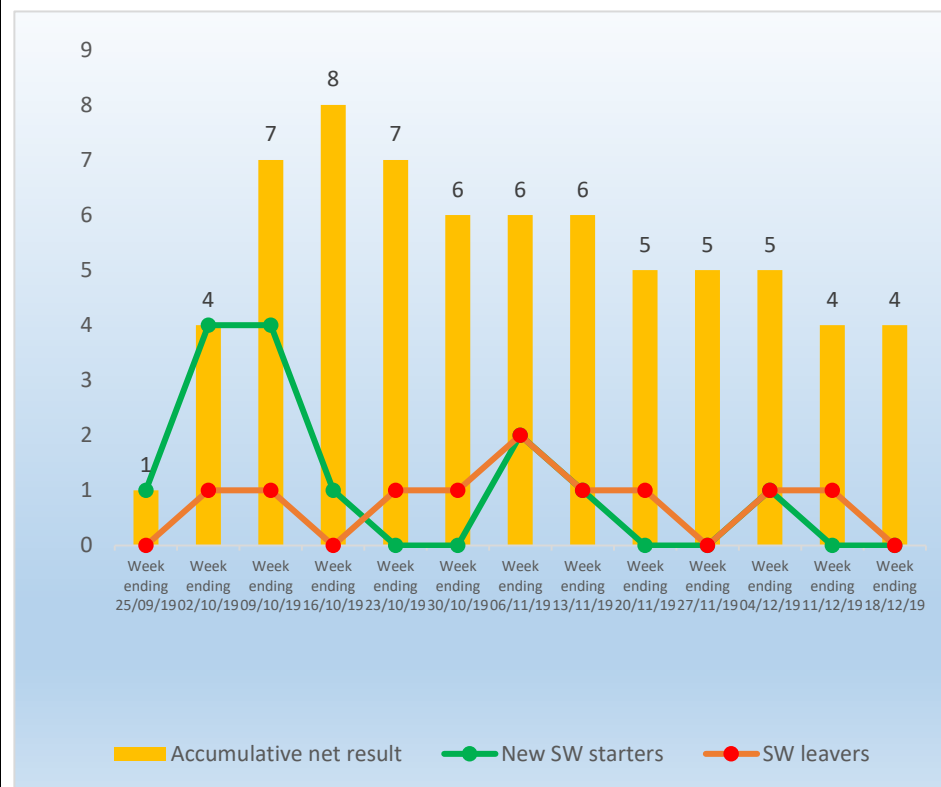
14 new Social Workers started filling 11 grade 7 posts and 3 grade 8 posts
= 14 posts filled.

10 Social Workers left: 2 grade 7, 7 grade 8 and 1 grade 9 Social Workers left
the LA = 9.4 vacancies created.

The net result of social workers starting and leaving the Council is an increase in
4 social workers over quarter 3.

As at the end of December 2019. Average caseload 17.5 cases. Maximum
caseload = 33 cases. Minimum caseload = 4.

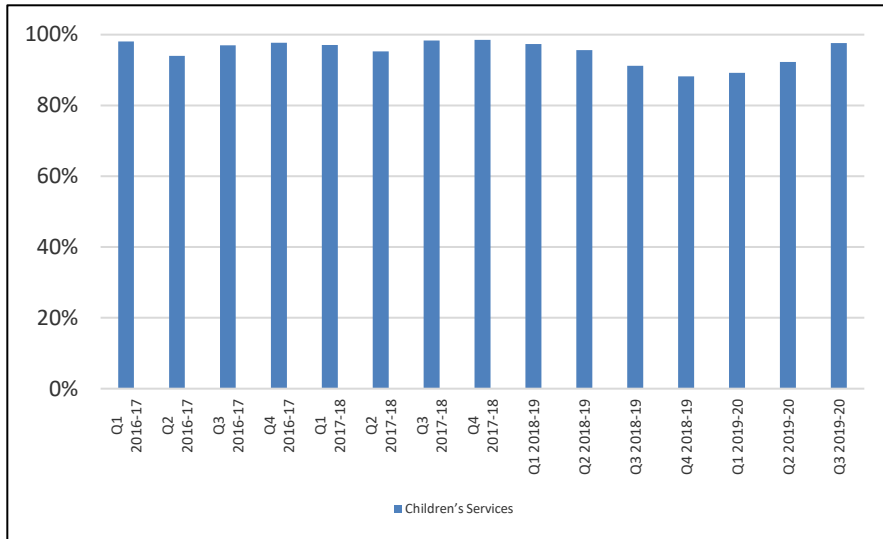
Social workers starting and leaving the Council



APPENDIX A

Sickness

Return to work interviews



As at quarter 3, 82 / 84 return to work interviews held, 2 pending.

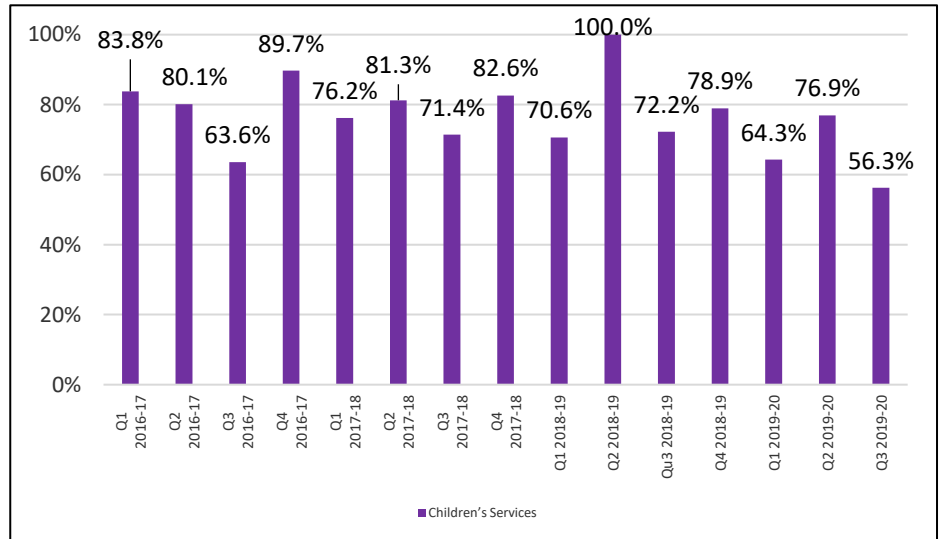
Source: Digigov

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	14.71	
CS Sickness FTE days lost per person forecast	20.52	22.00	20.60	

Qu 3's result for 2018/19 = 8.73, this year's 3rd quarter result of 14.71 shows an increase of 5.98 days lost to sickness.

Corporate HR Data

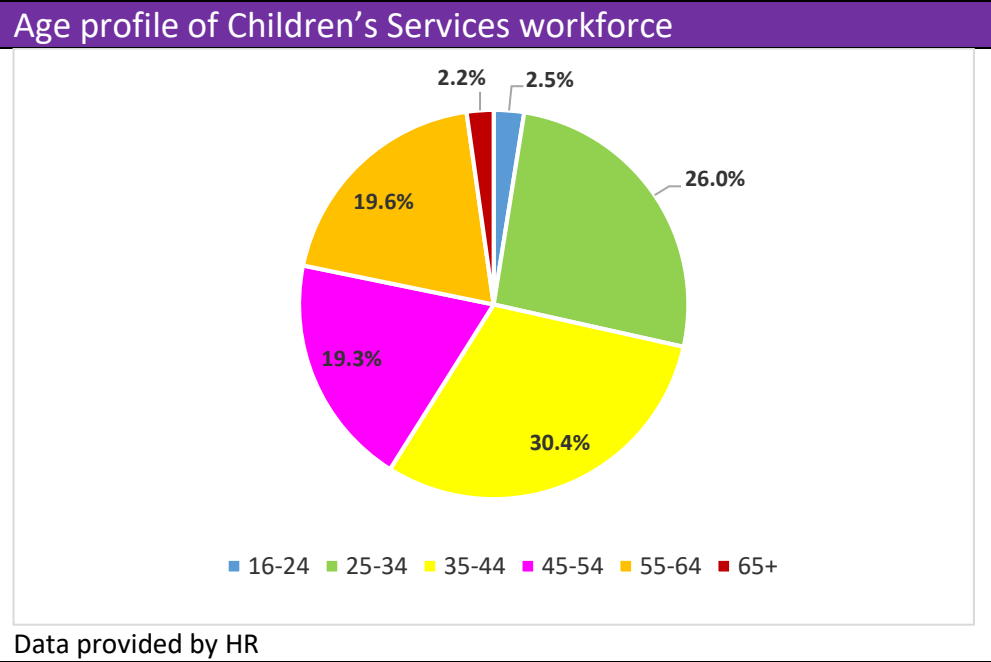
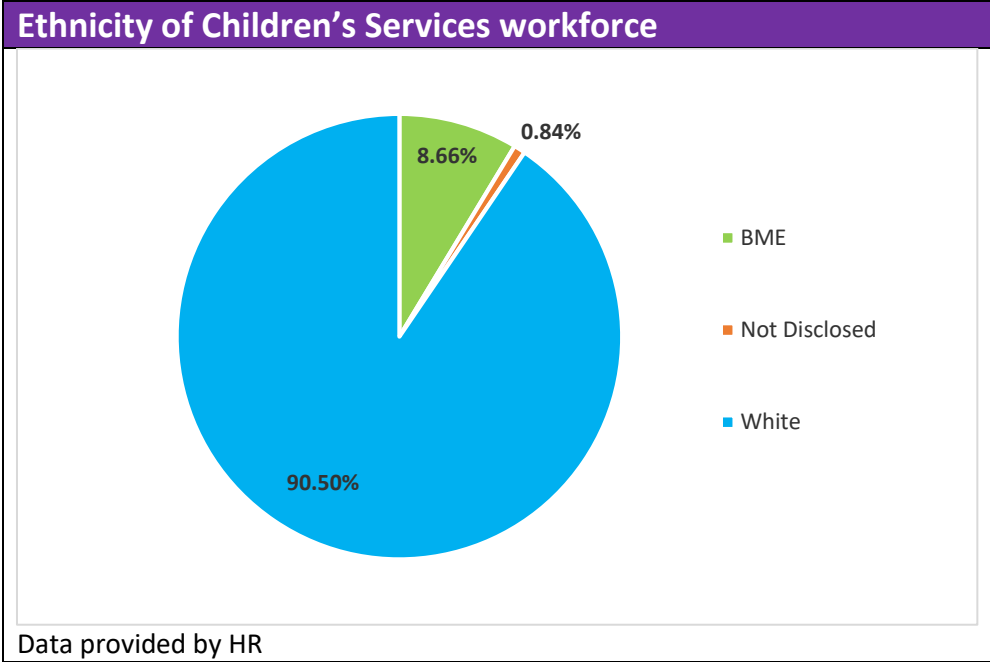
Sickness stage interviews completed



As at quarter 3, out of 16 triggers hit, 9 stage interviews were held. 4 missed, 0 were pending and 3 were not conducted (discounted).

Source: Digigov

Profile of Children’s Services staff



As at 31st December 2019.

APPENDIX A

Social Worker's given reasons for leaving employment:

	2016-2017			2017 -2018			2018-2019			Quarters 1,2&3 2019-2020		
Exit Reasons	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	3	17	20
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	1	1
No Reason Given	0	3	3	0	2	2	0	4	4	0	4	4
Normal Retirement	0	2	2	0	2	2	0	2	2	0	1	1
Personal Reasons	1	2	3	2	4	6	1	7	8	1	2	3
Total	4	18	22	4	20	24	1	28	29	4	25	29

Source: Digigov

Quality

What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> An overarching Social Services Quality Assurance Framework is being drafted to oversee arrangements in Children's and Adult Services. Mechanisms are in place for the Director to be provided with a Quality Assurance overview in relation to Children's Services, Adult Services and Resources on a monthly basis. This includes areas such as performance, case audits, compliments and complaints and internal and external reviews for example. Children's Services quality issues will be discussed regularly at dedicated quality and performance Children's Management Meetings. The outcome of these meetings will feed the mechanism mentioned above. Quality Assurance of CareFirst forms for use of Signs of Safety has commenced and a system will be developed to feedback to team managers to support them to instil confidence within their teams. 	<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. Overview of audit activity is required, including a tracker and audit process flowchart. 	<ul style="list-style-type: none"> Recruitment to vacant Quality Assurance Officer post underway. The position is currently filled via Matrix. Monthly case audits. Supervision and Multi Agency Safeguarding Hub (MASH) audit to form part of a rolling quarterly audit programme with dip sampling of MASH cases in between. Mechanisms to be developed.

Case file audits
48 (year to date)

Supervisions
Data development

Training
Data development

Exit interviews
Data development