



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Child & Family Services

At: Committee Room 5 - Guildhall, Swansea

On: Monday, 29 April 2019

Time: 4.00 pm

Convenor: Councillor Paxton Hood-Williams

Membership:

Councillors: C Anderson, M Durke, K M Griffiths, Y V Jardine, P K Jones, S M Jones and D W W Thomas

Agenda

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- 1 **Apologies for Absence.**
- 2 **Disclosure of Personal and Prejudicial Interests.**
www.swansea.gov.uk/disclosuresofinterests
- 3 **Prohibition of Whipped Votes and Declaration of Party Whips**
- 4 **Notes of meeting on 25 February 2019** 1 - 6
To receive the notes of the previous meeting and agree as an accurate record.
- 5 **Public Question Time**
Questions must relate to matters on the Agenda and will be dealt with in a 10 minute period.
- 6 **Performance Monitoring** 7 - 29
Julie Thomas, Head of Child and Family Services
- 7 **Update on Welsh Government's Local Authority Looked After Children Reduction Expectation** 30 - 74
Julie Thomas, Head of Child and Family Services
- 8 **Work Programme Timetable 2018-19** 75 - 76
- 9 **Letters** 77 - 79
 - a) Convener's letter to Cabinet Member (25 February 2019)

meeting)

Next Meeting: Wednesday, 26 June 2019 at 4.00 pm



Huw Evans
Head of Democratic Services
Tuesday, 23 April 2019

Contact: Liz Jordan 01792 637314

Agenda Item 4



City and County of Swansea

Notes of the **Scrutiny Performance Panel – Child & Family Services**

Committee Room 5 - Guildhall, Swansea

Monday, 25 February 2019 at 4.00 pm

Present: Councillor P R Hood-Williams (Chair) Presided

Councillor(s)

C Anderson
D W W Thomas

Councillor(s)

M Durke

Councillor(s)

S M Jones

Officer(s)

Gavin Evans
Chris Francis

Young People Services Manager
Principal Business Development and Commissioning
Lead

Liz Jordan
Rachel Moxey
Julie Thomas

Scrutiny Officer
Head of Poverty & Prevention
Head of Child & Family Services

Apologies for Absence

Councillor(s): K M Griffiths, Y V Jardine and P K Jones

1 Disclosure of Personal and Prejudicial Interests.

No disclosures of interest were made.

2 Notes of previous meetings

The Panel agreed the notes as an accurate record of the meeting.

3 Public Question Time

No members of the public were present at the meeting.

4 Presentation - Update on Impact of Prevention and Early Intervention on Child and Family Services

Rachel Moxey, Head of Poverty and Prevention and Gavin Evans, from the Poverty and Prevention team attended to update the panel on progress since they attended the Panel meeting in June 2018.

Discussion Points:

- Wavehill Consultancy have built a cost avoidance tool on behalf of the Welsh Government, in partnership with all 22 Local Authorities in Wales, which the

Department is using to estimate cost avoidance to the Authority of early intervention and prevention.

- Panel queried if more needs to be invested into early intervention to further increase the amount of cost avoidance for CFS. Informed too early in IAA process to identify if resource needs to shift.
- Panel offered standing invitation to representatives of Poverty and Prevention to come back to the Panel when they have something to evidence it is making a difference
- Need to tap into the right level of resource at the right time. Integration with qualified social workers is important. 'The right person at the right time for the right service.'

5 Presentation - Safeguarding: Child Sexual Exploitation (is there a problem in Swansea? What is happening to prevent it?)

Julie Thomas, Head of Child and Family Services attended to present this item and answer the Panel's questions.

Discussion Points:

- Panel informed vulnerable children are most at risk.
- Less Child Sexual Exploitation (CSE) cases have been identified in the last 12 months. However there has been an increase in recent months.
- Young people at risk of CSE have been identified across all areas of Swansea. Most CSE cases have been girls.
- Some of the young people have been Looked After Children placed in Swansea by other authorities (Cardiff, Wiltshire, Rhondda Cynon Taff).
- CSE is a key priority area for the Local Safeguarding Board this year.
- Authority is taking a contextual safeguarding approach going forward. Criminal exploitation is also included in contextual safeguarding.
- Authority successfully bid for a grant following the successful piloting of this approach in Hackney and was one of only 3 sites in the UK selected and the only one in Wales.

6 Child Disability Update

Chris Francis, Principal Business Development and Commissioning lead attended to provide an overview of the Child Disability Service area and update on recent developments.

Discussion Points:

- When Parent Carer Forum is established, it will be used to obtain views on using a system like direct payments for support. Flexi home support service is an alternative to direct payments. Up to parents which they choose for their child's care package.
- An initial meeting has been held to discuss the Local Offer, some parents/carers attended and there was discussion about third sector organisations bidding for Welsh Government monies to get website up and running.

- A great deal of time has gone into improving services for child disability in last few months. It takes time as need to consult with parents and carers all through the process.
- Vocal parents often take the lead in group meetings and it is difficult to get the views of the quiet ones. Training is now being provided and a new forum established to try and move away from this.
- Plan in place now which gives opportunity to engage more with third sector.

7 Work Programme Timetable 2018-19

The Panel considered the Work Programme.

Action:

- Add to Work Programme a joint CFS/Schools Panel meeting on 2 May to discuss Looked After Children educational performance/outcomes in Swansea.

8 Letters

Letter received and considered by the Panel.

The meeting ended at 5.45pm.



To:
Councillor Elliott King, Cabinet Member for Children's Services (Early Years) / Councillor Will Evans, Cabinet Member for Children's Services (Young People)

Please ask for: Scrutiny
Gofynnwch am:
Scrutiny Office Line: 01792 637314
Llinell Uniongyrchol:
e-Mail e-Bost: scrutiny@swansea.gov.uk
Date Dyddiad: 19 March 2019

Summary: This is a letter from the Child & Family Services Scrutiny Performance Panel to the Cabinet Members for Children's Services following the meeting of the Panel on 25 February 2019. It covers impact of Prevention and Early Intervention, Safeguarding: Child Sexual Exploitation and update on Child Disability.

Dear Cllr King and Cllr Evans,

The Panel met on 25 February and received an update on the impact of Prevention and Early Intervention on Child and Family Services, was briefed on Safeguarding: Child Sexual Exploitation and received an update on the Child Disability service area.

We would like to thank Julie Thomas, Rachel Moxey, Gavin Evans and Chris Francis for attending to discuss the reports and answer our questions. We appreciate their engagement and input.

We are writing to you to reflect on what we learnt from the discussion, share the views of the Panel, and, where necessary, raise any issues or recommendations for your consideration and response. The main issues discussed are summarised below:

Update on Impact of Prevention and Early Intervention on Child and Family Services

Rachel Moxey and Gavin Evans updated us on progress since they attended the Panel meeting in June 2018.

We were very interested to hear that, on behalf of Welsh Government, Wavehill Consultancy have built a cost avoidance tool, in partnership with all 22 Local Authorities in Wales, which the Department is using to estimate cost avoidance to the

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Authority of early intervention and prevention. We queried whether more needs to be invested into early intervention to further increase the amount of cost avoidance for CFS. We were informed that it is too early in the IAA process to identify if resource needs to shift.

The Panel offered a standing invitation to representatives of Poverty and Prevention to come back to the Panel when they have something to evidence it is making a difference. We hope that they will take up this offer.

We heard that the Department needs to tap into the right level of resource at the right time and that integration with qualified social workers is important. We were informed of the saying, 'The right person at the right time for the right service.'

Safeguarding: Child Sexual Exploitation (is there a problem in Swansea? What is happening to prevent it?)

This item was referred to the CFS Panel from the Scrutiny Programme Committee.

Julie Thomas briefed the Panel on this issue and informed us that vulnerable children are most at risk. We heard that less Child Sexual Exploitation (CSE) cases have been identified in the last 12 months. However there has been an increase in recent months.

We also heard that young people at risk of CSE have been identified across all areas of Swansea and that most CSE cases have been girls.

We were informed that some of the young people have been Looked After Children placed in Swansea by other authorities (Cardiff, Wiltshire, Rhondda Cynon Taff).

We were pleased to hear that CSE is a key priority area for the Local Safeguarding Board this year.

We heard that the Authority is taking a contextual safeguarding approach going forward and that as well as CSE, criminal exploitation is also included in contextual safeguarding.

We were informed that the Authority has successfully bid for a grant following the successful piloting of this approach in Hackney and was one of only 3 sites in the UK selected and the only one in Wales. We were very pleased to hear this news.

Child Disability Update

Chris Francis provided us with an overview of the Child Disability Service area and updated on recent developments.

We heard that when the Parent Carer Forum is established, it will be used to obtain views on using a system like direct payments for support. We also heard that Flexi home support service is an alternative to direct payments and that it is up to parents which they choose for their child's care package.

We were informed that an initial meeting has been held to discuss the Local Offer, that some parents/carers attended and that there was discussion about third sector organisations bidding for Welsh Government monies to get a website up and running.

We heard that a great deal of time has gone into improving services for child disability in last few months but that it takes time as there is a need to consult with parents and carers throughout the process.

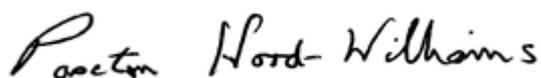
We raised the issue that vocal parents often take the lead in group meetings and it is difficult to get the views of the quiet ones. We were pleased to hear that training is now being provided and a new forum established to try and move away from this.

We heard that a plan is now in place which gives an opportunity to engage more with third sector.

Your Response

We hope you find this letter useful and informative. We would welcome your views and comments on any of the issues raised but please note that in this instance, a formal response is not required.

Yours sincerely

A handwritten signature in black ink that reads "Paxton Hood-Williams". The signature is written in a cursive style with a large initial 'P'.

PAXTON HOOD-WILLIAMS
CONVENER, CHILD & FAMILY SERVICES SCRUTINY PANEL
CLLR.PAXTON.HOOD-WILLIAMS@SWANSEA.GOV.UK

Agenda Item 6



Report of the Cabinet Members for Children's Services
Child and Family Services Scrutiny Performance Panel – 29
April 2019

PERFORMANCE OF CHILD AND FAMILY SERVICES

Purpose	To present Child and Family Services (CFS) performance report for March 2019 (attached).
Content	This report includes detailed analysis of performance within CFS.
Councillors are being asked to	Provide their views on the performance within CFS, identifying areas of sustained or improved performance, areas where improvement is required and the actions required to remedy underperformance.
Lead Councillor(s)	Cabinet Member for Children's Services (Early Years) - Cllr Elliott King Cabinet Member for Children's Services (Young People) - Cllr Will Evans
Lead Officer(s)	Julie Thomas, Head of Child and Family Services
Report Author	

Child & Family Services

Performance Report

V3

March 2019

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Welcome

Dear Colleagues,

TBC

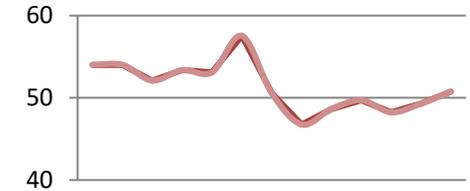
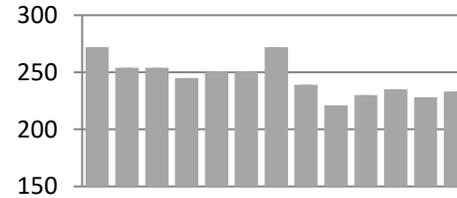
Head of Child and Family Services – March 2019

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Our Headline Performance this Month

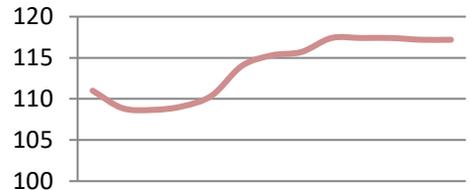
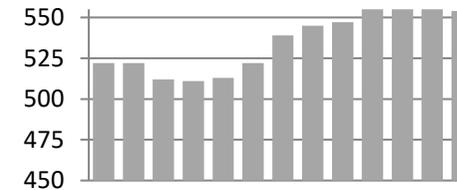
Child Protection

There are **240** (233) children on the children protection register. This is an **increase of 7** from last month giving us a rate of **51** Per 10,000.



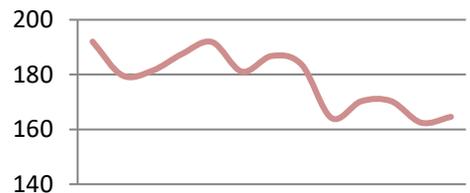
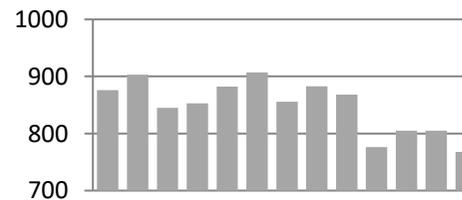
Looked After Children

There are **554** (554) children looked after. This is **the same as** last month giving us a rate of **117** Per 10,000.



Children in Need of Care and Support

There are **778** (768) children in need of care and support. This is an **increase of 10** from last month giving us a rate of **165** Per 10,000.



Wellbeing

Measure / Metric	Result	Target	What's Good?	Status
The number of contacts received by the service – instances of Information, Advice, Assistance or Assessment :	937 (876)		Low is Good	
The percentage of these contacts that were helped by providing information only:	339, 36.18% (42.47%)		High is Good	
The percentage of these contacts that were diverted to other services :	88, 9.39% (8.90%)		High is Good	
The percentage of these contacts that were passed on for formal assessment :	104, 11.10% (12.33%)		Low is Good	
The number of repeat referrals in the month:	16, 15.38% (8.33%)	Less than 15%	Low is Good	

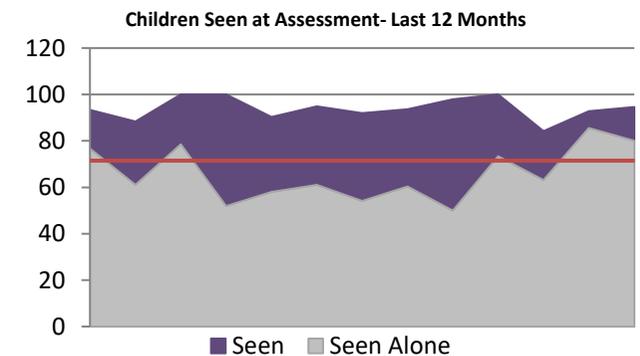
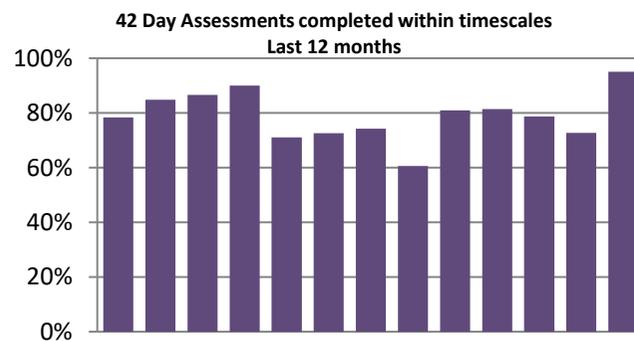
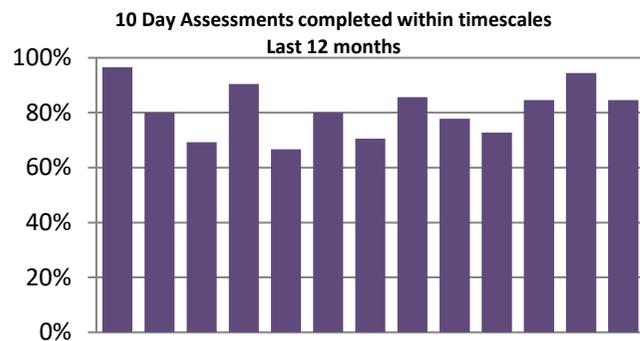


What is working well?	What are we worried about?	What do we need to do?
	The number of repeat referrals in March has increased. On exploring this further a family of 7 was re referred to the department.	Hub manager has requested an example from IIAA of a good closure record to share good practice with staff.

Supported Care Planning - Assessments

Measure / Metric	Result	Target	What's Good?	Status
Number of 10 day Assessments Carried out during the month:	13 (18)		Lower is Better	
The percentage of 10 day assessments carried out within timescales :	11, 84.62% (94.44%)	93%	High is Good	
Number of 42 day Assessments Carried out during the month:	81 (121)		Lower is Better	
The percentage of 42 day assessments carried out within timescales :	77, 95.06% (72.73%)	90%	High is Good	
The percentage of Assessments where there is evidence the child has been seen by a qualified worker :	94.55% (92.77%)	More than 90%	High is Good	
The percentage of Assessments where there is evidence the child has been seen alone by a qualified worker :	80.00% (85.54%)	More than 45%	High is Good	

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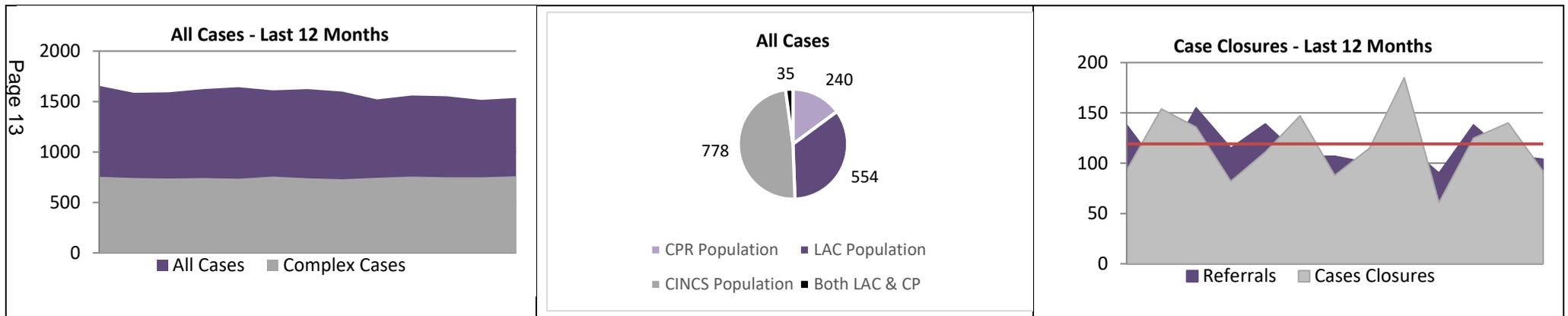


What is working well?	What are we worried about?	What do we need to do?
Number of 42 day assessment completed in timescales has increased to 95.06%. This may be as a result of ongoing conversations taking place with practice leads around undertaking a proportionate		

<p>assessment. Many teams are also managing single assessment performance well and able to plan ahead with workers time to undertake their assessment within timescales. Teams are also now provided with a report that highlights the assessment at 30days to ensure the worker is aware of the date of submission of their assessment for quality assurance or amendments. TCO are actively involved in ensuring agreed dates are in SW and practice leads calendar.</p> <p>Child seen by qualified worker and seen alone continuing to remain high.</p>		
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Supported Care Planning – Planning, Reviews and Caseloads

Measure / Metric	Result	Target	What's Good?	Status
Number of Cases of Children needing Care and Support Managed by the Service at the end of the month:	1537 (1517)		Lower is Better	
Of these, the percentage that represent complex cases (LAC, CP):	759, 49.38% (49.37%)		Higher is Better	
The number of cases closed to Child and Family Services during the month:	92 (140)		Higher is Better	
The percentage of reviews of Children in Need of Care and Support held during the month within prescribed timescales:			High is Good	
The percentage of CINCS allocated to a qualified worker at the end of the month:	606, 77.89% (75.91%)		High is Good	



What is working well?	What are we worried about?	What do we need to do?
We are continuing to close a high level of cases.		

Supported Care Planning – Children with a Disability

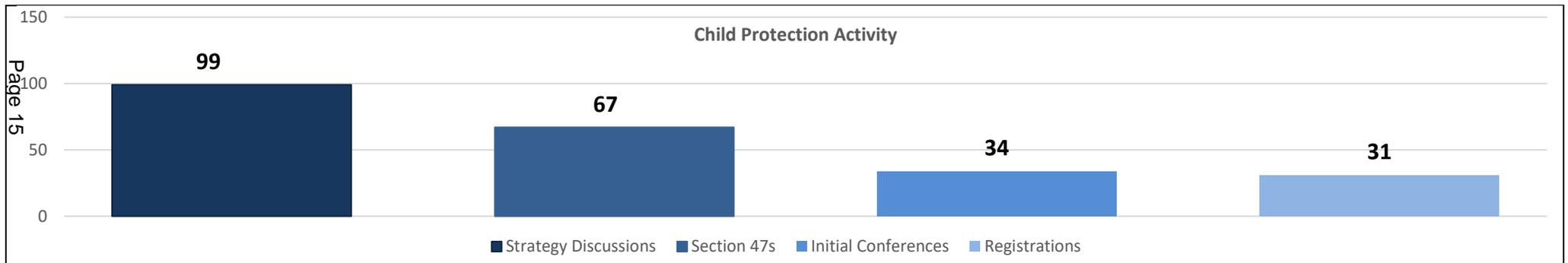
Measure / Metric	Result	Target	What's Good?	Status
The number of disabled children referred to the Child Disability Team during the month:	4 (9)		Range	
The total number of disabled children with a Care and Support Plan at the end of the Month:			Range	
The number of disabled children provided with Direct Payments at the end of the month:			Range	
The number of disabled children transitioning to the Care of Adult Services during the month:			Baseline	
The number of disabled children provided with respite care at the end of the Month:			Range	



What is working well?	What are we worried about?	What do we need to do?

Safeguarding – Child Protection Activity

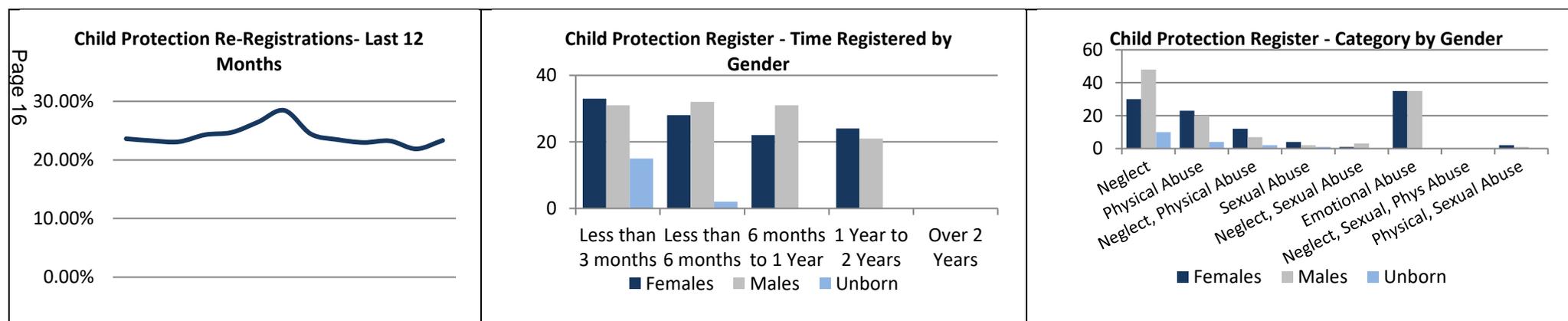
Measure / Metric	Result	Target	What's Good?	Status
The total number of children added to the Child Protection Register in the month.	33 <i>(23)</i>		Low is Good	
The total number of children removed from the Child Protection Register in the month.	26 <i>(18)</i>		Higher is Better	
The Percentage of Initial Conferences held in timescales during the month.	34, 100% <i>(100%)</i>		High is Good	
The percentage of Initial Core Group Meetings held within timescales during the month.	23, 92% <i>(100%)</i>		High is Good	
The percentage of visits to children on the Child Protection Register that were on time or not overdue.	93.18% <i>(95.93%)</i>	90%	High is Good	



What is working well?	What are we worried about?	What do we need to do?
<p>Initial Conferences continue to be 100%</p> <p>The percentage of Initial Core Groups and Visit to children on the Child Protection register continues to maintain high.</p>	<p>The amount of children added to the CP register has increased however the amount of children removed has also increased.</p>	

Safeguarding – Reviews and Allocations

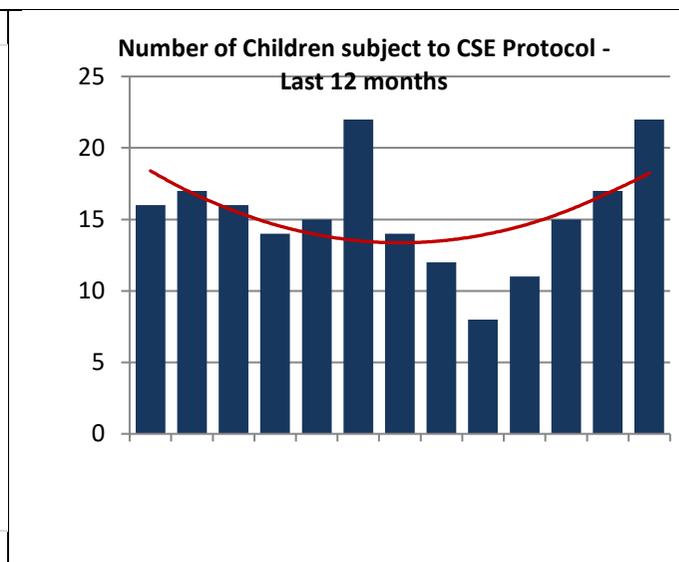
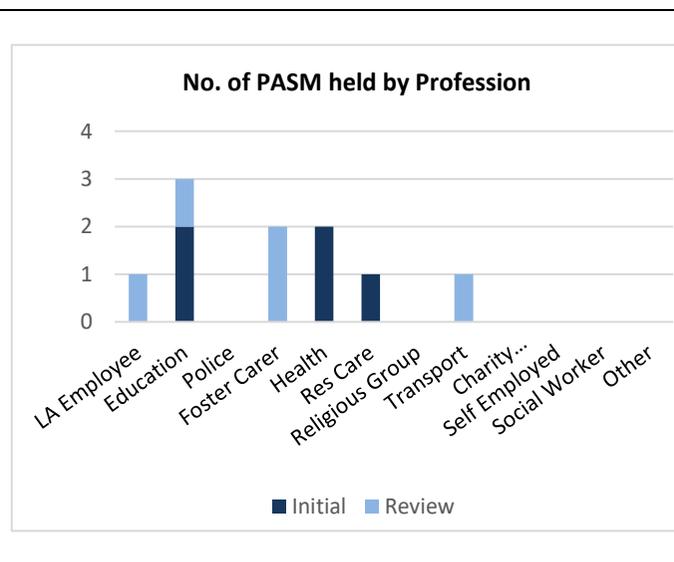
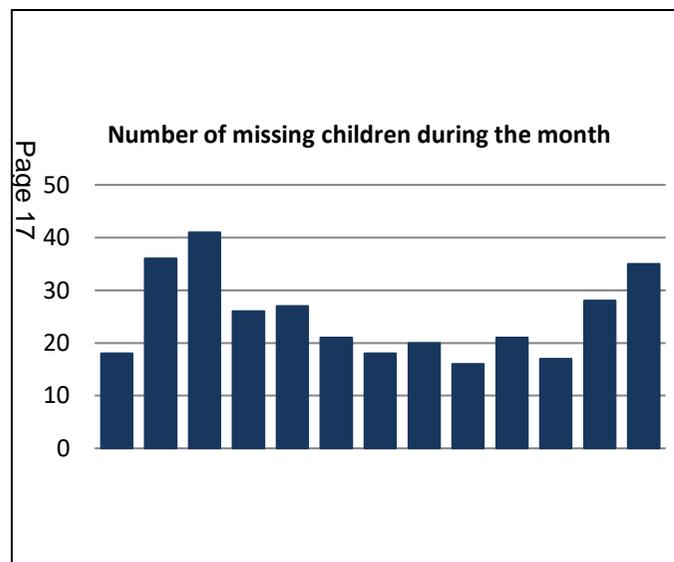
Measure / Metric	Result	Target	What's Good?	Status
The percentage of children on the Child Protection Register that have been registered previously .	56, 23.33% <i>(21.89%)</i>	Less than 20%	Low is Good	
The length of time on the Child Protection Register for those children removed during the month.	230 days <i>(288 days)</i>	Range of 100-300	180-270 is Optimal	
The percentage of Review Conferences held on time during the month.	58, 100% <i>(100%)</i>	98.5%	High is Good	
The percentage of children de-registered in the month who were de-registered at the first review :	4, 15.38% <i>(27.78%)</i>	No Target Set	Ceiling?	
The percentage of children on the Child Protection Register Allocated to a qualified worker at the end of the month.	240, 100% <i>(100%)</i>	100%	High is Good	



What is working well?	What are we worried about?	What do we need to do?
The number of children de-registered at the first review has decreased.	The amount of children registered previously has started to increase.	SQU/SCP weekly meetings will allow an arena to review cases de registered at the first review on an ongoing basis in order to develop shared learning around threshold and quality of work.

Safeguarding – CSE, Missing Children and Professional Abuse

Measure / Metric	Result	Target	What's Good?	Status
The number of children managed under the protocol for Child Sexual Exploitation at the end of the month:	22 (17)	No Target Set	Lower is Better?	
The number of episodes of children going missing or absent without authority from home during the month:	64 (34)	No Target Set	Lower is Better	
The number of children that these episodes related to:	35 (28)	No Target Set	Lower is Better	
The number of Professional Abuse Meetings held during the month:	10 (14)	No Target Set	Low is Good	



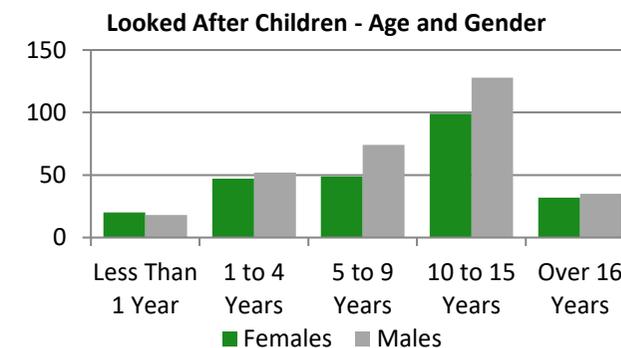
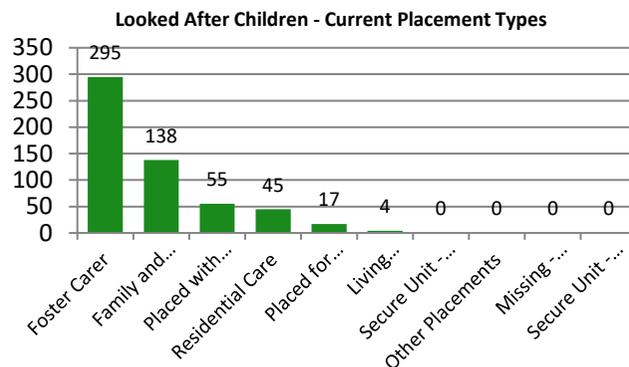
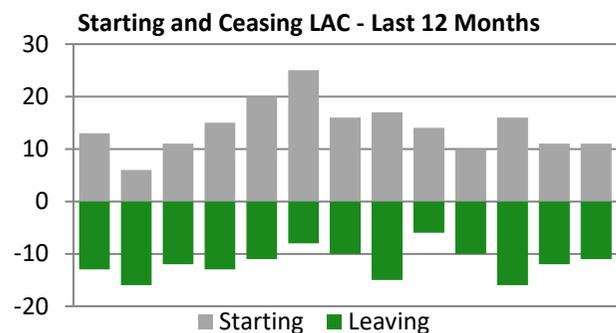
What is working well?	What are we worried about?	What do we need to do?
	The number of children managed under the CSE protocol has increased. The number of children going missing/absent without authority has increased. This however may reflect Kelly Shannon starting her post as Practice Lead for disruption of CSE. Kelly has	It would be helpful to have a breakdown of how many of these children are missing and how many are absent without authority - in addition to how many are Swansea cases and how many from other authorities.

	identified the need to work with the TCO's in effectively making use of Paris alerts when children are going missing or police reports are received in respect of this. This may be causing an increased of strategy meetings where CSE issues may be identified.	
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Permanence – Looked After Children

Measure / Metric	Result	Target	What's Good?	Status
The number of children becoming looked after during the month:	11 (11)	No Target Set	Low is Good	
The number of children ceasing to be looked after during the month:	11 (12)	No Target Set	Higher is Better	
The percentage of children becoming looked after during the month who had a completed Care and Support plan with 10 working days of becoming LAC:	11, 100% (100%)	100%	High is Good	
The percentage of LAC Statutory Visits in the month that were completed or not overdue:	94.02% (87.93%)	90%	High is Good	
The percentage of Looked After Children allocated to a qualified Social Worker:	550, 99,28% (100%)	100%	High is Good	

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What is working well?	What are we worried about?	
<p>Looked after children numbers have remained stable.</p> <p>LAC stat visits have increased to 94.02%</p>	<p>The number of children Looked After Allocated to a qualified worker.</p>	<p>A number of trajectories have been developed with workers for PwP cases. This will continue with the hope that all children placed under PwP will have a clear plan for working towards permanence at home and revoking care orders.</p>

		<p>Allocation issue as a result of sickness. Case worked by Practice Lead however not moved over on Paris. Work will be completed with business support to ensure that any sickness over 2 weeks is flagged to the hub manager in time to ensure these cases are appropriately re allocated.</p>
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Permanence – Reviews and Placement Stability

Measure / Metric	Result	Target	What's Good?	Status
The number of LAC Reviews Carried out during the month:	200 (119)	No Target Set	High is Good	
The number of LAC reviews that were completed within statutory timescales:	200, 100% (99.16%)	95%	High is Good	
The percentage of 4 month LAC reviews which had a plan for permanence:	9, 100% (12, 100%)	No Target	High is Good	
The percentage of PEP's received within 20 school days of becoming looked after:	2, 100% (3, 75%)	No Target	High is Good	
The percentage of looked after children who have had three or more placements in the previous 12 months of being looked after:	64, 11.55% (11.73%)	Between 5% and 8%	Lower is Better	
The number of children/Young People residing in Bed and Breakfast at any time during the month:	3 (1)	Zero	Low is Good	

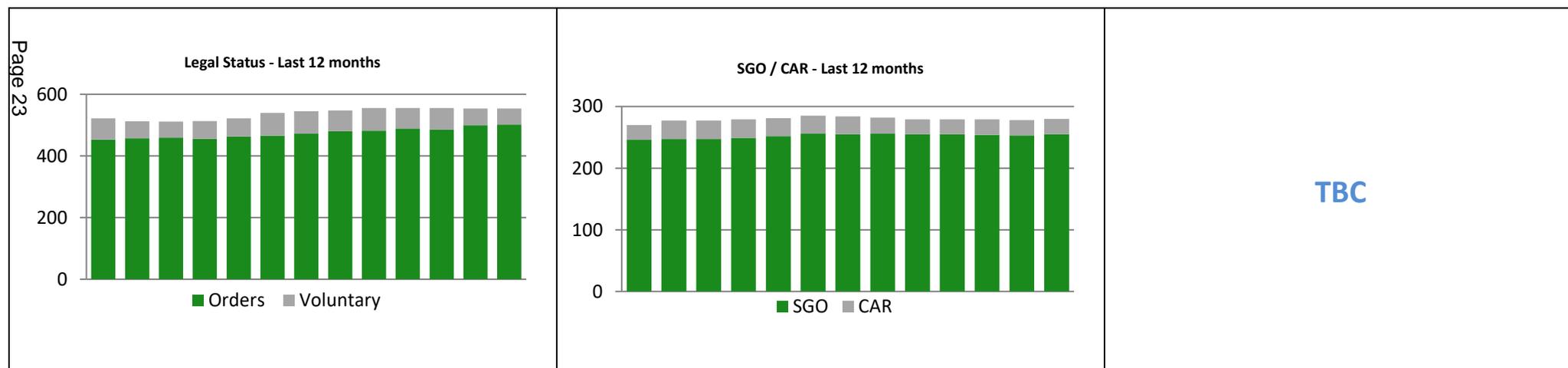


What is working well?	What are we worried about?	What do we need to do?
	We are continuing to have difficulty in receiving a PEP for every child within 20 school days of accommodation. Although this has improved over recent months there continues to be difficulties in	Continue to work with Education on how we ensure a PEP is created for children who are not actively engaged in Education.

	receiving PEP's back for children who are not attending school. All PEP's are sent by the Local Authority to Education within timescales.	Work to be completed with the Performane Team to devlope data around the number of Swansea Placement within Swansea and the neighbouring Authorities.
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Permanence – Leaving Care

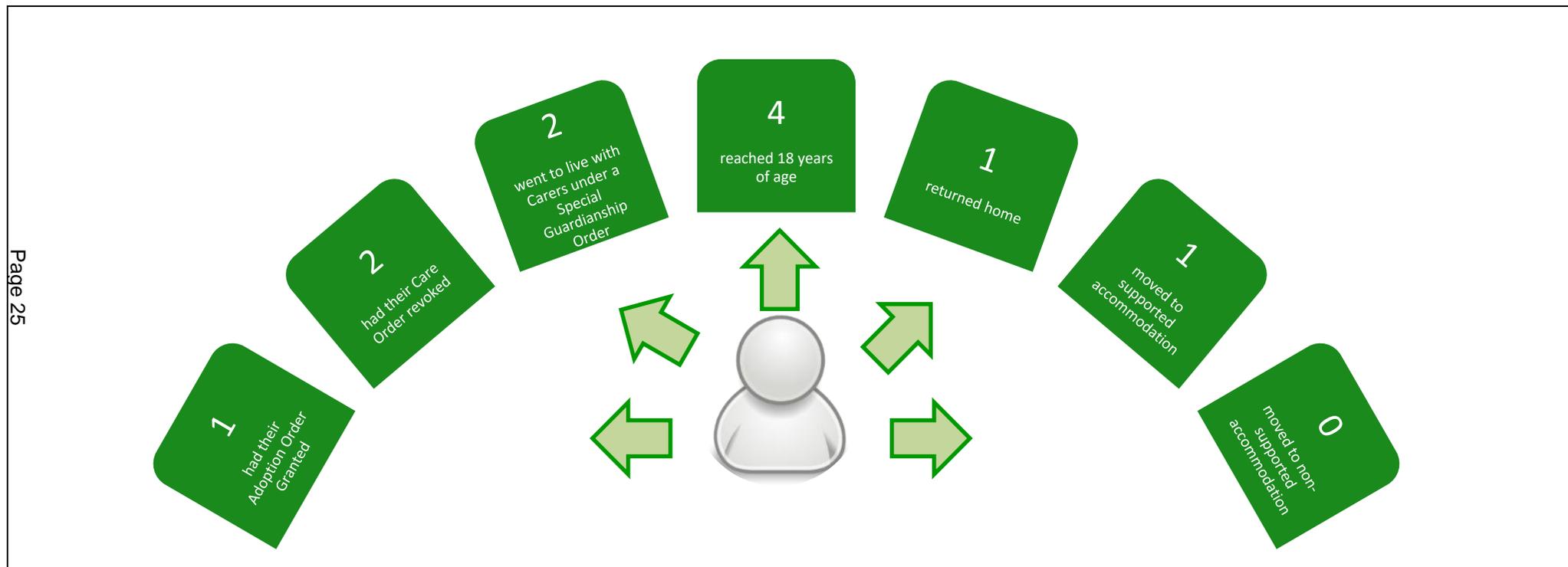
Measure / Metric	Result	Target	What's Good?	Status
The number of cases managed under Special Guardianship Orders and Child Arrangement Orders at the end of the month:	280 (278)	No Target Set	Range of 250-300	
The number/percentage of young people becoming category 2-4 during the month who have an up to date Pathway Plan:	7, 100% (6, 100%)	100%	High is Good	
The number/percentage of young people becoming category 2-4 during the month who have an allocated personal adviser:	6, 85.71% (5, 83.33%)	100%	High is Good	
The number of young people in category 2-4 at the end of the month who were in Education, Employment or Training 12 months after ceasing to be LAC:	1, 100% (1, 100.0%)	No Target Set	High is Good	
The number of young people presenting as homeless during the month:	6 (8)	No Target Set	Low is Good	



What is working well?	What are we worried about?	What do we need to do?
The percentage of young people becoming category 2-4 who have an up to date Pathway Plan continues to be 100%.		Work is currently underway to break down some of the performance data provided in respect of leaving care with the hope that this will help us target areas for improvement.

Permanence – Destination upon Leaving Care

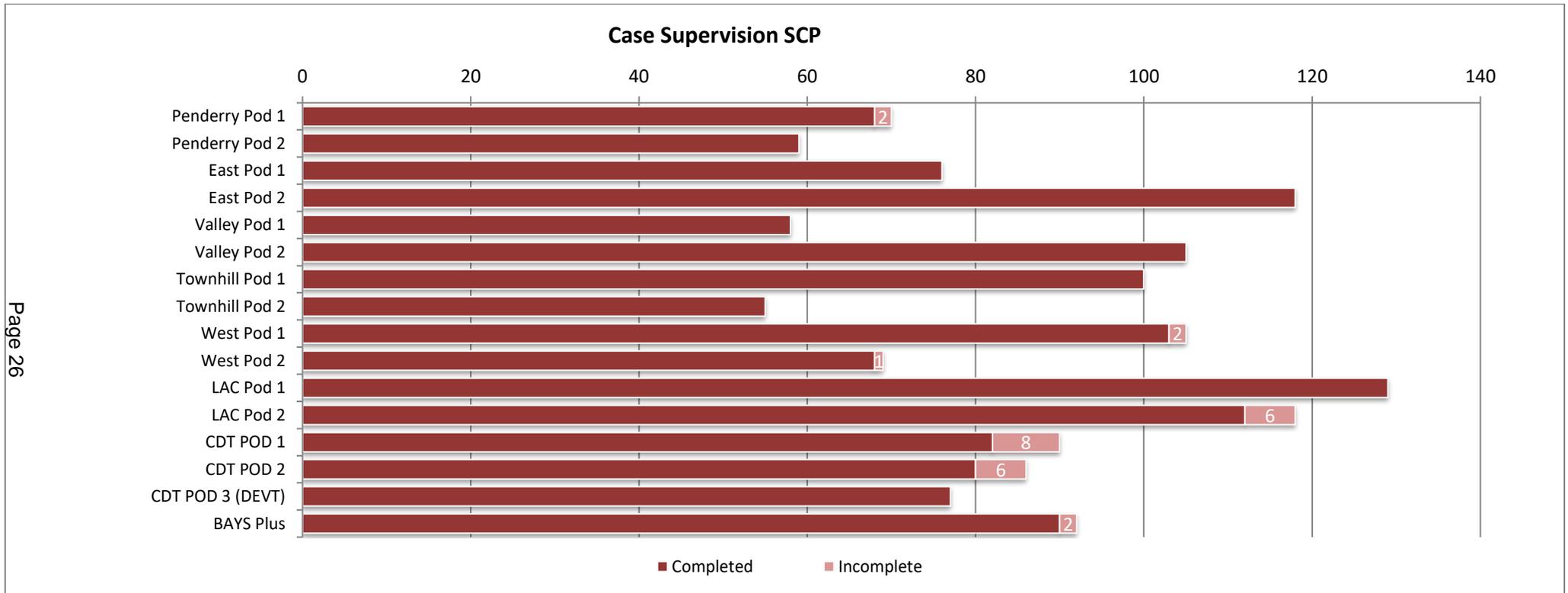
Measure / Metric	Result	Target	What's Good?	Status
The percentage of children supported to live at home at the end of the month:	983, 63.96% (63.48%)	No Target Set		
The percentage of children returning home from care during the month:	5, 45.45% (7, 58.33%)	?	High is Good	



What is working well?	What are we worried about?	What do we need to do?

Quality – Case and Personal Supervision

Measure / Metric	Result	Target	What's Good?	Status
The percentage of children in need of Care and Support whose cases were reviewed during the month:	98.08%	90%		

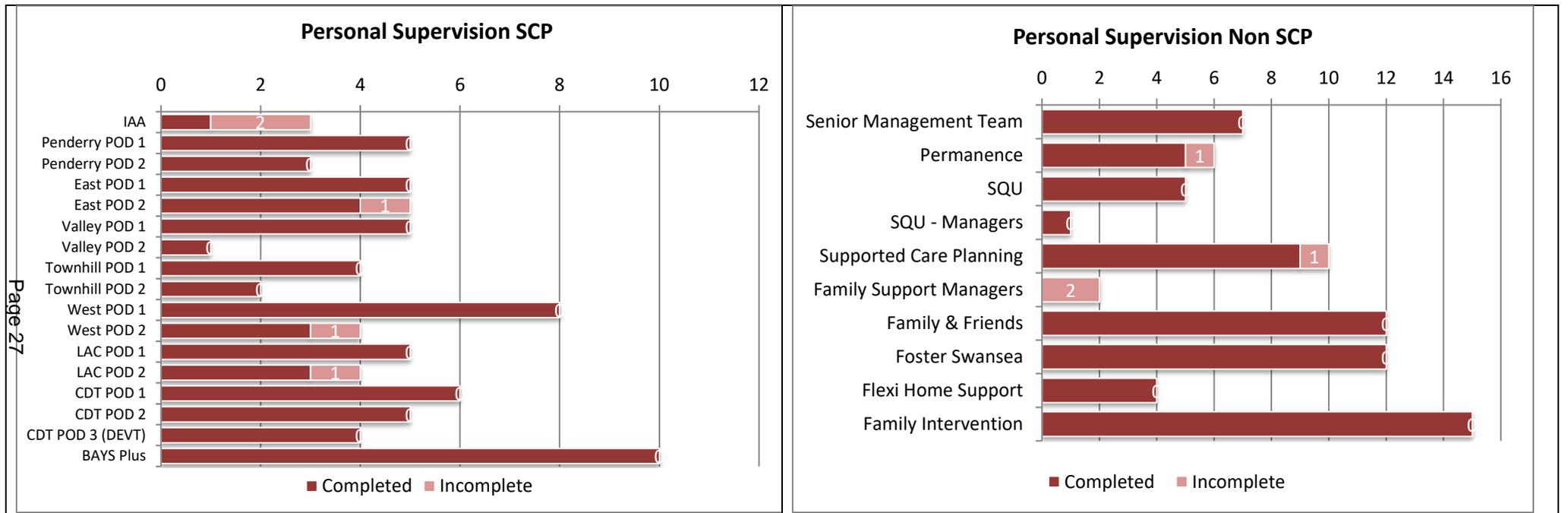


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What is working well?	What are we worried about?	What do we need to do?
Supervision levels continue to maintain high.		The supervisin policy is currently under review to consider timescales for supervision dependent of complexity of cases.

Quality – Case and Personal Supervision

Measure / Metric	Result	Target	What's Good?	Status
The percentage of Personal Supervision sessions that took place within prescribed timescales		90%		



What is working well?	What are we worried about?	What do we need to do?

Quality – Signs of Safety Metrics

Measure / Metric	Result	Target	What's Good?	Status
The percentage of Words and Pictures in place within 5 working days from the time of placement:			High is Good	
The percentage of Assessments that have a Three Houses attached:			High is Good	
The percentage of LAC placements and Child Protection conferences where a Family Network Meeting has taken place prior to the event:			High is Good	
The percentage of Case Conferences where there is evidence of a child friendly explanation of the Safety Plan:			High is Good	

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What is working well?	What are we worried about?	What do we need to do?
		Commence reporting from Q4

Notes

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Safe Reduction of Looked After Children

Swansea

April 2019



Cyngor **Abertawe**
Swansea Council



Safe Reduction of Looked After Children

Swansea CFS vision

Vulnerable children are safeguarded, live within permanent, stable, secure and loving families (cared for by their birth family and within their community of origin whenever possible) which provide opportunities for success and a content and healthy adulthood where they can fully participate in what life has to offer.

Safe Reduction of Looked After Children

CIW Inspection Report August 2018

‘The local authority’s vision for children and young people was well-established, corporately owned and invested in throughout the authority. Elected members were committed to delivering positive outcomes for children and had a clear understanding of their role.’

Safe Reduction of Looked After Children

SAFE LAC REDUCTION DRIVER DIAGRAM

Tertiary Drivers

Outcomes

Primary Drivers

Secondary Drivers

SAFELY REDUCE THE NUMBER OF LAC IN SWANSEA

1. Prevent children being accommodated.
2. Grow a skilled workforce with capacity, able to manage risk safely.
3. Reduce the length of time children are looked after before they achieve permanence.
4. Breaking the Cycle.

- 1.1 Develop early intervention and prevention strategy (The Continuum)
- 1.2 Effective Information, Advocacy and Assistance Service.
- 1.3 Provide a proportionate, responsive & timely service
- 1.4 Effective multi-agency safeguarding arrangements.
- 1.5 Support families to care for children at home.

- 2.1 C&F Training and Support Plan.
- 2.2 Effective Supervision and Appraisal policy.
- 2.3 Confident workforce who are supported to manage risk effectively.
- 2.4 Effective recruitment, retention and succession plan.

- 3.1 Provide children with a clear plan for their journey through care.
- 3.2 Support families to care for children at home using multi-agency approach.

- 4.1 Good Corporate Parenting.

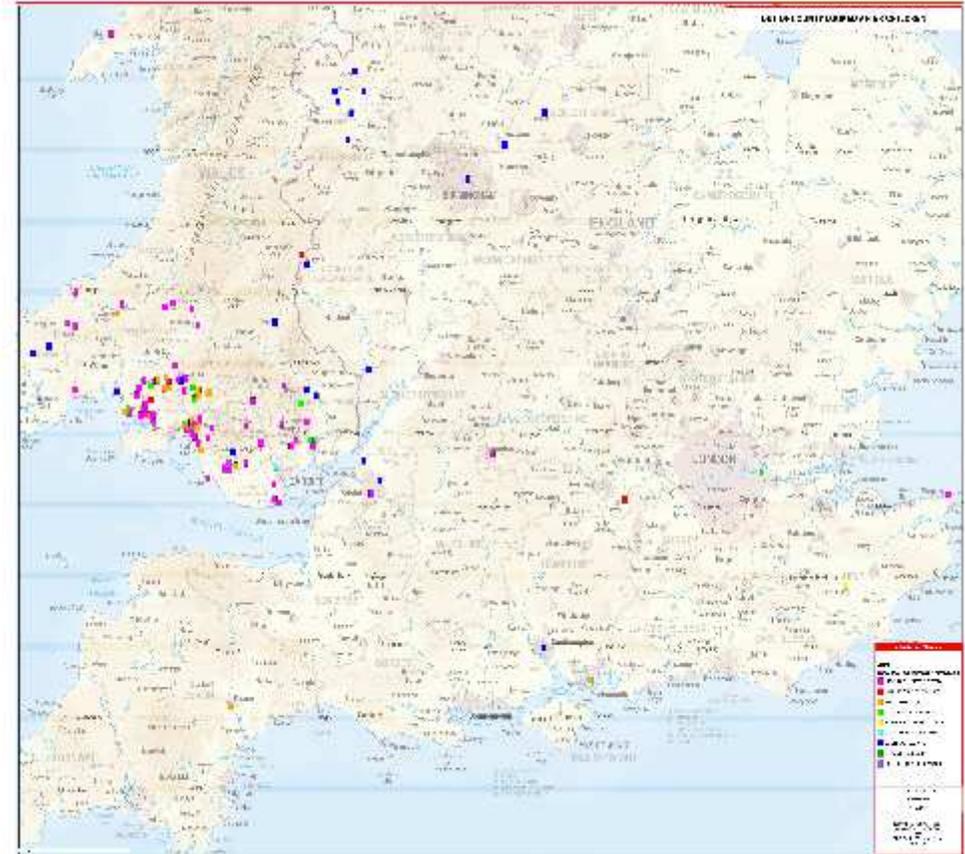
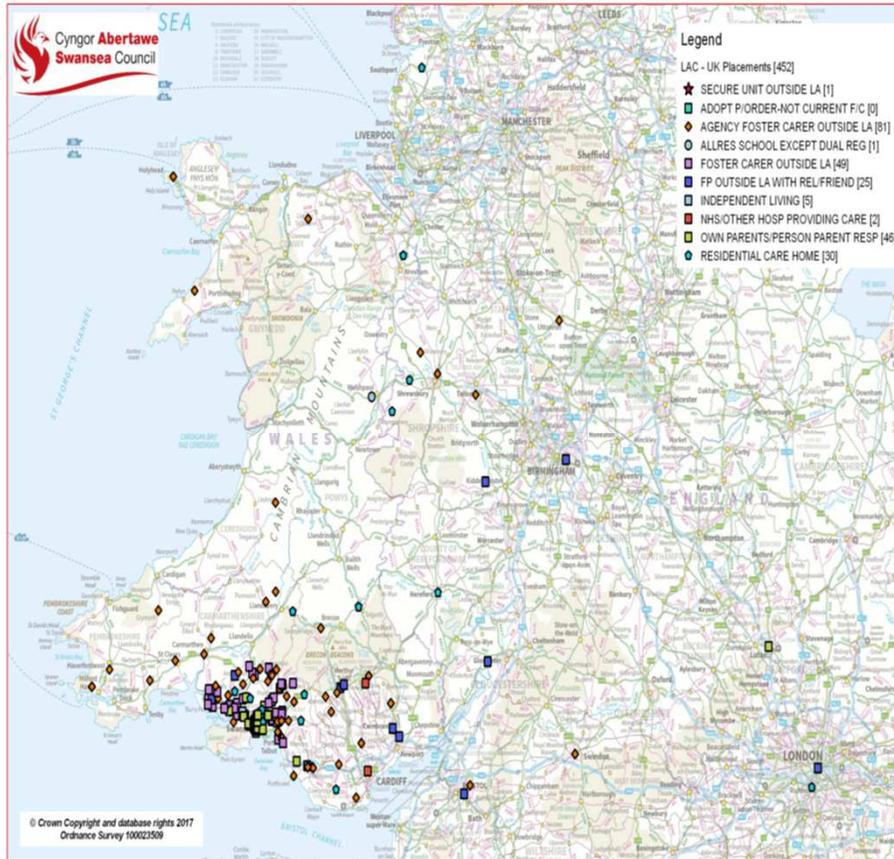
- 1.1 Implement Early Intervention Strategy.
 - Complete Family Support Service Commissioning Review.
 - Have effective Step up / Step down arrangements in place.
 - Performance Measurement monitoring.
 - Single Proportionate Assessment.
- 1.2 Eligibility Thresholds
 - Develop Multi disc front door ???
 - Develop web based info (FIS & DEWIS)
 - Weekly review meeting & monthly / quarterly review meeting ???
- 1.3 FSS Commissioning Review
 - Embed Signs of Safety
 - Reviewing Cases via Strategic SIARAD
 - Diversion & Drift via SIARAD
- 1.4 Effective Western Bay Children's Safeguarding Board
 - Building Effective Multi-Agency & LA relationships at strategic level.
- 1.5 FSS Commissioning Review.
 - Early Identification & Support to families
 - Working better with other LA services.
 - Develop solution focussed panels
 - Embed FS Continuum.

- 2.1 Develop C&FS training & Support Plan
 - Embed Signs of Safety.
 - Induction, CPEL, 1st Year Practice.
- 2.2 Develop & agree supervision and appraisal process, sign off and implement.
 - Monitor & review (Audit) supervision & appraisal levels & quality.
- 2.3 Staff Survey.
 - HR Policies
 - Coaching & Mentoring
 - Culture of sharing risk.
 - Clarity on delegated decision-making
- 2.4 Clear Swansea 'Brand' e.g. SOS Appraisal - Support.
 - Values of C&FS
 - CPEL / Experienced Practitioner
 - Opportunities for personal development & creative work with families.

- 3.1 Single Care Plan fit for purpose & outcome focused (words & pictures etc.) child friendly format
 - Effective direct work.
 - Partnership with Parents.
 - Voice of the child – included in review process.
 - Timely review process including signing people in to child's life (& parents).
 - Flexible to meet child's needs.
- 3.2 FSS Commissioning Review.
 - Utilise family network meetings (Safety Plans)
 - Clarity of which models of intervention to use.
 - Review / Expand Therapeutic Service.
 - Make the most of the Multi-Agency opportunities

- 4.1 Develop & Implement Corporate Parenting Strategy.
 - Develop & Implement Virtual School.
 - Develop & Implement Participation & Engagement Framework.
 - Develop & Implement Foster Caring supported to look after children – Prep for independent training.
 - Develop & Implement WIR Scheme

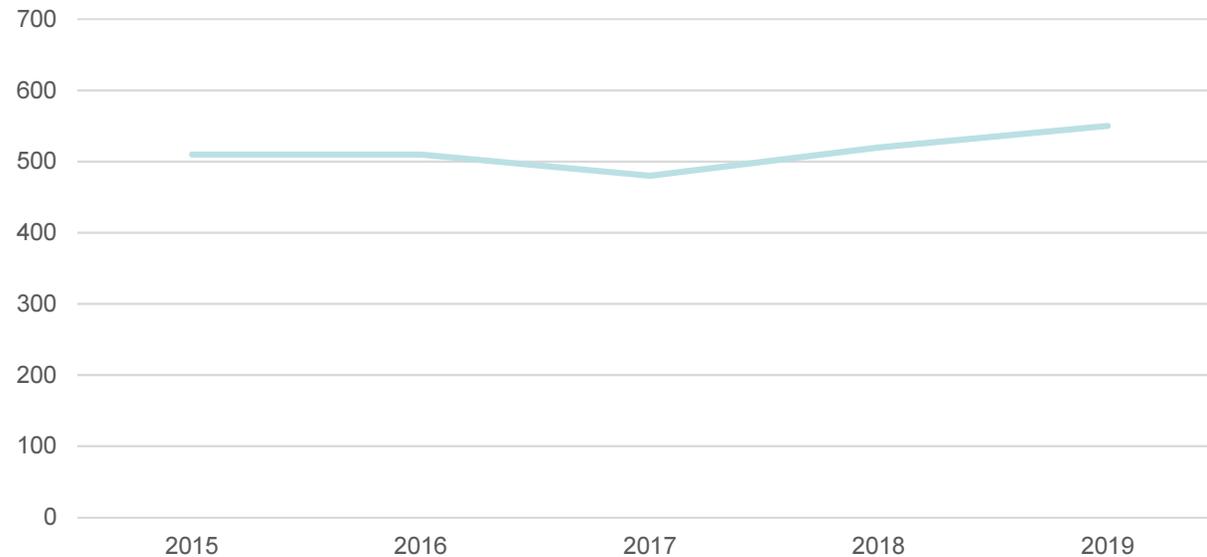
Context



Safe Reduction of Looked After Children

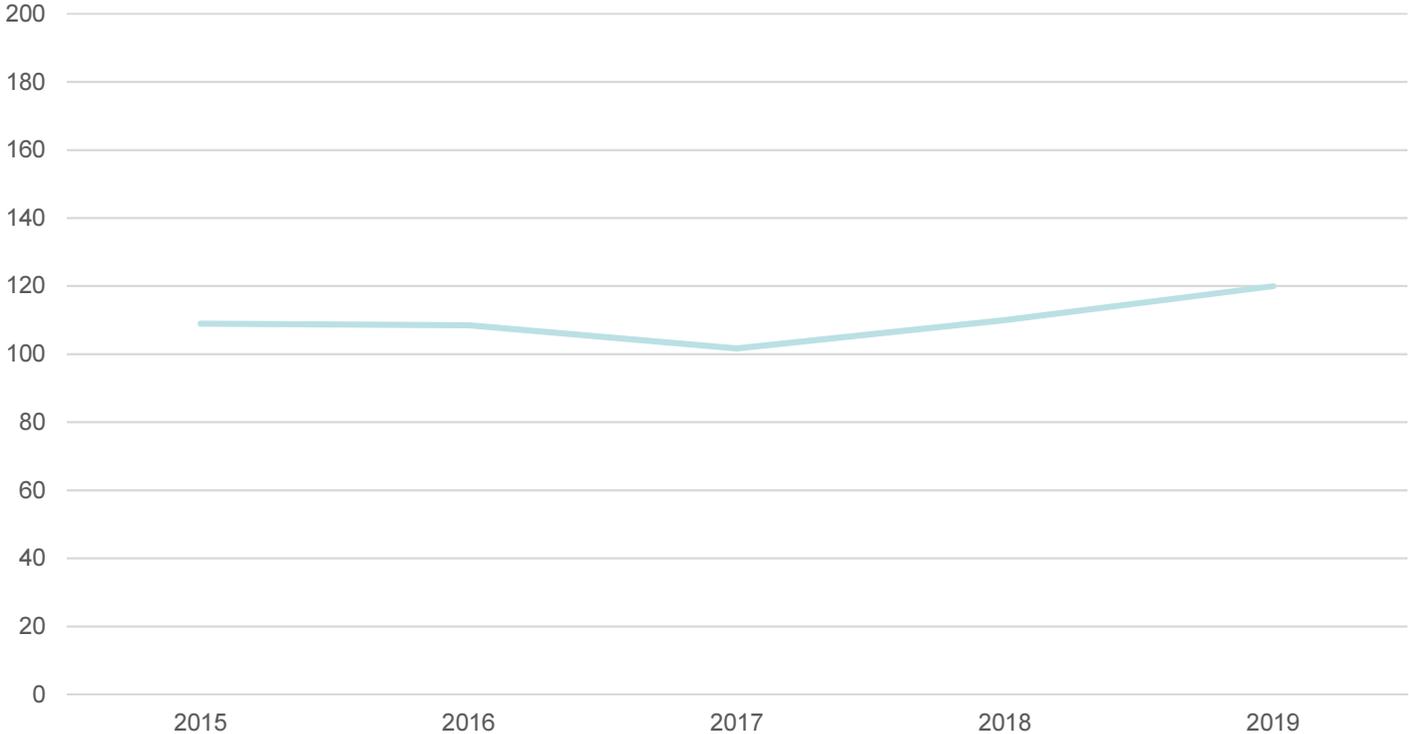
Reducing the need for children to enter care

Number of Looked After Children at 31 March



Rate per 10,000 graph

LAC Rate per 10,000 population at 31 March



Safe reduction of looked after children

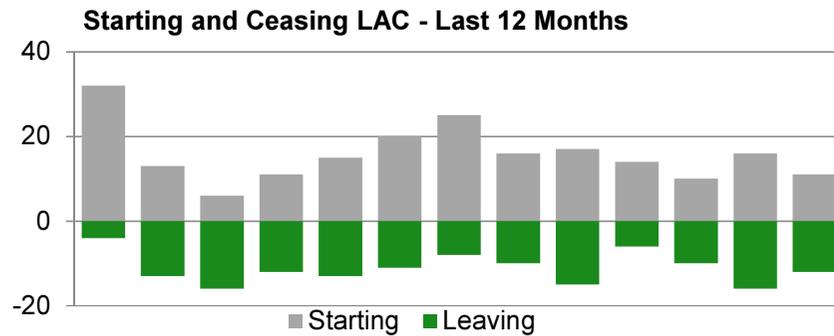
‘After a period which had seen a reduction in the number of children looked after by the local authority in line with the objectives of its safe reduction strategy, there had been an overall rise during 2017/18. The local authority has worked hard to understand and analyse the reasons behind these recent trends, and to utilise this information to inform future policy and practice.’

‘The authority had worked hard to increase the proportion of children and young people placed with in-house foster carer placements as opposed to being placed outside of the local authority. We saw that attempts were consistently made to maintain children within their families, where this was in their best interests.’

CIW Inspection report – august 2018

Number of children starting to become LAC

February Performance Graph



Age Profile of Children Starting LAC

Month	Age at LAC Start				
	Under 1	1 to 4	5 to 9	10 to 15	16 to 17
Jan-17	2	5	6	2	0
Feb-17	2	2	5	4	0
Mar-17	3	5	2	6	0
Apr-17	0	6	2	5	0
May-17	4	6	9	4	0
Jun-17	4	4	3	8	1
Jul-17	2	1	2	4	0
Aug-17	3	3	2	7	1
Sep-17	1	3	0	5	1
Oct-17	1	3	4	9	1
Nov-17	7	6	5	9	2
Dec-17	3	3	4	3	2
Jan-18	5	9	4	2	0
Feb-18	7	4	7	12	1
Mar-18	7	5	1	2	1
Apr-18	5	0	0	2	0
May-18	3	3	3	1	1
Jun-18	5	3	4	3	0
Jul-18	3	9	4	5	0
Aug-18	7	4	7	5	0
Sep-18	5	6	5	3	1
Oct-18	4	3	1	6	2
Nov-18	1	7	5	4	0
Dec-18	5	3	0	3	1

Rate of Emergency Admissions

2017

Month	Number of new admissions	Number of emergency placements	% of new admissions that were emergency
January	11	9	81%
February	12	11	92%
March	13	13	100%
April	7	3	43%
May	18	14	78%
June	14	6	43%
July	8	4	50%
August	11	7	64%
September	7	3	43%
October	8	5	63%
November	18	8	44%
December	15	4	27%

2018

Month	Number of new admissions	Number of emergency placements	% of new admissions that were emergency
January	11	3	27%
February	22	17	77%
March	15	10	67%
April	9	3	33%
May	10	7	70%
June	7	6	86%
July	21	17	81%
August	12	4	33%
September	16	7	44%
October	10	2	20%
November	9	3	33%
December	9	3	33%

2019

Month	Number of new admissions	Number of emergency placements	% of new admissions that were emergency
January	15	5	33%
February	9	1	13%
March	3 to date (as of 11 March)	0	0%

Parental factors recorded for children looked after

Factor	Count	Percentage
YOS	7	1.82%
Parental Substance Misuse	139	36.10%
Parental Learning Difficulties	30	7.79%
Parental Mental Health	143	37.14%
Parental Physical Ill Health	18	4.68%
Parental Domestic Abuse	155	40.26%

Drivers

- ACE's
- Substance use
- Mental health
- Domestic violence
- County lines
- CSE – 12 young people
- Partners – risk averse culture – Police, schools
- Reduced timetables

Service Development

- Taf, flying start, Jigso, ELDT, young people's services, FWT
- DV Hub – welsh audit office
- Systems review 2017 – multi agency IAA
- SCP redesign – reclaiming SW model
- FIT, IFSS, Flexi service, - edge of care
- Reflect
- Evidence models of intervention
- Internal therapy team
- MAPSS
- PAC
- Respite – including disability/ PAC community
- Relocation of residential home and outreach
- Resource centre

Service Development

- Review of family support services 2017 – single structure and graduated response (transformation fund)
- Early help services – moved into CFS
- Hub and spoke model – ICF grant
- Family finding – invest to save grant
- Contextual safeguarding – invest to save grant
- Local offer – adoption ICF grant

Managing Risk

- Weekly/monthly review meetings - MA
- SOS practice framework – risk averse to risk sensible - scaling
- Development of SOW in early help
- Reflective group supervision
- Bi weekly hub managers case specific reflective supervision
- Learning events – Practice lead workshops
- DAAP – solution focused with challenge about safety and outcomes
- LGM

Inspection Feedback August 2018

‘Swansea Council’s Signs of Safety (SOS) approach, which underpinned their assessments as well as safeguarding and care planning, provided a detailed framework which was well understood by staff, and clearly prioritised risk.’

‘The recently piloted ‘signs of well-being’ framework introduces the potential for greater flexibility, where the assessed need of children and families does not include safeguarding elements.’

Inspection feedback-august 2018

‘Care and support planning is underpinned by the Signs of Safety framework. We saw social workers were confident in their implementation of this model, which offered a positive, solution focused methodology within a consistent and well understood structure. Many of the care and support plans and pathway plans we saw were detailed, of good quality, and in many cases reflected the direct work undertaken with children, young people and their families. We saw that sharing the direct work social workers had undertaken with individual children, for example through ‘words and pictures’ could have a powerful impact when wider family members were involved in this process. Mapping and scaling, when used effectively with children and families, were helpful in agreeing next steps with families and wider safety networks.’

Placement Sufficiency

- Placement sufficiency strategy
- Market position statement
- Commissioning hub
- Preferred providers
- Foster Swansea recruitment and retention strategy – fee framework
- Dedicated Kinship care team
- SGO regional project and fee review
- Family network meetings
- IPC project on care packages

Exit Strategies

- Performance Hub
- Permanence panel – Key mechanism for preventing drift
- Weekly permanence POG – tracks residential/IFA
- Adoption – twin tracking, assessment timescales and targets.....
- Bays+ at Infonation – integrated service for care leavers

Managing the Business

- SOS/SOW practice framework
- Principal SW who drives and evaluates practice
- WCCIS opportunities – reducing bureaucracy, wellbeing wheel, outcome focus
- Comprehensive QAMPF framework
- Financial tracker with clear targets – CMT/member briefings/scrutiny
- Monthly performance report - SMT
- Strategic POG/Weekly permanence POG

Managing the Business

- No agency staff for five years
- Induction programme
- Wellbeing strategy for staff
- YOS moving back to CFS
- Schools
- Health – CAMHS
- Housing
- Third sector

Managing the business

‘Swansea Council children’s services have a relatively stable and resilient workforce that is committed to being child focused, and is passionate about keeping families together and achieving good outcomes for children. Staff consistently told us they enjoyed working for the local authority where there was a culture of support which they valued. The accessibility and visibility of the Principal Officers and the Head of Children’s Services was appreciated. Individual good practice was acknowledged by senior managers and we saw examples of emails sent to individual members of staff from both the Head of Service and the Director reflecting this.’

CIW Inspection report – august 2018

Managing the Business

‘Children’s services are effectively led with confidence by an experienced Head of Service and management team who managed change well. Staff were dedicated and resilient, they valued the culture of team support within which they worked, and the accessibility of their managers.’

CIW inspection report – august 2018

Managing the Business

Corporate Parenting Strategy

To support families to stay together and reduce the need for children to be looked after by ensuring a focus on early intervention and prevention.

- To manage risk confidently and provide support at the edge of care to make sure that children who need to, come into care at the right time.
- To provide and commission a flexible and affordable mix of high quality placements to support all children to have positive experiences in care, whatever their needs and for them to be cared for in family placements within Swansea as long as this is consistent with their needs.
- To ensure all looked after children get a good education, whether this is in mainstream, specialist schools or in alternative arrangements.
- To ensure the health needs of looked after children are provided for, that their health needs are understood through a good quality health assessment and plan.
- To ensure that looked after children get access to cultural and leisure opportunities
- To give children clearly planned journeys through care which enable them to be reunited with family and friends where possible, have stable placements and exit the care system positively.
- To enable Looked after children to participate fully in decision making and service design

'The authority was proactive in recognising and acting upon its wider role as a corporate parent'

How do we know our children are happy?

Bright spots survey 2018

- 80% of children felt their lives are improving
- All children aged 4-11 and 89% of those aged 11/18 had an adult they could trust
- Most children feel safe and settled in their placement
- 86% of children aged 8-18 yrs felt included in SW decision making most or some of the time
- The majority of children who answered the survey said they 'felt happy' the day before completing the survey
- 57% of children scored highly when asked if the things they do are worthwhile
- 68% of children were positive about their future

How do we know our children are happy?

- Participation forums
- Big conversation events
- Supper clubs
- Child seen/alone performance
- Direct work tools

‘Children and young people we heard from were generally positive about the support they received, and were appreciative of the relationships established with individual social workers.’

CIW inspection report – August 2018

Rate of Emergency Admissions

2017

Month	Number of new admissions	Number of emergency placements	% of new admissions that were emergency
January	11	9	81%
February	12	11	92%
March	13	13	100%
April	7	3	43%
May	18	14	78%
June	14	6	43%
July	8	4	50%
August	11	7	64%
September	7	3	43%
October	8	5	63%
November	18	8	44%
December	15	4	27%

2018

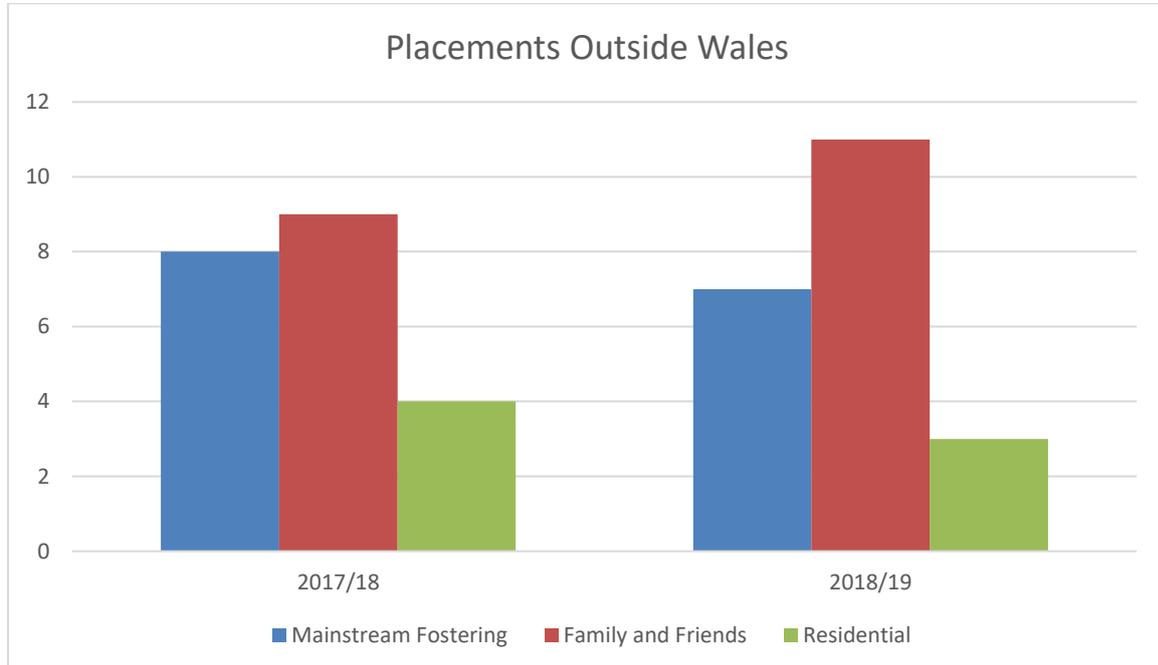
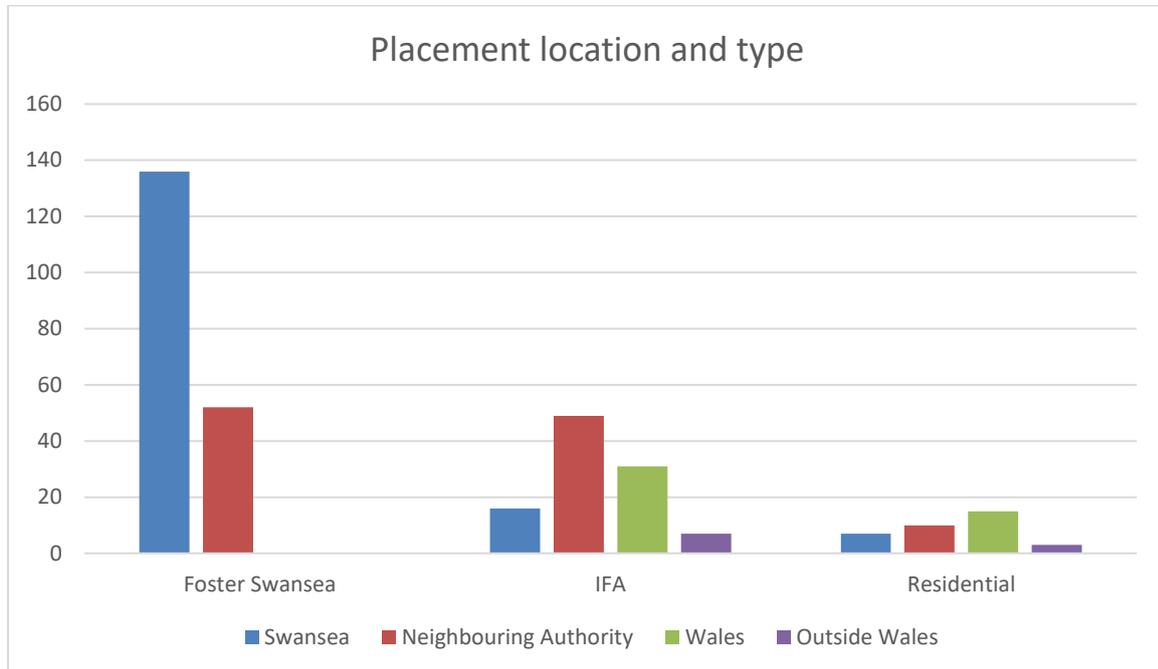
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October	10	2	20%
November	9	3	33%
December	9	3	33%

2019

Month	Number of new admissions	Number of emergency placements	% of new admissions that were emergency
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March	3 to date (as of 11 March)	0	0%

Positive, stable placements

- Number of out of county placements (and type)
- Number of out of Wales placements (and type)

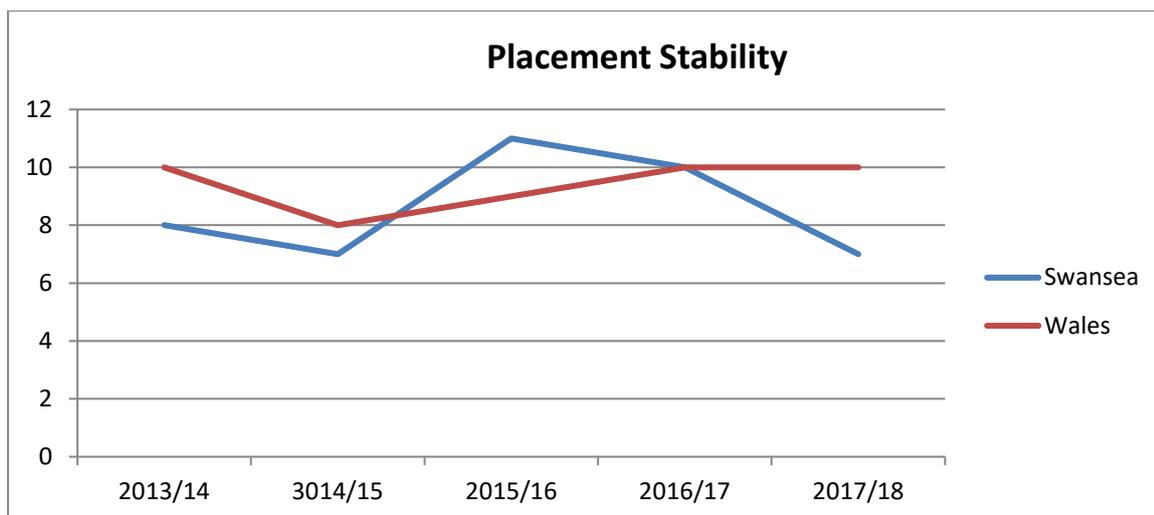


Swansea has done a lot of work to ensure more of our children and young people remain in or near to their communities despite the rising demand for placements. There are nevertheless circumstances when it will be appropriate to place children and young people further away:-

- In terms of the children and young people with mainstream carers (i.e. those with independent fostering agencies) these reasons include:
 - Of the thirty-one children and young people in foster placements in Wales but outside of Swansea, Carmarthenshire and Neath Port Talbot, ten are in specialist placements due to a disability or to receive therapeutic support.
 - Three of the seven placed in England were previously subject to sexual abuse and were placed as young children in specialist residential therapeutic settings in England. They later transitioned to fostering settings in communities near to the residential homes where they had settled. Another young person is an unaccompanied asylum seeker who was placed in London in accordance with his wishes and feelings. Initially placed in Swansea, they were keen to be living close to friends they had made during their journey to this country. The most recent foster placement in England was made to enable a young person to live near to their family, including siblings who are living with members of the extended family.

- In terms of those in residential care, these reasons include:
 - Eight of the fourteen placed in residential care in Wales but in authorities outside of Swansea, Carmarthenshire and Neath Port Talbot, have severe disabilities which required specialist placements. We have not currently got any provision capable of meeting these needs more locally but this will be changing in the coming months with the opening of the provision at Dan-y-Coed. Three of the fourteen are accommodated with providers who support young people presenting with sexually harmful behaviours. Three young people are placed in more standard residential provision which could have been provided more locally had vacancies been available.
 - Two of the three young people placed in residential care in England were subject to serious child sexual exploitation concerns which necessitated the Council sourcing specialist placements away from Swansea in order to promote their safety. The third young person in residential care was placed in a specialist short-term assessment centre during a period of crisis. At the conclusion of the assessment period he moved to a long-term home managed by the same provider to assist his transition.

- **Number of placement moves**



- **Average spend per looked after child**

The average weekly costs by placement type:-

	2016/17	2017/18
Foster Swansea	£394	£411
Friends and Family placement	£155	£149

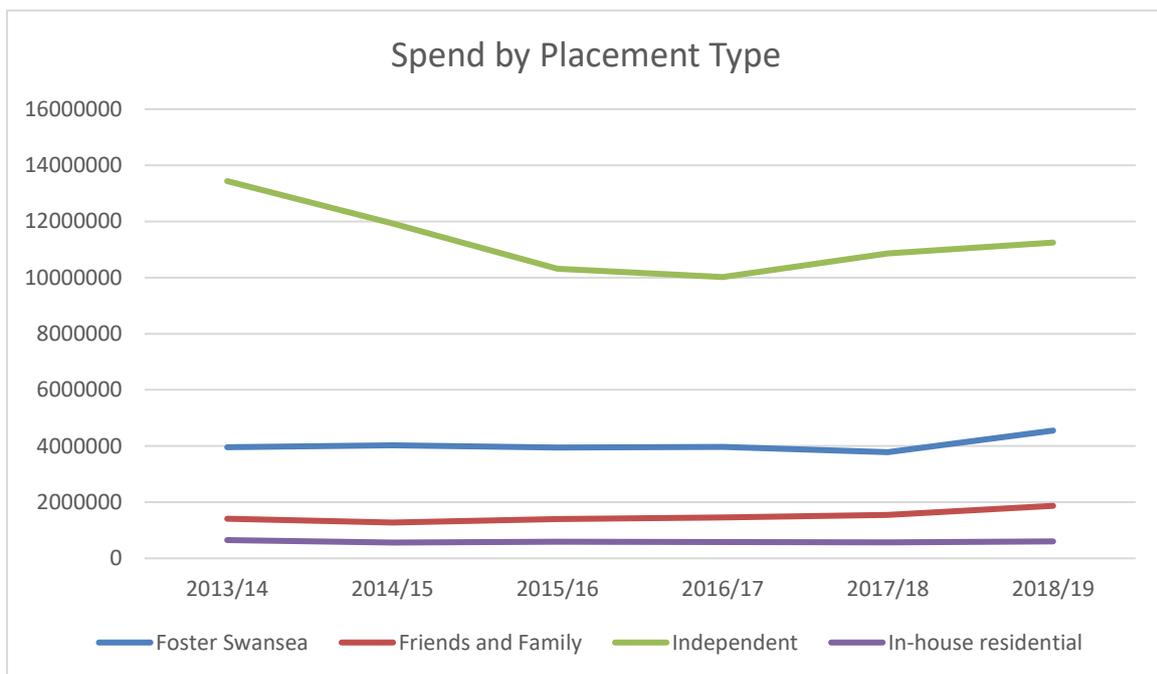
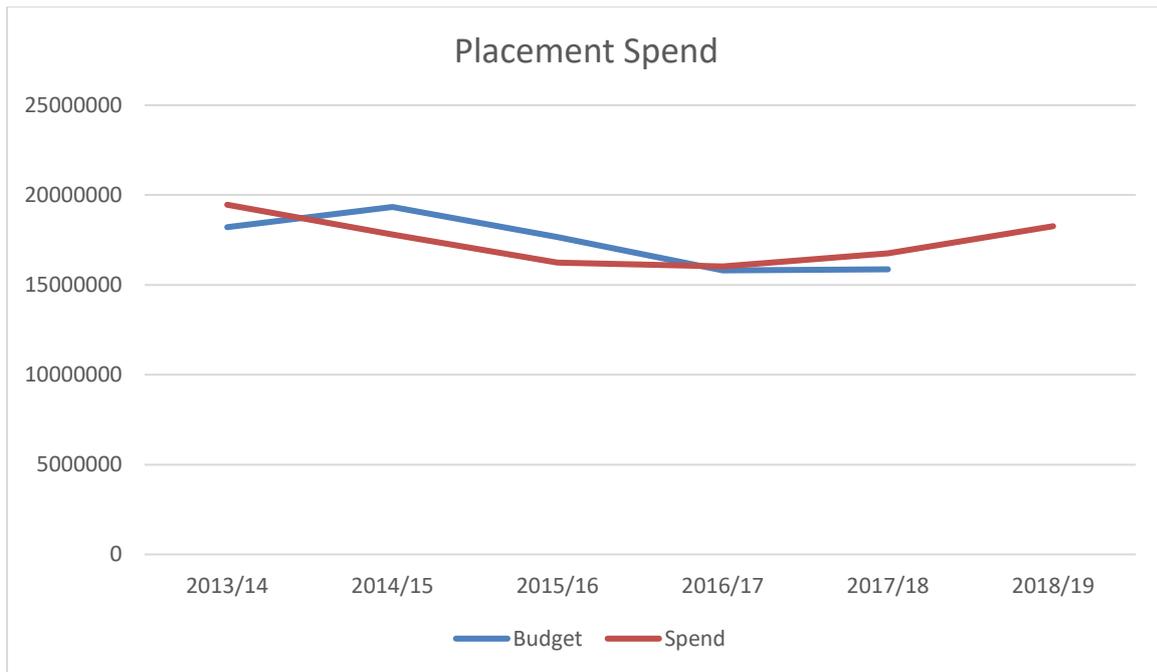
The above figures come from the National Fostering Framework return.

	March 2019
Inter-authority and third sector fostering	£692
Private independent foster agencies	£893
Independent residential	£4300*

*This figure includes education and health costs charged by the provider. Nearly 60% of children currently in residential care are also receiving registered education from the same provider.

- **Proportion of LA spend on children's services**
- **Proportion of spend on placements and factors driving costs**

The total departmental spend on Child and Family Services in 2018/19 was just over £38m. This equates to around 9% of the total Council budget including monies delegated to schools. (Please note that all spend information for 2018/19 is indicative at this stage). Spend on accommodation services for looked after children equates to about 48% of the £38m.



Factors influencing the rising costs:-

- Fundamental market forces of demand outstripping supply. Demand for placements across England and Wales is high and increasing as the number of children in care nationally has grown year-on-year. At the same time, local authorities have generally struggled to maintain sufficient supply, with falling numbers wanting to foster being a particular problem. This toxic combination means independent providers are often in a strong commercial position to increase their prices.

- Another consequence of the shortage of placements is that, in a thankfully small number of instances, it has been noted that young people may have been placed in residential care when we would have historically expected to have identified an appropriate foster placement.
- The capacity and quality of services delivered with and by partners is a factor that influences costs and will vary from authority to authority. Some of the particular challenges that exist in Swansea is the absence of a Special School for children with emotional and behavioural difficulties and the relatively small size and nature of our Special Schools for children with disabilities. A project team has very recently been formed to look at how the Council can potentially enhance its Special School offer in the future.
- It is hypothesized that the number of children and young people being supported with very risky or complex needs has risen. This often cited observation may be due to social changes but it is also likely to be a reflection that we have become progressively more successful at identifying the issues. Irrespective of the reasons, there are is a small but growing cohort of young people whose needs require particularly intensive and specialist support.
- Changes to the allowances and rates paid to foster carers. Since the introduction of the national minimum weekly allowance rate in 2011, the average allowance across the different age bands has risen by more than 20%. Further, the fact there are fewer individuals coming forward means providers (including local authorities) are having to increase their fees to attract new and retain existing carers. Our in-house fostering services introduced a new framework for fees and allowances last year. Furthermore, acknowledging the need to compensate family and friends carers in a manner commensurate with mainstream carers has also had a financial impact.
- The majority of the cost base for residential care providers are the employment costs of staff; most of whom are paid at or close to the National Minimum Wage. Increases to the minimum wage baseline invariably leads to significant increases in the running costs, which providers seek to pass on when they have the opportunity. As has been the case in previous years, the government announced increases to the national minimum and living wages to take effect from April 2019. Since 2012 the increase for staff over the age over 25 has been nearly 33%, and for those aged 21 - 24 years the increase has been nearly 25%. Legal uncertainty regarding the application of the national minimum wage to sleeping-in time has been an additional factor with some providers.
- The UK Government has introduced their new pension auto-enrolment policy. From February 2018 service providers were required to make a contribution of 2% to the pension fund for eligible employees. This cost will rise again in April 2019 to 3%.

- The rising costs of employing staff means financial pressures are typically felt most keenly in the support of those with the most complex needs. Children and young people such as those with severe and profound disabilities may require 2 or even 3 dedicated members of staff to supervise and keep them safe at any point in the day.
- Placement agreement frameworks have slowed down the increase in prices to some degree. However, some providers have found ways around the agreements in order to charge more and prices have tended to rapidly escalate following any framework break / review period.
- A final observation is that the ambition to keep children and young people in placements close to Swansea is skewing the market place by supporting the creation of monopolies / duopolies. For example, where we are seeking to identify a specialist placement for a child with severe and profound disabilities then the options in south Wales are limited to 1 or 2 providers.

Key questions:

What steps are being taken by the LA to fulfil its sufficiency duty, and how do these feed into local and regional placement commissioning strategies?

We have a placement sufficiency strategy (Placement Strategy 2018-21) in accordance with our duties under the SSWA. We have an associated fostering recruitment strategy and are currently in the process of developing a market position statement which utilises the guidance and template developed by the Children's Commissioning Consortium Cymru (4Cs).

We work closely with the 4Cs and have shared with them our placement strategy. There are common issues where we can and do work collaboratively with regional partners: e.g. the appointment of a manager for development of fostering services across the RPB and the formation of the Multi-Agency Placement Support Service utilising ICF monies. However, it is also important to recognise that each authority is different with their individual placement needs. Swansea, for example, has a different need for residential care compared to that of our neighbouring authorities. This presents challenges when we are considering how to improve local sufficiency for specialist services that we presently need to source from further afield.

What commissioning arrangements are in place and how might these be improved?

We have a designated placement officer who is responsible for finding placements. In addition, we have a member of staff who supports the identification of placements for those with the most complex needs. This officer also has a range of other commissioning responsibilities in terms of independent provision such as contract compliance, service monitoring and regular provider liaison.

What efforts are being made to promote kinship care and find more family-based solutions (e.g. use of SGOs)?

Swansea has a dedicated Friends and Family Team which specialises in supporting kinship foster care and the use of SGOs, and we are presently engaged in a regional project which is exploring how we can further improve our arrangements regarding SGOs.

Swansea has obtained Invest To Save funding to roll out the Family Finding approach in our practice. Further information about the innovative approach has been provided separately.

What efforts are being made to increase the number of LA foster carers?

Please see the Foster Swansea Recruitment and Retention Strategy.

What efforts are being made to develop in-house residential provision and emergency / crisis provision (including regional approaches)?

In 2018/19 the Council obtained ICF to support the relocation of its in-house residential provision. This move has now been completed and, in contrast to the former setting, is in a property and location which is homely and of a high standard. This home offers emergency and short- to medium-term accommodation.

In 2019/20 the Council has sought ICF funding to develop a second in-house children's home. The new home will provide respite to families and will form a part of a much broader but integrated edge of care service for adolescents and their families.

While the proposed service is a bespoke solution for the challenges faced locally, it leans heavily on examples of good practice - particularly the No Wrong Door (NWD) model developed by North Yorkshire and the Adolescent Support Unit (ASU) run by Blackburn with Darwen. The new edge of care service will have the following principles at its core:-

- The need for a dedicated worker for the family.
- The need to offer families very practical 'hands on' support.
- The ability to adopt a persistent, assertive and challenging approach.
- The need to consider the family as a whole.
- To create a common purpose and agreed action.
- The importance of being theory informed.
- The provision of extensive training and supervision of staff.
- The need to take an individualised approach.
- To have strong links with partners.
- The involvement of children and families.

Do you use a Family Group Conference type of approach to help families identify ways in which children can remain within the wider family?

Family Network Meetings are an intrinsic part of our practice framework, Signs of Safety. We are also seeking to enhance our capacity to identify a supportive network of family and friends via the implementation of the Family Finding programme.

What local information is there about the cost of out of county and out of country placements?

General information on costs is provided above.

There is evidence that the costs of independent residential placements in Swansea are lower than those placed out of county. At the time of writing the average weekly cost is £300 less. This figure would be much higher if it were not for one particularly high-cost package for a young person previously in secure. One of the reasons for this is the fact many of our specialist placements, and therefore more expensive placements, happen to be located outside Swansea. However, it is also true that it is possible to form stronger relationships with local providers which are mutually beneficial and can lead to financial savings via price discounts.

How are decisions made about out of area and cross-border placements, and which partners are involved?

We recognise our duty to ensure a child is placed within Swansea (section 81(9) of the Act), unless it is not reasonably practical to do so or there are over-riding reasons for placing a child out of area. When choosing a placement we ask ourselves how far any proposed placement will meet the needs of the child and contribute to their well-being outcomes, given their past history and current circumstances? Examples of the circumstances considered are:

- if it meets the needs of the child as set out in their care and support plan;
- will it disrupt the child's education or training (section 78(2));
- will it enable the child to live together with any siblings who are also being looked after by the Council;
- does it offer accommodation which is suitable to the child's needs if the child is disabled;
- the views, wishes and feelings of the child (in accordance with the child's age and understanding);
- the views, wishes and feelings of parents or other person with parental responsibility (as appropriate);
- the child's religious persuasion, racial origin, and cultural and linguistic background
- the child's sexuality and gender identity;
- any emotional, behavioural, physical and/or mental health needs;
- contact arrangement with family; and
- arrangements to spend time with friends and maintain sporting, social and leisure pursuits.

How do you consider the views of children and young people when making decisions about the geographic position of placements?

Foster Swansea is considered to be an example of good practice and has delivered training to the other Welsh local authorities on the preparation of child-centred placement referrals which capture the voice of the child and young person.

Please see the All About Me for an example of the tools utilised.

How effective are local out of county placement panels?

The Complex Needs Panel is convened every fortnight and considers all children who move out of county. It is not as effective as we would wish. Perhaps the critical problem has been securing appropriate representation from the Health Board. Their organisational structure is fragmented in a way that it makes it difficult to identify one or a small number of individuals who can represent all the key service areas within the Health Board, e.g. paediatrics, learning disabilities, continuing care, CAMHS, NDD, LAC Nursing, Commissioning etc. We have also been unable to secure the attendance of someone who can commit the Health Board to funding decisions on placements. These issues have threatened to damage professional relationships between the two organisations, but the RPB has initiated a project to explore how we can address these issues.

What factors are driving any increase in out of county and cross-border placements?

The increase in the number of looked after children means local provision is nearing capacity. The same situation in other parts of the County means more children from outside of Swansea are being placed in local independent provision. This has the effect of reducing placement capacity for Swansea children and young people.

What factors are driving the cost of placements, especially expensive specialist placements?

See above.

How can placement costs be reduced whilst maintaining quality and value for money, and ensuring positive outcomes for children?

Swansea fully supports decisions to better remunerate foster carers and care staff. It should be noted though that, while residential care staff may enjoy pay increases as a result of changes in the national minimum wage, they are still amongst the poorest paid jobs in the job market. This is despite the fact that they typically support the most complex children and young people in our communities.

Safely reducing the number of children needing to be looked after is obviously a key objective. It is also, however, imperative that we ensure that public resources are used to maximum effect. This is already a highly regularly sector and it is proposed that Welsh Government has the levers necessary to support local authorities to this end.

We recognise that many independent fostering and residential providers deliver a quality service that achieve good outcomes. Nonetheless, there are inherent issues in terms of the current market place:-

- The difference in price between local authority and independent foster placements is too large to justify. Would Welsh Government consider legislating to prevent organisations from profiting from fostering? This would not purely be a savings exercise as some of the money realised could be reinvested in developing fostering services and paying higher allowances and fees to carers.
- It is suggested that there may be scope for the Welsh Government (with CIW) to help shape the residential care market:
 - Some of the national work on residential care has been useful but has not driven change at the speed required. It is suggested that the Welsh Government could potentially support local authorities by the development of a national strategy. Having closed down much of their own provision in the past two decades, it is anticipated that local authorities are going to have to re-enter the market in the coming years. Local authorities are ultimately responsible for the children in care and are probably best placed to support many of those who other providers find too complex and risky. A national strategy would help to coordinate local authorities as they open their own provision and to shape the independent sector as it changes to reflect an evolving market.
 - Residential homes are poorly spread across the country. Swansea presently has 13 homes registered with CIW at the time of writing and we are aware of plans for at least another 4 homes to open in the next year. At the other end of the spectrum, authorities like Cardiff have very limited provision. On paper, Swansea already has more than enough local beds to meet our needs. The issue is that the local services are often in locations or operating service models which are ill equipped to meet the needs of the young people in need of residential care. We regularly meet with providers to try to shape the market and are in the process of finalising a market position statement for this purpose. However, the case remains that many providers are motivated to develop services in areas where property costs are favourable as opposed to responding to local need. In the current climate this is not a commercial problem for providers. There are an abundance of authorities looking for placements so our influence on them is quite limited. While some providers may be happy to operate on this basis, it has an impact on the children being imported into Swansea and it has an impact on local services who are struggling to support greater numbers of vulnerable and complex children. It is suggested that there may be merit in a discussion with CIW about the thresholds for registration in areas where there is already an oversupply of placements. Obviously any such policies would need to be implemented carefully to avoid exasperating overall sufficiency issues. However, it is suggested that the fundamental issue with residential sufficiency is not the number of beds available but rather the capacity of the existing provision to meet the increasing complexity of need.

Key Developments within WBAS

- Development and implementation of a twin-tracking process; this will be in operation from the 1st May 2019. This will see a referral planning meeting being held immediately following the referral to adoption. This meeting will consider any additional support needs of the child, sibling attachment issues, plan life-journey work and agree the timescale for the child. Identifying early support needs that a child may have will enable the family finding process to be more efficient.
- WBAS supporting more regular CARB training for social workers improving the quality of the information known about the child's needs.
- Improved Timescales for assessing potential adopters has improved to 7.1 months. Adopter's assessments will be developed further in line with the 2-stage process. Enquiries into the service have increased through the development of the WBAS website and through the service working closely with Cowshed (Marketing Company). WBAS are working with the Adopting Together Project (St David's) targeting recruitment of specific adopters. The service is also broadening its recruitment strategy to consider targeted recruitment of adopters who can manage more complex placements and siblings groups.
- Where children with additional needs are placed with WBAS adopters, adoption support workers are able to provide additional support to placement from an early stage. The proposed Psychological and therapeutic support to the adoption support team will enable staff to be upskilled to manage more complex pieces of work.
- From the 1st April, the service now registers children subject to Placement Orders on the National Register within 4 weeks of the order being granted in line with the regulations.
- Continued support and implementation of the life-journey framework and transition arrangements. This enables children to move on to their new families being better prepared and having a better understanding of their own life-story. Adopters have also received training in respect of both frameworks.
- Monthly linking meetings are now established in the service to consider all adopters approved or going through the assessment process, this meeting will also consider information from in respect of adopters from other LA's. From May 2109, WBAS will hold twice yearly profiling events.
- Adoption Panels are being far more robust in their consideration of matching. A checklist for panel members has been established which considers information such as life-journey materials, the transition plan for the child, letterbox arrangements, the child's support plan and adopters support needs.

	Bridgend	NPT	Swansea	WBAS
CHILDREN				
1. Number of Children Referred				
Monthly	0	3	6	9
Year to Date	37	38	77	152
2016/17 year end data	39	51	97	187
2. Number of PO Granted				
Monthly	0	0	2	2
Year to Date	23	17	52	92
2016/17 year end data	22	26	20	68
3. Number of children matched				
Monthly	0	0	2	2
Year to Date	22	11	27	60
2017/18 year end data	26	23	28	77
4. Number of Children Placed				
Monthly	2	0	1	3
Year to Date	26	11	27	64
2017/18 year end data	24	22	28	74
5. Number of Children waiting to be Matched (family finding)				
Current	28	26	40	94
Potential Links identified	1	3	9	13
Potential Matches identified	9	8	13	30
Still searching	9	14	15	38
Consideration being given to change of plan	9	1	3	13
6. Number of AOG				
Monthly	3	2	1	6
Year to Date	22	15	27	64
2017/18 year end data	28	28	34	90
7. Number of Children in Adoptive P'ment where AOG not yet granted				
Monthly	22	7	18	47
2017/18 year end data	22	12	21	55
8. Number of Children placed outside of region				
Monthly	1	0	1	2
Year to date	7	1	8	16
2017/18 year end data	5	10	12	27
9. Number of Children Placed with WBAS Adopters				
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Monthly	1	0	0	1
Year to Date	19	10	19	48
2017/18 year end data	19	12	16	47
10. Number of Placement Breakdowns(post AOG) & Disruptions (pre AOG)				
Monthly disruptions	0	0	0	0
year to Date	0	0	1	1
Disruption meetin held	0	0	0	0
Monthly breakdowns	1	0	0	1
Year to Date	0	0	0	0
2017/18 year end data	0	0	0	0
	0	0	0	0
ADOPTERS				
11. Number of Enquiries				
Monthly				9
Year to Date				123
2017/18 year end data				118
12. Number of Prospective Adopters going through assessment process				
Current				47
13. Number of Adopters Approved				
Monthly				4
Year to Date				28
2017/18 year end data				46
14. Number of Potential Placements Generated				
Monthly				5
Year to Date				29
2017/18 year end data				46
15. Number of Adopters where Income has been generated				
Monthly				0
Year to Date				5
2017/18 year end data				2
16. Number of children with evidence of Life Story books (>3 and direct work materials <3) at panel				
Number of children presented	0	1	3	4
Evidence provided of LSB	0	0	2	2
Evidence of direct work	n/a	n/a	n/a	n/a

How do IRO's offer challenge to the systems and support family reunification

IRO offer challenge to the system:-

- Through the dispute resolution process and options to seek independent legal advice.
- Through the Permanence Panel and DAAP process.
- Through supervision with manager
- Through the QAMF IRO complete and the recommendations where the managers need to agree within 5 working days.

Support family reunification:-

- As a team we hold reviews every 3 months where young people are in residential placement to drive plans forward, and where needed in other cases we will also hold reviews sooner to drive reunification.
- Hold mid-point monitoring meeting with the social worker to look at whether the recommendations and the care plan is being achieved and continues to be right for that child.
- Through scrutinising the care and support plan to help develop a trajectory within LAC reviews
- Through LAC reviews and pathway plan reviews, we look at the individual needs of the child/young person and what services and support they require to identify services and support to keep them safe at home.
- IRO visit child/young person to seek their views and personal goals
- IRO advocate for discussion within reviews to look at lifelong connected people and exploring who can support the family at home.
- Advocate that therapy is offered including MAPPs in order to support reunification and relationships building.

What practices do you support to promote independence?

Strategic

- We are in the process of developing the independence living skills work group as part of one of our priorities practice development work group under the hidden ambitions report.
- Currently our supported lodgings providers use the outcome star to assist in measuring young people's independence living skills development and this falls in line with supporting people's outcomes framework. We operate the supported lodgings service within the Barnardos accommodation team.
- The innovation fund application that we have just submitted to WG specifically focuses on providing an outreach service for 15+, which looks to develop independent living skills via two types of intervention. The first is providing group work and direct 1:1 support around skill development for our 15 -18 year olds (this will include skills such as cooking, cleaning budgeting). The second part focuses on the training flat provisions which will focus on providing a real experience of living independently with wrap around support to enable the young person to experience a taste of living independently and an opportunity to assess their skills out and identify where they need to develop.
- We have strategic and operational SAP (Swansea Accommodation Pathway) – this promotes effective multiagency working with all accommodation providers for our 16+ (including looked after young people and care leavers). It acts as a single point of entry for the young person to identify suitable and appropriate semi-independent and independent provisions for them when leaving care.
- Roll out the moving forward qualification. Ty Nant (internal provision) use modules and independent providers are encouraged to use this for Swansea young people placed with them.

Operational

Operational support provided by 16+

Practices that support promoting independence

- A stable team with a good skills set for direct work in this area
- Generally, we utilise the support of ESS, SHYSP etc. for outreach through the prevention fund in more complex cases.
- Within the transfer protocol, we have embedded a pathway assessment into business, which was not previously the norm (although statutorily required) and under new closure meetings, we have an opportunity to identify cases closing which require an updated pathway or transition assessment. This ensures safe closure and proper handover / update of the ILS assessment as required.

Operational support provided by the Barnardos personal advisory service

Practices that promoting independence?

Primarily through direct work based on need. Includes:

- Advocating on behalf of young people – ensuring that their voices/views are heard and can be acted upon.
- Supporting young people to attend initial appointments with a range of services with a view to them developing the confidence to attend appointments on their own. This may include appointments with DWP, GP/Hospital appointments, mental health support groups
- Use of public transport with young person.
- Encouraging young people to make their own telephone calls to services, PA present and able to assist if needed, financial capability
- Advice and guidance around making informed choices. Signposting and referring young people to support services. This would cover a range of issues including budgeting, substance misuse, and relationships.
- Roll out the moving

How PA's offer challenge to the system and support family reunification?

The PA service will be looking to develop this approach through accepted processes such as the introduction of the 3 month closure period.

They currently

- Advocate on behalf of young people and helping them to voice their wishes and feelings during pathway planning, specifically through the use of 'My Statement'.
- Challenges usually through management to decisions made about cases and practice
- PA service is independent from LA as we are voluntary sector so allows for challenge (best practice is for PA service to be independent)
- PA seen by young person and family as independent from Social Services and as such the family may be more willing to work with/hear the views of the PA.

The Homelessness prevention service also strongly promotes young people staying within their family which avoids escalating to CASP and possibly becoming accommodated and the qualifying for care leaver status.

What QA procedures are in place?

In Swansea we have developed a quality assurance framework across the service. This Quality Assurance and Learning Framework brings together both **quality control** activities- measurement against standards and where these have not been met; and **quality assurance** activities. The aim of the Quality Assurance and Learning Framework is to develop a culture of working with children and families that is efficient, effective and outcome based and where a consistent, responsive and high quality service is a shared goal at all levels of the system.

There are a number of auditing activities that happen across the service and include weekly and monthly activities involving a wide range of staff and in some cases multi agency partners as well. The activities include -

- a) Monthly case file audits undertaken by Hub and Team Managers across the service, including Fostering and Friends and Family.
- b) Weekly referral review meetings held within the IIAA
- c) Weekly Child Protection Threshold and outcome audit, chaired by The Principal Officer for Safeguarding
- d) Weekly Quality Assurance audit by the manager and assistant manager of the Service Quality Unit of LAC process through the Quality Assurance Monitoring Form which is completed by the IRO at the end of each LAC review
- e) Monthly Performance Report that is discussed in the Senior Management monthly meeting Head of Service, Principal Officers and Team/ Hub Managers
- f) Presentation at Cabinet Scrutiny of Monthly Performance Report

Themes of learning from each of these activities are going to be correlated alongside the data performance report to identify good practice, learning and key themes to support and underpin the improvement plan and the direction of work that we undertake.

It is important to note that within this framework we ensure that part of auditing involves seeking the citizen's feedback. i.e. the child and the parent(s)/ carer(s). That these form part of the overall feedback and reflection on what's working well, what we are worried about and what actions we need to undertake.

Agenda Item 8

CHILD & FAMILY SERVICES SCRUTINY PERFORMANCE PANEL WORK PROGRAMME 2018/19

<p>Meeting 1 Monday 25 June 2018</p> <p>4pm</p>	<p>Impact of Prevention and Early Intervention on CFS (under 11 and over 11 services)</p> <p>Review of the year 2017/18</p> <p>Work Programme 2018/19</p>
<p>Meeting 2 Tuesday 28 August 2018</p> <p>4pm</p>	<p>Adoption update including report on Inspection of the Adoption Service</p> <p>Advocacy Update</p> <p>Bright Spots Survey</p>
<p>Meeting 3 Monday 29 October 2018</p> <p>4pm</p>	<p>Report on Youth Offending Services</p> <p>Performance Monitoring (including BAYS +)</p> <p>Feedback on Inspection Report</p>
<p>Meeting 4 Tuesday 18 December 2018</p> <p>4pm</p>	<p>Corporate Parenting Board update (5 leads invited) <i>Julie Thomas, Head of Child and Family Services</i></p> <p>Performance Monitoring</p>
<p>Additional meeting 11 February 2019</p> <p>2pm</p>	<p>Draft budget proposals for Child and Family Services</p>
<p>Meeting 5 Monday 25 February 2019</p> <p>4pm</p>	<p>Update on Impact of Prevention and Early Intervention on Child and Family Services <i>Rachel Moxey, Head of Poverty and Prevention</i></p> <p>Safeguarding – Child Sexual Exploitation (is there a problem in Swansea? What is happening to prevent it?)</p> <p>Child Disability update</p>
<p>Meeting 6 Monday 29 April 2019</p> <p>4pm</p>	<p>Performance Monitoring</p> <p>Update on Welsh Government’s Local Authority Looked After Children (LAC) Reduction Expectation</p>

Additional Meeting (Joint meeting of CFS/Schools Panels) Thursday 2 May 2019 4pm	Educational Performance/Outcomes of Looked After Children (LAC) in Swansea
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2019/20 Meeting 1 Wednesday 26 June 4pm	CFS Complaints Annual Report 2017-18 <i>Julie Nicholas-Humphries, Corporate Complaints Manager</i> Cabinet Member presentation and Q and A session <i>Will Evans and Elliott King, Cabinet Members Children Services</i> Review of the year 2018/19 and draft Work Programme 2019/20
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Future work programme items:

- Presentation from Western Bay Justice Board – invite representative to attend once end of year figures are available (date tbc)
- Corporate Parenting Board update (December 2019?)
- Update on progress with CAMHS (referred from CAMHS Inquiry Panel) (date tbc)
- Audit on child protection registration of emotional abuse (date tbc)
- Report on Looked After Children Audit (date tbc)
- Wales Audit Office reports (dates to be confirmed) –
 - First Point of Contact Assessments under the Social Services and Well-being (Wales) Act 2014 (Joint Adult Services and CFS)
 - Integrated Care Fund (Joint Adult Services and CFS)
 - Care Experienced Children & Young People.

Agenda Item 9



To:
Councillor Elliott King, Cabinet Member for Children's Services (Early Years) / Councillor Will Evans, Cabinet Member for Children's Services (Young People)

Please ask for: Scrutiny
Gofynnwch am:
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Date 19 March 2019
Dyddiad:

Summary: This is a letter from the Child & Family Services Scrutiny Performance Panel to the Cabinet Members for Children's Services following the meeting of the Panel on 25 February 2019. It covers impact of Prevention and Early Intervention, Safeguarding: Child Sexual Exploitation and update on Child Disability.

Dear Cllr King and Cllr Evans,

The Panel met on 25 February and received an update on the impact of Prevention and Early Intervention on Child and Family Services, was briefed on Safeguarding: Child Sexual Exploitation and received an update on the Child Disability service area.

We would like to thank Julie Thomas, Rachel Moxey, Gavin Evans and Chris Francis for attending to discuss the reports and answer our questions. We appreciate their engagement and input.

We are writing to you to reflect on what we learnt from the discussion, share the views of the Panel, and, where necessary, raise any issues or recommendations for your consideration and response. The main issues discussed are summarised below:

Update on Impact of Prevention and Early Intervention on Child and Family Services

Rachel Moxey and Gavin Evans updated us on progress since they attended the Panel meeting in June 2018.

We were very interested to hear that, on behalf of Welsh Government, Wavehill Consultancy have built a cost avoidance tool, in partnership with all 22 Local Authorities in Wales, which the Department is using to estimate cost avoidance to the

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Authority of early intervention and prevention. We queried whether more needs to be invested into early intervention to further increase the amount of cost avoidance for CFS. We were informed that it is too early in the IAA process to identify if resource needs to shift.

The Panel offered a standing invitation to representatives of Poverty and Prevention to come back to the Panel when they have something to evidence it is making a difference. We hope that they will take up this offer.

We heard that the Department needs to tap into the right level of resource at the right time and that integration with qualified social workers is important. We were informed of the saying, 'The right person at the right time for the right service.'

Safeguarding: Child Sexual Exploitation (is there a problem in Swansea? What is happening to prevent it?)

This item was referred to the CFS Panel from the Scrutiny Programme Committee.

Julie Thomas briefed the Panel on this issue and informed us that vulnerable children are most at risk. We heard that less Child Sexual Exploitation (CSE) cases have been identified in the last 12 months. However there has been an increase in recent months.

We also heard that young people at risk of CSE have been identified across all areas of Swansea and that most CSE cases have been girls.

We were informed that some of the young people have been Looked After Children placed in Swansea by other authorities (Cardiff, Wiltshire, Rhondda Cynon Taff).

We were pleased to hear that CSE is a key priority area for the Local Safeguarding Board this year.

We heard that the Authority is taking a contextual safeguarding approach going forward and that as well as CSE, criminal exploitation is also included in contextual safeguarding.

We were informed that the Authority has successfully bid for a grant following the successful piloting of this approach in Hackney and was one of only 3 sites in the UK selected and the only one in Wales. We were very pleased to hear this news.

Child Disability Update

Chris Francis provided us with an overview of the Child Disability Service area and updated on recent developments.

We heard that when the Parent Carer Forum is established, it will be used to obtain views on using a system like direct payments for support. We also heard that Flexi home support service is an alternative to direct payments and that it is up to parents which they choose for their child's care package.

We were informed that an initial meeting has been held to discuss the Local Offer, that some parents/carers attended and that there was discussion about third sector organisations bidding for Welsh Government monies to get a website up and running.

We heard that a great deal of time has gone into improving services for child disability in last few months but that it takes time as there is a need to consult with parents and carers throughout the process.

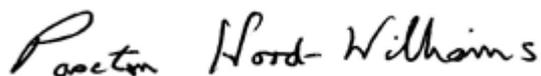
We raised the issue that vocal parents often take the lead in group meetings and it is difficult to get the views of the quiet ones. We were pleased to hear that training is now being provided and a new forum established to try and move away from this.

We heard that a plan is now in place which gives an opportunity to engage more with third sector.

Your Response

We hope you find this letter useful and informative. We would welcome your views and comments on any of the issues raised but please note that in this instance, a formal response is not required.

Yours sincerely

A handwritten signature in black ink that reads "Paxton Hood-Williams". The signature is written in a cursive, slightly slanted style.

PAXTON HOOD-WILLIAMS
CONVENER, CHILD & FAMILY SERVICES SCRUTINY PANEL
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