



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Scrutiny Performance Panel – Child & Family Services

**At:** Guildhall, Swansea  
**On:** Wednesday, 28 August 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, E T Kirchner, W G Lewis and D W W Thomas

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### Agenda

	Page No.
<b>1 Apologies for Absence.</b>	
<b>2 Disclosure of Personal and Prejudicial Interests.</b> <a href="http://www.swansea.gov.uk/disclosuresofinterests">www.swansea.gov.uk/disclosuresofinterests</a>	
<b>3 Prohibition of Whipped Votes and Declaration of Party Whips</b>	
<b>4 Minutes of Previous Meeting</b> To receive the minutes of the previous meeting and agree as an accurate record.	1 - 3
<b>5 Public Question Time</b> Questions must relate to matters on the Agenda and will be dealt with in a 10 minute period.	
<b>6 Performance Monitoring</b> <i>Julie Thomas, Head of Child and Family Services</i>	4 - 24
<b>7 Feedback on Care Inspectorate Wales Inspection Report - Update on Action Plan</b> <i>Julie Thomas, Head of Child and Family Services</i>	25 - 33
<b>8 Care Inspectorate Wales Local Authority Performance Review</b>	34 - 48
<b>9 Work Programme Timetable 2019/20</b>	49 - 50
<b>10 Letters</b>	51 - 53

a) Letter to Cabinet Member (26 June 2019 meeting)

**Next Meeting:** Monday, 28 October 2019 at 4.00 pm



**Huw Evans**  
**Head of Democratic Services**  
**Wednesday, 21 August 2019**  
**Contact: Liz Jordan 01792 637314**

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# Agenda Item 4



City and County of Swansea

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

Committee Room 3A - Guildhall, Swansea

Wednesday, 26 June 2019 at 4.00 pm

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

**Councillor(s)**

C Anderson  
Y V Jardine  
E T Kirchner

**Councillor(s)**

M Durke  
S M Jones

**Councillor(s)**

K M Griffiths

**Other Attendees**

Elliott King  
Sam Pritchard

Cabinet Member - Children Services  
Cabinet Member - Children Services

**Officer(s)**

Liz Jordan  
Julie Thomas

Scrutiny Officer  
Head of Child & Family Services

**Apologies for Absence**

Councillor(s): P K Jones, W G Lewis and D W W Thomas

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**1 Disclosure of Personal and Prejudicial Interests.**

No disclosures of interest were made.

**2 Prohibition of Whipped Votes and Declaration of Party Whips**

No declarations were made.

**3 Appoint/Confirm Convener of the Panel and Confirm Co-optees**

Paxton Hood-Williams was confirmed as Convener of the Panel.

**4 Notes of previous meeting**

The Panel agreed the notes of the meeting on 29 April 2019 as an accurate record of the meeting.

**5 Public Question Time**

No members of the public were present at the meeting.

## **6 Cabinet Member Presentation and Question and Answer Session**

Elliott King and Sam Pritchard, Cabinet Members for Children Services attended to present to the Panel on what the main problems are facing the department and what is being done to address them, and to answer the Panel's questions.

Discussion points:

- Corporate Parenting Board as well as the Panel will be looking at CAMHS this year.
- The biggest group of looked after children (LAC) is the 10 – 15 age group. The proportion is about 50/50 for children coming in at the age of 10 – 15 and children that have come up from the lower age group 5 – 9. This information will be included in performance data going forward.
- For LAC per 10,000 of population, best performing Welsh council is way above the English average. There are a number of different reasons for this. This is a priority for the Minister.
- There is a Child and Family Improvement Programme in Swansea. Panel concerned about lack of resources to carry out these plans.
- Eventually hope to get to a point where the plan is co-produced with children.
- Swansea has the highest number of unaccompanied asylum seeker children after Cardiff. This has increased our LAC numbers.
- On Corporate Parenting Board, it will be important to build the confidence of members sitting on the Board to drive the strategy forward and meet with lead officers regularly, to support identified actions to be completed, and prepare the objective update reports for the Board.
- New Community Care Information System is due in February 2020. Expect this date to be pushed back.
- Need to ensure we are openly and honestly listening to the voice of the child, the family and community.
- Social workers need to listen to children and children need to be encouraged to speak up. We have UNCRC in Swansea that is encouraging children to speak out more. Department is talking to social workers all the time about how important the relationship is but there is tension to get paperwork done. It demands a cultural change and this is the direction the Council is moving in.
- Department has links with university. Would like to have more influence over the programme.
- Organisations like 'Women's Aid' sometimes have placements for university students for 3 months. This gives them the opportunity to get some experience of what it is like in the real world.
- Working hard to develop the work force and on the impact of secondary trauma.

Actions:

- Add 'Progress on Child and Family Improvement Programme' to the Work Programme 2019/20.

## **7 Panel Review of the Year 2018/19 and draft Work Programme 2019/20**

Panel members reviewed their year on the Child and Family Services Panel and discussed the following question:

### 1. What has gone well?

- Good to see detail in performance reports. Have to drill down through it but officers have been very informative.
- Officer support great
- Debate has been good and response from officers
- Relationship with officers good and very open.

Panel Members agreed the Work Programme for 2019/20.

### Actions:

- Invite senior politicians from Welsh Government to attend a Panel meeting to hear and respond to the Panel's issues and concerns. (Children's Commissioner to be invited also?).

## **8 Letters**

Letter received and considered by the Panel.

The meeting ended at 5.25 pm.

# Agenda Item 6



## Report of the Cabinet Member for Children's Services Child and Family Services Scrutiny Performance Panel

28<sup>th</sup> August 2019

### Monthly Performance Report – June 2019

<b>Purpose</b>	<ul style="list-style-type: none"><li>• To present Child and Family Services monthly performance report for June 2019</li></ul>
<b>Content</b>	<ul style="list-style-type: none"><li>• Appended is the monthly report which includes performance against Welsh Government and local indicators.</li><li>• The report includes performance at Child and Family Services front door – the Information, Advice and Assistance team, the Supported Care Planning teams, including Child Disability, the Looked After Childrens team, Bays 16+ and Fostering Services.</li><li>• The report also includes performance around personal and case supervision and for the first time, the signs of safety metrics.</li></ul>
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Scrutiny Performance Panel are asked to consider the report as part of their routine review of performance in Child and Family Services.</li></ul>
<b>Lead Councillor(s)</b>	Cllr Elliott King, Cabinet Member for Children's Services
<b>Lead Officer(s)</b>	David Howes, Director of Social Services Julie Thomas, Head of Child and Family Services
<b>Report Author</b>	Julie Thomas, Head of Child and Family Services 01792 633812 <a href="mailto:Julie.thomas5@swansea.gov.uk">Julie.thomas5@swansea.gov.uk</a>

# Child & Family Services

## Performance Report

V1

June 2019

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# Welcome

Dear Colleagues,

Again this month we are seeing excellent performance in all areas and stability in terms of trends, with figures generally moving in the right direction. This requires a great deal of hard work from everyone, including business support and I would like to thank everyone across the department for working so hard. Undoubtedly we are seeing the benefits of the performance hub whose role is well embedded. Some tweaking has occurred this month and new information has been added which will support us develop the quality of our practice, particularly around the SOS practice framework. In addition it is really pleasing to see how performance is now being owned by you as practitioners and managers and how the information is being used in a meaningful way, helping you to understand what's working well and areas for improvement.

Of course the highlight is the reduced numbers of children and young people needing to become looked after and the significant reduction in residential numbers. The panel processes are now well embedded and we have moved to a position where there is a high level of trust in terms of how we manage risk across the service. From the PAAP I see on a weekly basis the hard work and quality of work you do, with a focus on building meaningful relationships with children and families. The take up of the offer of consultations and the brokering in of support services also appears to be making a difference.

I am very impressed with the solution focused approach being brought to resolving areas where improvements are required. I guess I am thinking particularly around assessment activity and the SOS metrics. I am really keen for us to drive support for staff to undertake timely proportionate assessments, reduce duplication to prevent us asking families the same questions, and focus on coproducing meaningful plans and intervening in a way that supports families to make the changes necessary to care for their children safely. There will of course always be the need for us to take swift action to safeguard children. Certainly our CP figures are demonstrating our ability to manage risk sensibly.

Supervision figures are looking good and we will be prioritising quality of supervision going forward. This is our first stab at capturing the SOS standards and I know the figures presented in this report do not reflect an accurate picture, but we need to start somewhere and the improvement journey will be interesting I'm sure.

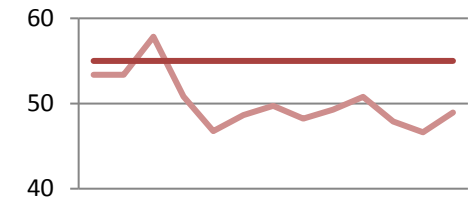
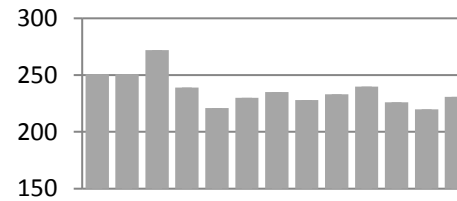
Thank you again.

Julie Thomas - HOS

# Our Headline Performance this Month

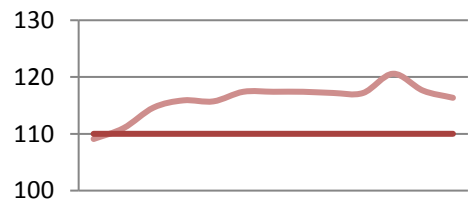
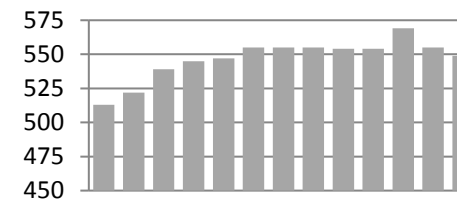
## Child Protection

There are **231** (220) children on the children protection register. This is an **increase of 11** from last month giving us a rate of **49** Per 10,000.



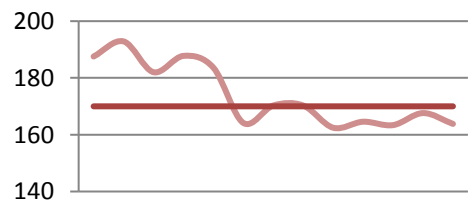
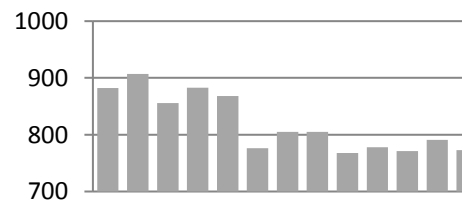
## Looked After Children

There are **549** (555) children looked after. This is a **decrease of 6** from last month giving us a rate of **116** Per 10,000.



## Children in Need of Care and Support

There are **773** (791) children in need of care and support. This is an **decrease of 18** from last month giving us a rate of **164** Per 10,000.

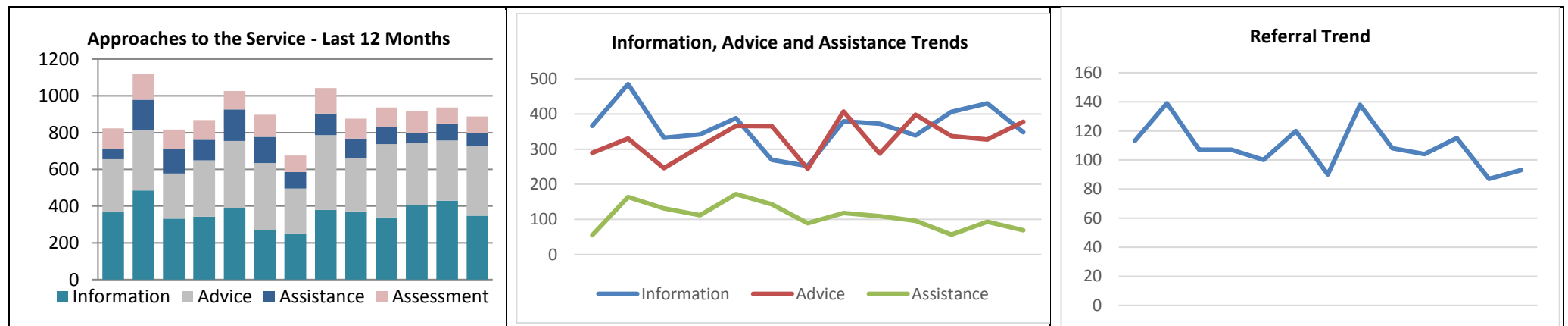


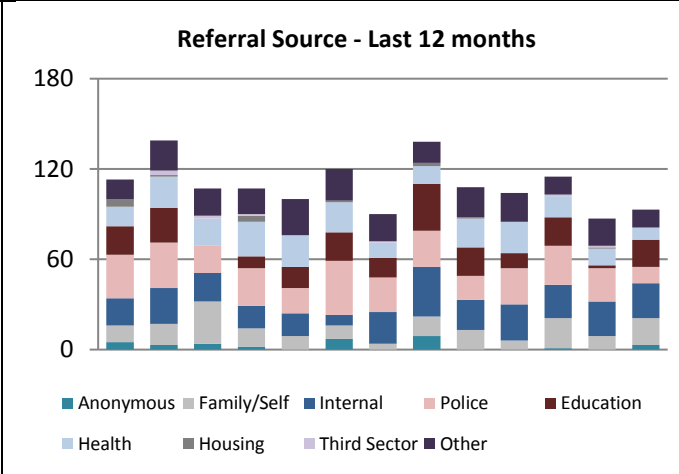
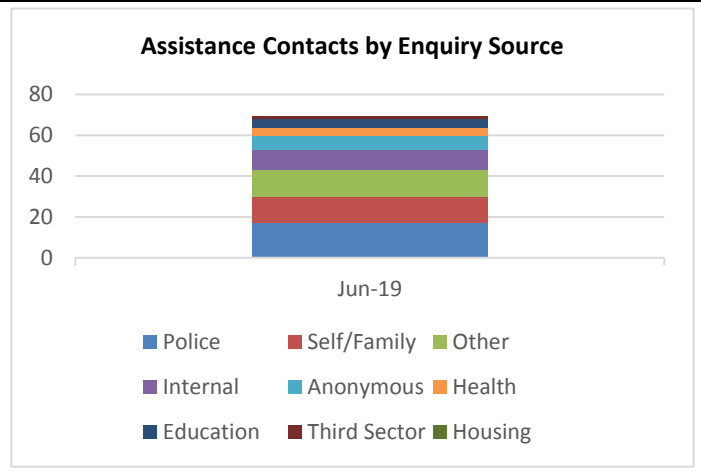
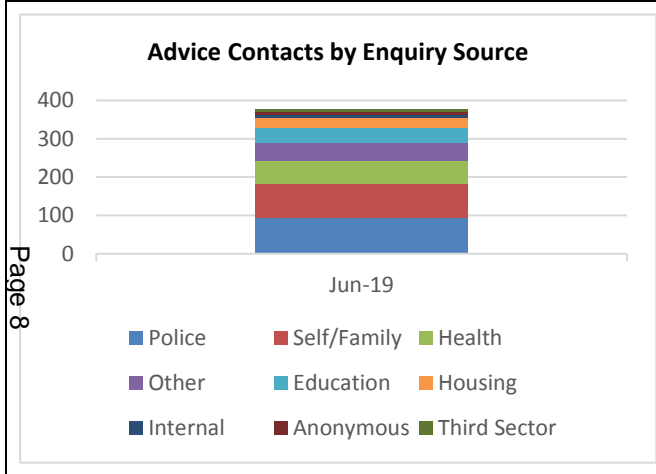
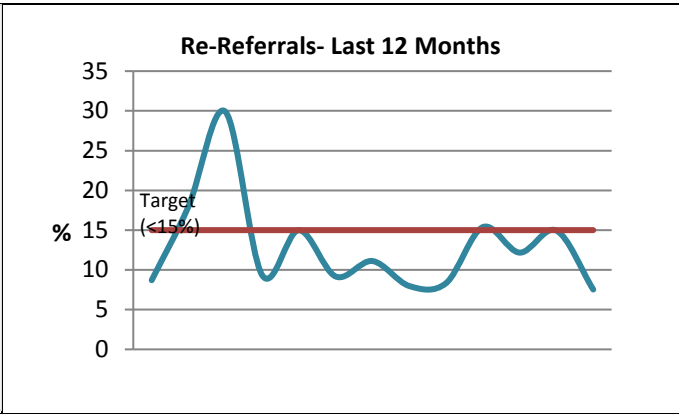
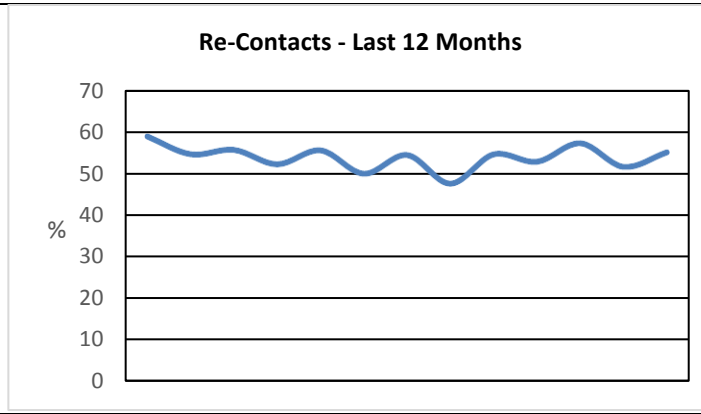
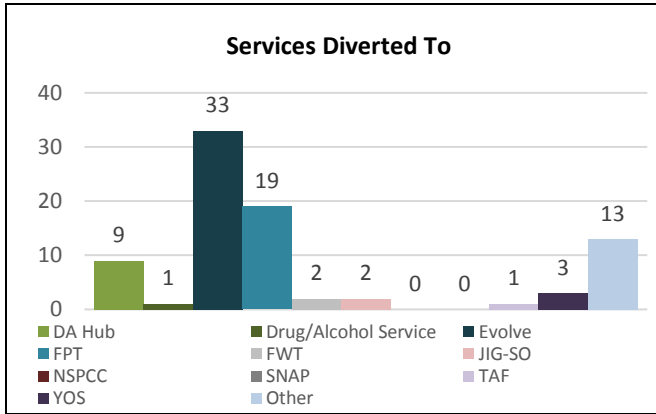


# Wellbeing

Measure / Metric	Result	Target	What's Good?	Status
The number of contacts received by the service – instances of <b>Information, Advice, Assistance or Assessment</b> :	<b>888</b> (937)		Low is Good	
The percentage of these contacts that were <b>helped by providing information</b> only:	<b>348, 39.19%</b> (430, 45.89%)		High is Good	
The percentage of these contacts that were <b>helped by providing advice</b> only:	<b>378, 42.57%</b> (327, 34.90%)			
The percentage of these contacts that were <b>helped by providing assistance</b> only:	<b>69, 7.77%</b> (93, 9.93%)			
The percentage of these contacts that were <b>passed on for formal assessment</b> :	<b>93, 10.47%</b> (87, 9.28%)	10%	Low is Good	
The percentage of these contacts that were <b>diverted to other services</b> :	<b>88, 9.91%</b> (92, 9.82%)		High is Good	
The number of <b>repeat contacts</b> in the month:	<b>438, 55.16%</b> (442, 51.70%)			
The number of <b>repeat referrals</b> in the month:	<b>7, 7.53%</b> (13, 14.94%)	Less than 15%	Low is Good	

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**What is working well?**

Cases passed over for formal assessment remains low at 10.47%. This is very slightly above target however remains low.

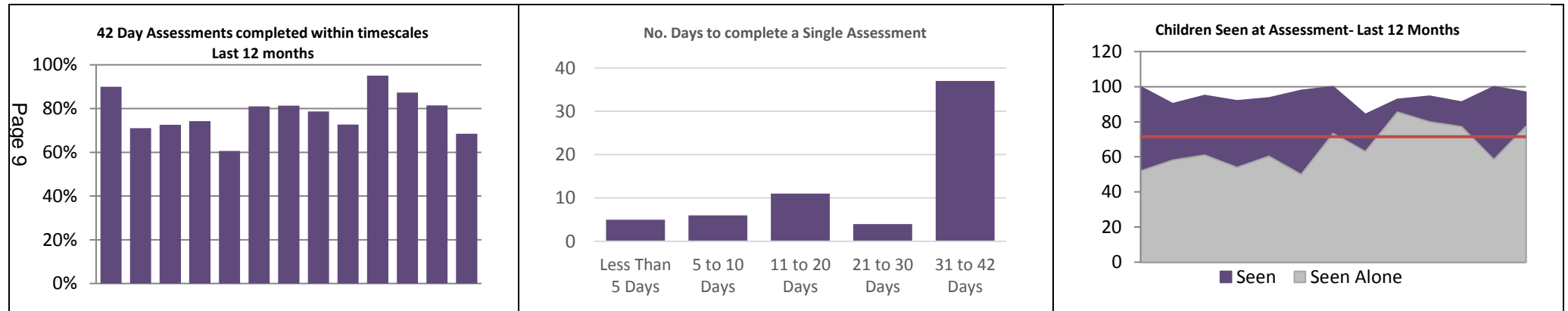
**What are we worried about?**

Evolve continue to be the highest service to receive diverted cases. However on reviewing this data out of the 34 contacts - 23 were open to Evolve and out of these the referral was copied to a sibling group of 5. There was 3 contacts received on one child and 2 on another. The actual requests for service were 11 and that includes one for 2 siblings.

**What do we need to do?**

# Supported Care Planning - Assessments

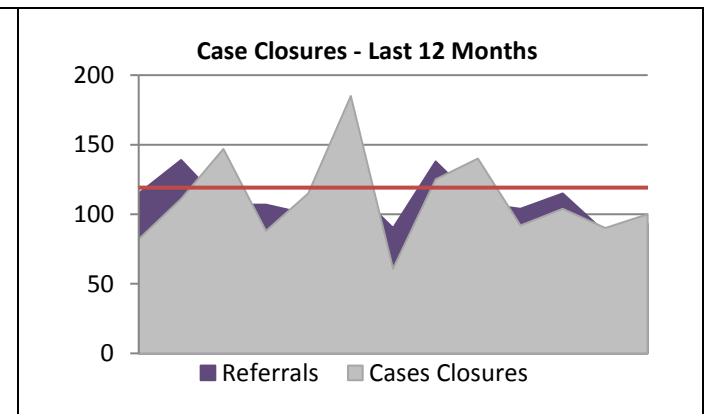
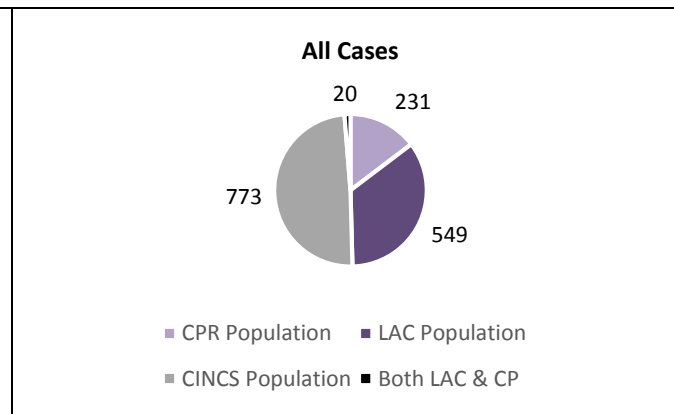
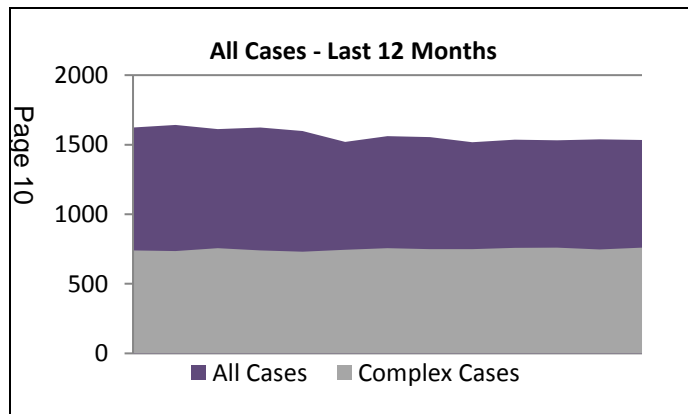
Measure / Metric	Result	Target	What's Good?	Status
<b>Number of 42 day Assessments</b> Carried out during the month:	<b>92</b> (81)		Lower is Better	
The percentage of <b>42 day assessments</b> carried out <b>within timescales</b> :	<b>63, 68.48%</b> (66, 81.48%)	90%	High is Good	
The percentage of Assessments where there is evidence the child has been <b>seen by a qualified worker</b> :	<b>64, 96.97%</b> (53, 100%)	More than 90%	High is Good	
The percentage of Assessments where there is evidence the child has been <b>seen alone by a qualified worker</b> :	<b>51, 77.27%</b> (31, 58.49%)	More than 65%	High is Good	



What is working well?	What are we worried about?	What do we need to do?
<p>Child seen alone continues to be above target at <b>77.27%</b></p>	<p>High amount of 42 day single assessments completed however only <b>68.48%</b> were completed in timescales. This continues to be an area that may be impacted by staffing and practice leads working cases. Teams will need to be supported to get up to date with their assessments and implement planning and check in processes to prevent drift of cases overdue.</p> <p><b>11</b> single assessments were completed within 10 days.</p>	<p>Continue to work with the practice leads to agree timescales for outstanding assessments. Seek support from the TCO to add this to calendars and also ensure the practice leads have identified check in times to keep on track.</p> <p>Hub managers to collectively review these assessment and consider threshold</p>

# Supported Care Planning – Planning, Reviews and Caseloads

Measure / Metric	Result	Target	What's Good?	Status
<b>Number of Cases</b> of Children needing Care and Support Managed by the Service at the end of the month:	<b>1533</b> (1539)	1600	Lower is Better	
Of these, the percentage that represent <b>complex cases</b> (LAC, CP):	<b>760, 49.58%</b> (748, 48.60%)	65%	Higher is Better	
The number of <b>cases closed</b> to Child and Family Services during the month:	<b>100</b> (90)		Higher is Better	
<b>The percentage of reviews of Children in Need of Care and Support held during the month within prescribed timescales:</b>			High is Good	
The percentage of <b>CINCS allocated to a qualified worker</b> at the end of the month:	<b>566, 73.22%</b> (618, 78.13%)		High is Good	



What is working well?	What are we worried about?	What do we need to do?
100 cases were closed in June 2019. 93 cases were passed over for formal assessment therefore cases across SCP have reduced in June.	SCP continue to work a high level of CINCS cases – 773 cases – however on reviewing the data below CDT are currently holding 217 CINCS cases. CINCS cases in CDT can at times require long term work. When taking this into consideration SCP are currently managing 556 CINCS cases.	Performance hub to develop practice with the teams around monitoring CINCS cases, developing confidence in using the eligibility criteria and developing trajectories for case closures.

# Supported Care Planning – Children with a Disability

Measure / Metric	Result	Target	What's Good?	Status
The number of <b>disabled children referred</b> to the Child Disability Team during the month:	<b>8</b> (3)		Range	
The total number of <b>disabled children with a Care and Support Plan</b> at the end of the Month:			Range	
The number of <b>disabled children provided with Direct Payments</b> at the end of the month:			Range	
The number of <b>disabled children transitioning to the Care of Adult Services</b> during the month:			Baseline	
The number of <b>disabled children provided with respite care</b> at the end of the Month:			Range	

**Proportion of Referrals that are CDT - Last 12 Months**

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## Disabled Children by Team

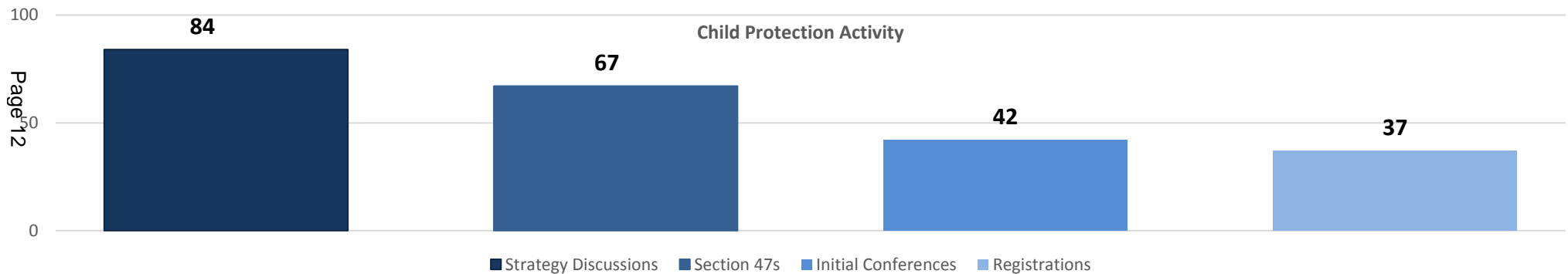
**CDT Cases**

Legend: ■ CINCS ■ CP ONLY ■ LAC ONLY ■ LAC & CP

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

# Safeguarding – Child Protection Activity

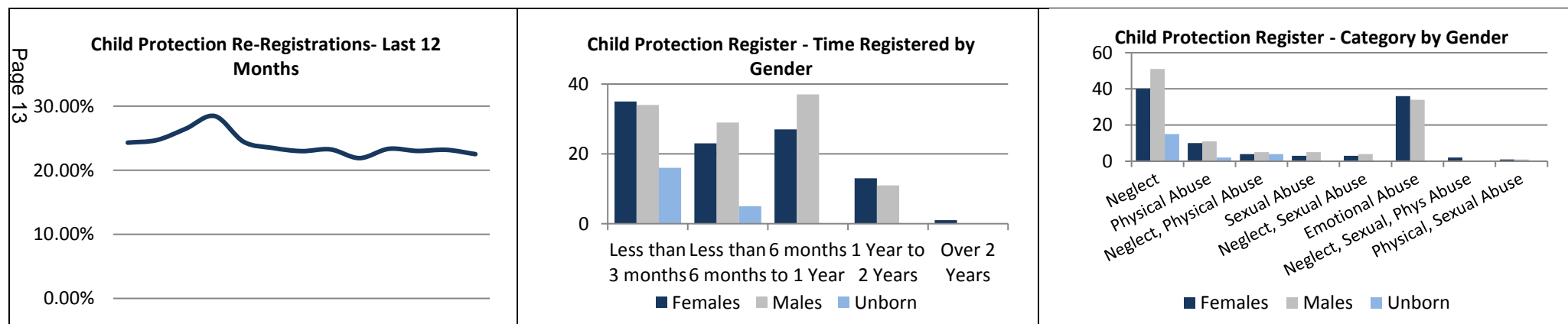
Measure / Metric	Result	Target	What's Good?	Status
The total number of children <b>added</b> to the Child Protection Register in the month.	<b>37</b> (29)		Low is Good	
The total number of children <b>removed</b> from the Child Protection Register in the month.	<b>26</b> (35)		Higher is Better	
The Percentage of <b>Initial Conferences</b> held in timescales during the month.	<b>36, 85.71%</b> (26, 100%)	100%	High is Good	
The percentage of <b>Initial Core Group Meetings</b> held within timescales during the month.	<b>33, 100%</b> (33, 97.06%)	90%	High is Good	
The percentage of visits to children on the Child Protection Register that were on time or not overdue.	<b>204, 95.77%</b> (171, 83.01%)	90%	High is Good	



What is working well?	What are we worried about?	What do we need to do?
<p>100% of initial core groups held within timescales.</p> <p>95.77% of visits to children on the Child Protection Register were on time or not overdue.</p>	<p>Increase in levels of children added to the CP register.</p> <p>On reviewing this there were large siblings groups as follows:  <b>1 family of 3</b>            1 family of 5            1 family of 4.</p> <p>Initial conference held within timescales has dropped below target.</p>	<p>Further work to be completed with TCO's.</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 <b>registered previously</b> .	<b>52, 22.51%</b> <i>(51, 23.18%)</i>	Less than 20%	Low is Good	
The <b>length of time on the Child Protection Register</b> for those children removed during the month.	<b>155 days</b> <i>(305 days)</i>	Range of 100-300	180-270 is Optimal	
The percentage of <b>Review Conferences held on time</b> during the month.	<b>66, 97.06%</b> <i>(55, 96.49%)</i>	100%	High is Good	
The percentage of children de-registered in the month who were <b>de-registered at the first review</b> :	<b>9, 34.62%</b> <i>(8, 22.86%)</i>	< 15%		
The percentage of children on the Child Protection Register <b>Allocated to a qualified worker</b> at the end of the month.	<b>231, 100%</b> <i>(220, 100%)</i>	100%	High is Good	



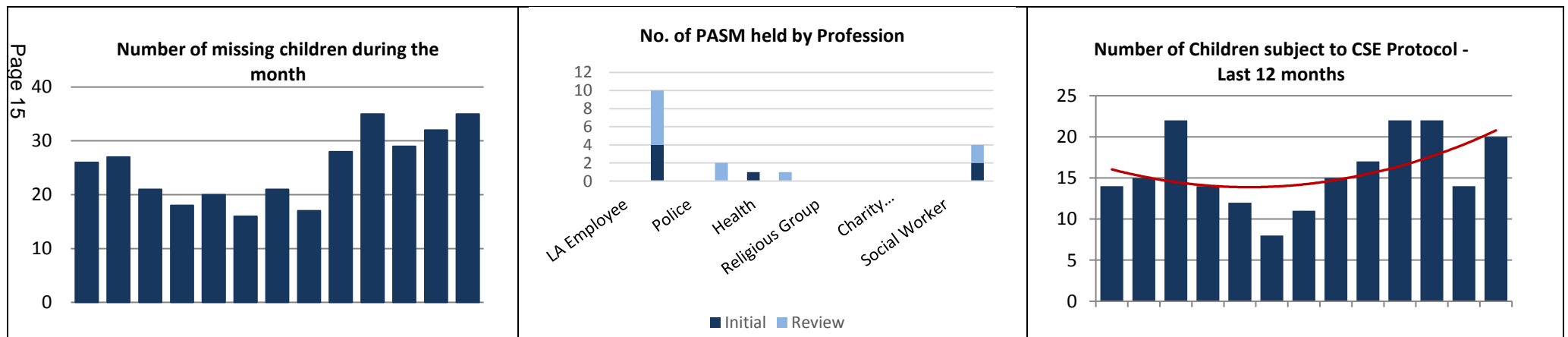
What is working well?	What are we worried about?	What do we need to do?
	<p>Review conferences held within timescales has just dropped below target.</p> <p>The percentage of children de registered at the first review has again increased to 34.64%. On reviewing this further there were large families - only 3 families that informed this data.</p>	<p>Continue to review these cases as part of the Monday morning review meetings.</p> <p>Develop practice around undertaking family network meetings prior to ICPC.</p>

	<p><b>SOS performance data at the end of this report identifies that 0% of initial conferences had evidence of a family network meeting. Improving this performance may have a further impact on the cases that proceed to ICPC and outcomes for children who are subject to S.47 procedures.</b></p>	
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# Safeguarding – CSE, Missing Children and Professional Abuse

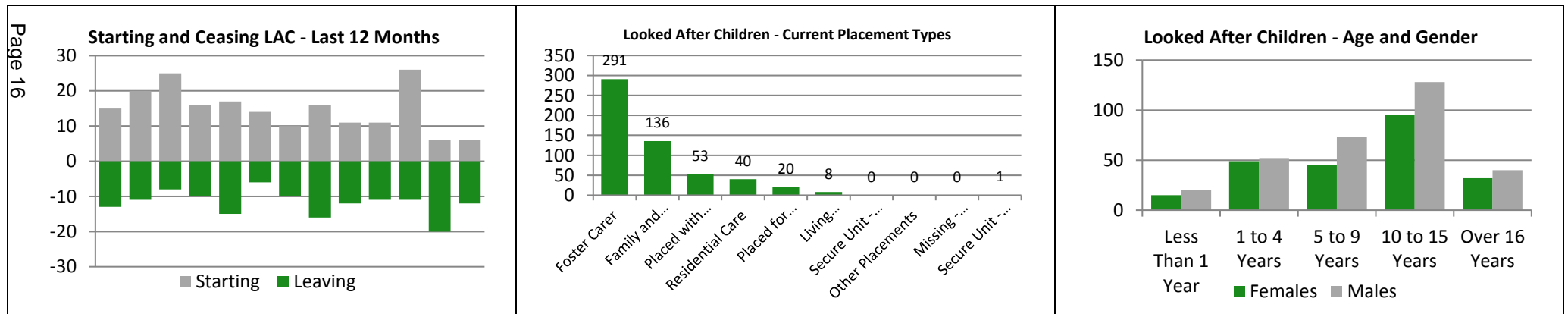
Measure / Metric	Result	Target	What's Good?	Status
The number of children managed under the protocol for <b>Child Sexual Exploitation</b> at the end of the month:	<b>20</b> (14)	No Target Set	Lower is Better?	
The number of episodes of <b>children going missing or absent without authority</b> from home during the month:	<b>59</b> (55)	No Target Set	Lower is Better	
The <b>number of children</b> that these episodes related to:	<b>35</b> (33)	No Target Set	Lower is Better	
The number of Strategy Discussions held for <b>CSE and Missing Children</b> :	<b>6</b> (N/A)	No Target Set		
The number of <b>Professional Abuse Meetings</b> held during the month:	<b>18</b> (17)	No Target Set	Low is Good	



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

# Permanence – Looked After Children

Measure / Metric	Result	Target	What's Good?	Status
The number of children becoming looked after during the month:	<b>6</b> (6)	No Target Set	Low is Good	
The number of children ceasing to be looked after during the month:	<b>12</b> (20)	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:	<b>6, 100%</b> (6, 100%)	100%	High is Good	
The percentage of LAC Statutory Visits in the month that were completed or not overdue:	<b>471, 91.28%</b> (473, 90.10%)	90%	High is Good	
The percentage of Looked After Children allocated to a qualified Social Worker:	<b>545, 99.27%</b> (555, 100%)	100%	High is Good	



What is working well?	What are we worried about?	What do we need to do?
<p>The number of children looked after in June has reduced.</p> <p>100% of children looked after had a care and support plan within 10 working days.</p>	<p>The percentage of looked after children allocated to a qualified worker had not reached target. This was as a result of annual leave of the practice lead.</p>	<p>All of the children were open to one worker who had gone off sick and cases were not re allocated as practice lead was on leave. New process now in place were TCO will alert the hub manager if the case has not been re allocated prior to the end date by the practice lead to ensure this does not happen again.</p>

91.28% of LAC statutory visits the month were completed or not overdue.		
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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:	<b>134</b> (132)	No Target Set	High is Good	
The number of LAC reviews that were completed within statutory timescales:	<b>134, 100%</b> (132, 100%)	100%	High is Good	
The percentage of 4 month LAC reviews which had a plan for permanence:	<b>18, 100%</b> (8, 88.88%)	100%	High is Good	
The percentage of PEP's received within 20 school days of becoming looked after:	<b>2, 100%</b> (9, 90%)	100%	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:	<b>67, 12.20%</b> (61, 10.95%)	Less Than 12%	Lower is Better	
The number of children/Young People residing in Bed and Breakfast at any time during the month:	<b>0</b> (0)	Zero	Low is Good	

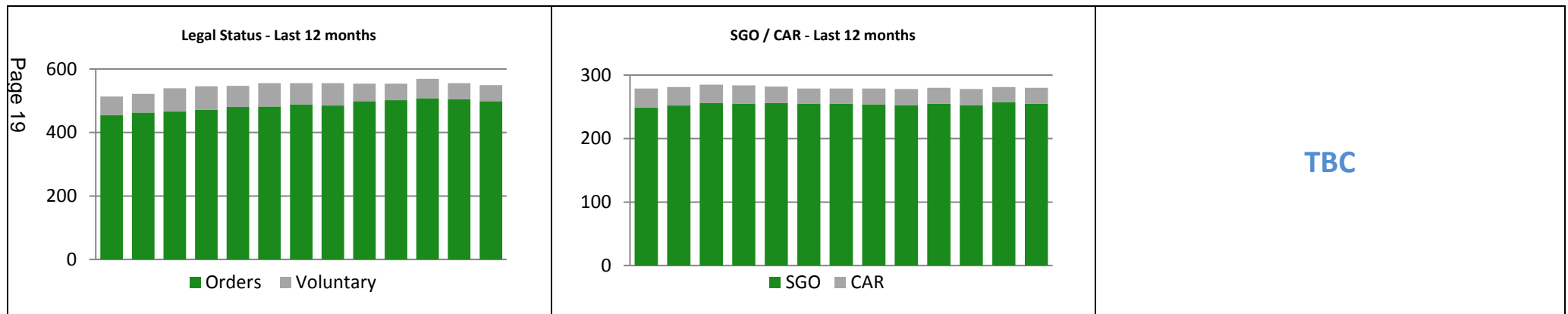
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<p><b>Looked After Children Population Fostering Split</b></p> <table border="1"> <caption>Looked After Children Population Fostering Split</caption> <thead> <tr> <th>Category</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Foster Swansea</td> <td>180</td> <td>62%</td> </tr> <tr> <td>IFA</td> <td>111</td> <td>38%</td> </tr> </tbody> </table>	Category	Count	Percentage	Foster Swansea	180	62%	IFA	111	38%	<p><b>Number of Foster Swansea Placements within 20 miles of home</b></p>	<p><b>LAC - Homes (exc. in-house) and Residential PAC Geography</b></p> <table border="1"> <caption>LAC - Homes (exc. in-house) and Residential PAC Geography</caption> <thead> <tr> <th>Category</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>In County</td> <td>4</td> <td>15%</td> </tr> <tr> <td>Out of County</td> <td>22</td> <td>85%</td> </tr> </tbody> </table>	Category	Count	Percentage	In County	4	15%	Out of County	22	85%
Category	Count	Percentage																		
Foster Swansea	180	62%																		
IFA	111	38%																		
Category	Count	Percentage																		
In County	4	15%																		
Out of County	22	85%																		

What is working well?	What are we worried about?	What do we need to do?
<p><b>100% of LAC reviews were completed in timescales.</b></p> <p><b>100% of PEP's were received within 20 school days of becoming looked after.</b></p>		

# Permanence – Leaving Care

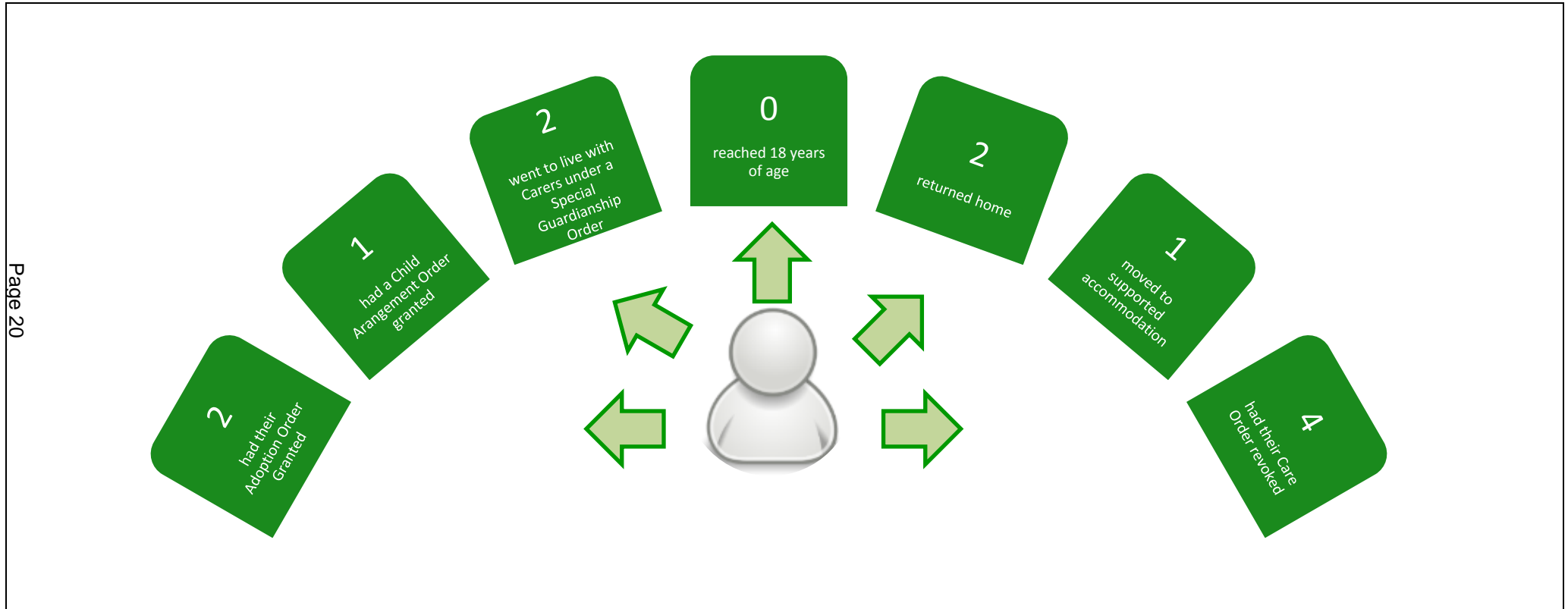
Measure / Metric	Result	Target	What's Good?	Status
The number of cases managed under Special Guardianship Orders and Child Arrangement Orders at the end of the month:	<b>280</b> (282)	No Target Set	Range of 250-300	
The number/percentage of young people becoming category 2-4 during the month who have an up to date Pathway Plan:	<b>2, 100%</b> (7, 100%)	100%	High is Good	
The number/percentage of young people becoming category 2-4 during the month who have an allocated personal adviser:	<b>2, 100%</b> (6, 85.71%)	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:	<b>1, 100%</b> (4, 80%)	No Target Set	High is Good	
The number of young people presenting as homeless during the month:	<b>6</b> (9)	No Target Set	Low is Good	



What is working well?	What are we worried about?	What do we need to do?
100% of young people category 2-4 have an up to date pathway plan and personal advisor.		

# 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:	<b>984, 64.19%</b> <i>(984, 63.94%)</i>	75%	High is Good	
The percentage of children returning home from care during the month:	<b>9, 75.00%</b> <i>(13, 54.17%)</i>	55%	High is Good	



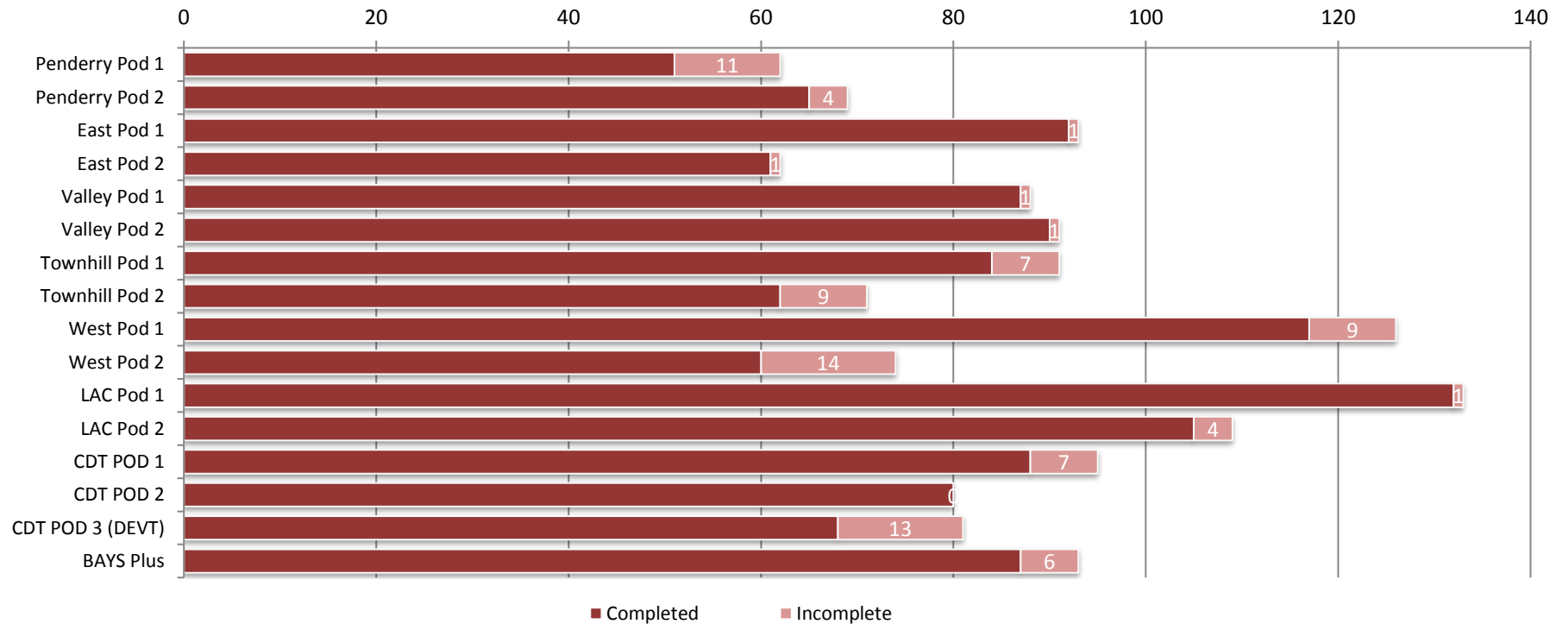
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What is working well?	What are we worried about?	What do we need to do?
75% of children returned home from care during the month!		

# 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:	<b>1329, 93.72%</b> (1359, 94.77%)	90%		

**Case Supervision SCP**

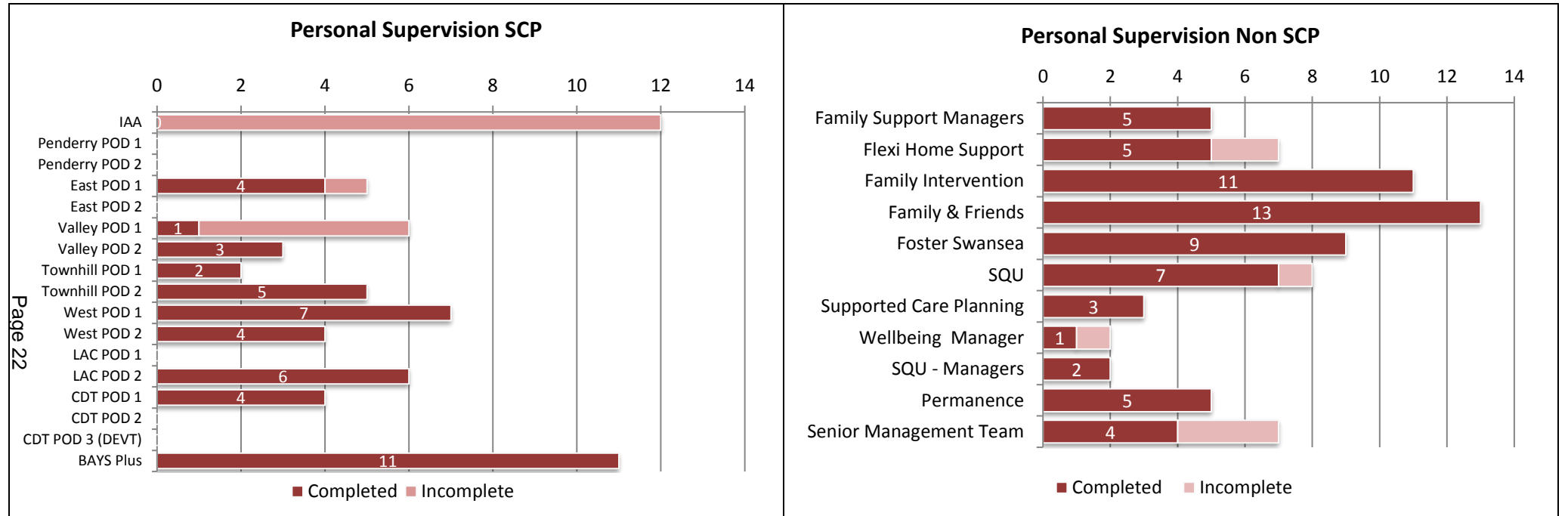


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What is working well?	What are we worried about?	What do we need to do?
Case supervision continue to exceed target.		

# 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	<b>147, 81.67%</b> (147, 81.67%)	90%		



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What is working well?	What are we worried about?	What do we need to do?
	<p>IAA supervisions continue to remain low.</p> <p>A number of teams have not reported back their supervision levels. – TCO levels has impacted on this.</p> <p>Only 1 personal supervision completed in Valley Pod 1</p>	<p>Currently waiting for new TCO staff to start.</p>



## Quality – Signs of Safety Metrics

Measure / Metric	Result	Target	What's Good?	Status
Of the assessments completed during the month, the percentage that have Direct Work attached:	<b>8, 7.84%</b> (N/A)		High is Good	
Of the Initial Conferences held during the month, the percentage where there is evidence that a Family Network Meeting has taken place:	<b>0, 0.00%</b> (N/A)		High is Good	
Of the Conferences held during the month, the percentage where there is evidence of a child friendly explanation of the Safety Plan:	<b>0, 0.00%</b> (N/A)		High is Good	
The percentage of Words and Pictures completed within 5 working days of a child becoming Looked After due in the month:	<b>0, 0.00%</b> (N/A)		High is Good	
Of the Initial LAC Reviews held during the month, the percentage where there is evidence that a Family Network Meeting has taken place:	<b>0, 0.00%</b> (N/A)		High is Good	

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	What is working well?	What are we worried about?	What do we need to do?
Page 23		<p>All areas of performance in respect of SOS are significantly low. Undertaking family network meetings at key times such as prior to a child becoming LAC and before ICPC can have an impact on the outcome for children and young people. This is the first month we are collating this data therefore there may be some issues adapting to the recording of this work.</p>	<p>TCO TO GET INVOLVED AND SEND REPORTS. – PRACTICE LEADS TO ALSO RECEIVE REPORTS ON THIS.</p> <p>SOS principle Social Worker and performance hub to attend team meetings to discuss importance of this and impact it can have on outcomes for children.</p>

# Notes

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# Agenda Item 7



## Report of the Cabinet Member for Children's Services Child and Family Services Scrutiny Performance Panel

28<sup>th</sup> August 2019

### CIW Inspection Progress Report

<b>Purpose</b>	<ul style="list-style-type: none"><li>To present an update on progress against the recommendations of the CIW Inspection undertaken in June 2018.</li></ul>
<b>Content</b>	<ul style="list-style-type: none"><li>Appended is the updated report on progress made on the five main areas for improvement as identified in the report of August 2018.</li></ul>
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>Scrutiny Performance Panel are asked to consider whether sufficient progress is being made in the key areas identified and remedial action is being taken, within appropriate timescales, to improve performance where necessary</li></ul>
<b>Lead Councillor(s)</b>	Cllr Elliott King, Cabinet Member for Children's Services
<b>Lead Officer(s)</b>	David Howes, Director of Social Services Julie Thomas, Head of Child and Family Services
<b>Report Author</b>	Julie Thomas, Head of Child and Family Services 01792 633812 <a href="mailto:Julie.thomas5@swansea.gov.uk">Julie.thomas5@swansea.gov.uk</a>

**Area for development – Access Arrangements: Information, Advice and Assistance (IAA)**

	<b>Areas for Improvement</b>	<b>Suggested Action</b>	<b>Responsible Officer</b>	<b>Timescale</b>	<b>Update end</b>	<b>Evidence</b>
1.1	The requirements of the SSWB Act need to be fully embedded within IAA, with particular focus on the ‘what matters’ conversation and capturing the voice of the child.	Fully implement an integrated IAA service following the pilot phase (if successful)	Nichola Rogers	November 2019	The pilot phase has ended and Vanguard will be completing the evaluation in October 2019 with full roll out expected in November 2019. Development of the local safeguarding hub is agreed with roll out in October 2019.	Review report available October 2019  Improved performance information available.
		Develop record of IAA to include more accurate recording of ‘what matters’ and roll this out jointly with partners to ensure it is fit for purpose across a number of agencies	Nichola Rogers	January 2019	Implemented and completed. Template to be added to WCCIS on roll out – February 2020	‘What matters’ conversation fully recorded using new template. Further development is roll out across early help and SCP. Standardization of capturing outcomes also agreed. GREC leading on standardization with partners, including commissioned services.
		Ensure electronic records reflect the direct work	Damian Rees			

		<p>being undertaken and that what matters is integrated throughout the child's journey</p> <p>Identify opportunities to amend templates with the implementation of WCCIS and develop the quality audit framework to support this</p>	Damian Rees	<p>February 2020</p> <p>April 2019</p>	<p>This work is being completed alongside the development of the templates for WCCIS. On track.</p> <p>QA audit framework completed and in use. Amendments to templates for WCCIS on track.</p>	<p>Monitored through the WCCIS Board. SOS performance information added to June 2019 performance report.</p> <p>Quarterly report to be developed from January 2020 Monitored through WCCIS Board</p>
1.2	Arrangements need to be improved to ensure that decisions made in respect of referrals take into account all pertinent information.	<p>Develop the record of IAA and referral form to ensure all key information is captured</p> <p>Further develop the what matters conversation at the front door to ensure it is recorded and evidence at all aspect of intervention – including referral and assessment</p> <p>Develop the Signs of Wellbeing Framework across the continuum of need</p> <p>Align family support services to manage risk</p>	<p>Nichola Rogers</p> <p>Nichola Rogers</p> <p>Nichola Rogers</p> <p>Julie Thomas</p>	<p>January 2019</p> <p>January 2019</p> <p>February 2019</p> <p>December 2019</p>	<p>As above</p> <p>As above</p> <p>Completed but under review as part of the Early Help remodeling</p> <p>Internal family support service</p>	<p>Monitored through GREC</p> <p>Monitored through GREC and reports</p>

		further down the continuum and ensure the right support is available by the right person or service at the right time			remodeling underway – consultation completed with roll out completed December 2019  Early years remodeled service out for consultation September 2019 with full roll out January 2020	to CMT. Included in Cabinet members briefing
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#### Area for Development 2 - Assessment

	Areas for Improvement	Suggested Action	Responsible Officer	Timescale	Update end	Evidence
2.1	The quality of assessments requires improvement to ensure less duplication, and an increased focus on the child's voice, strengths and outcomes.	Ensure electronic records reflect the direct work being undertaken and that the voice of the child is visible – identify opportunities to amend templates with the implementation of WCCIS and develop the quality audit framework to support this	Damian Rees	April 2019 Revised timescale January 2020	Work in progress. Focus for performance hub going forward	Reported within monthly performance report.

#### Area of Development 3 – Care and Support and Pathway Planning

	Areas for Improvement	Suggested Action	Responsible Officer	Time scale	Update end	Evidence
3.1	Care planning needs to be strengthened by extending the co-production of plans, and ensuring that the voice of the child is prominent throughout, in line with requirements of the SSWB Act.	Fully implement the Signs of Safety implementation framework and deliver workshops and training to staff to discuss coproduction within the Care Planning concept	Chris Francis	April 2019	SOS framework embedded. Care planning training delivered.	Quality of care planning scrutinised by IRO service and through audit framework. Quality of care plans also monitored through Permanence Panel. Care plan performance reported in monthly performance report.
3.2	The authority should satisfy itself that all children identified in need of care and support and who are receiving education other than at school (EOTAS) are getting the educational input and support to which they are entitled.	Work jointly with Education to fully understand the scale of these issues and develop options for improvement to include how we monitor that the children we work with are receiving an adequate level of Education	Julie Thomas/Mark Sheridan/ Amanda Taylor/Nick Williams/Dave Howes	February 2019  Revised timescale January 2020	Work in progress. Strategic and operational groups with Education set up to collate statistics and understand the extent of the issues and monitor progress for individual children.	Monitored through corporate parenting board

		Fully implement the virtual school across Swansea	Nick Williams	Timescale to be renegotiated	On hold due to capacity issues within education department	Monitored through Corporate parenting board
		Develop robust Performance Framework to monitor the use of and quality of pupil education plans	Damian Rees/Mark Sheridan/Helen Howells	Revised timescale January 2020	Work in progress	Performance included in monthly report
3.3	Arrangements for children and young people to access their own care plan, reviews and other documentation were unclear; these should be reviewed, and the systems in place for recording this enhanced.	Fully implement the participation strategy and participation offer in Swansea to ensure children and young people can access the information that is important to them in a way that is accessible and develop this so that they can have a voice in how we shape our services	Chris Francis	December 2018	Engagement and participation strategy in place and fully embedded	Monitored through SMT and Improvement programme. Activity reported to CMT and CPB
		Develop opportunities for children and young people to be involved in recruitment across the service	Chris Francis	April 2019 Revised timescale January 2020	This beginning to become embedded. Policy to be co-produced with CYP	DVD presented to CPB
		Provide regular platforms for children and young people to engage with Corporate Parents on a range of issues to support service changes	Chris Francis	December 2018	Engagement and participation strategy in place and fully embedded	



		Ensure performance measures are in place at the CIN and LAC reviews that evidence children and parents have had access to Care and Support Plans and reviews	Damian Rees	January 2019	QA policy completed and rolled out. Further work required to embed by April 2020. Role of performance hub well embedded	Performance in this area reported through the QA reporting mechanism
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#### Area of Development 4 - Safeguarding

	Areas for Improvement	Suggested Action	Responsible Officer	Time scale	Update end	Evidence
4.1	Improve analysis of identified risk, barriers and individual strengths and needs, in order to strengthen the effectiveness of decision making and safeguarding arrangements.	Fully implement the new panel arrangements	Julie Thomas	December 2018	Panel arrangements fully embedded	Safe LAC reduction strategy
4.2	Improve quality assurance of child protection practices.	Fully implement the quality assurance framework	Damian Rees	January 2019	See below	Monitored through SMT and monthly report

#### Area of Development 5 – Leadership, Management and Governance

	Areas for Improvement	Suggested Action	Responsible Officer	Time scale	Update end	Evidence
5.1	Ensure a robust quality assurance framework is	Fully embed the quality assurance framework	Damian Rees	January 2019	QA policy completed and rolled out. Further work required to embed by April	Monitored through SMT

	embedded throughout the department.				2020. Role of performance hub well embedded	and monthly report
5.2	Measures need to be put in place to ensure areas of under-performance already identified by the local authority are effectively addressed; for example in relation to the format of care and support plans; recording of statutory visits; the timeliness of review and conference reports; the take up of 'active offer' in relation to advocacy and staff supervision arrangements.	<p>Fully embed the quality assurance framework</p> <p>Ensure electronic records reflect the direct work being undertaken and that the voice of the child is visible – identify opportunities to amend templates with the implementation of WCCIS and develop the quality audit framework to support this</p> <p>Work with the Performance Hub to implement the audit framework to ensure performance is managed and areas of under-performance are addressed directly</p> <p>Review the commissioned advocacy service to ensure it is fit for purpose and identify demand to understand need. Provide options to fill gaps if necessary</p>	<p>Damian Rees</p> <p>Damian Rees</p> <p>Damian Rees</p> <p>Chris Francis</p>	<p>January 2019</p> <p>April 2019</p> <p>January 2019</p> <p>April 2019</p>	<p>QA policy completed and rolled out. Further work required to embed by April 2020. Role of performance hub well embedded</p> <p>New contract awarded. Significant improvement in take up</p>	<p>As above</p> <p>Reporting to WG on take up and report to CPB</p>

		<p>Develop supervision template to be fit for purpose for both case working and non-case working staff and ensure case supervisions are recorded in detail on PARIS</p>	Damian Rees	November 2018	Completed and part of business as usual	<p>Included in monthly performance report. Quality monitored through QA process.</p>
		<p>Develop engagement cycle with staff and ensure that team meetings feed into the strategic direction of the service – utilise the newsletter, team meeting template and team meetings to support this work</p>	Chris Francis	January 2019	Completed and part of business as usual	<p>Monitored through SMT with regular reporting mechanism in place. Part of CFS improvement programme.</p>

# Agenda Item 8



## Report of the Cabinet Member for Care, Health & Ageing Well, Cabinet Member for Children's Services (Early Years) and Cabinet Member for Children's Services (Young People)

### Scrutiny Performance Panel – Child and Family Services

28th August 2019

#### Annual CiW Performance Review & Letter

<b>Purpose</b>	To provide a briefing as required by the board in relation to the Care Inspectorate Wales' Annual Performance Review of Swansea Council's social services, and the meeting of statutory requirements under the Social Services and Well-being (Wales) Act 2014.
<b>Content</b>	<p>This report includes an overview of the annual review of performance, as carried out by Care Inspectorate Wales (CiW) in respect of Swansea Council's social services.</p> <p>Appended to the briefing report is the letter to the Director of Social Services, which summarises this evaluation of performance of social services (adults and children's services) during 2018/19. <a href="https://careinspectorate.wales/sites/default/files/2019-06/190628-swanea-en.pdf">https://careinspectorate.wales/sites/default/files/2019-06/190628-swanea-en.pdf</a></p> <p>Also attached is a letter to the Head of Child and Family outlining the proposal for CiW's annual focused activity within children's services.</p> <p>This report will be of interest to the Members of the Scrutiny Performance Panel- Child and Family Services. The report concludes with a consideration of the areas of improvements needed, and recommendation to consider as part of the Panel's future work programme.</p>
<b>Councillors are being asked to</b>	Scrutiny Performance panel are asked to consider the report as part of their review of performance in Child and Family Services
<b>Lead Councillor(s)</b>	Cllr. Mark Child, Cabinet Member for Care, Health and Ageing Well Cllr. Elliot King Cabinet member for Children's Services

	(EarlyYears) Cllr. Sam Prtichard, Cabinet member for Children's Services (Young People)
<b>Lead Officer(s)</b>	David Howes, Director of Social Services Julie Thomas, Head of Child and Family Services
<b>Report Author</b>	Simon Jones, Social Services Strategy and Performance Improvement Officer

## 1. Introduction

1a The Care Inspectorate Wales (CiW) published a code of practice for review of local authority social services in April 2019, which outlined a process for annual performance review, and the intention to write and publish an annual letter for local authorities. Following the annual review of performance, a letter is then sent to the Director of Social Services, which is intended to:

- provide feedback on inspection and performance evaluation activity completed by CiW during the year;
- report on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews;
- outline their forward work programme.

1b This letter attached, in Appendix 1, summarises CiW's annual review of Swansea City Council's performance in carrying out its statutory social services functions. It uses a structure as provided by four principles of the Social Services and Wellbeing (Wales) Act 2014 (SSWBA) to reflect a collaborative and strengths based approach to evaluating social services, and in supporting improvement. This letter, the first under the new arrangements, is expected to assist the local authority and its partners to continually improve.

1c Additionally, a letter sent to the Head of Child and Family Services outlining proposals for CIW annual focused activity within children's services is also attached.

## 2. Annual Performance Review

2a The Annual review of performance considers the Council's statutory social services' effectiveness and its impact upon well-being outcomes for local citizens. A Code of Practice, published under the Registration and Inspection of Social Care (Wales) Act 2016, sets out new arrangements for regulated services:

<https://careinspectorate.wales/sites/default/files/2019-03/190313-code-of-practice-en.pdf>

- 2b The annual performance review takes into account data sourced from data on key national indicators, includes intelligence gathered from regulation and inspection activities and other information held by CiW. The Annual Performance Review Meeting was held on 1<sup>st</sup> May 2019, between CIW leads, the Director of Social Services, Senior Officers and relevant (invited) elected member portfolio holders and scrutiny chairs.

The letter (appended) was received by the Director in June 2019, and discussed at Corporate Management Team, and forwarded to the Cabinet Members and both chairs of scrutiny. The letter has also been copied to colleagues in WAO, Estyn and HIW, and is published on the CiW website.

### **3. Director's Annual Reporting**

- 3a The Director of Social Services' Annual Report 2018/19 is being considered at Council on 25th July 2019. This report is a self-evaluation of the Council's improvement journey. It addresses how well Swansea's Social Services has implemented new requirements under the Social Services and Well-being (Wales) Act 2014 (SSWB Act) and how well we contributed to well-being outcomes for the citizens of Swansea.
- 3b This Annual Report sets out a number of priorities for improvement in 2019/20, and many of these are reflected in the updated service plans for Child and Family Services.

### **4. Improvement priorities**

- 4a In this year's annual report, The Director of Social Services has set out some overall priorities for the year ahead. These areas of focus are aimed at improving the standards of our statutory social care services and ensuring that our most vulnerable children are kept safe.

Whilst we have progressed in all of these areas, there still remains work to be done:

- Safeguarding and protecting our most vulnerable citizens
- To achieve a financially sustainable position, delivering on agreed savings targets though our established improvement programmes.
- New regional partnership arrangements to achieve collocation and integrated health and social care
- Youth Offending- to develop a local offer building on the practice strengths and partnerships within Child and Family Services
- Workforce-by developing our staff to be the best they can be, by setting the right conditions to achieve excellence in their practice

and to have a real impact in their work to achieve wellbeing and the personal outcomes of the people we work with.

4b Within the CiW Annual Performance review letter, there are also improvements put forward, arising out of their Inspection work, evidence gathering and visits:

- Evidencing the voice of the child within all areas of our work
- YOS - better outcomes for children and improve oversight.
- Workforce to focus on future proofing the organisation and stability
- Safeguarding
- Supervision arrangements - systems to better support staff
- Risk Management- alongside reshaping services

## **5. Future Programme of Inspection work**

5a. The CiW letter (attached) makes reference to the *CiW Performance Review Plan for 2019-20*.

Within children services, the focus of the national thematic inspections will be on prevention, partnerships and experiences of disabled children.

Swansea may be one of the local authorities selected for inclusion in this programme, and we can expect to receive four weeks' notice of the scheduled date of the inspection.

5b Also, there is a proposal for a pilot joint inspection of child protection arrangements, with a review team led by CIW and in partnership with HIW, Estyn, HMI Constabulary (HMICFRS) and HMI Probation. Again, a small number of Local Authorities will be selected for this programme.

5c On a local basis, Swansea Council early intervention and prevention services within Child and Family Services, will also be an area for consideration of locally focused activity in 2019/20. The dates for this work are now confirmed as 26/27th September 2019.

## **6. Recommendation**

6.1 The Panel may wish to consider this report and the annual performance review letter within future considerations, or as part of their work programme 2019/20.

## **7. Appendix 1. Letters**

CiW Local Authority Performance Review letter (as attachment-in PDF)

CiW Letter to Head of Child and Family Services Swansea.

Dear Director

## CIW Local Authority Performance Review

We published our code of practice for review of local authority social services in April 2019 which outlined our intention to write and publish an annual letter for local authorities which will:

- provide feedback on inspection and performance evaluation activity completed by us during the year;
- report on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews;
- outline our forward work programme.

This letter summarises our review of Swansea City Council's performance in carrying out its statutory social services functions. It follows the four principles of the Social Services and Wellbeing (Wales) Act 2014 (SSWBA) and our increasingly collaborative and strengths based approach to supporting improvement. The letter is intended to assist the local authority and its partners to continually improve.

The content is informed by CIW's inspection of:

- Swansea Council's children services during July 2018
- Western Bay Youth Offending Service Joint Inspection in December 2018

Arolygiaeth Gofal Cymru (AGC)  
Swyddfa Caerfyrddin  
Llywodraeth Cymru  
Adeiladau'r Llywodraeth  
Heol Picton  
Caerfyrddin  
SA31 3BT  
[www.arolygiaethgofal.cymru](http://www.arolygiaethgofal.cymru)

☎ 0300 790 0126  
☎ 0872 437 7303  
✉ [CIWLocalAuthority@gov.wales](mailto:CIWLocalAuthority@gov.wales)

Care Inspectorate Wales (CIW)  
Carmarthen Office  
Welsh Government  
Government Buildings  
Picton Terrace  
Carmarthen  
SA31 3BT  
[www.careinspectorate.wales](http://www.careinspectorate.wales)

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.



- Joint HIW and CIW inspection of Community Mental Health Team

And, performance evaluation activity during the course of the year:

- Local Authority self-evaluation in respect of thematic work focusing on prevention and promoting independence for older people (65+).
- Focused activity within adult safeguarding and deprivation of liberty safeguards service area.

We discussed these matters and our proposed performance evaluation activity for 2019/20 with you at the annual performance review meeting on 1<sup>st</sup> May 2019.

#### Summary of strengths and areas for improvement in line with principles of SSWBA

- Well-being

A designated deprivation of liberty safeguards (DoLS) team has been in operation since July 2018 and has processed the backlog of applications. DoLS authorisations are now consistently being processed in a timely manner and under the 11-week national average. There is good management oversight ensuring consistency and quality of work. We heard from staff members of the benefits of having a designated DoLS team where they could “hone and develop their skills and knowledge.” Staff we spoke with felt supported and enjoyed their work, however the new model faced some challenges due to a six monthly rotation of staff within the team.

We found safeguarding referrals are responded to in a timely manner and action is taken to safeguard adults at risk. The safeguarding process is devolved to the teams and presents the local authority with some challenges including ensuring consistency of threshold decisions and quality of work. We will be reviewing the local authority’s plans in improving outcomes for adults at risk ensuring personal outcomes are linked to safeguarding.

Designated lead managers shared with us there were no formal support processes in place, however informally supported each other and felt a mentor system would be beneficial in providing support. The local authority will need to ensure there are clear policies in place to support practitioners to undertake their role. We heard of the challenges of work demands from staff members and they viewed a designated safeguarding team would be more effective. We heard this was an area currently under consideration by Senior Managers.

Swansea City Council’s Signs of Safety (SOS) approach within children’s services, which underpinned assessments as well as safeguarding and care planning, provided a detailed framework which was well understood by staff, and clearly prioritised risk. Sound assessment and care planning processes were utilised as a basis for identifying need, and planning and delivering the support required to achieve agreed individual outcomes. The ‘what matters conversation and voice of the child were not always apparent in assessment and planning records; improvements are also required in recording strengths and personal outcomes.

- People – voice and control

We assessed the local authority leadership, direction and progress in embedding Welsh language in front-line services as part of inspection and annual performance evaluation activities with the need to meet the requirements of the Welsh language 'active offer' being recognised. The local authority also supports people from a range of black and minority ethnic backgrounds, and has access to translators and interpreters to assist with this.

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, even when demands were high people were happy within their roles. In contrast, staff morale was noted to be low within the youth offending service inspection, and an area for focus for the local authority when involved in organisational changes.

Children and young people we spoke to were generally positive about the support they received, and were appreciative of the relationships established with individual social workers.

Our monitoring of the deprivation of liberty safeguards has identified the local authority, in common with many others in Wales, is unable to assure itself people's human rights are not being breached by being deprived of their liberty unlawfully. We will continue to monitor this.

- Prevention

The local authority has reshaped its services to meet the requirements of the Social Services and Well-Being (Wales) Act 2014 (SSWBA). There has been an increase in demand for children's services over recent years, and the need to work more effectively with partner agencies to respond positively to children and their families had been recognised and acted on. The launch of the multi-agency Pathway to Provision Guidance has promoted clarity around thresholds and pathways for partner agencies.

As part of the local authority's wider Poverty and Prevention agenda, the Team Around the Family (TAF) service has been successfully embedded within the majority of schools across Swansea, and is considered by partner agencies to be working well. The plans we heard about to further develop a 'Signs of Wellbeing' approach at the first point of contact are likely to strengthen the local authority's early intervention and prevention services. This will be an area for consideration of our focused activity in 2019/20.

Throughout 2018 our programme of work focused on care experienced children and young people. Qualitative evidence was gathered from six local authority children and fostering inspections, 22 self-evaluations completed by local authorities, challenge meetings held with those local authorities who were not subject to an inspection and engagement activity with care experienced children, care leavers and foster carers. The report will be published on our website, with key findings made in respect of profile, sufficiency, practice, partnerships, stability, governance and corporate parenting. Many of the areas we have identified for improvement are being considered by Welsh Government's Ministerial Advisory Group on improving outcomes for care experienced children and young people and we also hope local authorities will consider their own contribution to addressing these findings.

- Partnerships

Our CMHT inspection found areas of strength and made recommendations for improvements. An integrated approach is needed by the local authority and its partners in following up the recommendations. The inspection found good compliance with the Mental Health Measure around service users' rights to a reassessment by the CMHT once discharged by the team if the person felt this was needed.

Effective working relationships were in place between the CMHT and child and families team. Our children's services inspection highlighted some areas of good partnership working with a need for improved partnership working between education and children services. We will follow up with the local authority as part of planned focused activity.

We found good quality practice in Swansea Council children's services, with positive outcomes being achieved for many children and young people. The performance hub had enabled strengthening quality assurance and management oversight.

The local authority had worked hard to increase the proportion of children and young people placed with in-house foster carer placements instead of 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.

Placement choice continued to present on-going challenges, particularly for children and young people with more complex needs. There have been occasions where children have been placed in unregulated settings for short periods due to these challenges and an area recognised by the local authority in need of improvement. There have been some challenges to achieving the best outcomes for children with complex needs and partnership working with health boards. The local authority are proactive in its approach in identifying areas for development and use a range of approaches for supporting improvement.

The youth offending service inspection found the governance and leadership of the service to be ineffective. The inspection found concerns in respect of the management of risk and outcomes for children and young people. The local authority have considered the findings of this inspection and is developing plans for a Swansea youth offending service (YOS) to ensure better outcomes for children and improve oversight.

The need for strengthening of supervision arrangements were areas identified in three separate inspections: the children services inspection, CMHT inspection and YOS inspections. This is an area senior leaders will need to review to ensure there are robust systems in place to support staff within the workplace.

Within children services there has been a stable, consistent and experienced senior leadership team which has led the department with confidence. Workforce is a source of challenge for the local authority and there is a need to focus on future proofing the organisation and maintaining stability.

Within adult services there has been a period of instability due to reshaping services / operational structures and also changes in personnel. There is a need to focus on strengthening management oversight of this service to enable effective delivery of the local authority's transformation agenda and ensuring the workforce are supported through a period of change. There is a need to ensure a right balance of managing day to day risks alongside reshaping services in order to drive improvements.

Swansea Council is a learning organisation and fully aware of its strengths and areas in need of improvements and have a proactive approach to improvement and ensuring positive outcomes, however this is an ongoing significant challenge due to budgetary and workforce issues.

### CIW Performance Review Plan for 2019-20

Our scheduled thematic adult services inspection programme for 2019/20 will be focusing on prevention and promoting independence for older people and for children services thematic inspection the focus will be on prevention, partnerships and experiences of disabled children. If your local authority is selected for inclusion in this programme, you will receive four weeks' notice of the scheduled date of the inspection.

We will undertake engagement activities aligned to the thematic inspections and meet with people who receive care and support services. CIW will be convening a meeting with the local authority and its key partners in the summer to follow up areas identified in the self-evaluation submitted in January 2019 focusing on prevention and promoting independence for older people self-evaluation. A thematic national report will be published upon the completion of inspections and engagement activities.

In late 2019 we will pilot a joint inspection of child protection arrangements. The joint inspection will be led by CIW and in partnership with HIW, Estyn, HMI Constabulary (HMICFRS) and HMI Probation. With the drive towards collaboration and integration in public services, CIW work closely with other inspectorates to share intelligence and jointly plan inspections. We will work closely with Social Care Wales to support improvement in social care services.

CIW will continue in 2019/2020 to work with HIW in jointly inspecting community mental health teams. CIW will be following up recommendations made within HIW and CIW joint thematic review of Community Mental Health Teams as part of bi-annual head of service meetings with local authorities.

Our focused activity with the local authority will include following up areas for improvement following inspection activity, learning outcomes for children with focus on partnership working and the first point of contact service. Within adult services we will focus on reviewing personal outcomes of adults at risk.

This may be subject to change in the light of emerging issues.

You will note that this letter has been copied to colleagues in WAO, Estyn and HIW. CIW works closely with partner inspectorates to consider the wider corporate perspective in which social services operate, as well as local context for social services performance.

We will publish the final version of this letter on our website.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sharon Eastlake', written in a cursive style.

Sharon Eastlake  
**Interim Head of Local Authority Inspection Team**  
Care Inspectorate Wales

Cc.  
WAO  
HIW  
Estyn

Julie Thomas  
Head of Children's Service  
julie.thomas5@swansea.gov.uk

Ein cyf / Our ref:

Dyddiad / Date: 9 July 2019

Dear Julie

This letter outlines our proposal for CIW annual focused activity within children's service.

We would like to focus on the developments within the Independent Review Process, in particular considering how the Independent Reviewing Officers (IROs) promote the voice of the child.

Our practice guidance (currently in draft) defines focused activity:

*CIW undertakes focused activity in local authorities every year. Along with other review activity, this activity informs the annual performance review meeting and CIW annual performance letter. Focused activity involves visits to the local authority and where possible will include listening to people who use services and their carers. This may include attending existing support groups and it may also be relevant to speak with voluntary organisations, advocacy and partner agencies. We may also interview staff and managers, review relevant documentation and review case files.*

**Annual focused activity-** *this may include consideration of innovative areas of practice, aspects of service identified for improvement in the director's annual report or identified by CIW by other means. We will evaluate and highlight positive practice and areas for development. We undertake at least two focused activities each year; one evaluating an aspect of adult services and one evaluating children's services.*

The work will be undertaken by myself and Tracey Shepherd, Inspection Manager.

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Swyddfa Merthyr Tudful  
Llywodraeth Cymru  
Adeiladau'r Llywodraeth  
Parc Business Rhydycar  
Merthyr Tudful  
CF48 1UZ  
www.arolygiaethgofal.cymru

☎ 0300 025 7879

✉ ciw@gov.wales

Care Inspectorate Wales (CIW)  
Merthyr Tydfil Office  
Welsh Government  
Government Buildings  
Rhydycar Business Park  
Merthyr Tydfil  
CF48 1UZ  
www.careinspectorate.wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not result in a delay in responding.

We would like to undertake the focused activity on 22 and 23 August 2019. If these dates are inconvenient due to the absence of key personnel, for example, we would be grateful if you could make us aware.

I attach a draft plan and I would be grateful if you identify a contact point with whom we can discuss arrangements further, as necessary. I would be grateful if we could have arrangements confirmed by 24 July.

I would be grateful if you could also arrange for the advance information to be sent to me by 24 July.

If you have any queries regarding any of this, please do not hesitate to contact me.

Yours sincerely

A handwritten signature in black ink that reads "D. C. Marshall". The signature is written in a cursive style with a large initial 'D' and 'M'.

Duncan Marshall  
Senior Manager

cc. Dave Howes

## **Plan for City and County of Swansea Annual Focused Activity – Children’s Service**

**Date:** 22 and 23 August 2019

### **CIW personnel**

- Duncan Marshall, CIW Senior Manager
- Tracey Shepherd, CIW Inspection Manager

### **Methodology**

#### **Prior to our visit we will:**

- Review LAC documentation provided.
- Speak with a representative from Tros Gynnal Plant – CIW will arrange this conversation.

#### **On our visit we will:**

- Interview the operational manager with responsibility for the IROs, to talk about developments within the service.
- Speak to children who have agreed to speak with CIW; whose LAC meeting minutes we have reviewed prior to the inspection.
- Interview the IROs as a group.
- Provide interim verbal feedback to Head of Service, if they so wish.

#### **Following our visit we will:**

- Speak with any children, directly or by telephone, whom we could not meet with on the above set activity dates – arrangements will be confirmed when we are on site.
- Provide a letter outlining findings of the focused activity which will be sent on or before 5 September 2019.

#### **Request for advance information:**

#### **Please could you provide**

- LAC meeting minutes for six children – for children aged from eight years and above. These are to be selected by yourselves from the last six sets of minutes that have



been finalised since 21 February 2019, and which relate to children within the specified age range.

- Any associated feedback or consultation documents received from the above selected children.
  - Performance information in relation to LAC reviews.
  - Any quality assurance data for the past 6 months in relation to how the voice of the child is captured – e.g. - IROs seeing children prior to / in between reviews, children's attendance at reviews, active offer of advocacy, and IROs visiting children in placement.
- 
- **Please provide the above by 24 July 2019**

## **Practical arrangements**

We would be grateful:

- if it could be arranged for us to meet with the IROs (90-minute meeting) and IRO manager (60-minute meeting) on the morning of 21 August. Individual meetings with children (30 - 45 minute meetings) can be scheduled for the afternoon of the 21 August and 22 August;
  - if a room could be provided for our use, with table/desk and power point for laptops.
- 
- If the Head of Service would like some interim verbal feedback, prior to receipt of the findings letter, we can provide this face to face or via telephone, as wished. We would be available to have a short meeting with the Head of Service on the afternoon of 23 August following the scheduled meetings. If this date is not convenient we will make alternative arrangements.
  - CIW contact person for arrangements is Tracey Shepherd:  
[Tracey.Shepherd@gov.wales](mailto:Tracey.Shepherd@gov.wales) Direct line: 03000 628716

**We would be grateful if you could confirm arrangements by 24 July 2019.**



# Agenda Item 9

## CHILD & FAMILY SERVICES SCRUTINY PERFORMANCE PANEL WORK PROGRAMME 2019/20

<p><b>Meeting 1</b> Wednesday 26 June 2019</p> <p>4pm</p>	<p><b>Cabinet Member presentation and Q and A session</b> <i>Elliott King and Sam Pritchard, Cabinet Members</i> <i>Children's Services</i></p> <p><b>Review of the year 2018/19 and draft Work Programme 2019/20</b></p>
<p><b>Meeting 2</b> Wednesday 28 August 2019</p> <p>4pm</p>	<p><b>Performance Monitoring</b></p> <p><b>Feedback on CIW Inspection Report – update on action plan</b></p> <p><b>CIW Performance Review and Letter</b></p>
<p><b>Meeting 3</b> Monday 28 October 2019</p> <p>4pm</p>	<p><b>Briefing on Youth Offending Service</b></p> <p><b>Update on progress with CAMHS (referred from CAMHS Inquiry Panel)</b></p> <p><b>Update on report to WG on Safe LAC Reduction Strategy</b></p>
<p><b>Meeting 4</b> Wednesday 18 December 2019</p> <p>10am</p>	<p><b>Performance Monitoring and Update on Regional Adoption Service</b></p> <p><b>Corporate Parenting Board Update</b></p>
<p><b>Additional meeting</b> ? February 2020</p>	<p><b>Draft budget proposals for Child and Family Services</b></p>
<p><b>Meeting 5</b> Monday 24 February 2020</p> <p>4pm</p>	<p><b>Progress on Child and Family Improvement Programme</b></p> <p><b>Safeguarding (County Lines and Child Sexual Exploitation)</b></p> <p><b>Briefing on Young Carer Assessments (TBC)</b></p>
<p><b>Meeting 6</b> Monday 27 April 2020</p> <p>4pm</p>	<p><b>Performance Monitoring</b></p> <p><b>Child Disability Update</b></p> <p><b>CFS Complaints Annual Report 2018-19 (tbc)</b></p>

	Julie Nicholas-Humphries, Corporate Complaints Manager
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**Future work programme items:**

- 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 and Young People
- Why children become looked after (TBC)
- Examples of tools and techniques employed by front line staff in family engagement (TBC)

# Agenda Item 10



**To:**  
**Councillor Elliott King, Cabinet Member for  
Children Services (Early Years) / Councillor  
Sam Pritchard, Cabinet Member for  
Children Services (Young People)**

*Please ask for:* Scrutiny  
*Gofynnwch am:*  
*Scrutiny Office* 01792 637314  
*Line:*  
*Llinell*  
*Uniongyrchol:*  
*e-Mail* [scrutiny@swansea.gov.uk](mailto:scrutiny@swansea.gov.uk)  
*e-Bost:*  
*Date* 10 July 2019  
*Dyddiad:*

**Summary:** This is a letter from the Child & Family Services Scrutiny Performance Panel to the Cabinet Members for Children Services following the meeting of the Panel on 26 June 2019. It covers Cabinet Member presentation, Panel Review of the Year and draft Work Programme.

Dear Cllr King and Cllr Pritchard,

The Panel met on 26 June to receive a presentation from the Cabinet Member Children Services (Early Years) on what the main problems are facing the department and what is being done to address them. The Panel also reviewed its year on the Panel 2018/19 and discussed the draft Work Programme 2019/20.

We would like to thank Cllr King for giving the presentation and Cllr Pritchard and Julie Thomas for attending and answering questions. We appreciate your 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:

## **Cabinet Member Presentation and Q&A**

We were informed that the Corporate Parenting Board as well as the Panel will be looking at CAMHS this year.

We heard that the biggest group of looked after children (LAC) is the 10 – 15 age group, that the proportion is about 50/50 for children coming in at the age of 10 – 15

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and children that have come up from the lower age group 5 – 9 and that this information will be included in performance data going forward.

We discussed the issue that for LAC per 10,000 of population, the best performing Welsh council is way above the English average. We heard that there are a number of different reasons for this and we were pleased to hear that this is a priority for the Minister.

We heard that there is a Child and Family Improvement Programme for Swansea. The Panel is concerned about the lack of resources to carry out these plans. We will be adding 'Progress on Child and Family Improvement Programme' to the Work Programme 2019/20 as the Panel will want to monitor this.

You told us that you eventually hope to get to a point where the plan is co-produced with children.

We were informed that Swansea has the highest number of unaccompanied asylum seeker children after Cardiff and that this has increased our LAC numbers.

We heard that, on the Corporate Parenting Board, it will be important to build the confidence of members sitting on the Board to drive the strategy forward and meet with lead officers regularly to support identified actions to be completed and prepare the objective update reports for the Board.

We discussed the new Community Care Information System which is due in February 2020 and that you expect this date to be pushed back.

We raised the need to ensure the Council openly and honestly listens to the voice of the child, the family and the community. We feel that social workers need to listen to children and children need to be encouraged to speak up. We heard that in Swansea we have UNCRC that is encouraging children to speak out more. We also heard that the Department is talking to social workers all the time about how important the relationship is but there is tension to get paperwork done. Also, that it demands a cultural change and this is the direction the Council is moving in.

We heard that the Department has links with the university but would like to have more influence over its programme.

We informed you that organisations like 'Women's Aid' sometimes have placements for university students for 3 months. This gives them the opportunity to get some experience of what it is like in the real world.

We were pleased to hear that the Department is working hard to develop the work force and on the impact of secondary trauma.

### **Panel Review of the Year 2018/19 and draft Work Programme 2019/20**

Panel members reviewed their year on the Child and Family Services Panel and discussed one question. Their thoughts are shown below for your information:

1. What has gone well?

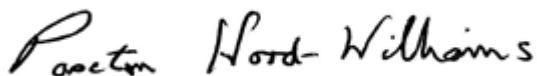
- Good to see detail in performance reports. Have to drill down through it but officers have been very informative
- Officer support great
- Debate has been good and response from officers
- Relationship with officers good and very open.

We agreed the Work Programme for 2019/20 and this is attached for your information. We also agreed to invite senior politicians from Welsh Government (and possibly the Children's Commissioner) to attend a Panel meeting to hear and respond to the Panel's issues and concerns.

### **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



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