



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Scrutiny Performance Panel – Child & Family Services

**At:** Remotely via Microsoft Teams  
**On:** Wednesday, 16 September 2020  
**Time:** 1.00 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.

- 1 Apologies for Absence.**
- 2 Disclosure of Personal and Prejudicial Interests.**  
[www.swansea.gov.uk/disclosuresofinterests](http://www.swansea.gov.uk/disclosuresofinterests)
- 3 Prohibition of Whipped Votes and Declaration of Party Whips**
- 4 Minutes of Previous Meeting(s)** **1 - 8**  
To receive the minutes of the previous meeting(s) and agree as an accurate record.
- 5 Public Question Time**  
Questions must be submitted in writing, no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.
- 6 Service Specific Update on Covid-19 Pandemic** **9 - 61**  
*Invited to attend:*  
*Cllrs Elliott King and Sam Pritchard, Cabinet Members for Children Services*  
*Dave Howes, Director of Social Services*  
*Julie Thomas, Head of Child and Family Services*  
*Julie Davies, newly appointed Head of Child and Family Services*

**Next Meeting:** Wednesday, 28 October 2020 at 4.00 pm

*Huw Evans*

**Huw Evans**  
**Head of Democratic Services**  
**Wednesday, 9 September 2020**  
**Contact: Liz Jordan 01792 637314**

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# Agenda Item 4



City and County of Swansea

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

Committee Room 5, Guildhall, Swansea

Tuesday, 18 February 2020 at 12.00 pm

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

**Councillor(s)**  
C Anderson  
W G Lewis

**Councillor(s)**  
P K Jones

**Councillor(s)**  
S M Jones

### **Other Attendees**

Elliott King  
Sam Pritchard

Cabinet Member - Children Services  
Cabinet Member - Children Services

### **Officer(s)**

David Howes  
Liz Jordan  
Julie Thomas

Director of Social Services  
Scrutiny Officer  
Head of Child & Family Services

### **Apologies for Absence**

Councillor(s): K M Griffiths 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 Child and Family Services Draft Budget Proposals**

Councillors Elliott King and Sam Pritchard, Cabinet Members for Children Services, Dave Howes, Director of Social Services and Julie Thomas, Head of Child and Family Services went through the proposed budget proposals in relation to Child and Family Services highlighting the main issues and answering questions.

#### **4 Summarising Views and Making Recommendations**

The panel agreed the following views and recommendations on the budget proposals in relation to Child and Family Services it would like to make to Cabinet:

- Panel expressed concern about the risks associated with grants, in particular the increased risk as the Council relies more and more on grant funding.
- Panel was happy with the overall focus in the budget on the priorities of this Council.
- Panel noted the effective reduction of £1.35m of core funding for Poverty and Prevention next financial year (the majority of which is in Children's Services), and an increase of £1.6m in Child and Family Services, which will basically result in an increase of just £0.25m in an overall budget of £42m. This is a very small increase compared to Adult Services and a very small increase relative to the increase in the RSG.

Following on from this meeting:

The convener will feed in the views of this Panel, along with the conveners of the other panels to the Service Improvement and Finance Panel which meets on 19 February. The convener of the Service Improvement and Finance panel will then attend Cabinet on 20 February to feed in the collective views of the scrutiny performance panels and write a letter to the Cabinet member.

The meeting ended at 1.00 pm.



City and County of Swansea

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

Committee Room 5, Guildhall, Swansea

Monday, 24 February 2020 at 4.00 pm

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

**Councillor(s)**

C Anderson  
P K Jones  
W G Lewis

**Councillor(s)**

M Durke  
S M Jones  
D W W Thomas

**Councillor(s)**

K M Griffiths

**Other Attendees**

Elliott King  
Sam Pritchard

Cabinet Member - Children Services  
Cabinet Member - Children Services

**Officer(s)**

Gavin Evans  
Liz Jordan  
Damian Rees  
Julie Thomas  
Gemma Whyley

Young People Services Manager  
Scrutiny Officer  
Principal Officer for Safeguarding  
Head of Child & Family Services  
Transformation Programme Manager Child & Family Services

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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 Minutes of Previous Meeting(s)**

The Panel agreed the minutes of the meeting on 18 December 2019 as an accurate record of the meeting.

**4 Public Question Time**

No questions were asked by members of the public.

**5 Presentation - Progress on Child and Family Improvement Programme**

Gemma Whyley, Transformation Programme Manager attended to present an update on progress with the Child and Family Improvement Programme.

Discussion Points:

- Edge of Care is a regional wraparound service. It is a flexible service 7 days a week and out of hours.
- Would be good for the Panel to see case studies in terms of Edge of Care.
- Staff Well-being and Engagement Strategy – Received agreement from CMT to roll this out as a full service.
- Staff retention policy agreed by CMT and being implemented. Important to create stability in workforce.
- Integrated Advice and Assistance (IAA) – Rolling out formerly following pilot last year. Seen reduction in demand for Council statutory services.
- IAA is a multi-disciplinary team with staff based at the Guildhall including a primary healthcare worker, Education Welfare Officer, Adolescent worker and Police. They are able to share information and decide what response is appropriate. Name of service is changing to 'Single Point of Contact'.
- Inspection Action Plans – There have been a number of inspections in CFS in last two years. Responding to inspection action plans through the Improvement Programme. Bulk of work is completed, a number of tasks are in progress and six have not started. Five of those not started are related to the new Community Care Information System (CCIS) which is due to be implemented in June, so systems will be standardised across Wales. Asked if Swansea can pilot the adoption module and education have ring-fenced access.
- Priorities Moving Forward – Hoping to launch a newly designed LAC team in April with an art exhibition. Working with children and social workers to develop it. It shows how the Department has embraced the Health and Well-being Act by engaging in co-production activity.

Actions:

- Add item to future work programme – Edge of Care case studies.

## **6 Safeguarding (County Lines and Child Sexual Exploitation)**

Damian Rees, Principal Officer for Safeguarding briefed the Panel on Safeguarding in relation to County Lines and Child Sexual Exploitation (CSE).

Discussion Points:

- Police intelligence from January 2020 has identified the majority of County Lines operations across Wales are in Swansea, and is significantly more than any other place in Wales. This information is very tentative at present and needs to be unpicked further. The trend appears to have increased but could be due partly to better monitoring and recording in Swansea. Council can only hypothesise at present, as it needs significant research, and Council need to ensure robust safeguarding procedures are in place. As this develops, the Department will be able to bring more robust information to the Panel.

- Of the 20 young people who required intervention since April 2019 via the CSE protocol, six are from other local authorities.
- It is a priority in terms of the Improvement Programme and there is a strategic group driving this work.
- A targeted piece of work was undertaken between the Council and police, with railway staff, to help them be proactive and know what to do if they have concerns about a young person.
- Council is already operationally using a contextual safeguarding approach but the formal pilot is starting.
- The other aspect of this approach is creating safe places for children to be. Examples of a safe place include, changing some of the lighting in parks; opening up spaces children are going too; building relationships with children and diverting them into positive activities.
- Panel feels there has been a reduction in youth services. Cabinet Member does not think there has been a reduction, however the ones that were not well used have gone, and the ones that are well used have remained.
- The Department is looking at possibly having an adolescent strategy.
- On 13 March 2020 an adolescent conference is being held for managers and front line staff.

## **7 Work Programme Timetable 2019-20**

Work Programme received and considered by the Panel.

Agreed the following items for the next meeting on 27 April 2020:

- Briefing on Carers Assessments
- Wales Audit Office report on Tackling Violence Against Women, Domestic (includes fieldwork in Swansea amongst others)
- Performance Monitoring

The remaining items on the work programme are to be scheduled for the new municipal year.

## **8 Letters**

Letters considered by the Panel.

The meeting ended at 5.30 pm.



**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* 9 March 2020  
*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 24 February 2020. It covers Child and Family Improvement Programme and Safeguarding.

Dear Cllr King and Cllr Pritchard,

The Panel met on 24 February to receive an update on progress on the Child and Family Improvement Programme and to discuss Safeguarding (County Lines and Child Sexual Exploitation).

We would like to thank you both and Julie Thomas, Gemma Whyley, Damian Rees and Gavin Evans 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:

### **Progress on Child and Family Improvement Programme**

Gemma Whyley, Transformation Programme Manager attended to present an update on progress with the Child and Family Improvement Programme.

We heard that Edge of Care is a regional wraparound service, which is a flexible service 7 days a week and out of hours. We discussed and agreed that it would be good for the Panel to see case studies in terms of Edge of Care and this will be added to the future work programme.

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**  
**SWANSEA COUNCIL / CYNGOR ABERTAWE**  
GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE  
[www.swansea.gov.uk](http://www.swansea.gov.uk) / [www.abertawe.gov.uk](http://www.abertawe.gov.uk)



We heard that regarding the Staff Well-being and Engagement Strategy, agreement has been received from CMT to roll this out as a full service.

We also heard that the Staff Retention Policy has been agreed by CMT and is being implemented. We agreed that this is important to create stability in the workforce.

We were informed that Integrated Advice and Assistance (IAA) is rolling out formerly following a pilot last year and that you have seen a reduction in demand for Council statutory services.

We heard that IAA is a multi-disciplinary team with staff based at the Guildhall including a primary healthcare worker, Education Welfare Officer, Adolescent worker and Police. We also heard that they are able to share information and decide what response is appropriate. We were informed that the name of the service is changing to 'Single Point of Contact'.

We heard that there have been a number of inspections in CFS in the last two years and that you are responding to inspection action plans through the Improvement Programme. We were informed that the bulk of the work is completed, a number of tasks are in progress and six have not started. We heard that five of those not started are related to the new Community Care Information System (CCIS) which is due to be implemented in June, so systems will be standardised across Wales. We heard that you have asked if Swansea can pilot the adoption module and that education have ring-fenced access.

Regarding Priorities Moving Forward we heard you are hoping to launch a newly designed LAC team in April with an art exhibition and that you will be working with children and social workers to develop it. We also heard that it shows how the Department has embraced the Health and Well-being Act by engaging in co-production activity.

### **Safeguarding (County Lines and Child Sexual Exploitation)**

Damian Rees, Principal Officer for Safeguarding briefed the Panel on Safeguarding in relation to County Lines and Child Sexual Exploitation (CSE).

We heard that Police intelligence from January 2020 identified the majority of County Lines operations across Wales is in Swansea, and is significantly more than any other place in Wales. We were informed that this information is very tentative at present and needs to be unpicked further. Also that the trend appears to have increased but could be due partly to better monitoring and recording in Swansea. We heard that the Council can only hypothesise at present, as it needs significant research, and that the Council needs to ensure robust safeguarding procedures are in place. We heard that as this develops, the Department will be able to bring more robust information to the Panel.

We heard that of the 20 young people who required intervention since April 2019 via the CSE protocol, six are from other local authorities.

We were informed that it is a priority in terms of the Improvement Programme and there is a strategic group driving this work.

We heard that a targeted piece of work was undertaken between the Council and police, with railway staff, to help them be proactive and know what to do if they have concerns about a young person.

We discussed that the Council is already operationally using a contextual safeguarding approach but the formal pilot is starting now.

We were informed that the other aspect of this approach is creating safe places for children to be, and that examples of a safe place include, changing some of the lighting in parks; opening up spaces children are going too; building relationships with children and diverting them into positive activities.

The Panel felt there had been a reduction in youth services. You said that you didn't think this was the case, and that the ones that were not well used have gone but the ones that are well used have remained.

We heard that the Department is looking at possibly having an adolescent strategy and that on 13 March 2020 an adolescent conference is being held for managers and front line staff.

## **Work Programme**

At the meeting, the following items were agreed for the next meeting on 27 April 2020:

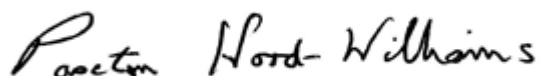
- Briefing on Carers Assessments
- WAO Report on Tackling Violence Against Women, Domestic (includes Fieldwork in Swansea amongst others)
- Performance Monitoring.

The remaining items on the work programme will to be scheduled for the new municipal year.

## **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, 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**

# Agenda Item 6



## Report of the Cabinet Members for Children's Services

### Child and Family Services Scrutiny Performance Panel – 16 September 2020

#### Impact of Covid 19 Pandemic on service delivery within Child and Family Social Care

<b>Purpose</b>	To provide a briefing requested by the Panel on the Covid 19 Pandemic, including impacts, activities, challenges, and recovery.
<b>Content</b>	This report includes a summary of the <ul style="list-style-type: none"><li>• modification plan</li><li>• challenges to delivering core business</li><li>• actions taken to ensure core business is delivered</li><li>• Performance within the service and nationally</li></ul>
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• Consider the report as part of their scrutiny role of this service area.</li></ul>
<b>Lead Councillor(s)</b>	Cllr Elliott King – Cabinet Member for Children's Services Cllr Sam Pritchard - Cabinet Member for Children's Services
<b>Lead Officer(s)</b>	Dave Howes – Director of Social Services Julie Thomas – Head of Child & Family Services
<b>Report Author</b>	Julie Thomas – Head of Child & Family Services

## **1. Introduction**

1.1. The Covid 19 Pandemic, and subsequent lockdown requirements resulted in Child and Family Services (CFS) implementing a number of emergency measures in line with local corporate and national guidance. This was to ensure the safety of staff, and the community with whom we work, and to enable statutory duties under the SS and Wellbeing Act, 2014 (Wales), and core business to be delivered. That is, the safety and wellbeing of children and young people, including those children whose names are placed on the child protection register, those who are care experienced and care leavers. Children not in these categories, but whose needs required a Care and Support Plan received a reduced service.

1.2. The 'Supporting People to Reconnect with families, Friends and Professionals' guidance jointly produced by Welsh Government (WG) and Care Inspectorate Wales, provides an ethical framework to support on-going service response, planning and decision making in relation to Covid 19. The guidance primarily relates to Care Home settings but has been adapted to guide decision making through initial set up of arrangements, when restrictions ease, and to modify the service as necessary.

## **2. Service Planning**

2.1 An overarching service modification plan is in place, underpinned by agreed principles relating to each traffic light phase of the WG restrictions. They are also found in each individual service specific modification plan and include key areas of

- Staffing
- Buildings
- Planned group work
- Planned direct work
- Unplanned work
- Service specific requirements
- Facilitating Contact (between staff and service users)
- Areas for modification rather than resumption

2.2 The Principal Officer Group has worked alongside the Senior Management Team and the Business Development and Commissioning Unit to co-ordinate, plan and develop the delivery of CFS business continuity response and modification plan for the COVID-19 pandemic.

2.3 In order to understand the impact of changes to our 'business as usual', Team Managers were asked to complete a recovery questionnaire outlining which areas of the service had to cease or be modified as a result of the Business Continuity procedures enacted as part of the response to the disruption.

2.4 In addition to the recovery questionnaire, the New Adventures of Working survey was sent out to staff across the Service with the aim of understanding how our workforce feel about the modified working practices, and any benefits or impact

they have seen as a result of the changes and aspects of their well-being during this time.

- 2.5 The ethical framework, guiding principles and key learning have been used to create a high level service modification / recovery plan that reflects the Welsh Government's traffic light system, phased return to normal. This overarching plan considers all of the guiding principles other than those which relate to individual service specific issues for modification or recovery as these can be found in the detailed operational service plans.
- 2.6 The Recovery/Modification Plan is attached – appendix 1. This has now been adapted as lockdown restrictions eased in line with WG and Public Health Wales Guidance and a fully revised plan will be available mid - September.
- 2.7 The first main challenge has been around workforce wellbeing and safety. CFS were well placed to manage this challenge as this has been a strong focus within the Improvement Plan and the service was already working agilely. There have however been concerns regarding social isolation of staff who are managing distressing and highly pressured situations without immediate support from colleagues. The strong team ethos of support, modelling of the values of the SOS Practice Framework within colleague interaction, and the ability to communicate effectively, virtually, has enabled us to maintain a strong workforce. The positive communication strategy developed over time has enabled us to get information out to staff, in the way they have told us works for them, further enhancing wellbeing.
- 2.8 The second challenge was being able to 'see' children regularly, undertake direct work, provide intensive support to those most vulnerable children, young people and families and promote contact between care experienced children and their families, given the restrictions. This challenge was addressed through the effective use of virtual platforms, continuing face to face contact using social distancing and where necessary use of PPE. All contact between care experienced children and their families was initially undertaken virtually but the service quickly moved, and was one of the first Local Authorities to do so in Wales, to promoting safe direct physical contact. All cases within CFS were given a rag status and weekly meetings were set up with partners in Police, Education and Health to monitor progress, ensure children were being seen, the visits/virtual contacts co-ordinated and rag status reviewed. A separate reporting mechanism was established to monitor performance in this area and ensure regular contact was maintained.
- 2.9 A third potential challenge was placement finding, with worries about placement breakdown due to the pressures caused by children not being in school and not being able to interact with friends. To date placement stability has remained high, with effective use of the edge of care team and the respite home. Placement finding remains a challenge but manageable due to the flexibility and skill of Foster Swansea and their Carers, our 'in house' residential home, and positive relationships between commissioning and external providers.

### **3. Performance and analysis**

- 3.1 Appendix 2 – CFS Performance Report July 2020
- 3.2 The headline figures are stable, although there is a high level of CP activity and the front door is busy, but is diverting more cases. There is a possibility of a spike in demand at the front door when schools return, although the Early Help Hubs are embedding and work is being undertaken to support schools to respond to worries proportionately. Statutory visits are at or above target and high numbers of children are being seen as part of assessments. All care experienced and CP cases are allocated to a qualified worker and conference and review activity continues to operate at a high level. Staffing, caseloads and supervision remains strong. Caseloads are stable. It is essential that PL's are freed up to undertake their role and cases are reallocated as a matter of urgency.
- 3.3 Areas requiring consolidation are around assessment activity, the SOS metrics and the quality of Care and Support Plans (CSP). Quality of work in this area will enable us to support children's safety and achieve good outcomes.
- 3.4 There are no young people on remand and low numbers in secure accommodation – all of them placed in Wales. The numbers of care experienced children remains high, however the profile of this population of CYP is positive – see Appendix 3 and Swansea is positioned well nationally – see Appendix 4 – WG analysis and Appendix 5.

### **4. Conclusion**

- 4.1 The service has demonstrated that by focusing on the right priorities within the Improvement Programme, including the focus on staff Wellbeing, SW practice, performance and partnership it was well placed to manage the challenge of Covid 19. The project team who have supported this work and the communication strategy has enabled us to share important information to keep staff and children safe and listen to the views of staff, children and their families, resulting in learning opportunities going forward. As a result it is unlikely the service will return to a full recovery model but will use the learning to modify the way in which core business is delivered, to develop a more efficient and effective service better able to meet demand. The values underpinning the service of doing with, using a strengths based model, of listening and participation, and valuing diversity will remain.
- 4.2 A number of key themes were identified from the survey responses which have been developed in to guiding principles for the service modification plan.
- 4.3 Opportunities have resulted from the learning of the different ways of working as a result of Covid but there are also challenges and that is why staff wellbeing is being supported by a number of different means. Opportunities to return to work in the office are in place, on a voluntary basis, respecting social distancing requirements. Engagement and workforce development will be prioritised to

support staff to continue to work flexibly and develop the skill base necessary to build a confident workforce able to deliver a quality service.

4.4 Effective use of digital and virtual platforms – which young people and families have told us works for them - will be maximised, but used to enhance not replace face to face relational social work.

4.5 Resources will be prioritised for the most complex and worrying cases, flexing our staff, systems and services to adapt to this and Covid 19 has supported the development of a whole service approach to service delivery, which will be maximised going forward.

4.6 Closer collaboration with partners has been essential to develop a joint response. This needs to be maintained and strengthened.

<https://gov.wales/visits-care-homes-guidance-providers-html>.

### **Attached Documents**

- Appendix 1
- Appendix 2
- Appendix 3



# Service Modification Plan

## June 2020

City and County of Swansea  
Child & Family Services





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## 1. Introduction and Purpose

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The COVID-19 Pandemic created a rapidly evolving environment for Child and Family Services, our staff and the children, young people and families that we support.

The service was forced to implement a number of emergency responses in line with local and national guidance in order to ensure the safety of staff and the community we work in.

It is not possible for us to fully know how this unprecedented event will influence the Service in the coming years however we do know that navigating our own services successfully through this period will demand our very best focus and attention.

Longer term planning is now required to identify how we continue to best meet the needs of the children, young people and families that we support whilst ensuring that the service continues to adapt and respond to the 'new normal' world in which we now operate.

This plan sets out our ambition for the future, to modify our systems and processes so that we continue to deliver our core business whilst using the learning from the COVID-19 pandemic to improve and enhance our service delivery so that we better our service user experiences and are more efficient in our ways of working.

This document also sets out details of the measures taken in response to the COVID-19 disruption which have informed future service modifications.

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## 2. High Level Service Planning, Principles and Framework

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- 2.1 The 'Supporting People to Reconnect with Families, Friends and Professionals' guidance jointly produced by Welsh Government and Care Inspectorate Wales, outlines an ethical framework which underpins support providers on-going response planning and decision making in relation to COVID-19. This document can be found at <https://gov.wales/visits-care-homes-guidance-providers-html>.

Whilst this guidance primarily relates to Care Home settings, we have adapted the ethical framework contained within it to support our decision making as restrictions ease and to modify our service appropriately:

### **Respect**

Recognising the individual rights, personal choices, safety and dignity of each child, young person and family that we support, along with those of our workforce.

### **Reasonableness**

Ensuring that decisions are rational, fair, practical, and grounded in appropriate processes, available evidence and a clear justification.

### **Inclusiveness**

Ensuring that children, young people, families and our workforce are given a fair opportunity to understand situations, are included in decisions that affect them, and can offer their views and challenge. In turn, decisions and actions should aim to minimise inequalities as much as possible.

### **Minimising harm**

Striving to reduce the amount of physical, psychological, social and economic harm that the outbreak might cause to the children, young people and families that we support, alongside continuing to support the wellbeing of our workforce.

### **Flexibility**

Being responsive, able, and willing to adapt when faced with changed or new circumstances to ensure that we continue to meet the needs of the children, young people and families that we support.

### **Accountability**

Holding individuals, and ourselves, to account for how and which decisions are made. In turn, this requires being transparent about why decisions are made and who is responsible for making and communicating them.

### **Proportionality**

Providing support that is proportionate to the needs and abilities of the children, young people and families that we support as well as those of our workforce, and benefits and risks are identified through decision-making processes.

### **Community**

A commitment to get through the outbreak together by supporting one another and strengthening our communities to the best of our ability.

- 2.2 To support us in implementing this framework and our decision making moving forward, we have created overarching principles related to each traffic light phase of the Welsh Governments ease in restrictions. These principles underpin modification

planning for the service and can be found in each individual service specific modification / recovery plan. Specific considerations include:

- Staffing
- Buildings
- Planned group work
- Planned direct work
- Unplanned work
- Service specific requirements
- Facilitating Contact (between staff and service users)
- Areas for modification rather than resumption

- 2.3 Principal Officer Group have worked alongside Senior Management Team and the Business Development and Commissioning Unit to co-ordinate, plan and develop the delivery of Child and Family Services' business continuity response and modification plan for the COVID-19 pandemic.
- 2.4 In order to understand the impact of changes to our 'business as usual', Team Managers were asked to complete a recovery questionnaire outlining which areas of the service had to cease or be modified as a result of the Business Continuity procedures enacted as part of the response to the disruption.
- 2.5 In addition to the recovery questionnaire, the New Adventures of Working survey was sent out to staff across the Service with the aim of understanding how our workforce feel about the of modified working practises, any benefits or impact they have seen as a result of the changes and aspects of their well-being during this time.
- 2.6 A number of key themes were identified from the survey responses which have been developed in to guiding principles for the service modification plan:
- Digital and virtual opportunities should be maximised for service users and staff in line with people's expectations. This can enhance opportunities for greater direct work with families and fits with the relational model of practice in Swansea.
  - Manage and prioritise staff wellbeing as well as the wellbeing of our service users.
  - Where necessary, prioritise our resources for the most complex and worrying cases, flexing our staff, systems and services to adapt to this.
  - Engagement and workforce development must be prioritised to support staff to continue to work flexibly and develop the skill base necessary to build a confident workforce able to deliver a quality service.
  - Closer collaboration with partners is essential to develop joint responses to our work moving forwards
- 2.7 The ethical framework, guiding principles and key learning have been used to create a high level service modification / recovery plan that reflects the Welsh Government's traffic light system, phased return to normal.

This overarching plan considers all of the guiding principles other than those which relate to individual service specific issues for modification or recovery as these can be found in the detailed operational service plans.

Status	Way of Working	Potential Impact
<b>BLACK</b>	<ul style="list-style-type: none"> <li>• STAFFING               <ul style="list-style-type: none"> <li>○ All staff to work from home wherever possible only leaving for essential work purposes as agreed with their manager</li> <li>○ Staff shielding or in vulnerable groups to undertake ALL work from home</li> <li>○ No face to face meetings</li> <li>○ Travel restrictions for local travel only unless for essential work reasons</li> <li>○ Travel outside of county for essential work reasons</li> <li>○ Pool car guidance must be followed <a href="https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars">https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars</a></li> </ul> </li> <li>• BUILDINGS               <ul style="list-style-type: none"> <li>○ Staff should only enter Council buildings if absolutely necessary and should obtain team manager and PO approval before entering a building Essential Visits Only</li> </ul> </li> <li>• PLANNED GROUP WORK               <ul style="list-style-type: none"> <li>○ Face to face group work to stop</li> <li>○ Virtual meeting technology to be utilised for continuation of groups, if appropriate</li> </ul> </li> <li>• PLANNED DIRECT WORK               <ul style="list-style-type: none"> <li>○ Non Essential Visits to take place via virtual means only</li> <li>○ Red 'RAG' Cases Prioritised</li> <li>○ Essential visits only as approved by manager. Specific Guidance can be found at <a href="https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff">https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff</a></li> <li>○ COVID Screening to be undertaken prior to any essential visit</li> </ul> </li> <li>• UNPLANNED WORK               <ul style="list-style-type: none"> <li>○ Red 'RAG' Status treated as a priority</li> <li>○ Essential visits only or safeguarding concerns</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reduced capacity for essential visit work</li> <li>• All other non-essential visits in person are stopped – service adapted to provide this virtually</li> <li>• Staff inability to access adequate IT i.e. issues with remote working</li> <li>• Staff workspaces may not be appropriate</li> <li>• Staff will be unable to fully assess children, young people and their families via virtual technology</li> <li>• Reduced Direct Work Frequency</li> <li>• Inability to make home visits will result in staff being able to fully assess a child or family's home situation</li> <li>• Tools and strategies employed by CFS will be limited due to lack of direct work opportunities</li> <li>• Face to face contact between children and their families must stop potentially impacting on their wellbeing</li> </ul>

	<ul style="list-style-type: none"> <li>○ Staff to utilise virtual technology wherever possible to undertake meetings with children, young people and families</li> <li>○ COVID Screening to be undertaken prior to any visit</li> <li>● FACILITATING CONTACT <ul style="list-style-type: none"> <li>○ Online contact sessions only for supervised and unsupervised contact</li> <li>○ Risk assessment to be completed and reviewed for online contact sessions</li> </ul> </li> </ul>	
RED	<ul style="list-style-type: none"> <li>● STAFFING <ul style="list-style-type: none"> <li>○ All staff to work from home wherever possible only leaving for essential work purposes as agreed with their manager</li> <li>○ Staff shielding or in vulnerable groups to undertake ALL work from home</li> <li>○ No face to face meetings</li> <li>○ Travel restrictions for local travel only unless for essential work reasons</li> <li>○ Travel outside of county for essential work reasons</li> <li>○ Pool car guidance must be followed <a href="https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars">https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars</a></li> </ul> </li> <li>● BUILDINGS <ul style="list-style-type: none"> <li>○ Staff should only enter Council buildings if absolutely necessary and should obtain team manager and PO approval before entering a building Essential Visits Only</li> </ul> </li> <li>● PLANNED GROUP WORK <ul style="list-style-type: none"> <li>○ Face to face group work to stop</li> <li>○ Virtual meeting technology to be utilised for continuation of groups, if appropriate</li> </ul> </li> <li>● PLANNED DIRECT WORK <ul style="list-style-type: none"> <li>○ Non Essential Visits to take place via virtual means only</li> <li>○ Red 'RAG' Cases Prioritised</li> <li>○ Essential visits only as approved by manager. Specific Guidance can be found at <a href="https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff">https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff</a></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Reduced capacity for essential visit work</li> <li>● All other non-essential visits in person are stopped – service adapted to provide this virtually</li> <li>● Staff inability to access adequate IT i.e. issues with remote working</li> <li>● Staff workspaces may not be appropriate</li> <li>● Wellbeing issues associated to increased lone working</li> <li>● Reduced direct work frequency</li> <li>● Inability to make home visits will result in staff being able to fully assess a child or family's home situation</li> <li>● Tools and strategies employed by CFS will be limited due to lack of direct work opportunities</li> <li>● Face to face contact between children and their families must stop potentially impacting on their wellbeing</li> </ul>

	<ul style="list-style-type: none"> <li>○ COVID Screening to be undertaken prior to any essential visit</li> <li>● UNPLANNED WORK             <ul style="list-style-type: none"> <li>○ Red 'RAG' Status treated as a priority</li> <li>○ Essential visits only or safeguarding concerns</li> <li>○ Staff to utilise virtual technology wherever possible to undertake meetings with children, young people and families</li> <li>○ COVID Screening to be undertaken prior to any visit</li> </ul> </li> <li>● FACILITATING CONTACT             <ul style="list-style-type: none"> <li>○ Online contact sessions only for supervised and unsupervised contact</li> <li>○ Risk assessment to be completed and reviewed for online contact sessions</li> </ul> </li> </ul>	
<p>AMBER</p>	<ul style="list-style-type: none"> <li>● STAFFING             <ul style="list-style-type: none"> <li>○ Staff shielding or in vulnerable groups to undertake ALL work from home</li> <li>○ Staff outside of those shielding or on the vulnerable list, may return to their office base as per the service rota</li> <li>○ Staff may travel in and outside of county for essential and non-essential work reasons</li> <li>○ Team and Staff meeting should continue take place virtually</li> <li>○ Only essential staff meetings may take place between 2 staff in outdoors setting following social distance measures</li> <li>○ Pool car guidance must be followed <a href="https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars">https://www.swansea.gov.uk/staffnet/article/56947/Covid-19-Pool-Cars</a></li> </ul> </li> <li>● BUILDINGS             <ul style="list-style-type: none"> <li>○ Some council buildings can open and staff can utilise these spaces on a rota basis and continue to keep a social distance from their colleagues</li> </ul> </li> <li>● PLANNED GROUP WORK             <ul style="list-style-type: none"> <li>○ Face to face group work sessions, outdoors with no more than 2 households, can take place providing social distance and personal hygiene measures are followed</li> </ul> </li> <li>● PLANNED DIRECT WORK</li> </ul>	<ul style="list-style-type: none"> <li>● Potential increase in staff wellbeing as a result of more personal interaction</li> <li>● Some minor disruption to shift to office/ home working</li> <li>● Lack of capacity to support staff with childcare if schools remain closed or only available on a limited basis</li> <li>● Capacity issues with regards to staff accommodation</li> <li>● Lack of suitable facilities with outdoor spaces</li> <li>● Risk Assessments will need to be regularly updated for contact</li> </ul>

	<ul style="list-style-type: none"> <li>○ High priority non-essential visits can take place, outdoors, providing social distance measures are followed</li> <li>○ Red 'RAG' Cases Prioritised</li> <li>○ Essential visits may take place following social distance measures. Guidance for essential visits can be found at <a href="https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff">https://www.swansea.gov.uk/staffnet/article/56740/Essential-Visits-Guidance-Child-and-Family-Staff</a></li> <li>○ COVID Screening to be undertaken prior to any visit</li> <li>● UNPLANNED WORK             <ul style="list-style-type: none"> <li>○ Red 'RAG' Status treated as a priority</li> <li>○ Essential visits and non-essential visits may take place, outdoors, but staff should continue to utilise virtual technology wherever possible</li> <li>○ COVID Screening to be undertaken prior to any visit</li> </ul> </li> <li>● FACILITATING CONTACT             <ul style="list-style-type: none"> <li>○ Face to Face Contact may take place, outdoors, between members from 2 households</li> <li>○ Virtual contact to continue in addition to fulfil contact arrangements as necessary</li> <li>○ Risk assessment to be completed and reviewed for online contact sessions</li> </ul> </li> </ul>	
<p><b>GREEN</b></p>	<ul style="list-style-type: none"> <li>● STAFFING             <ul style="list-style-type: none"> <li>○ Staff outside of those shielding or on the vulnerable list, may return to their office base as per the service rota</li> <li>○ Staff shielding should continue to work from home unless shielding restrictions are lifted following advice from WG.</li> <li>○ Some restrictions in place for staff in vulnerable groups. Managers will risk assess return to work place on an individual basis.</li> <li>○ Staff may travel for essential and non-essential work purposes, both in and out of county</li> <li>○ TRANSPORTING / POOL CARS – what does this look like?</li> </ul> </li> <li>● BUILDINGS</li> </ul>	<ul style="list-style-type: none"> <li>● Increased capacity for staff and team engagement on a physical basis</li> <li>● Increased capacity for practice supervision, case mapping etc.</li> <li>● Capacity issues with regards to staff accommodation</li> <li>● Capacity issues with regards to staff parking</li> <li>● Group work sessions recommence</li> <li>● Direct work tools and strategies used can be fully effective again</li> <li>● Contact arrangements return to pre-COVID</li> </ul>



	<ul style="list-style-type: none"> <li>○ Council buildings can open and staff can utilise these spaces on a rota basis and continue to keep a social distance from their colleagues</li> <li>● <b>PLANNED GROUP WORK</b> <ul style="list-style-type: none"> <li>○ Face to face group work sessions, indoor or outdoor, can take place providing social distance measures and personal hygiene guidelines can be followed</li> <li>○ COVID Screening should be undertaken with all group participants prior to any session taking place.</li> </ul> </li> <li>● <b>PLANNED DIRECT WORK</b> <ul style="list-style-type: none"> <li>○ All Essential and Non-essential visits, indoor or outdoor, can take place providing social distance measures can be followed.</li> <li>○ COVID Screening to be undertaken prior to any essential visit</li> </ul> </li> <li>● <b>UNPLANNED WORK</b> <ul style="list-style-type: none"> <li>○ All Essential and Non-essential visits, indoor or outdoor, can take place providing social distance measures can be followed.</li> <li>○ COVID Screening to be undertaken prior to any essential visit</li> </ul> </li> <li>● <b>FACILITATING CONTACT</b> <ul style="list-style-type: none"> <li>○ Face to face supervised contact reverts to pre-COVID arrangements.</li> <li>○ Unsupervised contact resumes but as per social distancing arrangements</li> <li>○ Families encouraged to continue virtual contact as best practice</li> </ul> </li> </ul>	
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- 2.8 It is important to note that the 'red' 'amber' and 'green' labels represent broad phases to illustrate how we can begin moving towards business as usual or the 'new norm'. These principles are not exhaustive and specific service areas will have their own detailed service modification or recovery plan alongside this. Depending on guidance from Welsh Government, some functions of the service may be further along the phases than others. It is important that staff continue to receive and monitor internal communications advising of this and that Team Manager continue to communicate with staff around which phase of the modification / recovery plan their team is working to.

### 3. Operational Service Modification / Recovery Plans

- 3.1 The COVID-19 service disruption will require a long-term, flexible approach to modification and recovery planning. The transition to a new business as usual has been detailed in a traffic light system, allowing movement through the phases from Red (Business Continuity) to Amber (Initial Recovery) to Green (New Business as Usual) or back again where required. This mirrors the position adopted by Welsh Government.
- 3.2 Specific Service Modification / Recovery Plans will be approved by the responsible Principal Officer for the individual area and reported to Child and Family Services POG group as part of the wider Recovery planning procedures.
- 3.3 Service modification / recovery started with a focus on service wide activities relating to face to face contact as this forms much of the work we do with children, young people and families. From there, we moved on to whole team / specific service modification plans where we could identify detail relating to service provision.
- 3.3 Specific Service Modification / Recovery Plan Template

Status	Way of Working	Potential Impact
<b>RED</b>	(Describe how staff are to work in the Business Continuity Phase)	
<b>AMBER</b>	(Describe how staff are to work in the initial recovery phase)	
<b>GREEN</b>	(Describe how staff are to work in business as usual phase / new normal way of working)	

## 4. Appendices

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The following documents have been developed in response to the COVID-19 pandemic:

Appendix A – Child and Family Services Initial COVID-19 Modification / Recovery Plan

Appendix B – INSERT SERVICE SPECIFIC MODIFICATION / RECOVERY PLANS

DRAFT

## Appendix 1

# Child and Family Services Initial COVID-19 Recovery Plan – June 2020

### Recovery Planning Survey

Team Managers across Child and Family Services were asked to complete a Recovery Planning Questionnaire to identify which services had continued, stopped or been modified as a response to the COVID-19 crisis and identify what actions would be needed to resume business as usual, outlining priorities for recommencement.

The survey can be found at

[https://forms.office.com/Pages/ResponsePage.aspx?id=dgsuTFLUNU2Dkhh\\_rAAuqIUdJwITZ5Kt2YM7kYiGjZUMkJFV0laQIRNMEJTRzBPSjUzSDQ2SDRWSi4u](https://forms.office.com/Pages/ResponsePage.aspx?id=dgsuTFLUNU2Dkhh_rAAuqIUdJwITZ5Kt2YM7kYiGjZUMkJFV0laQIRNMEJTRzBPSjUzSDQ2SDRWSi4u)

### Feedback

Areas below have been listed based on Team Manager feedback relating to their Service areas. These have been provided with a RAG status based on the priority areas as described below:

- **RED** – we are either not doing these currently or are doing some of it virtually. In either case, the current situation is proving difficult for staff and so these areas should be prioritised for recovery planning
- **AMBER** – we are managing these effectively either by not doing them or doing them virtually. They should be considered to re-start once the green areas have been completed
- **GREEN** – we are managing these ok at the moment and so they are not priority areas of work. They can also be done virtually with little to no problem. In some cases we might want to review the model of operating to identify opportunities to continue some of the work we are currently doing.

NB: All areas will need to consider the Welsh Gov RAG status and provide support relating to each of these areas. It is suggested that new guidance is written for the key areas and covers the three Welsh Gov RAG situations as it is anticipated that the Welsh Gov RAG criteria will be used to manage various stages of lockdown / restrictions in the near and long-term future.

POG are asked to consider the priority areas and agree or amend. Following discussion, the Business Development Team will be tasked with developing staff guidance for these areas that correlate to the Welsh Gov RAG criteria. Each guidance pack will be developed with a lead Team Manager and signed off by the relevant PO prior to formal sign off at a Daily Covid POG.

	<b>Area</b>	<b>Priority Status (RAG) Red 1<sup>st</sup>, Amber 2<sup>nd</sup>, Green 3<sup>rd</sup></b>	<b>Lead officer</b>
<b>Face to Face between staff and the public</b>	Individual drop-in opportunities i.e. InfoNation	Red	
	EHH home visits	Red	
	Visits to ascertain consent	Red	
	Direct work face to face visits	Red	
	Welfare check face to face visits	Red	
	S47 enquiries	Red	
	Detailed what matters conversations	Red	
	Proportionate assessments	Red	
	DH Hub Assessments	Red	
	Direct contact for families including staff facilitation of this (Gavin has already started this)	Red	
	Statutory Visits – Prioritised by age?	Red	
	MAPSS Service Delivery	Amber	
	Young people drop-in service	Amber	
	Youth Justice prevention group work	Amber	
	Appointment based consultation work i.e. sexual health clinic	Amber	
	Planned residential offer	Amber	
	General home visits i.e. is the home clean, have you seen the child's bedroom, safety and welfare checks within family homes	Amber	
	Unannounced visits	Amber	
	S47 enquiries	Amber	
	Group drop-in sessions (EHH)	Amber	
	Group work	Amber	
	Family network meetings	Amber	
	NVR and equilibrium programmes	Amber	
	CYP Participation and engagement	Green	
	Detailed what matters conversations	Green	
	LAC reviews / other reviews (do we want to explore a mixed model of virtual and face to face sessions)	Green	
Community groups that we don't run directly i.e. Baby Steps group	Green		
Out of county visits and WIR reviews	Green		
Support groups for Foster Carers	Green		
Merton age assessments	Green		
<b>Face 2 Face between staff members</b>	Challenging performance / capability issues / HR processes	Red	
	Team meetings and reflection sessions	Red	
	Supervisions and 121's	Red	

	Training		
	MARAC		
	Staff engagement Sessions		
	Mentoring sessions for staff		
<b>Face2face between staff and professionals</b>	Co-located teams		
	Threshold sharing / learning		
	Strategy meetings		
	MARAC		
	Workshops and development sessions – GREC		

Other areas to consider reviewing or continuing as they currently are, i.e. within a 'new normal'

- Opportunities for use of virtual tools both with families, other professionals and internally
- EDT working from home opportunities for more flexibility
- More flexibility across our buildings and assets that aren't the Guildhall and Civic
- On-line participation of CYP in reviews and other key meetings
- Case tracking / multi-agency virtual meetings and relationships around case work – wrap around support
- FAST helpline
- Other ideas of things to do - Review of group work i.e. what needs to continue and what can be stopped altogether

# CHILD & FAMILY SERVICES

## Performance Report

July 2020

Page 29

# Welcome

Dear Colleagues,

We are now midway through a hot and sunny summer, although the world feels very different. As a service you have risen to the challenge of the restrictions imposed by Covid, and continue to support each other as team members and focus on safety and improved wellbeing outcomes for children. Opportunities have resulted from the learning of the different ways of working as a result of Covid but there are also challenges and that is why we are trying to support staff wellbeing through a number of different means. Opportunities to return to work in the office will be rolled out through August, on a voluntary basis, respecting social distancing requirements. However to return to July – this is again a good report evidencing that we are delivering on key performance measures. This is a real achievement in the current circumstances and thank you – you should all be very proud.

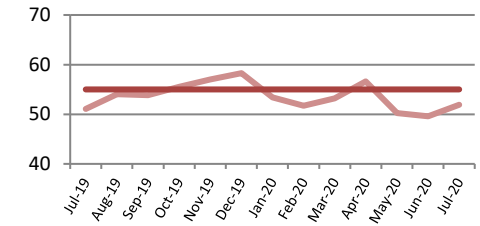
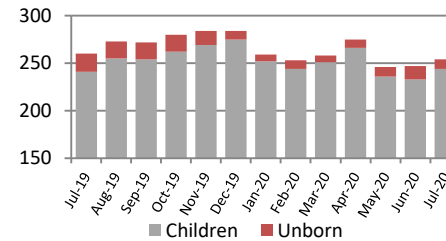
The headline figures are pretty stable, although we are noticing a high level of CP activity and the front door is busy, but is diverting more cases. Statutory visits are at or above target and high numbers of children are being seen as part of assessments. All care experienced and CP cases are allocated to a qualified worker and conference and review activity continues to operate at a high level. There are no young people on remand and very low numbers in secure accommodation – all of them placed in Wales. The numbers of care experienced children remains high, however the profile of this population of CYP is positive and Swansea is positioned well nationally. I have disseminated this information to PO's for discussion and circulation, which I hope will be shared with staff at team meetings. The detail of the refreshed Safe LAC Reduction Strategy and the priority areas of work have now been shared with managers and progress is positive at this early stage. Staffing, caseloads and supervision remains strong. All things considered this is a healthy picture and thank you as it is your hard work that makes the difference and it is important to celebrate this success. An area that I would really like to see consolidate is around assessment activity, the SOS metrics and the quality of CSP. This is our bread and butter and the quality of work in this area will enable us to support children's safety and good outcomes. Caseloads are stable and the service is fuller than it has ever been in terms of staff numbers. It is essential that PL's are freed up to undertake their role and cases are reallocated as a matter of urgency. This will be a focus during August. It just remains for me to wish you all well, keep safe and healthy and I look forward to seeing as many of you as possible physically in the office.

Diolch yn fawr  
Julie

# Our Headline Performance this Month

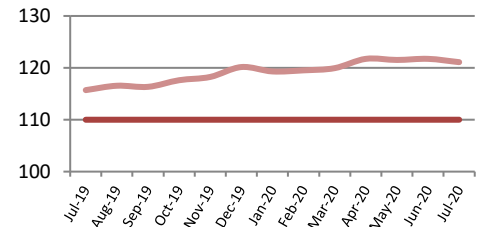
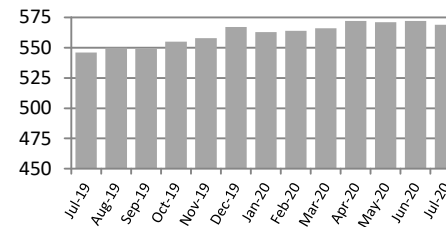
## Child Protection

There are **244** (233) children on the child protection register, plus **10** (14) to be registered at birth. This is an **increase of 11** giving us a rate of **52** Per 10,000.



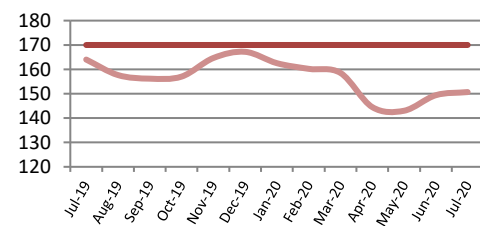
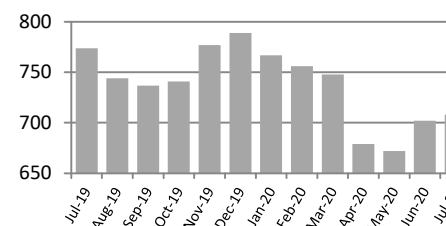
## Looked After Children

There are **569** (572) children looked after. This is a **decrease of 3** from last month giving us a rate of **121** Per 10,000.



## Children in Need of Care and Support

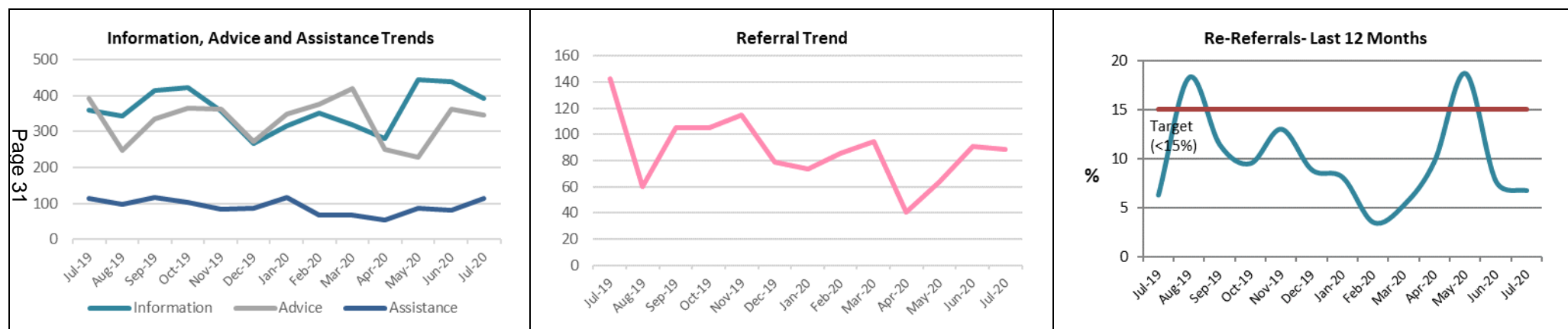
There are **708** (702) children in need of care and support. This is an **increase of 6** from last month giving us a rate of **151** Per 10,000.





# Wellbeing

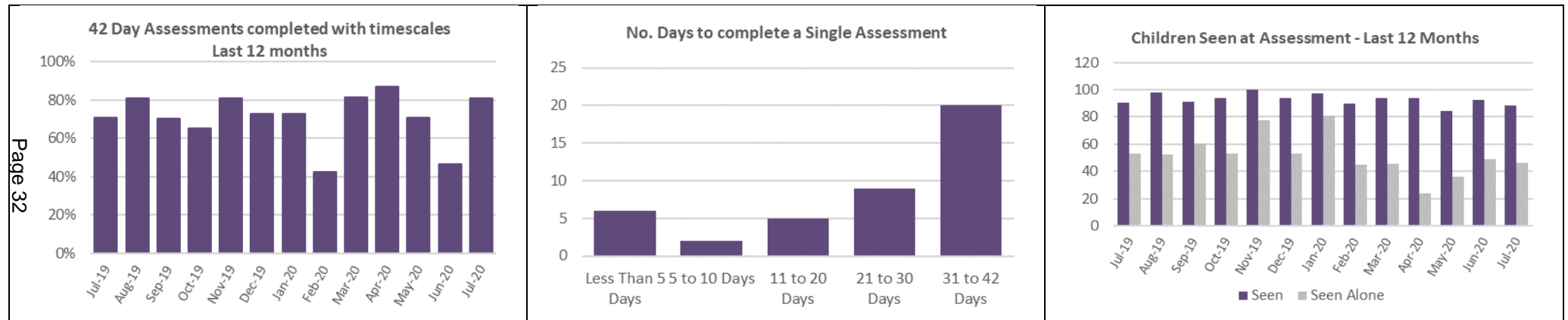
Measure / Metric	Result	Target	What's Good?	Status
The number of contacts received by the service – instances of <b>Information, Advice, Assistance or Assessment</b> :	<b>941</b> (973)		Low is Good	
The percentage of these contacts that were <b>passed on for formal assessment</b> :	<b>89, 9.46%</b> (91, 9.35%)	10%	Low is Good	
The percentage of these contacts that were <b>diverted to other services</b> :	<b>94, 9.99%</b> (64, 6.55%)		High is Good	
The number of <b>repeat referrals</b> in the month (where a referral is received within 12 months of a previous referral):	<b>6, 6.74%</b> (7, 7.69%)	Less than 15%	Low is Good	



What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> <li>Referrals to the front door have stabilised</li> <li>Referral passing to SCP for formal assessment is below target set</li> <li>Higher number of cases diverted at the front door</li> <li>Repeat referrals in 12 month remain well below target set and appear to be stabilising following a period of peaking and troughing.</li> </ul>		

# Supported Care Planning - Assessments

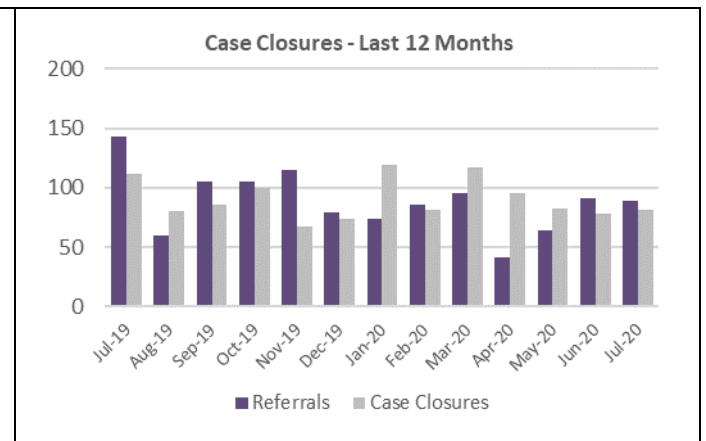
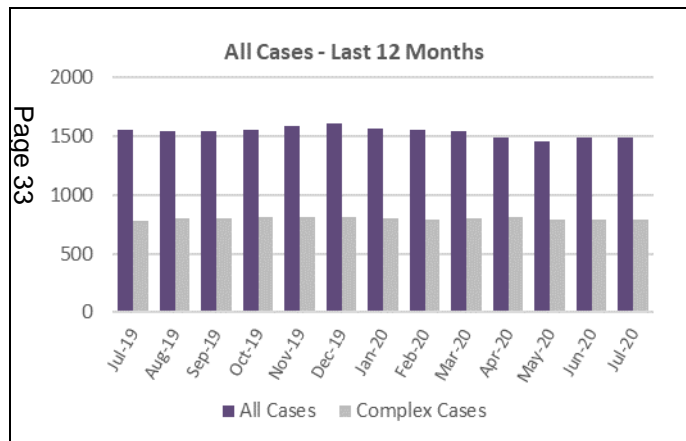
Measure / Metric	Result	Target	What's Good?	Status
<b>Number of 42 day Assessments</b> Carried out during the month:	<b>52</b> (54)		Lower is Better	
The percentage of <b>42 day assessments</b> carried out <b>within timescales</b> :	<b>42, 80.77%</b> (25, 46.30%)	90%	High is Good	
The percentage of Assessments where there is evidence the child has been <b>seen by a qualified worker</b> :	<b>23, 88.46%</b> (38, 92.68%)	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>12, 46.15%</b> (20, 48.78%)	More than 65%	High is Good	



What is working well?	What are we worried about?	What do we need to do?
<p><b>Assessments completed in timescales close to target and much improved</b></p> <p><b>Lower number of children being seen by qualified worker we are just below target set a drop from last month.</b></p>	<p>Low number of children being seen alone as part of the assessment.</p>	<p><b>PH to support assessments to be completed within timescales.</b></p> <p><b>PL to monitor children being seen through QA and supervision.</b></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>1496</b> (1490)	1600	Lower is Better	
Of these, the percentage that represent <b>complex cases</b> (LAC, CP):	<b>788, 52.67%</b> (788, 52.89%)	65%	Higher is Better	
The number of <b>cases closed</b> to Child and Family Services during the month:	<b>81</b> (78)		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>519, 73.31%</b> (524, 74.64%)		High is Good	



What is working well?	What are we worried about?	What do we need to do?
<p>89 children passed to SCP for care and support assessment this month and we closed 81 –this supports stability of case loads within the teams.</p> <p>The number of complex cases managed in SCP appears to remain stable- with slight fluctuations for CINCS population over the last year.</p>		<p>Continue to monitor the flow of cases through the service to ensure cases do not drift and we are able to manage demand.</p>

# 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> (6)		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	



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

## Supported Care Planning – Signs of Safety

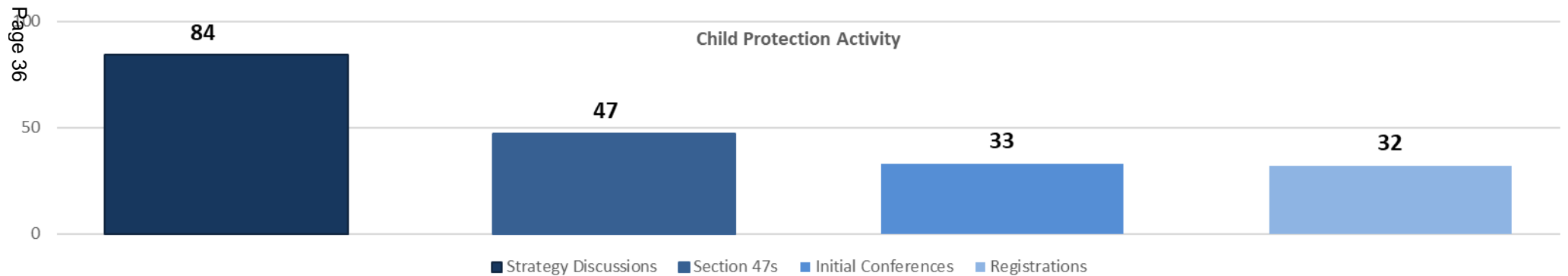
Measure / Metric	Result	Target	What's Good?	Status
Of the assessments completed during the month, the percentage that have Direct Work attached <b>(Children over 5 Only)</b> :	<b>12, 25.00%</b> (26, 38.24%)	75%	High is Good	
Of the Initial Conferences held during the month, the percentage where there is evidence that a Family Network Meeting has taken place:	<b>10, 30.30%</b> (17, 60.71%)	75%	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>(Children over 5 Only)</b> :	<b>22, 37.29%</b> (16, 53.33%)	75%	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>(Children over 5 Only)</b> :	<b>4, 80.00%</b> (4, 57.14%)	75%	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>4, 28.57%</b> (2, 100%)	75%	High is Good	

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What is working well?	What are we worried about?	What do we need to do?
We are seeing a drop in all all areas this month apart from words and pictiures for children who have been accommodated withing 5 working days-this % is above target set.	That we are not using SOS to support children and families to have their wishes and feeling captured and understand why social services are involved in their lives. Also that families are not able to identify outcomes to support them to achieve personal goals.	Ensure cases are using SOS to support our work with families through QA, supervision and reflective case discussion and practice. PL to be freed up from managing cases so they are able to support this work.

# 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>36</b> (23)		Low is Good	
The re-registrations of children to the child protection register during the month within 12 months from the end of the previous registration:	<b>3, 8.57%</b> (7, 30.43%)	< 20%	Low is Good	
The total number of children <b>removed</b> from the Child Protection Register in the month:	<b>25</b> (26)		Higher is Better	
The Percentage of <b>Initial Conferences</b> held in timescales during the month:	<b>33, 100%</b> (28, 100%)	100%	High is Good	
The percentage of <b>Initial Core Group Meetings</b> held within timescales during the month:	<b>27, 84.38%</b> (13, 100%)	90%	High is Good	
The percentage of visits to children on the Child Protection Register that were on time or not overdue:	<b>217, 92.74%</b> (211, 92.95%)	90%	High is Good	

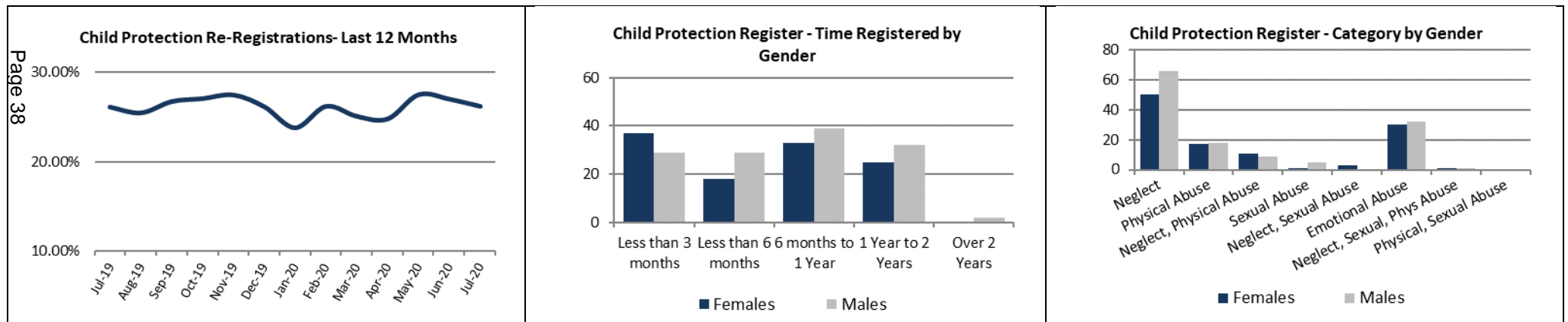


What is working well?	What are we worried about?	What do we need to do?
<p>Lower number of children subject to re registration who have been previously registered.</p> <p>Out of the 33 children that proceeded to ICPC 32 were registered- therefore we appear to be evidencing threshold correctly through the CP assessment process.</p>	<p>13 more children added to CP register this month compared to last month.</p> <p>Low numbers of children removed from the register</p>	

<p><b>All ICPC undertaken 100% in timescales.</b></p> <p><b>initial core groups held withing timescales have fallen this month below 100% but remain high just below target set.</b></p> <p><b>Stability in the number of CP statutory visits undertaken above target set.</b></p>		
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# 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>64, 26.23%</b> (63, 27.04%)	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>259 days</b> (281 days)	Range of 100-300	180-270 is Optimal	
The percentage of <b>Review Conferences held on time</b> during the month:	<b>80, 100%</b> (61, 100%)	100%	High is Good	
The percentage of children de-registered in the month who were <b>de-registered at the first review</b> :	<b>1, 4.00%</b> (5, 19.23%)	< 15%		
The percentage of children on the Child Protection Register, <b>plus those to be registered at birth, allocated to a qualified worker</b> at the end of the month:	<b>254, 100%</b> (247, 100%)	100%	High is Good	

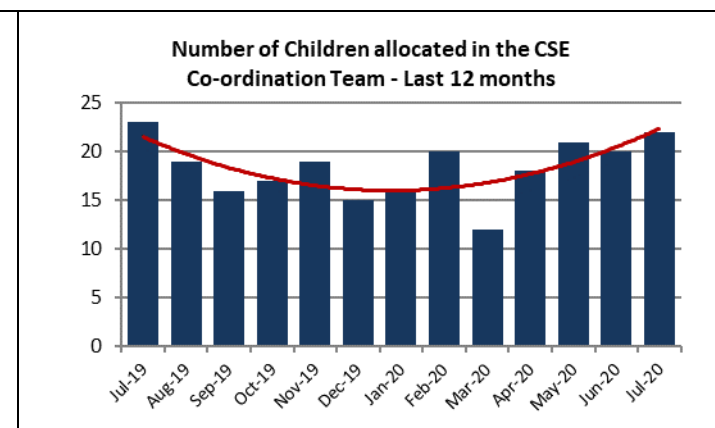
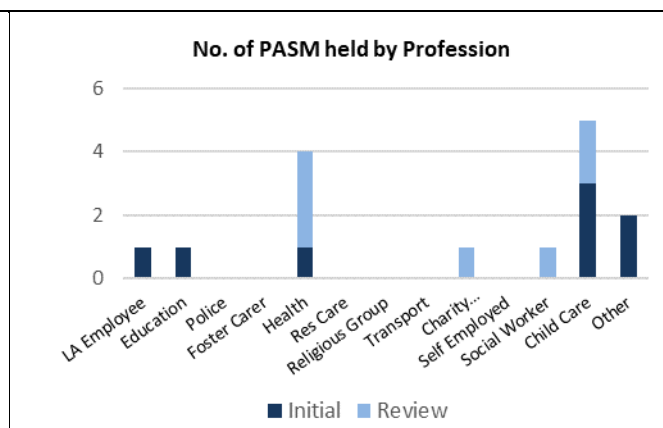
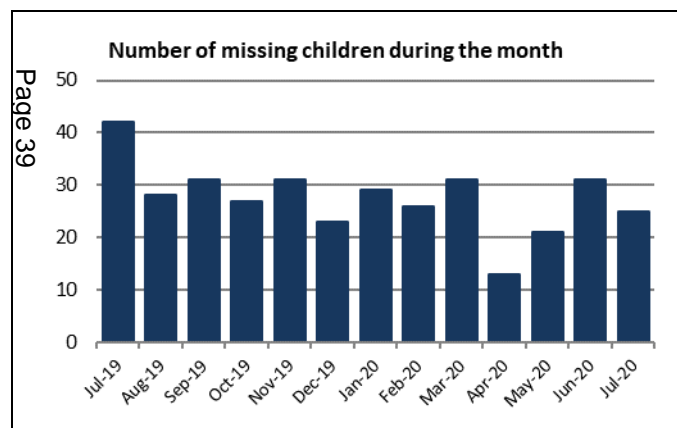


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> <li>Number of days on register relatively stable.</li> <li>100% of review conferences held in on time-despite the working restrictions.</li> <li>Only 1 child de registered at first review.</li> <li>All CP cases are allocated to qualified workers.</li> </ul>	<p>64 children registered this month that have been subject to CP previously –above target set.</p>	



# Safeguarding – CSE, Missing Children and Professional Abuse

Measure / Metric	Result	Target	What's Good?	Status
The number of children allocated in the CSE Co-ordination Team at the end of the month:	<b>22</b> (20)	No Target Set	Lower is Better?	
The number of episodes of <b>children going missing</b> or <b>absent without authority</b> from home during the month:	<b>40</b> (63)	No Target Set	Lower is Better	
The <b>number of children</b> that these episodes related to:	<b>25</b> (31)	No Target Set	Lower is Better	
The number of Strategy Discussions held by the CSE Co-ordination Team during the month:	<b>19</b> (31)	No Target Set		
The number of <b>Professional Abuse Meetings</b> held during the month:	<b>15</b> (18)	No Target Set	Low is Good	

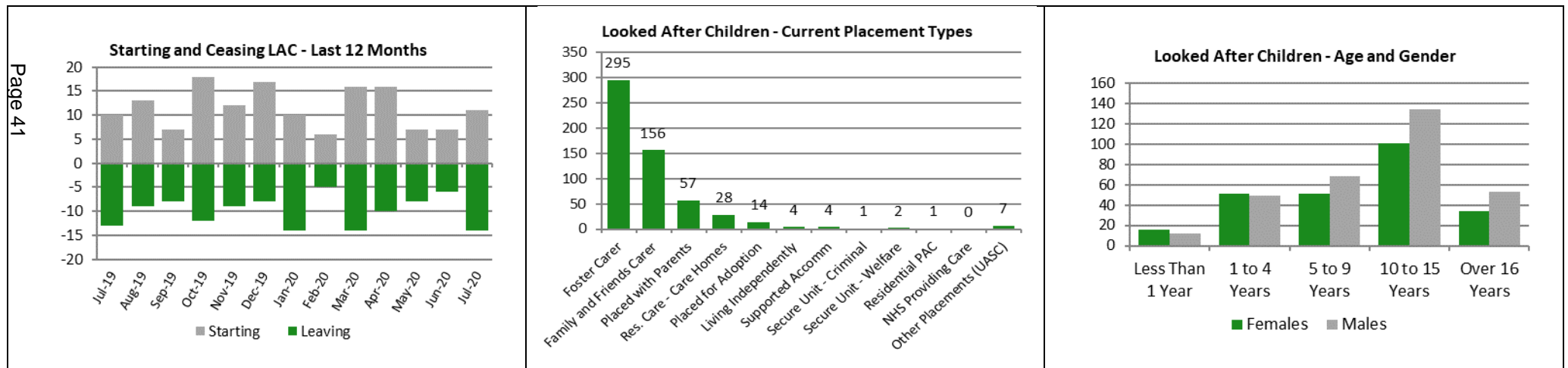


What is working well?	What are we worried about?	What do we need to do?
<p>Lower number of children reported missing this month compared to last.</p> <p>Lower number of young people these episodes related to .</p>	<p>Number of young people allocated in the CSE team is showing gradual increase since March and climbing to the highest figure recorded since July 2019.</p>	<p>Continue to understand the role of contextualising safeguarding and how we use it to predict, respond and disrupt opportunities for exploitation of young people in Swansea.</p>

<b>Lower number of strategy discussions completed this month compared to last month. Is this telling us that we are identifying concerns early and responding to them to prevent escalation?</b>		
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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:	<b>11</b> (7)	<10	Low is Good	
The number of children ceasing to be looked after during the month:	<b>14</b> (6)	>10	Higher is Better	
The percentage of children becoming looked after during the month who had a completed Care and Support plan within 10 working days of becoming LAC:	<b>12, 100%</b> (7, 100%)	100%	High is Good	
The percentage of LAC Statutory Visits in the month that were completed or not overdue:	<b>533, 95.86%</b> (520, 93.69%)	90%	High is Good	
The percentage of Looked After Children allocated to a qualified Social Worker:	<b>569, 100%</b> (572, 100%)	100%	High is Good	

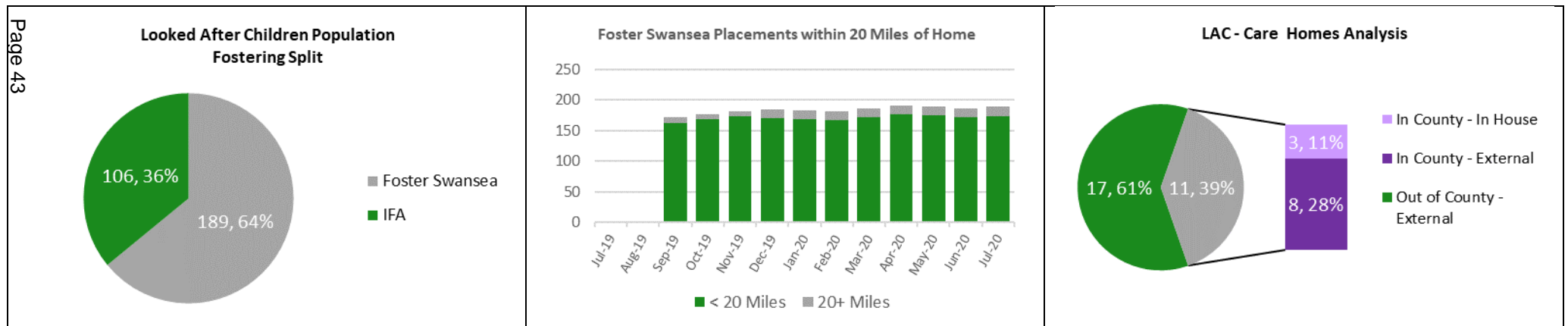


What is working well?	What are we worried about?	What do we need to do?
<p>High number of children placed in family settings.</p> <p>Low number placed in residential settings.</p>	<p>4 more children became LA this month compared to last month. There are signs that the children coming in to care has started to slow.</p>	<p>Continue to respond to the LAC reduction strategy and work to support children and YP to have opportunities for permanency.</p> <p>Understand why the highest number of children in LA are in the 10-15 age bracket so that we can look at</p>

<b>Higher number of LAC statutory visits completed this month compared to last –above target set consistently in recent months.</b>		<b>support from Early Help services , what this looks like and how to respond effectively earlier on to prevent this from happening.</b>
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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>175</b> (133)	No Target Set	High is Good	
The number of LAC reviews that were completed within statutory timescales:	<b>175, 100%</b> (133, 99.24%)	100%	High is Good	
The percentage of 4 month LAC reviews which had a plan for permanence:	<b>13, 100%</b> (12, 92.31%)	100%	High is Good	
The percentage of PEP's received within 20 school days of becoming looked after:	<b>6, 100%</b> (3, 100%)	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>50, 8.79%</b> (48, 8.39%)	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	

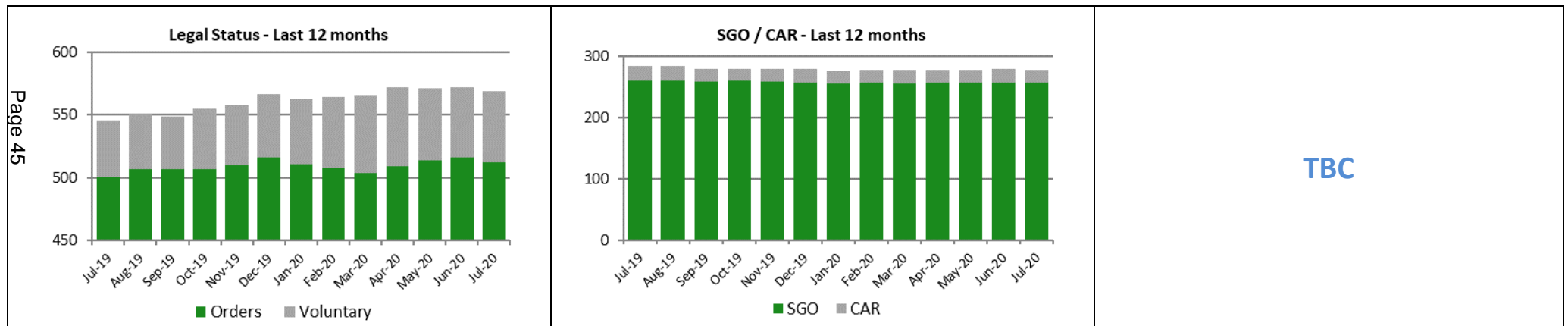


What is working well?	What are we worried about?	What do we need to do?
<p>Higher number of LAC review carried out this month than last all of which were carried out in statutory timescales.</p> <p>100% of 4 month reviews had plans in place for permanence.</p>		

<b>Second month for initial PEP's to be recived in 100% of 20 working days. No children placed in B&amp;B</b>		
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# Permanence – Leaving Care

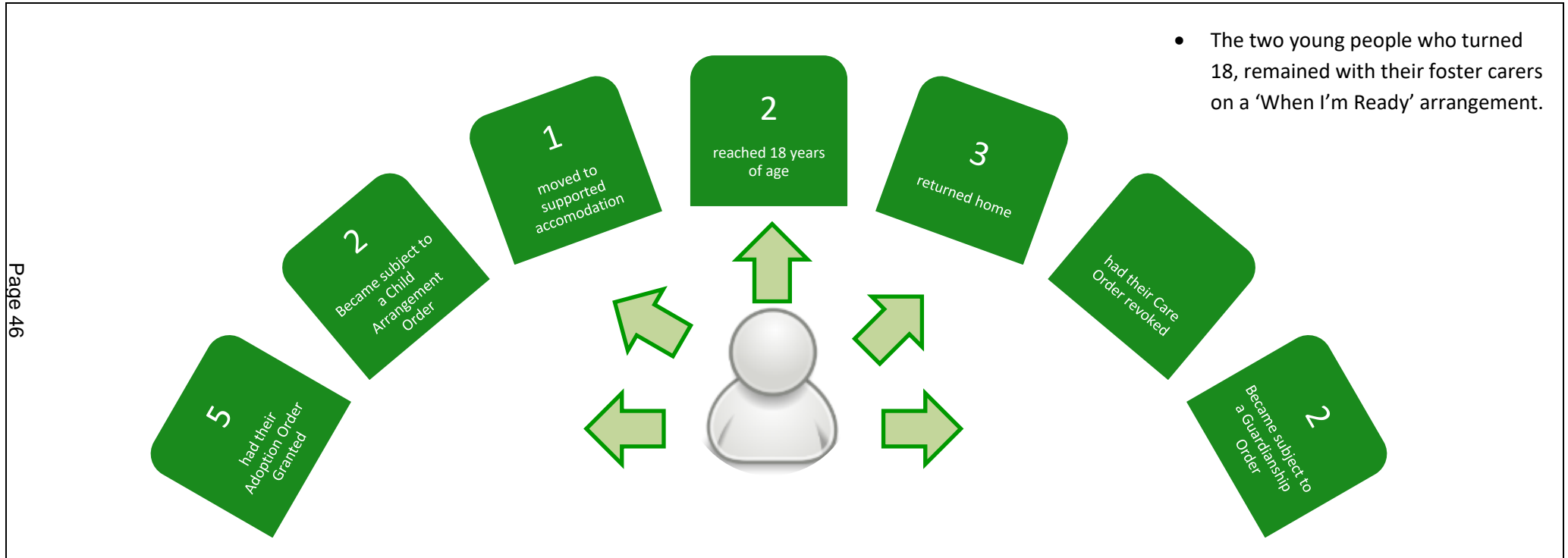
Measure / Metric	Result	Target	What's Good?	Status
The number of cases managed under Special Guardianship Orders and Child Arrangement Orders at the end of the month:	<b>278</b> (279)	No Target Set	Range of 250-300	
The number/percentage of young people becoming category 2-4 during the month who have an up to date Pathway Plan:	<b>3, 100%</b> (5, 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, 66.66%</b> (5, 100%)	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>3, 100%</b> (0, 0.00%)	No Target Set	High is Good	
The number of young people presenting as homeless during the month:	<b>10</b> (4)	No Target Set	Low is Good	



What is working well?	What are we worried about?	What do we need to do?
<p><b>100% pathways plans in place for YP becoming category 2-4.</b></p> <p><b>Out of the 3 YP in category 2-4 all were in EET</b></p>	<p><b>Personal advisor in place for YP becoming category 2-4 has dropped from 100% last month to 66.66% this month-which is disappointing as this figure has been set at 100% for some time.</b></p> <p><b>Marked increase of YP presenting as homeless this month up by 6 from last month.</b></p>	

# 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>927, 61.97%</b> (918, 61.61%)	75%	High is Good	
The percentage of children returning home from care during the month:	<b>7, 46.67%</b> (2, 33.33%)	55%	High is Good	

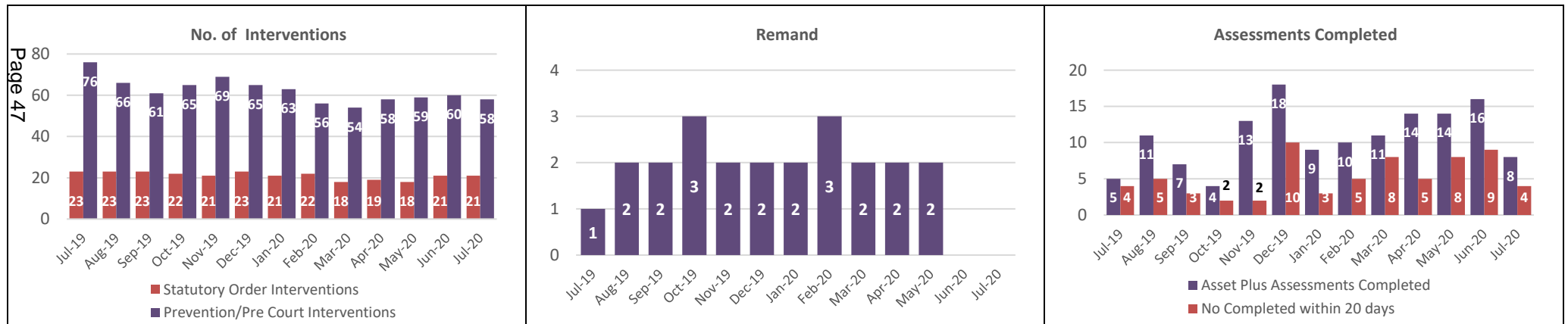


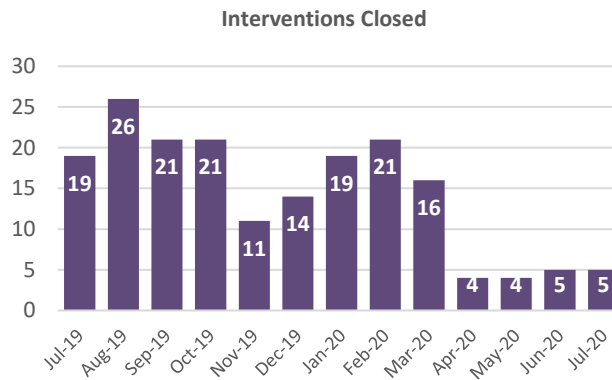
What is working well?	What are we worried about?	What do we need to do?
2 YP have turned 18 but are being supported to remain with their foster carers.		



# Youth Justice Service

Measure / Metric	Result	Target	What's Good?	Status
Total number of Young People open on an Intervention:	<b>79</b> (81)		Lower is Better	
Number of Young People on Remand:	<b>0</b> (0)		Low is Good	
Number of Asset Plus Assessments completed in the month:	<b>8</b> (16)			
Number of Asset Plus Assessments completed within 20 days:	<b>4</b> (9)		Higher is Better	
Number of Supervisions that took place in the month:	<b>26</b> (28)			
Number of Interventions closed in the month:	<b>5</b> (5)			





**What is working well?**

- We have had no young people on remand in the last two months
- Supervision levels remain high

**What are we worried about?**

- Continued work is required in relation to Assessments being completed in the time frame. The Manager and Practice Leads have been focusing on improving quality of assessments and consequently assessments are being returned to Case Managers, sometimes more than once, for amendments to be made. This could account for the delay in meeting the 20 day timeframe.

**What do we need to do?**

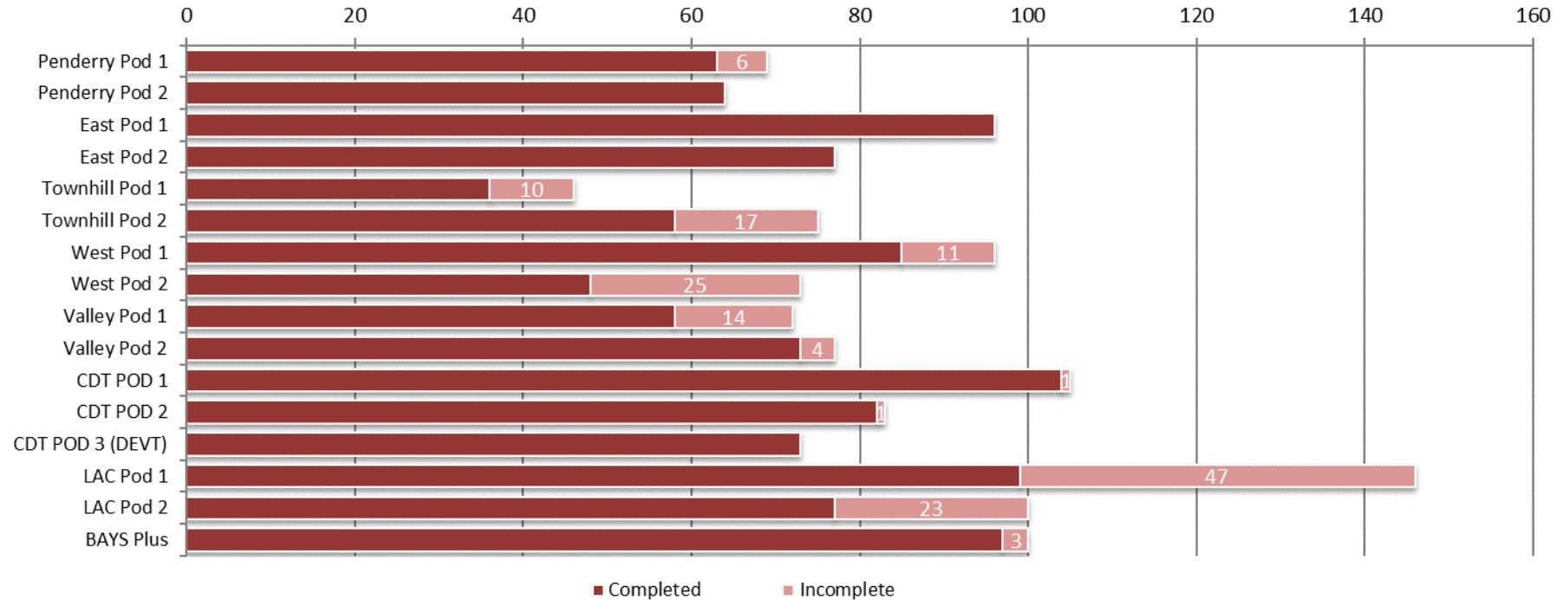
- Continue to focus staff on achieving deadlines while improving the quality of their assessments and reports.

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# 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>1190, 88.02%</b> <i>(1264, 91.99%)</i>	90%		

Case Supervision SCP

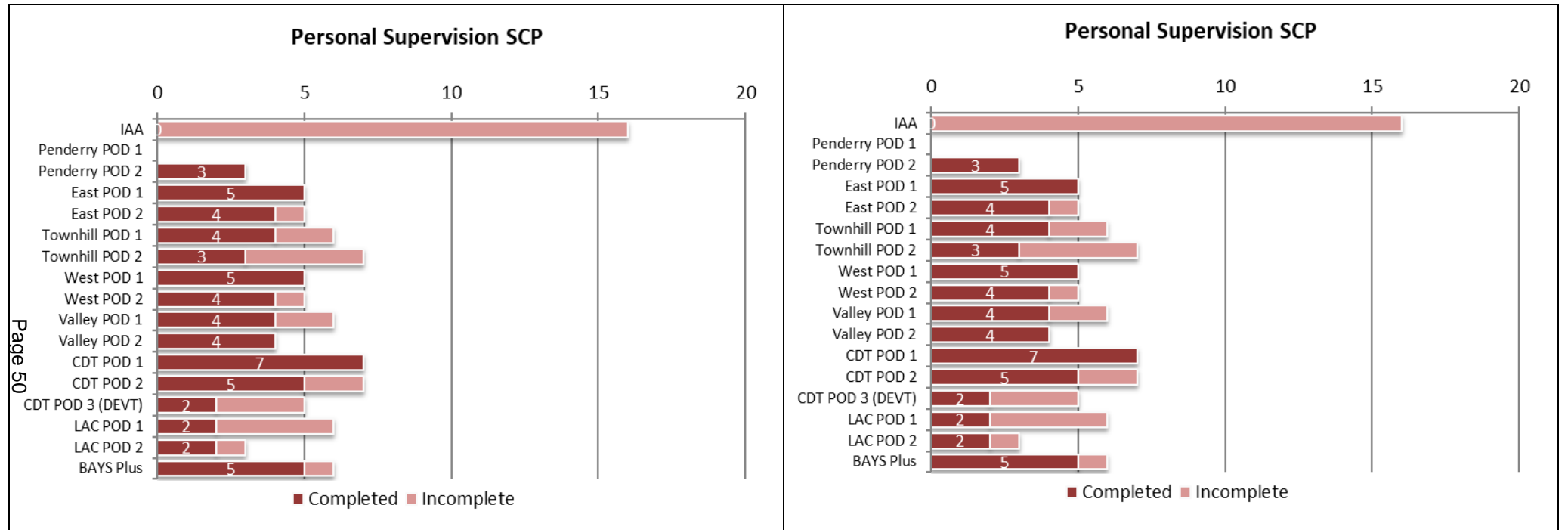


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What is working well?	What are we worried about?	What do we need to do?
Some pods have reached 100% in reviewing cases through supervision .		

# Quality – Case and Personal Supervision

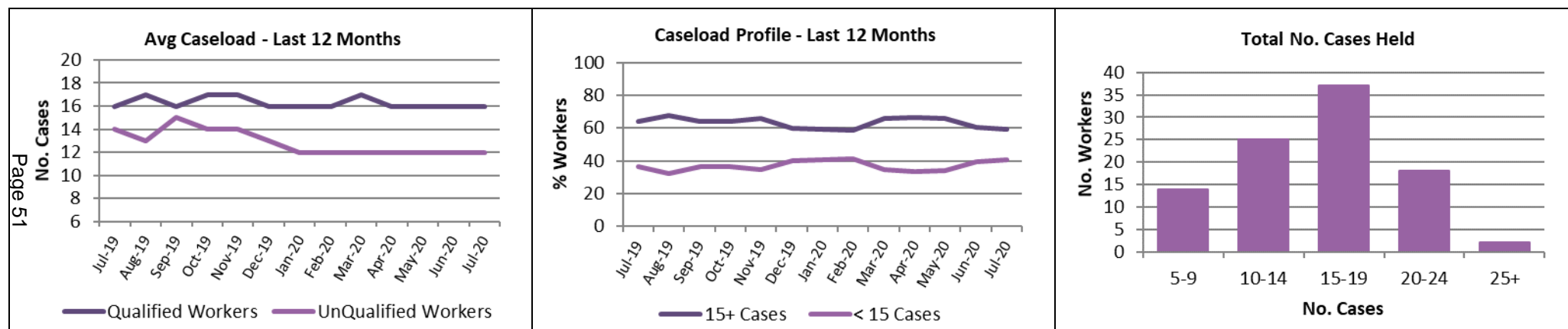
Measure / Metric	Result	Target	What's Good?	Status
The percentage of Personal Supervision sessions that took place within prescribed timescales:	<b>152, 77.95%</b> <i>(131, 83.44%)</i>	90%		

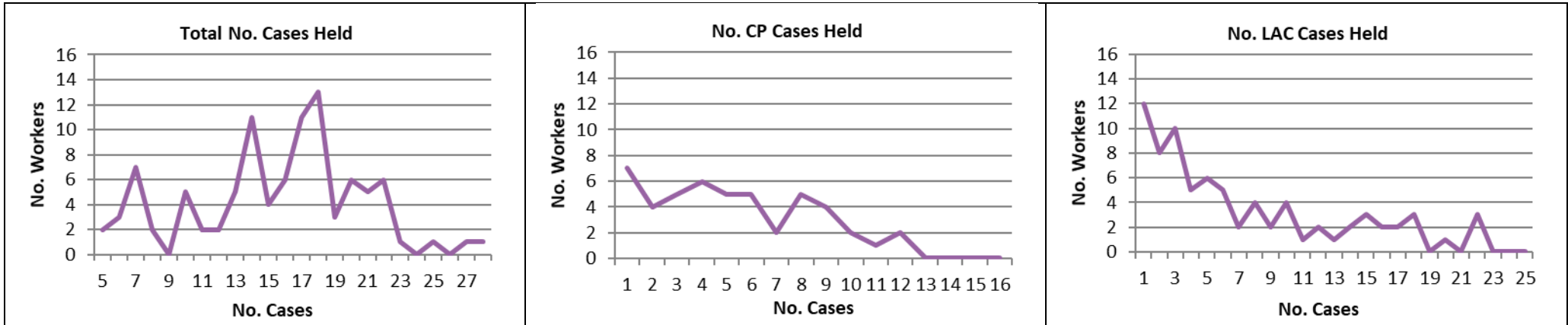


What is working well?	What are we worried about?	What do we need to do?
There is some evidence that personal supervisions are taking place.	Some Pods appear to be struggling to provide personal supervision which is important to support wellbeing at this time.	Identify demand on resources and why this is happening.

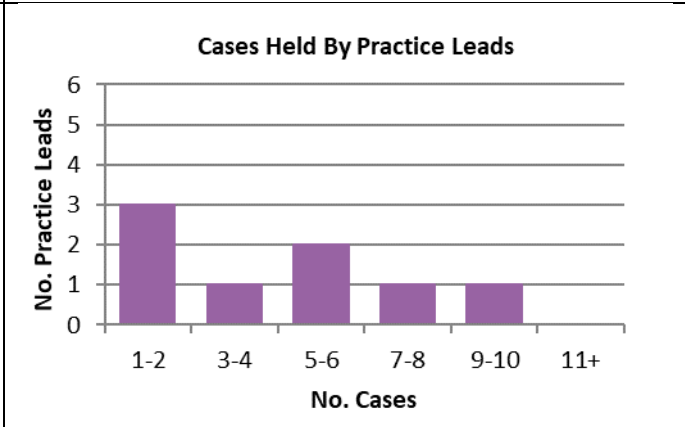
# Case Management

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:	<b>1496</b> (1490)	<1600	Low is Good	
Average caseload of Qualified Workers:	<b>16</b> (16)	<15	Lower is Better	
Average caseload of Unqualified Workers:	<b>12</b> (12)	<15	Lower is Better	
The percentage workers (qualified and unqualified) holding 15+ cases:	<b>59.38%</b> (60.42%)	No Target	Lower is Better	





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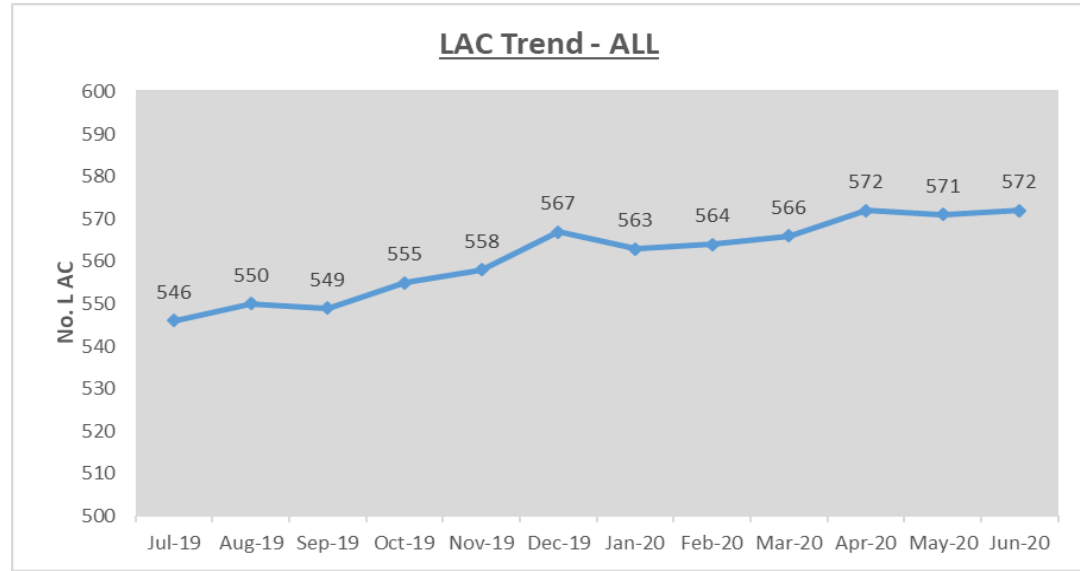


What is working well?	What are we worried about?	What do we need to do?
<p>Cases for qualified and unqualified workers have flatlined and stabilised</p> <p>Very small number of case loads above target set and these equate in the main to large siblings groups and NOT individual children.</p>	<p>PL are still holding cases when this has been identified in recent months as an area that needs to be addressed. However this could be because we are at peak holiday time and options to move cases could be limited.</p>	<p>managers to work with SCP PO to re allocate PL cases.</p>

# Notes

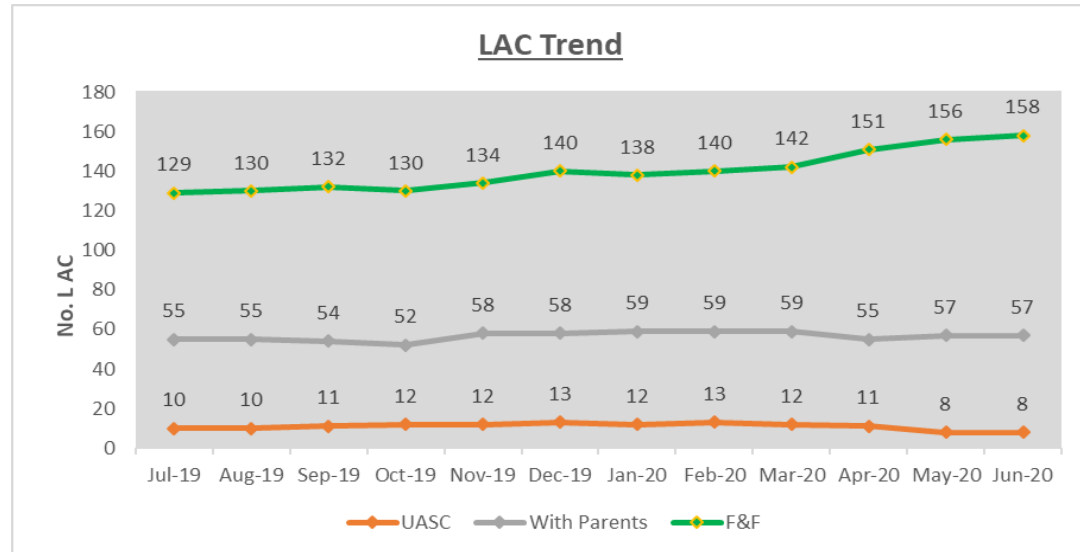
LAC Trend

Jul-19	546
Aug-19	550
Sep-19	549
Oct-19	555
Nov-19	558
Dec-19	567
Jan-20	563
Feb-20	564
Mar-20	566
Apr-20	572
May-20	571
Jun-20	572



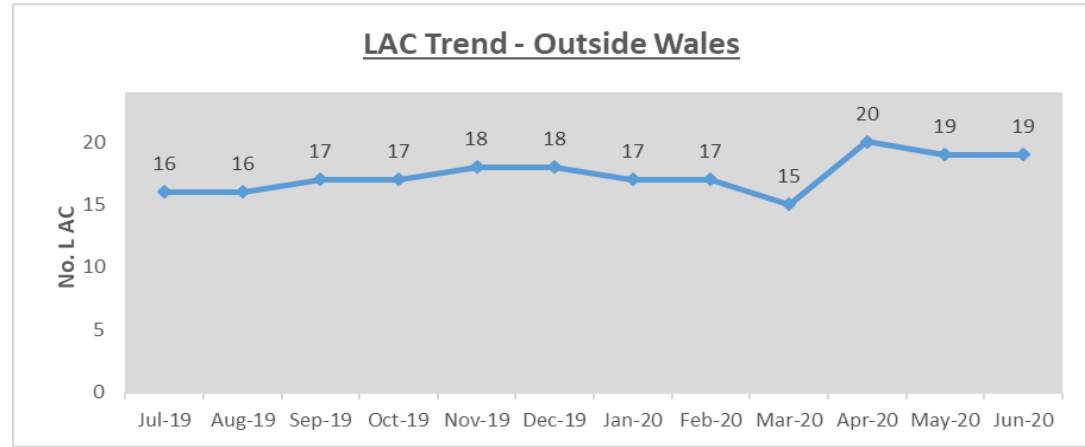
LAC Trend

	ALL	UASC	With Parents	F&F
Jul-19	546	10	55	129
Aug-19	550	10	55	130
Sep-19	549	11	54	132
Oct-19	555	12	52	130
Nov-19	558	12	58	134
Dec-19	567	13	58	140
Jan-20	563	12	59	138
Feb-20	564	13	59	140
Mar-20	566	12	59	142
Apr-20	572	11	55	151
May-20	571	8	57	156
Jun-20	572	8	57	158



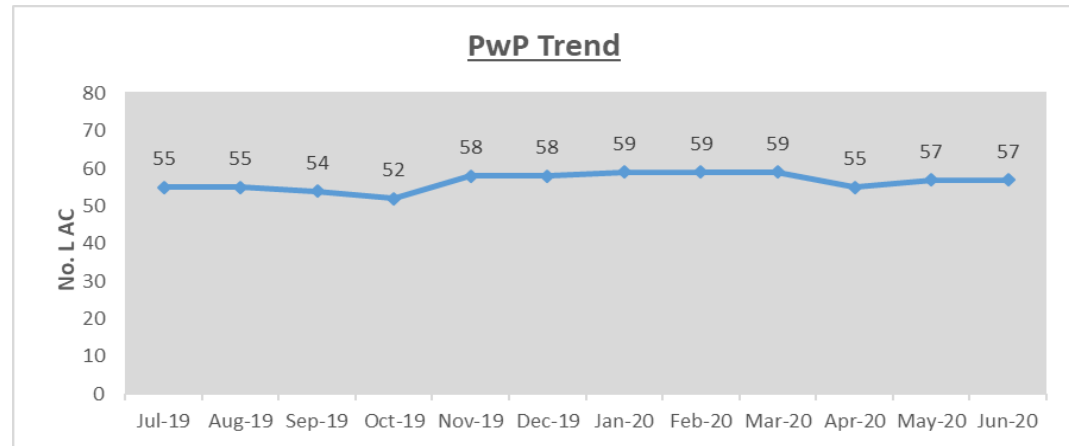


	Inside Wales	Outside Wales
Jul-19	530	16
Aug-19	534	16
Sep-19	532	17
Oct-19	538	17
Nov-19	540	18
Dec-19	549	18
Jan-20	546	17
Feb-20	547	17
Mar-20	551	15
Apr-20	552	20
May-20	552	19
Jun-20	553	19

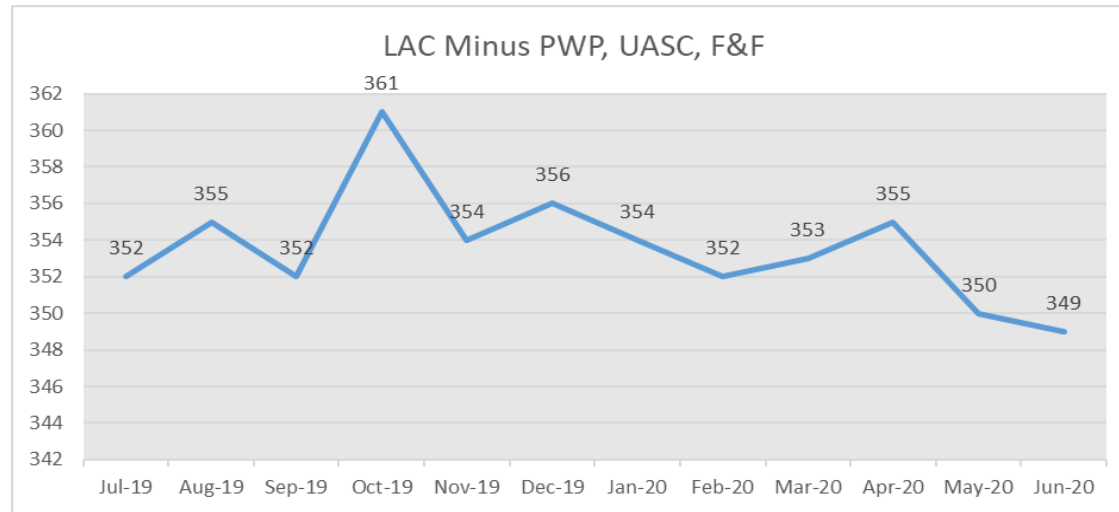


PWP Trend

Jul-19	55
Aug-19	55
Sep-19	54
Oct-19	52
Nov-19	58
Dec-19	58
Jan-20	59
Feb-20	59
Mar-20	59
Apr-20	55
May-20	57
Jun-20	57



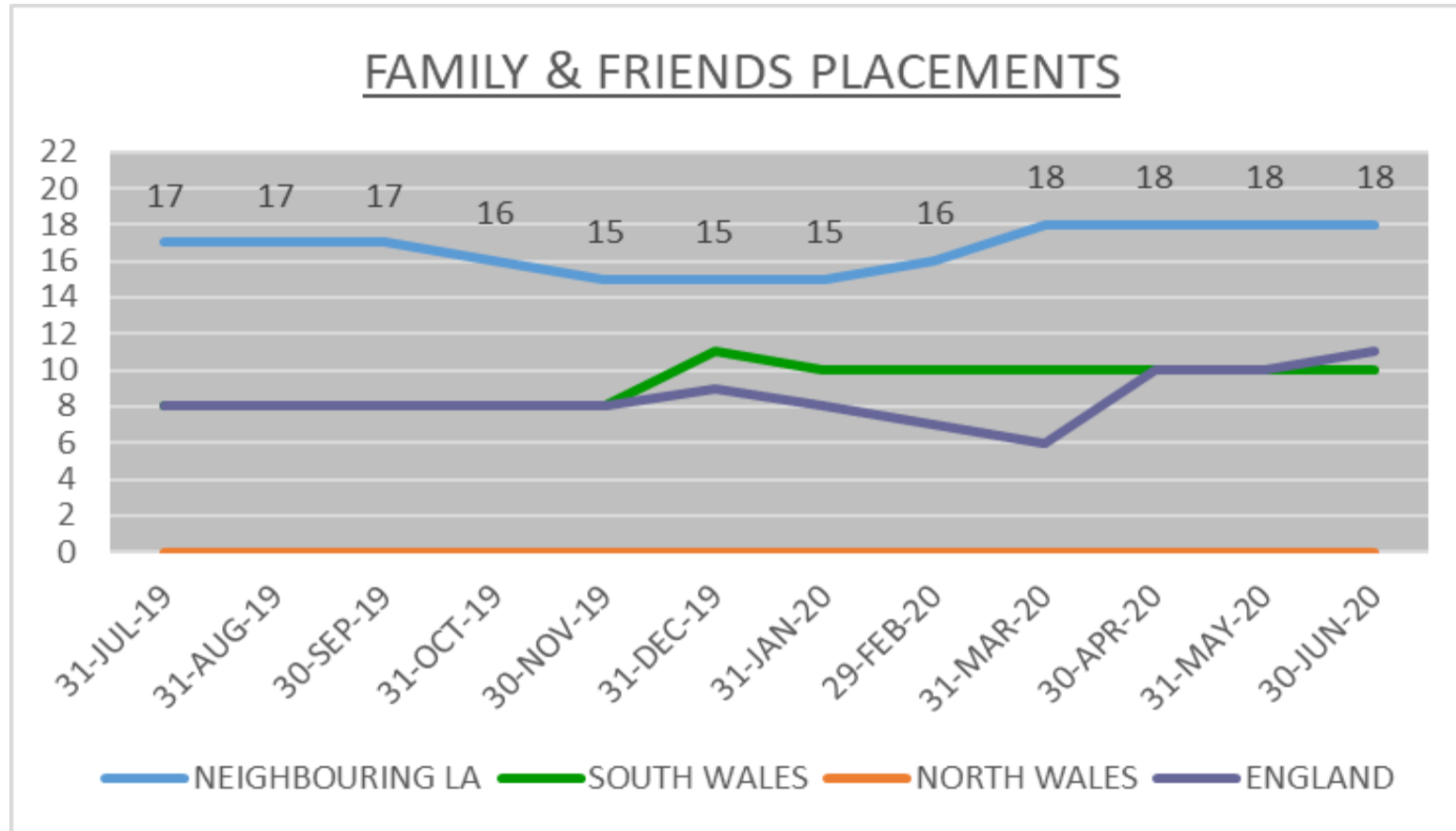
	LAC Minus PWP, UASC, F&F
Jul-19	352
Aug-19	355
Sep-19	352
Oct-19	361
Nov-19	354
Dec-19	356
Jan-20	354
Feb-20	352
Mar-20	353
Apr-20	355
May-20	350
Jun-20	349



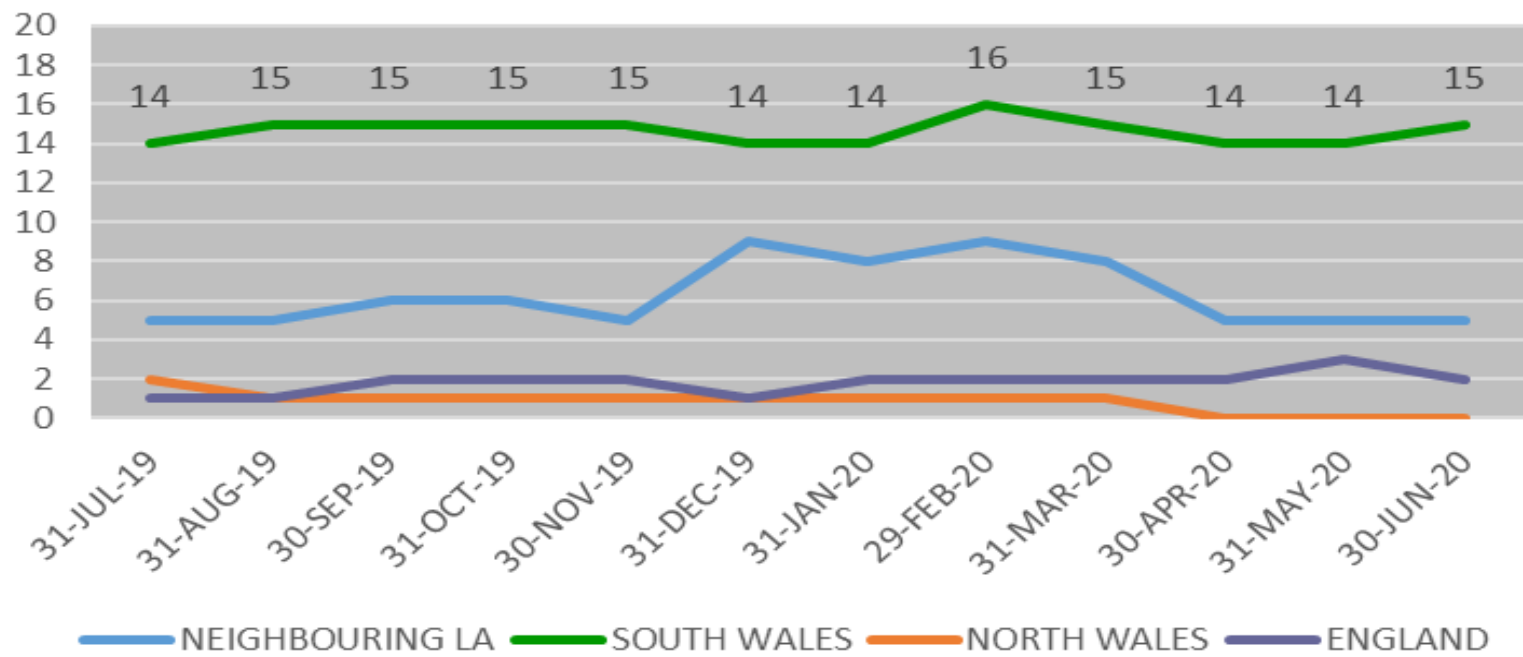
		31-JUL-19	31-AUG-19	30-SEP-19	31-OCT-19	30-NOV-19	31-DEC-19	31-JAN-20	29-FEB-20	31-MAR-20	30-APR-20	31-MAY-20	30-JUN-20
FAMILY & FRIENDS	NEIGHBOURING LA	17	17	17	16	15	15	15	16	18	18	18	18
	SOUTH WALES	8	8	8	8	8	11	10	10	10	10	10	10
	NORTH WALES	0	0	0	0	0	0	0	0	0	0	0	0
	OUTSIDE WALES	8	8	8	8	8	9	8	7	6	10	10	11
FOSTERING	NEIGHBOURING LA	100	101	103	104	104	103	103	102	104	107	106	105
	SOUTH WALES	45	44	43	45	44	43	39	39	40	40	40	41
	NORTH WALES	4	4	4	4	4	4	4	4	4	4	3	3
	OUTSIDE WALES	6	6	6	6	6	6	5	5	5	7	5	5
OWN PARENTS	NEIGHBOURING LA	7	8	8	8	9	9	9	8	8	8	7	7
	SOUTH WALES	4	4	4	4	5	4	4	4	4	4	4	4
	NORTH WALES	0	0	0	0	0	0	0	0	0	0	0	0
	OUTSIDE WALES	0	0	0	0	1	1	1	2	1	1	1	1
RESIDENTIAL	NEIGHBOURING LA	5	5	6	6	5	9	8	9	8	5	5	5
	SOUTH WALES	14	15	15	15	15	14	14	16	15	14	14	15
	NORTH WALES	2	1	1	1	1	1	1	1	1	0	0	0
	OUTSIDE WALES	1	1	2	2	2	1	2	2	2	2	3	2
Totals		221	222	225	227	227	230	223	225	226	230	226	227

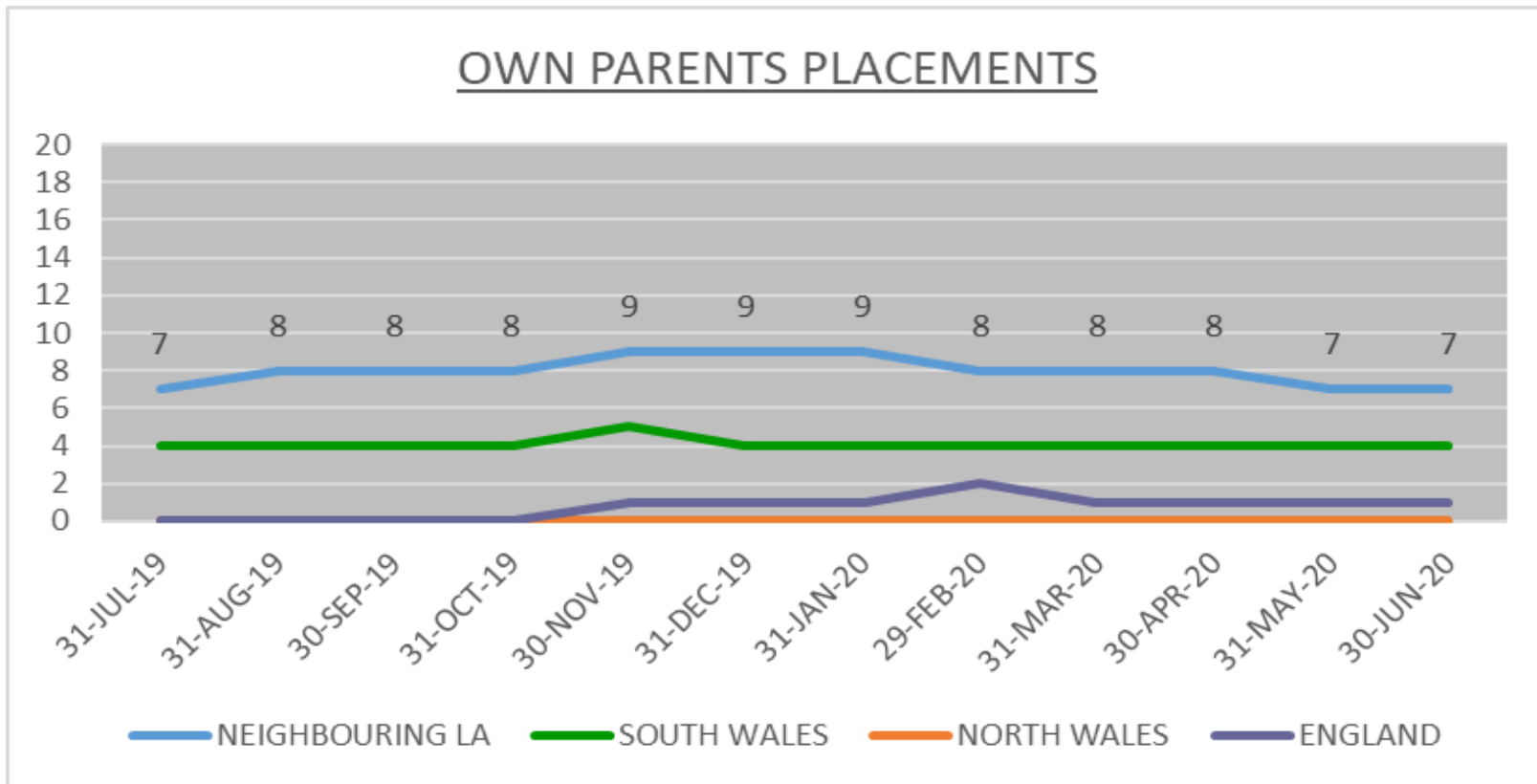
**Key**

Neighbouring LA	Neath Port Talbot, Carmarthenshire
South Wales	Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Ceredigion, Merthyr Tydfil, Newport Pembrokeshire, Powys, Rhondda Cynon Taf, Torfaen, Vale Of Glamorgan
North Wales	Conwy, Flintshire, Isle Of Anglesey, Wrexham



## RESIDENTIAL PLACEMENTS





## FOSTER PLACEMENTS

