



Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

Panel Perfformiad Craffu - Gwasanaethau Plant a Theuluoedd

Lleoliad: O bell drwy Microsoft Teams

Dyddiad: Dydd Llun, 13 Rhagfyr 2021

Amser: 4.00 pm

Cynullydd: Y Cynghorydd Paxton Hood-Williams

Aelodaeth:

Cynghorwyr: C Anderson, A M Day, M Durke, K M Griffiths, Y V Jardine, S M Jones, E T Kirchner, W G Lewis a/ac D W W Thomas

Agenda

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol**
www.abertawe.gov.uk/DatgeluCysylltiadau
- 3 Gwahardd Pleidleisiau Chwip a Datgan Chwipiau'r Pleidiau**
- 4 Cofnodion Cyfarfod(ydd) Blaenorol** **1 - 7**
Derbyn nodiadau'r cyfarfod(ydd) blaenorol a chytuno eu bod yn gofnod cywir.
- 5 Cwestiynau Gan y Cyhoedd**
Rhaid cyflwyno cwestiynau'n ysgrifenedig, cyn hanner dydd ar y diwrnod gwaith cyn y cyfarfod fan bellaf. Rhaid i gwestiynau ymwneud ag eitemau ar yr agenda. Ymdrinnir â chwestiynau o fewn cyfnod 10 munud.
- 6 Adroddiad uchafbwyntiau Perfformiad a'r Cynllun Staffio Brys** **8 - 13**
Elliott King, Aelod y Cabinet –Gwasanaethau Plant
Julie Davies, Pennaeth y Gwasanaethau Plant a Theuluoedd
- 7 Er gwybodaeth** **14 - 16**
 - Ameren y Rhaglen Waith ar gyfer 2021-22
- 8 Gwahardd y Cyhoedd** **17 - 21**

Cyfarfod nesaf: Dydd Mawrth, 25 Ionawr 2022 ar 4.00 pm

Huw Evans

Huw Evans
Pennaeth Gwasanaethau Democrataidd
Dydd Mawrth, 7 Rhagfyr 2021

Cyswllt: Liz Jordan 01792 637314

Agenda Item 4



City and County of Swansea

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

Remotely via Microsoft Teams

Tuesday, 21 September 2021 at 4.00 pm

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

Councillor(s)

C Anderson
Y V Jardine

Councillor(s)

A M Day
W G Lewis

Councillor(s)

M Durke
D W W Thomas

Other Attendees

Elliott King

Cabinet Member - Children Services

Officer(s)

Julie Davies
Tom Jones
Liz Jordan
Kate Ronconi
Gemma Whyley

Head of Child & Family Services
Participation & Childrens' Rights Officer
Scrutiny Officer
Principal Social Worker
Transformation Programme Manager Child & Family Services

Apologies for Absence

Councillor(s): K M Griffiths, S M Jones and E T Kirchner

Officer(s): David Howes

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)

Panel agreed the minutes of the meeting on 11 August 2021 as an accurate record of the meeting.

4 Public Question Time

No questions were submitted.

5 Progress on Child and Family Improvement Programme

Julie Davies, Head of Child and Family Services and Gemma Whyley, Transformation Programme Manager attended to brief the Panel on this item.

Discussion Points:

- Officers stated that the Service has revisited its vision.
- Panel felt it all sounded very exciting – freeing up staff to do the real work rather than paperwork.
- Panel queried if the Service is starting to blur the line between senior social workers and other highly experienced staff. Panel heard that social workers have to do certain tasks but work around that can be done by staff with alternative qualifications.
- Discussion took place regarding conversations with Welsh Government about the volume of information they require, for example, the new performance data that is being asked for.

6 Presentation - Corporate Parenting Board Update

Gemma Whyley, Transformation Programme Manager and Tom Jones, Participation and Children's Rights Officer attended to present this item, which included a video made with looked after children, the Corporate Parenting Board's response to the video and resulting pledges by members of the Corporate Parenting Board.

Discussion Points:

- Panel felt issues come across better when listen to children speaking for themselves. It makes you sit up and listen.
- Every councillor is a governor of a school and this gives them opportunity to question the Head and senior management team on what education and care is being provided for looked after children in schools.
- Panel stated that in the past they had received information on the progress of young people, particularly in education, as part of the update from the Corporate Parenting Board. Panel requested comparison data on the attainment of looked after children compared to others to see where they are now.
- Officers stated that work needs to be done on how to improve the learning opportunity for looked after children. The pledges made by Corporate Parenting Board members have got some accountability attached.
- Panel noted that the work of Education and Skills Policy Development Committee has a strong focus on vocational education and an alternative/appropriate curriculum. It will be discussing what works for looked after children who do well in education.
- Panel pleased about the good working relationship between Social Services and Education.

Actions:

- Data to be provided to Panel on progress of looked after children in education compared to others.

7 Work Programme Timetable 2021-22

Panel considered the work programme.

8 Exclusion of the Public

Panel voted and agreed on exclusion of the public from the meeting during consideration of item 10, as it involves likely disclosure of exempt information. Relevant paragraph of Public Interest Test is 12.

9 Appreciative Inquiry Video

Panel discussed the item in closed session.

The meeting ended at 5.45 pm



To:
**Councillor Elliott King, Cabinet Member for
Children's Services**

BY EMAIL

Please ask for:
Gofynnwch am:

Scrutiny

*Scrutiny Office
Line:
Llinell
Uniongyrchol:*

01792 637314

*e-Mail
e-Bost:*

scrutiny@swansea.gov.uk

*Date
Dyddiad:*

4 October 2021

CC Cabinet Members

Summary: This is a letter from the Child & Family Services Scrutiny Performance Panel to the Cabinet Member for Children's Services following the meeting of the Panel on 21 September 2021. It covers Child and Family Improvement Programme and Corporate Parenting Board.

Dear Cllr King,

The Panel met on 21 September 2021 to receive a briefing on progress with the Child and Family Improvement Programme, an update on the Corporate Parenting Board and, in closed session, a video on Appreciative Inquiry.

We would like to thank you, Dave Howes, Julie Davies, Gemma Whyley, Kate Ronconi and Tom Jones for attending to present these items and answer the Panel's 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

Julie Davies, Head of Child and Family Services and Gemma Whyley, Transformation Programme Manager attended to brief the Panel on this item.

We heard that the Service has revisited its vision.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU
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We felt that it all sounded very exciting – freeing up staff to do the real work rather than paperwork. We queried if the Service is starting to blur the line between senior social workers and other highly experienced staff. We heard that staff with alternative qualifications are as important to helping children. Social workers have to do certain tasks, but work around that, can be undertaken by staff with alternative qualifications.

We discussed conversations taking place with Welsh Government about the volume of information they require, for example, the new performance data that is being asked for. We felt too much of officers time is spent providing information for the Welsh Government and stated that officers need to flag up concerns to scrutiny. We heard that there is a level of legality that the Service has to go through but that your ambition over time is to build evidence of what is and is not helpful as it is important for this to be evidence based.

Presentation – Corporate Parenting Board Update

Gemma Whyley, Transformation Programme Manager and Tom Jones, Participation and Children's Rights Officer attended to present this item, which included a video made with looked after children, the Corporate Parenting Board's response to the video and resulting pledges by members of the Corporate Parenting Board.

We felt that issues come across better when we listen to children speaking for themselves. It makes you sit up and listen.

We discussed the fact that every councillor is a governor of a school and that this gives them an opportunity to question the Head and senior management team on what education and care is being provided for looked after children in schools.

We raised the issue that in the past we had received information on the progress of young people, particularly in education, as part of the update from the Corporate Parenting Board and that previously we had expressed our concerns about the difference in attainment of looked after children at Year 6 and Year 11. We requested to see some measure of what has been achieved by children who are looked after, in particular, comparison data on the attainment of looked after children compared to others to see where they are now. Head of Service stated the importance of focussing on the progression of looked after children and not just their attainment in school but said she would request comparison data from the Education department to share with the Panel.

We heard that work needs to be done on how to improve the learning opportunity for looked after children and that the pledges made by Corporate Parenting Board members have got some accountability attached.

We noted that the work of Education and Skills Policy Development Committee has a strong focus on vocational education and an alternative/appropriate curriculum. It will be discussing what works for looked after children who do well in education. It is important to focus on what can help looked after children to succeed.

We were pleased to hear about the good working relationship between Social Services and Education. This is really positive.

Appreciative Inquiry Video

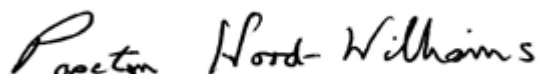
We were very pleased to hear this positive feedback.

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 on this occasion please provide a formal written response by 25 October 2021 to the following:

- Data to be provided to Panel on progress of looked after children in education compared to others.

Yours sincerely



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

Cllr. Hood-Williams
Convener, Child & Family Services
Scrutiny Panel

(BY EMAIL)

Please ask for: Councillor Elliott King
Direct Line: 01792 63 7438
E-Mail: cllr.elliott.king@swansea.gov.uk
Our Ref: EK/JG
Your Ref:
Date: 22 October 2021

Dear Cllr Hood-Williams,

Re: Response to Convenors Letter - CFS Scrutiny Panel 21.09.21

Thank you for your letter following the Child and Family Services Scrutiny Performance Panel held on 21st September 2021. It was really positive to read the feedback from the Panel about the progress made in taking forward the Child and Family Services improvement plan, and the work of the Corporate Parenting Board over the last year.

With regard to the request for data to be provided to Panel on progress of looked after children in education compared to others, I have liaised with officers in the Education department on this matter. They have advised that there is no reporting this year, as Welsh Government cancelled all the baseline and key stage teacher assessment data collections for the second time this year. For KS4, Welsh Government are only going to run a national level analysis, with no detail down to Local Authority or school levels, this means that the majority education performance indicators are therefore suspended again.

The hope is that as public services begin to find their way out of responding to the various crises arising from the global pandemic, the business as usual systems will start to be re-introduced in some form over the coming year, including the reporting of key performance indicators.

Yours sincerely



Y Cyngorydd/Councillor Elliott J King
Aelod Y Cabinet dros Wasanaethau Plant/ Cabinet Member for Children's Services

Agenda Item 6



Report of the Cabinet Member for Children's Services

Child and Family Services Scrutiny Performance Panel – 13 December 2021

PERFORMANCE HIGHLIGHT REPORT

Purpose	To present the Child and Family Services monthly highlight performance report for October 2021.
Content	<p>This report includes highlights against a small number of Welsh Government, Care Inspectorate Wales and local indicators. The information covers an overview of child and family performance indicators. This is a reduced set of indicators at this current time due to the recent introduction of WCCIS and the impact of reduced staffing in the area social work teams.</p> <p>Attached to this report is a summary of key actions in response to the shortage of social workers in the 3 locality teams.</p>
Councillors are being asked to	Consider the report as part of their routine review of performance in Child and Family Services.
Lead Councillor(s)	Cllr Elliott King, Cabinet Member for Children's Services
Lead Officer(s)	David Howes, Director of Social Services Julie Davies, Head of Child and Family Services
Report Author	Julie Davies, Head of Child and Family Services 01792 633812 Julie.davies10@swansea.gov.uk

Service Highlights

October 2021

Child & Family Services

805 (926)
Contacts to Child & Family Services

18 (27)
Referrals passed to Preventative Services

797 (771)
Children supported by Early Help Hubs

67 (87)
Referrals closed in the Early Help Hubs

29 (31)
Referrals passed to Child & Family Services

1319 (1333)
Children supported by Child & Family Services

64 (59)
Referrals closed in Child & Family Services

Youth Offending Service

92 (97)
Interventions Open to the Youth Justice Service

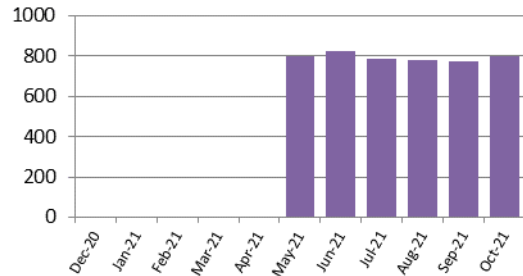
9 (8)
Prevention Referrals

6 (3)
Pre-Court Outcomes

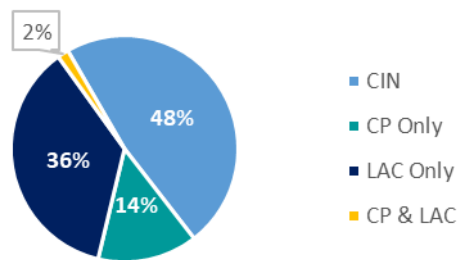
3 (6)
Court Outcomes

Page 10

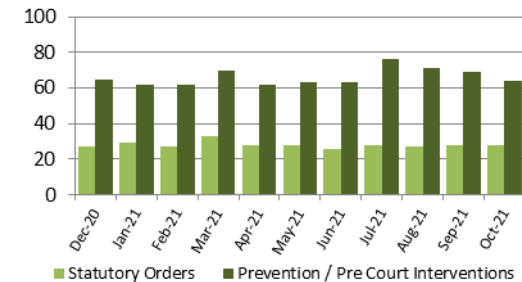
Children Supported by Early Help Hubs



Child & Family Services - Case Breakdown



Youth Offending Service - Open Interventions



Service Highlights

- **1319** children supported across the social work teams, and **797** by the Early Help Hubs; total of **2116** children and young people open to the service.
- **805** contacts were received and **345** of these were calls to the Single Point of Contact.
- Continue to see a higher number of referrals closed (**64**), compared to the number passed on for a comprehensive assessment (**29**).
- A high number of single assessments were completed (**68**); and there was evidence that direct work had been undertaken for a large proportion.
- There has been a slight increase in the number on the Children Protection Register (**200**), and the number of children who are Looked After (**496**); however these populations are considerably reduced compared to October 2020 (Child Protection Register **234** and **569** Looked After Children).
- The Service Quality Unit held **14** Initial Child Protection Conferences, **40** Review Conferences and **112** LAC and Pathway Plan Reviews during October.
- **65%** of Child Protection statutory visits were on time or not overdue (down from 72% in September). The timely recording of information has been adversely affected by the fragility of WCCIS during October and the severe staffing shortage in the front line social work teams.
- The Family Support Service are supporting **741** cases; during October **92** interventions were closed, where an improved outcome was achieved.
- The numbers of interventions open to the Youth Justice Service on the last day of the month has remained consistent, this month there has been a small decrease in the number of prevention interventions and pre-court interventions.
- Prevention referrals to the Youth Justice Service have increased this month by 2. The number of pre-court outcomes has increased from last month by 4, and Court outcomes have increased overall by 1.

Note:

- **Timeliness of assessments** - further work has been undertaken to report on single assessments which are 'due' – which has an impact on the ability to report on single assessment timeliness.
- **Timeliness of conferences and reviews** – a report needs to be developed to capture the timeliness of initial and review conferences, and the number of looked after children and pathway plan reviews.

Child and Family Services Response to the staffing crisis in the social care workforce

This plan is in direct response to a combination of factors that have led to the service being placed under considerable and sustained pressures that risk it being unable to meet its statutory responsibilities and regulatory requirements. There is an increasing likelihood that risk management for children will be compromised as social workers in the frontline area teams become overwhelmed with the responsibility of having to manage their workload across all levels of need and demand.

Swansea Child and Family Services is facing severe recruitment challenges in its frontline area social work teams. The shortage of adults and children's social workers is acknowledged as a UK-wide issue. The vacancy rates in the three area social work teams are currently 30%, with this set to increase by the end of the calendar year.

Whilst there have always been challenges it is evident that the global pandemic has impacted further on the ability to maintain a stable workforce who are responsible for case managing our most high risk and complex children in the service.

Staffing is now at a critical point in the three area teams, and despite consistent attempts to recruit this has been to no avail. A recent social worker advertisement attracted 2 candidates. Only one was shortlisted and appointable in interview but subsequently declined the job offer (remaining in an alternative agency job). A recent senior social worker advertisement attracted no candidates.

One of the consequences of the high vacancy rates in these teams is that the majority of the practice leads are carrying caseloads, resulting in them not being able to provide the right level of support to social workers in their team. Alongside this, the teams are struggling with the implementation of WCCIS, and this has been exacerbated by the recent system failures following a national upgrade in October.

It is proposed to offer market supplements to the social workers and senior social workers in the 3 locality social work teams in supported care planning, offer a retention payment to the team managers and practice leads in these teams, move all newly qualified social workers to the top of grade 8 and create 8 fixed term family support worker posts.

Family support workers will be assigned specific tasks to support the social work teams. Eight fixed term family support posts will be created, to add to the 8 existing posts in the area social work teams. This would significantly alleviate the pressure on social workers and strengthen their capacity to undertake meaningful work with children and families to avoid the escalation of need. This will ensure social workers are afforded the time to prioritise work on the high risk and complex cases open to the service and ensure children are safe and their outcomes achieved.

Whilst there has been difficulty recruiting into social work posts (permanent and agency), it is evident during recent advertisements for three vacant support worker posts in Child and Family there was in excess of 30 applications.

Child and family support workers whilst not qualified are able to undertake a number of key tasks within the case managing team which support social workers to prioritise the work they are required to complete as qualified workers.

It is proposed to introduce the changes from 1.10.21. The Head of Service, Principal Officer for Care and Support and Principal HR Officer met with Union representatives on 22.11.21. A meeting with staff is planned to take place on 25.11.21.

Julie Davies
Head of Child and Family Services

22.11.21

Agenda Item 7

CHILD & FAMILY SERVICES SCRUTINY PERFORMANCE PANEL WORK PROGRAMME 2021/22

<p>Meeting 1 Tuesday 25 May 2021</p> <p>4pm</p>	<p>Confirmation of Convener</p> <p>Update on progress with CAMHS <i>Joanne Abbott-Davies, Assistant Director of Strategy & Partnerships, West Glamorgan University Health Board</i> <i>Julie Davies, Head of Child and Family Services</i></p> <p>Briefing on Youth Offending Service <i>Jay McCabe, Principal Officer Bays+ and Youth Justice Services</i></p>
<p>Meeting 2 Tuesday 22 June 2021</p> <p>4pm</p>	<p>Update on Regional Adoption Service <i>Nichola Rogers, Regional Adoption Manager, Western Bay Adoption Service</i></p> <p>Initial feedback from CIW Assurance Visit <i>Julie Davies, Head of Child and Family Services</i></p> <p>Draft Work Programme 2021/22</p>
<p>Meeting 3 Wednesday 11 August 2021</p> <p>4pm</p>	<p>Performance Monitoring <i>Julie Davies, Head of Child and Family Services</i></p> <p>CIW Assurance Visit Full Report <i>Julie Davies, Head of Child and Family Services</i></p> <p>Outcome from Ty Nant CIW Inspection <i>Julie Davies, Head of Child and Family Services</i> <i>Chris Francis, Principal Officer Commissioning and Care Services</i></p>
<p>Meeting 4 Tuesday 21 September 2021</p> <p>4pm</p>	<p>Progress on Child and Family Improvement Programme <i>Julie Davies, Head of Child and Family Services</i> <i>Gemma Whyley, Transformation Programme Manager</i></p> <p>Corporate Parenting Board Update <i>Gemma Whyley, Transformation Programme Manager</i></p> <p>Appreciative Inquiry Video (in closed session) <i>Julie Davies, Head of Child and Family Services</i></p>
<p>Meeting 5 Wednesday 3 November 2021</p>	<p>CANCELLED</p>
<p>Meeting 6</p>	<p>Performance Highlight Report and Emergency</p>

Monday 13 December 2021 4pm	Staffing Plan <i>Julie Davies, Head of Child and Family Services</i> Ty Nant – Update on progress with action plan (in closed session) <i>Chris Francis, Principal Officer Commissioning and Care Services</i>
Meeting 7 Tuesday 25 January 2022 4pm	Performance Highlight Report and Emergency Staffing Plan <i>Julie Davies, Head of Child and Family Services</i>
BUDGET MEETING 14 February 2022 1pm JOINT SOCIAL SERVICES MEETING	Draft Budget Proposals for Child and Family Services / Adult Services <i>Mark Child / Elliott King / Dave Howes</i> Update on Management of Covid-19 Pandemic (Adult Services) <i>Mark Child / Dave Howes</i> Performance Highlight Report and Emergency Staffing Plan (Child and Family Services) <i>Julie Davies</i>
Meeting 8 Wednesday 9 March 2022 4pm	Safeguarding Quality Unit Annual Report TBC (item to include briefing on safeguarding issues in relation to forced marriages) <i>Damian Rees</i> Update from Regional Safeguarding Board on how regional arrangements are working TBC <i>Rebecca Shepherd, Business Manager, Regional Safeguarding Board</i> <i>Chris Frey-Davies</i>

Future work programme items:

- Delivery of Corporate Priorities in relation to Child and Family Services (Elliott King / Dave Howes) **Moved from 25 January 2022 meeting**
- Update on Support for Carers (including assessments) (Dave Howes TBC / Julie Davies TBC / Amy Hawkins TBC) **Moved from 13 December 2021 meeting (AS Panel Members to be invited for this item)**
- Complaints Annual Report 2020/21 for Adult Services / Child and Family Services (Sarah Lackenby) **Moved from 13 December 2021 meeting (AS Panel Members to be invited for this item)**
- Adolescent Strategy and Action Plan (Jay McCabe) **Moved from 3 November 2021 meeting**

- Update on Child Disability Services (Julie Davies, Jay McCabe) **Moved from 3 November 2021 meeting**
- Wales Audit Office Reports (dates to be confirmed)
- Why children become looked after (TBC)
- Examples of tools and techniques employed by front line staff in family engagement (TBC)
- Case Studies on Edge of Care (date TBC)

Agenda Item 8



Report of the Chief Legal Officer

Child and Family Services Scrutiny Performance Panel – 13 December 2021

Exclusion of the Public

Purpose:	To consider whether the Public should be excluded from the following item of business.	
Policy Framework:	None.	
Consultation:	Legal.	
Recommendation(s):	It is recommended that:	
1)	The public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as set out in the Paragraphs listed below of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 subject to the Public Interest Test (where appropriate) being applied.	
	Item No.	Relevant Paragraphs in Schedule 12A
	9	13
Report Author:	Scrutiny	
Finance Officer:	Not Applicable	
Legal Officer:	Tracey Meredith – Chief Legal Officer (Monitoring Officer)	

1. Introduction

- 1.1 Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, allows a Principal Council to pass a resolution excluding the public from a meeting during an item of business.
- 1.2 Such a resolution is dependent on whether it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item there would be disclosure to them of exempt information, as defined in section 100I of the Local Government Act 1972.

2. Exclusion of the Public / Public Interest Test

- 2.1 In order to comply with the above mentioned legislation, the Panel will be requested to exclude the public from the meeting during consideration of the item of business identified in the recommendation to the report on the grounds that it involves the likely disclosure of exempt information as set out in the Exclusion Paragraphs of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.
- 2.2 Information which falls within paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.3 The specific Exclusion Paragraphs and the Public Interest Tests to be applied are listed in **Appendix A**.
- 2.4 Where paragraph 16 of the Schedule 12A applies there is no public interest test. Councillors are able to consider whether they wish to waive their legal privilege in the information, however, given that this may place the Council in a position of risk, it is not something that should be done as a matter of routine.

3. Financial Implications

- 3.1 There are no financial implications associated with this report.

4. Legal Implications

- 4.1 The legislative provisions are set out in the report.
- 4.2 Councillors must consider with regard to each item of business set out in paragraph 2 of this report the following matters:
 - 4.2.1 Whether in relation to that item of business the information is capable of being exempt information, because it falls into one of the paragraphs set out in Schedule 12A of the Local Government Act 1972 as amended and reproduced in Appendix A to this report.
 - 4.2.2 If the information does fall within one or more of paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended, the public interest test as set out in paragraph 2.2 of this report.
 - 4.2.3 If the information falls within paragraph 16 of Schedule 12A of the Local Government Act 1972 in considering whether to exclude the public members are not required to apply the public interest test but must consider whether they wish to waive their privilege in relation to that item for any reason.

Background Papers: None.

Appendices: Appendix A – Public Interest Test.

Public Interest Test

No.	Relevant Paragraphs in Schedule 12A
12	Information relating to a particular individual.
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 12 should apply. His view on the public interest test was that to make this information public would disclose personal data relating to an individual in contravention of the principles of the Data Protection Act. Because of this and since there did not appear to be an overwhelming public interest in requiring the disclosure of personal data he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
13	Information which is likely to reveal the identity of an individual.
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 13 should apply. His view on the public interest test was that the individual involved was entitled to privacy and that there was no overriding public interest which required the disclosure of the individual's identity. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
14	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 14 should apply. His view on the public interest test was that:</p> <p>a) Whilst he was mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or</p> <p>b) Disclosure of the information would give an unfair advantage to tenderers for commercial contracts.</p> <p>This information is not affected by any other statutory provision which requires the information to be publicly registered.</p> <p>On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>

No.	Relevant Paragraphs in Schedule 12A
15	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 15 should apply. His view on the public interest test was that whilst he is mindful of the need to ensure that transparency and accountability of public authority for decisions taken by them he was satisfied that in this case disclosure of the information would prejudice the discussion in relation to labour relations to the disadvantage of the authority and inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
16	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
	No public interest test.
17	Information which reveals that the authority proposes: (a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) To make an order or direction under any enactment.
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 17 should apply. His view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by the public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
18	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. His view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

Agenda Item 9



Report of the Cabinet Member for Children's Services

Child and Family Services Scrutiny Performance Panel – 13 December 2021

TY NANT UPDATE

Purpose	To provide an update on Ty Nant Children's Home.
Content	This report includes an update on changes that have been implemented and overview of the action plan since the CIW inspection in May 2021.
Councillors are being asked to	Consider the report as part of their routine review of performance in Child and Family Services.
Lead Councillor(s)	Cllr Elliott King, Cabinet Member for Children's Services
Lead Officer(s)	David Howes, Director of Social Services Julie Davies, Head of Child and Family Services
Report Author	Christopher Francis Principal Officer for Care Services and Commissioning

TY NANT UPDATE

By way of context, it is important to remember that the young people in Ty Nant are some of the most vulnerable members of our communities. They have multi-faceted and evolving levels of need which are varied and never the same. They often refuse to engage with other services offered by social services, health and education. Young people typically enter at very short notice and frequently move-in during the night and weekends. Thus, the home is routinely caring for some of our most complex young people at a time of acute personal crisis.

The last six months has seen considerable changes within the service. Most of these were known to be required before the inspection in May 2021, and would have been implemented, but there is no questioning that it (the inspection) has given momentum to the Improvement Action Plan. The more significant improvements include:

- expanding the staffing capacity following the restructure;
- introducing greater managerial capacity by taking the Deputy Manager off the staff rota;
- providing greater support to staff by way of more robust supervision and training arrangements;
- revisions to the Statement of Purpose so it is aligned to the service actually delivered;
- revised policies and procedures utilised by the home;
- changes to the assessment and planning documentation so they are better coordinated and help staff to have a more comprehensive understanding of the holistic needs of the young people and how they should be met; and
- changes to the quality assurance and monitoring arrangements including how feedback is captured.

Some of these changes have already started to have an impact; for example, there have been lower occupancy rates this year (75% as opposed to 90+%). One of the reasons for this is the changes made to the Admissions Policy and associated paperwork. Before they were introduced, there were instances where placements were agreed without a full understanding of the young person's needs and potential implications for those already in placement. This issue is evidenced by the admission of W who was accommodated over numbers (i.e. when there were already three young people in placement) and Y who was not a good match with the existing young people in placement. The changes to the process have meant referrals have been rejected on occasion.

Of the seven young people in placement during the period:-

- Two were accommodated on an emergency basis and for a very short period of time (less than a week between them).
- Two achieved positive changes against a number of their well-being outcomes (not least the level of risk they are exposed to) before they moved-on. Similarly, a third is still in placement but is settled and making progress.

- However, it is also important to acknowledge that the outcomes for the other two young people (T and U) were definitely more mixed. Although they were supported to make some positive changes by the time they left Ty Nant (e.g. U was accessing counselling and attending school every-day), it is also true that their behaviour was still dysregulated.

When looking to take lessons from these two cases, it is immediately apparent that both young people were in placement for much longer periods of time – e.g. over six months as opposed to less than twelve weeks for the others. Another reflection is that both enjoyed a period of time earlier in their placement when they were happier and doing well. These positive periods represented good opportunities to support them to move to a more permanent placement. Unfortunately, there were various challenges securing an alternative placement and these opportunities were missed. These young people still made some important changes, but the risk of not ensuring they move-on in a timely way is that they suffer further emotional harm and rejection.

What some of these examples demonstrate is that the ability of Ty Nant to realise and sustain a high quality service is (to a certain degree) interdependent on other parts of Child and Family Services. For example, there can be a potential tension between the needs of the young people in placement and others open to the Department in need of a placement (as in the case of W and Y). And, if the Care and Support Plan is not realised in a timely way for various reasons (see T and U) then it undermines the steps taken by the young people and the work of staff in the home. The dynamic between Ty Nant and Child and Family Services will need to be monitored closely going forwards. But, in terms of admissions specifically, there is value in looking at whether there is scope to slow down care planning, especially out-of-hours. How many of the placements made are genuine emergencies (very few) and how many could be made in a planned way, either before they came in or in the days that followed.

Putting this issue aside for a moment, it is also apparent that some of the changes required to make Ty Nant the best it can be will take longer to complete. Some require a cultural shift and staff working differently to how they have been accustomed to working over a long career in residential care. For example, having new assessment and planning tools will not by itself lead to improved practice. If they are not implemented properly then there is a risk they will be completed poorly or be ignored by staff.

These changes will therefore take some time to fully realise and become embedded in practice. They will need leaders and managers to have a clear sense of the way forward (shaped by the views and suggested solutions of others) and to communicate and provide support to staff to understand what the changes mean. As staff begin to see the benefits and differences the changes make this will help build momentum.

What specific actions do we need to take to make the improvements successful and how will they be measured?

As well as ongoing work to implement the changes already made, the Action Plan needs to be revisited to reflect we are in the next stage in the improvement journey. Specific actions to include:-

- The interim managerial cover arrangements to continue and be reviewed at the end of November 2021 when the Registered Manager is back in work fulltime.
- Continue to recruit to fill vacant positions in the flexi-pool so we have a sufficient number of staff we can call upon as and when required to fill gaps in the rota, and further reduce our need for agency workers.
- Training for the Responsible Individual in the performance of the role as per regulatory requirements. This is an outstanding action from the previous plan.
- Confirm and formalise the arrangements for the Internal Therapy Service (ITS) to support Ty Nant and the young people placed there.
- Audit of completed paperwork to ensure it is being completed to a good standard and with meaningful input of the young people.
- The Statement of Purpose and policies are revisited again by March 2022 with greater involvement from young people and other stakeholders.
- The Statement of Purpose developed in September 2021 reflects what the service looks like now. This is the legal expectation of the document. However, we need to be more ambitious for the service than this, and in March 2022, it would be valuable to reflect that the service has developed, e.g. staff have now completed training in therapeutic approaches (PACE and TIP) and their capacity to provide care in a therapeutically informed manner, is supported by a formal offer of support from ITS.
- The Regulation 73 template form is implemented to capture information gathered during visits by the Responsible Individual.
- We continue to monitor and learn lessons in terms of how young people are referred into the service and the timeliness with which we achieve move-on as a wider Child and Family Services Department.
- The new behaviour management policy needs to be finalised and put into practice.
- Parent / carer guide including information on complaints to be shared when new placements are made.
- A number of the changes made in the previous six months need to be audited and reviewed to ensure they are fit for purpose. This action applies to:
 - the new staffing structure;
 - the quality assurance arrangements and feedback tools;
 - the frequency and quality of staff supervision; and
 - the frequency and quality of direct work.