

Service Quality Unit

ANNUAL END OF YEAR REPORT 2019-2020

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CITY & COUNTY OF SWANSEA

Introduction

This Annual Report is an analysis of the activity within the Service Quality Unit (SQU) in Swansea Local Authority between 1st April 2019 and 31st March 2020. It provides an overview of the Service, as well as our Child Protection Conferences, and Looked after Children Reviews. In addition, this report focuses on the data from the Quality Assurance Monitoring forms, Participation, PEP'S Health assessments, life journey work, Advocacy and the Dispute Resolutions Protocol. We have provided some information whilst in the period of the Coronavirus Pandemic to highlight some of the work the service has undertaken to assist the LA in its Safe LAC Reduction Strategy.

This report is produced in order to provide an annual overview of the SQU team activity for the Scrutiny of the Corporate Management Team. It provides an opportunity to highlight areas of good practice, areas of improvement and emerging themes and trends to help focus on service development in the coming twelve months within the Service Quality Unit.

Team Profile

The team consists of a Manager, Assistant Manager, 9 full time staff and 5 part time staff.

To support the team, there is a Team Clerical Officer, a supervisor, 2 ½ LAC admin workers and 4 ½ conference secretaries.

Average caseloads

The Practice Standards and Good Practice Guide, commissioned by Welsh Government sets out the way in which the Independent Reviewing Officer (IRO) should monitor, review and support the child/young person's Care and Support Plan.

It also sets out the responsibilities a Local Authority has in ensuring the IRO is able to carry out their work. This has impacted on the IRO workload in Swansea and we have been proactive in working hard to keep caseloads more manageable to achieve these requirements.

An average full time IRO caseload is 50 Looked after Children cases and 20 Child Protection Families (total average caseload of 70).

Last Year's Work Programme for 2019/20

- To undertake a review of Swansea Looked after Children Reviews to promote the voice of the child and 'what matters' to them, how life journey work continues through our involvement and trajectories to support our Safe LAC Reduction Strategy. This review had a Project Lead to help us add value to our current processes and engage Children and Young People. This involved developing documents on a digital platform, the development of an exit questionnaire, as well as the development of the IRO profile. All this work will be undertaken in consultation with children/young people.
- To revisit the pilot scheme of Children post 18 and Category 2 leaving care status, who remain vulnerable; have limited safety network and are experiencing high risks preventing permanence and stability. The aim is to continue to support them with an IRO reviewing their Care and Support Plan to offer some consistency and help and support them to achieve their potential and better outcomes.
- To revisit our dispute resolution protocol to include Child Protection and LAC.
- To review and evaluate the Swansea Child Protection Conference Process.
- To work with Bedford University around the Contextual Safeguarding Risk to develop the Swansea Child Exploitation process and practice on Extra Familiar Risk.

Progress in delivering the 2019/20 work programme

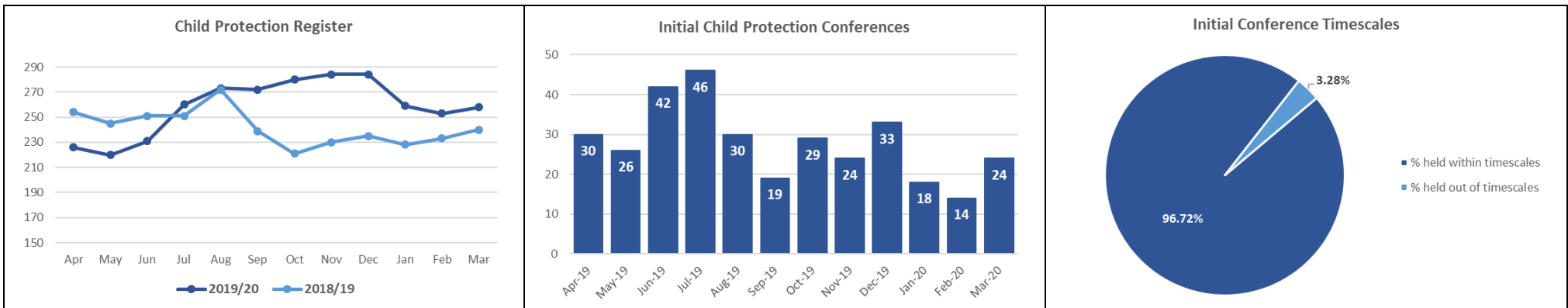
- We continue to focus on our children in care and how we can improve on their experiences through the LAC review processes. The Coronavirus and our ability to consult with young people and children on 'what matters' to them has impacted this work. We arranged a multi-agency participation day to work with young people to seek their views and the findings of this day were to form the basis of our programme of work and what our processes might look like. We recommended to SMT that we wanted to consult virtually using tools like a questionnaire that we developed; however, this was not agreed. We intended to link our thinking with the work completed by the LAC Team, which has also been delayed due to the Coronavirus pandemic.
- A review was carried out on the Child Protection Conference Process. The outcome was that we will continue to manage our conferences using the Signs of Safety methodology and that there would be a verbatim set of minutes to accompany the mapping.

In addition, the review highlighted the need for us to undertake a qualitative audit of our conference minutes for a set period to develop practice across the service.

- From working with the Practice Lead for CSE, we identified the need for reviewing and monitoring young people experiencing CSE and CE in a more effective way. This involved researching various models and visiting other Authorities and as a result, we developed the C-MET process map and practice guidance which has been taken forward by the Safeguarding Hub. We worked alongside the CSE lead to develop processes in reporting and capturing themes and trends and data in relation to children experiencing Exploitation. The work with the Bedford University around contextual safeguarding has moved to the operational social work teams.
- We continue to work with the Bays and Barnardos service in supporting to review the Care and Support Plans for young people who are vulnerable, display risky behaviour or lack a family support network. These can be Category 2 care leavers or post 18 adults to help develop stability and permanency. This support is on an individual needs basis via a discussion in the Transitional Operational Group. This year we hope to add the learning from the young people and adults we are currently supporting to drive forward a service that reviews post 18 children and Category 2 care leavers where there is a need.
- We continue to use our dispute resolution protocol however, the review of this document (including Child Protection and LAC) has been delayed due to a number of competing pressures. Our plan is to prioritise this before the end of next year and be endorsed in SMT.
- Our department has been leading the way in Wales by using an innovative LAC savings scheme to give care-experienced children in Swansea a better chance of thriving in adulthood. The new savings scheme was launched last year to enable £5 per week to be set aside by internal and external care providers. I thought it is helpful to share that between the 6th October 2019 to 31st October 2020, we have deducted £91,992.14 from all carer's allowances to contribute into our children in our care saving schemes. It is saved safely and securely for Looked after Children and after 12 months, placed in a junior ISA Account tax-advantaged saving policy instigated by the Government but managed by registered charity The Share Foundation. If at any time children/young people leave care, the money is distributed to the caregiver with PR or directly to the young person if they leave care when they reach 18.

Total Number of Child Protection Conferences

Measure	Result 2019/20	Result 2018/19
The number of children on the Child Protection Register at the end of the year;	258	240
The total number of registrations to the Child Protection Register during the year;	334	329
The total number of Initial Child Protection Conferences carried out during the year; (excludes Transfer-In Conferences)	335	335
The percentage of Initial Child Protection Conferences that were completed within timescales ; (excludes Transfer-In Conferences)	96.72% (324)	97.01% (325)

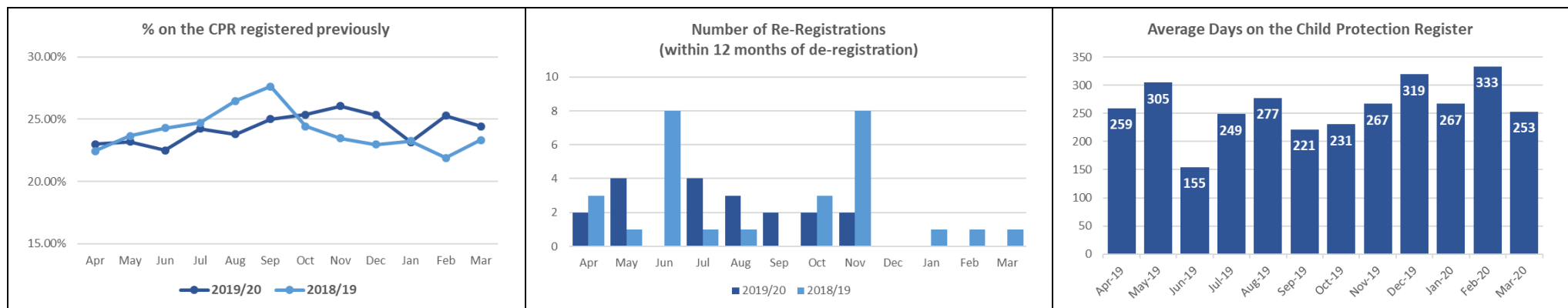


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> An audit of 23 ICPC cases, looking at ISD and S47. Concluded that 12 were right to come to conference at the time they did. The others might have 	<ul style="list-style-type: none"> There is an increase in the number of children on the child protection register. 	<ul style="list-style-type: none"> We need to work to achieve all conferences held within timescales.

<p>benefited from an assessment being undertaken and slowing down thinking.</p> <ul style="list-style-type: none"> • There were 4 families where conference was not in timescales and the PO was made aware of these at the time. 	<ul style="list-style-type: none"> • It is not unusual to be busy in July as school's are closing for the summer, however there is an increase in December with a significant drop in referrals for Jan and Feb and we need to monitor this trend. 	<ul style="list-style-type: none"> • We need to monitor the increase of referrals in certain months to identify any trends or themes via the weekly performance meeting. • Discussions with SCP managers will allow us to slow our thinking down and consider completing a single assessment first. • We need to participate in the weekly performance meetings, which are due to be set up to look at thresholds into the service.
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Total Number of Re-Registrations and Categories

Measure	Result 2019/20	Result 2018/19
The percentage of children on the Child Protection Register at the end of the year, that have been registered previously;	24.42% (63)	23.33% (56)
The total number of children on the Child Protection Register during the year, that have been registered previously within 12 months from the end of the previous registration;	19	28
The average time on the Child Protection Register for those children de-registered during the year;	264 Days	238 Days
The number of registration categories changed during the year; (The category changed most frequently during the year was Neglect to Emotional Abuse (12))	46	12

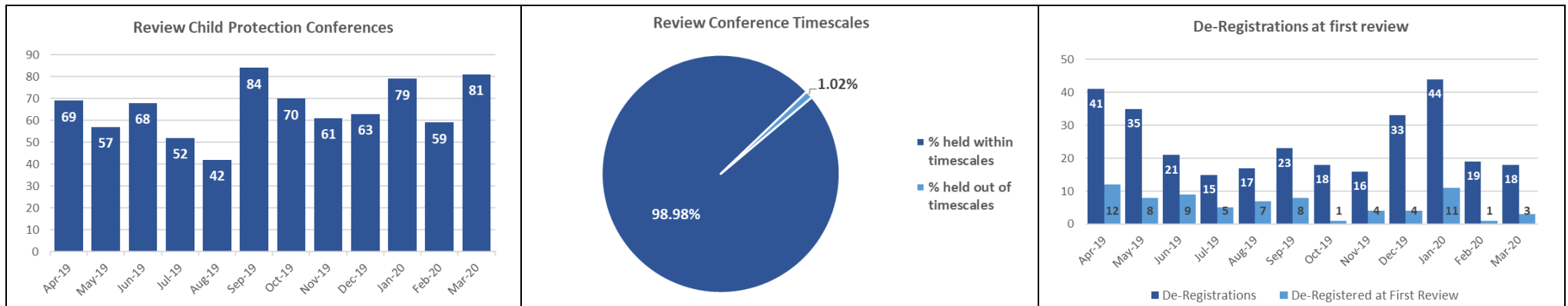


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> We are pleased there is a reduction in re-registrations within 12 months that were previously registered. 	<ul style="list-style-type: none"> There is an increase of children previously registered, which needs to be monitored. 	<ul style="list-style-type: none"> We need to audit neglect cases, which have changed to the category of emotional abuse to identify any themes.

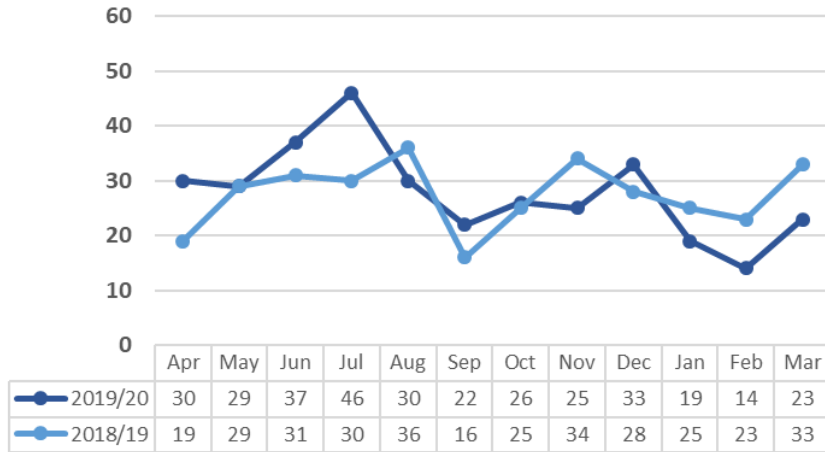
<ul style="list-style-type: none">• It is pleasing chairs have developed their skills around types of abuse children are experiencing and confident in changing categories.	<ul style="list-style-type: none">• Children remaining on the CP register may be due to Covid influencing in March when we did not remove children's names from the register as a temporary measure.• It could be argued that assessments and conference reports are not robust enough to be specific on types of abuse that the child/YP is experiencing.	
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Total Number of Review Child Protection Conferences

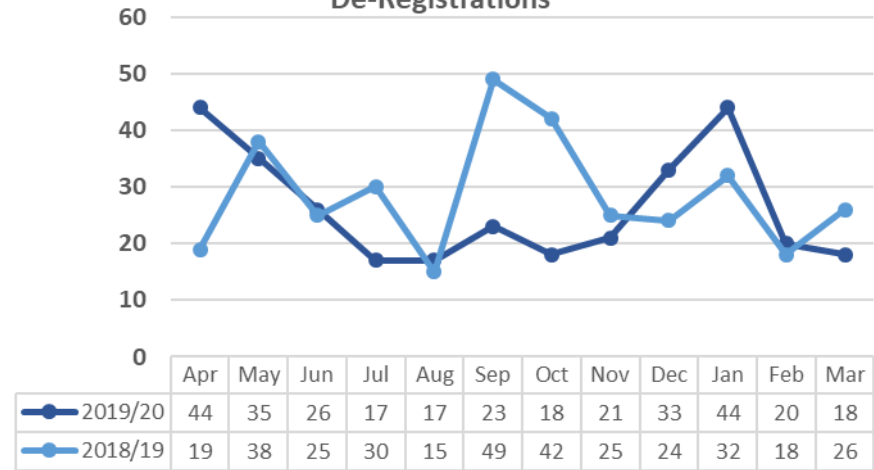
Measure	Result 2019/20	Result 2018/19
The total number of Review Child Protection Conferences carried out during the year;	785	749
The percentage of Review Child Protection Conferences that were completed within timescales;	98.98% (777)	99.07% (742)
The total number of de-registrations from the Child Protection Register during the year;	316	343
The percentage of children de-registered during the year who were de-registered at their first review; (excludes de-registrations due to the family moving out of area)	24.33% (73)	28.61% (95)



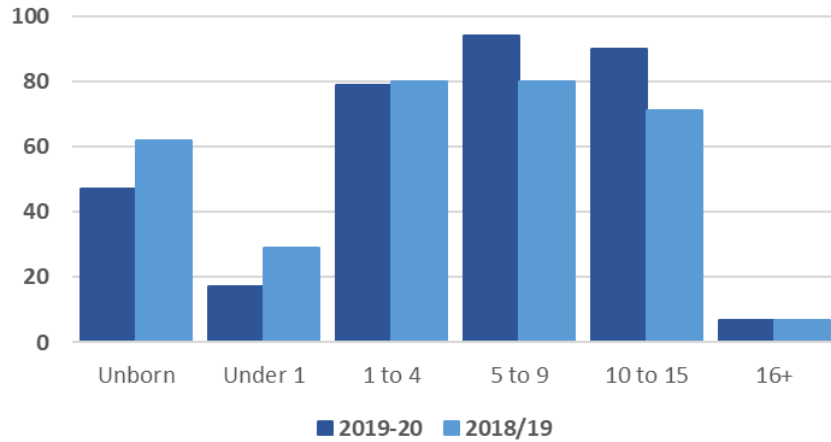
Registrations



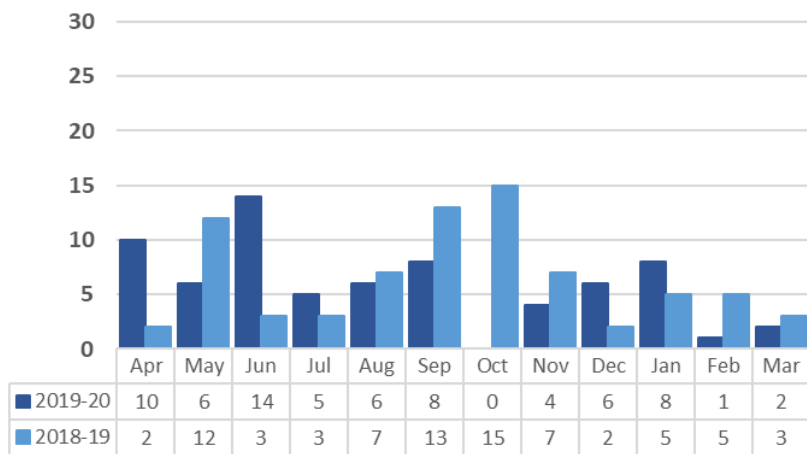
De-Registrations



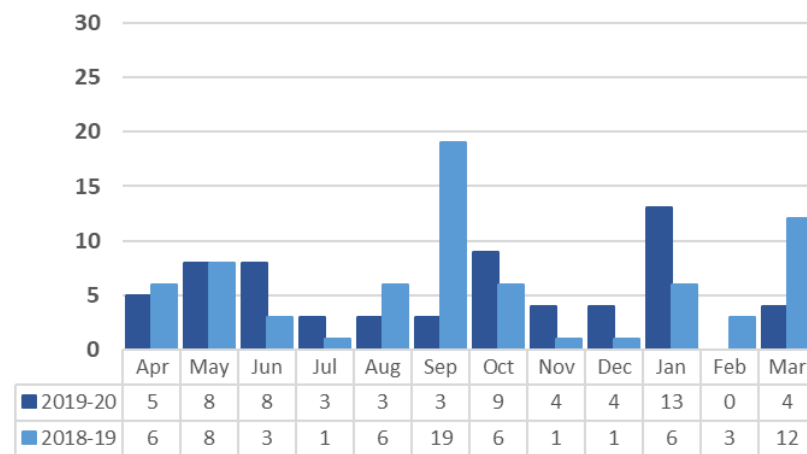
Age At The Time of Registration



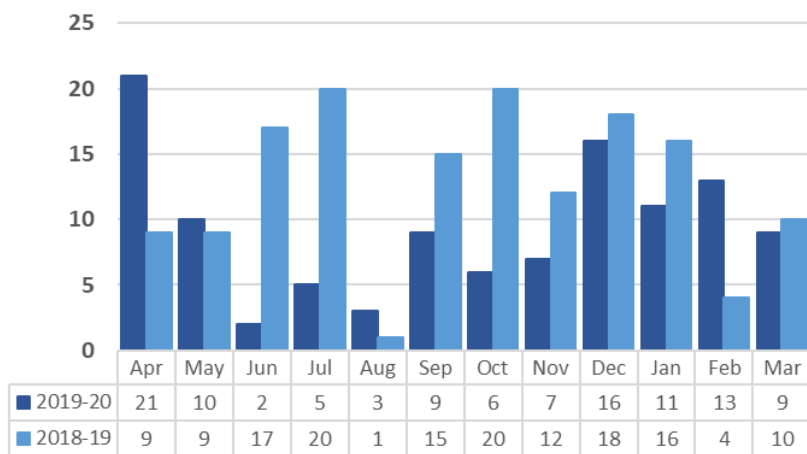
Children Registered For Less Than 3 Months



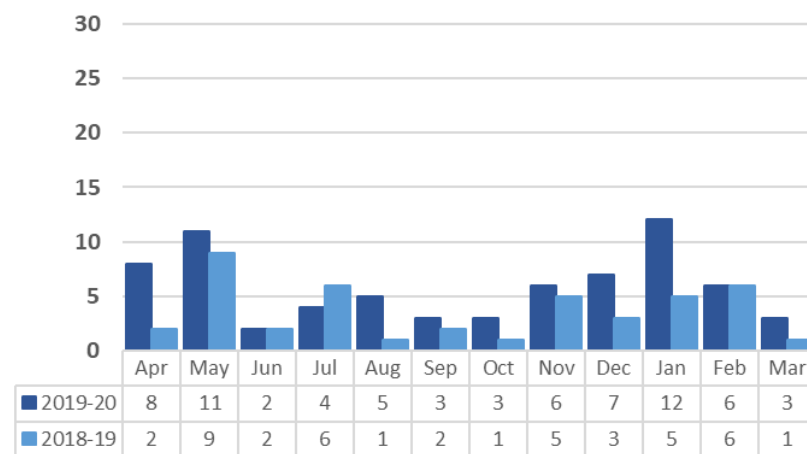
Children Registered For Between 3 & 6 Months



Children Registered For Between 7 & 12 Months



Children Registered For More Than 1 Year



What is working well?

- Work has been undertaken with the CP chairs to advocate for not de-registering at the first child protection review unless court orders are in

What are we worried about?

- De-registration at first review is a worry and these have been audited to confirm if threshold for conference was met. Some of these were large family groups where the LA obtained

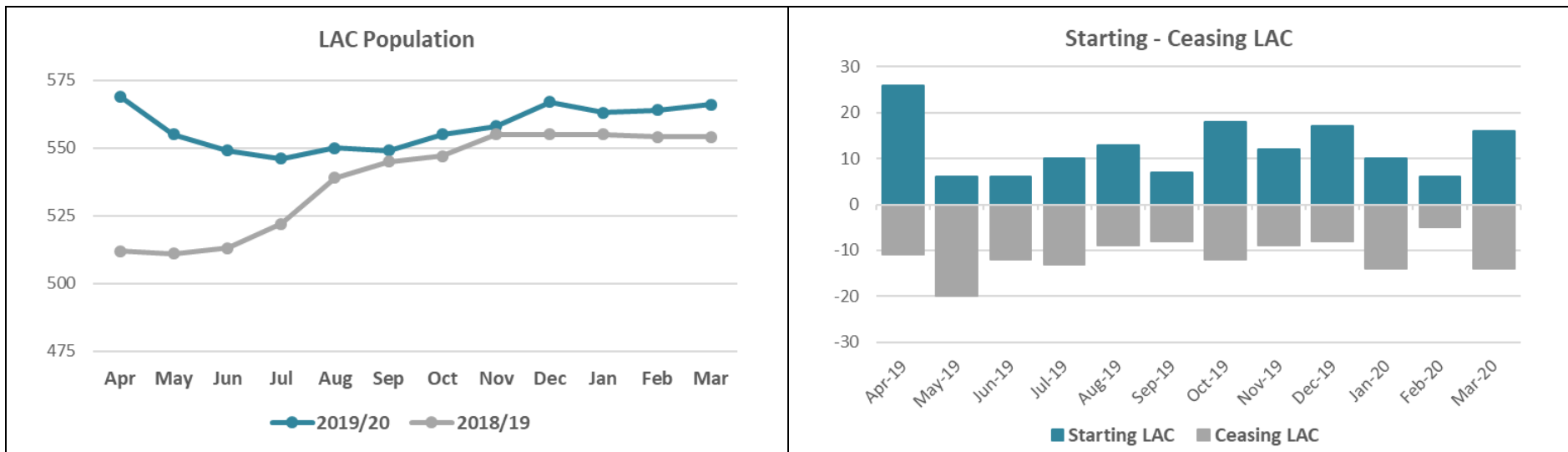
What do we need to do?

- We need to continue to improve timescales on CP reviews.
- Continue to ensure appropriate and timely de-registrations take place.

<p>place or child/YP enters the care system.</p>	<p>court orders, however some could have benefited from slowing thinking down via an assessment.</p> <ul style="list-style-type: none"> • There is a reduction in referrals for children under one and unborn and this needs to be carefully monitored. • There is an increase in children and young people 5-15 being referred to conference. 	<ul style="list-style-type: none"> • We are working to develop a new process on CP threshold and referrals made into the conference unit. • We are working with the CP chairs on analysis and rational for de-registrations. • We need to continue to undertake qualitative audits on all cases coming to CP conference especially the age range between 5-15 and share the findings with SCP.
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Total Number of LAC Reviews

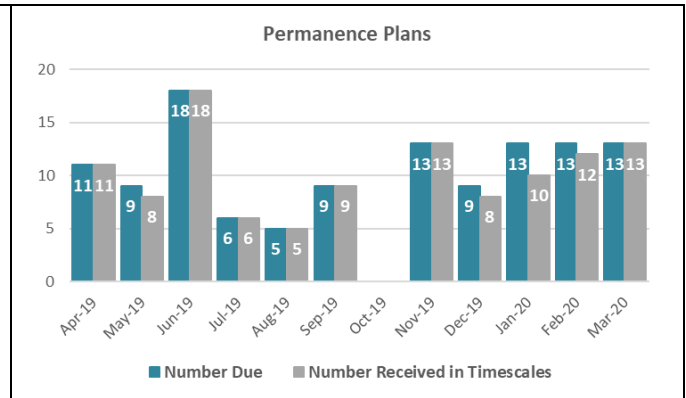
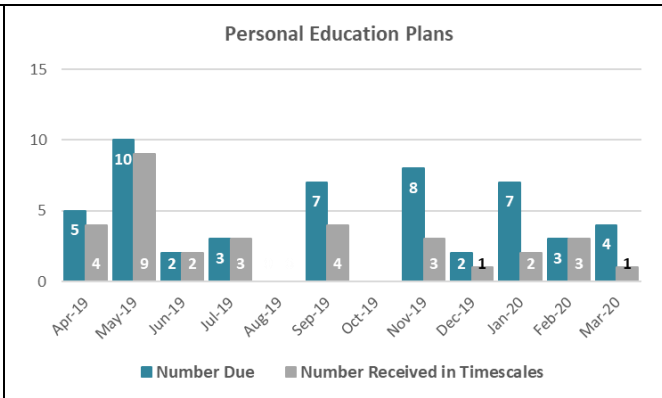
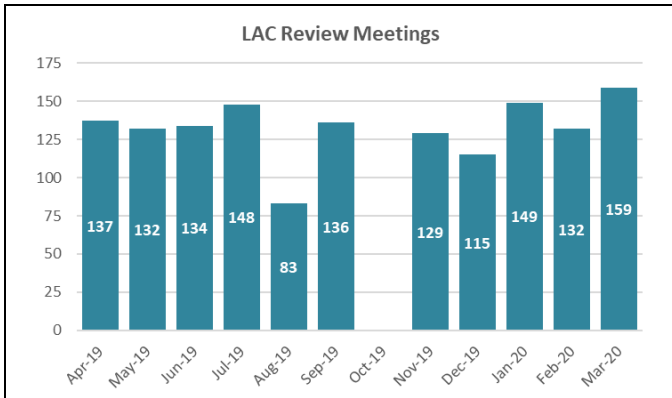
Measure	Result 2019/20	Result 2018/19
The Looked After Children population at the end of the year;	566	554
The total number of children who became Looked After during the year;	147	172
The total number of children who ceased LAC during the year;	135	140



What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> We are pleased the amount of children becoming LAC has significantly dropped. 	<ul style="list-style-type: none"> Our overall LAC numbers have increased. 	<ul style="list-style-type: none"> Continue to work within the safe LAC reduction policy.

	<ul style="list-style-type: none"> Less children have ceased LAC by end of the year. 	<ul style="list-style-type: none"> Ensure our children have timely plans for permanency and trajectories. Continue to be an active member of internal panels to share practice and offer advice and support to social worker to help build a stronger workforce and achieve better outcomes for children and young people.
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Measure	Result 2019/20	Result 2018/19
The total number of LAC Reviews carried out during the year;	1454	1584
The percentage of LAC Reviews that were completed within timescales;	99.79% (1451)	99.31% (1573)
The percentage of PEP's received within 20 school days of a child becoming looked after;	62.75% (32)	43.28% (29)
The percentage of children who had a permanence plan at their 4 monthly review;	94.96% (113)	93.29% (139)

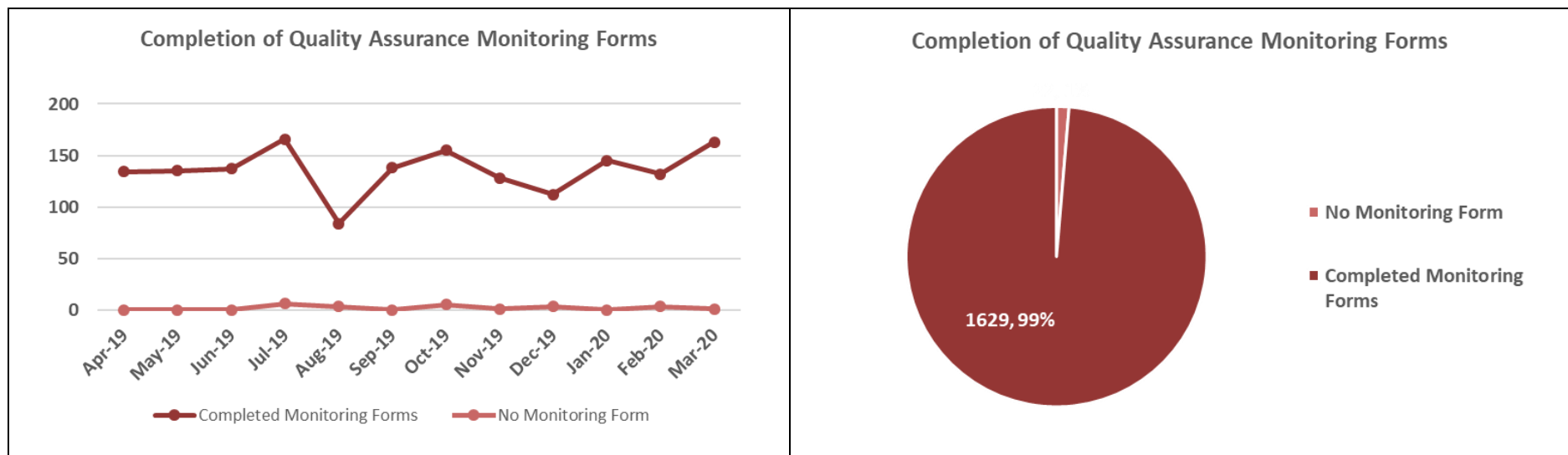


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • Despite the challenging times, we ensure that children have received timely LAC reviews within the timescales set by the IRO standards. • There has been a continued improvement in terms of the PEPs being completed. • A high number of children continue to have a plan for permanence post the second review. The small number of young people who did not were post 16 and Asylum seeking young people. 	<ul style="list-style-type: none"> • PIT received no performance data in October 2019 due to lack of admin support. 	<ul style="list-style-type: none"> • We continue to work with LAC Education on obtaining the PEPs in a timely way. • Continue to maintain and work on achieving 100% plans for permanency for all children and young people and monitor this closely.

IRO Monitoring

When collating the information recorded in the Quality Assurance Monitoring Form (QAMF) it became apparent that the number of LAC Reviews recorded on a monthly basis was not a true reflection of the work being undertaken due to late recordings. For this section of the report, figures were re-run.

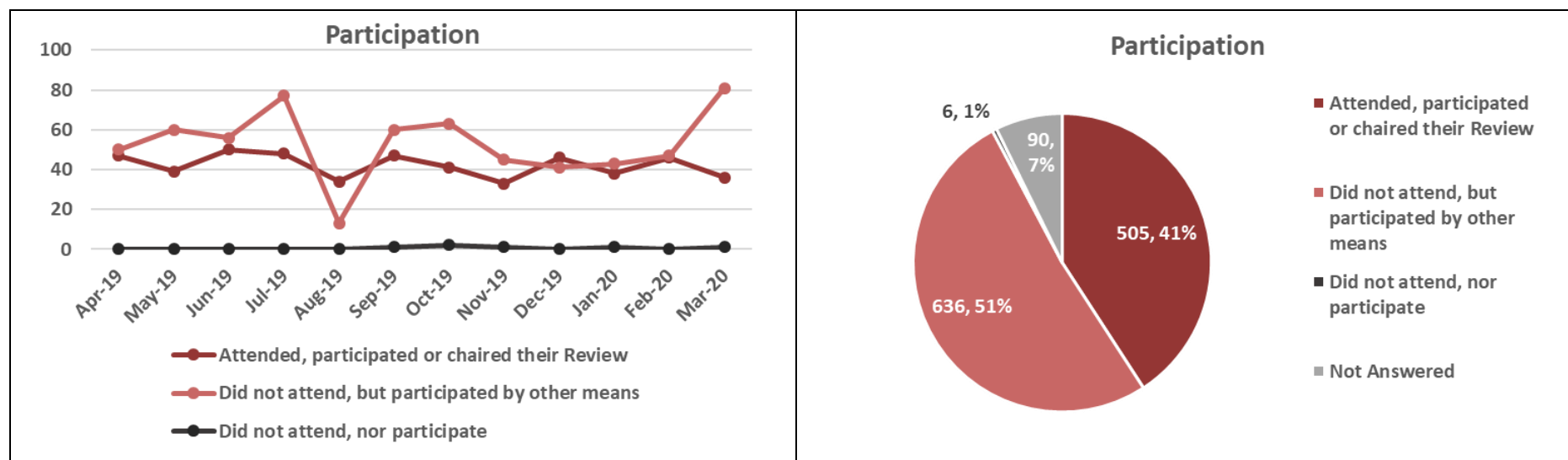
Measure	Result 2019/20	Result 2018/19
The total number of LAC Reviews carried out during the year;	1651	1621
The percentage of QAMF partially complete or completed during the year;	98.67% (1629)	88.16% (1429)



What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> There has been a significant increase in the monitoring forms being completed. 	<ul style="list-style-type: none"> We are aware that there are a couple of team members who struggle to consistently complete the form. We know that not all forms have been completed this impacts on the accuracy needed in terms of data collection. 	<ul style="list-style-type: none"> We are targeting those staff who we are aware struggle to complete them. We need to explore if WCCIS can make this form mandatory to complete before the module is signed off. We are launching a new Quality Assurance monitoring form, which all questions will need to be answered to obtain quantitative data. This is ready to go live with the new WCCIS.

Participation

Measure	Result 2019/20	Result 2018/19
The total number of LAC Review's held for Children aged 5 and over during the year;	1237	1180
The percentage of Children, aged 5 and over, who attended, participated or chaired their LAC Review during the year;	40.82% (505)	34.58% (408)
The percentage of Children, aged 5 and over, who did not attend their LAC Review but did participate by other means;	51.41% (636)	50.00% (590)

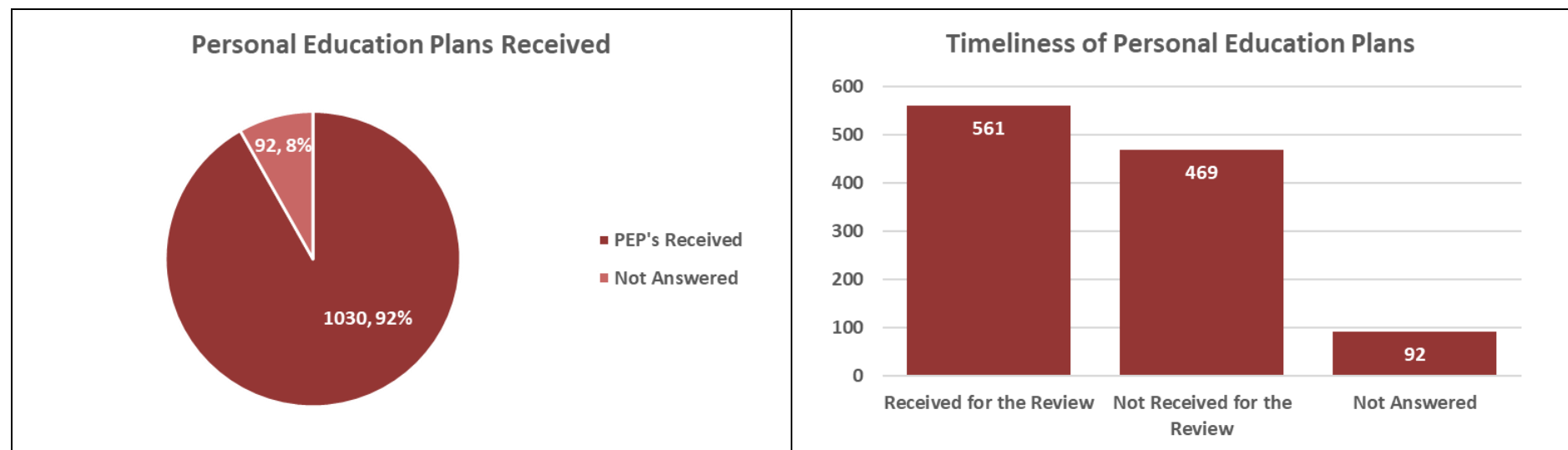


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> There has been an improvement in children/young people participating in their reviews. 	<ul style="list-style-type: none"> A complicating factor is that we know there was a reduction in the months of July/Aug with participation and this is likely to be due to the summer 	<ul style="list-style-type: none"> As part of our review of children LAC reviews we organised a participation day which unfortunately was cancelled due to Covid. This was to

<ul style="list-style-type: none"> Over half of our children or young people participated in some form within their LAC reviews. 	<p>holidays, and children, and young people doing other activities.</p> <ul style="list-style-type: none"> We know that 90 children may or may not have participated in their meetings as the form was not completed. 	<p>provide us with an opportunity of seeking their views about their involvement in the LAC review process and “what matters to them”.</p> <ul style="list-style-type: none"> We are looking at other ways on how we can gather children/YP views in this current climate.
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Total number of Personal Education Plans

Measure	Result 2019/20	Result 2018/19
The total number of LAC Reviews held for Children of statutory school age during the year; (aged 5 to 16)	1122	1066
The total number of Personal Education Plans (PEP's) received during the year;	1030	865
The percentage of PEP's received in time for the Review during the year;	50.00% (561)	40.43% (431)

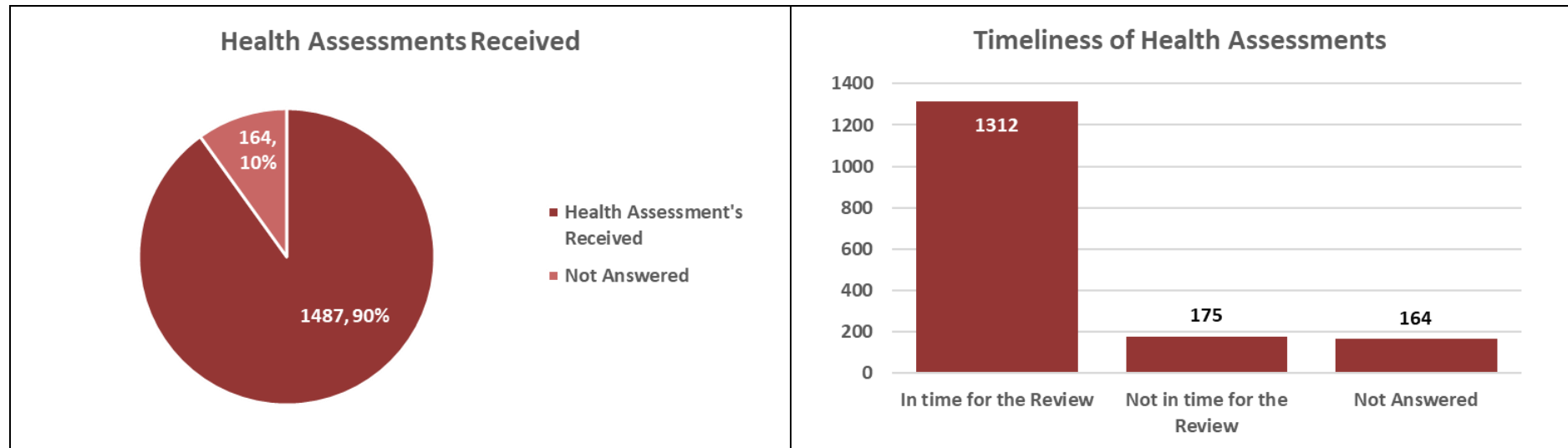


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> There has been a significant improvement in the PEPs received for initial LAC reviews. 	<ul style="list-style-type: none"> We are worried that only half the PEPs were received in time. We are unsure if the 92 children above received PEPs in time for their 	<ul style="list-style-type: none"> We continue to work with LAC Education and SCP to develop a new process in linking with school to achieve an increase in PEPs.

<ul style="list-style-type: none"> • LAC Education now receive a monthly report of all forthcoming LAC or Pathway plans reviews so they can link with the school directly to encourage prompt completion of the PEPs. • The LAC Education co-ordinator has admin support for 2 days a week to help remind school on completing PEPs for reviews. 	<p>review, as the data was not completed.</p>	<ul style="list-style-type: none"> • We need to look at the quality of the PEPs and intend to set up a regular audit (termly) to include the LAC Education Co-ordinator.
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Total Number of Health Assessments

Measure	Result 2019/20	Result 2018/19
The total number of LAC Reviews carried out during the year;	1651	1621
The total number of Health Assessments received during the year;	1487	1328
The percentage of Health Assessments received in time for the Review during the year;	79.47% (1312)	70.57% (1144)

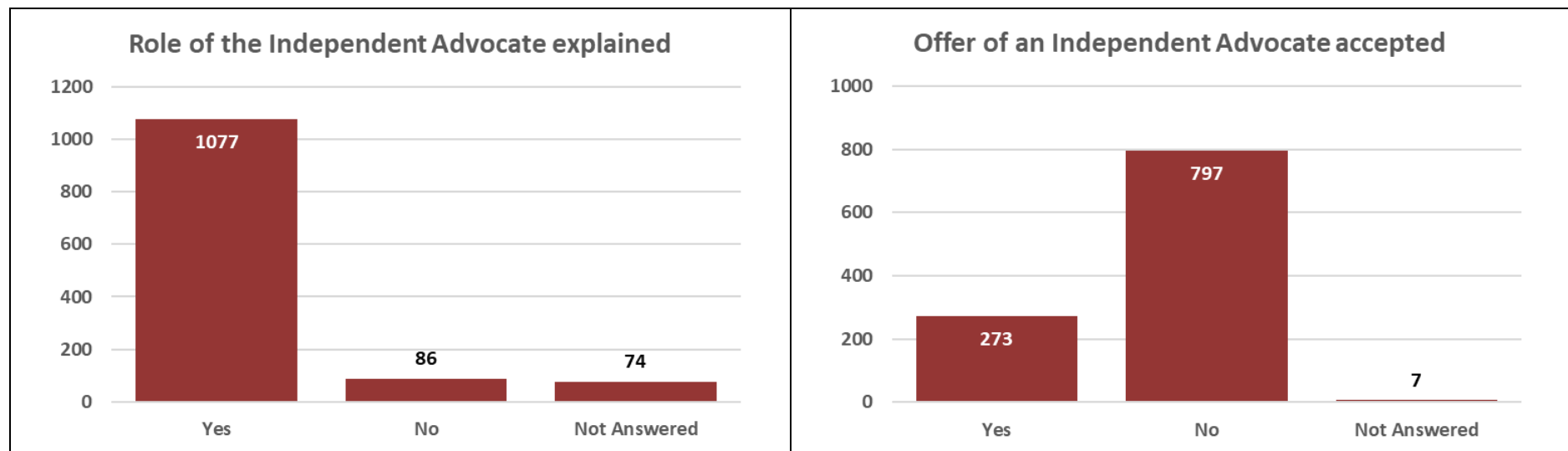


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> We are pleased there is an increase in LAC health assessments being completed. 	<ul style="list-style-type: none"> We have 175 not completed in time or on the system for the review. There has been a change in the process of attaching health assessment, which 	<ul style="list-style-type: none"> We need to continue to work with SCP for all health assessments to be attached in a timely way.

	<p>are now added by SCP TCO this might affect the figures.</p> <ul style="list-style-type: none"> • We are worried about the depth and quality of the health assessments, as it does not adequately address the needs of our more complex children/young people i.e. mental health/attachment trauma. • LAC health nurses no longer attend all meetings. They only attend if there is a specific health issue with a child and the social worker has to invite them. 	<ul style="list-style-type: none"> • We need to hold regular meeting with the LAC Health Manager to review the quality of the health assessment to incorporate the more complex issues of our children/young people.
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Advocacy

Measure	Result 2019/20	Result 2018/19
The total number of LAC Review's held for Children aged 5 and over during the year;	1237	1180
The percentage of Children who knew what an Independent Advocate is, and how they can help;	87.07% (1077)	74.15% (875)
Of the Children who knew what an Independent Advocate is, the percentage of Children who accepted the offer of an Independent Advocate;	25.35% (273)	26.17% (229)

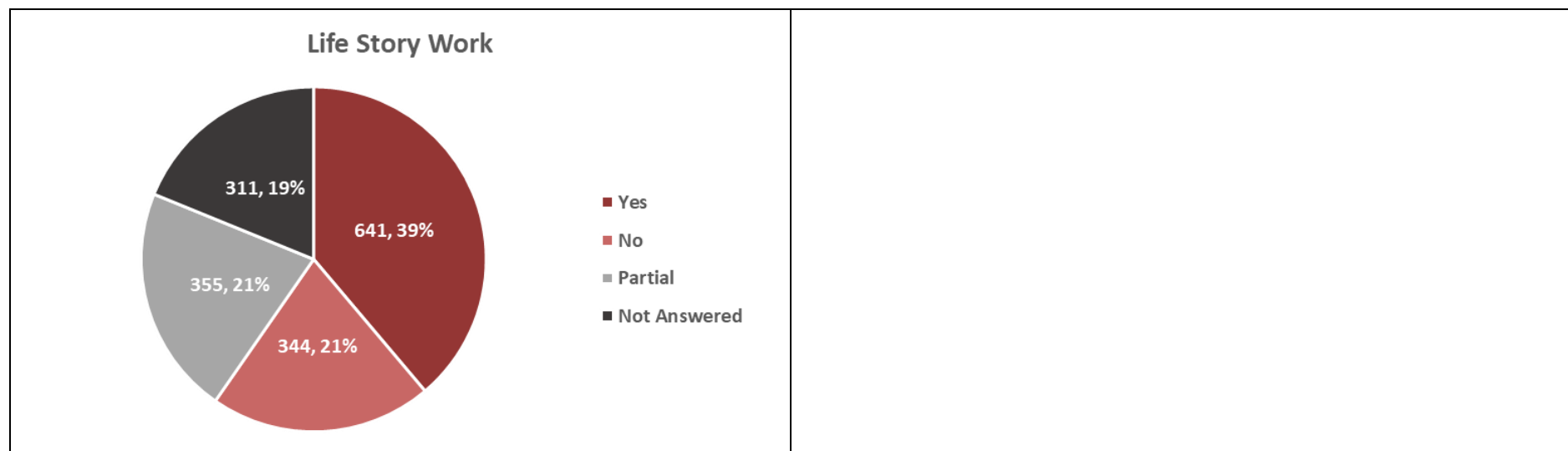


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Tros Gynnal attended our team meeting to increase awareness to staff about the active offer and advocacy. All staff ask about 	<ul style="list-style-type: none"> We need to understand more about why young people/children do not take up the service. 	<ul style="list-style-type: none"> We intend to link in with our chairs to gather more specificity about why young people do not take up the offer of advocacy so we can share that learning.

<p>advocacy in both CP conferences for over 5 and LAC reviews.</p> <ul style="list-style-type: none"> • Whilst we recognise there is work to do on advocacy, it is pleasing to note an increase in children understanding what advocacy is and taking up the offer. 	<ul style="list-style-type: none"> • 75% of our children and young people chose not to take up the offer of advocacy. • There remains 74 not answered, which fails to provide us with accurate figures. 	<ul style="list-style-type: none"> • We need to make sure more social worker and carers are talking to children/young people about advocacy.
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Life Journey Work

Measure	Result 2019/20	Result 2018/19
The total number of LAC Reviews carried out during the year;	1651	1621
The percentage of Looked After Children with a life story, or their life story partially complete;	60.33% (996)	47.44% (769)



What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> There has been an improvement in the completion of life journey work. We have developed a module on Paris where all life journey material can be stored in one place. 	<ul style="list-style-type: none"> We know we have 344 children without life journey work, and we worry we have 311 that we do not know about. Even though we have one place to collate life journey materials this, 	<ul style="list-style-type: none"> We need to link with SCP to share our findings and work together on how we can improve outcomes for children in this area.

	continues to be stored in various places in Paris.	<ul style="list-style-type: none"> We need to anonymised and share pieces of good practice across the service.
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Dispute Resolution Protocol

The Dispute Resolution Protocol (DRP) is when an IRO raises a concern in relation to a child who is Looked After and keeps escalating the issue until the concerns are resolved. It is important that IRO's do this to make sure Looked after Children are getting what they need.

Measure	Result 2019/20	Result 2018/19
The total number of LAC Reviews carried out during the year;	1651	1621
The total number of DPR initiated during the year;	17	35

What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> From our discussion with IRO's, it would seem they are finding other ways of resolving issues outside of the protocol such as meeting with the social worker/practice lead and recording this on Paris. 	<ul style="list-style-type: none"> The SQU team had no TCO support for this period, which would have impacted on these figures. In March 2020, we suspended using the protocol on cases due to the pandemic. 	<ul style="list-style-type: none"> We are in the process of reviewing the protocol process at present to include our partners like Education and health.

COVID-19

In March 2020, the Local Authority was responding to the Coronavirus Pandemic. The information below sets out how SQU was responding to the Covid crisis.

Our Priorities during COVID-19

To continue with our statutory duties in respect of Child Protection as well as undertaking Looked After Children LAC Reviews and undertaking core business as best we could.

Immediate Action Taken

- We developed guidance on Microsoft Teams for staff in setting up meetings and supported them through this process.
- We risk assessed staff to support those who needed to shield due to health issues.
- We supported staff with equipment to work from home.
- We made changes to our paper work: in order to support these changes, such as invitation letters, our preamble before LAC reviews and conferences.
- We prioritised the Initial Child Protection Conferences, which were more challenging via Teams and sought agreement to continue to facilitate these safely within Cockett House using the white boards to map out. Involving only staff and no members of the public in line with the NHS Wales guidance.
- All other meetings i.e. Review Child Protection Conferences, LAC Reviews, Pathway Plan Reviews and Adoption Reviews were completed virtually by staff working from home, using Microsoft Teams along with other forms of social media and phones. IRO's have continued to communicate with young people using various methods such as Teams, text and WhatsApp, succeeding in consultation with the Young Person before reviews and encouraging the Young Person to be part of their review.
- We obtained the RAG list and developed a system for the IRO / CP Chair to check in with RED cases to support families and Social Workers.

- We continued to attend internal panels via Teams.
- IRO's continue to attend various additional meetings such as MDT's and regular planning meetings for some of our YP's.
- All chairs are required to submit weekly 'working from home sheets' which identifies the work that they have completed during their working week.

How have we supported the team?

- Through Monday morning check-in, which includes our admin colleagues, we also have a check out on a Friday afternoon.
- Our team meetings have continued to be monthly via Microsoft Teams.
- We have embedded the New Wales Safeguarding Procedures and to support this we had a Teams training workshop to look at the changes.
- Staff who have wanted and needed additional support have worked with the Assistant Team Manager on one to one mentoring sessions on using the Signs of Safety methodology.
- The team have been encouraged to contact one another via the SQU group Teams chat for support and advice.
- Staff are encouraged to take their leave to ensure they have a rest and break from work.
- Staff are encouraged to take regular breaks during their working day.
- Managers regularly check in with staff to enquire about their physical and mental health.
- Staff are made aware of the support that they can access that is provided by the Local Authority.
- We have continued to undertake regular supervision with staff, providing supervision fortnightly to those who need extra support.
- In order to support staff members, we have provided equipment such as chairs to staff.

Quality Assurance during this time

- **Daily auditing of all the final Child Protection Conference reports** before they are sent out, undertaken by the Team Manager - looking to see if meetings are quorate, whether safety people are named, whether the Young Persons voice is present in the minutes, robustness of analysis, and quality of the report and information. The overall findings were good however; work with the team on developing a more robust analysis was identified as a training need.
- **Focused Audit of De-Registration from 18th March to 1st May 2020**
Findings
 - There were 15 de-registrations during this time, these were audited to ensure that it was appropriate, and it was felt that they all were.
 - Factors considered were; safety plans, legal status that the original worries had reduced by the CP plan or significant change of family circumstance.
- **Children and Young People on the register past their second Review**
All Children who were subject to a second Review Conference during the COVID time were considered and the children's conference reports were looked at individually. The outcome of this audit was given to the PO of safeguarding.
- **Weekly audit of LAC cases**
When the weekly list is provided for assessments that need closing, in order to open new modules, the Assistant Team Manager quality assures to ensure that all recommendations, minutes and Quality Assurance Monitoring Forms are attached and completed. If they are not all on, the Assistant Team Manager will ensure that the Team Manager is aware and the IRO is asked to complete.
- **Children on Swansea's Temporary CP Register from Outside of Swansea**
This list has been audited to ensure that the Children on our Temporary Register are up to date and current, many have now been removed; this is an ongoing piece of work as communicating with other authorities can be a challenge.
- **Missing Recommendations and Minutes report for PIT November 2019 to April 2020**
The list was audited and it was found that many documents were titled incorrectly, work is being undertaken to ensure that all documents are attached correctly and in a timely way.
- **Check in on RAG cases**
 - Chairs/IRO are required to check-in with the CP cases on a monthly basis and their LAC cases every 2 weeks.

- Chairs case note this check-in and notify the Team Manager.
 - Team Manager collates the list and passes to the PO for Safeguarding.
 - It is an expectation that the Chair will check on things such as Core Groups and stat visits, as well as ensuring that the correct RAG status is in place.
- **Participation Questionnaires**
Chairs were asked to complete a small questionnaire on what is working well, what were the challenges when engaging with Young People virtually and their views on undertaking virtual meetings. This will help us to plan the service moving forward. In addition, the Team Manager requested a report from PIT to gather data on participation and quorate of meetings.
 - **Use of Technology & Working From Home**
Various workers have encountered challenges throughout this time with IT. We decided to collate and capture these issues to enable us to plan moving forward within their working from home sheet.

Next year's work programme

- We continue to focus on our children in care and how we can improve on their experiences through the LAC review processes, including participation.
- We continue to review our Child Protection Conference process, working towards providing our families with a verbatim set of minutes to accompany the mapping.
- We continue to work with the Bays+ and Barnardos service in supporting to review young people who are vulnerable and lack a family support network to help drive their post 18 and permanency planning. This is currently undertaken on an individual basis and within the transitional operational group. We are currently supporting a small number of more complex post 18 young people and Category 2 young people. Our intention is to review this additional intervention to assess the benefit for the young person and any merit in extending this service provision.
- We intend to review our Dispute Resolution Protocol (Child Protection and LAC) and this be completed by the end of the year and endorsed by SMT. Part of this review would be to consider how we manage a failure by one of our partner agencies such as health and Education.
- We will continue to coordinate the LAC saving scheme and update the policy as required.

- We will develop a needs analysis for our staff and link with training.
- We need to continue to work on improving our Children and Young People attending their meetings.
- We will launch the new quality assurance monitoring form.
- We will draw on the positives of using various types of communication such as WhatsApp and Teams to develop more creative ways of holding our meetings and involving Young People and their families.
- We will continue to focus on children in residential placements to support move on trajectories and step-downs.
- We will continue to undertake various audits in both LAC and CP. We will provide a written briefing paper every quarter to SMT to evidence findings to help inform practice across Child and Family.
- We will undertake some work on advocacy to understand why children and young people are not taking up the offer.
- We want to link with LAC health colleagues to look at how we can work together to support our complex young people within the LAC health assessment and LAC health involvement.
- We want to work with LAC Education on the quality and timeliness of PEPs.
- We will audit the CP cases, which change categories from Neglect to Emotional Abuse to monitor any common themes.
- We will work with Supported Care Planning and Integrated Safeguarding Hub to develop a threshold document for significant harm and threshold for proceeding to ICPCC.