



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

Appendix 5
Children & Young People
and
Adult Services High Level Measures

Contents

Page 3 - 4: High Level Measure 1 (Adult Services) - The Number of Social Worker Vacancies (includes number of starters/leavers/agency staff/long-term sickness), Disciplinarys and Grievances across the Service

Page 5: High Level Measure 2 (Adult Services) - Summary of Agency Staff and Vacancies across the Service

Page 6: High Level Measure 3 (Adult Services) - Percentage of Supervisions Completed within Timescale

Page 7: High Level Measure 4 (Adult Services) - Service Users Awaiting a Social Care Assessment/Re-Assessment

Page 8 – 10: High Level Measure 5 (Children & Young People Services) – Staff Supervision Rates

Page 11: High Level Measure 6 (Children & Young People Services) – Average Number of Cases held by Qualified Workers across the Service.

Page 12 -13: High Level Measure 7 (Children & Young People Services) – The Number of Social Worker Vacancies (includes number of starters/leavers/agency staff/long-term sickness), Disciplinarys and Grievances across the Service.

Page 14: High Level Measure 8 (Children & Young People Services) - Thematic Report on the findings of Case File Audits (reported quarterly)

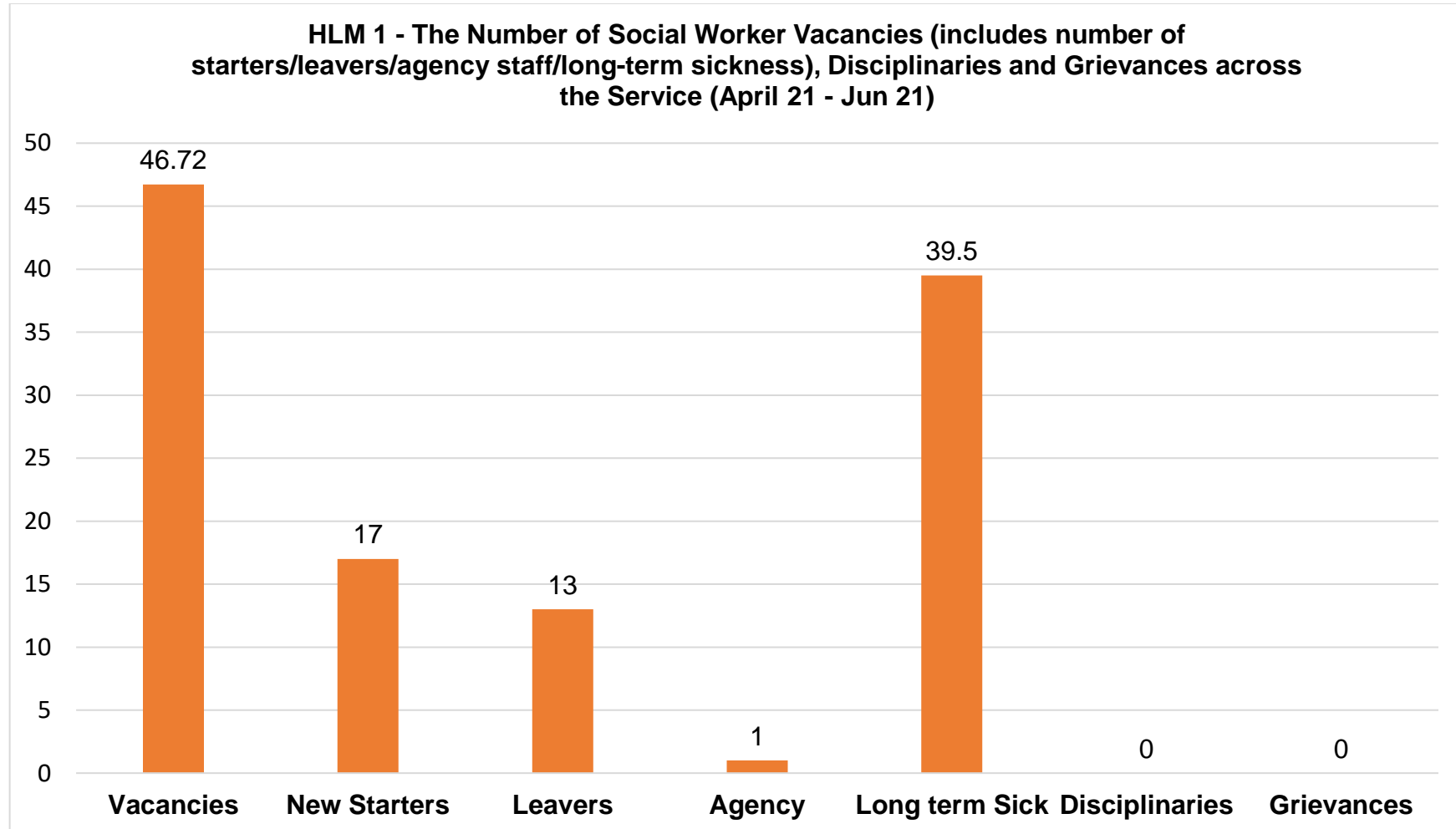
Page 15 – 17: High Level Measure 9 (Children & Young People Services) – Number of Looked After Children (Quarterly)

Page 18: High Level Measure 10 (Children & Young People Services) – Looked after Children & Child Protection Admissions and Discharges.

Page 19 – 25: High Level Measure 11 (Children & Young People Services) – Personal Outcomes

Page 26 – 28: High Level Measure 12 (Children & Young People Services) – Participation & Engagement (Voice of the Child)

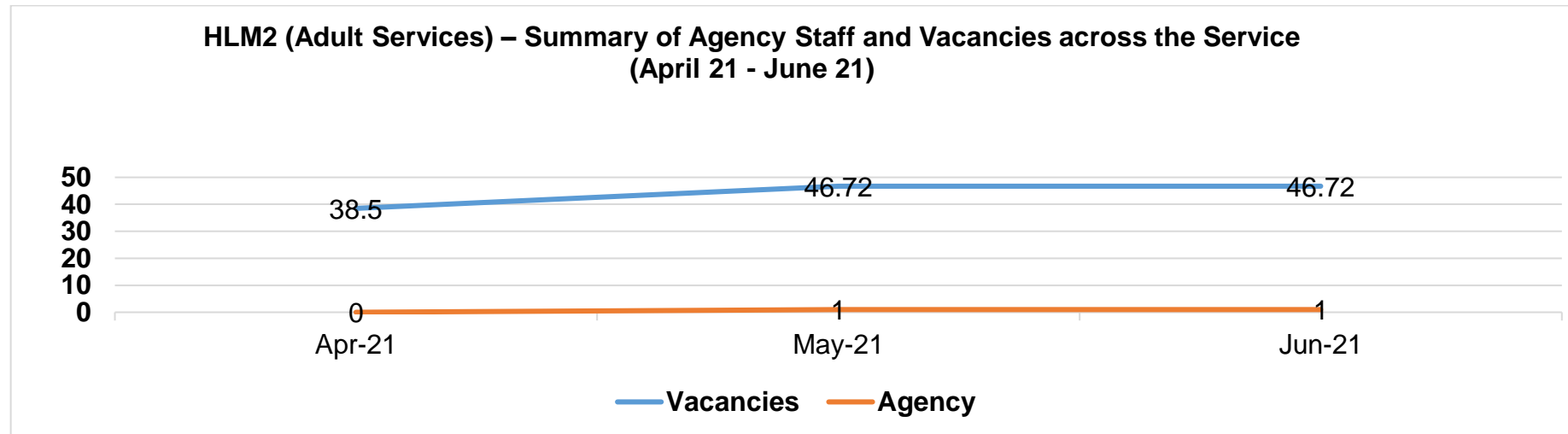
- **High Level Measure 1 (Adult Services) – The Number of Social Worker Vacancies (includes number of starters/leavers/agency staff/long-term sickness), Disciplinary Investigations and Grievances across the Service**



	Team Manager	Deputy Team Manager	Consultant Social Worker	Community Social Worker	Community Wellbeing Officer	Safeguarding Coordinator/Best Interest Assessor	Occupational Therapists/OT Assistant	CWT Support Worker	Local Area Coordinators	Total
Vacancies	1	2	1	11	0	3	7	16.72	5	46.72
New Starters	1	2	1	5	0	1	4	3	0	17
Leavers	0	0	1	4	0	3	1	4	0	13
Agency	0	0	0	1	0	0	0	0	0	1
Long term Sick	2	0	1	7	3	4	1	21.5	0	39.5
Disciplinaries	0	0	0	0	0	0	0	0	0	0
Grievances	0	0	0	0	0	0	0	0	0	0
No. of Posts	7	6	6	59	26	4	23	26	9	166

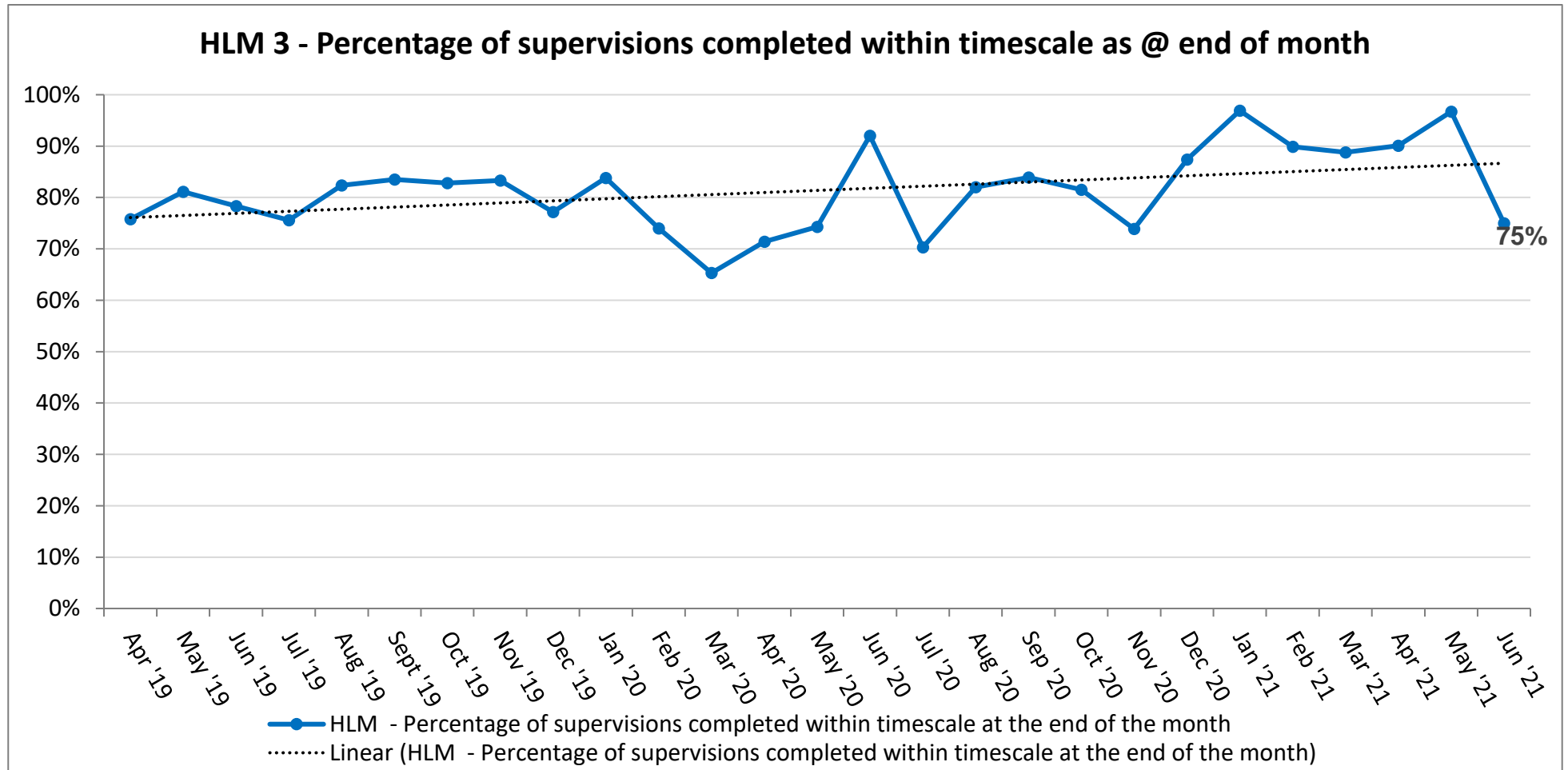
NB. For the purposes of the report “vacancies” have been identified as being posts that are vacant that are actively being recruited for. Not posts that remain vacant that are being held for savings or where the money is being used to fund posts elsewhere. Sick levels have remained in their increased levels within the service area, all of these cases are being managed in line with the Maximising Attendance Procedure. There is no predominant reason for long term absence within Adult Services at this time however, there is an increased number of employees absent due to “Pre- planned operation” and “Personal Stress/Anxiety”.

- **High Level Measure 2 (Adult Services) – Summary of Agency Staff and Vacancies across the Service (April 21 – June 21)**



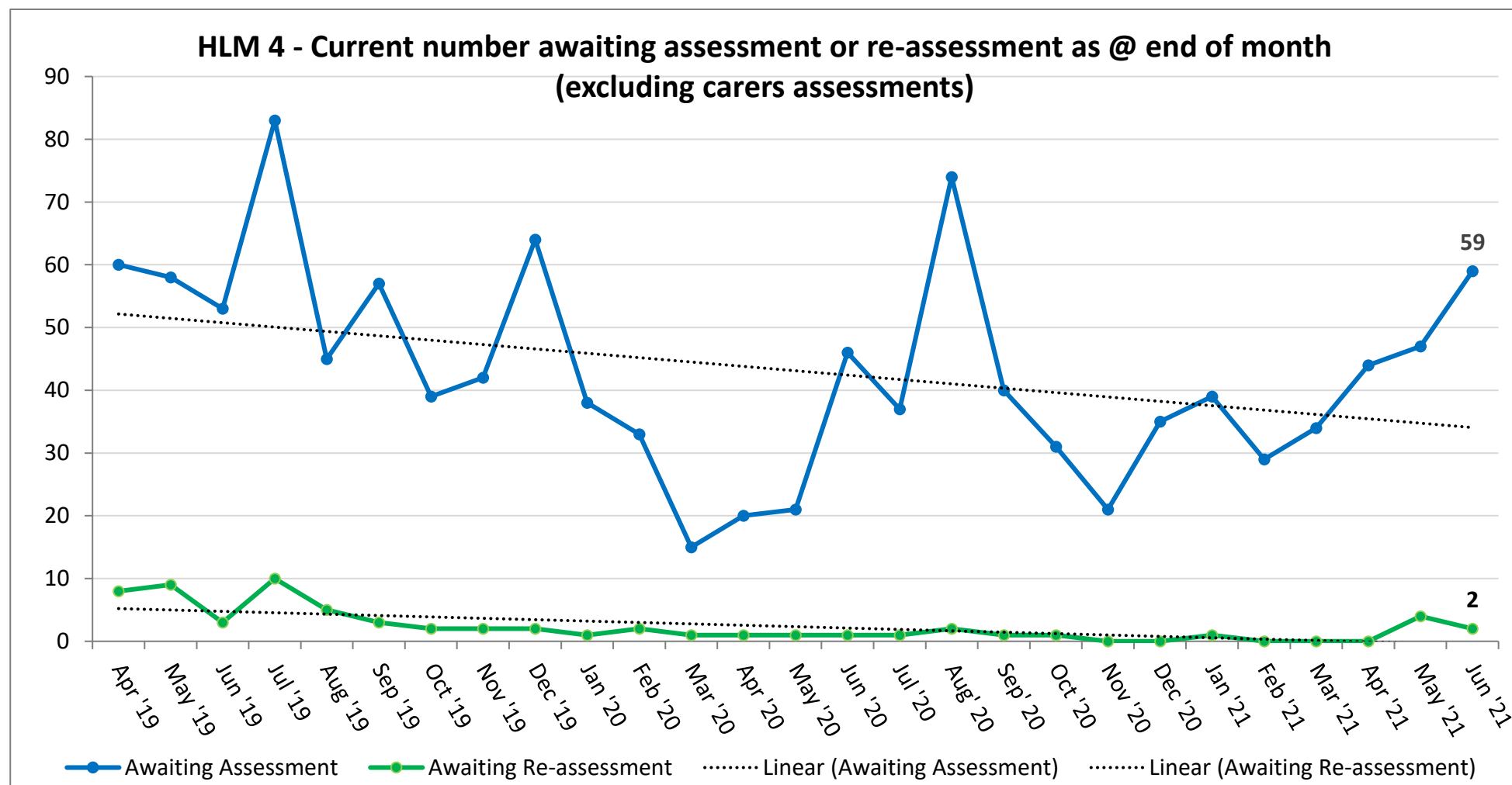
NB. There is an ongoing Management of Change (MoC) being undertaken throughout Adult Social Services, which has led the new establishment of a high proportion of newly created vacancies. Specifically these have been Community Social Workers, CWT Support Workers and Community Occupational Therapists. This has been funded due to the directorate receiving additional permanent and temporary financial funding. A small proportion of the vacancies have also arisen due to leavers in the previous quarter and employees accessing flexible working arrangements. The agency worker is based in CMHT – The Forge on a temporary contact from May 2021 - September 2021 and was authorised due to there being 2 vacancies 1 long term sick Social Worker and an AMHP student away from the team. So essentially meaning that the team was 4 Social Workers down out of a team of 7. This will now improve for next quarter as they have recruited 2 new starters and the employee on long term sick is returning to work.

- **High Level Measure 3 (Adult Services) – Percentage of Supervisions Completed within Timescale**



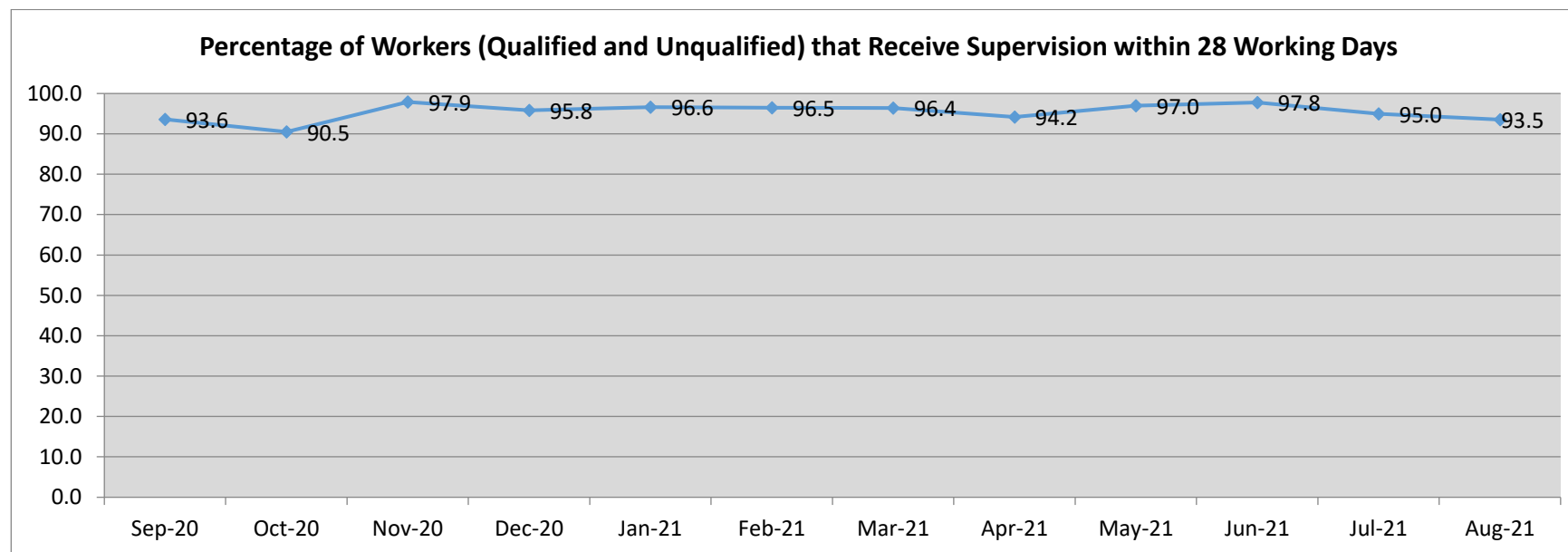
HLM 3 – Percentage of completed supervisions of caseload holding staff within 28 working days at the end of each month.

- **High Level Measure 4 (Adult Services) – Service Users Awaiting a Social Care Assessment/Re-Assessment**

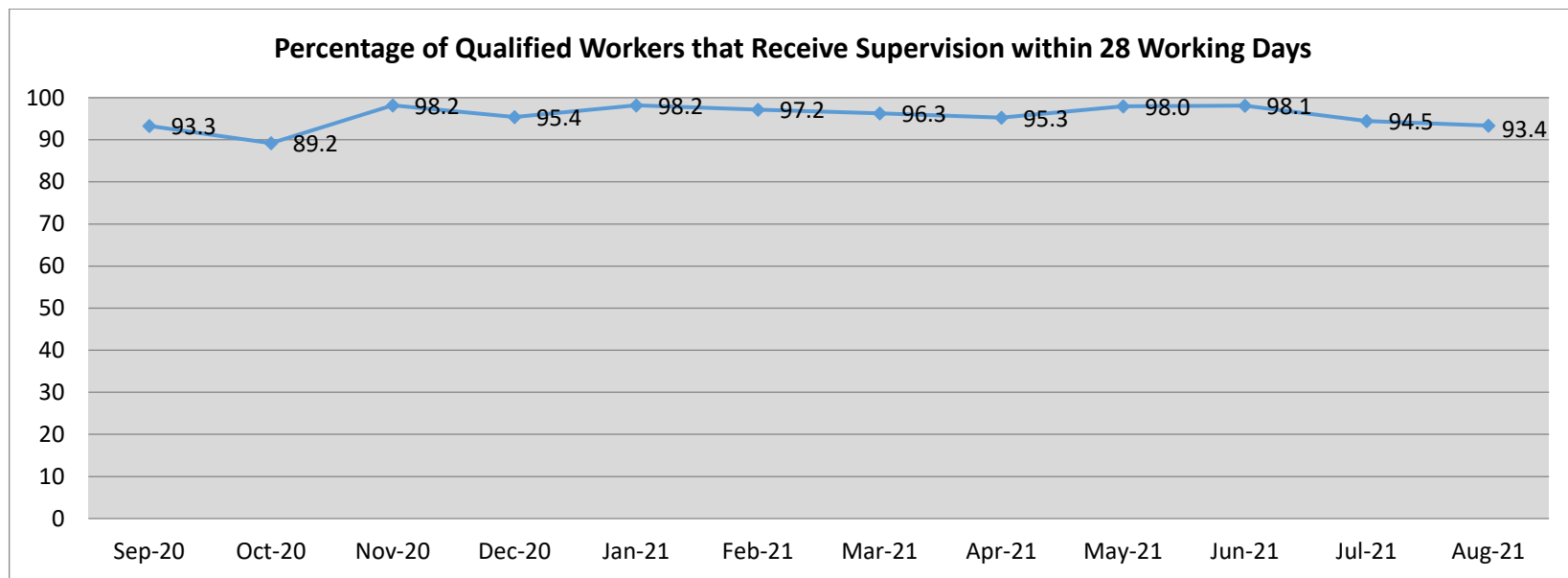


HLM 4 – Unallocated service users awaiting a social care assessment/re-assessment as at the end of each month.

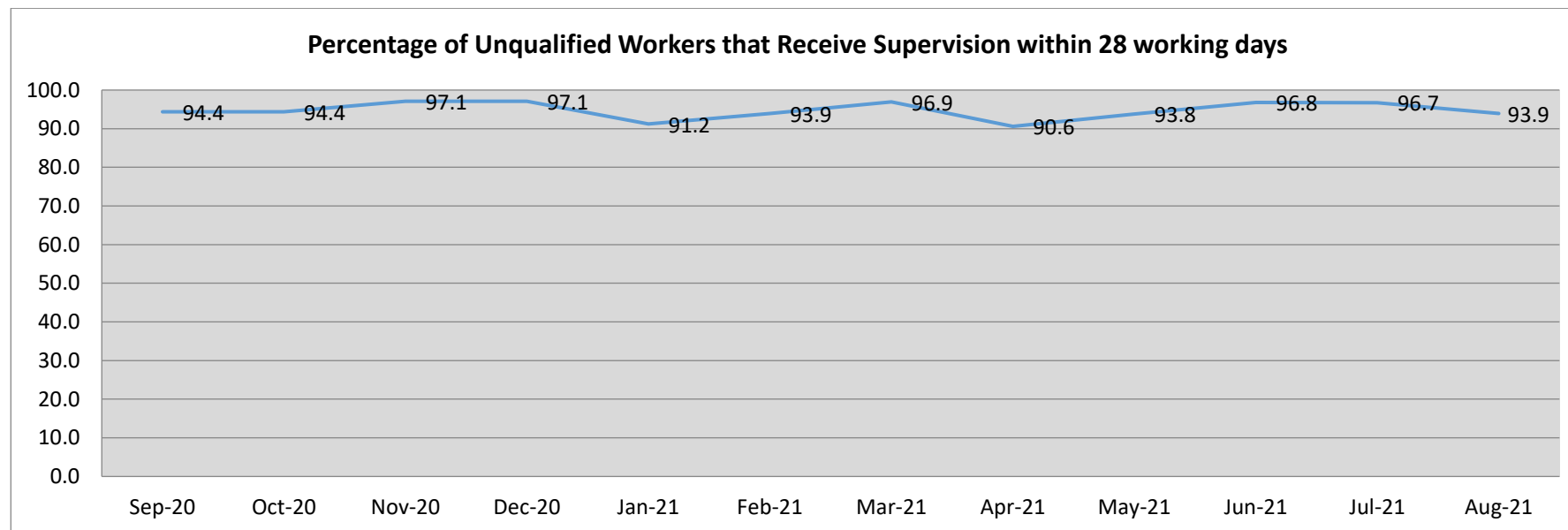
- **High Level Measure 5 (Children & Young People Services) – Staff Supervision Rates**



	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	July 21	Aug 21
Performance Indicator/Measure	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
The % of all workers that receive Supervision within 28 working days	93.6	90.5	97.9	95.8	96.6	96.5	96.4	94.2	97.0	97.8	95.0	93.5
Number of workers due Supervision	140	147	143	142	148	141	140	138	135	137	140	139
Of which, were undertaken in 28 working days	131	133	140	136	143	136	135	130	131	134	133	130



	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21
Performance Indicator/Measure	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
The % of Qualified Workers that receive Supervision within 28 working days	93.3	89.2	98.2	95.4	98.2	97.2	96.3	95.3	98.0	98.1	94.5	93.4
Number of workers due Supervision	104	111	109	108	114	108	108	106	102	106	110	106
Of which, were undertaken in 28 working days	97	99	107	103	112	105	104	101	100	104	104	99



	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21
Performance Indicator/Measure	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
The % of Unqualified Workers that receive Supervision within 28 working days	94.4	94.4	97.1	97.1	91.2	93.9	96.9	90.6	93.8	96.8	96.7	93.9
Number of workers due Supervision	36	36	34	34	34	33	32	32	32	31	30	33
Of which, were undertaken in 28 working days	34	34	33	33	31	31	31	29	30	30	29	31

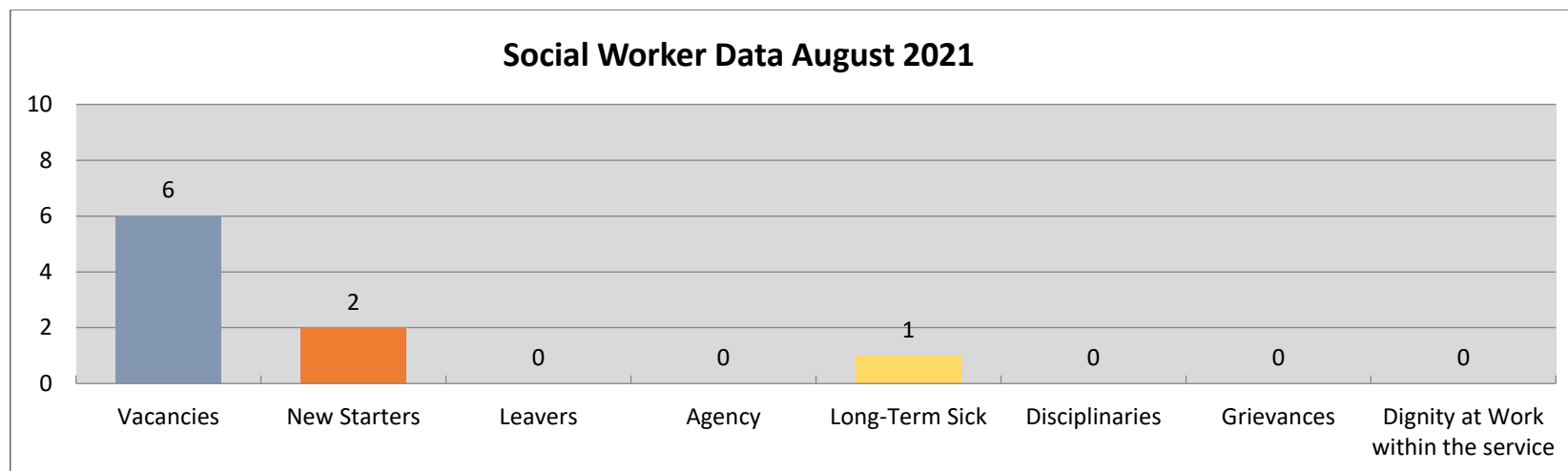
- **High Level Measure 6 (Children & Young People Services) – Average Number of Cases held by Qualified Workers across the Service**

As at 31st August 2021	Caseload Information - Qualified Workers, including Deputy Team Managers				
Team	Available Hours	FTE Equivalent	Team Caseload	Highest Worker Caseload	Average Caseload per Worker
Cwrt Sart	370.0	10.0	131.0	14	13.1
Disability Team	425.5	11.5	171.0	21	14.9
LAC Team	375.0	10.1	118.0	13	11.6
Llangatwg	407.0	11.0	119.0	12	10.8
Sandfields	296.0	8.0	64.0	12	8.0
Route 16	244.2	6.6	74.0	15	11.2
Dyffryn	363.0	9.8	85.0	16	8.7
Intake	370.0	10.0	138.0	18	13.8
Totals	2,850.70	77.0	900.0		
Average Caseload - CYPS				15.1	11.7

Please Note:

1. Cases held by Deputy Team Managers and Part-Time Workers are included in the above figures.
2. The '*Available Hours*' do not include staff absences e.g. sickness, maternity leave, placement, etc., unless cover has been provided for the post.

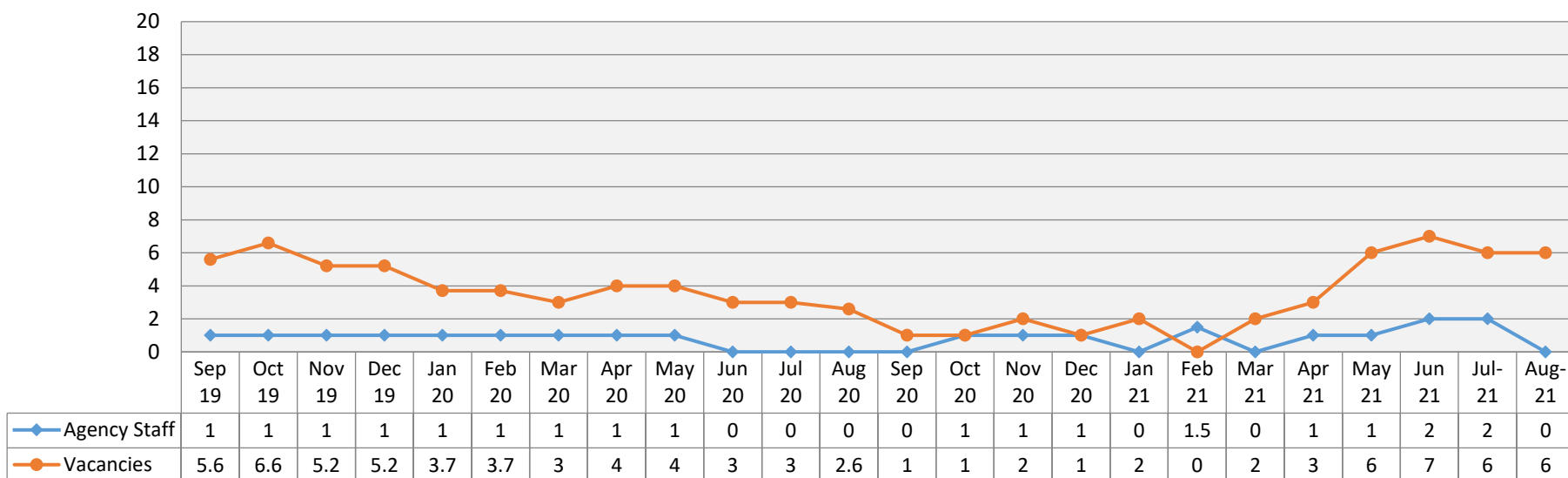
- **High Level Measure 7 (Children & Young People Services) – The Number of Social Worker Vacancies (includes number of starters/leavers/agency staff/long-term sickness), Disciplinarys and Grievances across the Service.**



	Team Manager (out of 9)	Deputy Manager (out of 16)	Social Worker (out of 63.6)	Peripatetic Social Worker	IRO (out of 11.5)	Consultant Social Worker (out of 9)	Support Worker (out of 21)	Total
Vacancies		1	5					6
New Starters			2					2
Leavers								0
Agency								0
Long-Term Sick		1						1
Disciplinarys								0
Grievances								0
Dignity at work within the service								0

Summary of Agency Staff and Vacancies across the Service

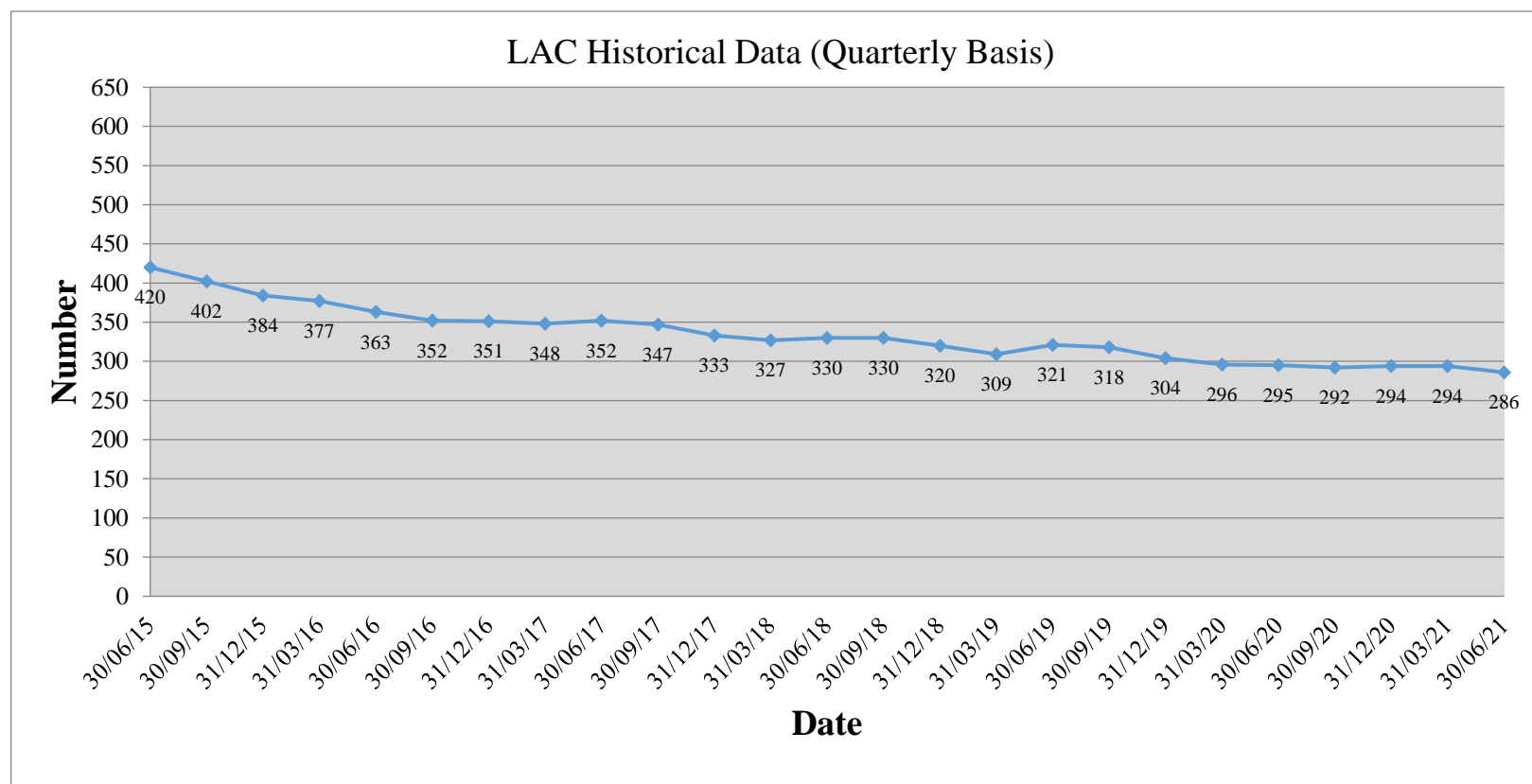
**Summary of Agency Staff and Vacancies Across the Service
(Sep 19 - Aug 2021)**



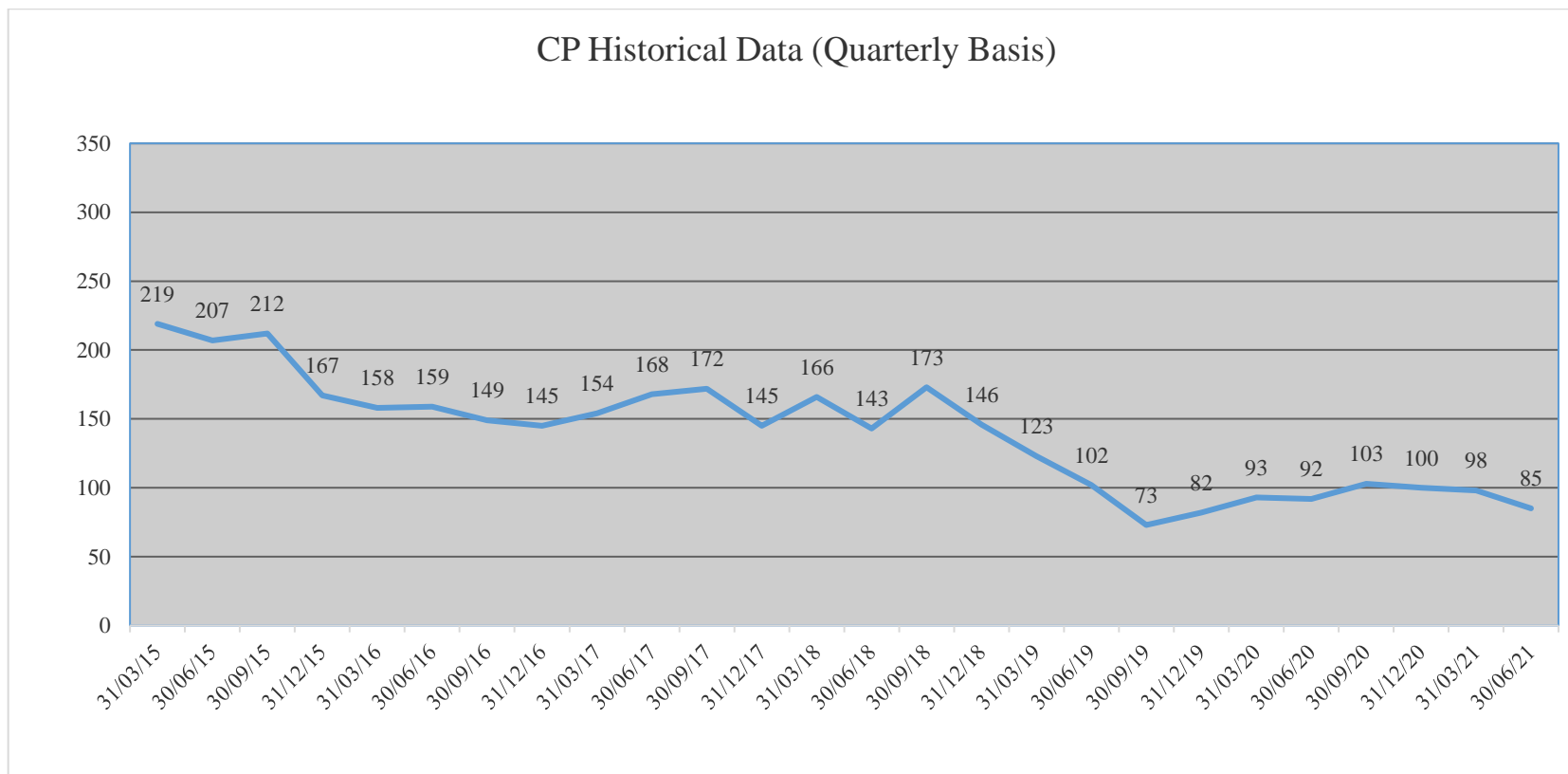
- **High Level Measure 8 (Children & Young People Services) - Thematic Report on the findings of Case File Audits (reported quarterly)**

There is an audit programme in place which facilitates the scrutiny of various aspects of activity within Children & Young People Services. The findings of the audit activity undertaken during the **1st Quarter Period (April 2021 – June 2021)** can be seen at **Appendix 6** of this report.

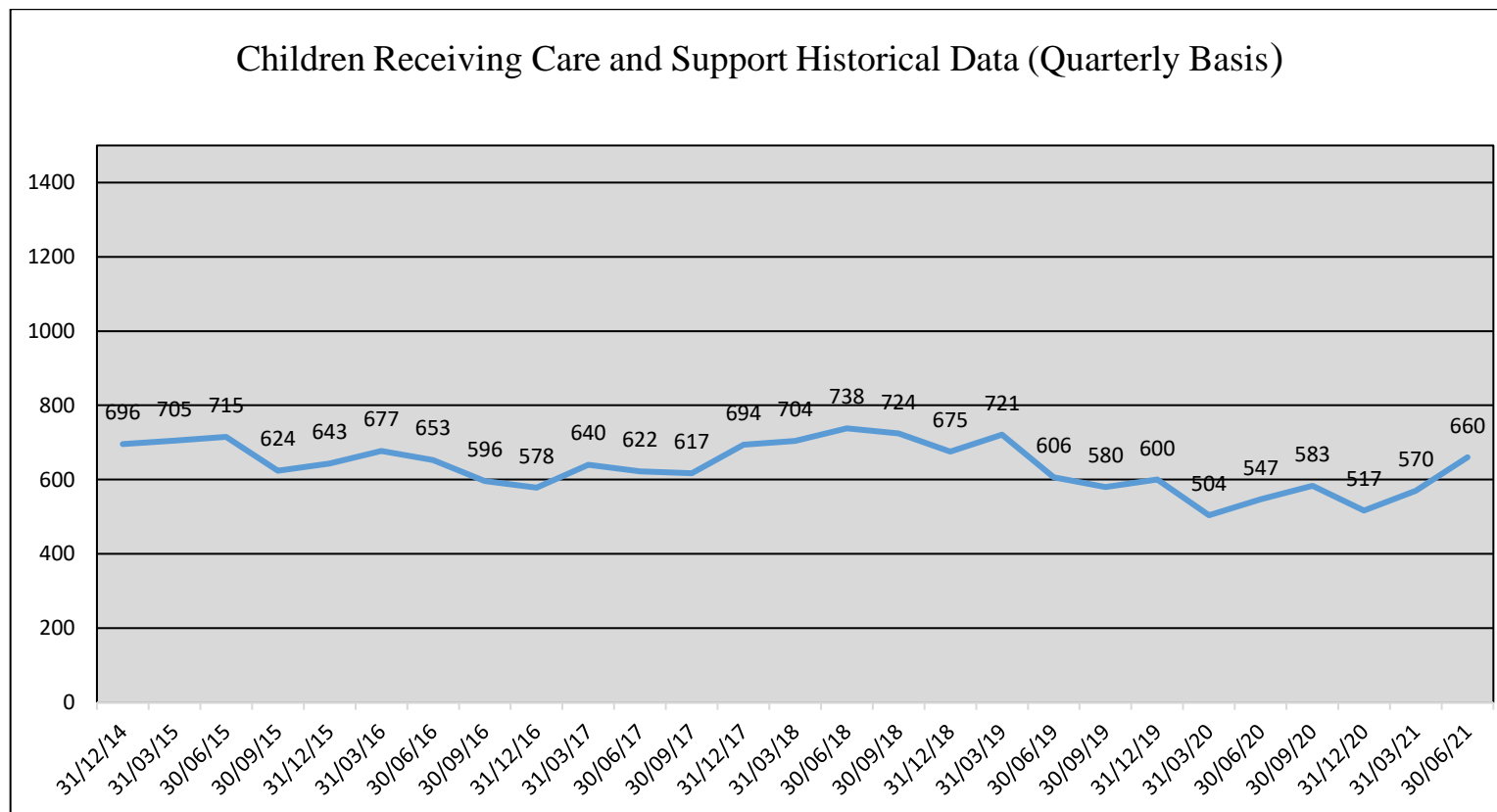
- **High Level Measure 9 (Children & Young People Services) – Number of Looked After Children (Quarterly)**



Please Note: The number of Looked after Children as at 31/08/21 – **289**

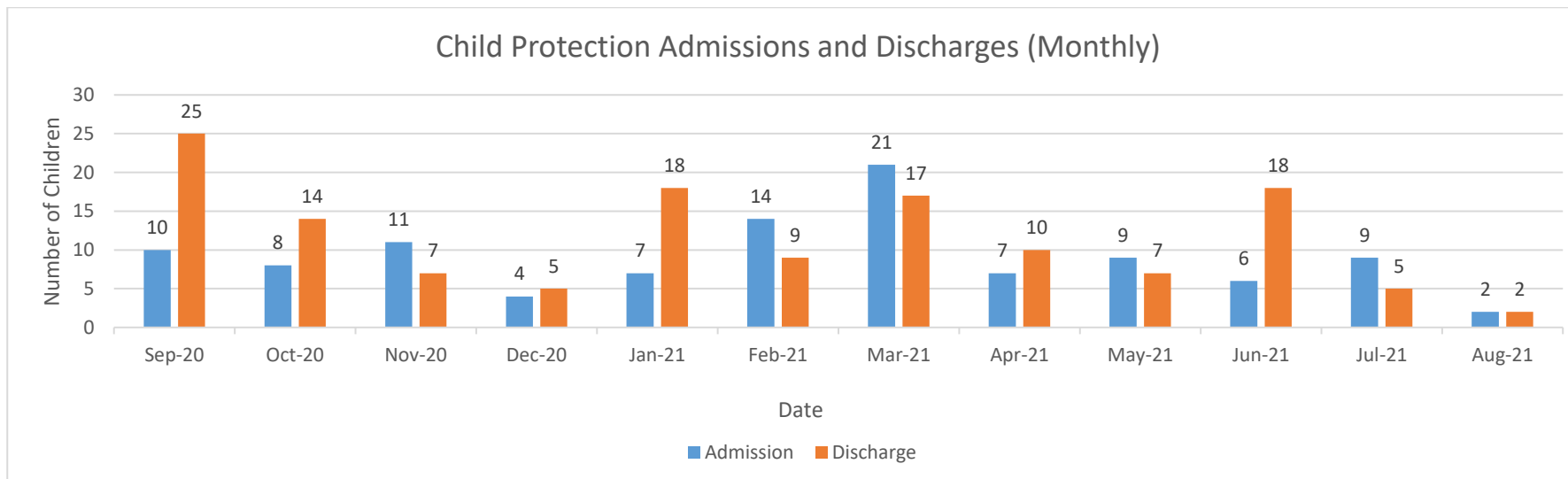
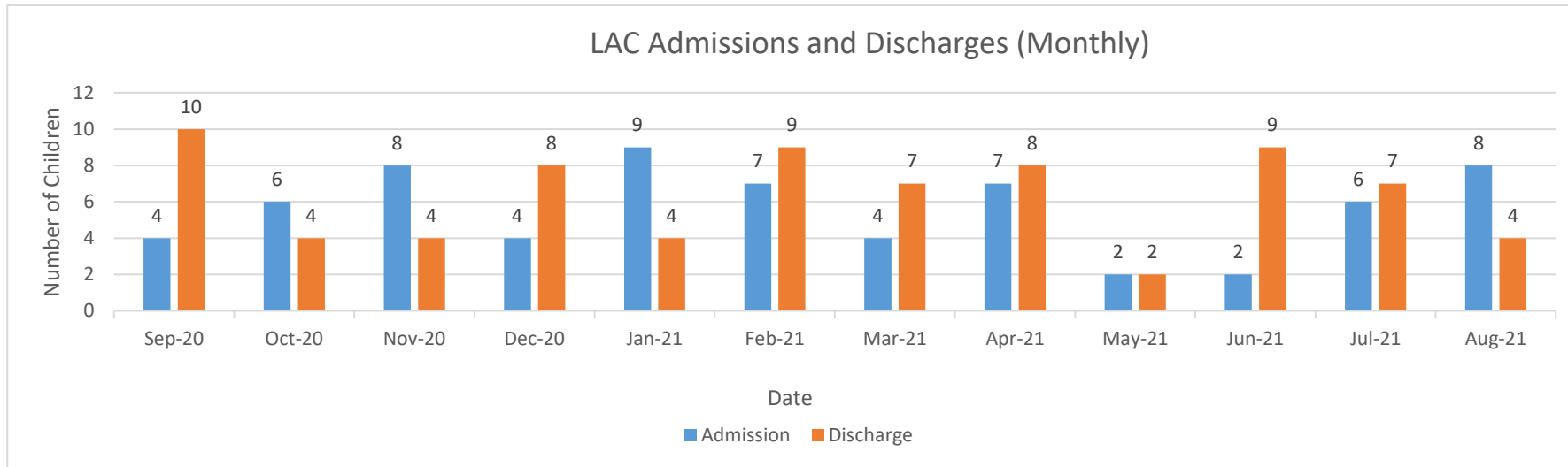


Please Note: The number of children's names on the Child Protection Register as at 31/08/2021 – **89**



Please Note: The number of Children Receiving Care and Support as at 31/08/2021 – **598**

- **High Level Measure 10 (Children & Young People Services) – Looked after Children & Child Protection Admissions and Discharges.**



- **High Level Measure 11 (Children & Young People Services) – Personal Outcomes**

Outcome Focussed Practice

The Social Services and wellbeing (Wales) Act 2014, came into force in April 2016. The Act introduced a requirement that care and support plans reflect the personal wellbeing outcomes that have been developed with people who need care and support. Part of the requirement is for Local authorities to record and measure progress against outcomes. People are at the centre of this framework and must be equal partners in their relationship with professionals.

The Act requires that an assessment for care and support must be based around a conversation between the practitioner and the individual, and other relevant individuals, to understand the personal outcomes of the individual wants to achieve and how they can support to achieve them.

Recording personal outcomes

A Local authority must record people's personal outcomes as set out in the Common Recording Requirements for care and support plans. The personal outcomes must be recorded in the person's own words. Recording outcomes in the person's own words means the person retains ownership of their outcomes and that they are meaningful to them.

Neath Port Talbot have adopted this model of working and is leading the way in Wales in embedding the outcome focussed approach when working with children and their families.

What is an Outcome?

An Outcome is a goal or something that a person wants to happen that is important to them. An outcome goal could be 'I want us to spend more time together as a family'. Or 'I want Mam and Dad to stop shouting and fighting with each other'. However, the practice behind recording someone's personal outcome requires skill and training and is defined as the following:

- A shift from a process supported by conversations...
- To a series of empowering conversations supported by a process.
- Focussed on resolving service user dilemmas/collaborating in a sustainable outcome, maximising autonomy and independence.

It has changed care and support plans from being service led to being developed collaboratively with the family so that they can make sustainable positive changes in their lives.

It requires the practitioner to have conversations with service users to help them establish what is important and what matters to them. Collaboratively, they talk about what the person wants to achieve and what needs to happen for them to achieve their outcome building on the strengths (what's going well) in the family's situation.

They are empowering conversations supported by a process. Strengths based and involving reflective listening – listening to understand.

Staff skills are focussed upon - developing a real understanding of what people wish to achieve (and how), recording their desired outcomes and then seeing how effectively these have been met.

An outcome should be:

- Driven by the aspirations of the service user.
- Realistic.
- Achievable.
- Meaningful, addresses their real dilemmas and concerns.
- Inclusive of families, holistic.
- Behaviourally described.
- Sustainable over time.

A Definition of an outcome:

- An impact/result of services on a person or family/community/population.
- Bespoke goals achieved and embedded into lifestyle change, change in family functioning, realised aspirations.

Recognising staff as our greatest resource and also recognising the significance and importance of good communication in order to achieve change. It's the conversations that achieve this with an emphasis on what would improve the families or individuals lives. It means engaging with people regarding their hopes and aspirations and then when they are ready to consider their options and the strengths they already have to help them get there and what they want to do about their situation.

Defining Outcomes from Gledinning, et al (2006):

- Outcomes' refer to the impacts or end results of services on a person's life.
- Outcomes-focused services therefore aim to achieve the aspirations, goals and priorities identified by people

Outcomes are by definition individualised, as they depend on the priorities and aspirations of individual people.

Good enough Outcomes:

- Have to be described behaviourally (Mam and Dad get along much better and have stopped fighting).
- Have to be the behaviours that keep the most vulnerable safe.
- Provides a starting point that's safe enough to progress from.
- Has to be accompanied by safety plans.
- What if something goes wrong? What can you all do that helps you to keep moving forward whilst protecting the most vulnerable?

Collins 2011 describes '*Establishing a trusting relationship with the family is critical to being able to work with them towards outcomes that will be truly helpful rather than outcomes based on what the parent believes is safe to admit to needing help with*'. (Collins 2011).

Example outcomes:

A Mother of two – issues of neglect and behaviour of oldest child in particular, who is also a school refuser. Mother's outcome: 'I want to be a normal family with my children going to school each day and then I can get on with things in the house ready for when they come home'

Mother: 'I don't want my mental health to go downhill because it will affect my baby and everyone else'.

'I don't want to drink, I don't need to drink and I don't want to risk losing my baby'.

'For me to care for my baby safely when born'.

Child B 10 years old. 'I just want more friends to play football with'.

YP 14 years old 'I want to feel well in my head, I need someone to talk to'.

Child E 9 years old: 'My brother frightens me, I want it to stop'.

Mother 'I want Z to have contact with his Dad but I want it to be safe'.

Father: 'I want G to have more support in school so that he can meet his full potential' however, I also don't want him to know about my cannabis use'.

Mother: 'I would love us to be like a normal family and not have to have professionals in and out of our house all the time'.

Mother: I want us to watch films together and go for walks, I am tired of the drugs getting in the way of our lives'.

Special Guardians: I want the children to know why they are with us, I am worried that they think that we have taken them from their Mother and that it is our fault that they don't see her'.

Task: Life story letter was provided.

Special Guardians: ‘I don’t want you to carry out another assessment’ further outcome conversations revealed ‘last time when background information was put on the assessment we had the family blaming and shouting at us for telling you stuff, we are worried about this again.’

Task: On Background information of the new assessment will read ‘please see background information on assessment dated (....)’

Mother: ‘I want my mental health to be stable so I can look after A’.

Father: ‘For our family to get on better’.

Staff were worried about Mary a resident in a care home. Mary refused to eat the food and was losing weight. Tests were undertaken on Mary but no one could identify an illness or reason for Mary’s loss of appetite. A social worker built a trusting relationship with Mary and thorough outcome focussed conversations established that Mary ‘didn’t want to make a fuss, I am happy here, but I am fussy with food. I was a chef and I like food with more flavour’. Following this, Mary regularly helped out in the kitchens to help make food for the residents. Mary became happier as did the residents and staff.

Outcomes focussed practice was undertaken with a family where there were concerns of domestic abuse. Both parents wanted to stop the arguments and identified alcohol as an issue. However, both parents were adamant that their arguments did not affect Johnny because he was up in his room and ‘*didn’t hear anything as he is on his game all the time*’. When Johnny was asked about how happy he was, he was able to say that he is ‘*sad a lot*’ when asked why Johnny replied ‘*I hate it when mam and dad fight and argue, I put my head under the pillow and cry myself to sleep*’. Johnny’s outcome was ‘*I wish mam and dad would stop arguing and shouting and we could do more things as a family*’. When with Johnny’s consent his outcome was shown to his parents, they were shocked and upset and this was the motivation they needed to make positive changes.

To give some context to the number of Personal Outcomes we are working towards achieving with families, of the 900 Care & Support Plans we have open across the Service, where a Personal Outcome has been identified, there are 1,842 Personal Outcomes recorded within the Care Plans. The following table provides a breakdown by each team: -

Team	Number of Care & Support Plans	Number of Personal Outcomes
Looked After Children (LAC)	128	200
Child Care Disability	184	381
Llangatwg	156	238
Sandfields	96	142
Leaving Care	77	625
Dyffryn	110	117
Cwrt Sart	149	139
Total	900	1842

- **High Level Measure 12 (Children & Young People Services) – Participation & Engagement (Voice of the Child)**

The purpose of this report is to provide members with an overview of the engagement and participation work that has been undertaken across Children and Young People Services over the 1st quarter in 2021 (April to June).

During the school half term a range of activities were organised by the Engagement & Participation Officer (E&PO) for children and young people. The outcome of the activities/events was to improve the wellbeing of our children & young people during the pandemic and provide opportunities to build relationships with peers and staff and exercise their children's rights.

April half-term activities included an outdoor experience with Down to Earth on the Gower peninsular. In collaboration with Platform 4 Young People weekly wellbeing sessions were held online for our care experienced young people. The sessions were well attended and culminated in a day of climbing, pyrography, fire making and more at Down to Earth. The E&PO continues to support our C&YP into accessing Platform 4 YP's service. Further outdoor activities included 2 surfing days at Aberavon Beach with Surf School Wales, a day each for younger children and young people. Online painting workshops were organised whereby all resources were posted to participants to avoid barriers to participation.

Gnoll Park was utilised for outdoor scavenger hunts and Easter egg hunts with children who had previously participated in the Cost of the School Day project. As part of our commitment to promoting life skills to young people in the 14+ & Care Leavers Team an online workshop to teach budgeting was delivered called 'Making Sense of Money'. The workshop was delivered by NPTCVS and attended by 4 young people. During the June half term further surfing events and online art workshops were organised.

The Looked After Children & Young People's Forum (Yovo) continued to meet albeit through the difficulties of COVID. Sessions were delivered online and in person when permitted. The Junior Yovo Form enjoyed fun catch ups on Zoom where a range of games and activities were enjoyed. The children received parcels in the post with resources for the planned activities. Yovo continued to plan, design and create their Comic Book all about the language used in Children's Services with the aim

of making it more child and young person friendly. The comic has now been completed and is being distributed to authorities across Wales along with the Welsh Assembly. This project was a collaboration between Yovo, NPT Children's Services, Voices from Care Cymru and a local artist. The Comic Book is just the beginning of the journey in identifying language and words the young people feel are inappropriate or offensive i.e. referring to Children & Young People as 'LAC', whereby they prefer the unabbreviated version of 'Looked After' and the word 'Contact', whereby the Children & Young People prefer the terminology 'Family Time'. Once all the language has been discussed and the Children & Young People identify alternate terminology, the work will be presented to senior management for agreement to change the terminology. This will then be feedback to the Children & Young People along with the reasons for any changes whereby the suggestions have not been adopted. The Comic Book can be accessed through the following link https://issuu.com/ellievoices/docs/yovo_high_quality_print

The E&PO has developed closer ties with Hillside Children's Secure Home where a young person's action group has been formed. The group called Let Our Voices Explode (LOVE) gives residents an opportunity to have a voice and access their rights. There are monthly meetings where the E&PO supports Ceri Lewis Engagement Officer with the group. The young people have helped in the development of a survey to gain their views over the lockdown. A report has been compiled and presently a decision is awaited from management as to any changes that are to be made from the feedback in the survey. As part of our commitment to employing the best staff young people play a key role in the interview process. A young person's interview panel was part of the selection process for the Hillside Manager position in June. One Hillside young person and two care experienced young people made up the panel.

Partnership working with the Youth Justice and Early Intervention Service (YJEIS) has been ongoing throughout this period. On exiting the service young people are encouraged to complete an exit survey which is organised by the E&PO to glean the views of young people, to support and improve the service going forward.

Throughout this period the Junior Safeguarding Board has continued to meet online with the support of NPT Secondary Schools. Equality and LGBTQ+ is the current issue and members of the group have helped develop a resource that LGBTQ+ groups and school councils can use to gain the views of young people and feed up to the West Glamorgan Safeguarding Board. School Council meetings and School LGBTQ+ Forums have been attended by the E&PO. This piece of work is

ongoing. The Junior Safeguarding Board was recognised at the West Glamorgan Safeguarding Board Annual Awards for their commitment to safeguarding and won a community award.

The E&PO updates the Corporate Parenting Panel quarterly along with the YJEIS Board.

The E&PO regularly attends the All Wales Participation Workers Network meetings to keep abreast of Children's Rights, current projects across Wales and network.

The Participation Champions continue to meet up quarterly to discuss participation throughout the Service along with close collaboration with Janine Smith Children's Rights Unit Neath to implement a children's rights approach to our everyday work in all teams. Children's Rights training was delivered to Foster Carers from both Neath Port Talbot and Swansea. Consultation work has been undertaken with children & young people in order to ascertain what is important to them to help support a funding bid to improve community resilience. This funding bid is still in the planning stages.

To provide opportunities for children and young people with disabilities the E&PO has supported the setting up of a music group in Ysgol Hendre Felin to provide children with disabilities opportunities to enjoy and partake in fun activities and learn to sing. Through links developed by the E&PO, Circus Eruption attended the group on a fortnightly basis to teach circus skills. The children performed a show at the end of the term to parents. The group also assists in consultation work when appropriate.

During April, May and June the planning stage of a community project was ongoing. The project came about following the suggestion from a Looked after young person to equip bike owners with the skills to look after and maintain their push bikes. Working alongside Bulldogs Community Gym a Bike Maintenance Course was developed. The E&PO has written an Agored Cymru accredited bike maintenance module to be completed by service users accessing the project, the course is due to start imminently.