
DRAFT 'DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2015-16'

Purpose of Report

1. To provide Members with background information to facilitate scrutiny of the draft Annual Report, attached at **Appendix A**, prior to consideration by the Cabinet and Council. Members will be able to send any comments, observations or recommendations for consideration prior to approval of the report at Cabinet.

Scope of Scrutiny

2. The scope of this scrutiny is to review the draft Director's Report and to:
 - a. gain an overview of performance issues relating to the delivery of social services in 2015-16;
 - b. check whether the picture presented in the Annual Report reflects the Committees' view of Social Services in 2015-16;
 - c. check whether the process for preparing the Annual Report has been robust, evidence-based and inclusive of service users' views;
 - d. check whether the proposed improvement actions have been effectively prioritised and will deliver the sought-after change;
 - e. check whether the processes proposed for monitoring the implementation of improvement actions are robust;
 - f. provide recommendations on how to make the Annual Report more user-friendly; and
 - g. discuss whether further scrutiny is required, within each Committee's work programme.

Background Information

3. In 2010, the 'Annual Council Reporting Framework' (ACRF) replaced the Care and Social Services Inspectorate Wales' (CSSIW) system of an annual review of social services performance. The ACRF requires the Director of Social Services to provide an Annual Report, which enables authorities to report openly and promptly on the effectiveness of social care services and link this to planned and continuous improvement. The requirements for the format and content of the Annual Report are set out in Statutory Guidance¹.
4. The Social Services and Well Being (Wales) Act 2014 updates the above position, via '*Part 8 Code of Practice on the Role of the Director of Social Services*'. This includes a section on the requirements and guidelines in respect of future Annual Reports, for services provided post 6 April 2016, when the Act was implemented. However, for the purposes of the Annual Report 2015/16, the original statutory guidance applies as this Annual Report covers services provided before the Act was implemented.
5. The Statutory Guidance sets out the core responsibilities of Directors of Social Services, which are:
 - a. Providing clear professional leadership across social services;
 - b. Having direct access to and advising the Chief Executive and Councillors on social services matters and on the direction and actions the authority should take in fulfilling its social services responsibilities;
 - c. Ensuring that strong performance management arrangements are in place across social services, and reporting at corporate level and to Councillors on the authority's performance in respect of these;
 - d. Ensuring that the authority has proper safeguarding to protect vulnerable children and young people, adults and older people, and reporting at a corporate level and to Councillors on their effectiveness;
 - e. Fulfilling overall responsibilities for social services workforce planning, training and professional development; and
 - f. Ensuring that there are adequate arrangements in place for social services to work effectively with others, both within and outside the authority, in fulfilling its social services functions and in contributing to the achievement of wider policy objectives.

¹ The Statutory Guidance on the Role and Accountabilities of the Director of Social Services (Welsh Assembly Government, June 2009)

6. The Statutory Guidance states that the format for the report will be a matter for each Council but it must:

- a. 'be published as soon as possible after the end of the financial year to which it refers;
- b. report performance and risk and set out plans for improvement in relation to:

GETTING HELP

Access to services
Assessment
Care management and review

SHAPING SERVICES

Planning and partnerships
Commissioning and contracting
Resources

THE SERVICES PROVIDED

Range of services provided
Quality of services provided

DELIVERING SOCIAL SERVICES

Workforce
Performance management

THE EFFECT ON PEOPLE'S LIVES

Protecting vulnerable people
Promoting independence and social
Inclusion.

PROVIDING DIRECTION

Leadership and culture
Corporate and political support and
Scrutiny.

- c. take into account the views of service users and their families as well as other key stakeholders;
- d. report the full set of social care (adults) and social care (children) performance information (including performance indicators) that is integral to the Wales Programme for Improvement;
- e. take account of all Inspection, Review and Regulatory work undertaken; and
- f. include reference to all client groups.' ²

Director of Social Services Annual Report 2015-16

7. The Director of Social Services Annual Report 2015-16, attached at **Appendix A**, is structured in a different way from previous years, with outcomes being used to shape the structure of the report. This is in response to the feedback from these Committees last year to use outcomes as a way of reporting, and in preparation for the new National Outcomes Framework that applies from this year onwards. The report is structured in the following way:

- a. Message from Cabinet Members (page 3)
- b. Foreword (pages 4-7)
- c. Cardiff Social Services Performance (pages 8-17)

²Statutory Guidance on the Role and Accountabilities of the Director of Social Services – June 2009 – Welsh Assembly Government

- d. Future Challenges (page 15)
- e. Summary of Achievements (pages 16 -17)
- f. Outcome 1 - Safeguarding (pages 18-19)
- g. Outcome 2 – Prevention & Independence (pages 20 –26)
- h. Outcome 3 – Care & Support (pages 27- 30)
- i. Outcome 4 – Transition (pages 31 -33)
- j. Outcome 5 – Workforce (pages 34-35)
- k. Outcome 6 – Resources (pages 36 -37)
- l. Appendices: (pages 38 – 77)
 - i. Appendix 1 – Safeguarding detail
 - ii. Appendix 2 – Prevention & Independence detail
 - iii. Appendix 3 – Care & Support detail
 - iv. Appendix 4 – Transition detail
 - v. Appendix 5 – Workforce detail
 - vi. Appendix 6 – Resources detail
 - vii. Appendix 7 – Views of service users
 - viii. Appendix 8 – Complaints and representations
 - ix. Appendix 9 – Governance and Accountability
 - x. Appendix 10 – Partnership Working.

8. The Foreword contains the following summary of overall performance for Social Services in 2015/16:

'the City of Cardiff Council continues to improve in key areas of Social Services despite severe financial pressures. Services for vulnerable adults and children remain a clear priority for the City of Cardiff Council and the Council continues to afford Social Services a degree of budget protection.'

9. The Annual Report provides service user feedback at **page 6** and details the process of seeking the views of service users, at Appendix 7, **pages 69-70, Appendix A.**
10. The Annual Report provides an overview of comparative performance via national indicators, summarised on **Page 10** for all Social Services, **Page 10** for Adult Social Services and **Page 11** for Children's Services, **Appendix A.** Further information on benchmarking is provided on **page 68, Appendix A.** With regards to performance overall, the report states:

'Whilst performance against a proportion of indicators was below target and behind performance across Wales and in the benchmarking group (Swansea, Newport, Caerphilly, Bridgend, Neath Port Talbot and Torfaen), it is encouraging to see that when compared to the 2014/15 outturn, 30 performance indicators (PIs) evidenced improvement in 2015/16. That said, it is not yet as good as it needs to be and the Social Services Directorate will need to build on this platform to ensure much stronger performance in 2016/17 and for the future' (page 9, Appendix A).

11. The Annual Report contains the following statements as key messages:
 - a. *'Services for vulnerable adults remain a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. We are particularly committed to enhancing prevention to maximise the opportunities for people to live as independently and safely as possible.'*
 - b. *'Children's Services remains a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. During 2015/16 the service has focused on progressing key areas of strategic development, particularly around prevention and integration whilst sustaining work to improve practice on the ground.'*
12. The report lists the top challenges facing Social Services, Children's Services and Adult Services for 2016/17, on **page 15 Appendix A**. To assist Members, **Appendix B** provides a comparison of the challenges identified for 2016/17 with those identified for 2015/16.
13. Each section, from **Pages 18 – 37**, starts by stating the outcome sought and summarises the outcomes achieved. Additional information on each outcome is provided in a separate appendix, appendices 1-6 on pages 38 -68. The outcomes are:
 - a. Outcome 1 - Safeguarding (pages 18-19) – *Children and Adults are protected from significant harm and are empowered to protect themselves.*
 - b. Outcome 2 – Prevention & Independence (pages 20 –26) – *Children, young people and adults are supported to live safely within their families and communities, with the lowest appropriate level of intervention.*

- c. Outcome 3 – Care & Support (pages 27- 30) – *Adults and looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them.*
- d. Outcome 4 – Transition (pages 31 -33) – *Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence.*
- e. Outcome 5 – Workforce (pages 34-35) – *Cardiff is the destination of choice for committed social work and social care professionals.*
- f. Outcome 6 – Resources (pages 36 -37) - *Social Services are provided on the basis of the most efficient and effective use of resources.*

14. Each outcome section also provides details of Priority Improvement Actions for 2016/17. These include all the relevant improvement commitments from the Corporate Plan 2016/17 and have been incorporated into the Social Services Directorate Delivery Plan 2016/17.

Care and Social Services Inspectorate Wales (CSSIW)

15. Following publication of the Annual Report, the Care and Social Services Inspectorate Wales review the report, drawing on the findings of relevant audits and inspection and their work with the local authority. The CSSIW use this to inform their judgements regarding the key strengths and areas for development and improvement in both Health and Social Care and Children's Services, which are published in an Annual Review and Evaluation of Performance, which is issued 31 October and is publically available via their website.
16. The CSSIW Annual Review and Evaluation of Performance 2014/15 highlighted the following areas for improvement:

Providing Leadership, Governance and Direction

- a. To maintain a sustainable management structure;
- b. Appoint to the posts of Assistant Director;
- c. Continue to meet the challenges of the Social Services and Wellbeing Act.

Areas for Improvement in Adult Services

- d. Timeliness of completing reviews of older people's care needs;
- e. Implementation of a quality element in the commission of residential care;
- f. Increase in the delivery of domiciliary care; and
- g. Improved performance in reducing delayed transfer of care.

Areas for Improvement in Children's Services

- Continue to increase the uptake of direct payments;
- Continue to increase the number of permanently appointed social workers
- Improve performance in completing Personal Education Plans;
- Recruitment of personal advisers; and
- Completion of initial and core assessments.

17. The report summarises the key messages from recent Care and Social Services Inspectorate Wales reports on the whole of Children's Services and on Domiciliary Care, on **pages 12-13 Appendix A**.

Previous Scrutiny

18. In July 2015, a joint meeting of the Children & Young People Scrutiny Committee and Community & Adult Services Scrutiny Committee considered the Director of Social Services Annual Report 2014-15. Members largely focussed their scrutiny on testing the robustness and accessibility of the Director's Report, work to prepare for the implementation of the Social Services and Wellbeing (Wales) Act 2014 and whether the picture presented in the report reflected the position as evidenced to both Committees during the past year.
19. The letter resulting from the joint meeting of the Committees included a number of recommendations to make the report more robust and accessible, together with a number of requests for further information. A full copy of the letter sent from the joint meeting of the Committees is attached at **Appendix C**. The Cabinet response, which is attached at **Appendix D**, details the reasoning behind the response to each recommendation.

20. Members' attention is drawn to the point made in the response, **Appendix D**, that the Annual Report is concerned with reporting performance against Statutory Social Services duties. This is of particular relevance to the areas of human trafficking, honour based violence and radicalisation, for the reasons set out in the letter.

Way Forward

21. Councillor Sue Lent, Cabinet Member for Children's Services & Deputy Leader, and Councillor Susan Elsmore, Cabinet Member for Health, Housing and Wellbeing, will be in attendance and may wish to make statements. Tony Young, Director of Social Services, will present the Draft Annual Report, attached as **Appendix A**. Officers from Children's Services and Adult Services will be in attendance. The panel of witnesses will be available to answer any questions that Members may have relating to the Draft Annual Report.
22. The scope of this scrutiny is set out at Point 2 of this report and provides a useful check list of the areas which Members may wish to scrutinise. In addition, the SSIA toolkit lists the following questions that may be of use:
- a. **Do managers in key positions have a clear model of what makes an effective service or function?**
 - b. **Are managers ensuring that all the necessary activities are being carried out consistently and comprehensively across the organisation?**
 - c. **Are there good mechanisms for assessing the impact of what is being done?**
 - d. **Is there good feedback on the actual experience of users rather than user engagement in planning etc.?**
 - e. **How well have users' views been established?**
 - f. **Is there evidence of users' views influencing service delivery and development?**
 - g. **What plans are there for improving understanding of users' views?**

Financial Implications

23. There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with

or without any modifications. These financial implications will need to be considered before any changes are implemented.

Legal Implications

24. The Scrutiny Committees are empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

RECOMMENDATIONS

The Committees are recommended to:

- I. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet prior to its consideration of the report;
- II. Consider the way forward for the future scrutiny of the issues raised in the Annual Report 2015-16 and the future challenges and areas for development highlighted for 2016- 17.

DAVID MARR
Interim Monitoring Officer
05 July 2016