

Social Services

# Delivery Plan 2018/19

Appendix A



# 1. Introduction

## 1.1 Golden Thread



## 1.2 Directorate Delivery Plan (DDP)

With increasing pressure on many services the Council is responsible for, we must be clear about our priorities. The Council is doing this and the four key priorities are:

- Working for Cardiff
- Working for Wales
- Working for the Future
- Working for Public Services

For each priority, a number of well-being objectives have been established; and for each well-being objective, high level “steps” and performance indicators have been identified.

## 1.3 Measuring Progress

To ensure there is clear accountability for delivering each objective, one or more Lead Member and Lead Director has been identified for each priority. The delivery of the Corporate Plan will continue to be monitored through the Council’s Performance Management Framework (PMF).

The alignment of monitoring and reporting cycles for finance and service performance information have strengthened the PMF and give greater visibility of the Council’s overall performance position – against which progress will be monitored on an ongoing basis.

### Key Terms

#### **The Well-being of Future Generations (Wales) Act**

- This Act is about improving the social, economic, environmental and cultural well-being of Wales.

#### **The 7 Well-being Goals**

- To make sure all public bodies are working towards the same vision, the Act puts in place seven wellbeing goals.

#### **City Wide Outcomes**

- Seven high level outcomes have been by agreed Cardiff’s Public Services Board partners
- Achieving these outcomes requires action across a range of organisations.

#### **Council Priorities**

- The Council’s priorities recognise the most important areas that need to be addressed in the short to medium term.

#### **Well-being Objectives**

- 7 Well-being Objectives have been identified across the 4 Priorities. These reflect specific areas where the Council wishes to see improvement and the specific outcome we want to achieve.

#### **Steps**

- Steps are specific initiatives that the Council will undertake to deliver the Well-being Objectives and contribute to City Wide Outcomes.

#### **Measuring Progress**

Progress will be measured by a basket of indicators.

## 2. Directorate Profile

### **Early Intervention & Prevention Services for children and families**

- Delivery and co-ordination of a partner wide Early Help Strategy.
- Development and delivery of the 'Families First' programme.
- Integrated Family Support Service - supports the needs of vulnerable families in crisis.

### **Targeted Services for children and families**

- Intake & Assessment, including child protection investigation, intervention and support.
- Child in Need Services, including Child Health & Disability.

### **Specialist Services for Children and Young People**

- Looked After Children Service.
- Fostering Service.
- Residential Service.
- Accommodation Service.

**Youth Offending Service** - with the aim of preventing anti-social behaviour, offending and re-offending by young people.

**Children's Think Safe Team** – work with children at greatest risk of Child Sexual Exploitation to reduce risk and increase protective factors.

**Safeguarding** - Independent Reviewing Officers / Education Safeguarding Officers / Adult Safeguarding / Regional Safeguarding Board Business Unit

**Strategy, Performance & Resources** – business support / performance management / policy / strategy / commissioning and contract management / CareFirst / Health & Safety / complaints and access to records / workforce training and development / Families First Programme / Disabilities Futures Programme.

### **Multi Agency Safeguarding Hub**

**First Point of Contact (FPoC)** - information, advice and assistance service for adults.

**Adult Assessment** - older people or people with physical and/or sensory impairment (aged 18+) who have social care needs.

**Reablement Service for adults** - Community Resource Teams / Bridging Team / Hospital Social Work Services (UHW and UHL).

**Long Term Services** - older people, people with physical and/or sensory impairment and people with substance misuse issues.

**Learning Disability Services** - for adults and children transitioning to services for adults.

**Mental Health Services** - for adults.

**Mental Health Services for Older People** – dementia.

**Brokerage** – Procurement of Domiciliary and Residential Care.

**Complex Needs Day Services** – Learning Disability.

**Older Persons Day Services** – older people and dementia.

**Internal Supported Living for Learning Disability**

**Emergency Duty Team** - for vulnerable children and adults.

### 3. Self-Assessment of performance during 2017/18

#### What we did well

During 2015/16, Cardiff Social Services demonstrated improvement in both performance and quality of services – as evidenced by performance indicators where Cardiff was the most improved Social Services Directorate in Wales. This provided the basis for further improvement and during 2017/18 the ongoing good progress was supported by positive inspection reports in relation to:

- Crosslands Residential Home for Children
- Supported Living

Inspections on the following areas were also undertaken during the year, and the reports for these are pending:

- Mental Health
- Secure Estates

An overview of the key achievements is provided below, noting the relevant Well-being of Future Generations Act well-being goal that the achievement contributes to.

#### ***Working with people to define and co-produce personal well-being outcomes that people wish to achieve***

##### *Well-being of Future Generations Well-being Goal – A More Equal Wales*

- Children and their families are better supported to identify their needs and achieve their own outcomes earlier by establishment of the Early Help front door, Support4Families.
- Improved identification of families' strengths by ongoing implementation of Signs of Safety approach in Children's Services.
- Children and their families are identifying their own worries, strengths and changes needed to achieve their goals by implementing Signs of Safety in Child Protection case conferences and through the work of the Integrated Family Support Team.
- Children's needs are better understood as a result of Children's Services staff being able to spend more time with children and their families following the restructure funded by investment in the service.
- People enabled to make their own choices and take control over the care services they receive by use of Direct Payments for 908 children and adults during 2017/18.
- Voices of people are heard, better listened to and taken into account as a result of moving towards a strengths based approach in Adult Services.

### ***Working with people and partners to protect and promote people's physical and mental health and emotional well-being***

#### ***Well-being of Future Generations Well-being Goal – A Healthier Wales***

- Admission to the looked after system avoided for children during the year as a result of preventative initiatives such as the Adolescent Resource Centre and Rapid Response.
- Improving emotional well-being and mental health of looked after children and young people through the joint funding (with Health) of a Clinical Psychologist to provide consultation to children, young people, carers and social workers.
- Housing provision is better meeting the emotional needs of young people through the joint work of Children's Services and Housing on the Youth Gateway.
- Better outcomes for Cardiff young people by continuing to reduce the number of First Time Entrants into the criminal justice system from 109 in 2016/17 to 73 in 2017/18.
- More timely discharge to a more appropriate care setting by reducing the number of Delayed Transfers of Care (DToC) for social care reasons from 123 in 2016/17 to 110 in 2017/18.
- Quality of care experienced by older people and their relatives in care home settings substantially improved by effective application of the Escalating Concerns procedure.

### ***Taking steps to protect and safeguard people from abuse, neglect or harm***

#### ***Well-being of Future Generations Well-being Goal – A Healthier Wales***

- Improved safeguarding of children in faith communities by the development of policy guidance for Mosques and Madrassas.
- Children are better protected from Child Sexual Exploitation (CSE) as a result of the CSE Strategy and the Think Safe team.
- Peer education in schools has better enabled children to identify when their friends are in danger of Child Sexual Exploitation and / or peer exploitation and know where to go for help (trained Think Safe ambassadors in 14 schools to deliver peer education on 28<sup>th</sup> February 2018).
- Joint working with the Think Safe team and schools has given boys a better understanding of power, control, sex and the law and are able to better keep themselves safe.
- Young people have been involved in decisions about staff recruitment through having an equal say on recruitment in some Children's Services teams.
- Partners in Education and Health have an increased understanding of their safeguarding responsibilities and when they should refer a professional for safeguarding concerns.
- Response to safeguarding children and adults continues to improve as the Multi Agency Safeguarding Hub is further embedded.
- Effective safeguarding of 3,412 adults receiving domiciliary care and 1,043 adults in residential / nursing care at 31<sup>st</sup> December 2017 by maintaining the reduction in the number of providers under escalating concerns.
- Further strengthening of safeguarding for adults following implementation of the Social Services and Well-being (Wales) Act 2014 by enhancing the effectiveness of Regional Safeguarding Boards and safeguarding systems in Cardiff.

### ***Encouraging and supporting people to learn, develop and participate in society***

#### *Well-being of Future Generations Well-being Goal – A Healthier Wales*

- Improved opportunities for looked after children and care leavers via the Bright Starts Traineeship Scheme – 27 young people started a traineeship placement during the year and 2 young people have accepted paid Trainee roles.
- The voice of young people who receive care and support from Children’s Services has been heard in the work towards achieving Child Friendly City status.
- The voice of people with Dementia has been heard in achieving working towards Dementia Friendly City status.
- Life experience for children and adults with visual impairment, hearing loss or dual sensory loss is enhanced by access to appropriate information, equipment and services to facilitate the independence of individuals.
- Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

### ***Supporting people to safely develop and maintain healthy domestic, family and personal relationships***

#### *Well-being of Future Generations Well-being Goal – A More Equal Wales*

- More families receive help at the point they need it through the implementation of the early help Support4Families Service.
- Families are better supported to resolve their difficulties through more timely access to early help through Support4Families community based services.
- Admission to care prevented for 43 children and young people during the year by the Adolescent Resource Centre.
- Children supported to remain living with their siblings through use of sibling attachment assessments.
- More children supported to remain living with family members through an increase in Connected Persons assessments undertaken internationally (including China, Albania, Czech Republic, Portugal, USA and Romania).
- Better meeting the complex needs of older people and people with learning disabilities in their local community by developing Day Opportunities.
- Reduced likelihood of carers reaching crisis point by development of improved processes that will provide a better quality service.

***Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs***

*Well-being of Future Generations Well-being Goal – A More Equal Wales*

- Improved opportunities for looked after children and care leavers via the Bright Starts Traineeship Scheme – 27 young people started a traineeship placement during the year and 2 young people have accepted paid Trainee roles.
- 16 and 17 year olds are living in more suitable accommodation through implementation of the Youth Gateway conjunction with Housing.
- Care leavers are better supported through higher education by the provision of equipment through the St. David's Day grant (23 care leavers entered higher education in 2017/18).
- More people remain as independent as possible in their own homes through a reablement approach to care and support.

***Our workforce and how we support their professional role***

- Improvement workforce planning in Adult Services following involvement in Workforce Planning pilot.
- Improved service delivery by supporting staff to be better equipped to carry out their roles:
  - 10 seconded staff were on the Social Work degree course during the year.
  - 25 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
  - Implementation of peer supervision through Signs of Safety.
  - Provision of clinical supervision within some Children's Services teams.

***Our financial resources and how we plan for the future***

- 15 looked after children were returned to Cardiff during the year with an estimated cost saving of £917,000.
- Adult Services achieved budget underspend of £1,226 million by supporting more people at home, strengthening care planning for those who need care and aligning this to more cost-effective provision and by maximising value for money in the commissioning and procurement of residential and domiciliary packages.
- £3,442 million savings achieved by Social Services overall during the year.
- Appropriate use of public money assured by robust Senior Management oversight of the budget through the Integrated Finance and Service Strategy. The Strategy work undertaken with the Institute of Public Care (IPC) has been highly beneficial and will continue in the Year 2018/19 Action Plan.



## **What we could have done better**

- Development of a Safeguarding Vision and Strategy across the Directorate and work to strengthen Adult Protection procedures.
- Further progressed the restructure of the Youth Offending Service.
- Further progressed the Community Services Review with Health colleagues.
- Development of a Social Services Quality Assurance Framework to bring together the quality assurance and learning elements of key activities in the Directorate.
- Increasing Directorate capacity to deliver bilingual services.
- Accelerating the reduction of the vacancy rate for social workers in Children's Services.
- Further developed Strategies for Learning Disability Day Opportunities and Older People's Housing with colleagues.
- Further progressed review of Supported Living commissioning process for adults with mental health issues with Health colleagues.

## **Opportunities**

- Funding Flexibilities – Welsh Government grant funding advice
- Further integration work
- Re-designing services
- Working towards achieving Child Friendly City status
- Working towards achieving Dementia Friendly City status
- Agile mobile working
- Strengthen the social care client record system

## **Challenges**

- Implementing and embedding strengths based approaches across the Directorate.
- Demand and budgetary pressures and the volume and complexity of case work across the Directorate.
- Health agenda – Welsh Government focus on social care integration.
- Smooth transition to new senior management arrangements.
- Implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 and impact on wider social care sector.
- Managing the increasing number of looked after children and the impact of this upon service delivery and resources.
- Recruiting to vacant and newly created social worker posts.
- Raising the profile of Adult Services, with particular focus on learning disability, sensory impairment and mental health services.
- Fragility of the domiciliary and nursing care market - limited capacity in the market remains a concern for Cardiff because it reduces the ability to start new packages of care. This leads to increased waiting times and delays in hospital discharge.
- Challenges regarding Continuing Health Care (CHC) funding - we need to better equip Social Workers with the skills and confidence to address the challenges in negotiating funding responsibilities with Health partners in relation to individual packages of care.

## **4. Moving Forward: Context, Opportunities and Challenges**

*What the Directorate must take into account in planning future delivery Capital Ambition, contextual information, changes in legislation, demographics, budget pressures, technology changes and any other factors that affect the environment in which you operate.*

See Opportunities and Challenges above.

## **5. Making the Connections - Contributing to Cardiff's Well-being Objectives**

Social Services by definition are concerned with the well-being of citizens. A substantial part of our effort and focus as a Directorate contributes directly to two of the well-being goals set out in the Well-being of Future Generations Act (2015), namely "A Healthier Wales" and "A More Equal Wales". The direct links between Social Services delivery in Cardiff and the Well-being of Future Generations Act (2015) can be found throughout this plan and are set out in Section 7 below.

## **6. Delivering the Welsh Language Standards**

Social Services in Cardiff recognise the importance of meeting Welsh language need as part of routine assessment and care and are committed to providing and developing Welsh language services. Progress made during the year includes:

- A Regional Forum is being formed. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- Welsh language social work posts are in the process of being created.
- Welsh language training opportunities continue to be regularly promoted across the service - from beginner to proficiency training.
- There are positive examples of social workers who are sensitive to identifying Welsh language needs during their casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.
- 60 Welsh speakers in the Directorate.

There was a pre-existing Social Services Strategy called “Mwy na Geiriau” (“More than Just Words”) that recognized the importance of language for the delivery of social care and required Directorates across Wales to improve and build capacity over time.

The Welsh Language Standards Objectives for Social Services are listed in the table below:

Objective	Responsible Officer
Increase opportunities for people to receive Health & Social Care in Welsh by:	
Ensuring that an Active Offer of Welsh language services is communicated to all Social Services staff and within commissioned services	Director of Social Services
Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes	Operational Manager, Strategy, Performance, Commissioning and Resources
Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver services in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy	Assistant Director, Children’s Services / Assistant Director, Adult Services

## 7. Strategic Directorate Priorities

### Summary of Priorities – Statement of what we are trying to achieve

	Strategic Directorate Priority	Cabinet Member/s	Directorate Lead	Contributing to:			
				Well-being Goals	Council Priority	Capital Ambition	Council's Well-being Objectives
1	<b>Safeguarding</b> - Children and adults are protected from significant harm and are empowered to protect themselves	Cllr Elsmore / Cllr Hinchey	Operational Manager (OM) Safeguarding	A healthier Wales	Supporting vulnerable people	Working for Cardiff	Safe, confident and empowered communities
2	<b>Prevention &amp; Independence</b> - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention	Cllr Elsmore / Cllr Hinchey	OM Early Intervention & Prevention / OM Targeted Services / OM First Point of Contact & Assessment	A healthier Wales /  A more equal Wales	Better education and skills for all	Working for Cardiff	Cardiff is a great place to grow up  Cardiff is a great place to grow older  Safe, confident and empowered communities
3	<b>Care &amp; Support</b> (including transitions) - 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; and Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence	Cllr Elsmore / Cllr Hinchey	OM Specialist Services / OM Long Term Services / OM Learning Disabilities / OM Mental Health	A healthier Wales  A more equal Wales	Better education and skills for all	Working for Cardiff	Cardiff is a great place to grow up  Safe, confident and empowered communities
4	<b>Workforce</b> - Cardiff is the destination of choice for committed social work and social care professionals	Cllr Elsmore / Cllr Hinchey	OM Strategy, Performance and Resources	A healthier Wales	Supporting vulnerable people	Working for Cardiff	Safe, confident and empowered communities
5	<b>Resources</b> - Social Services are provided on the basis of the most efficient and effective use of resources	Cllr Elsmore / Cllr Hinchey	OM Strategy, Performance and Resources	A healthier Wales	Working together to transform services	Working for Cardiff	Cardiff grows in a resilient way

## Individual Priorities

### Key to Reference Numbers for performance indicators and actions:

- SSWB = Social Services & Well-being (Wales) Act 2014
- CP = Corporate Plan
- DP = Directorate Plan
- SS = Social Services
- CS = Children's Services
- AS = Adult Services

### Strategic Directorate Priority 1:

**Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves**

### Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
SSWB 27	Percentage of re-registrations of children on local authority Child Protection Registers	3.8%	6.7%	N/A	OM Targeted Services
SSWB 28	Average length of time for all children who were on the Child Protection Register during the year	230 days	250 days	N/A	OM Targeted Services
SSWB 18	Percentage of adult protection enquiries completed within 7 working days	98.0%	99%	99%	OM Safeguarding

## Risk Management – Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Children and adults are not adequately protected and safeguarded from abuse, neglect or harm	Red / Amber	Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves	CP 6 – SS CP 7 – SS DP 5 – SS CP 8 – CS DP 6 – CS DP 7 – AS CP 17 - SS
Failure to recruit sufficient Welsh speaking staff	Amber / Green	See above.	DP 13 – CS
Electronic file storage mechanisms fail to support ease of access to case files leading to decisions being based on incomplete information	Red / Amber	See above.	SharePoint
Issuing of care proceedings is challenging because existing capacity in Children’s, Adult and Legal Services is insufficient to meet demand and undertake required work in a timely manner	Red / Amber	See above.	DP 13 - CS

## Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority affected
1.	Communication & Engagement sub group of the Regional Safeguarding Children Board leading re: awareness raising	Safeguarding
2.	National Safeguarding Board re: Disclosure & Barring Service checks	Safeguarding
3.	Welsh Government issue of revised national policy and practice guidance	Safeguarding
4.	Stakeholder and community engagement	Safeguarding
5.	Police, Health and other partners	Safeguarding

## Key actions that will be taken to achieve the Strategic Directorate Priority

### Equalities – Link between Delivery Plans and Strategic Equality Plan

A decision has been made to link the commitments and actions within the DDPs to the Council's [Strategic Equality Plan 2016 – 2020](#). This will enable Directorates to demonstrate how they are considering equalities and meeting the requirements of the plan and the Equality Act 2010.

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 17 - SS	Ensure that the Council's <b>Corporate Safeguarding Strategy</b> is implemented	April 2018	March 2019	Operational Manager Safeguarding	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>'E' module Safeguarding training rolled out to new staff and non-Social Worker staff to raise basic safeguarding awareness across the Social Services Directorate</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Relevant contractual arrangements comply with Corporate Safeguarding Policy and external Providers commissioned by Social Services are aware of the requirements</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>School and education safeguarding policies reviewed to ensure that they comply with and adhere to the Corporate Safeguarding Policy</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Annual review of Corporate Safeguarding Policy undertaken; feedback on good practice / suggested improvements prepared for Corporate Safeguarding Board</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 6 - SS	Ensure children and adults are protected from risk of harm and abuse by <b>raising awareness</b> among public and professionals of safeguarding issues for the duration of the plan	April 2018	March 2019	Operational Manager Safeguarding	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Number of internal staff and external organisations attending Corporate Safeguarding training and take up of e-learning module monitored, and appropriate action taken</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Contribution to Corporate Safeguarding Board action plan made through membership of relevant sub groups; e.g. Communication and Engagement sub group will lead on raising professional and public awareness of Safeguarding</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Potential recommendations from the National Safeguarding Board taken on board in considering if Disclosure and Barring Service (DBS) checks for elected members and school governors are required and implemented</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Partnership work with stakeholders including the voluntary sector undertaken to implement wider duties within Corporate Safeguarding policy</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity



Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 7 - SS	Ensure children and adults are protected from risk of harm and abuse by revising the <b>Child Sexual Exploitation Strategy</b> by March 2019 to encompass new and emerging themes of child and adult exploitation	April 2018	March 2019	Operational Manager Strategic Safeguarding and Partnerships	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Report on the mapping and analysis of support for children exhibiting Harmful Sexual Behaviour and draft implementation plan presented to Children's Services Management Team</li> <li>• Think Safe Team established</li> <li>• New 13+ Team piloted</li> <li>• First draft of revised Child Exploitation Strategy completed</li> <li>• First draft of revised Female Genital Mutilation procedure completed and agreed by Multi-Agency partners and Children's Services Management Team</li> <li>• Adult Services lead to ensure that new and emerging themes of adult exploitation are considered in the revised Child Exploitation Strategy identified</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Consultation on first draft of Child Exploitation Strategy undertaken with partner agencies, community organisations and Children's Services Management Team</li> <li>• Harmful Sexual Behaviour (HSB) - training and consultation arrangements for Children's Services staff scheduled</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> <li>• Services to support children exhibiting Harmful Sexual Behaviour (HSB) agreed</li> <li>• Pilot of new 13+ Team reviewed to establish if anticipated outcomes have been achieved</li> <li>• Awareness raising sessions held for Adult Services Management Team and staff to improve recognition of vulnerable adults at risk of sexual exploitation</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Draft version of Child Exploitation (CE) Strategy presented to Scrutiny and Cabinet</li> <li>• Adult Services contribution included in draft version of revised CE Strategy presented to Scrutiny and Cabinet to ensure that emerging themes of adult exploitation are considered within the strategy</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Child Exploitation Strategy launched for implementation 2019/20</li> <li>• HSB practice reviewed</li> <li>• Protocol for the early referral of young people approaching adulthood drafted</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
DP 5 - SS	Renew the <b>safeguarding vision and strategy</b> across the Directorate by March 2019 in order to take account of new national policy and practice guidance currently under development	April 2017	March 2019	Operational Manager Safeguarding	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Draft version of revised Vision and Strategy for Safeguarding in Cardiff developed (<i>dependent on new national policy and practice guidance being received from WG</i>)</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Vision and Strategy for Safeguarding ratified across the authority</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Vision and Strategy for Safeguarding launched</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Vision and Strategy for Safeguarding implemented</li> </ul>	
CP 8 – CS	Commission an independent review of the effectiveness of the <b>Multi Agency Safeguarding Hub (MASH)</b> in consultation with the Regional Safeguarding Boards and consider recommendations for change / improvement with a view to implementing changes by March 2020	April 2018	March 2020	Operational Manager, Early Intervention & Prevention	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Multi Agency Safeguarding Hub (MASH) internal review finalised and shared with partners</li> <li>MASH partners agreement to share report with Regional Safeguarding Children's Board obtained</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Outcomes (learning) from review considered</li> <li>Actions and recommendations from review implemented</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Commissioning a separate independent review considered by MASH partners</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Annual analysis of effectiveness of MASH undertaken</li> <li>Independent review commissioned (if agreed)</li> </ul>	
DP 6 - CS	Review and develop mechanisms to improve engagement with communities at large and <b>faith communities</b> in particular by March 2019 to improve the safeguarding of children across the various communities in Cardiff	April 2017	March 2019	Operational Manager Safeguarding	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Wider faith communities identified and engagement process initiated</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Partnership work undertaken with Muslim Council of Wales to build on the success of the guidance published during 2017/18 to promote safeguarding awareness and training across identified / targeted faith communities</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Safeguarding guidance for identified faith communities developed and produced with relevant stakeholders</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>New guidance reviewed and improvements identified and implemented</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
DP 7 – AS	Embed strengthened <b>Adult Protection</b> procedures in consultation with staff and partners by March 2019 to ensure that adults are protected from harm	April 2018	March 2019	Operational Manager Safeguarding	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Adult Services led task group established; actions, timescales and processes agreed</li> <li>• Improved data recording arrangements for 2018/19 implemented</li> <li>• Actions for improved Adult Safeguarding processes within the Multi Agency Safeguarding Hub initiated</li> <li>• Options for effective and seamless one point of contact referral process for Adult Safeguarding explored</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Task group action plan progressed</li> <li>• Revised data arrangements reviewed and adapted as required</li> <li>• Wider Adult Services staff introduced to new processes including engagement, communication and referral arrangements within Multi Agency Safeguarding Hub</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• External partner agencies and providers of new arrangements engaged with via agreed forums</li> <li>• Ongoing task group actions embedded</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> <li data-bbox="1272 279 1890 347">• Action plan reviewed and outstanding or further actions agreed</li> <li data-bbox="1272 384 1890 480">• Current data and project activity reviewed to ascertain if process is effective for the future</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li data-bbox="1272 555 1890 592">• New arrangements implemented</li> <li data-bbox="1272 628 1890 697">• Arrangements reviewed and audited by Task Group</li> </ul>	

**Strategic Directorate Priority 2:**

**Prevention & Independence** - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention

**Performance – How we will measure our performance against each priority**

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
SSWB 24	Percentage of assessments completed for children within statutory timescales	86.3%	75.6%	75%	OM Targeted Services
SSWB 25	Percentage of children supported to remain living within their family	55.2%	50.9%	50%	OM Targeted Services
SSWB 26	Percentage of looked after children returned home from care during the year	11.6%	8.3%	12%	OM Specialist Services
YOS 1	Number of first time entrants to the Youth Justice system	109	75	-5% (71)	OM Youth Offending Service
TBC	Percentage of referrals to the Multi Agency Safeguarding Hub that meet the intervention threshold	New for 2018/19	New for 2018/19	N/A	OM Early Intervention & Prevention
TBC	Percentage of children receiving support from the Adolescent Resource Centre (edge of care) and receiving more than 12 hours of education provision a week	New for 2018/19	New for 2018/19	N/A	OM Early Intervention & Prevention
SSWB 19	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.38	2.33	TBC	AD Adult Services
SSWB 23	Percentage of adults who have received advice and assistance from the Information, Advice & Assistance function and have not contracted the service during the year	86.2%	84.8%	TBC	OM First Contact
SSWB 20	Percentage of adults who completed a period of reablement a) and have a reduced package of care and support 6 months later b) have no package of care and support 6 months later	66.7% 83.4%		N/A N/A	OM First Contact
SCAL 25a	Total number of children and adults in need of care and support using the Direct Payments Scheme	933	908	910	AD Adult Services

## Risk Management – Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Family breakdown leading to children becoming looked after	Red / Amber	Prevention & Independence - Children, young people and adults are supported to live safely and independently within their families and communities with the lowest appropriate level of intervention	CP 2 – SS CP 3 – SS CP 15 – SS DP 1 – CS CP 4 – CS CP 5 – CS CP 16 – CS DP 17 - CS
Adults are not aware of their rights and entitlements and are prevented from having control over their day to day lives leading to them requiring interventions from Adult Services	Red / Amber	As above	CP 1 – SS DP 8 – SS DP 2 – SS
Family / carer networks and community support break down leading to adults requiring residential / nursing care	Red / Amber	As above	CP 3 – SS DP 11 – SS CP 11 – AS DP 3 – AS DP 9 – AS DP 10 – AS DP 12 – AS DP 16 – AS DP 18 – AS

## Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority affected
1.	Partner engagement – including Education, Communities, Health, Third Sector and providers	Prevention & Independence
2.	Social Care Wales re: Social Care Wales Care & Support At Home Strategy	Prevention & Independence
3.	Human Resources support for recruitment processes	Prevention & Independence
4.	Institute of Public Care input re: remodelling of Adult Services	Prevention & Independence



## Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 1 - SS	<p>Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living by:</p> <ul style="list-style-type: none"> <li>Promoting the <b>First Point of Contact Service</b> to prevent unnecessary hospital admissions</li> <li>Developing a First Point of Contact to support people to leave hospital safely and in a timely manner</li> <li>Extending <b>Direct Payments</b> to more people by March 2020</li> <li>Establishing <b>Re-ablement</b> as the unifying model for the provision of community based domiciliary care</li> </ul>	April 2018	March 2020	<p>Operational Manager, First Point of Contact &amp; Assessment</p> <p>Strategic Lead Planning Officer</p>	<p><b>Q1</b></p> <p><b>First Point of Contact (FPoC)</b></p> <ul style="list-style-type: none"> <li>Current arrangements reviewed by relevant internal stakeholders to share good practice on the existing Adult and Communities FPoC systems</li> <li>Project Group established to take this work forward in hospitals (excluding Mental Health) across Cardiff</li> </ul> <p><b>Direct Payments</b></p> <ul style="list-style-type: none"> <li>Campaign to increase awareness of Direct Payments and for service users to consider Direct Payments as an option of meeting their care and support needs scoped and planned by existing project board</li> </ul> <p><b>Establishing Re-ablement as the unifying model</b></p> <ul style="list-style-type: none"> <li>Occupational Therapy (OT) Manager appointed to establish a bespoke OT Team within the Re-ablement service</li> </ul> <p><b>Q2</b></p> <p><b>First Point of Contact (FPoC)</b></p> <ul style="list-style-type: none"> <li>Process for the implementation of the existing FPoC model across hospitals in Cardiff drafted by Project Group</li> </ul>	<p>Provide support to those who may experience barriers to achieving their full potential</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p><b>Direct Payments</b></p> <ul style="list-style-type: none"> <li>• Campaign launched across Cardiff, in partnership with relevant stakeholders</li> </ul> <p><b>Establishing Re-ablement as the unifying model</b></p> <ul style="list-style-type: none"> <li>• Liaison undertaken with Procurement and project group established to work with provider(s) in Cardiff on Outcome Focussed Care Planning, in line with the requirements of the Social Services and Wellbeing (Wales) Act 2014</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <p><b>First Point of Contact (FPoC)</b></p> <ul style="list-style-type: none"> <li>• Consultation with Health and relevant external stakeholders undertaken on the final draft process for a replicated FPoC model across hospitals in Cardiff</li> </ul> <p><b>Direct Payments</b></p> <ul style="list-style-type: none"> <li>• Success of the campaign monitored and evaluated</li> </ul> <p><b>Establishing Re-ablement as the unifying model</b></p> <ul style="list-style-type: none"> <li>• In partnership with provider(s), small pilot rolled out within Cardiff, to move the outcomes agenda forward within the Re-ablement service</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <p><b>First Point of Contact (FPoC)</b></p> <ul style="list-style-type: none"> <li>Implementation of agile working across hospitals in Cardiff evaluated and reviewed; improvements implemented</li> </ul> <p><b>Direct Payments</b></p> <ul style="list-style-type: none"> <li>Improvements identified as a result of the campaign embedded into operational practice</li> </ul> <p><b>Establishing Re-ablement as the unifying model</b></p> <ul style="list-style-type: none"> <li>Pilot evaluated (and any identified improvements made) with a view to adopting this approach across the sector</li> </ul>	
DP 8 - SS	<p>Review <b>pathways for children with sensory impairments</b> and further develop partnership working across Children's and Adult Services and with 3<sup>rd</sup> sector sensory impairment organisations during 2018/19 to:</p> <ul style="list-style-type: none"> <li>Improve access to information and services for children and adults with sensory loss.</li> <li>Provide clear and consistent pathways within Social Services and Education Directorates and with 3<sup>rd</sup> sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff</li> </ul>	April 2018	March 2019	Service Lead Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Current sensory impairment pathways across the Directorate jointly reviewed by Service Managers from Adult and Children's Services</li> <li>Potential improvements identified and application of specific service principles agreed - to support the development of a consistent process that can be rolled out across Social Services to improve access to information and services for children and adults with a sensory loss</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Consultation undertaken to ensure that the proposed process will provide clear pathways across the Education Directorate and third sector sensory impairment organisations as well as across Adult and Children’s Services</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Consultation undertaken with relevant stakeholders on the proposed changes to ensure that the new process is fit for purpose</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>• New process rolled out; effectiveness monitored with particular regard to: <ul style="list-style-type: none"> <li>○ Improving access to information and services for children and adults with sensory loss</li> <li>○ Providing clear pathways across the Education Directorate and third sector sensory impairment organisations</li> </ul> </li> </ul>	
CP 3 – SS	<p>Ensure children and adults are protected from risk or harm and abuse by</p> <ul style="list-style-type: none"> <li>• Continuing implementation with key partners of the “<b>Signs of Safety</b>” model, a strengths-based whole-service methodology for working with children and families in need of care and support; target completion 2022</li> <li>• Designing and implementing a <b>parallel</b></li> </ul>	April 2018	March 2022	Assistant Director, Children Services / Assistant Director Adult Services	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Signs of Safety (SoS) launched as established model of a Strength Based Approach for Children’s Services</li> <li>• Lead Signs of Safety Social Worker appointed</li> </ul>	<p>Meet our Specific Equality Duties and build equality into everything we do</p> <p>Support wide citizen consultation and engagement with</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
	<p><a href="#">model in Adult Services by 2022</a></p>				<ul style="list-style-type: none"> <li>• Quality Assurance (QA) Support Worker for SoS appointed</li> <li>• Preparation for training of relevant staff in an 'Outcome Focused' model undertaken</li> <li>• Plan of work with Institute of Public Care (IPC) for the remodelling of Adult Services established</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Plan of ongoing support and training sessions for teams using the SoS approach developed by SoS Lead in conjunction with the Training Unit</li> <li>• 'Better Conversations' training rolled out across Adult Services</li> <li>• 'Outcome Focused' training commenced</li> <li>• Ongoing training needs of Information, Advice &amp; Assistance (IAA) staff across Social Services established</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Ongoing awareness sessions for multi-agency staff to work with SoS developed</li> <li>• 'Better Conversations' training continued</li> <li>• Outcome focused training continued</li> <li>• Contribution to developments regarding IAA continued</li> </ul>	<p>the Council and the decisions it makes</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• SoS embedded as the model of practice in relevant Children’s Services teams</li> <li>• Case management system for recording reflects SoS approach</li> <li>• Take up of Better Conversations training and outcome focused approaches training reviewed and next steps agreed</li> <li>• First cohorts of Social Services staff enrolled on the qualification framework</li> <li>• Engagement with IAA staff on the new training programme undertaken</li> </ul>	
DP 11 – SS	Implement the elements of the <b>Social Care Wales Care &amp; Support At Home Strategy</b> that are relevant to the Local Authority, by March 2021 in order to support people to remain in their own homes for as long as possible	April 2018	March 2021	Operational Manager, Strategy, Performance and Resources	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Series of engagement / awareness raising sessions arranged to promote and support domiciliary care providers to comply with qualification and registration requirements by 2020</li> <li>• Feasibility of piloting an Outcome Based Approach to the delivery of commissioned domiciliary care packages considered</li> <li>• ‘Be a Care Worker ‘recruitment campaign for social care workers refreshed and launched</li> <li>• Social Care Wales linked with to ensure a robust and consistent approach</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff’s diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Training / engagement plan to meet the development and support needs of unpaid carers developed</li> <li>• Outcomes pilot implemented with an identified provider if considered to be feasible</li> <li>• Annual Excellence in Social Care Celebratory Event promoted across the sector to secure buy in and take up of places</li> <li>• Robust mechanism for data collection and analysis developed across the social care sector to inform workforce planning</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Training / engagement plan to meet development and support needs of unpaid carers implemented</li> <li>• Delivery of outcomes pilot monitored</li> <li>• Annual Excellence in Social Care Celebratory Event held</li> <li>• Mechanisms to share or align social care workforce planning data for Health and Social Care developed</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Progress against training / engagement plan for unpaid carers reviewed and impact assessed</li> <li>• Outcomes pilot reviewed to determine impact and next steps agreed</li> <li>• Impact of annual Excellence in Social Care Celebratory Event reviewed and arrangements for 2019/20 agreed.</li> <li>• Workforce planning data used to inform Social Care Workforce Development Plan (SCWDP) funding application for 2019/20.</li> </ul>	
DP 1 - CS	Raise awareness during 2018/19 of the entitlement of <b>young carers</b> to have an assessment of their unique needs and ensure that there is appropriate provision to meet assessed needs	April 2017	March 2019	Operational Manager, Early Intervention & Prevention	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Development Officer recruited and in post</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Strategic delivery of awareness raising training co-ordinated</li> <li>• Level of need and gaps in service provision identified</li> <li>• Cardiff and Vale Young Carer's Action Plan progressed</li> <li>• Quarterly reviews with partner agencies introduced to monitor effectiveness of service delivery across the region</li> </ul>	Provide support to those who may experience barriers to achieving their full potential



Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Effectiveness of current services evaluated in conjunction with service users</li> </ul> <p><b>Q4</b></p> <ul style="list-style-type: none"> <li>Collaboration undertaken with existing service providers to provide services that will meet the gaps identified in Quarter 2</li> </ul>	
CP 4 – CS	Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by agreeing a refreshed <b>Early Help / Preventative Strategy</b>	April 2018	March 2022	Operational Manager  Strategy, Performance and Resources	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Review of Early Help Strategy commenced</li> <li>New Families First commissioned services launched</li> <li>Reporting arrangements for Support4Families strengthened</li> <li>New early help arrangements communicated to families and other stakeholders in conjunction with the Family Information Service</li> <li>Disability Focus services recommissioning commenced</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Key stakeholders on refreshed Early Help Strategy consulted</li> <li>In-house Parenting and Youth Services implemented</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> <li>• Early Help Family Support workers mobilised</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Refreshed Early Help Strategy finalised and communication strategy to support progress and relaunch developed</li> <li>• Re-commissioning of Disability Focus services concluded</li> <li>• Review of Early Help Front Door pilot commenced; plans for 2019/20 agreed</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Refreshed Early Help Strategy relaunched</li> <li>• Newly commissioned Families First services for disabled children and their families mobilised</li> <li>• New arrangements for Support4Families mobilised</li> </ul>	
CP 5 - CS	Prevent children entering the criminal justice system and work with children already in the criminal justice system to reduce their re-offending through the interventions delivered by partners in the Cardiff <b>Youth Offending Service (YOS)</b> by March 2019	April 2018	March 2019	Operational Manager, Youth Offending Service	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Work to develop a pilot scheme commenced in conjunction with Education Youth Services (to focus on children and young people who are not in school, at risk of entering the Criminal Justice System (CJS), offending and known to Children's Services)</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> <li>• Enhanced Case Management (ECM) approaches to inform individually tailored responses and practice (including re-offending toolkit) embedded across YOS</li> <li>• Young People Participation Strategy finalised and included in service redevelopment</li> <li>• New Triage service with a focus on preventing children entering the Criminal Justice System (CJS) commissioned</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Service user feedback and evaluation on service delivery and its effectiveness undertaken to inform new interventions that prevent entry to CJS and re-offending</li> <li>• Emerging themes of offending (including knife crime, county lines and exploitation) addressed in close collaboration with Children's Services</li> <li>• Worker from Prevention Services to undertake work with Schools and People &amp; Communities to prevent children being exposed to risk of offending; sessions and interventions to be delivered in a school setting</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> <li>New team of volunteers and mentors to work directly with young people and their families to reduce re-offending recruited</li> <li>Multi-Agency Risk and Resource Panel - pilot implemented</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Effectiveness of ECM in reducing re-offending evaluated</li> <li>Emerging themes of offending monitored for impact</li> <li>Young People's Participation Strategy agreed</li> <li>Feedback and monitoring of new Triage Service undertaken</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Effectiveness of Multi-Agency Risk and Resource Panel evaluated</li> <li>Impact of interventions introduced to reduce re-offending assessed</li> </ul>	
DP 17 – CS	Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) <b>Youth Offending Service Inspection</b>	April 2018	March 2019	Operational Manager, Youth Offending Service	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>To be confirmed</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>To be confirmed</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	Cardiff's diversity
DP 2 – AS	Identify and take forward opportunities to work with partners during 2018/19 to promote <b>Public Health</b> and reduce health inequality	April 2018	March 2019	Assistant Director, Adult Services	Quarterly updates to be populated from other relevant milestones	Meet our Specific Equality Duties and build equality into everything we do
DP 3 – AS	Implement the recommendations of the <b>Community Services Review</b> in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2020	April 2017	March 2020	Operational Manager, Mental Health	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Work streams 1 &amp; 2 completed by Project Steering Group and the 2 work streams reviewed</li> </ul>	Provide support to those who may experience barriers to achieving their full potential
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Success of the locality model pilot in the Vale of Glamorgan reviewed in partnership with the Vale of Glamorgan and the University Health Board</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Locality model for Cardiff finalised with partners and staff consulted with on the appropriate skill mix</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Locality model piloted in the North or South of Cardiff (<i>subject to the availability of appropriate accommodation</i>)</li> </ul>	
CP 11 - AS	Consolidate Cardiff's status as a recognised <b>Dementia Friendly City</b> during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include:	April 2018	March 2019	Operational Manager, Long Term Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Project Board for the integrated model of dementia / older people's mental health day care re-established with representation from Health</li> </ul>	Support wide citizen consultation and engagement with the Council and the decisions it

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
	<ul style="list-style-type: none"> <li>Refurbishing existing day centres to provide dementia support</li> <li>Establishing a specialist dementia day service in partnership with the University Health Board</li> </ul>				<ul style="list-style-type: none"> <li>Work streams needed to progress towards a specialist service identified in partnership with the University Health Board (UHB)</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Work streams report back to the Project Board with findings to feed into an action plan</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Agreed action plan implemented with UHB and integrated day service established at Grand Avenue</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Grand Avenue specialist dementia day service monitored and reviewed with the UHB</li> <li>Refurbishment of existing day centres completed to provide dementia support, by incorporating dementia friendly design principles</li> </ul>	<p style="text-align: center;">makes</p> <p>Support wide access to Council information and environments, and participation in Council Services</p>
DP 10 – AS	Embed the <b>new model of Day Opportunities</b> during 2018/19 to ensure that people get the care and support they need, while offering respite to their carers	April 2017	March 2018	Service Lead Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Working group established within Adult Services and Mental Health Services for Older People (MHSOP) to review existing internal day care provision to ensure that citizens are receiving the right care and support while offering respite to their carers</li> </ul>	Build strong and cohesive communities where people feel safe, and able to celebrate Cardiff's diversity

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<ul style="list-style-type: none"> <li>Lessons learnt / good practice from the refurbishment of Minehead Road considered by Working Group</li> </ul>	Provide support to those who may experience barriers to achieving their full potential
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Day service access criteria agreed - based on the findings of the internal review</li> <li>Current users of the service reviewed using the new criteria to ascertain which day centre best meets their individual needs</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Complex needs referrals accepted for specialist older people's mental health day care</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Model reviewed and refined as required.</li> </ul>	
DP 12 – AS	Implement the <b>Older People's Housing Strategy</b> in partnership with Communities during 2018/19, to ensure that the housing elements that are necessary to support those with care and support needs are available in the right numbers, at the right level, and in the right places across the city	April 2017	March 2019	Service Lead Manager	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Contribution made to the consultation and Cabinet approval of the Strategy in partnership with Communities</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Contribution made to development of implementation plan in partnership with Communities</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Strategy implemented in partnership with Communities</li> </ul>	<p>Provide support to those who may experience barriers to achieving their full potential</p> <p>Meet our specific Equality Duties and build equality into everything we do</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Progress of Strategy monitored / reviewed and identified improvements made in partnership with Communities</li> </ul>	
DP 18 - AS	Work with Communities during 2018/19 to tackle social isolation	April 2018	March 2019	Operational Manager, First Point of Contact & Assessment	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Awareness of social isolation raised within the FPoC team(s) and range of options and opportunities developed for citizens who feel they are at risk of social isolation</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Advice and assistance to hospital patients with regards to social isolation improved, particularly on discharge; including home visit / assessment prior to discharge</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Feedback from citizens and staff on the success of tackling social isolation by the FPoC team(s) reviewed</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Good practice identified and improvements implemented where necessary</li> </ul>	Provide support to those who may experience barriers to achieving their full potential



**Strategic Directorate Priority 3:**

**Care & Support (including transitions) - 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; and  
Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence**

**Performance – How we will measure our performance against each priority**

<b>Ref</b>	<b>Key Performance Indicators (outcome based where possible)</b>	<b>2016-2017 Result</b>	<b>2017-2018 Result</b>	<b>2018-2019 Target</b>	<b>Owner</b>
SCC/025	Percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	95.1%	92.8%	95%	OM Specialist Services
CS LAC 58	Percentage of children in regulated placements who are placed in Cardiff	63.5%	60.7%	63%	OM Specialist Services
SCC/022a	Percentage attendance of looked after pupils whilst in care in primary schools	96.9%	TBC	98%	OM Specialist Services
SCC/022b	Percentage attendance of looked after pupils whilst in care in secondary schools	94.5%	TBC	95%	OM Specialist Services
SSWB 34a	Percentage of all care leavers who are in education, training or employment at 12 months after leaving care	58.5%	TBC	62%	OM Specialist Services
SSWB 34b	Percentage of all care leavers who are in education, training or employment at 24 months after leaving care	38.2%	TBC	42%	OM Specialist Services
SSWB 35	Percentage of care leavers who have experienced homelessness during the year	17.3%	TBC	8%	OM Specialist Services
SCA/018a	Percentage of eligible adults who are caring for adults that are offered a carers assessment during the year	79.5%	87.2%	90%	OM Long Term Services

## Risk Management – Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Looked after children fail to achieve stable, fulfilling and happy lives as young people and adults	Red / Amber	Care & Support (including transitions) - 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; and Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence	CP 9 – CS
Placement breakdown for looked after children	Red / Amber	As above	CP 9 – CS CP 10 – CS
Failure to sustain an effective whole system approach that enables adults with significant care and support needs to remain in, or return to, their own homes and reduces the need for / length of hospital stays	Red / Amber	As above	DP 11 – SS CP 13 – SS DP 2 – AS DP 3 – AS DP 4 – AS DP 9 – AS DP 10 – AS DP 12 – AS DP 16 – AS
Young people (including disabled young people) do not have the necessary skills and support to ensure a smooth transition to adult life / independence	Red / Amber	As above	CP 2 – SS DP 8 – SS CP 12 – CS
Young people do not receive the services they need in adulthood or limited services are available because they do not meet required thresholds	Red / Amber	As above	DP 8 - SS

## Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority affected
1.	Engagement of partners including Health, Vale of Glamorgan Council, Education, independent fostering agencies and children’s residential care providers, Cardiff & Vale College	Care & Support (including transition)

## Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 2 - SS	Embed the <b>Disability Futures Programme</b> by March 2023 to develop and implement remodelled services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families (Including developing a Regional Learning Disability Strategy. This can also be cross-referenced with DP 16 – AS)	April 2017	March 2023	Operational Manager, Change Management	<p style="text-align: center;"><b>Q1</b></p> <p><b>Integrated Respite for Children</b></p> <ul style="list-style-type: none"> <li>Service re-registered with the Care Inspectorate Wales (CIW) and integrated commitment confirmed</li> </ul> <p><b>Integrating Disability Services (formerly known as Complex Needs Service)</b></p> <ul style="list-style-type: none"> <li>New models of working with the University Health Board and Education agreed</li> </ul> <p><b>Regional Joint Commissioning</b></p> <ul style="list-style-type: none"> <li>Regional Commissioning for existing ‘Families First’ services explored (<i>dependent on the outcome of extension of ‘Families First’ contracts and re-designing of service specifications</i>)</li> <li>Opportunities for joint commissioning services for disabled children and young people on a regional basis explored</li> </ul>	<p>Provide support to those who may experience barriers to achieving their full potential</p> <p>Support wide access to Council information and environments, and participation in Council Services</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p><b>Transition</b></p> <ul style="list-style-type: none"> <li>• Development, monitoring and evaluation of the Transition Review Interface Group Pilot (TRIG) ongoing to support early planning and timely decision making through the transition to Adult Services</li> </ul> <p><b>Regional Learning Disability Services</b></p> <ul style="list-style-type: none"> <li>• Service deliverables and specifications for a range of respite provision scoped by Cardiff and the Vale of Glamorgan Councils</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <p><b>Integrated Respite for Children</b></p> <ul style="list-style-type: none"> <li>• Officer's Decision Report from 2017/18 implemented</li> </ul> <p><b>Integrating Disability Services</b></p> <ul style="list-style-type: none"> <li>• New models of working across Cardiff piloted</li> </ul> <p><b>Regional Joint Commissioning</b></p> <ul style="list-style-type: none"> <li>• Legal implications assessed</li> <li>• Budget allocation for services to be commissioned on a regional basis secured and timetable for procurement developed</li> </ul> <p><b>Transition</b></p> <ul style="list-style-type: none"> <li>• Regional collaboration and partnership working between Social Services, Education and Health established in preparation for the implementation of the Additional Learning Needs (ALN) and</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>Education Tribunal (Wales) Bill in September 2019</p> <p><b>Regional Learning Disability Services</b></p> <ul style="list-style-type: none"> <li>• Action plan to implement a Joint Cardiff and Vale Health &amp; Social Service Learning Disability Commissioning Strategy developed (including completing a Day Service Action Plan)</li> <li>• Regional Learning Disabilities specifications relevant to each service provision agreed</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <p><b>Integrated Respite for Children</b></p> <ul style="list-style-type: none"> <li>• Service transitioned into new arrangements</li> </ul> <p><b>Integrating Disability Services</b></p> <ul style="list-style-type: none"> <li>• Pilot models of working with the University Health Board and Education reviewed</li> </ul> <p><b>Regional Joint Commissioning</b></p> <ul style="list-style-type: none"> <li>• Tender for services in scope for joint commissioning issued</li> </ul> <p><b>Transition</b></p> <ul style="list-style-type: none"> <li>• Regional Transition Protocol reviewed and evaluated</li> </ul> <p><b>Regional Learning Disability Services</b></p> <ul style="list-style-type: none"> <li>• New service(s) implemented</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <p><b>Integrated Respite for Children</b></p> <ul style="list-style-type: none"> <li>New arrangements reviewed and evaluated</li> </ul> <p><b>Integrating Disability Services</b></p> <ul style="list-style-type: none"> <li>Pilots to be implemented as new models in 2019/20 agreed with the University Health Board and Education</li> </ul> <p><b>Regional Joint Commissioning</b></p> <ul style="list-style-type: none"> <li>Contract(s) for jointly commissioned service(s) awarded</li> </ul> <p><b>Transition</b></p> <ul style="list-style-type: none"> <li>Outcomes from review to support ongoing improvement implemented</li> </ul> <p><b>Regional Learning Disability Services</b></p> <ul style="list-style-type: none"> <li>New service(s) evaluated and reviewed</li> </ul>	
CP 9 - CS	Ensure the best outcomes for children and young people for whom your Council becomes responsible by embedding the <b>Corporate Parenting Strategy</b> across the Council and partners by March 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children	April 2017	March 2019	Operational Manager, Specialist Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Corporate Parenting Advisory Committee (CPAC) work programme (direction of travel, activities and milestones of themes Councillors wish to progress) developed</li> <li>Transitions Review Interface Group (TRIG) – transitions process piloted</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>CPAC work programme progressed</li> <li>TRIG pilot reviewed</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>TRIG pilot widened to include other stakeholders</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>CPAC work programme reviewed</li> <li>Outcomes from review of TRIG pilot considered against Directorate requirements</li> </ul>	
CP 10 - CS	Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the Council's capacity to commission and provide <b>high quality cost effective placements within the Cardiff area</b> , reducing the need for Looked After Children to be placed out of area by March 2023	April 2018	March 2023	Operational Manager, Specialist Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Recommendations from Scrutiny Report considered</li> <li>New children's home becomes operational (in partnership with private sector provider)</li> <li>Productive discussions with other providers progressed</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Additional new children's homes opened (in partnership with private sector providers)</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Additional new children's homes opened (in partnership with private sector providers)</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Additional new children's homes opened (in partnership with private sector providers)</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 12 – CS	Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the reach and effectiveness of support to care leavers by strengthening the <b>Bright Starts Traineeship Scheme</b> during the 2018/19	April 2018	March 2019	Operational Manager, Specialist Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Portion of Welsh Government traineeship grant utilised to create new post to allow capacity for the Bright Starts Traineeship Scheme to be expanded</li> <li>• Recruitment process concluded</li> <li>• Work to reflect Signs of Safety in Pathway Plan re-design undertaken in consultation with staff</li> <li>• Safeguarding awareness training for trainees provided</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Work placements within the Council and beyond expanded and available</li> <li>• Safeguarding awareness training for trainees provided</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Offer to young people engaging with the scheme developed to include pre-engagement work, creative and well-being workshops, increased levels of support and an opportunity to build on the relationship with Cardiff and Vale College</li> <li>• Safeguarding awareness training for trainees provided</li> </ul>	Provide support to those who may experience barriers to achieving their full potential



Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Safeguarding awareness training for trainees provided</li> </ul>	
DP 4 - AS	Work with partners to maintain the reduction in <b>Delayed Transfers of Care</b> for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting	April 2017	March 2018	Operational Manager, First Point of Contact & Assessment	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Agile working implemented for Social Workers within the hospital teams to enable Adult Services staff to work across both Health and community settings; these changes will facilitate a more timely and smooth discharge back into the community</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Partnership work with Social Services 'risk panel' undertaken so that a professional Multi-Disciplinary Team made up of Operational and Team Managers from across Adult Services can support and advise Social Workers in the discharge of complex packages of care from hospital back into the community</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Work with Health and other partners undertaken to contribute to the development of Cardiff and the Vale 'winter pressures' plan for 2018/19</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Implementation of agile working across hospitals in Cardiff reviewed and evaluated and identified improvements implemented</li> </ul>	Provide support to those who may experience barriers to achieving their full potential

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
DP 9 - AS	Ensure all eligible unpaid <b>adult carers</b> who are caring for adults during the 2018/19 financial year receive the help and support they need, in the ways they need it	April 2017	March 2018	Operational Manager, Long Term Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>• New system of telephone screening introduced within the carer's team to target resources at those carers with the greatest need</li> <li>• Carers Week supported (11<sup>th</sup> – 17<sup>th</sup> June 2018)</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Outreach Programme developed where all Carer Assessment Workers will be involved in outreach sessions in community locations, e.g. Cardiff Hubs and hospitals to raise awareness and provide advice, information and assistance to carers</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Opportunities for the development of an integrated Carers Centre within Cardiff explored with Health</li> <li>• Carers Rights Day supported (date to be confirmed)</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>• Business case for an integrated Carers Centre within Cardiff developed (<i>subject to the availability of accommodation</i>)</li> </ul>	<p>Provide support to those who may experience barriers to achieving their full potential</p> <p>Support wide access to Council information and environments, and participation in Council Services</p>

**Strategic Directorate Priority 4**  
**Workforce - Cardiff is the destination of choice for committed social work and social care professionals**

**Performance – How we will measure our performance against each priority**

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
Staff 1	Percentage of social work vacancies in all teams	22.2%	23.5%	18%	AD Children's Services

**Risk Management – Managing risks that could impact upon the achievement of the Directorate's priorities**

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Cardiff does not attract the required quality and quantity of social care professionals	Amber / Green	Workforce - Cardiff is the destination of choice for committed social work and social care professionals	CP 13 – SS CP 14 - SS DP 14 - SS DP 13 - CS

**Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas**

No.	Description of dependency	Strategic Directorate Priority affected
1.	Engagement of partners including the Vale of Glamorgan Council, Health	Workforce
2.	Human Resources support for recruitment processes	Workforce

## Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 13 – SS	Continue to develop and support the workforce by implementing the requirements of the <b>Regulation and Inspection of Social Care (Wales) Act 2016</b> to ensure that all relevant professionals are appropriately qualified by 2020	April 2018	March 2020	Director of Social Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
CP 14 – SS	Contribute to the development of a coherent regional response to the <b>Parliamentary Review of Health and Social Care</b> in Wales in order to facilitate early implementation of an integrated programme of change at pace	April 2018	March 2019	Director of Social Services	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
DP 13 – CS	Improve <b>recruitment and retention of children’s social workers</b> , ensuring the Council achieves and maintains a vacancy rate below 18% by March 2019 to raise standards and drive the quality and competency levels of staff through effective workforce dev in order to enable those with care and support needs to achieve what matters to them	April 2018	March 2019	Operational Manager Strategic Safeguarding and Partnerships	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Recruitment campaign refreshed</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Revised recruitment campaign underway</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Progress of campaign reviewed</li> </ul> <p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Impact of campaign measured (number of posts filled and level of retention across service)</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do

**Strategic Directorate Priority 5:**  
**Resources - Social Services are provided on the basis of the most efficient and effective use of resources**

**Performance – How we will measure our performance against each priority**

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner

**Risk Management – Managing risks that could impact upon the achievement of the Directorate’s priorities**

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Social Services do not achieve desired outcomes or meet assessed need sufficiently for children, young people and adults due to under-provision of services	Red / Amber	Resources - Social Services are provided on the basis of the most efficient and effective use of resources	CP 15 - SS
Ineffective service provision	Red / Amber	As above	DP 14 - SS DP 15 – SS
Marketplace is not able to meet the care and support needs of the population	Red	As above	CP 16 – CS DP 16 – AS

**Dependencies – Factors that affect performance of these priorities, or how these priorities affect other areas**

Description of dependency	Improvement Priority affected
Providers	Resources
Vale of Glamorgan Council	Resources

## Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
CP 15 - SS	Continue to implement a sustainable <b>finance and service delivery strategy</b> across Children's and Adult Services throughout 2018/19, where the commissioning and delivery of services is evidence based, outcome focussed and commercially sound	April 2017	March 2019	Director of Social Services	<b>Q1</b>	Meet our Specific Equality Duties and build equality into everything we do
					<ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
					<b>Q2</b>	
					<ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
					<b>Q3</b>	
					<ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
					<b>Q4</b>	
					<ul style="list-style-type: none"> <li>Milestones TBC when Director of Social Services takes up post</li> </ul>	
DP 14 – SS	Embed the <b>Quality Assurance Framework</b> in Children's Services and adapt for implementation Directorate-wide by March 2019 to ensure that children, families and adults benefit from the highest possible standard of service within resources	April 2017	March 2019	Operational Manager, Safeguarding	<b>Q1</b>	Meet our Specific Equality Duties and build equality into everything we do
				<ul style="list-style-type: none"> <li>Quality Assurance Manager appointed</li> </ul>		
				<ul style="list-style-type: none"> <li>Quality Assurance Framework (QAF) and the process for auditing case files reviewed to ensure Signs of Safety (SoS) is a core measure and alignment with SoS validated</li> </ul>		
				<ul style="list-style-type: none"> <li>Work programme for Quality Assurance (QA) Team within Children's and Adult Services developed to include case and practice audit</li> </ul>		
					<ul style="list-style-type: none"> <li>Adult and Children Services case auditing tools adapted to fit with the new inspection criteria</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p>set out by Care Inspectorate Wales</p> <ul style="list-style-type: none"> <li>• Priorities in line with the Quality Assurance Framework agreed with Directorate Management Team (DMT)</li> </ul> <hr/> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Quality Assurance Team recruited</li> <li>• First phase of audits within teams to support practice improvement as prioritised by DMT undertaken</li> <li>• Awareness within the Directorate of the role of the QA Team and the process for Operational, Service and Team Managers to access support from the team promoted</li> </ul> <hr/> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Planned programme of case auditing and practice evaluation work as agreed in the QA Team work programme implemented</li> <li>• System for monitoring the Leadership / Governance criteria as set out in the new inspection criteria agreed with DMT</li> <li>• Process to monitor the Commissioning criteria set out in the new inspection criteria agreed with DMT</li> </ul>	



Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Implementation of work programme monitored</li> <li>Recommendations from work programme reviewed</li> </ul>	
DP 15 – SS	Integrate the management of <b>Children’s and Adult Services complaints</b> by March 2019 in order to ensure a consistent response to complaints across Social Services	April 2018	March 2019	Operational Manager, Strategy, Performance and Resources	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Existing complaints procedures within Adult and Children’s Services reviewed and joint process agreed that will be implemented across Social Services in line with Welsh Government (WG) guidance including: <ul style="list-style-type: none"> <li>Existing processes and flow charts across both services amended</li> <li>Complaints register for both services designed and agreed to record, monitor and track complaints</li> </ul> </li> </ul> <p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Social Services complaints working group established to review complaint responses, with a view to adopting a more constructive and consistent approach to responding to complaints, e.g. the introduction of a template letter</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Complaints awareness training (based on findings and improvements identified by working group) rolled out across Social Services to inform staff of the joint policy and introduce agreed ‘template letters’ to team managers</li> </ul>	<p style="text-align: center;">Meet our Specific Equality Duties and build equality into everything we do</p> <p style="text-align: center;">Support people to challenge unfair treatment</p>

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Implementation and effectiveness of the integration of Children's and Adult Services complaints reviewed and evaluated; improvements identified and incorporated into a 2019/20 action plan</li> </ul>	
CP 16 - CS	Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by identifying opportunities to deploy grant streams more effectively under new "Flexibilities" arrangements	April 2018	March 2022	Operational Manager, Strategy, Performance and Resources	<p style="text-align: center;"><b>Q1</b></p> <ul style="list-style-type: none"> <li>Milestones TBC following confirmation of grant funding</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do  Provide support to those who may experience barriers to achieving their full potential
					<p style="text-align: center;"><b>Q2</b></p> <ul style="list-style-type: none"> <li>Milestones TBC following confirmation of grant funding</li> </ul>	
					<p style="text-align: center;"><b>Q3</b></p> <ul style="list-style-type: none"> <li>Milestones TBC following confirmation of grant funding</li> </ul>	
					<p style="text-align: center;"><b>Q4</b></p> <ul style="list-style-type: none"> <li>Milestones TBC following confirmation of grant funding</li> </ul>	
DP 16 – AS	Identify and take forward opportunities to <b>strengthen our partnerships</b> with the University Health Board and the Vale of Glamorgan Council during 2018/19 to improve outcomes for individuals	April 2018	March 2019	Assistant Director, Adult Services / Operational Manager, Learning Disability	<p style="text-align: center;"><b>Q1</b></p> <p><b>Develop a Regional Learning Disabilities Commissioning Strategy with the Vale and University Health Board</b></p> <ul style="list-style-type: none"> <li>Regional Learning Disabilities Commissioning Strategy exercise scoped with partners and Institute of Public Care (IPC)</li> </ul>	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p><b>Uplift and fee modelling work with the Vale and University Health Board on residential and nursing placements</b></p> <ul style="list-style-type: none"> <li>Scoping exercise undertaken and analysis of demand within the market completed (including the needs of self-funders)</li> </ul> <p style="text-align: center;"><b>Q2</b></p> <p><b>Develop a Regional Learning Disabilities Commissioning Strategy with the Vale and University Health Board</b></p> <ul style="list-style-type: none"> <li>Regional Learning Disabilities Commissioning Strategy drafted with partners and Institute of Public Care (IPC), including completion of a Day Service Action Plan</li> </ul> <p><b>Uplift and fee modelling work with the Vale and University Health Board on residential and nursing placements</b></p> <ul style="list-style-type: none"> <li>Integrated and consistent approach / model for agreeing fees with providers and quality assurance developed</li> </ul> <p style="text-align: center;"><b>Q3</b></p> <p><b>Develop a Regional Learning Disabilities Commissioning Strategy with the Vale and University Health Board</b></p> <ul style="list-style-type: none"> <li>Consultation exercise undertaken with stakeholders on the draft Regional Learning Disabilities Commissioning Strategy</li> </ul>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2018/19	Link to Equality Objective
					<p><b>Uplift and fee modelling work with the Vale and University Health Board on residential and nursing placements</b></p> <ul style="list-style-type: none"> <li>• Common contract and specification agreed</li> </ul> <hr/> <p style="text-align: center;"><b>Q4</b></p> <p><b>Develop a Regional Learning Disabilities Commissioning Strategy with the Vale and University Health Board</b></p> <ul style="list-style-type: none"> <li>• Final draft of Regional Learning Disabilities Commissioning Strategy submitted to Cabinet for approval</li> </ul> <p><b>Uplift and fee modelling work with the Vale and University Health Board on residential and nursing placements</b></p> <ul style="list-style-type: none"> <li>• Appropriate integrated market position statement and commissioning strategy agreed</li> </ul>	

## Appendix 1 - Directorate Profile

### Our Finances

Significant additional resources have been allocated to the Social Services budget in 2018/19 in order to meet existing and new financial pressures, with the overall budget showing a net increase of £8.405 million (5.33%) compared to the controllable base in the current year. This is after taking into account of Directorate savings totalling £5.160 million. Additional funding has been provided to both Children's and Adult Services with budget allocated to meet demographic pressures and exceptional cost and fee increases, a range of financial pressures and the write out of an unachievable savings target from the current financial year. The budget also includes an additional £469,000 to reflect the full year cost of new posts approved as part of the 2017/18 budget. The Final Settlement also included £636,000 to reflect the transfer of a new responsibility in relation to an increase in the capital limits on charges for residential care.

In addition to this, there were transfers into the Final Settlement totalling £4.766 million relating to specific grant funding received in 2017/18 but which has now been built into the Council's general revenue support settlement. These include £2.131 million in relation to the Social Care Workforce Grant, which was to assist local authorities in managing the financial impacts of changing workforce costs, specifically the National Living Wage (NLW). Other specific grants which have transferred in relate to Looked after Children, Carer's Respite, social care for prisoners in the secure estate and the Welsh Independent Living Fund. The £4.766m has also been allocated to Social Services as part of the 2018/19 Budget.

The additional resources allocated to Social Services for 2018/19 includes funding of £400,000 to meet specific financial pressures identified by the Directorate. This includes £85,000 in relation to Cardiff's contribution to the Vale, Valleys & Cardiff Regional Adoption Collaborative Service in order to meet additional pressures on this service as approved by the Joint Committee in December. The balance of £315,000 will be used to support a range of pressures including additional staff for the Internal Day Care Service in Learning Disabilities, an increase in the number of occupational therapy posts in the Review Team and to create additional support worker posts in order to enhance the work of specialist services and to improve support to looked after children, care leavers and homeless young people.

The budget savings proposed by the Directorate for 2018/19 total £5.160 million and are summarised in the following table:

<b>2018/19 Savings</b>	<b>£000</b>
Income Generation	350
Business processes including Digitalisation	120
Review of External Spend	2,290
Prevention & Early Intervention	2,400
<b>Total</b>	<b>5,160</b>

The savings from income generation relate to an increase in service user charges for non-residential services based on changes to the maximum weekly charge a council can make. This is in line with Welsh Government policy. The saving of £2.4 million in relation to prevention and early intervention includes £1.2 million through maximising the impact of the Community Resource Team (CRT) to support more people to become independent. A further saving of £1.2 million is also anticipated as a result of changes to the way domiciliary care services are commissioned and delivered. These changes place the emphasis on supporting people to maximise their level of independence, whilst ensuring they receive the type and level of care and support they require.

Savings of £2.290 million are anticipated through a review of external spend. This includes £820,000 from a review, with Health partners of the relative contributions to care packages to continue to ensure compliance with Continuing Health Care (CHC) guidance. A saving of £680,000 is also anticipated through reducing the number of looked after children placed outside Cardiff. This is in combination with other ongoing preventative initiatives aimed at reducing the number of looked after children in external placements. There are also savings proposed in relation to new care home placements in Adult Services, including £450,000 based on reviewing care home fees and £300,000 based on reducing the number of new care home placements with the focus on helping people to fulfil their wish to continue to live in their own home as opposed to moving into a care home. There are also proposed savings of £40,000 in relation to mainstream awareness raising budgets and £120,000 in relation to business process and digitalisation.

Taking account of the additional resources and Directorate savings, the proposed net budget for Social Services in 2018/19 is £166,093,000.

Further information is available in the Council's Budget Book. The budget book is a summarised version of the Council budget held in the CIS system. The 2018/19 version is being prepared at the time of writing, but a link to 2017/18 is included below.

[http://vmweb22.cardiff.gov.uk/cis/documentsearch.php?search\\_text=budget+book&service\\_id=0&document\\_type=ALL&searchmode=EXECUTE&search\\_ref](http://vmweb22.cardiff.gov.uk/cis/documentsearch.php?search_text=budget+book&service_id=0&document_type=ALL&searchmode=EXECUTE&search_ref)

## **Our Workforce**

*Recognising that our workforce is our most valuable asset, and by identifying and responding to our people priorities, ensures the Council can continue to respond to financial and service delivery challenges and opportunities.*

Social Services have an FTE workforce of 942 (625 in Adult Services, 322 in Children's Services and 149 in Strategy, Performance and Resources). 81% (877) of the workforce are female, 4% (25) are BME and 2% (19) are aged 16-24. Social care is very much a female dominated profession so the gender position isn't unusual or unexpected. Ethnicity is clearly not what we would wish for as it doesn't reflect the ethnicity of the wider population in Cardiff, however, it is fairly consistent with the percentage for the Council as a whole (5%). In

relation to young people, our position is slightly below the Council as a whole but there are a couple of factors which make it difficult for us to address this – for example, social worker qualifications mean that the minimum age will be 21 and we are restricted on what types of work experience we can provide in Social Services due to issues of confidentiality.

A Children's Services Workforce Strategy is in place and aims to improve the lives of the people in need of care and support in Cardiff and to keep them safe. This can only be delivered by:

- Having a confident, competent and highly skilled workforce.
- Having a workforce that understands each other's responsibilities and works together to deliver relevant, responsive and high quality services for Cardiff's most vulnerable people.

A key element of this is to improve the effectiveness of our recruitment of permanent social work staff across all teams, and to strengthen the Council's ability to retain a high quality, experienced social care workforce.

The strategy takes account of the Corporate Workforce Strategy and sets out:

- Our commitment to our workforce, ensuring we **recruit and retain suitably qualified and experienced staff**, and that staff have the support, information and skills they need.
- Our framework of priorities to create a culture that supports and enables **a flexible, skilled, motivated and diverse workforce**. It recognises the valuable contribution employees make in delivering our services and is shaped by the aims, vision and values of Cardiff Council. The key priorities are **Workforce Planning, Recruitment, Staff Learning & Development and Retention**.
- How Children's Services plans to achieve improvements in the aforementioned priority areas. It supports the development of a **culture of continuous improvement** and allows the Directorate to manage the required changes within the workforce in a structured, planned and fully consulted way.

Adult Services completed a Workforce Planning Action Plan as part of the corporate workforce planning pilot. This sets out our workforce planning priorities and how they will be addressed:

- Training and Development
- Recruitment
- Retention
- Staff Consultation and Engagement
- Workforce Planning

Areas of progress across the Social Services Directorate include:

- Implementation of Social Work traineeship scheme – currently two trainees in place.
- Extension of secondment to social work degree to Adult Services - currently two Adult Services staff seconded in year.
- Launch of Be A Care Worker Campaign
- Celebratory event held for Care Workers – recognising achievement of qualifications and contribution made to sector (Social Care Workforce Partnership).
- Implementation of strength-based approaches.

A regional Workforce Development Training Unit (WDTU) has been established. Whilst it is expected that the provision of a regional WDTU will provide a more efficient use of available resources, the key driver for implementing a regional unit is the creation of an operational model that is most conducive to delivering high quality social care training that meets the changing needs of Social Services and the wider Social Care Sector.

The benefits of the proposed regional WDTR are as follows:

- Promotes more effective deployment of resources.
- Builds on the existing collaborative arrangements for other workforce development solutions.
- Aligns to the Welsh Government's and regional/local transformation agenda.
- Creates opportunities to improve the operating model of the service.



## 8. Appendix 2 – Additional Directorate Key Performance Indicators

Ref	Key Performance Indicators (outcome based where possible)	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
SSWB 27	Percentage of re-registrations of children on local authority Child Protection Registers	3.8%	6.7%	N/A	OM Targeted Services
SSWB 28	Average length of time for all children who were on the CPR during the year	230 days	250 days	N/A	OM Targeted Services
SSWB 18	Percentage of adult protection enquiries completed within 7 working days	98.0%	97.9%	99%	OM Safeguarding
SSWB 24	Percentage of assessments completed for children within statutory timescales	86.3%	75.6%	75%	OM Targeted Services
SSWB 25	Percentage of children supported to remain living within their family	55.2%	50.9%	50%	OM Targeted Services
SSWB 26	Percentage of looked after children returned home from care during the year	11.6%	8.3%	12%	OM Specialist Services
YOS 1	Number of first time entrants to the Youth Justice system	109	75	-5% (71)	OM Youth Offending Service
TBC	Percentage of referrals to the Multi Agency Safeguarding Hub that meet the intervention threshold	New for 2018/19	New for 2018/19	N/A	OM Early Intervention & Prevention
TBC	Percentage of children receiving support from the Adolescent Resource Centre (edge of care) and receiving more than 12 hours of education provision a week	New for 2018/19	New for 2018/19	N/A	OM Early Intervention & Prevention
SSWB 19	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.38	2.33	TBC	AD Adult Services
SSWB 23	Percentage of adults who have received advice and assistance from the Information, Advice & Assistance function and have not contracted the service during the year	86.2%	84.8%	TBC	OM First Contact
SSWB 20	Percentage of adult who completed a period of reablement				
	a) and have a reduced package of care and support 6 months later	66.7%	TBC	N/A	OM First Contact
	b) have no package of care and support 6 months later	83.4%	TBC	N/A	
SCAL 25a	Total number of children and adults in need of care and support using the Direct Payments Scheme	905	908	910	AD Adult Services
SCC/025	Percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	95.1%	94.4%	95%	OM Specialist Services

Ref	Key Performance Indicators (outcome based where possible)	2016-2017 Result	2017-2018 Result	2018-2019 Target	Owner
CS LAC 58	Percentage of children in regulated placements who are placed in Cardiff	63.5%	60.7%	63%	OM Specialist Services
SCC/022a	Percentage attendance of looked after pupils whilst in care in primary schools	96.9%	TBC	98%	OM Specialist Services
SCC/022b	Percentage attendance of looked after pupils whilst in care in secondary schools	94.5%	TBC	95%	OM Specialist Services
SSWB 34a	Percentage of all care leavers who are in education, training or employment at 12 months after leaving care	58.5%	TBC	62%	OM Specialist Services
SSWB 34b	Percentage of all care leavers who are in education, training or employment at 24 months after leaving care	38.2%	TBC	42%	OM Specialist Services
SSWB 35	Percentage of care leavers who have experienced homelessness during the year	17.3%	TBC	8%	OM Specialist Services
SCA/018a	Percentage of eligible adults who are caring for adults that are offered a carers assessment during the year	79.5%	87.2%	90%	OM Long Term Services
Staff 1	Percentage of social work vacancies in all teams	23.5%	23.2%	18%	AD Children's Services
SSWB 29a	Percentage of children achieving the Core Subject Indicator at Key Stage 2	50.0%	87.2%	55%	OM Targeted Services/ OM Specialist Services
SSWB 29b	Percentage of children achieving the Core Subject Indicator at Key Stage 4	18.4%	87.2%	22%	OM Targeted Services / OM Specialist Services
SSWB 30	Percentage of looked after children who have had their teeth checked by a dentist during the year	48.4%	87.2%	70%	OM Specialist Services
SSWB 31	Percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement	84.0%	87.2%	93%	OM Specialist Services
SSWB 32	Percentage of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	13.3%	87.2%	11%	OM Specialist Services
SSWB 33	Percentage of children looked after on 31 March who have had three or more placements during the year	10.9%	87.2%	10%	OM Specialist Services
SSWB 21	Average length of time adults (aged 65 or over) are supported in residential care homes	1,067 days	1,014 days	N/A	OM Long Term Services
SSWB 22	Average age of adults entering residential care home	82	81	N/A	OM Long Term Services