



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

CORRESPONDENCE FOLLOWING THE COMMITTEE MEETING

Committee JOINT SCRUTINY COMMITTEE

Date and Time of Meeting WEDNESDAY, 26 JUNE 2019, 4.30 PM

Please find below correspondence send by the Committee Chair following the meeting, together with any responses received.

For any further details, please contact scrutinyviewpoints@cardiff.gov.uk

8 **Correspondence Following the Committee Meeting** (Pages 3 - 14)

This page is intentionally left blank



My Ref: Scrutiny/Correspondence/JointScrutinyJuly19

5 July 2019

Councillor Susan Elsmore

Cabinet Member Social Care, Health & Well-being

Councillor Graham Hinchey

Cabinet Member Children & Families

County Hall

Cardiff

CF10 4UW

Dear Susan and Graham,

JOINT CYPSC/CASSC MEETING – 26 JUNE 2019 – LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2018-19

As Chair of the joint meeting of the Children & Young People and Community & Adult Services Scrutiny Committee, I wish to thank you and officers for attending Committee and providing Members with an opportunity to scrutinise the Local Authority Social Services Annual Report 2018/19, prior to its consideration by Cabinet on the 11th July.

Overall, Members were pleased with the progress outlined in the Annual Report and agreed to **commend the report to Cabinet and Council**. The Joint Committee's considered that the report clearly referenced many of the issues, concerns and progress that both committees have identified throughout the year, and agreed that the report was an accurate reflection of the Directorate. Members wish to echo your gratitude to the work done by yourselves, senior officers and the overall workforce in its bid for continuous improvement. Following consideration of the Annual Report, Members of the Committee have requested that I feedback the following comments, observations and requests for further information to you.

Format and content of the report

Members note that the format of the report is nationally prescribed however wish to reiterate that some areas were repetitive. Members felt the report would benefit from refinement, which in turn would improve its impact and deliver messages more robustly.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



The Committee also expressed their surprise at the length of the Director of Social Services Introduction to the report, and considered that an introduction should be more concise.

The Committee also agreed that additional comparative data, for previous years, should be included for Learning Disability Support Living (page 25).

Children's services

Following consideration of the report and information provided at the meeting, Members wish to highlight a number of issues, which they felt required further information, or will be considering as part of their work programming discussions to request further briefing reports, these included:

Additional information to be included with the response letter:

- An assessment of the reasons for the low response rate for 18+ (page 24)
- A briefing on Families First identifying its impact on families over the last year (page 85)

Issues that the Committee's will be considering during their discussions on the items to include in the 2019-2020 work programme:

- That the Committee will include the pre-decision scrutiny of the children's commissioning strategy (Page 20) at its September 2019 meeting, as members would appreciate the opportunity to influence the contents of the report prior to its consideration at Cabinet.
- The report clearly sets out as key challenge for the directorate its future budget, especially at a time of increasing demand (Page 20). The Members agreed that they would be requesting a briefing paper on the financial planning proposals, together with an update on the transformational bid proposals and further bids and transformation grant.
- Members noted that the Directorate was undertaking a review the Corporate Parenting Strategy, by December 2019 (page59) and the Committee wished to be actively involved in the review, as it had been involved in the original review.
- The Committee has previously been concerned at the impact that the Early Help service. Members requested that a briefing report to cover; the alignment of the 'preventative' and early help services; governance for the Welsh Government; Families First Programme alignment with Supporting People, Flying Start and other

preventative grant funding streams; as well as the impact and outcome from the work of the Early Help service, to a future meeting of the Committee.

- Finally the Committee welcomed the a briefing to members on the implementation and success of the signs of safety model that was now being implemented across children's services together with the work to embed the Strength Based model in Adult Services. The Committee requested a briefing not necessarily at Committee of the impact of the two models together with some case studies highlighting the clear impact the models were having.

Adult Services

- A key achievement is stated as “the implementation of the recommendations of the Community Services Review 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”. Members were informed that this was work in progress and requested a progress report at a future meeting of the Community and Adult Services Committee.

Across Social Services

- Within the meeting, questions were raised in terms of the statistics surrounding complaints, with particular reference to the sharp increase of complaints in children's services. Members were advised that although the numbers for children service stage one complaints have risen, they are resolved at any early stage. Although Members are pleased with the effective resolution rate, Members of Children and Young People Scrutiny Committee wish to request a briefing note (*in line with Community and Adults Services request – Chair's letter 18 June 2019*) which provides a breakdown of the complaints received during 2018/19.
- With regard to the recruitment and retention of social workers, which is a recurring area of concern across both Committees, Members wish to emphasise the importance and possible connection of the cultural change within the workforce and staff retention. Members would advise that this intention of a cultural change requires an intent focus and continuous monitoring with an awareness that it may help inform the continuous challenge of staff retention and recruitment. The Committee agreed to request in response to this letter, an assessment on how the cultural changes being brought in are impacting on the retention of staff.

To summarise, this letter requests:

- A briefing note which provides a breakdown of the stage one Children Services complaints received during 2018/19
- A briefing on Families First identifying its impact on families over the last year (page 85)
- With regard to staff retention, an assessment on how the cultural changes currently being embedded across the workforce may be affecting the retention of staff.
- A meeting with the director to discuss items for CYPSC's work programme for the next 12 months.

Thank you again to you and officers for attending. I hope you find our comments and recommendations useful.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'L. BRIDGEMAN', with a long horizontal line extending to the right.

COUNTY COUNCILLOR LEE BRIDGEMAN
Chairperson – Joint Meeting of CYPSC and CASSC

CC: Cllr Shaun Jenkins, Chair of CASSC
Claire Marchant – Director, Social Services
Louise Barry – Assistant Director, Adult Services
Deborah Driffield – Assistant Director, Children Services
Jo Watkins – Cabinet Business Manger
Cabinet Office

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref: CM41882

Dyddiad / Date: 14th August 2019



Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088
www.caerdydd.gov.uk
County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087
www.cardiff.gov.uk

Councillor Lee Bridgeman
Chairperson: Joint Meeting of CYPSC and CASSC
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl / Dear Lee,

**Re: Joint Children & Young People and Community & Adult Services
Scrutiny Committee Meeting – 26th June 2019**

Thank you for your letter of 5th July following our attendance with the Director at the Joint Scrutiny Committee on 26th June to consider the Local Authority Social Services Annual Report for 2018-19.

We would like to thank members for their constructive comments and we are pleased to provide the following response to your queries below.

In reply to your comments, observations and recommendations please see enclosed briefing notes in relation to Children's Services complaints (Appendix A) and Families First (Appendix B).

With regard to staff retention; reasons for leaving are captured via exit interviews where staff are willing to give them. A recent analysis of exit questionnaires and formal exit interviews found that the predominant exit reason over the last 3 years has been due to finding alternative employment, followed by personal reasons and normal retirement. Staff are often reluctant to give an exit interview, and the reason for leaving is not always given by those who do. This analysis was followed up by a post exit telephone review in June 2019 which supported previously recorded exit reasons, these being money – cost of living / transport.

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall
Glanfa'r Iwerydd / Atlantic Wharf , Caerdydd/Cardiff, CF10 4UW
Ffon / Tel: (029) 2087

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



Benchmarking work has been undertaken to understand how Cardiff's Social Worker salaries compare to those in other neighbouring Local Authorities and development work is underway to consider the most appropriate way of addressing the findings, understanding that whilst salary levels are key to recruitment and retention, other key elements must also be addressed such as support, supervision and mentoring; particularly as a small number of social workers cited high caseloads and work-related stress as a reason for leaving.

Whilst no interviews to date have cited cultural changes as the reason for leaving, recent anecdotal feedback suggests that there has been some staff turnover as a result of this. Work is being undertaken to better understand whether this applies to directly employed staff or agency staff and action will be taken to support workers through the changes by ensuring regular, transparent communication, opportunities for staff to provide feedback and ask questions (e.g. through the Ambassador Group) and working to ensure that changes are embedded with minimal disruption for staff. A social worker staff survey has recently been issued and the feedback from this will be used to inform recruitment and retention strategies going forward.

The Director looks forward to meeting with you to develop CYP's work programme for the next 12 months.

Yn gywir / Yours sincerely,



Councillor / Y Cynghorydd Susan Elsmore
Cabinet Member for Social Care, Health & Well-being
Aelod Cabinet dros Ofal Cymdeithasol, Iechyd a Lles



Councillor / Y Cynghorydd Graham Hinchey
Cabinet Member for Children & Families
Aelod Cabinet dros Blant a Theuluoedd

Appendix A - Children's Services Complaints

We are pleased to enclose a briefing note which provides a breakdown of the stage one Children's Services complaints received during 2018/19.

Table 1, below, defines complaints by category and the number of categories reflects the variety of complaints made to the service.

A complainant 'disputing a decision' made by the Local Authority (for example, the outcome of an assessment or child placement) was the most dominant theme within complaints and accounted for over a quarter (25.9%) of complaints made during the year.

'Staff attitude / behaviour' and 'poor communication' were also common themes as they accounted for just under a quarter (23.3%) of complaints made whereas a complainant's 'relationship with a social worker' accounted for 14.1% of complaints. Over a third of complaints therefore relate to a perceived lack of customer care from a staff member. General 'standard of service' (overall rather than a specific staff member) accounted for 9.2% of complaints.

Table 2 shows the number of complaints received by team. 65 complaints were received regarding the Child in Need Service whereas 43 were received about the Children Looked After Service and 34 about the Intake & Assessment Service. In relation to Child Health & Disability Services, there were 15 complaints during 2018/19.

Finally, table 3 displays the outcome of complaints during 2018/19. 41.6% of Children's Services complaints were not upheld whereas only 1 in 4 complaints (25.9%) were upheld in part. Just over 1 in 5 complaints (22.1%) were upheld.

Table 1 – Complaint by Category

Category	Q1	Q2	Q3	Q4	Total
Disputing decision (eligibility / assessment outcome / child placement etc.)	13	15	8	12	48
Staff Attitude / behaviour / standard of service (individual) / poor communication	12	5	12	14	43
Relationship with social worker	5	7	5	9	26
Standard of service (general rather than specific staff member)	1	1	7	8	17
Objection to change / closure	0	0	5	3	8
Data Protection / Inappropriate information sharing	0	2	4	1	7
Delay	1	3	2	1	7
Multi	2	2	0	2	6
Lack of available service provision	2	1	0	1	4
Procedures not followed	1	2	1	0	4
Complaint about charging / finance	2	0	2	0	4
Impact of application of policy	1	0	1	0	2
Inaccurate recording / information on file	0	2	0	0	2
Withdrawn	2	0	0	0	2
Other	4	1	0	0	5
Total	46	41	47	51	185

Table 2 – Complaint by team

Team	Q1	Q2	Q3	Q4	Total
MASH	0	0	1	1	2
Intake & Assessment	8	10	10	6	34
Child in Need	13	15	16	21	65
Child Health & Disability	8	4	2	1	15
11+	1	0	0	0	1
Children Looked After	8	5	12	18	43
Fostering	1	0	0	0	1
NFA via LA	1	0	0	0	1
Adoption	1	1	1	0	3
Personal Advisor Services	0	0	0	1	1
Safeguarding	1	1	3	1	6
Finance	1	0	0	0	1
Various	3	5	2	2	12
Total	46	41	47	51	185

Table 3 – Complaint Outcome

Outcome	Q1	Q2	Q3	Q4	Total
Not upheld	14	21	20	22	77
Part upheld	10	10	10	18	48
Upheld	13	6	11	10	40
Issues considered in court arena	6	2	3	1	12
No PR so unable to answer complaint	1	2	3	0	6
Out of time	2	0	0	0	2
Total	46	41	47	51	185

Cardiff Council
Social Services
Appendix B - Families First Update 2018/19

Families First is a Welsh Government funding stream that provides help and support for families children and young people across the City. The services funded are designed to provide locally-based advice, information and support to help families who need it most by tackling difficulties early and stopping them escalating.

Welsh Government has identified 2 population outcomes for the programme to report against as critical indicators of success. They are that;

- 1. Children, young people and families are healthy and enjoy well-being*
- 2. Families are confident, nurturing, resilient, and have healthy relationships*

2018/19 has been a transitional year, with a suite of new services commissioned at the end of 2017/18 which commenced on 1st April 2018. The service offer for 2018/19 comprised of:

- **Cardiff Team Around the Family plus a Support for Families** (Delivered by Tros Gynnal Plant and Children's Services) Offering a gateway to services for families and family support with improved links to Social Services delivery improving the step up and step down process.
- **Cardiff Parenting Service** (Delivered by Communities and Housing Directorate) – This service is now delivered alongside Flying Start Provision which has seen benefits in the number of parents able to access provision. Delivering evidence based programmes in groups and a 1-1 home visiting service.
- **Disability Focus Package** (Delivered by Action for Children) This is a continuation of the previous programme and has delivered well throughout the year offering key working, parenting and youth support for families where the key need involves a child with a disability.
- **Disability Welfare Benefits Advice** (Delivered by Cardiff Council within Cardiff Advice Service) Offering support to individuals looking for advice and support with accessing benefits. This service supports individuals through the tribunal process.
- **Family Wellbeing Service** (Delivered by Barnardos) Offering counselling and wellbeing support to families including counselling for young people.
- **Cardiff Youth Support** (Delivered by Cardiff Education Directorate) Delivering pre and post 16 youth mentoring support and support to those Educated Other than at School.
- **Healthy Relationships Service** (Delivered by YMCA) Delivering support in relation to relationships and sexual health both in a 1-1 and group setting.
- **Youth Homelessness and Family Mediation Service** (Delivered by Llamau) Supporting young people who have experienced family relationship issues through mediation and advice.
- **Youth Information Service** (Delivered by Promo Cymru) Provision of a youth information website and associated social media, produced by young people through workshops at schools and youth settings.
- **Volunteer Based Family Support** (Delivered by Home Start Cardiff) Supporting families with young children with low level advice and support through volunteers in the home.

Families First Outcomes

In addition to these services a contribution was made to the new RISE project to support a pregnant women's Independent Domestic Violence Advocate (IDVA).

In 2018/19 the Families First funding enabled 12,509 families, young people and parents, to access support. This includes over 2,738 families affected by a disability that accessed specialist support through the Disability Focus package.

The below highlights some of the key outcomes in relation to the impact services have had on the families and individuals they worked with.

2018-19 Performance

How is anybody better off?

94%
(61 of 65)

reported their financial situation had stabilised or improved

99%

participant parents reported an improved ability to support their child's learning and development needs
(253 of 256)

919

parents took part in a parenting intervention

93% (109 of 117)

participant parents completed 75% or more of sessions in an evidence based parenting programme

87% (3,853 of 4,415)

reported an improvement in resilience

£36,900 saved and an additional **£5,352** benefits claimed through the Welfare Benefits Advice Service

85%

reported improved emotional / mental wellbeing
(4,118 of 4,865)

families affected by a disability reported an improvement in family resilience
(81 of 81)

100%

secondary school children improved their school attendance
(91 of 139)

65%

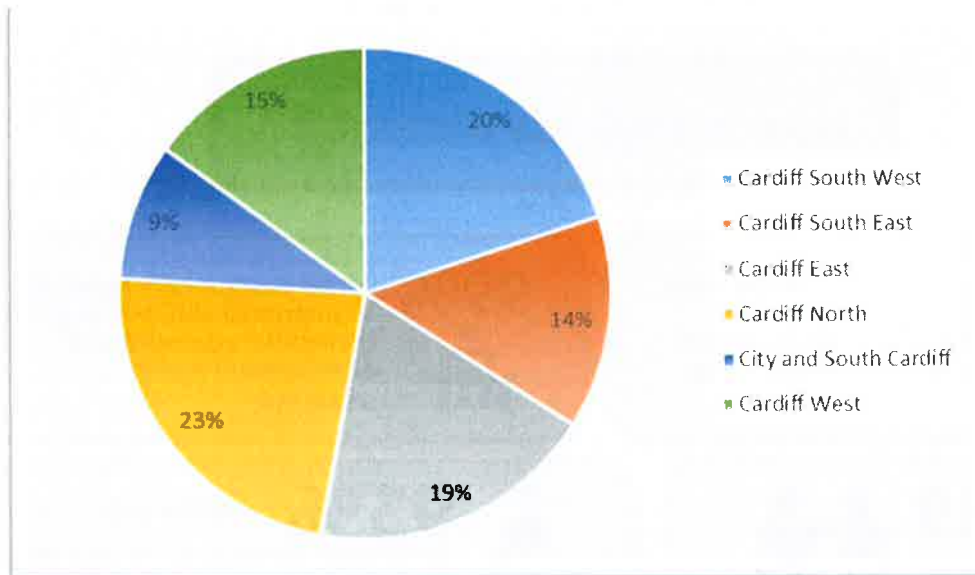
93% (223 of 241)

families reported an improvement in family resilience

94% (522 of 554)

reported they could contribute to changes in their lifestyles behaviours

Based on data received to date, the below table highlights the areas of the city where families who benefitted resided. As illustrated, the services provided benefit all areas of the city.



Next steps

Further to a cabinet report on 11th October 2018 the Cardiff Family Advice and Support service is now operational having commenced on 1st April. This innovative new service comprises of three key areas:

- A Family Gateway service responding to all referrals and enquiries and offering information and advice.
- A closely linked Family Help service to respond promptly to families who need some short term support, including signposting, practical assistance and help with parenting.
- A Family Support Service which is able to work with families with more complex problems where there is a risk that without intensive support a more significant intervention would be needed.

A full launch of the service is to take place in the autumn.