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## PAPURAU ATODOL

**Pwyllgor** PWYLLGOR CRAFFU PLANT A PHOBL IFANC

**Dyddiad ac amser y cyfarfod** DYDD MAWRTH, 12 TACHWEDD 2019, 4.30 PM

**Lleoliad** YSTAFELL BWYLLGOR 4 - NEUADD Y SIR

**Aelodaeth** Cynghorydd Bridgeman (Cadeirydd)  
YCynghorwyr Cunnah, Joyce, Morgan, Naughton, Parkhill, Phillips,  
Taylor a/ac Singh

Patricia Arlotte (Cynrychiolydd Gatholig Rufeinig), Carol Cobert (Cynrychiolydd yr Eglwys yng Nghymru), Karen Dell'Armi (Cynrychiolydd Rhiant-Lywodraethwr), a/ac Richards (Cynrychiolydd Rhiant-Lywodraethwr)

### 8 Eitemau Brys (os oes rhai) *(Tudalennau 3 - 102)*

**Mae'r eitem hon wedi'i symud ymlaen i gael penderfyniad gan y Cabinet ar 21 Tachwedd yn dilyn gweithredu'r Cyfnod Cyn-Etholiad. Nid oedd yr eitem hon ar gael cyn cyhoeddi agenda'r Pwyllgor, ond mae ystyriaeth y Pwyllgor Craffu yn hanfodol yn rhan o'r broses o wneud penderfyniad.**

Cartref Cywir, Cymorth Cywir – Strategaeth Comisiynu ar gyfer Llety a Chymorth i Blant sy'n Derbyn Gofal.

Galluogi aelodau i graffu ar y strategaeth comisiynu cyn penderfynu, cyn iddi gael ei hystyried gan y Cabinet.

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiadd: Dydd Mercher, 6 Tachwedd 2019

Cyswllt: Mandy Farnham, 02920 872618, Mandy.Farnham@caerdydd.gov.uk

Mae'r dudalen hon yn wag yn fwriadol

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**

**12 November 2019**

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**RIGHT HOME, RIGHT SUPPORT – A COMMISSIONING STRATEGY FOR  
ACCOMMODATION AND SUPPORT FOR CHILDREN LOOKED AFTER –  
DRAFT CABINET REPORT**

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**This item has been brought forward for determination by Cabinet on 21 November following the implementation of the Pre-Election Period. This item was unavailable prior to the publication of the Committee agenda but its consideration by scrutiny is considered as essential in the decision making process.**

**Purpose of the Report**

1. As part of the Children & Young People Scrutiny Committee 2018-19 Work Programme, the Committee agreed to receive a copy of the draft cabinet report entitled “Right Home, Right support – A Commissioning Strategy for Accommodation and Support for children Looked After. (attached at **Appendix A**) for scrutiny and review prior to its consideration by Cabinet.
2. The Council’s Cabinet are due to consider a draft strategy at its meeting on 21<sup>st</sup> November and this report provides the Committee with the opportunity to consider and review the draft strategy and provide any comments or concerns to Cabinet prior to its meeting.

**Out of County Inquiry Recommendations and Response**

3. This Committee’s inquiry report into Out of County Placements, identified a two recommendations which referred to a Commissioning Strategy for Accommodation and Support for Looked After Children. The Cabinet subsequently responded to these recommendations as listed below:

Recommendation R8 - A strategic approach to commission placements, to improve outcomes and safely reduce the number of children being looked after, must be developed and implemented as soon as possible.

Response – This recommendation is accepted

The Social Services Directorate Management Team is working with the Children's Commissioning Consortium Cymru (4Cs) to develop a placement commissioning strategy by March 2019.

Recommendation 9 - It tasks officers in the Social Service Directorate to review the Placement Commissioning arrangements by 31 March 2019.

Response – This recommendation is accepted

Work has been undertaken to ensure compliance with the 4Cs requirement.

4. A copy of the full cabinet response to this Committee's inquiry report in to "Out Of County Placements" which was presented to Committee on 11 December 2018. Copy attached at **Appendix B**. The Committee wrote welcoming the responses and requested a progress on the implementation of the accepted recommendations. The Cabinet Member subsequently responding agreeing to provide regular progress reports.

## **Background**

5. The Commissioning Strategy is part of, and should be read in conjunction with the overarching 3 year Cardiff's Children's Services Strategy "Delivering Excellent Outcomes" (2019-2022) approved by Cabinet in July 2019.
6. Cardiff has seen a significant rise in numbers of Children Looked After since 2014. The reasons for this rise are varied and complex, but include:
  - Increased level of risk and complexity of children and young people including the impact of exploitation, adverse childhood experiences and unaccompanied asylum seekers.
  - New early help / preventative arrangements which are expected to have a positive impact on supporting families to remain together and promoting family reunification are not yet fully implemented.

- There are low numbers of children being looked after rather than coming into the care system which results in an overall rising increasing numbers.
  - The population in Cardiff is growing with a consequential increase in need and demand.
7. This Committee's Inquiry report in to Out of County Placements identified that there was a need for more residential provision in Cardiff and that in particular, settings for young people over 14 years should be prioritised. It recommended that where possible, the Council should utilise its own housing stock to facilitate this growth.
8. The Corporate Plan for 2019 – 2022 sets out the Cabinet's commitment to ensuring that more Children Looked After are supported to live in Cardiff by March 2020. In addition to increasing the number of Local Authority Foster Carers, the plan sets out an intention to increase the range of local residential provision.
9. To achieve the Corporate Plan Objectives, a placement strategy was initiated with the support of the Childrens Commissioning Consortium Cymru (4Cs) in January 2019. It was immediately evident that there needed to be a comprehensive project to take this forward and particularly to undertake a full analysis of need and to develop a Commissioning Strategy, a Market Position Statement and an Implementation Plan for all Children's Care and Support Services, not just residential care provision.

## **Issues**

10. The commissioning strategy identifies priorities ranging from a family based approach to being looked after to services to prevent children coming into care. Overall, it is critical that Children's Services deliver this strategic approach to commissioning services that include the development of in-house services and in-area arrangements. This can only be achieved if there is an in-depth understanding of the needs of the children and young people and an evidence-base for developing new services to effectively meet those needs.

11. It is also important the Council continues to work positively with external providers, through clear market position statement and market development strategies which support service developments. A healthy mixed economy is needed to achieve the best value for money and range of services.
  
12. It is the intention of the Commissioning Strategy (**Appendix 1**) and Market Position Statement (**Appendix 2**) to clearly map out the future intentions of Cardiff Council to secure a mixture of in-house and external provision for Children Looked After to effectively meet current and future needs.
  
13. A detailed Implementation Plan is in development that identifies actions required to deliver the priorities of the Commissioning Strategy subject to approval by Cabinet.
  
14. Subject to approval, the Commissioning Strategy (**Appendix 1**) and Market Position Statement (**Appendix 2**) will be shared with all key stakeholders. Engagement with partners and the market is being undertaken, setting out the Council's commissioning priorities and giving providers an opportunity to share with commissioners how they would like to engage with the service area going forward. Individual discussions between commissioners and providers will enable organisations to have more detailed conversations with Council Officers regarding their business plans for future development. It is expected this engagement will assist the strengthening of relationships with providers and maximise the opportunities for their response to service needs.
  
15. This Commissioning strategy aims to contribute to this vision with a particular focus on 'safe and secure environments in which to grow and thrive and parents protect and support their children against the dangers and risks of life'. It will contribute through focusing on seven key commissioning intentions.

## 16. **Commissioning Intentions: ‘the right homes for our Children Looked After’**

Our analysis of need, and the experiences of our young people, has enabled us to develop the following commissioning priorities: Over the next three years we will:

- Complete the reshaping of **early help and support** to families to prevent the escalation of needs and reduce the need for alternative homes including Family Group Conferencing prior to any child becoming looked after.
- Where it is safe to do so, we will look to bring our children and young people back closer to Cardiff, using a Re-unification Framework to support children to return safely to their own families, as we know this achieves better outcomes for them.

To respond to the **therapeutic and mental health and well-being needs** of Children Looked After, their parents and carers through the development of a range of therapeutic service with partners.

- Reshape our respite provision to offer flexible short break opportunities including emergency provision for children with disabilities, and other children young people and families.

Redesign our Local Fostering service in order to increase our numbers of Cardiff Foster Carers homes for children

Increase the availability of local placements through our collaborative market engagement with providers to shape provision to better meet the needs of our children and young people.

- To commission and develop **additional internal residential provision** in Cardiff to enable flexibility especially for complex cases.

To further develop accommodation **sufficiency for vulnerable young people and those leaving care.**

To further develop our **understanding of the needs** of this important group of children and young people by completing a detailed needs analysis.

17. As this commissioning programme is implemented provision will be accessible to all young people based on their own unique set of circumstances, including;

young carers, those affected by disability and ill health, those affected by adverse childhood experiences, those from BME communities and those affected by any form of exploitation including unaccompanied children seeking asylum.

18. These 9 commissioning intentions are explained in more detail in the Strategy attached at Appendix A. The strategy gives the overview of priority commissioning projects over the next 3 years as well building upon the excellent work already underway. For each priority, business cases will be prepared for each service which will be subject to the appropriate decision making governance.
19. The next phase of this commissioning strategy will be the development of an implementation plan. A considerable amount of this work has already been started and the programme will build on this strength. A programme management approach will be put around the 9 priorities. The programme will involve 9 work-streams reflecting the priorities and small teams of key staff will lead the work. The governance of this programme will be through the existing Social Services Commissioning Board which meets monthly and is chaired by the Director of Social Services. A number of the priorities will involve partner agencies and they will be invited from the outset.

### **Scope of Scrutiny**

20. This report will enable the Committee to review, assess and comment on the draft Cabinet Report “Right Home, Right support – A Commissioning Strategy for Accommodation and Support for children Looked After”. Members may also wish to review whether the strategy enables Cardiff Council to meet the challenges it is facing and ensure that the right support is available at the right time for children and young people through the implementation of this Strategy.

### **Way Forward**

21. Councillor Graham Hinchey (Cabinet Member for Children & Families), Claire Marchant (Director of Social Services) and Deborah Driffield (Interim Assistant Director – Children’s Services) will present the report, copy attached at **Appendix A**, to the Committee and be available to answer member’s questions.



22. Members may wish to consider the Cabinet Report “Right Home, Right support – A Commissioning Strategy for Accommodation and Support for children Looked After”. together with any additional information presented at the meeting and provide Councillor Graham Hinchey Cabinet Member for Children & Families, and Director of Social Services with any comments, concerns or recommendations for consideration prior to the Cabinet meeting on 21 November 2019.

### **Legal Implications**

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

### **Financial Implications**

24. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet will set out any financial implications arising from those recommendations.

## **RECOMMENDATION**

- That Committee reviews draft strategy at **Appendix A** together with the information presented at the meeting and provide any recommendations, comments or advice to the Councillor Graham Hinchey Cabinet Member for Children & Families, and Director of Social Service with any comments, concerns or recommendations for consideration prior to the Cabinet Meeting on 26 September 2019.
- Identify any areas for consideration in the development of the Committee's work programme for 2019-2020

**Davina Fiore**

Director of Governance and Legal Services

2 November 2019

***THIS REPORT MUST BE ACCOMPANIED BY THE  
REPORT AUTHORISATION FORM 4.C.214***

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**

**CABINET MEETING: September 2019**

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**TITLE: Right Home, Right support – A Commissioning Strategy for Accommodation and Support for children Looked After.**

**REPORT OF DIRECTOR: Claire Marchant, Director of Social Services**

**AGENDA ITEM:**

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**PORTFOLIO:** Children and Families

**Reason for this Report**

1. To seek approval of the Right Home Right Support Commissioning Strategy for Accommodation and Support for Children Looked After 2019 to 2022, (referred to as “the Commissioning Strategy”) (**Appendix 1**), and to note the Market Position Statement (**Appendix 2**).
2. To seek approval to delegate authority to the Director of Social Services in consultation with the Cabinet Member for Children and Families, the s151 Officer and the Director of Governance and Legal Services for the implementation of strategy priorities.

**Background**

3. The Commissioning Strategy is part of, and should be read in conjunction with the overarching 3 year Cardiff’s Children’s Services Strategy “Delivering Excellent Outcomes” (2019-2022) approved by Cabinet in July 2019.
4. There is a recognised national shortage of accommodation with care and support for Children Looked After in Wales. In October 2017, the

Association of Directors of Social Services (ADSS) Cymru, the Welsh Local Government Association (WLGA) and the National Adoption Services (NAS), made a submission to the National Assembly for Wales Public Accounts Committee Inquiry into services for care experienced children and young people. The submission stated that the increasing complexity of, and the growing numbers of, children looked after are negatively impacting on both the availability of appropriate cost of accommodation and support services. Whilst the submission recognised that positive work of initiatives such as the National Fostering Framework and the work of the Welsh Government Residential Task and Finish Group, the work of the Children's Commissioning consortium Cymru (4Cs) and Local Authority Placement Teams, it highlighted the lack of appropriate services for Children Looked After was approaching crisis point.

5. Cardiff has seen a significant rise in numbers of Children Looked After since 2014. The reasons for this rise are varied and complex, but include:

- Increased level of risk and complexity of children and young people including the impact of exploitation, adverse childhood experiences and unaccompanied asylum seekers.
- New early help / preventative arrangements which are expected to have a positive impact on supporting families to remain together and promoting family reunification are not yet fully implemented.
- There are low numbers of children being looked after rather than coming into the care system which results in an overall rising increasing numbers.
- The population in Cardiff is growing with a consequential increase in need and demand.

6. In September 2017, the Children and Young People's Scrutiny Committee agreed to undertake a Task and Finish Group to make enquiries into "Out of Area" placements. The focus of the group was to:

- i. Review the low numbers of children on the Child Protection Register.
  - ii. Review the current provision, including types, provision, cost and impact on resources
  - iii. Identify gaps in local provision and impact on Social Services and Education
  - iv. Identify barriers in providing additional support in Cardiff and the impact on children placed out of area.
  
7. The Task and Finish Group identified that there was a need for more residential provision in Cardiff and that in particular, settings for young people over 14 years should be prioritised. It recommended that where possible, the Council should utilise its own housing stock to facilitate this growth. The Corporate Plan for 2019 – 2022 sets out the Cabinet's commitment to ensuring that more Children Looked After are supported to live in Cardiff by March 2020. In addition to increasing the number of Local Authority Foster Carers, the plan sets out an intention to increase the range of local residential provision.
  
8. To achieve the Corporate Plan Objectives, a placement strategy was initiated with the support of the Childrens Commissioning Consortium Cymru (4Cs) in January 2019. It was immediately evident that there needed to be a comprehensive project to take this forward and particularly to undertake a full analysis of need and to develop a Commissioning Strategy, a Market Position Statement and an Implementation Plan for all Children's Care and Support Services, not just residential care provision.

## **Issues**

9. Cardiff is facing unprecedented levels of demand for Children Looked After. At the end of March 2019, there were 902 Children Looked After by Cardiff. As a result the Council need to identify a range of accommodation, care and support which enables them to flourish and

thrive. Those options include, residential care, foster care, as well as opportunities to for Children Looked After to live with their parents, or family members with appropriate support.

10. These challenges are not unique to Cardiff as other Local Authorities across Wales are facing similar challenges. However, what is not typical about Cardiff is that Children's Services are heavily reliant on external providers for both Foster Care and Residential Care and many children are placed outside the Local Authority areas. Children's Services have an underdeveloped in house service for Foster Care. Until recently there has been limited numbers of regulated residential provision in Cardiff. Following work with external providers, the number of residential places for children in the City has increased by 5 since April 2014.
11. The commissioning strategy identifies priorities ranging from a family based approach to being looked after to services to prevent children coming into care. Overall, it is critical that Children's Services deliver this strategic approach to commissioning services that include the development of in-house services and in-area arrangements. This can only be achieved if there is an in-depth understanding of the needs of the children and young people and an evidence-base for developing new services to effectively meet those needs.
12. It is also important the Council continues to work positively with external providers, through clear market position statement and market development strategies which support service developments. A healthy mixed economy is needed to achieve the best value for money and range of services.
13. It is the intention of the Commissioning Strategy (**Appendix 1**) and Market Position Statement (**Appendix 2**) to clearly map out the future intentions of Cardiff Council to secure a mixture of in-house and external provision for Children Looked After to effectively meet current and future needs.

14. A detailed Implementation Plan is in development that identifies actions required to deliver the priorities of the Commissioning Strategy subject to approval by Cabinet.

15. The proposed approach to the strategic commissioning of children's social services in Cardiff is to:

- Ensure that children's rights are at the fore of all service developments and services we develop reflecting what is important to children and young people.
- shape internal services to maximise the benefits of public sector provision in terms of quality and value for money;
- develop local and regional models of support to prevent out of area placements unless necessary for the safety and well-being of the individual child.
- work in collaboration with public sector partners and Cardiff and Vale Health Board across the Regional footprint where this offers identifiable benefits;
- work closely with external providers of support to children looked after to ensure there is wide range of choice and the ability to work innovatively and creatively accessing a range of resources to improve outcomes.
- co-produce outcomes focussed services acknowledging that there are a range of different methods for strategic commissioning with multiple partners who may be co-operatives, charities or commercial partners.

16. The purpose of the Commissioning Strategy is to pull together in one document the Council's analysis of the current service needs and the commissioning priorities that will address the needs identified. The strategy aligns and build on the recommendations and actions set out in Cardiff Councils, 'Capital Ambition Corporate Plan' and the Childrens Services Strategy, "Delivering Excellent Outcomes" .

17. Subject to approval, the Commissioning Strategy (**Appendix 1**) and Market Position Statement (**Appendix 2**) will be shared with all key stakeholders. Engagement with partners and the market is being undertaken, setting out the Council's commissioning priorities and giving providers an opportunity to share with commissioners how they would like to engage with the service area going forward. Individual discussions between commissioners and providers will enable organisations to have more detailed conversations with Council Officers regarding their business plans for future development. It is expected this engagement will assist the strengthening of relationships with providers and maximise the opportunities for their response to service needs.
18. For each priority, business cases will be prepared for each service which will be subject to the appropriate decision making governance.
19. The approach will also require engagement with key partners such as education and health colleagues who will have an interest in the developments, will have expertise that can help shape proposals and who are likely to make an on-going contribution to the services when they become fully operational.
20. This commissioning approach is committed to embedding co-production with children and young people at the heart of the developments. Children and young people will also be afforded the opportunity to influence property related decisions such as layout and décor of buildings that will become their homes.
21. Supporting the market to better understand Cardiff's needs in respect of Children Looked After will support providers to make appropriate business decisions about setting up services in Cardiff and the surrounding areas. If successful, this would increase choice, quality and sufficiency in the local area.
22. It is intended that provision will be made for in-house services and those commissioned externally to come together under a common identity to



provide consistency and continuity in the quality of care through hub and spoke models. Joint training and development and a sector wide approach to quality will be facilitated by the Council.

### **Reason For Recommendations**

23. As a result of increasing pressures on Cardiff Council's ability to effectively fulfil Corporate parenting responsibilities to provide accommodation and support to children who have entered the care system, it is necessary to develop a strategic approach to commissioning services for Children Looked After.

24. This approach provides data and information on the needs of the Children Looked After population and identifies the range of accommodation and support required to meet their needs.

25. It also provides a clear strategic vision based on evidence of need and analysis of the priorities for development over the next 3 years it therefore supports the delivery of the Council's Strategy for Children's Services approved in July 2019.

### **Feedback from Childrens and Young Person Scrutiny Committee**

26. On the 2019 the draft Commissioning Strategy (**Appendix 1**), and Market Position Statement (**Appendix 2**) was considered by the Children and Young Person Scrutiny Committee.

27. Summary of the Committee's feedback will be inserted here.

### **Equality Impact Assessments (EIA)**

28. An EIA was completed to inform the development of the Commissioning Strategy (**Appendix 1**) the Market Position Statement (**Appendix 2**) and the developing Implementation Plan. The full EIA is located at **Appendix**

3 for information. However, to summarise, the proposal is not felt to have a negative differential impact on any of the protected groups identified within the EIA.

### **Financial Implications**

29. In 2018/19 expenditure of £34.5m was incurred providing residential, fostering and other support for looked after children. Whilst, there are no direct financial implications arising from this report, any initiatives proposed in the strategy will need to be the subject of approval following due diligence of business case. This would need to include consideration of needs, market assessments and impact on capital and revenue budgets.

### **Legal Implications Equality Impact Assessment (where appropriate)**

30. The first recommendation within the report is to approve the Commissioning Strategy. The purpose of this Commissioning Strategy is to pull together in one document the Directorate's commissioning vision, priorities, statement of intent and sets out how the Directorate is going to achieve it. If approved, when implementing any proposals which relate to the Commissioning Strategy the decision maker should have due regard to such strategy.
31. Going forward, when progressing each Business Case detailed advice, including legal advice should be sought.
32. If there are any existing contractual arrangements in relation to the services, then further advice should be sought as necessary. With regards to terminating any existing contractual relationships, this should be carried out in accordance with the provisions of the contracts and approved in line with the Contract procedure rules.
33. With regards any procurements generally, further advice should be sought as necessary and be carried out in accordance with the Contract Procedure Rules and EU procurement regulations (as applicable).

**Equality Duty.**

34. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of ‘protected characteristics’. The ‘Protected characteristics’ are: • Age • Gender reassignment • Sex • Race – including ethnic or national origin, colour or nationality • Disability • Pregnancy and maternity • Marriage and civil partnership • Sexual orientation • Religion or belief – including lack of belief.
35. As noted in the report, consideration has been given to the requirements to carry out Equality Impact Assessments (‘EIA’) and an EIA is attached to the report so that the decision maker may understand the potential impacts of the proposals in terms of equality. This assists the decision maker to ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty.
36. Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the recommended approach. The decision maker must be satisfied that having regard to all the relevant circumstances and the PSED, the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm.
37. It is noted that Equality Impact Assessments (which include consideration of views and information obtained through consultation) is attached to this report. The decision maker must consider and have due

regard to the Equality Impact Assessment prior to making the decisions recommended in the report.

### **Well Being of Future Generations (Wales) Act 2015 - Standard legal imps**

38. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible.

39. In discharging its duties under the Act, the Council has set and published well-being objectives designed to maximise its contribution to achieving the national well-being goals. The well-being objectives are set out in Cardiff's Corporate Plan 2019-22. When exercising its functions, the Council is required to take all reasonable steps to meet its well-being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well-being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

40. The well-being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems

- Deliver an integrated approach to achieving the 7 national well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

41. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

### **General**

42. The decision maker should be satisfied that the proposal is in accordance within the financial and budgetary policy and represents value for money for the Council.

43. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Social Services and Wellbeing (Wales) Act 2014, the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

### **HR Implications**

44. There are no immediate HR implications

### **RECOMMENDATIONS**

45. The Cabinet is recommended to:

- i. approve the Right Home Right Support Accommodation and Support Commissioning Strategy for Children Looked After (“the Commissioning Strategy”), and note the Market Position Statement and;
- ii. subject to approving recommendation 1, delegate authority to the Director of Social Services in consultation with the Cabinet Member for Children and Families, the s151 Officer and the Director of Governance and Legal services to progress all Business Cases and undertake all required steps in order to implement the Commissioning Strategy.

**NAME OF DIRECTOR: Claire Marchant**

**Date - November 2109**

**The following appendices are attached:**

- **Appendix 1:** Right Home Right Support- Commissioning Strategy for Accommodation and Support 2019 to 2022
- **Appendix 2:** Market Position Statement for the Commissioning of Services for Looked after Children
- **Appendix 3:** Equality Impact Assessment

## **CABINET RESPONSE TO THE RECOMMENDATIONS OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE REPORT DATED 5<sup>th</sup> JULY 2018 ENTITLED 'OUT OF COUNTY PLACEMENTS'**

**R1** All placements must be made in the interest of the Child, minimising the impact on them, their education and well being

### **Response – This recommendation is accepted**

All placements made in Cardiff are, of course made with the interests of the child. To source the right placement, the needs of the child are matched to an appropriately regulated provider. Ideally, there would be a number of options available. However, the shortfall in high quality placements across the UK means it can be difficult to source the right home for a child, particularly in an emergency situation.

Cardiff, in common with other local authorities has experienced a significant increase in both the number, and complexity, of looked after children. The reasons for increased complexity include a range of safeguarding risks which have emerged in recent years including child sexual exploitation and human trafficking. These Adverse Childhood Experiences result in children suffering post traumatic symptoms, attachment difficulties, inability to regulate their behaviour or emotions, self-harm and suicide ideologies, violence and aggression and absconding. Children and young people require specialist care, support and therapy and accessing the right provision, for the right child at the right time is an ever increasing challenge. Care plans will sometimes require that children live away from the area in which abuse or exploitation has occurred. It is important that this option remains open to decision makers.

As identified in the report, when children are placed out of area it can place additional challenges in meeting health and educational outcomes as relationships with services in the placed in authorities may not be as well established. There are statutory arrangements under the Social Services and Wellbeing (Wales) Act (2014) to ensure that 'out of county' placements are able to meet the educational, health and social needs of looked after children to the fullest extent possible through multi-agency panel arrangements.

The potential for negative impacts on well-being outcomes of a child living away from Cardiff are mitigated through:-

- a) Statutory social work visits;
- b) Statutory reviews by Independent Reviewing Officer;
- c) Support to families to maintain positive contact;
- d) Access to, and active offer of independent advocacy;
- e) Actively planning to bring children back to Cardiff where it is appropriate to do so through a thorough monthly senior management review of the plan for every child placed in an out of area residential placement.

**R2** As Cardiff is the fast growing city and is promoting itself as a great place to grow up; placements should be made, wherever possible in Cardiff.

**Response – This recommendation is accepted**

As a general principal, better outcomes for children can be achieved when placement needs are met within the city. However, the most important factor in meeting the needs of the individual child to be safe and protected from any people who have caused them harm, so in some cases it is the best and safest option to source a placement away from Cardiff.

The service adheres to the principle that wherever possible, children should be placed within the city boundary. As outlined above, this facilitates engagement with the Corporate Parenting Policy and the range of services and support in Cardiff. Children placed in the city can more easily benefit from the local arrangements and agreements that we have established between ourselves and education, health, housing and other key partners.

Risks to achievement of positive outcomes are greater the further from Cardiff the placement as relationships with neighbouring authorities and services may be less well developed. Until recently Welsh Government applied a national performance measure regarding distance of placement from home and all councils were required to report on the number of children placed more than 20 miles from their home address. Although no set distance can be regarded as an 'absolute' in terms of being more or less acceptable, this was clearly an indication of a limit within which councils should try to operate wherever possible. The majority of our out of county children are placed within a 20-mile radius. The number of children placed beyond 20 miles, include:

- a) children in secure accommodation;
- b) children placed in highly specialist therapeutic establishments because of their specific needs;
- c) children placed for adoption;
- d) children placed in highly specialist disability facilities; and'
- e) children placed with extended family members or with foster carers who have moved out of area.

**R3** Social Services Directorate should undertake a well-being assessment of all of its Children's Services social workers over the next 12 months

**Response – This recommendation is accepted**

Securing a permanent, high quality, well supported social work workforce is the highest priority for the Social Services Directorate. There is a Workforce Strategy in place for Children's Services and a Recruitment and Retention Strategy. Both will be refreshed shortly to ensure they have the right set of short, medium and long term actions to sustainably address the workforce challenges that the service is facing. It is planned to undertake a baseline assessment of staff morale which can be measured over time as the service moves through the next phase of its change programme.



There is evidence that supervision and appraisal, both of which are key to workforce wellbeing, are taking place within timescales. 100% of Children's Services staff initiated their PPDR within timescale this year. The next priority is to quality assure the processes to ensure the balance between professional oversight, direction, and personal support and development is right. In addition, social workers have been supported to develop professionally through significant investment in signs of safety training.

**R4** Social Services Directorate must develop and fully implement a social worker recruitment and retention strategy to encourage new applicants and support to retain staff by 31<sup>st</sup> March 2019

**Response – This recommendation is accepted**

As indicated above, the development of a single and coherent workforce strategy is a key priority for the directorate and work on this has begun. A renewed and refreshed Recruitment Campaign was launched in April 2018. Since then 37 Individual Adverts (76.5 posts within the 37 adverts) have been placed with 45 interviews taking place and 34 appointments being made. In particular, the Looked After Children's Service has been successful in recruiting a new Team Manager, two new Principal Social Workers and 8 social workers being appointed, however, many of these posts have been filled by workers coming from other parts of the service. Particular pressures remain within the intake teams and children in need teams who undertake child protection investigations and court work.

The refreshed workforce strategy will set out a range of effective actions to:

- a) Review and recommend on the offer (financial and non- financial) to children's social workers in Cardiff, compared to the rest of Wales and other core UK cities;
- b) Develop a career progression scheme to support social workers from their time as students (reviewing the options for sponsorship schemes), through the consolidation phase of their practice, into senior roles within the Council;
- c) Enhance relationships with universities, and maximise practice teaching and placement opportunities;
- d) Support people already working for the Council to gain a social work qualification;
- e) Continue to review and develop skill mix to ensure that work which does not need a professionally qualified social worker is undertaken by the right person in their team.

**R5** As corporate parents, all staff and Councillors must work in collaboration with all partners to ensure the safeguarding of all children.

**Response – This recommendation is accepted**

The Council has a Corporate Parenting Strategy, progress against which is presented annually to Council. Delivery of the Council's corporate parenting responsibilities is overseen by the Corporate Parent Advisory Committee (CPAC). CPAC members each take a lead on a specific area of work, working alongside designated senior offices to develop each area. The priority areas are:

1. Effective early intervention and prevention, safely reducing the number of looked after children –
2. The experience of looked after children and outcome - Promoting permanency, providing high quality placements, provide young people leaving care with appropriate preparation for adult life, taking account of all of their needs including their wellbeing -
3. Specialist services - Continue to improve services for children with disabilities, including short break care, and improve and support the emotional health and mental wellbeing of looked after children -
4. Education - Improve the education attainment and achievement for all looked after children -
5. The role of the Corporate Parenting within the Council - Strengthening the role of the Corporate Parenting Advisory Committee within the Council -

**R6** The new management team for People and Communities, to work with the Corporate Parenting Advisory Committee to, review the structure and operation of the service to ensure that it works with all parts of the Council in undertaking their corporate parenting duties, by 31 March 2019.

**Response – This recommendation is accepted**

The Director of Social Services and Assistant Director of Children's Services are reviewing the structure and operation of Children's Social Services to ensure the operating model improves outcomes for children. The benefits of working collaboratively towards a One Council approach as part of the People and Communities directorate are evident in the work to integrate early help and family support approved by Cabinet in October 2016. These benefits of working collaboratively are also integral to the work to develop homes for children in Cardiff.

**R7** It must task officers to review the early help service and reorganise the management and control of all early intervention and prevention initiatives to enable them to be under the control of children's services within the next 12 months.

**Response – This recommendation is accepted in part.**

Cabinet approved a new model of early help and family support in October 2018 which will be managed within the People and Communities Directorate. Professional oversight and accountability for the governance of the service is with

the Director of Social Services in accordance with statutory duties for early intervention and prevention.

**R8** A strategic approach to commission placements, to improve outcomes and safely reduce the number of children being looked after, must be developed and implemented as soon as possible.

**Response – This recommendation is accepted**

The Social Services Directorate Management Team is working with the Children's Commissioning Consortium Cymru (4Cs) to develop a placement commissioning strategy by March 2019.

**R9** It tasks officers in the Social Service Directorate to review the Placement Commissioning arrangements by 31 March 2019.

**Response – This recommendation is accepted**

Work has been undertaken to ensure compliance with the 4Cs requirement.

**R10** It continues to implement the Signs of Safety framework, within the next 12 months and provide evidence of its impact.

**Response – This recommendation is partially accepted.**

Evidence from Councils where Signs of Safety has been successfully implemented and embedded indicates a longer timescale is needed to really embed transformed practice.

Phase one of the project commenced in April 2016 and focused on the introduction of the model and setting the foundations across the service. During phase one, significant progress has been made in the delivery of learning and development of all staff, focused and structured training has been delivered as well as bespoke tailored support provided to teams and individuals

A refresh of the Signs of Safety Implementation Plan is underway to ensure it is focussed on the right systemic changes to support practice improvement. Independent quality assurance work is underway to ensure there is clear evidence to support the next phase of implementation. Signs of Safety Awareness Briefings have been delivered to key partner agencies. Signs of Safety training will be

**R11** It tasks officers to review, current demand, in to the Multi Agency Safeguarding Hub to ensure the consistent use of criteria by partners

**Response – This recommendation is accepted**

The development of a Gateway for early help and family support provides an opportunity to review the operation of the Multi-Agency Safeguarding Hub (MASH) and its relationship with the children's services intake and assessment teams. Really clear criteria for accessing each part of the system, including the MASH, will be developed in the implementation phase.

**R12** Officers must ensure that the placement of 0-5 year olds, out of county, is only undertaken when it is in the best interests of the Child.

**This recommendation is partially accepted**

The placement of 0-5 year olds out of area, will only take place in exceptional circumstances and will always be in the best interests of the child.

**R13** To develop and implement a Placement Strategy which should include, to recruit and retain Foster Carers, including, continuous advertisement programme, additional support, allowances, and retainers, to be in place within the next 12 months

**Response – This recommendation is accepted**

In June 2018 a project was established in order to respond to this recommendation as part of the Improving Outcomes for Children programme. This project is developing an effective business model for the Fostering Service in Cardiff focusing on the following aspects of the service:

- the marketing of the service and the recruitment of foster carers;
- the operating model of Cardiff's fostering team;
- the support provided to foster carers once they have been approved;
- the need to reduce the cost of fostering to the Council by rebalancing between independent foster agencies and the in-house foster care service.

The Project reports to the Child Placements Board chaired by the Director of Social Services, and is developing a business model for delivery from April 2019.

**R14** It ensures that a review of all vacant fostering placements, Agency, Council and Kinship options, is undertaken to verify that there is appropriate matching and stable placements for all children being Looked After.

**Response – This recommendation is accepted**

The fostering project is progressing this recommendation.

**R15** Officers are to develop and implement a building programme of homes for children in Cardiff, utilising every possible agency, as an Invest to Save project, within the next 12 months.

**Response – This recommendation is accepted**

A Project Team has been established to attend to this recommendation; it reports to the Child Placement Board.

The Project is working to deliver the following objectives:

- A clear commissioning strategy for securing children’s placements in place by March 2019;
- to open new children’s homes in the City, so Cardiff children can access to the right type and level of support;
- to develop the provider market to deliver the type of provision, we require in Cardiff;
- explore all opportunities to secure the right provision in the most cost effective way, for example, an ICF proposal has been approved for the development of a ‘high needs’ home jointly with the Vale of Glamorgan.

**R16** It ensures that future annual placement budgets must reflect anticipated number of Looked After children at future year mid-point, to help ensure that Social Services do not over spend

**Recommendation – This recommendation is partially accepted**

The Council has provided significant levels of additional funding to Children’s Services in recent years with a net increase to the budget of £5.8 million (11.86%) in 2018/19. This will continue to be a priority for the Cabinet, however any specific decisions on funding must be taken as part of the overall Council budget having taken account of the available resources and the full range of spending commitments.

**R17** Savings accrued from returning children back to Cardiff are reinvested into preventative and early help initiatives

**Refer to the response to R16 above.**

**R18** Officers investigate whether Greenhill School could admit Girls to minimise out of County Placements

**Response – This recommendation is accepted in principle**

It is understood that the ‘Development of the Schools Estate ‘— will attend to the need for a higher level of suitable provision for children with additional learning needs

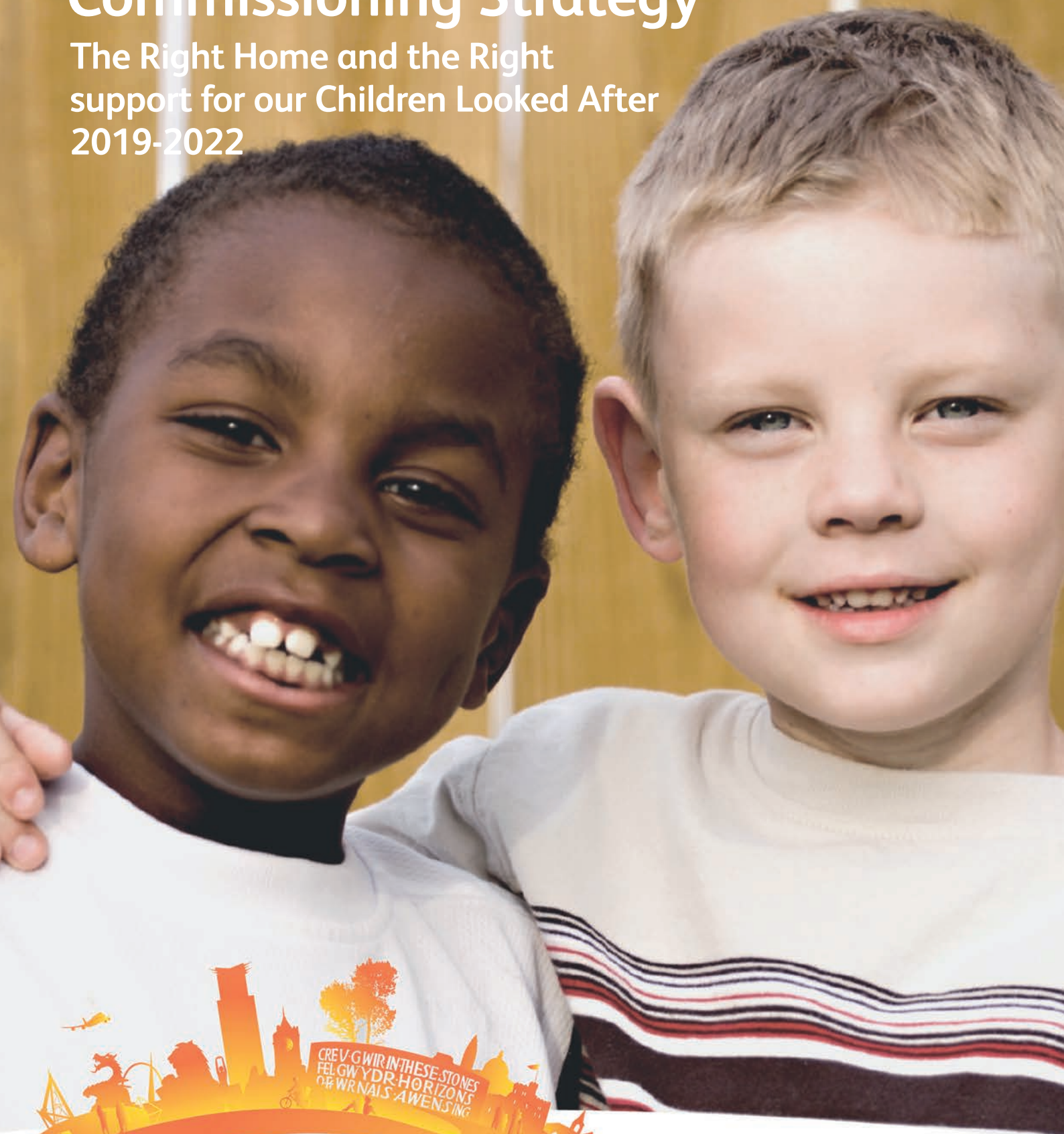
**R19 Action Plan** - The Cabinet Member ensures that an action plan is developed to ensure the implementation of these recommendations within an agreed timescale as part of the response to this report.

**Response – This recommendation is partially accepted**

The actions identified already form current or emerging priorities for the Improving Outcomes for Children Programme. There are detailed action plans for each of the priority areas (Workforce, Practice, Fostering and Residential placements) with timescales consistent with the recommendations of the Task and Finish Group

# Social Care Commissioning Strategy

The Right Home and the Right  
support for our Children Looked After  
2019-2022







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# Foreword

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**I am delighted to introduce Cardiff's Children's Services Commissioning Strategy for support and accommodation for children, young people and families over the next three years. The scope of this strategy is the range of services we need to develop to meet the needs of children, young people and families where:**

- children are at risk of becoming looked after
- children are looked after and,
- children are leaving care

The strategy emphasises Cardiff Council's commitment to children's rights and ensures we are in a position to effectively fulfil our role as corporate parents.

We will ensure that we work alongside children, young people and families in designing and developing the right support, in the right place at the right time. We will develop local services, which are within the boundaries of Cardiff and work with housing, health, education and other partners to develop the right quality and range of services.

The strategy identifies clear priorities and outcomes we will deliver alongside practice improvements and work-force developments through the 'Cardiff Children's Services Strategy: Delivering Excellent Outcomes'. The strategy provides direction on the arrangements we will put in place and services we will commission to achieve the following commitments:

- We will strive to safely reduce the rising number of children and young people looked after.
- We will increase the number of children and young people supported to live safely with their families.
- We will reduce our reliance on services away from Cardiff where these are not in the best interest of the child and young person.
- We will increase the numbers of kinship carers.
- We will increase the number of Cardiff Council Foster Carers.
- We will work positively with Independent Fostering Agencies.
- We will increase the range of local residential services to meet children with more complex needs.
- We will improve the way we commission services.

The services we wish to develop are based on a clear assessment of current and future needs strategy provides an analysis of the numbers and needs of children at risk of becoming looked after and children who are looked after by the Council.

The strategy will inform the way we work with a range of providers and the social care market as a whole, providing clear direction and a framework for engaging with service providers so that they can respond effectively to the strategic priorities identified in the strategy. The strategy will also inform implementation plans that will deliver the actions required to achieve the priorities in a timely way. It will provide the Council's Corporate Parenting Advisory Committee with a clear way forward to improve outcomes for children, young people and families in respect of support and accommodation.

Most importantly, the strategy provides the basis for our children, young people and families to receive the right services in the right place at the right time and to achieve better outcomes, and live better lives as a result.



**Councillor Graham Hinchey**  
Cabinet Member for Children and Families



# Introduction

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**Cardiff Council are pleased to present our commissioning strategy for children and young people who are in the care of the Council and require additional support and accommodation.**

We have worked together with children, young people, parents and carers, to understand their experience and what matters to them. We have met with key Providers from the independent and third sector to ensure we understand their offer and to develop an ongoing dialogue take place to shape what is available.

This commissioning strategy sets out our clear direction for the future. It outlines our vision, describes the policy and legal context, analyses our current data and outlines our future priorities. Our priorities are the key issues that need to be addressed in the forthcoming years in order to respond to the needs of our most vulnerable children, young people and their families. This includes ensuring there is sufficient capacity and an appropriate range of provision to meet their needs.

## **Purpose – Why have a Strategy?**

The purpose of the strategy is to describe Cardiff Council and key priorities. Its aim is to ensure sufficient options for supporting vulnerable children, young people and their families. As such it outlines the work we want to undertake to develop local and regional services to support our children, young people and their families.

## **Our Vision**

Cardiff Children’s Services Strategy (2019-2022) outlines a dynamic and progressive vision for children’s social services. It states:

“In all cases, we will adopt in the city a ‘Think Family’ approach which looks at the family as a whole and co-ordinates support across the public services, tailored to each family’s needs and strengths. Supporting Vulnerable Children and Families Parents have the most significant influence on children and on their future lives. Outcomes for children are best when they are supported to grow and achieve within their own families, own communities and in Cardiff. “

This will be supported by a range of services which places an emphasis on prevention and early intervention to give children the best possible outcomes and better manage the pressure on public services.

“Being in care made my life better by having a safe house and a bedroom”

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This commissioning strategy contributes to this vision by looking to facilitate with partners a range of services and options which improve outcomes and support more children and families to stay together whilst providing the highest quality services when that is not possible. Wherever appropriate the term 'home' is used as our children and young people prefer this term to 'placement or unit'.

## Aim – What do we want our strategy to do?

Our aim is to build, reshape, and expand our current provision, services and homes for children to improve the outcomes of our most vulnerable children, young people and families. Implementation of this strategy will be in line with the key principles in the Cardiff Social Services Strategic Commissioning Framework in diagram 1.

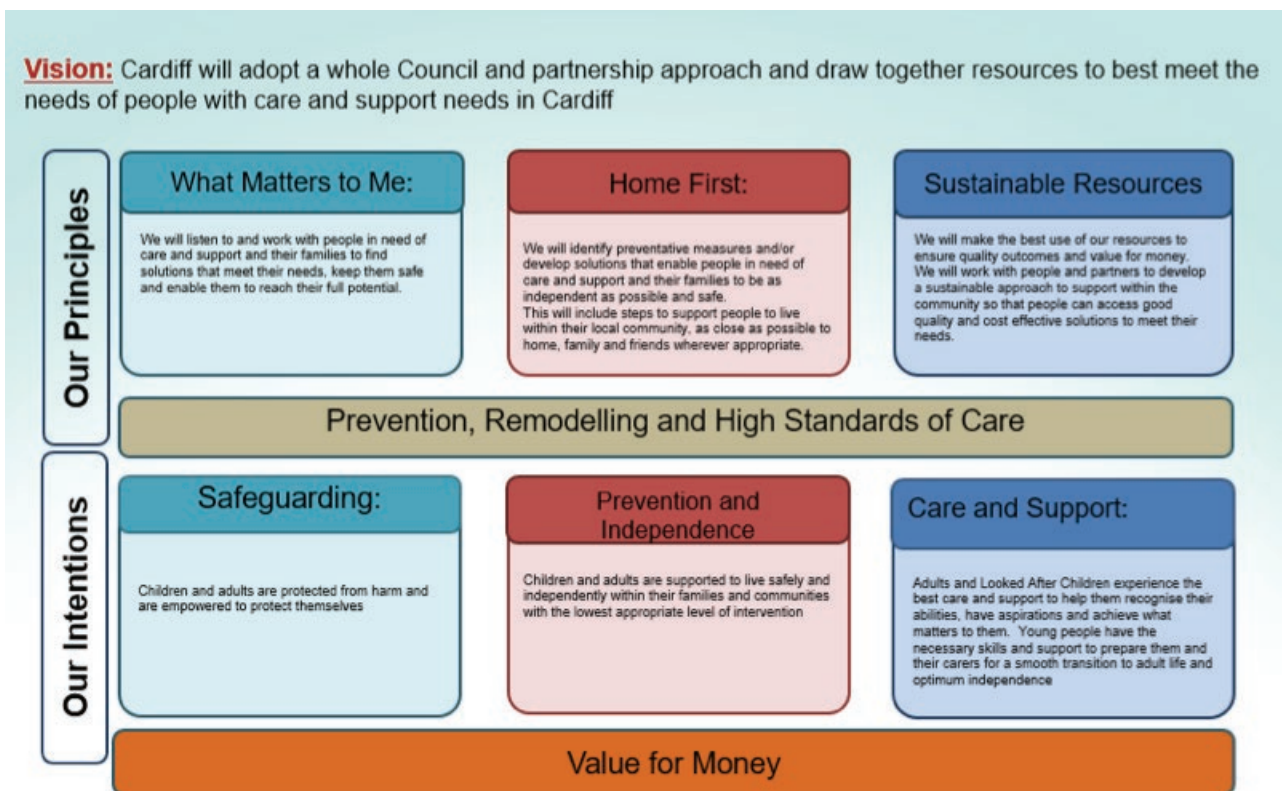


Diagram 1

“I want to be listened to”



# 2

## The Cardiff Children's Service Strategy

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In July 2019 Cardiff Council's Cabinet approved 'Delivering Excellent Outcomes' (2019-2022). This is a 3 year strategy that outlines key priorities and changes that will take place over the next three years. This commissioning strategy delivers a key priority within the overall strategy for Children's Services. The sum of this effort will deliver the Council's Capital Ambition commitments that Cardiff 'is a great place to grow up for the most vulnerable children'.

### Supporting Children, Young people and their Families – Our Model

Parents have the most significant influence on children and their future lives. We are adopting a 'Think Family' model, which looks at the family as a whole, and co-ordinates support across the public services, tailored to each family's needs and strengths. This approach is informed by our awareness of the impact of adverse childhood experiences (ACE) on both the children and parents we work with and our interventions are evidence-based and informed by the impact of trauma.

### Supporting Children, Young people closer to Home

We will, whenever it is safe to do so, support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after. We are committed to developing services that wrap around families, extended families and carers to respond to needs earlier and prevent their escalation.

It is our priority to ensure we will find safe ways to work alongside families to enable them to parent their children and protect them from harm. We also recognise we need to support good substitute family care (foster care) when it is not possible for a child or young person to remain with their own families. In most circumstances, it is important that children and young people maintain positive contact with their own families, friends, school and communities. This is why we are committed to developing services closer to Cardiff. On the occasions when it is not possible for children to be safe and protected in or close to Cardiff we will commission the highest quality service. The safety and well-being of our children and young people will always have the highest priority.

“Staff are very supportive and I can always talk to someone”

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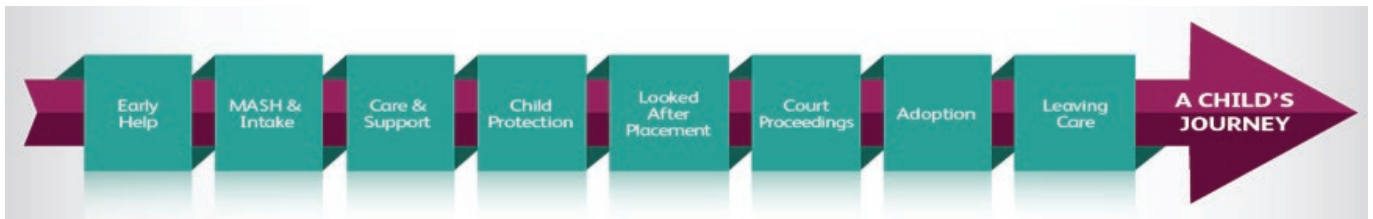


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## Supporting Children, Young people and Families – Intervening Early

We want to shift the balance of care so that by intervening earlier we prevent the escalation of need. Our aim is to support more children, young people and families through early help services and to reduce the number of children who become looked after. We will be commissioning the right services to the right capacity and at the right stage of the child's journey so we are able to meet needs through the least intensive intervention and as early as possible. This ambition is reflected in our Early Help Strategy.



Graphic 2 – the Child's Journey.

### Better Outcomes – what success looks like?

Delivering Excellent Outcomes' aims to shift the balance of care and achieve the following outcomes for the children, young people and families of Cardiff. We will:

- Safely reduce the number of children and young people looked after,
- Increase the number of children and young people supported to live safely with their families,
- Reduce our reliance on out of area placements,
- Increase the number of kinship carers,
- Increase the number of local authority Foster Carers,
- Work differently with Independent Fostering Agencies,
- Develop the range of residential placements to meet more complex needs,
- Develop our commissioning and procurement capability and capacity,
- Develop further our understanding of our vulnerable children, young people and families.

**Achievement of these outcomes is how we will evaluate the impact of this 3 year strategy**



# 3

## Commissioning Strategy - The Welsh Context - The Law

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The main pieces of legislation related to this strategy are the Social Services and Well-being Act (Wales) Act 2014, the Well-being of Future Generations (Wales) Act 2015 and the Regulation and Inspection of Social Care (Wales) Act 2016.

The Social Services and Well-being (Wales) Act (SSWBA) 2014 requires on local authorities and health boards requiring them to promote the well-being of those who need care and support or carers who need support. It outlines key duties to ensure:

- People have control over what support they need, making decisions about their care and support as an equal partner,
- New proportionate assessment focused on the individual,
- Carers have an equal right to assessment for support to those who they care for,
- Easy access to information and advice is available to all,
- Powers to safeguard people are stronger,
- A preventative approach to meeting care and support needs is practised,
- Local authorities and health boards come together in new statutory partnerships to drive integration and service change.

There are some elements of the SSWBA that directly relate to children, young people and their families including the following duties on local authorities to ensure:

- That there is sufficient accommodation for all types of children who are looked after,
- That placements are made within their own areas, unless it is not reasonably practical to do so or there are overriding reasons for placing the child out of authority, the primary reason being safeguarding,
- Support is within the service, and the location that best enables them to achieve positive well-being outcomes. For most children this means in or close to Cardiff as this means they can maintain their relationships with their family, friends, school, community and health services
- All decisions on the right accommodation/placement and support service will be made with the child or young person's best interest.
- Care and Support planning including achieving permanence is a key consideration from the very start.





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## The overarching principles for the SSWBA are:

- To support people who have care and support needs to achieve well-being,
- People are at the heart of the new system by giving them an equal say in the support they receive,
- Partnership and co-operation drive service delivery,
- Services will promote the prevention of escalating need and the right help is available at the right time.

**The Well-being of Future Generations (Wales) Act 2015** places a duty on Public bodies, including health and social services, to make sure that when making their decisions they take into account the impact they could have on people living in Wales in the future. This Act requires them to:

- Work together better,
- Involve people reflecting the diversity of our communities,
- Look to the long term as well as focusing on the now,
- Take action to try and stop problems getting worse, or even stop them happening in the first place.

**Regulation and Inspection of Social Care (Wales) Act 2016** set the new statutory framework for the regulation and inspection of social care services, in other words how social care services are going to be assessed for their quality and impact they make.

# 4

## Together We are Stronger- Working in Partnership

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**The legal, policy and local strategic context all stress the important of partnerships and working differently across public sector partners, the third and independent sector.**

Our work with partners is a central tenet in our delivery of more care support and accommodation options in order to see an improvement in outcomes for children and young people.

The SSWBA describes the outcomes, which all partners need to work together to achieve for Children and Young people;

- Being Safe,
- Having somewhere suitable to live,
- Being involved in decisions that impact your life,
- Having friends,
- Being part of good, strong communities,
- Having every chance to do well in education, training, worked-based earning and employment,
- Feeling good about your life,
- Being able to grow up happily and successfully,
- Being well looked after,
- Having access to appropriate health care.

Cardiff Children’s Services Strategy (2019-2022) placed a strong emphasis on the importance of working together in partnership. It states:

“Public and third sector partners including teachers, health practitioners, doctors, nurse, allied health professionals, mental health practitioners, social workers, youth workers, third sector practitioners, early years practitioners and play workers will work together to deliver a joined-up approach to enable the right conversations to take place at the right time, between the right people and for solutions to be found at the earliest possible stage, particularly for the most vulnerable children and families.”

This commissioning strategy, and the work that follows will be an expression, in practice, of this vision for partnership working. Joint planning and delivery with our partners is essential to delivering the best outcomes for children.

### **Cardiff – A Child Friendly City**

Cardiff is one of five Cities in the UK developing, in partnership with UNICEF UK, as a ‘Child Friendly City’. This means we place the rights of children and young people at the heart of all our policies and strategies; we involve children and young people in decision-making and commit to addressing barriers, which limit their lives. This development will involve all partner organisations placing Children’ Rights at the centre of the commissioning approach.





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## Working with Providers

This strategy also signals the ongoing desire of Cardiff Council to work collaboratively with providers to ensure an open and mature relationship. This proactive dialogue will engage providers in the development of key aspects of commissioning including the development of future provision and the analysis of current needs. They have an important perspective to bring to the shaping of future provision.

## Children’s Commissioning Consortium Cymru (4Cs)

Cardiff is a member of this important national consortium which is a strategic commissioning alliance between Welsh Local Authorities to support commissioning needs in respect of fostering and residential homes for children. Where it makes sense, Cardiff will be a key partner in developing regional and national solutions for children’s provision.

## Vale and Vales Regional Adoption Collaborative

This is a collaboration between the Vale of Glamorgan, Rhondda Cynon Taf (RCT) and Merthyr Tydfil Local Authorities. It delivers all the functions related to securing and supporting permanence adoptive families for children when an adoption order is the care plan endorsed by the Family Court.

“ Not comfortable as we have to share a bedroom. 4-7yrs ”

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# 5

## What key Stakeholders tell us?

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This section sets outline the messages received from key stakeholder regarding our Children Looked After. It will start from the child and young persons' perspective and then hear from the view of our staff and external providers.

### What's important to Children and Young people?

From the information gathered from the consultations, surveys and engagement exercises with children and young people in care key messages have been identified:

- They do not like the term 'placement' or 'unit'. They want a place they can call 'home'.
- Young people want regular review contact arrangements,
- They want to understand why decisions have been made,
- Children want to feel included and understand why they are in care,
- Children and Young people want to be trusted and feel involved in activity planning,
- When care planning they want staff to be aware of gender differences
- They want opportunities to improve people's feelings about their appearance and body image.
- They want more opportunities to benefit from being in the outdoors.
- Most Children and young people have good relationships with their carers.
- The vast majority feel safe in their setting.
- Most feel positive about their futures.
- They would like access to the internet.
- Most children and young people want to stay in their local are.
- They want to remain close to their families, friends and local communities.
- They want to remain in contact with carers after they have left for ongoing support.

There are some very important themes within these messages which need to inform our commissioning strategy going forward. These themes could be summarised as 'meaningful involvement', 'having positive experience', 'their emotional well-being' and their desire to 'stay close to home'.

We have used the following engagement mechanisms to understand the views of children and young people:

- Bright Spots Survey of 255 children looked after (September 2018)
- Cardiff Council Social Services Annual Report consultation (April 2019)
- Consultation with children and young people living in Cardiff Council Residential Provision (May 2019)
- Child Friendly City Consultation (July 2019).





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## What our providers tell use?

The Council has been engaging individually and in workshops with both Fostering and Residential Providers.

The overriding messages was a willingness to work even more closely in partnership, with the Council. A number of important messages emerged through these discussions.

- Understanding of the importance of children and young people being placed close to home where appropriate to do so.
- Providers have a range of experience, skills and knowledge that can help in the development of services.
- Willingness to engage in shared learning and development.
- A shared challenge on recruiting Foster Carers.
- Providers would like a more planned approach for young people leaving care.
- A need for an ongoing dialogue.
- Providers want to understand how needs and demand is changing.
- The importance of the partnership between the Council and Providers.
- There could be further improvements in the placement process.
- Providers willing to consider alternative commissioning arrangements.
- The need to further develop our understanding of Children Looked After needs.
- Some children and young people have more complex needs and we need to understand this further.

This feedback clearly shows the market of providers wanting to engage in an ongoing dialogue with the Council, looking at shared challenges and looking for solutions that best meet the changing needs of children and young people in Cardiff.

Our vision is to have a vibrant provision in Cardiff able to meet the changing needs of our children and young people in a flexible and responsive way.

## What our Staff tell us?

Engagement with staff have further helped in terms of understanding the changing needs of our children and young people. Key messages included:

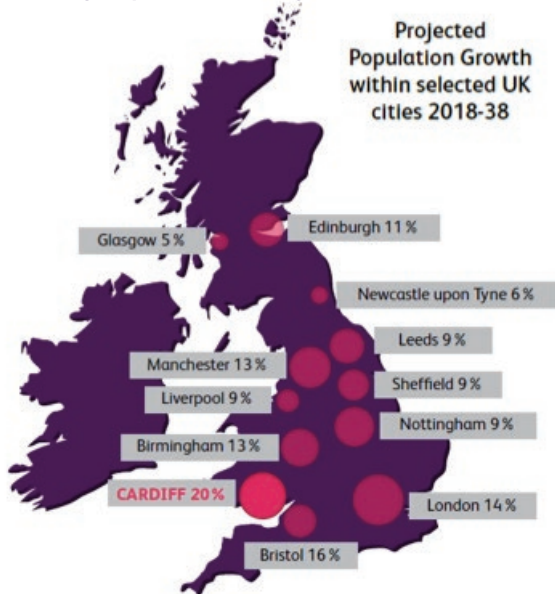
- Demand is increasing,
- It is more difficult to find suitable homes for our children and young people,
- There are more sibling groups needing support,
- Some children and young people have more complex needs
- We want to be able to offer more support to families
- We want to help bring families together again
- We need to improve out processes

# 6

## What does the data tell us?

In this section we will review some of the key data related to Children Looked After in Cardiff.

### Demographic Changes



Graphic 3

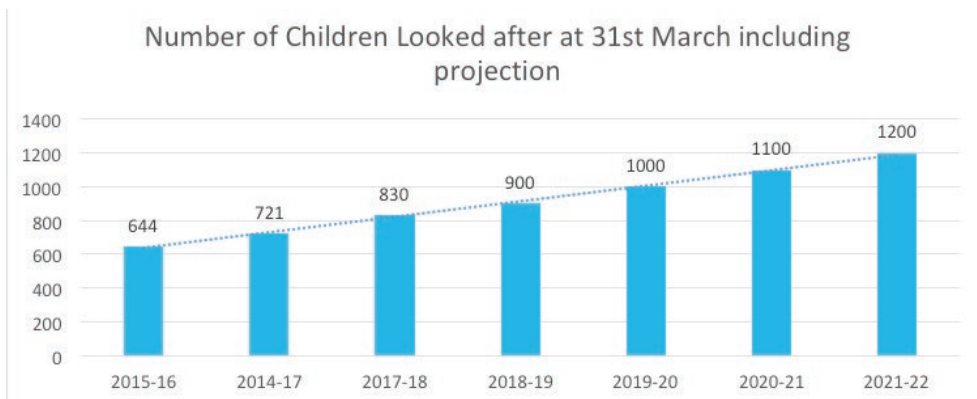
### Our population is changing

Over the next 20 years, it is projected Cardiff's population will increase faster than other Cities in the UK.

This means our children and young people's population (0-19) will increase from 88,280 in 2017 to 107,630 in 2035, an 18% increase.

This will create additional demand simply due to the additional numbers of children, young people and families in Cardiff. If the pattern of demand was to remain as it currently is this would mean an 18% increase in demand.

### Projection of Demand.

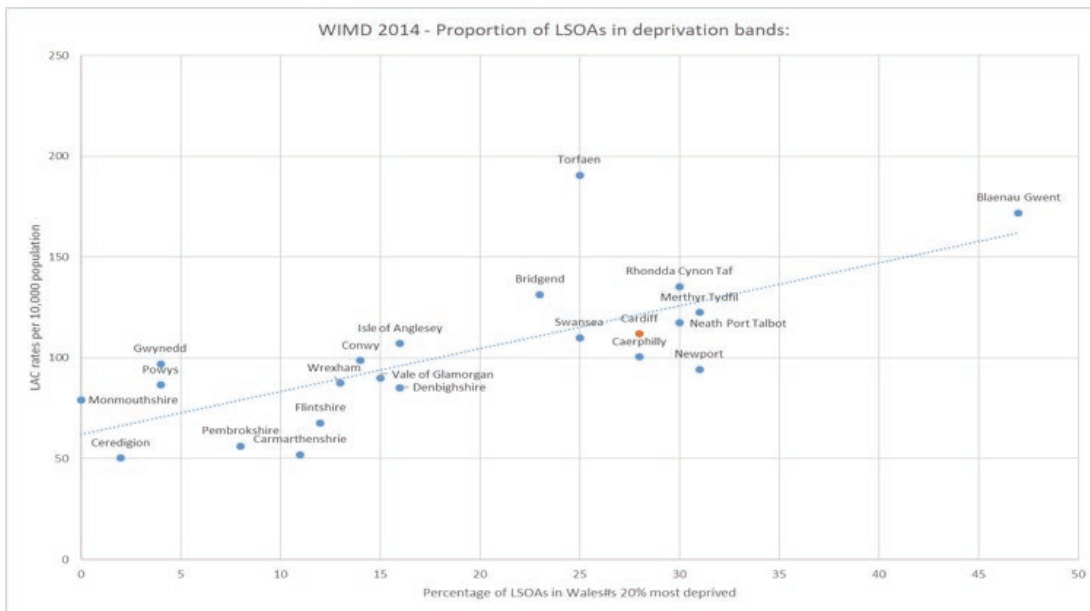


Graphic 4

There has been a 35% growth in Children looked after since 2014. This is the 6th highest growth in Wales and we have the largest number of Children looked after.

## Comparison to other Welsh Local Authorities

The figure below shows that the rate of children looked after in Cardiff is slightly lower than might be expected when rates of deprivation are taken into account across Wales.

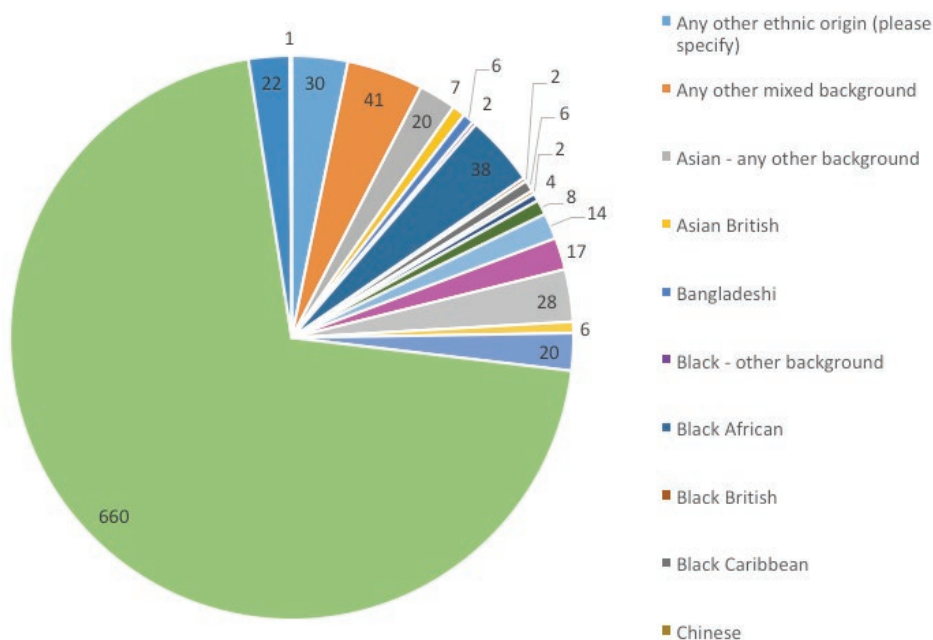


Graphic 5

In comparison to other Local Authorities, and the Welsh average the numbers of children per 10,000 of the population is a useful comparison. The Cardiff comparison shows an increasing rate of children looked after per 10,000 population.

## Ethnicity

The pie-chart shows the ethnic composition of our Children Looked After.



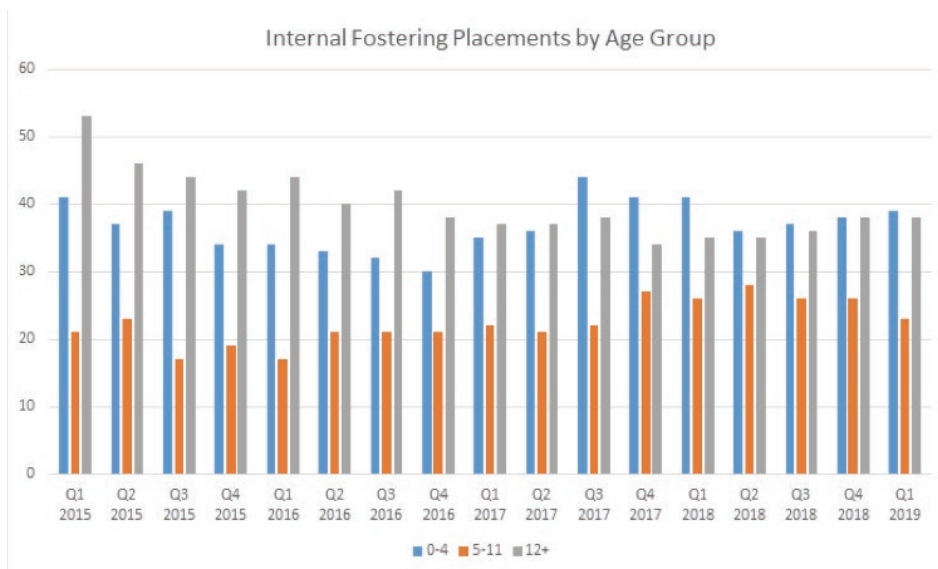
Graphic 6





## Age

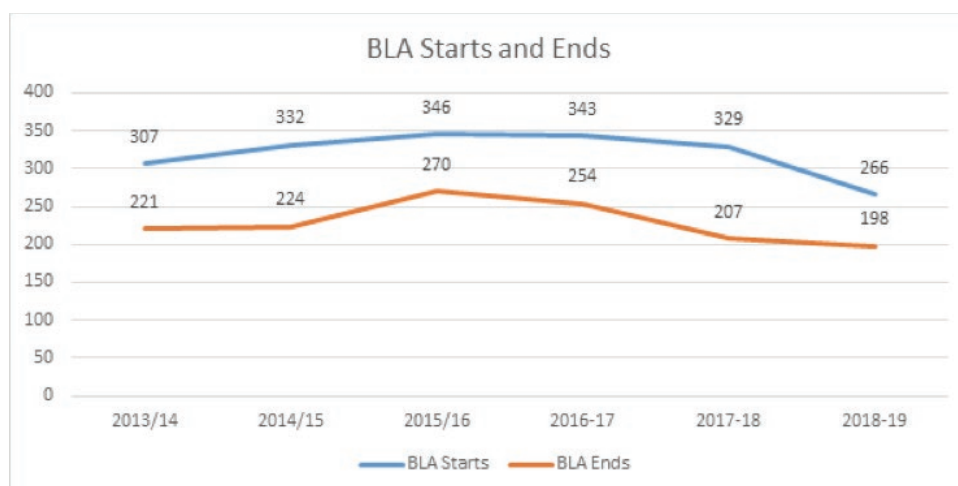
The table below shows the age composition of our Children Looked After.



Graphic 7

## Becoming Looked-After and ending being looked after

The graph below shows the difference between the number of children and young people becoming looked after and those ending being looked after.

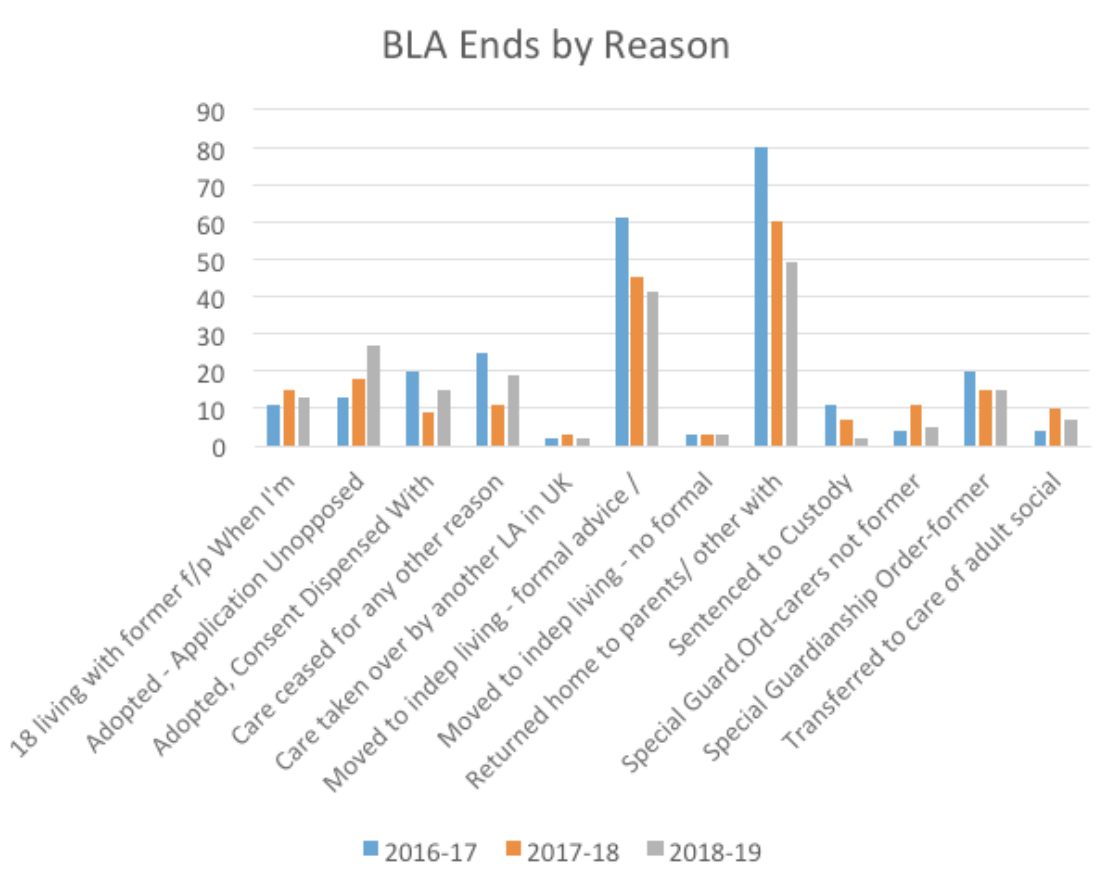


Graphic 8

The year on year growth was 77 from 2016 – 2017, 109 from 2017 to 2018 and 70 from 2018 to 2019. This closely relates to the gap between those becoming looked after (BLA) and ending care as 89, 122 and 68 in the equivalent years. In other words the upward trajectory reflects more children becoming looked after than those ending being looked after.

## Destinations after ending care.

It is also important to consider the destinations of young people ending care. The graphic below shows that at the end of being Looked-After young people are favouring independent living or returning home to parents or other family members.



Graphic 9

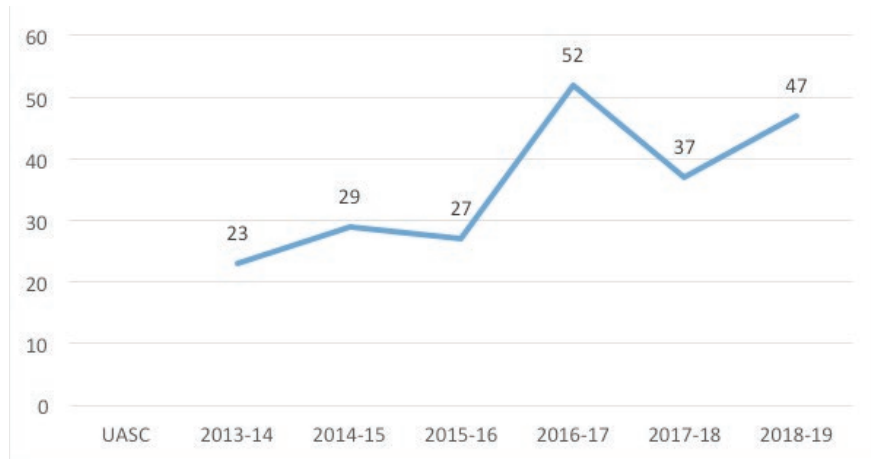
“ In foster care I was treated like the other children ”



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## Increasing Complexity (a)

### Unaccompanied Asylum Seeker Children (UASC)

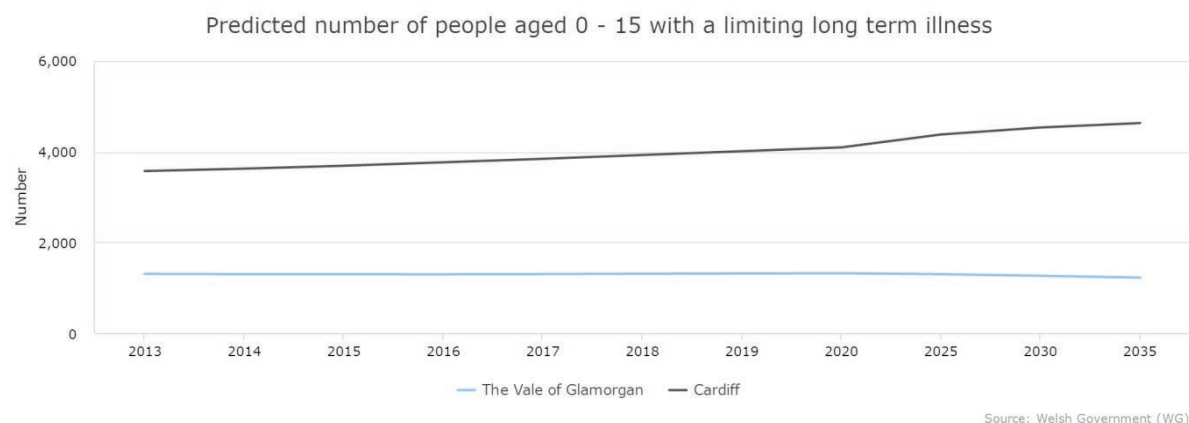


Graphic 10

The graph above shows the increasing trajectory regarding UASC children and young people. It is difficult to predict the future trajectory for this cohort of young people. It is clear that this cohort bring a different and more complex set of issues in securing appropriate accommodation and support

## Children with Disability

The number of children and young people aged 15 and under with a long term illness is projected to increase significantly over the next 20 years, with a period of particularly high growth from in 2020 onwards. A similar increase is projected for rates of severe disability in Cardiff.



Graphic 11

# Current Provision

## Where do Cardiff Children and Young People live?

There has been a 35% growth in Children looked after since 2014. This is the 6th biggest growth in Wales and we have the largest number of Children looked after.



Graphic 12

Our Children and Young people live in a wide range of places homes mainly in Wales and England. Living closer to home has many benefits including maintenance of family and friendship relationships, remaining close to their communities and being able to attend local schools and access health services. There are circumstances where it is appropriate for a child or young person to live away from Cardiff. Our aim, is to year on year see more of our children and young people living closer to home.

## What are their kinds of Homes?

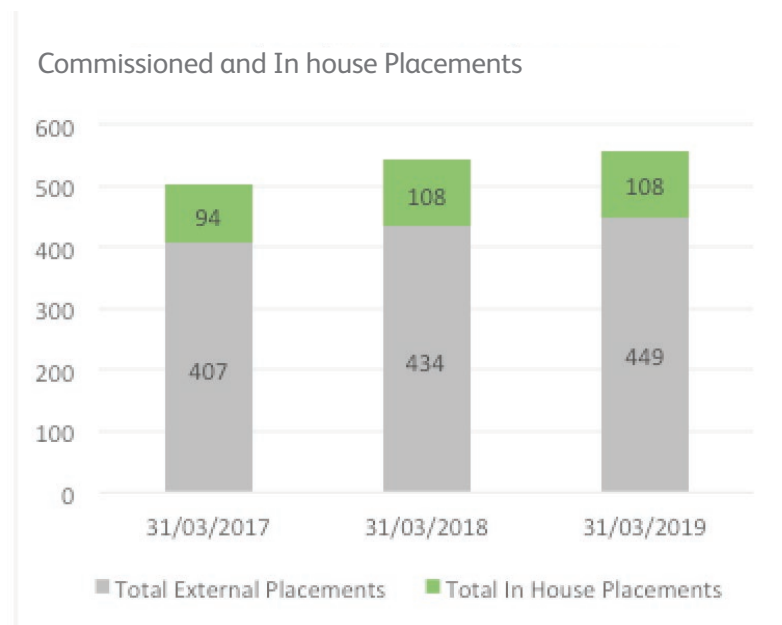
The table below shows the type of homes our Children Looked After are living in. It shows that there is an increasing numbers of children and young people living with their own families or with people connected to their own families, 'placed with parents' or in kinship arrangements. It shows a consistent pattern of use regarding Cardiff Council fostering families, adoption and Independent Foster Agencies (IFAs). It shows an increasing use of residential homes over the last two years.



Placement	31 <sup>st</sup> March 2017	31 <sup>st</sup> March 2018	31 <sup>st</sup> March 2019
Kinship	41	74	101
In house fostering	89	102	101
Agency fostering	361	391	391
Residential	55	54	70
Placed With Parents	93	119	142
Independent Living	58	46	41
Placed for adoption	20	32	33
Other	4	12	21
<b>Total</b>	<b>721</b>	<b>830</b>	<b>900</b>

Graphic 13

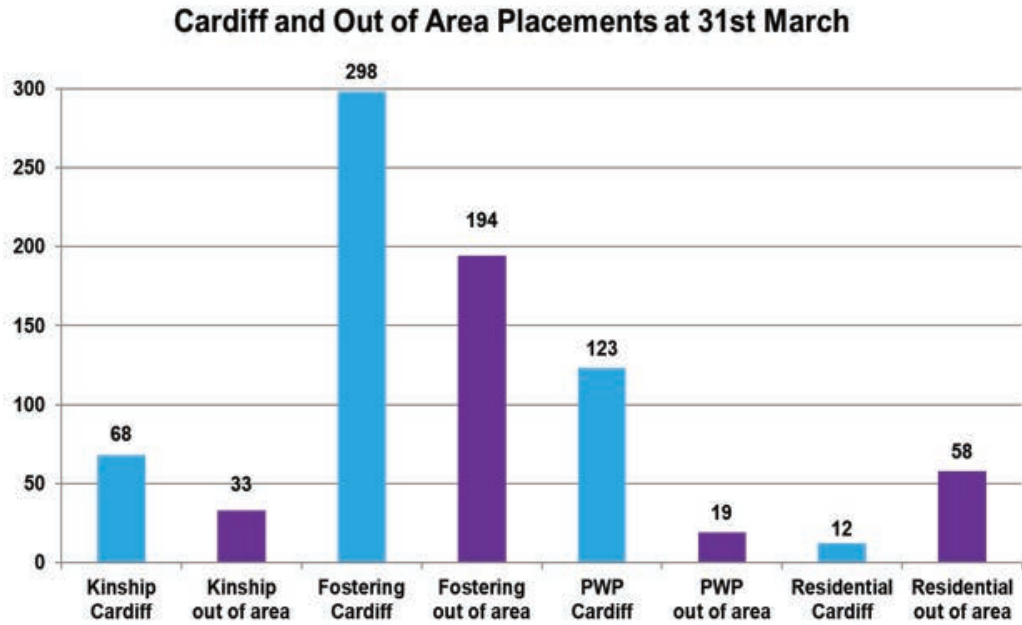
### Comparison In-house and Commissioned Services



Graphic 14

Over the last three years there has been a consistent pattern of children and young people living with Cardiff Council foster carers and increasing the use of commissioned providers. While our aim is to significantly increase our number of internal foster carers we also recognise the important role our external providers play in securing homes for our children and young people.

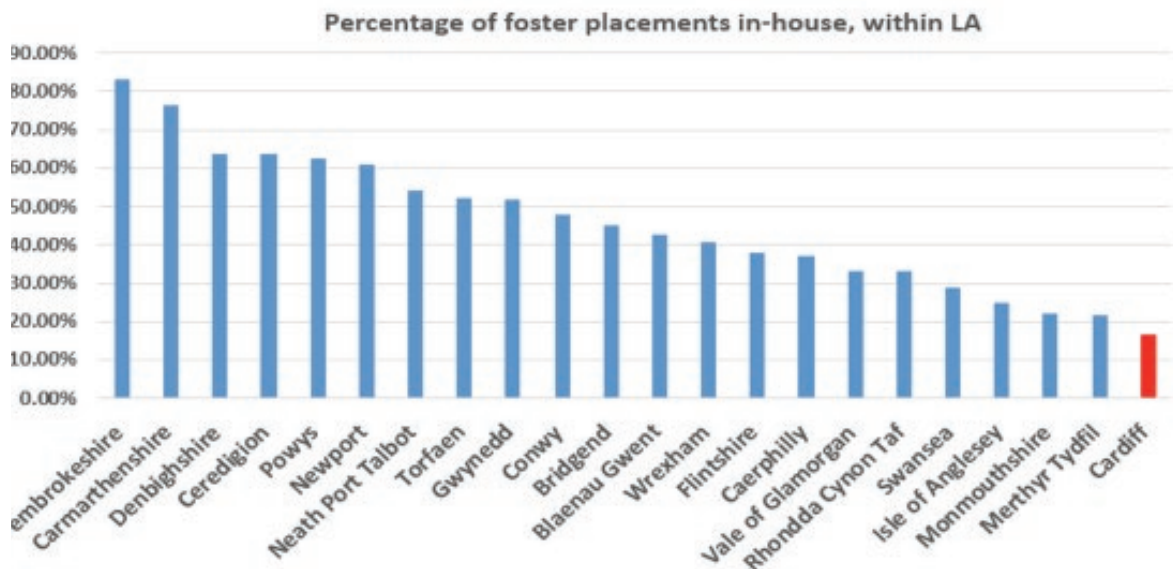
## Out of Area placed Children Looked After



Graphic 15

## Fostering

Cardiff Council amongst Welsh authorities in having a low level of in-house fostering. Growing Cardiff Council fostering has a significant focus and there has been some success with starting to attract new Foster carers. This needs to accelerate considerably in the next 3 years.



Graphic 16

## Out of Area Residential Care

58 of the 70 Cardiff children living in residential homes were living outside of Cardiff at the end of 2018/19. 64 children were supported by private providers and 6 in Cardiff Council provision. Children looked after are living in 20 different locations out of area with 43 different providers.

The table below highlights that the Cardiff and the Vale of Glamorgan region has significantly lower levels of therapeutic provision in for children and young people than in other parts of Wales. This means that to meet more complex needs of children and young people there is a reliance on services away from Cardiff. Development of therapeutic services require a joint approach from social services, health and education partners.

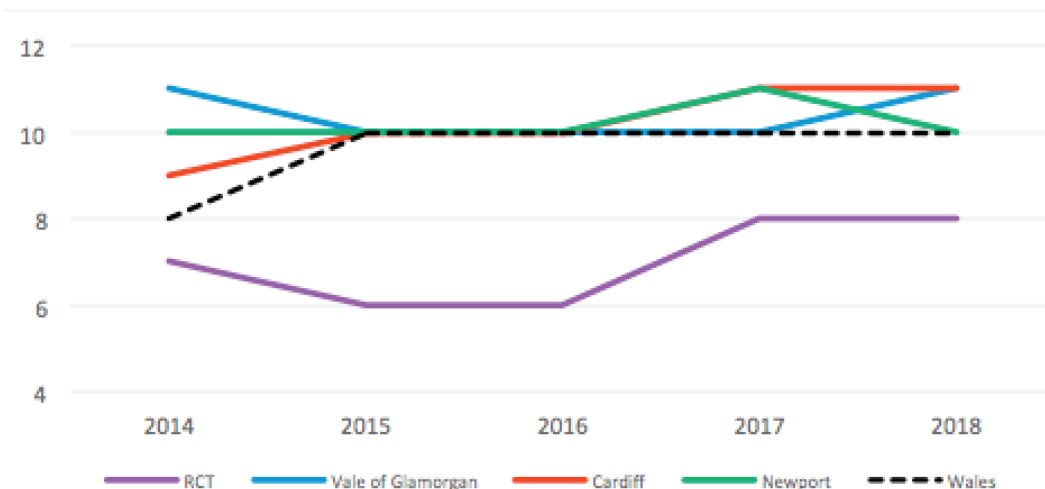
Number and percentage of beds by region and provision type (December 2017)

Region	General therapeutic and specialist care		Short break / respite service		Disability only	
	Beds	% of region	Beds	% of region	Beds	% of region
North Wales	119	60%	28	14%	51	26%
West Wales and Powys	85	61%	29	21%	25	18%
Western Bay	77	73%	21	20%	7	7%
Cardiff & Vale	23	26%	28	32%	36	41%
Cwm Taf	37	70%	12	23%	4	8%
Gwent	60	76%	9	11%	10	13%

Source: Data Cymru; Childrens residential profile of Care Wales -Care providers' statement of purpose analysis

Graphic 17

### Percentage of children experiencing 3 or more placements in a year



Graphic 18

The data above shows that the numbers of children experiencing 3 or more placements is slightly higher than the Wales average which has been creeping up since 2016. This is important both as a cause of additional demand but very important for the well-being of our children and young people.



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## Secure Orders

As of March 2019, there were 5 Cardiff children and young people living in secure welfare settings. There is one secure setting in Wales and it can be difficult to source accommodation in a secure setting in an emergency. Cardiff children have been accommodated in Scotland as well as England in 2018/19.

## Supported Housing

In October 2015 the Young Person's Gateway was launched in Cardiff, to offer housing solutions for young people aged between 16 and 21. The service is available to young people to whom the Council has a duty through social services or homelessness legislation.

The Gateway enables young people aged over 16 years to access mediation services, supported housing and specialist floating support services.

**Quote from a young person in a Cardiff Council residential care home when asked what their preferred situation would be, sums up the importance for young people living close to Cardiff**



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# 8

## Needs Analysis

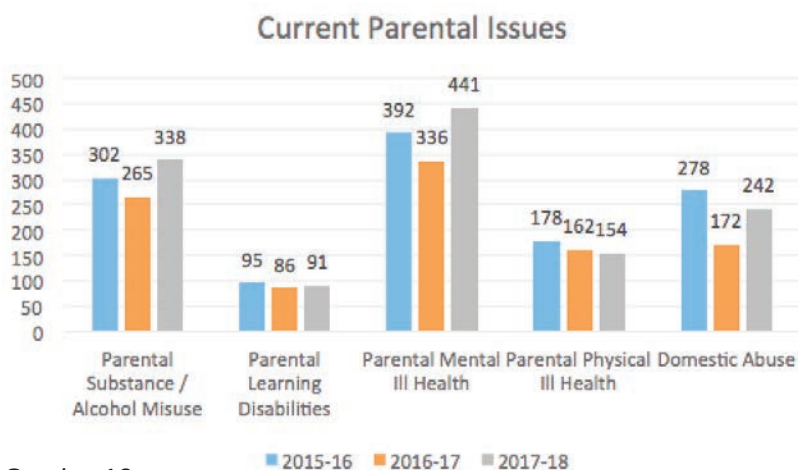
In analysing need we have used three sources of data.

- The Children in Need Census (March 2019) which while it is a good indicator of the needs of vulnerable families in Cardiff. A mini-review of 100 cases has taken place for children and young people referred for a fostering or residential placement. Lastly, a focus group has taken place drawing from key managers across the Directorate.

### Children in Need Census

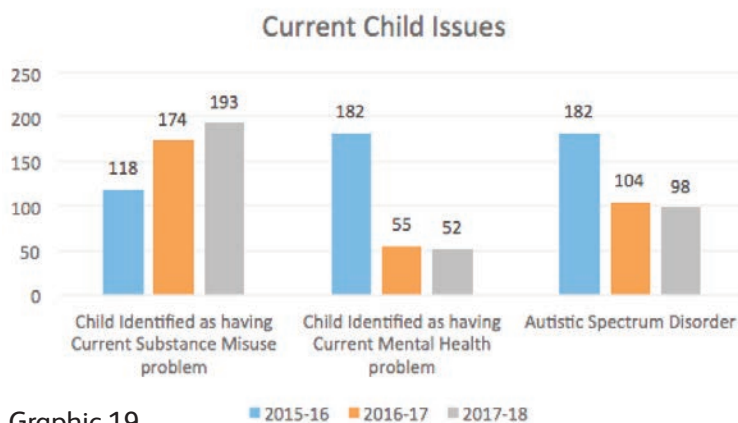
The two diagrams below highlight the key challenges facing families evidenced in the Children in Need Census. There are some important messages.

For parents there are consistent issues regarding their mental health, use of substances, and experience domestic abuse.



Graphic 18

For our children there are also issues regarding their mental health needs and substance misuse. There is also a consistent message about the number of children and young people with autism.



Graphic 19

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## Key Themes from the review of 100 referrals for Residential and Foster Care

In order to understand the needs of our children and young people who are referred for fostering or residential services, a detailed desk-top audit has taken place of 104 referrals. This has identified some important key themes. Of the sample 18 were living in residential provision and 86 were living with foster families. Of the residential homes 14 were standard residential homes, 3 non-standard and 1 was a mother and baby placement. Of the Fostering families, 64 were standard family placements, 9 were for solo carers placements, a further 9 were for sibling placements, and 4 were mother and baby placements.

In terms of their demographics:

- 50 were female and 54 male. 19% were aged under 5, 17% were aged between 6 and 10, and 45% were between 11-15 years old, and 17% were over 16.
- In terms of ethnicity 68% were categorised as white British, 12% were Asian, 9% Black and 9% from Mixed backgrounds.
- Seventy-three had English as their first language
- Five were unaccompanied asylum seekers.

There were a variety of needs evidenced in the review;

- domestic violence (8),
- unaccompanied asylum seekers (10)
- fostering placement breakdown (9),
- new born, 2 children were yet to be born and 5 were new-born. Two were cases of drug dependency.
- There were 21 cases of absconding behaviour.
- Mental health was a significant issue; Self-harm 11 cases. 7 were identified as having therapeutic care needs (3 of these were Residential placements and 4 Fostering). 6 had made threats or attempts at suicide
- CSE was a factor in 19 cases: 7 children had experienced current or historical CSE; while a further 12 cases were identified as vulnerable to or at risk of CSE
- 11 were identified as having substance misuse issues. In 7 of these cases cannabis was stated to be the drug abused, while others were unspecified.
- 14 had been or had shown potential to be violent, towards staff or other children.
- Special Needs: 4 were identified as having an ASD and 3 were indicated to have SEN issues

## What do our staff say regarding this mini-needs analysis?

As part of the development of this strategy, a staff focus group assured the conclusions regarding the needs of our children and young people. Broadly, they were in agreement with the broad outline of needs contained within this section with five additions. The additional issues were raised by the workforce:

- They thought there should be a greater emphasis placed on behaviour and emotional issues being a key need especially in the 11-15 age group.
- There seem to be more sibling groups being looked after.
- They thought there were significant mental health needs being partly masked by different labels and professional perspectives.
- The needs of children and young people are complex and multi-faceted.
- Needs are becoming more complex which is reflected in the range of needs being described.

## Conclusion

There is a great deal of synergy between the Children in Need survey, staff and provider views and the needs of our Children Looked After from the desktop analysis. There is a consistent picture on the range of needs.

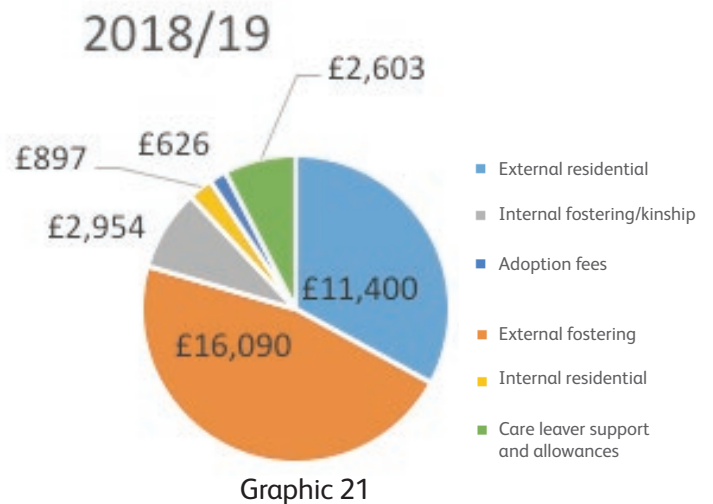
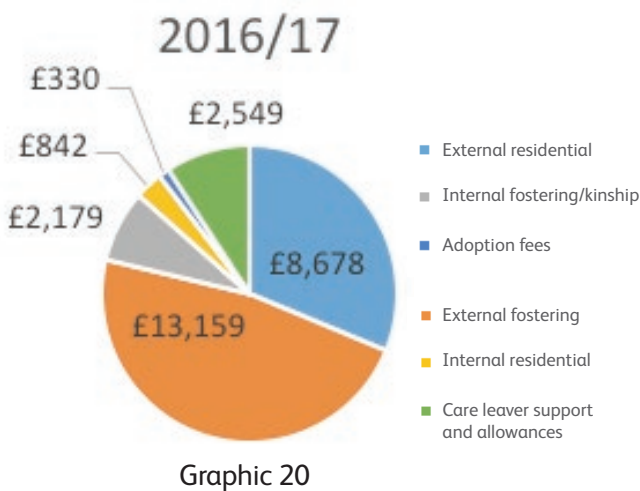
# 9

## Financial Analysis

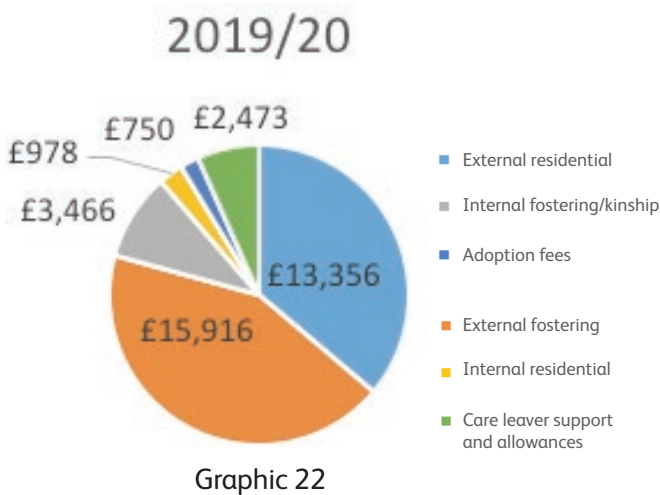
The figures below show the changing nature of the investment in our Children Looked After over the last three financial years. For 2019/20, it is a projection of spend based on the first 6 months of the financial year.

The financial analysis is clear to see, there have been three key changes over the last three years:

- An increasing spend on internal fostering/kinship care year on year,
- An increasing use, year on year, of residential provision which reflects the increasing complexity of young peoples' needs,
- During the first two years there is increasing use of external fostering reflecting the increasing demand. In the last year this has levelled off with the increase in the use of residential options.



For parents there are consistent issues regarding their mental health, use of substances, and that domestic abuse is a key feature in the lives of a significant proportion of our children and young people in need.





# 10

## Analysis and Key Messages

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### Why are the numbers increasing?

Analysis suggests the following reasons for the increase in Children looked after:

- The population of children and young people is increasing,
- There are fewer children and young people ending care than starting care,
- There has been an increase in Unaccompanied Asylum Seeking Children (UASC)
- The increased use of Care Orders by the Family Court of children living with parents and kinship carers whilst retaining their looked after status.
- There is lower use of Special Guardianship Orders
- There are low numbers of revocation of Care Orders
- There is impact of substance misuse, mental health and domestic abuse.
- There is increasing complexity in terms of the needs of children and young people looked after.

### Analysis of where we are now?

The information set out in this strategy has highlighted the following issues with the current range of services, across the whole child's pathway:

- There is an imbalance between in-house and externally commissioned services.
- There are too many out of area placements made for reasons of local sufficiency rather than in the child's best interest.
- There is a high degree of stability for most children but evidence that children with more complex needs who become looked after in an emergency experience more unplanned moves.
- There is limited therapeutic residential provision in the Cardiff area resulting in the need for out of area services for children with more complex needs.
- Specific needs around sibling groups, different age groups and ethnicity and cultural background need to be considered.
- There is no specific support for Special Guardianship Order and kinship care arrangements.

“I want to live in Cardiff. I've been all over Wales and it doesn't work”

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# Children's Services Commissioning Priorities

The Children Services Strategy (2019-22) reflects a genuine partnership in which all are committed to:

The picture is clear to see, there have been three key changes over the last three years:

- 'Narrowing the gap' so that children looked after children achieve their potential.
- Improving services so that fewer children need enter the looked after system.
- Listening to children looked after and improving their experience of care wherever possible as a result.

Our commissioning priorities set out below reflect our commitment to working in partnership to improve outcomes for our children looked after.

The Cardiff the 'Corporate Parenting Strategy' sets out the shared vision of the Cardiff Council and the University Health Board for children looked after.

'A child who is cared for by the Council has the right to expect everything from a corporate parent that would be expected from a good parent. Every good parent knows that children require a safe and secure environment in which to grow and thrive. Parents protect and support their children against the dangers and risks of life. Parents are ambitious for them and want them to reach their potential. Parents celebrate and share in their achievements.'

This Commissioning strategy aims to contribute to this vision with a particular focus on 'safe and secure environments in which to grow and thrive and parents protect and support their children against the dangers and risks of life'. It will contribute through focusing on seven key commissioning intentions.

## Commissioning Intentions: 'the right homes for our Children Looked After'

Our analysis of need, and the experiences of our young people, has enabled us to develop the following commissioning priorities:

Over the next three years we will:

1. Complete the reshaping of **early help and support** to families to prevent the escalation of needs and reduce the need for alternative homes including Family Group Conferencing prior to any child becoming looked after.
2. Where it is safe to do so, we will look to bring our children and young people back closer to Cardiff, using a Re-unification Framework to support children to return safely to their own families, as we know this achieves better outcomes for them.
3. To respond to the **therapeutic and mental health and well-being needs** of Children Looked After, their parents and carers through the development of a range of therapeutic service with partners.
4. Reshape our respite provision to offer flexible short break opportunities including emergency provision for children with disabilities, and other children young people and families.
5. Redesign our Local Fostering service in order to increase our numbers of Cardiff Foster Carers homes for children
6. Increase the availability of local placements through our collaborative market engagement with providers to shape provision to better meet the needs of our children and young people.





7. To commission and develop **additional internal residential provision** in Cardiff to enable flexibility especially for complex cases.
8. To further develop accommodation **sufficiency for vulnerable young people and those leaving care**
9. To further develop our **understanding of the needs** of this important group of children and young people by completing a detailed needs analysis.

As this commissioning programme is implemented provision will be accessible to all young people based on their own unique set of circumstances, including; young carers, those affected by disability and ill health, those affected by adverse childhood experiences, those from BME communities and those affected by any form of exploitation including unaccompanied children seeking asylum.

These 9 commissioning intentions are explained in more detail below. This strategy gives the overview of priority commissioning projects over the next 3 years as well building upon the excellent work already underway.

## 1. Early Help and Support to Families

- **Priority 1:** Complete the reshaping of early help and support to families to prevent the escalation of needs and reduce the need for alternative homes and consistent with the Early Help Strategy.
- **Aim:** Develop a range of support services for families, including kinship and SGO carers, available as and when required and addressing the needs of the children, young people, carers and parents.
- **Result:** A flexible and responsive support services for families available as and when required including Family Group Conferencing
- **Progress:** This will include the commissioning of Family Group Conferencing currently underway.
- **Financial Assumption:** The reduction in demand due to less family breakdowns.

## 2. Our Children and Young people closer to Cardiff

- **Priority 2:** Where it is safe to do so, we will look to bring our children and young people back closer to Cardiff, using a Re-unification Framework, as we know this achieves better outcomes for them.
- **Our Aim:** To embed the NSPCC Re-unification Framework within Children's Services and with 3rd sector partners.
- **Result:** This will drive forward the rebalancing of care strategy to ensure children return to live with their families following a period of being looked after in a timely manner and where it is in their best interest to do so. This will include reviewing existing and recent placements.
- **Progress:** The training and beginning of this work is taking place in November with further training planned for early in 2020.
- **Financial Assumption:** Reduction in unit costs by moving from higher cost to lower cost placements.

## 3. Therapeutic and Mental Health Support

- **Priority 3:** To further respond to the therapeutic and mental health and well-being needs of Children Looked After, their parents and Carers.
- **Our Aim:** Develop a Therapeutic Interventions able to support children, young people, parents, carer and the social care workforce.
- **Result:** to provide direct intervention to children and their families including the whole spectrum of substitute carers (from emergency short break carers to adopters). The service will also provide consultation, support and training for staff and carers including parents.
- **Progress:** Further work is underway as part of the regional partnership working and funded through ICF.
- **Financial Assumption:** Mental health support will reduce family difficulties and reduce demand due to family break-down.



#### 4. Reshaping Respite and Short Break Provision

- **Priority 4:** Reshape our respite provision to offer flexible short break opportunities including emergency provision for children with disabilities.
- **Our Aim:** Reshape our current respite care provisions to offer flexible, sessional and time limited short break opportunities.
- **Result:** To provide a new model of short break support, including sessional support, to respond to the needs of vulnerable families and children with disabilities and linking with domiciliary models in adult social care.
- **Progress:** Work is already underway regarding the re-provision of Ty Storrie and moving to a short break rather than respite model of care.
- **Financial Assumption:** Demand will be reduced through more flexible short-break opportunities which will reduce family distress and potential break-downs.

#### 5. Our Fostering Service

- **Priority 5: Redesign our Local Fostering service in order to increase our numbers of Internal Foster Carers and ensure the placement process is fit for purpose.**
- **Our Aim:**
  - a) To ensure we have increased numbers of carers to meet the needs of all children that are placed in an emergency, or on a short term assessment basis until clear permanency plans are established. This includes developing foster carers with more specialist skills.
  - b) To provide alternative substitute family arrangements including; private fostering, kinship care, special guardianship, generic fostering and Safer Families Together.
  - c) To review the current Placement process to ensure it is fit for purpose going forward.
- **Result:**
  - a) Increased numbers of carers able to meet the needs of our vulnerable children and young people.
  - b) A compliant placement process able to manage demand and delivering value for money placements.
- **Progress:** Increased recruitment of additional Foster Carers is already underway and further Social Work support has been added to the Placement team to add assisting with increasing demands for placements.
- **Financial Assumption:** To ensure we have more alternatives to IFA fostering placements through more internal and alternative types of fostering placements.

#### 6. Increase the availability of local placements

- **Priority 6:** Increase the availability of local placements through our collaborative market engagement with Providers to shape provision to better meet the needs of our children and young people.
- **Our Aim:** To refocus of the relationship between the Local Authority and Independent Fostering Agencies.
- **Result:** To build a resilience across the sector by working in partnership to meet the needs of our children where they will best be met within a fostering family with a view to permanence. This will include a tiered approach to matching needs with resources so that the children with the highest needs are matched with the carers with the highest levels of expertise.
- **Progress:** engagement with Providers is already taking place and a more positive and collaborative relationship is being established.
- **Financial Assumption:** To develop the market of providers to ensure that there are more local and cheaper options for placement in or near to Cardiff.

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## 7. Additional Internal Residential Provision

- **Priority 7:** To commission/ develop additional residential provision in Cardiff to enable flexibility especially for complex and emergency cases.
- **Our Aim:** To increase our residential capacity in the Cardiff area so Children's services have more flexible generic residential provision available.
- **The Result:**
  - a) Commission a range of furnished family homes across Cardiff, from existing Local Authority housing-stock, which can be utilised on a flexible basis by Children's Services. The additional 5 provisions will include:
    1. An assessment service that can provide step up and step down provision for young people to ensure that they have robust permanency plans in place.
    2. A flexible provision used when there is an emergency placement needed.
    3. An alternative to secure provision
    4. additional in-house Childrens' Homes similar Crosslands that is based on the same philosophy and model.
    5. Services that provide support and accommodation for older children/ young people who are working towards independence.
  - b) Alongside the new homes we will create a skilled and experienced workforce that have the skills to achieve positive outcomes and sustain placements
- **Progress:** One house has already been identified and will shortly be available to Children's Services.
- **Financial Assumption:** Ensure we have purposeful cost effective residential provision in Cardiff, reducing the length of time of residential care and the need for out of area placements.





## 8. Adolescent Provision

- **Priority 8:** To further develop accommodation sufficiency for vulnerable young people and those leaving care.
- **Adolescent Resource Team**
- **Our Aim:** Considerable progress has already been made regarding the regional project developing the Cardiff Adolescent Resource provision across the region.
- **Progress:** To further develop the provision particularly linking to the needs for additional residential provision offering short breaks and assessment space for the most vulnerable young people.
- **Young Carers pilot support project**
- **Our Aim:** To pilot young carer provision to ensure their needs are assessment and signposted to appropriate services. The pilot will address the needs of young carers who need additional family support.
- **Progress:** The YMCA has been commissioned to deliver this for the Council. This will be established for 2020.
- **Young people Leaving Care Accommodation**
- **Our Aim:** To commission additional supported housing accommodation for young people leaving care. To build on the young person's gateway to ensure we have sufficient accommodation with support for care leavers and young people who cannot live with family and friends or independently, including Unaccompanied Asylum Seeking Children who are subject to Age Assessments.
- **Progress:** A new Gateway has already been put in place with colleagues in the Housing team. There is additional need for capacity with regard to the most complex young people who have accommodation needs.
- **Financial assumption:** Additional young people-focused and cost effective provision within Cardiff.

## 9. Needs Analysis

- **Priority 9:** To further develop our understanding of the needs of the current and future needs of this important group of children and young people by completing a detailed needs analysis.
- **Our Aim:** In order to further develop provision to meet needs it is important we develop a more detailed understanding of our children and young people's needs.
- **Result:** A set of needs assessments on key cohorts including placements resulting from; placement breakdown, children on the edge of care, and children with disabilities going into residential provision.
- **Progress:** An initial start has taken place drawing on consultation with children, young people and social care staff to gather a better analysis. In addition work has been completed to understand the increase in residential placements.
- **Financial Assumption:** A more detailed needs analysis will enable better matching between our vulnerable children and young people and the additional provision needed.

“ I am very grateful and extremely lucky, to have loving and caring foster carers who have made me feel a part of their family ”

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# 12

## Our Commissioning Approach

Commissioning can take place at many levels or scales, from micro (individual) to macro (Cardiff wide). There will be an optimal level of commissioning for all services – our task is to identify at what level commissioning should take place in order to meet need in the most efficient and effective way. This commissioning strategy is focused on both the individual child looked after and the provision we need across Cardiff to respond to their needs.

Our commissioning approach will strive to ensure we commission confidently, working in partnership with providers of quality services and partner organisations, engaging in continuous improvement resulting in services, which respond to the needs and aspirations of service users and carers.

Diagram 4 shows some of the key actions that are involved in our commissioning approach. Depending on the specific commissioning task different aspects of the commissioning cycle will be used.



Graphic 22 IPC commissioning model

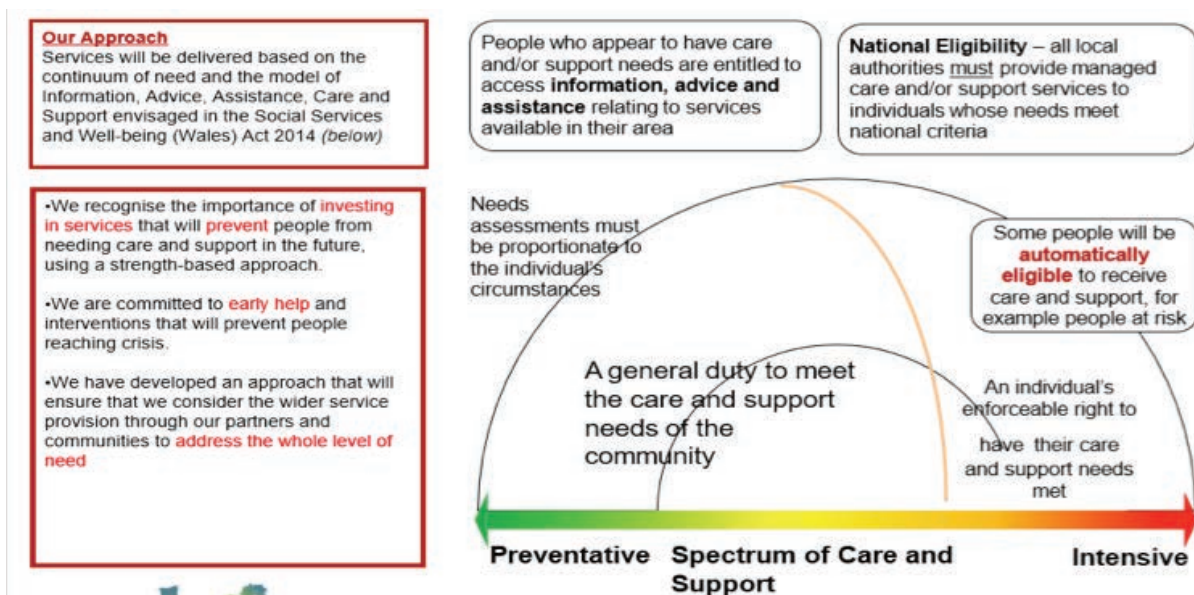
The key principles that drive our approach to commissioning are that all commissioned provision should be:

- Informed and listen to the voice of our children and young people,
- child centred, family focused, strength based and restorative,
- evidence based and trauma informed,
- appropriately skilled Carers,
- flexible and responsive,
- best value for money,
- outcome based.

Whether we are commissioning a service for an individual, or for a client group, it is essential that a common approach is used. This involves:

- Engaging with and taking ownership of a needs analysis,
- Using the business planning process to monitor our commitments,
- and basing our commissioning plans around meeting those commitments,
- Establishing what we can and can't provide and the risks of service failure,
- Gaining clarity over the finances available now and in the future,
- Joint planning with other authorities and partner organisations,
- Understanding and stimulating the Market,
- Maintaining robust monitoring and reporting to ensure quality assurance,
- Decommissioning services where there is no longer a need, or the need can best be met using an alternative approach.

Services will be delivered based on the continuum of need and the model of Information, Advice, Assistance, Care and Support envisaged in the Social Services and Well-being (Wales) Act 2014 (diagram 4)



Graphic 23

# 13

## Next Steps

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The next phase of this commissioning strategy will be the development of an implementation plan. A considerable amount of this work has already been started and the programme will build on this strength. A programme management approach will be put around the 9 priorities. The programme will involve 9 work-streams reflecting the priorities and small teams of key staff will lead the work.

The governance of this programme will be through the existing Social Services Commissioning Board which meets monthly and is chaired by the Director of Social Services. A number of the priorities will involve partner agencies and they will be invited from the outset.

We will define success in five key ways:

- Improved outcomes for our Children and Young people looked after,
- A stabilisation and then gradual reduction in demand for alternative family placements,
- More children and young people placed in Cardiff,
- A reduction in the use of residential placements,
- Better value for money.









## Market Position Statement

From 2019 to 2022

A statement to providers about our Children's Services explaining the current demand and projected future need for our foster, residential and supported living services for our children looked after

### Introduction

We have developed a Commissioning Strategy called "Right Home, Right Place-Commissioning Accommodation and Support for Looked After Children in Cardiff" that shapes and informs our commissioning priorities. This strategy was developed through data analysis of the children looked after population; consultation with stakeholders including children and young people; engagement with Providers; and linking back to our Children's Services and Corporate parenting strategies. This commissioning strategy contributes to Children's Services Strategy by looking to facilitate, with partners, a range of provision and options which support further improvements in outcomes for this important group and children, young people and families. This will be supported by a Children's Services approach which places an emphasis on prevention and early intervention to give children the best possible outcomes and better manage the pressure on public services.

**Our vision is to have a vibrant provision in Cardiff able to meet the changing needs of our children and young people in a flexible and responsive way.**

**Aim – What do we want our strategy to do?** Our aim is to build, reshape, and expand our current provision, services and placements to further improve the outcomes of our vulnerable children, young people and families.

The commissioning strategy 'Right Home, Right Place' provides direction on the arrangements we will put in place and services we will commission to achieve the following commitments:

- We will reduce our reliance on services away from Cardiff where these are not in the best interest of the child and young person.
- We will increase the number of children and young people supported to live safely with their families.
- We will strive to safely reduce the rising number of children and young people looked after.
- We will increase the numbers of kinship carers.
- We will increase the number of Cardiff Council Foster Carers.
- We will work positively with Independent Fostering Agencies and Residential Providers.
- We will increase the range of local residential services.
- We will improve the way we commission.

We are now able to set out our Market Position Statement (MPS) to effectively communicate our vision for the strategic commissioning of accommodation and support for children looked after to the market. Our aim is to meet our Sufficiency Duty by increasing placement choice and enable good matching, through;

- Working in partnership with children and families to co-produce solutions for service delivery based on their needs,
- Shaping and growing our internal services to respond to their needs,
- Collaborating and working with stakeholders, and a range of public and private sector partners to deliver local services to our children looked after,
- working in collaboration with public sector partners across the regional footprint where this offers identifiable benefits,

- working in collaboration with a range of providers to co-produce outcomes focussed services acknowledging that there are a range of different methods for strategic commissioning with multiple partners who may be co-operatives, charities or commercial partners.

## Purpose of our Market Position Statement

This Market Position Statement is primarily aimed at fostering providers (referred to as IFA's) and providers of children's residential care homes who are; delivering, able to deliver, or are planning to deliver services in our local area. This document will help to structure engagement between the Council, Children's Services, our children looked after, their family and friends, carers and providers regarding the future vision of this service.

Our Market Position Statement will:

- Act as a starting point for discussions between Children's Services and Care Providers;
- Provide data on current placements and forecast demand to inform providers on specific areas of growth or need;
- identify priority service areas of development where we want to co-produce, collaborate and commission services from providers.
- Clarify and develop our strategy in terms of the range of commissioning approaches we want to develop

Where sufficiency cannot, for identifiable reasons, be achieved in the local area, there is a joint commitment to prioritise sufficiency across regional footprints that mirror the Regional Partnership Board (RPB) and Local Health Board (LHB) footprint. The basis for this commitment is evidence based, intended to support improved outcomes for looked after children and to maximise use of local resources for local children.

When considering Cardiff as a location for your service we welcome an early conversation with providers to help inform location assessments and decision making on service developments.

## What Outcomes do we want for our Children?

We will ensure that children looked after are in safe, secure and homely environment that meets their assessed needs, to enable them achieve the best possible outcomes and fulfill their potential. Under the Social Services and Well-being Act (Wales) 2014, this is now articulated through the concept of well-being.

The Children's Commissioning Consortium Cymru (4C's) have in worked with young commissioners to identify outcomes that are important to children and young people, (Young Persons 360 degree Outcomes [Link](#)).

## Consultation with Children and Young people and Key Stakeholders

We have carried out a number of consultative exercise with Children and Young People and Key Stakeholders who have provided us with a clear vision of what works, what does not and what provision they would like to see in the future. This is critical information to influence commissioning and will form part of an ongoing process of consultation and planning to inform our strategic priorities. A number of engagement exercises have been carried out to inform this and other strategies and come from the following sources;

- Bright Spots Survey of 255 of children looked after by Cardiff County Council(September 2018)

- Local Authority Social Services Annual Report consultation(April 2019)
- Consultation with children and young people living in the Cardiff Council Residential Service (May 2019)
- Child Friendly City consultation (July 2018)
- Key Provider workshops in September and October (2019)
- Key Staff engagement in October (2019)

There are a number of themes, which emerged from our consultations with children and young people, which can be summarised as the following:

- They do not like the term 'placement' or 'unit'. They want a place they can call 'home'.
- Young people want regular review contact arrangements,
- They want to understand why decisions have been made,
- Children want to feel included and understand why they are in care,
- Children and Young people want to be trusted and feel involved in activity planning,
- When care planning they want staff to be aware of gender differences
- They want opportunities to improve young people's feelings about their appearance and body image.
- They want more opportunities to benefit from being in the outdoors.
- Most Children and young people have good relationships with their carer's.
- The vast majority feel safe in their setting.
- Most feel positive about their futures.
- They would like access to the internet.
- Most children and young people want to stay in their local are.
- They want to remain close to their families, friends and local communities.
- They want to remain in contact with carers after they have left for ongoing support.

Our Providers have also made some important messages. The overriding messages was a willingness to work even closer, in partnership, with the Council. A number of important messages emerged through these discussions.

- Understanding of the importance of children and young people being placed close to home where appropriate to do so.
- Providers have a range of experience, skills and knowledge that can help in the development of services.
- Willingness to engage in shared learning and development.
- A shared challenge on recruiting Foster Carers.
- Providers would like a more planned approach for young people leaving care.
- A need for an ongoing dialogue.
- Providers want to understand how needs and demand is changing.
- The importance of the partnership between the Council and Providers.
- There could be further improvements in the placement process.
- Providers willing to consider alternative commissioning arrangements.
- We are seeing some children and young people with more complex needs.

Our staff have also given use some important messages especially with regard to the changing nature of their work and the changing needs of the children, young people, parents, carers and families.

- It is more difficult to find suitable homes for our children and young people,
- There are more sibling groups needing support,
- Some children and young people have more complex needs,
- We want to be able to offer more support to families,
- We want to help bring families together again,
- We need to improve out processes,
- Demand is going up.

## Carer Skill Set & Training

Our social work practice adopts the Signs of Safety approach that is outcome-focused and strength-based. It is therefore helpful if carers are recruited, trained and supported to work in a consistent way alongside our social work teams. We want to be able to place Cardiff children looked after with carers who are confident and competent in their approach, with appropriate qualifications and training ( e.g. completion of the All Wales Induction Framework ( AWIF), achievement of Qualifications and Credit Framework ( QCF) at the appropriate level for the roles they are undertaking). We will also, where appropriate provide opportunities for joint training.

As an Authority, we have a range of internal resources that we can deploy to work with external providers to support placement sustainability and prevent placement breakdown.

## Support we will offer in service development

We want to work collaboratively with good quality providers to co-produce development of services that we need. In specific areas, a co-production approach with shared resource components between us and providers that work in an integrated way may be identified as the best approach. Opportunities for discussions on co-production will be publicised across the market.

We take a relationship based approach to commissioning underpinned by compliant procurement processes. We believe that use of e-procurement systems are an effective tool that can complement relationship commissioning rather than transactional commissioning, with a positive ethos adopted by partners.

We will facilitate events for existing and potential providers on an ongoing basis.

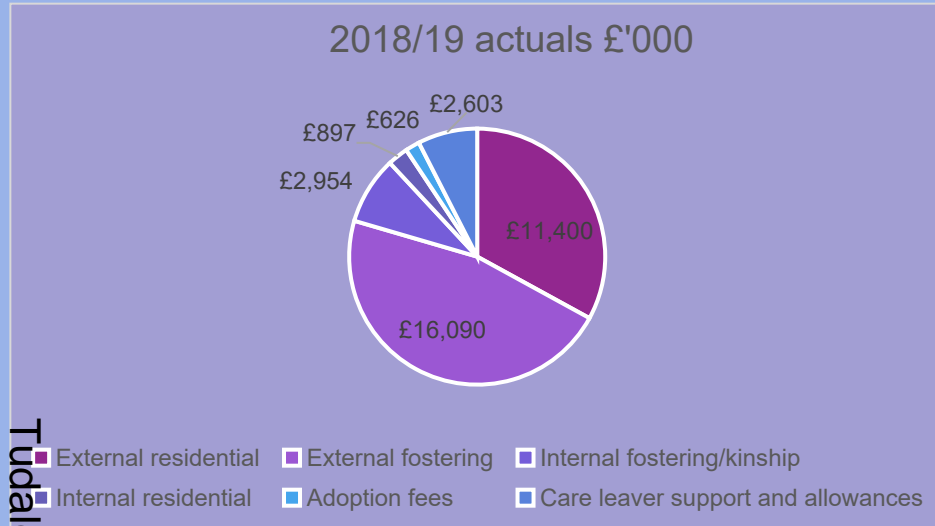
We will use forums and events at local, regional and national level to engage with providers, these may be facilitated by Cardiff Council, 4Cs or RPBs and we encourage providers to attend these events which are valuable to information sharing and networking.

We will ensure the voice of the child is heard by continuing to support children who are looked after to influence our commissioning decisions and will always consult with them to shape the services that they want.

## Resource

Like most Welsh Local Authorities, we operate within the context of reduced funding and increasing demand pressures.

2018/2019 spend and the distribution across service areas was as follows:



For 2020/21 Social Services in Cardiff has a provisional efficiency savings target of £2.528m. With approximately 70% of its net budget made up of externally commissioned services, there is a strong savings focus on the cost and volume of commissioned services.

We are therefore more likely to commission services that have clear aims and objectives, target resources and provide strong evidence of impact of value for money. Having a model of care that is understood and embedded across the whole organisation is a development that we absolutely welcome. Research evidences those models setting clear expectations with a consistent approach build staff confidence. They improve the quality of assessment, intervention, and direct work with children and their families and ultimately improve outcomes for children. We are committed to work with providers to support service

## Current Trends - Key Factors that are specific to Cardiff-the Local Context

- The population of Cardiff is growing at a faster rate than any other large city across the UK which will have a significant impact on demand for public services.
- The age profile of the population of Cardiff is expected to increase significantly. The number of children between the ages of 0-19 years is forecast to increase from 88,280 in 2017 to 107,630 in 2035, which is a significant increase of 18%. This will have a significant impact on Children's Services and the types of services we need to provide and commission.
- The rate of referrals to Children's Services in Cardiff has been in line with the Wales rate until March 2018 where it was slightly higher.
- When considering the number of children looked after over the last 5 years, Cardiff has seen a significant rise of 20% from 2013 (78 per 10,000 population) to 2018 (97 per 10,000 population). More recent data indicates that there has been a further increase from 112 per 10,000 population in March 2018 to 122 per 10,000 at 31<sup>st</sup> March 2019. This is an increase of 62% since March 2013.
- There is a close relationship between those becoming looked after and those ending care, in other words the upward trajectory reflects more children becoming looked after than those ending being looked after.

## Where we are now

Demand is increasing in Cardiff and there are insufficient foster care placements to meet this demand.

There is a lack of skill set to support requiring more complex care packages to remain in families

We are keen to place more children locally in Cardiff; too many are placed outside of Cardiff due to lack of sufficiency.

We lack fast response emergency placements.

We lack sufficient age appropriate placements.

We are slightly above the welsh average for 3 or more placement moves.

## What we don't need

We do not want to compete with independent providers for local carers.

We want to work together with independent providers to ensure that there is sufficient resources within Cardiff based on profiles of need.

## Where we want to be

We want to work with the market collaboratively to ensure that Cardiff placements are filled with Cardiff children and young people.

We would like more of our young people to be close to Cardiff

We would like to be able to respond to the therapeutic and mental health needs of children looked after

We would like to develop respite provision to offer flexible short break opportunities, including emergency provision for complex cases

We would like to see a high level of placement stability with Cardiff being below the welsh average.

## Key Statistics

- Numbers of external IFAs has increased over 3 years period against relative little growth in house provision.
- Recent audit of 100 placement referral forms has shown that 5 or more – mental health CSE, exposure to DV
- As at March 2019 there were 194 (23%) out of area fostering placements
- Cardiff is unusual with a such a low level of in house fostering provision
- 18% of placements are emergency requests
- 9.6% of children looked after with 3 or more placement moves.

## Carer skill set & training desired:

- \* Ability to support children and young people who have therapeutic, mental health and behaviour management needs;
- \* Resilient when faced with threat of physical harm by young people; skilled in de-escalation;
- \* Resilient & trained to work with childhood trauma, absconding, risk of CSE, risk of criminal exploitation, self-harm behaviours, USAC and those with ASD
- \* Carers who are able to accept emergency referrals
- \* Carers who are able to work to reunify children and young people with their families
- \* Proactive asking for support when needed;



## Where we are now

Demand is increasing for residential placements

We are keen to place more children locally in Cardiff; too many are placed outside of Cardiff due to lack of sufficiency.

Too many children and young people are placed in secure welfare placements

There has been an increased demand for specialist therapeutic and non standard models of residential care

## Key Statistics

- \* 20 residential placements since Jan 2019
- \* 58 out of area residential placements (82% of the residential population)
- \* 5 young people in secure welfare placements

## What we don't need

We do not want to compete with independent providers.

We want to work together with independent providers to ensure that there is sufficient resources within Cardiff based on profiles of need.

## Where we want to be

To commission more specialist placements to meet the needs of our most vulnerable young people and most complex care packages.

To have sufficient accommodation with support for care leavers and young people who cannot live with family and friends or independently, including UASC who are subject to age assessments

We want to work collaboratively with a provider to develop local provision targeted at crisis intervention for young people. This includes the ability to accept emergency placements.

To have additional residential provision locally that can respond to children and young people with complex needs including mental health.

Have a range of furnished family homes across Cardiff, which can be utilised on a flexible basis by Children's services. These will include:

- \* Step up step down provision
- \* Emergency provision
- \* Alternative to secure
- \* Older children working towards independence

## Who we need

- \* Ability to support children and young people who have therapeutic, mental health and behaviour management needs;
- \* Trained in signs of safety
- \* Trained in trauma recovery & empathetic
- \* Trained in crisis intervention, can work calmly under the pressure of emergency planning
- \* Resilient when faced with threat of physical harm by young people; skilled in de-escalation, minimising restraints;
- \* Resilient & trained to work with childhood trauma, absconding, risk of CSE, risk of criminal exploitation, self-harm behaviours, USAC and those with ASD
- \* Services who are able to work to reunify children and young people with their families

## How we will commission services

Striving to ensure we commission confidently, working in partnership with providers of quality services and partnership organisations engaging in continuous improvement resulting in services which, respond to the needs and aspirations of service users and carers.

The key principles that drive our approach to commissioning are that all commissioned services should be:

- Child centered, family focussed, strength based and restorative
- Evidence based and trauma informed
- Involves service users
- Outcome focussed
- Best value for money
- Appropriately skilled carers
- Flexible and responsive

We will continue to use the All Wales Local Authority Frameworks to commission individual placements across a range of placement types. These frameworks deliver strategic level partnerships with providers in fostering and residential services. The frameworks are used where either the Local Authority's Sufficiency duty necessitates external commissioning or where best quality, outcome delivery and value for money is achieved through external commissioning rather than an internal service delivery.

The vehicle we use for e-tendering external fostering and residential placements is the Children's Commissioning Support Resource (CCSR) which offers transparent and outcomes focussed placement commissioning for both Framework and Non-Framework regulated placements and allows compliance with the relevant procurement guidance and regulation that underpins our commissioning. We want our market providers to be registered on CCSR to respond to tenders that are published.

For bespoke or larger tenders we use Sell 2 Wales and actively require our market providers to be registered on this site to respond to tenders that are published ([link](#)).

Following the distribution of this MPS, we will be organising events for all providers to share the Strategy and MPS and we will be happy to speak to individual providers about any issues they have about the MPS following these events. If you are considering Cardiff as a location for your service, we welcome an early conversation with providers to help inform location assessments and decision making on service developments.

This MPS is a live document and will be updated annually or whenever there are key changes that you need to know about. ([hyperlink to LA Website post Cabinet](#))

Contact us  Commissioning - email & telephone  Contracting - email & telephone

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Appendix 3

<b>Policy/Strategy/Project/Procedure/Service/Function Title:</b> <b>Right Home, Right support – A Commissioning Strategy for Accommodation and Support for children Looked After.</b>
<b>New/Existing/Updating/Amending:</b> New

<b>Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?</b>	
Name: Angela Bourge	Job Title: OM – Resources
Service Team: Children’s Services	Service Area: Social Services
Assessment Date: 22.10.2019	

**1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?**

<p>1. The proposed Commissioning Strategy is part of, and should be read in conjunction with the overarching Cardiff’s Children’s Services Strategy 2019-2022 “Delivering Excellent Outcomes”</p> <p>2. The development of a Children’s Commissioning Placement Strategy will set out the proposed approach to the strategic commissioning of placements by Children’s Services</p> <p>3. There are a number of other priorities in terms of providing a family based approach to being looked after as well as measures to prevent children coming into care. However, it is critical that Children’s Services develop a more strategic approach to commissioning services that include the development of in house services and in area arrangements. Childrens’ Services can only achieve this if it has a profound understanding of the needs of the child and provide person centred services to meet their needs.</p> <p>4. Children’s services also need to continue to develop strong relationships with external providers as it is unable to sustain and deliver services entirely in house. Therefore a mixed economy of accommodation and</p>
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support must be developed.

5. It is the intention of the Commissioning Strategy and Market Position Statement is to clearly map out the future intentions of Cardiff Council to ensure a mixture of in house and external provision for Children Looked After.

- 2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]**

1. There is a national shortage of placements for Children Looked After. In October 2017, the Association of Directors of Social services (ADSS) Cymru, the Welsh Local Government Association (WLGA) and the national Adoption Services (NAS), made a submission to the Public Accounts Committee Inquiry looking at public services for care expensed children and young people. The submission stated that the increasing complexity of cases and the growing numbers. Of children are negatively impacting on both the availability of appropriate placements and the cost of placements. Whilst they recognised that positive work of initiatives such as the National Fostering Framework and the work of the Welsh Government Residential Task and Finish Group, the work of the Children's Commissioning consortium Cymru (4Cs) and Local Authority Placement Teams, they felt that the lack of appropriate placements for Children Looked After was approaching crisis point.

2. In Cardiff, Children's Services has seen a significant rise of 20% in the number of Children Looked After over the last 5 years from 83 per 10,000 population in 2013 to 119 per 10,000 population in 2018. At the time of writing this report there are 943 Children Looked After with 73 children placed in residential provision with a cost ranging from £1,800 per week for a mainstream placements to £7,800 per week for a secure placement. The lack of available placements, is contributing to a position where a provider's market is able to

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prevail.

3. In September 2017, the Children and Young People’s Scrutiny Committee agreed to undertake a Task and Finish Group to make enquiries into “Out of Area” Placements. The focus of the group was to:

- i. Review the current provision, including types, provision, cost and impact on resources
- ii. Identify gaps in local provision and impact on Social Services and Education
- iii. Identify barriers in providing additional support in Cardiff and the impact on children placed out of area.

4. Cardiff is facing unprecedented levels of demand for Children Looked After. At the end of March 2019, there were 902 Children Looked After by Cardiff and as a result Children’s Services need to identify a range of options to ensure that the child is provided with safe, secure and supportive settings. This will include, residential care, foster care, as well as opportunities to for children Looked After to be placed with parents, placed with family members and placed for adoption.

5. This is not unique to Cardiff as other Local Authorities across Wales are facing similar challenges. However, what is unique to Cardiff is that Children’s Services is heavily reliant on external providers for both Independent Foster Agencies and Residential Care and many children are placed out of area across the UK. Children’s Services has an extremely underdeveloped in house service for Foster Care and Residential Care that currently provides 101 places out of a population of 492 children in Foster Care and 70 children in Residential Care of which 58 are in external providers out of county, with only 6 places available in house, in Cardiff .

6. The proposed approach to the strategic commissioning of placements by Children’s Services in Cardiff is to:

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- shape our internal services to maximise the benefits of public sector provision in terms of quality and value for money;
- develop local and regional models of support to prevent out of area placements unless necessary
- work in collaboration with public sector partners across the Regional footprint where this offers identifiable benefits;
- increase accommodation and support choice supplemental to our Sufficiency Duty to enable good matching;
- work closely with external providers of support to looked after children to ensure there is wide range of choice
- co-produce outcomes focussed services acknowledging that there are a range of different methods for strategic commissioning with multiple partners who may be co-operatives, charities or commercial partners.

7. The purpose of the proposed Commissioning Strategy is to pull together in one document Children's Services commissioning vision, its priorities , its statement of intent and how it is going to achieve it .It will align and build on the recommendations and actions set out in Cardiff Councils, 'Capital Ambition Corporate Plan' and the Childrens Services Strategy, "Delivering Excellent Outcomes" .

### 3 Assess Impact on the Protected Characteristics

#### 3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years	X		
18 - 65 years	X		
Over 65 years			

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**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

**What action(s) can you take to address the differential impact?**

The strategy identifies the range of provision that is required to successfully meet the needs of Cardiff Children Looked After – as well as resources to prevent children and young people becoming looked after in the first place.

It is therefore felt to have a differential positive impact on children and young people up to the age of 18 years and care leavers between the age of 18-21 years who require supported accommodation. It will increase placement choice in the Cardiff area for this group of children and young people, thus providing them with more opportunity for their needs to be met (where appropriate) closer to home and in close proximity to family and friends.

**3.2 Disability**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Hearing Impairment	<b>X</b>		
Physical Impairment	<b>X</b>		
Visual Impairment	<b>X</b>		
Learning Disability	<b>X</b>		
Long-Standing Illness or Health Condition		<b>X</b>	
Mental Health	<b>X</b>		
Substance Misuse	<b>X</b>		
Other	<b>X</b>		

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Whilst it is not envisaged that development of new homes proposed in the strategy will specialise in meeting the needs for disabled young people, the properties will be fully adapted to a high standard so that it could accommodate young people with a disability should the need arise. It is therefore felt that this proposal will have a positive differential in respect of disability.

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The strategy also addresses the shortfall in support services for disabled children and their families/respite care and it is felt that the recommissioning of domiciliary care/support service for children and young people will enhance and expand the current range of services available which will provide a positive differential impact for this cohort of children and young people.

**What action(s) can you take to address the differential impact?**

The differential impact is a positive one and will be addressed via the strategy's comprehensive implementation plan.

**3.3 Gender Reassignment**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
<b>Transgender People</b> (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)			X

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

This activity will have neither a positive or negative impact on this group of people.

**What action(s) can you take to address the differential impact?**

N/A

**3.4. Marriage and Civil Partnership**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage			X
Civil Partnership			X

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

This activity will have neither a positive or negative impact on this group of



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people.

**What action(s) can you take to address the differential impact?**

**3.5 Pregnancy and Maternity**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy			X
Maternity			X

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

The development of local placements will address the current shortfall in mother and baby placements. Additionally local placements may be required to look after a young person who is pregnant. Risk assessments will be undertaken in such instances to ensure that the placement can safely meet the needs of a pregnant young person.

**What action(s) can you take to address the differential impact?**

The differential impact is a positive one and will be addressed via the strategy's comprehensive implementation plan.

**3.6 Race**

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White			X
Mixed / Multiple Ethnic Groups			X
Asian / Asian British			X
Black / African / Caribbean / Black British			X
Other Ethnic Groups			X

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

This activity will have neither a positive or negative impact on this group of

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people.

The strategy will seek to address the individual needs of young people taking into account their ethnicity or cultural needs. It will be required to have a healthy approach to celebrating diversity. It will also recognise the specific challenges in Cardiff for identifying appropriate placements for Unaccompanied Asylum Seeking young people to ensure that the cultural needs of this cohort of young people can be met in a sensitive and appropriate way.

**What action(s) can you take to address the differential impact?**

Staff and carers providing placements will be expected to undertake appropriate training to ensure they are able to meet ethnic and cultural needs of young people placed with them.

Procedures will respect cultural diversity and equal opportunities.

Monitoring of recruitment processes will also be undertaken to ensure that we provide the best opportunity to recruit and retain staff teams in our in-house provision that reflects the cultural diversity of the cohort of young people who are Looked After by Cardiff Council. The same will apply to our Foster Carers.

**3.7 Religion, Belief or Non-Belief**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist			X
Christian			X
Hindu			X
Humanist			X
Jewish			X
Muslim			X
Sikh			X
Other			X

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

This activity will have neither a positive or negative differential impact on this

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group of people.
<b>What action(s) can you take to address the differential impact?</b>
N/A

**3.8 Sex**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men			X
Women			X

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
This activity is not expected to have a positive or negative differential impact on men and/or women.
<b>What action(s) can you take to address the differential impact?</b>
N/A

**3.9 Sexual Orientation**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual			X
Gay Men			X
Gay Women/Lesbians			X
Heterosexual/Straight			X

<b>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</b>
This activity will have neither a positive or negative impact on this group of people.
<b>What action(s) can you take to address the differential impact?</b>
N/A

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**3.10 Welsh Language**

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language	X		

**Please give details/consequences of the differential impact, and provide supporting evidence, if any.**

Services are expected to meet the need of young people who are from a wide range of ethnic groups, including welsh.

Welsh culture is and will continue to be embedded within the opportunities to celebrate diversity within the delivery of services, and information regarding the service will be available both in Welsh and English in compliance with the Welsh Language Standards.

**What action(s) can you take to address the differential impact?**

Care providers (in-house and external) will be expected to demonstrate a commitment to promoting awareness of Welsh Culture within the service within the approach of celebrating diversity.

**4. Consultation and Engagement**

What arrangements have been made to consult/engage with the various Equalities Groups?

Consultation has been undertaken with children and young people looked after to inform the development of the strategy. The range of ways in which children and young people's views have been taken into consideration are set out in the strategy document.

Work with NYAS is on-going to ensure that children and young people play an

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active role in the implementation of the strategy – particularly in relation to the development of new children’s homes.

#### 5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	None
Disability	None
Gender Reassignment	None
Marriage & Civil Partnership	None
Pregnancy & Maternity	Risk assessment to be undertaken on pregnant staff and young people living within children’s homes who are pregnant.
Race	Arrange appropriate training and development of staff / carers to ensure cultural needs assessment and celebration of diversity
Religion/Belief	None
Sex	Ongoing monitoring of service delivery
Sexual Orientation	None
Welsh Language	Monitoring of the service to ensure compliance with the Welsh language standards.
Generic Over-Arching [applicable to all the above groups]	Planned engagement with young people regarding implementation of strategy – particularly the development of new children’s homes.

#### 6. Further Action

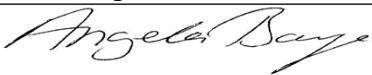
Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area’s Business Plan to be monitored on a regular basis.

#### 7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

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Completed By : Angela Bourge	Date: August.2019
Designation: Operational Manager, Resources	
Approved By:	
Designation:	
Service Area:	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email [citizenfocus@cardiff.gov.uk](mailto:citizenfocus@cardiff.gov.uk)