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PAPURAU ATODOL

Pwyllgor	PWYLLGOR CRAFFU GWASANAETHAU OEDOLION A CHYMUNEDOL
Dyddiad ac amser y cyfarfod	DYDD LLUN, 18 MEDI 2023, 4.30 PM
Lleoliad	YB 4, NEUADD Y SIR, CYFARFOD AML-LEOLIAD
Aelodaeth	Cynghorydd Taylor (Cadeirydd) YCynghorwyr A. Ahmed, S. Ahmed, Ash-Edwards, Boes, Lent, Lewis, Littlechild a/ac McGarry

Y papurau canlynol wedi'i farcio ' i ddilyn' ar yr agenda a ddsbarthwyd yn flaenorol

- 4 Diweddariad ar gaffael Partner Datblygwr ar gyfer Prosiect Adfywio Trem y Môr** (*Tudalennau 3 - 162*)
Craffu Cyn Penderfynu
I ddilyn.

Ni fydd Atodiadau 2, 3 a 4 yn cael eu cyhoeddi gan eu bod yn cynnwys gwybodaeth sydd wedi'i heithrio dan y disgrifiad a geir ym Mharagraffau 16 a 21 Atodlen 12A Deddf Llywodraeth Leol 1972.

- 6 Adroddiad Blynyddol Gwasanaethau Cymdeithasol yr Awdurdod Lleol 2022/23** (*Tudalennau 163 - 328*)
Craffu Cyn Penderfynu ar y Cyd gyda'r Pwyllgor Craffu Plant a Phobl Ifanc.
I ddilyn.

Davina Fiore

Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol

Dyddiadd: Dydd Mawrth, 12 Medi 2023

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Mae'r dudalen hon yn wag yn fwriadol

**CYNGOR CAERDYDD
CARDIFF COUNCIL
COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE**

18 Sep 2023

**UPDATE ON THE PROCUREMENT OF A DEVELOPER PARTNER FOR THE
CHANNEL VIEW REGENERATION PROJECT**

Appendices 2, 3, 4 are not for publication as they contain exempt information of the description contained in paragraphs 16 & 21 of Schedule 12A of the Local Government Act 1972.

Purpose of the Cover Report

1. To provide Members with background information to enable their pre-decision scrutiny of the report to Cabinet regarding the procurement of a Developer Partner for the Channel View regeneration project, including:
 - Insight into the procurement process
 - The outcome of the tender evaluation exercise including the preferred bidder and the next steps.
 - For the Cabinet Member for Housing & Communities, Corporate Director – People & Communities and Section 151 officer to appoint the preferred bidder and complete the required processes (as detailed in **point 3** of **Appendix A**)
2. The draft Cabinet Report, attached at **Appendix A** (*and its subsequent Appendices*) are due to be considered by Cabinet at its meeting on 21 September 2023.
3. Members should note that **Appendices 2, 3 and 4** of the draft Cabinet Report are exempt from publication. Members are therefore, requested to keep this information confidential, in line with their responsibilities as set out in the Members Code of Conduct and the Cardiff Undertaking for Councillors.

Structure of the meeting

4. As **Appendices 2, 3 and 4** are confidential and exempt from publication, this agenda item will be considered in two parts. The first part will be an 'open session', where Members will receive a presentation providing an overview of the Channel View scheme in its entirety, and a summary of the proposals contained in the Cabinet Report. Members will then be invited to ask questions on the issues and papers that are in the public domain (this **Cover Report, Appendix A & Appendix 1 & Appendix 5**). This part of the meeting will be made available to the public and webcasting will occur.

5. Should Members have any questions on the confidential Appendices, (**2, 3, & 4**) a closed session will ensue, where members of the public will be excluded, and the webcast will be paused.

6. Councillor Lynda Thorne (Cabinet Member – Housing & Communities), Sarah McGill (Corporate Director – People & Communities) and Dave Jaques (Operational Manager – Development & Regeneration) will be at the meeting to answer Members questions.

Structure of the Papers

7. To facilitate the scrutiny, the following appendices are attached to this Cover Report:

Appendix A – draft Cabinet Report, September 2023

The following appendices are then attached to Appendix A:

Appendix 1 – Cabinet Report, March 2022

Appendix 2a – Blake Morgan Tender Report on costs (**confidential**).

Appendix 2b – Summary of Costs and Available budget (**confidential**)

Appendix 3 - Tender evaluation Scoring matrix (**confidential**).

Appendix 4 – External Legal Advice (**confidential**)

Appendix 5 – Single Impact Assessment

Scope of Scrutiny

8. During this scrutiny, Members have the opportunity to review the draft Cabinet Report and explore:
 - I. Key factors shaping the re-development scheme, including any identified issues and proposed solutions.
 - II. Seek insight and assurance into the procurement process.
 - III. Financial implications
 - IV. Risks to the Council
 - V. Next Steps and timelines.
 - VI. Assess the achievability and deliverability for the proposed development pipeline.
 - VII. Investigate any financial implications arising from the proposals.

9. Following their consideration, Committee Members will decide what comments, observations or recommendations they wish to pass on to the Cabinet.

Background – Housing Demand & Cardiff Council’s ‘Housing Development Programme’

10. Cardiff Council’s Local Development Plan, Preferred Strategy, advises, Cardiff is the second least affordable local authority for houses in Wales, just behind the Vale of Glamorgan and well above the Wales average. Further, it states there are over 7,600 households on the combined housing waiting list and homelessness is continuing to rise. The draft Cardiff Local Housing Market Assessment¹, estimates an average annual additional net affordable housing need of 1,098 per annum².

11. The Council’s, ‘Housing Development Programme’ is the largest council led development programme in Wales and currently aims to deliver 4,000 new homes to the city. With 2,800 of those being new council homes, and 1,200 being homes for sale.

¹ Pending the Welsh Government approval process.

² [Appendix 1.pdf \(moderngov.co.uk\)](#) Accessed 8th September, 2023: page 10.

12. To achieve the targets mentioned in **point 11** of this Cover Report, the Housing Development Programme has the following delivery routes:
- ❖ A partnership programme with the external developer Wates Residential, this partnership is most commonly called 'Cardiff Living'. Further in November, 2022 Cabinet approved the implementation of a second Housing Partnership.
 - ❖ Open Market Buybacks.
 - ❖ Developer Package Deals (whereby the Council purchases property from developers).
 - ❖ Converting buildings to Council Homes.
 - ❖ Meanwhile Use of Land
13. In terms of finance, the council's Housing Development Programme benefits from a significant allocation of the Housing Revenue Account capital and also attracts external funding in the form of Grants, Planning Gain and income from the sale of land or low-cost homes through the Assisted Home Ownership scheme. In 2020 it was reported, just under £31 million has been achieved through these routes.
14. Previously, the Social Housing Grant (SHG) had only been available to Housing Associations. However the Welsh Government confirmed that from April 2021 council's with a Housing Revenue Account will be able to apply for the Grant; helping to provide Capital subsidy for their developments.
15. Schemes approved for SHG funding will be required to meet the standards and viability parameters set by Welsh Government. Committee Members are advised the Social Housing Grant is limited and not every council scheme will benefit from it. As mentioned in **point 21** of **Appendix A**, SHG funding has been received for the Channel View regeneration project.

Background - Channel View Redevelopment Scheme

16. The Channel View redevelopment scheme proposes the redevelopment of around 180 existing properties on Channel View Road including a council owned 13 storey tower block; replacing these properties with the construction of around 360 new mixed tenure homes for the existing community.
17. Objectives within the scheme include low-carbon development, delivering highly energy efficient homes, better connectivity for the estate and for the wider community, improvements to the public open space at the Marl and the creation of well-managed, attractive public realm using green infrastructure and SUDS (*sustainable urban drainage systems*).
18. It is proposed that the 360 new homes will be of mixed tenure (60% council houses and 40% market sale), which represents the current split of ownership on the estate. The scheme will also provide a mix of houses and flats and the replacement for the existing tower block will be a new 'Community Living' scheme providing 78, 1 and 2 bedroom flats for older people across 2 blocks along with a range of communal facilities for older people living with the blocks and within the wider community. There is also the opportunity to provide a café and shop for the wider community.
19. To assist with delivery of the scheme, each part of the development has been broken down into 'phases'. Delivering redevelopment of the site through phases is also intended to assist existing residents to remain living on the estate transferring from their existing home into a new property once built.
20. Phase 1 of the re-development scheme pertains to the replacement of the tower block, and production of a range of communal facilities and a café; providing services and support to the wider older person population within the local community.
21. Committee Members are advised, matters relating to Channel View Redevelopment have been to Cabinet and the Community & Adult Services Scrutiny Committee twice before (pre 2022 election), and are referenced in the attached draft Cabinet Report (**Appendix A**).

22. To assist Committee Members, a summary of the previous Cabinet Reports is as follows:

- In November 2020 a Cabinet Report was agreed seeking approval for initial progression of the Channel View regeneration project; including the submission of a planning application for the Masterplan and Phase 1 of the scheme. The Cabinet Report also sought agreement of a general 'Procurement Plan' which proposed the scheme be managed into phases, with contractors assigned to each phase.
- In March 2022 a further report was agreed by Cabinet; this report sought Cabinet agreement to commence procurement for one Developer Partner to deliver the entire project including the design development, consultation and planning of future phases. Thereby reverting from the initial intention laid out in the November 2020 Cabinet Report of appointing contractors to each 'phase' of the project.

Committee Members will note the March 2022 Cabinet Report is attached at

Appendix 1.

The November 2020 Cabinet Report can be accessed here.

Costings

23. In 2020, prior to a detailed cost analysis being completed for the project, it was estimated the costs of delivering the entire Channel View project would be in the region of £60 million, with Phase 1 estimated to be in the region of £16 million.

24. The 2020 Cabinet Report advised income to support the project will be received from the council's Housing Revenue Account and from income received in the form of property sold on the open market and through the Council's Assisted Home Ownership Scheme. Further, it confirmed continued affordability, prudence and sustainability of additional borrowing within the HRA will be considered in annual updates to the HRA 30-year business plan with re-profiling of the HRA Capital Programme.

25. The March 2022 Cabinet Report advised the cost of the scheme had risen (*since the November 2020 Cabinet Report*) to an estimation of £85million for the entire scheme, with Phase 1 estimation remaining in the same region of £16million.
26. The March 2022 Cabinet Report, reaffirmed the costings provided were estimated and a detailed cost analysis for the site was currently underway and a robust viability assessment for Phase 1 and the remaining phases will be undertaken prior to a procurement process commencing.
27. As detailed in **point 9 of Appendix A**, Blake Morgan have been appointed to undertake the viability assessment for the project. Evaluating the pricing element of the submitted tenders and advising on the post tender due diligence. Their report is provided in **confidential Appendix 2a**. Members are advised the service areas scoring matrix on the bid received is contained in **confidential Appendix 3**.
28. **Point 11 of Appendix A** confirms the costings for this project will be met through the HRA Capital Programme, Section 106 contributions, and Social Housing Grant. The cost for the project (in its entirety) and the costing for Phase 1 (e.g., the tender price received) is provided in confidential **Appendix 2a & 2b**. **Point 21 of Appendix A** advises that **confidential Appendix 2a and 2b** advises the tender price received for Phase 1 is financially viable for the council.
29. **Point 10 of Appendix A** confirmed external legal advice has also been provided on the progression of this project (including the procurement plan, agreements and contracts) with the full legal advice provided in **confidential Appendix 4**.

Channel View Procurement Plan

30. Committee Members are advised procurement means every activity involved in obtaining the goods and services a company needs to support its operations, including sourcing, negotiating terms, purchasing items, receiving and inspecting goods as necessary and keeping records of all the steps in the process.

31. Tendering is an essential step in a procurement and is the process of inviting and evaluating bids from suppliers to provide the goods, works or services.

32. **Points 12 to 20 of Appendix A**, and **confidential Appendix 2**, provide insight into the tendering process to appoint the preferred 'Developing Partner' for Channel View. In summary, it advises:

- At the opening of the Channel View 'tender pack', contractors were directly informed it was going 'live' and invited to online presentations setting out this opportunity.
- When making bids, contractors were requested to provide their approach to adding value, opportunities for innovation, their views on design, improvements to safety, speed of delivery, meeting low-carbon requirements.
- 1 bid from a contractor was received.
- The 1 bid received identified design changes are required due to changes in fire legislation and building regulations. The draft Cabinet Report (**Appendix A**) also confirms the bid proposed opportunities to deliver innovation and added value to the site which the project team would like to explore.
- The bid received was scored against pricing (and bench marked against other similar schemes), quality and social value which has also been evaluated by the council's housing development team and in-house procurement team (**confidential Appendices 2a, 2b & 3**)

33. Committee Members are advised **point 23 of Appendix A** provides an overview of the 'Umbrella Agreement'. The Umbrella Agreement is a contract, setting an agreement between the council and the preferred bidder (who would become the Developer Partner) to deliver the whole project on a phase-by-phase basis.

Previous Scrutiny

34. In November 2020, the Community & Adult Services Scrutiny Committee undertook scrutiny of the initial progression of the Channel View project. During their scrutiny, Committee Members' comments included:

- ❖ The Channel View scheme has the possibility to be an exciting, ambitious project which carries the ability to transform the area.
- ❖ Due to the scope of the project Members concurred it undoubtedly carries risks.
- ❖ Members heard the design of the site will be led by architects, however reiterated the importance of the council driving the vision and design of the site and to continue relaying the sites desired outcomes and objectives as the designs' progress.
- ❖ Members urged for schemes such as Goldsmith Street to be utilised as precedent images within the architectural design's considerations.
- ❖ Concerns were raised regarding the cost of the proposed foot and cycle bridge between the Marl and Hamadryad Park Members were informed, secure funding for the bridge is not yet known³, discussions are ongoing to ensure the proposal is feasible which should in turn increase the likelihood of securing grant funding.
- ❖ A key concern highlighted by Members was the implications for current residents of the site impacted by proposals, including property rights for existing owners and the Council's obligation for rehousing residents. Members were advised that works on the site are to be carried out in phases to allow current residents to remain living in their property transferring from their existing home into a new property once built. However, in order for the scheme to progress an initial phase must commence where tenants would be required to move subsequent to alternative accommodation being built and it was confirmed that Phase 1 will be the only part of the scheme which will require current residents moving prior to alternative accommodation being built. Members heard that the Council does have a requirements and duty to rehouse council tenants impacted and with regard to private residents who wish to sell their property to the Council, costing would work on the basis of an independent market value in addition to a home-loss compensation payment of no more than 10% of the agreed market value. It was further confirmed that within such instances where current residents wished to move, the Council would also cover legal costs and reasonable removal fees.

³ In this Cabinet Report (November 2020) it was proposed the project would include a pedestrian and cycle bridge between the Marl and Hamadryad Park.

- ❖ Members were informed it is the council's intention to work with the existing community, accommodating requests where possible and avoiding compulsory purchase routes unless necessary. With regard to existing tenants of the site who may be resistant to moving from their current property, Members were informed it is hoped that the roll out of this scheme in phases, which provides current residents with the ability to physically see future properties should assist in addressing any apprehension they may hold.
- ❖ Members were informed of the intention to make a Social Housing Grant bid to the Welsh Government to assist with delivering the project.

Should Committee Members wish to read the CASSC letter of November 2020, and the subsequent Cabinet response, they can do so [here](#).

24. In their scrutiny of the March 2022 Cabinet Report Committee Members comments included:

- Why the council was changing the approach from different contractors providing different phases of the project, to one overall Developer Partner for the project in its entirety. Members were informed given the complexity of the project, having one partner should smoothen the process, potentially lessen costs, shorten the process and be less resource intensive for the Council.
- Significant concerns regarding the substantial change in cost trajectory (*with costing for the full project estimated at £60 million in November 2020 and estimated at £85 million in March 2022*).
- Given the scale of the project, and the length of time it will take to complete, Members sought clarity and assurance on what would happen if the cost continued to rise, particularly when considering the escalating inflation. As a result, Members recommended the Council, within its planning for this project, prepare for significant, unprecedented cost increases and worst-case scenarios, ensuring this project and its projected costings is reviewed frequently and Cabinet sets a figure, whereby if the projected costings exceed this figure, an in-depth cost analysis is undertaken to determine the project's viability.

- In response to the recommendation, Members were informed by the Cabinet Member:

'a further Cabinet report will need to be submitted to conclude the procurement process and appoint a partner [for delivering the Channel View redevelopment]. This report will include a robust financial appraisal for phase 1 and the entire project based on tendered rates and will include a detailed viability assessment to ensure the project remains viable. Risk associated with on-going cost increases will also be built into the viability assessment.'

Committee Members are advised the Cabinet Report referenced in the above response, and the financial appraisals / viability assessment are the papers

Appended A - 5.

Should Committee Members wish to read the CASSC letter of March 2022, and the subsequent Cabinet response, they can do so here.

Legal Implications

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/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

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/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider the information provided in this report, its appendices and information received at the meeting;
- ii. Decide whether it wishes to relay any comments or observations to the Cabinet.

DAVINA FIORE

Director of Governance and Legal Services

12 Sep 2023

Update on the procurement of a Developer Partner for the Channel View regeneration project.

**HOUSING AND COMMUNITIES (COUNCILLOR LYNDA THORNE)
AGENDA ITEM: ?**

Appendices 2 and b,3 and 4 are not for publication as they contain exempt information of the description contained in paragraph 14, 16 and 21 of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. To update Cabinet on the procurement process for the appointment of a developing partner for the Channel View regeneration project.
2. To detail the outcome of the tender evaluation exercise, identify the preferred Bidder and set out the required next steps.
3. To seek approval to delegate authority to the Corporate Director People & Communities in consultation with the Cabinet Member Housing and Communities and Cabinet Member for Finance, Modernisation and Performance and Director of Governance and Legal Services and Monitoring Officer and the Section 151 Officer, to appoint the preferred bidder, including:
 - a. Delegating all such matters arising from this report required to conclude the appointment, including matters referenced within the exempt legal advice set out at Appendix 4;
 - b. Approve the final contract wording and enter into the Umbrella Agreement for the whole programme with the preferred bidder;
 - c. Enter into a Joint Construction Tribunal (JCT) 2016 Design & Build contract for Phase 1 following all necessary post tender due diligence and confirmation that the scheme is within viability parameters; and
 - d. Entering into Pre-Contract Services Agreement's (PCSA) for future phases.

Background

4. The Channel View project represents the largest and most holistic estate redevelopment proposal so far in the council's housing development programme. The project will replace 180 existing properties on Channel View road, including a 13 storey tower block, with around 320 new mixed tenure homes for the existing community. The project will be delivered across various phases.
5. The first phase scheme delivers 81 accessible and adaptable older person apartments to replace the existing tower block. Every property will comply with the Welsh Government WDQR 2021 standards. The new homes will promote independent living and reduce the need for future adaptations. Phase 1 also includes a range of communal facilities and a café, all of which will provide services and support to the wider older person population within the local community.
6. Overall, the project will deliver a high quality, highly energy efficient, low-carbon homes, better connectivity for the estate and for the wider community, improvements to the public open space at the Marl, and the creation of well-managed, attractive public realm using green infrastructure and SUDS.
7. The council has been consulting with residents on this estate since 2016 when an estate improvement scheme and the refurbishment of the existing tower block was being proposed. During the development of both proposals it was discovered that much of the low-rise houses and blocks of flats on the estate were suffering from significant structural movement. Many blocks seemingly beyond economic repair and the costs to retain and refurbish the tower block, dealing with the external and internal issues the block faces were becoming increasingly unviable.
8. In 2017 the council put on hold the plans and undertook detailed consultation with all residents affected by the proposals to instead bring forward a holistic redevelopment of the estate. A master-planning design team was appointed to develop a high-level masterplan and residents were consulted on these proposals.
9. A hybrid planning application was approved at Committee in December 2021 for the overall masterplan and the detail of phase 1.
10. In March 2022 Cabinet approved a report (Appendix 1) seeking authority to:
 - approve the progression of the Channel View redevelopment scheme and agree that a procurement exercise be implemented to identify and appoint a Contracting Partner to deliver the entire project including phase 1, the design development, consultation and planning of future phases, the demolition of the existing housing stock and the construction of future phases (subject to viability).

- approve the use of the Crown Commercial Services Framework (RM6088: Construction Works and Associated Services) to procure the Contracting partner.

- delegate authority to the Corporate Director People & Communities, in consultation with the Cabinet Member for Housing & Communities and the Corporate Director Resources to approve the evaluation criteria and tender documents and manage the procurement process to the stage of identifying the preferred bidder. *Approved in ODR reference COM729 .*

11. Blake Morgan Cost Consultants and Employers Agent have been appointed to evaluate the pricing element of the submitted tenders and to advise on the post tender due diligence, through to the signing of a JCT Design & Build contract for Phase 1, and the entering into an Umbrella Agreement for all future phases.

12. Hugh James have been appointed as external legal advisors and have advised on the procurement route, have provided the Umbrella Agreement, drafted the JCT D&B 2016 form of contract and drafted the Pre-Contract Services Agreements to be used for all design and planning work for future phases of the masterplan. Hugh James will continue to provide advice when concluding the contract award process. Hugh James have provided external legal advice on the procurement process and highlighted any risks in appendix 4.

13. The overall scheme costs for Phase 1 are to be met by the HRA Capital Programme, Section 106 contributions, and Social Housing Grant. Phase 1 consists of 100% council properties and will replace the older person housing scheme in the existing high-rise block. The existing tenants of the high-rise block will be decanted into the new buildings in phase 1, allowing us to demolish the high-rise tower.

ISSUES

14. Since the scheme achieved planning consent in December 2021, there have been a number of legislative changes that will need to be addressed to ensure compliance, particularly with reference to the emerging Building at Height requirements. This will be addressed through the JCT D&B contract for Phase 1.

15. To encourage strong competition for the project from the Crown Commercial Services framework, it was decided that Lot 5: CWAS 2 would be utilised to issue the tender pack rather than RM6088 Lot 6.3, of the Construction Works and associated Services section as detailed in the previous Cabinet report. We have received confirmation that the CCS framework was advertised at a value of £30 billion and the current spend to date on CWAS 2 is £26M.

16. All 3 contractors named within Lot 6.3 were also named on Lot 5: CWAS 2 with 20 named contractors on Lot 5 in total. All 20 named contractors were directly contacted to ensure they were aware that the Channel View project tender pack was being issued. All contractors were also invited to an on-line presentation setting out the tender opportunity and to detail the tender pack details and process to be followed. Hugh James have provided external legal advice on the procurement process and highlighted any risks in appendix 4.
17. A deadline was set for the 24th August 2023 for all tender returns to be submitted. It is likely to be a reflection of current market conditions that despite the steps taken to increase participation 1 bid has been received.
18. In line with the tender process, which enables the evaluation of sole bids, as confirmed by Hugh James in their advice notes (appendix 4) the tender has been reviewed for accuracy and evaluated using the agreed scoring criteria as set out in the tender documents:
- a. **Pricing (phase 1) 35%**
assessed by Blake Morgan. Report available in Appendix 2a
 - b. **Quality 50%**
questions evaluated by Housing Development and Procurement and commissioning. Scoring matrix available in Appendix 3
 - c. **Social value 15%**
questions evaluated by Housing Development and Procurement and commissioning. Scoring matrix available in Appendix 3
19. The Quality and Social value aspects of the tender return are both very good/excellent and as such the evaluation team have no areas of concern. The tender return not only meets all the requirements set out for the quality and social value sections of the tender but also, in some areas, exceeds the minimum requirements.
20. As a sole bid was received, the pricing element for Phase 1 of the bid submission was evaluated and benchmarked against other similar schemes that have been recently tendered within the last 2 years. The tender price received for Phase 1 is provided in Appendix 2a. It is higher than the pre-tender cost estimate due to a very challenging market and bespoke high quality specification. Abnormal costs have also been identified within the cost report. Post bid due diligence will be undertaken before the final CSA for the JCT is approved. The tender sum for phase 1 as shown in appendix 2a, is the maximum contract sum expected for phase 1.
21. Furthermore, as part of the Quality submission, all bidders were requested to identify their approach to adding value, analyses the current design/specification, identify any opportunities to introduce innovation that may result in cost savings, improvements to safety, speed of delivery, better the

low-carbon requirements or reduce the on-going future maintenance requirements. As noted in paragraph 12, the preferred bidder has identified design changes that are required due to changes in Fire legislation and Building Regulations, but has also proposed opportunities to deliver innovation and added value, the project team would like to explore these options once in contract.

22. Whilst the tendered price is higher than anticipated, there are a number of factors that have impacted on overall costs. However, the project can still be delivered within the existing budget framework subject to post tender due diligence which may result in future projects being put on hold. The Post bid due diligence process will enable the project team to work through added value and cost saving options. This work will be completed to ensure viability parameters are met before entering into the JCT Construction contract.
23. Appendix 2b also provides confirmation of the budget allocated to Phase 1 to provide confidence that the maximum contract sum is budgeted for.
24. Hugh James have provided external legal advice on the risks associated with post bid discussions which are highlighted in appendix 4.
25. On appointment the preferred bidder will be required to review the following before a substantial start on site can be achieved:
 - a. Review of phase 1 designs due to new fire regulations and building regulation.
 - b. SAB and Welsh Water approvals
 - c. Discharge of pre commencement Planning conditions
26. The Umbrella Agreement states that A Pre Contract Service Agreement will be required on future phases. An outline of the process is as follows:
 1. The Developer shall engage a design team to work in partnership with the Council to develop a design and specification for the applicable Phase up to RIBA Stage 2;
 2. The Developer shall provide the Council with an indicative works cost (in a Contract Sum Analysis format for all the Developer's Works) to enable the Council to undertake a viability exercise and make a Welsh Government technical submission;
 3. If viable and or technical approval is received from the Welsh Government, the Developer shall work with the design team to develop the design and specification up to RIBA Stage 4 to finalise costs and to enable the Council to carry out pre-contract viability;
 4. The Developer shall also obtain SAB Approval and Reserved Matter application for the Phase (alongside any other statutory agreement required on that particular phase) and both the Developer and the Council will comply with the provisions in Schedule 2; and
 5. An updated Social Value Delivery Plan for the applicable Phase;

6. The final Contract Sum Analysis and the Developer's proposals for the Developer's Works shall be presented to the Council for formal approval to enable both parties to enter into the Building Contract for the Phase.
27. Each phase will need to be assessed and return a positive financial viability position prior to being approved. The Umbrella Agreement ensures that approval for future phases is dependent on financial viability and additional approvals.
28. The housing mix for each subsequent phase of the project, which will provide some homes for sale, will be determined through the detailed design and planning process and will be dependent of development costs, market conditions and likely sales values.
29. It is noted later phases may be subject to property transactions. In such cases the Council will need to have regard to advice from a qualified valuer as part of any appraisal to ensure compliance with the Council's Property Procedure Rules and s.123 of the Legal Government Act 1972.
30. Phase 1 of the project, benefitting from detailed planning consent, includes a proposal for a café. An operator for this facility will need to be identified during the construction stage. An award of a lease will be subject to a separate decision by Strategic Estates in accordance with Council's Property Procedure Rules.

Local Member consultation

31. Local members have been fully consulted regarding the Channel View project and wider public consultation is currently underway.

Reason for Recommendations

32. To enable the council to move to the delivery stage of the Channel View redevelopment project.

Financial Implications

33. The report highlights the significant increase in costs of developing the first phase of the project compared to that envisaged as part of the original Cabinet approval and subsequent pre tender estimates. Independent advice project and cost management advice in the assessment of tenders highlights some of the disproportionate costs seen in the tender submission compared to comparable projects. This is identified as a result of disproportionately high rates for some elements and works packages, current design and high specification concerns, wider economic factors, and lack of competition in the tender exercise. Appendix 2b sets out some of the actions proposed to be taken prior to any contract award that would be considered, however it is not clear at this stage whether any efficiencies are deliverable and whether the additional changes such as Fire Regulation and Building Regulations, which are not currently considered, may offset or increase potential costs. It is not proposed to undertake a further tender exercise, but to work with the single bidder to determine options to take the scheme forward.
34. The appendix 4 set out the legal implications and risk of procurement challenge. Cabinet should be assured that any mitigations to the conclusions set out in that advice have been put in place by the Council. This includes compliance with any grant terms and conditions and the financial implications of any challenge and abortive costs.
35. No viability assessment is attached to the report for consideration. Any agreed approach to the scheme will need to meet the viability parameters set to support the long term viability, affordability and sustainability of the overall HRA business plan. Where a viability assessment is in excess of the parameters, this does not necessarily mean a scheme should not proceed but the rationale and financial impact of doing so should be clearly articulated. There are a number of additional funding options that are being considered to meet the cost of the scheme. The values of these and associated terms and conditions are not confirmed. To allow this report to be considered at Cabinet a number of future housing schemes have been identified to be put on hold pending the outcome of the next steps, this is to ensure the project can remain within the existing budgetary framework. Any decision to delegate a decision to enter into a construction contract should be done having regard to clear parameters or targets to be set by Council beyond which any decision should be reconsidered by Cabinet. Any Officer decision needs to be within the budgetary framework and be approved only after receipt and consideration of all confirmation of grant approvals and associated terms and conditions. These are not currently deemed to be in place as part of this report.
36. The report highlights community and wider investment to be undertaken as

part providing services to the wider population e.g. community facilities, cafe. No business case is presented as part of any viability assessment or the cost of this or the net operating cost of the facilities identified within this report. These costings and approach to operation should be clearly identified as part of the decision making in respect to the immediate costs to be assured that immediate and ongoing costs can be met from the Housing Revenue Account.

37. The feedback from this and other tender exercises in respect to housing schemes in the year will need to be considered in the updated Housing Revenue Account Medium Term Financial Plan and Business plan, to ensure that development costs currently assumed are reflective of the current market and housing standards being designed. This is to ensure that any borrowing undertaken by the Council and schemes proposed remain affordable and sustainable over a prudent period.

Legal implications

38. The report seeks approval to delegate authority to the Corporate Director People & Communities to conclude the post tender due diligence and appoint the preferred bidder in relation to a procurement of the project off the Crown Commercial Services framework (Construction Works and Associated Services 2 (CWAS2)).
39. The value of the project is such that the Public Contracts Regulations 2015 (PCR 2015) apply. The Council must therefore comply with the requirements of the PCR 2015 when procuring and awarding this contract.
40. Procurement via a framework agreement is permitted under PCR 2015 provided:
- the framework is compliant with the procurement regulations;
 - the Council is a participating local authority able to rely upon the framework agreement;
 - the works to be undertaken fall within the nature and scope of the works covered by the framework, or lot relied upon;
 - the procedure set out in the framework agreement for awarding the contract is followed;
 - the terms and conditions of contract as set out in the framework agreement are used; and
 - the term of the framework covers the period of the proposed works contract.
41. Legal Services has not reviewed the specific framework or the tender documents issued for this procurement and note that external legal advice has been obtained as to the procurement route and tender process to date as set out in exempt Appendix 4.
42. The decision maker should have regard to the advice provided and the risks and rewards that might be a consequence of proceeding as proposed. It is noted that conclusion of the process and the award of contract to the

preferred bidder will be subject to a further decision by the Corporate Director People & Communities whereby further legal advice will be obtained and provided on the proposed contract award as required.

43. In the event a contract award is made, it is noted later phases may be subject to property transactions. In such cases the Council will need to have regard to advice from a qualified valuer as part of any appraisal to ensure compliance with the Council's Property Procedure Rules and s.123 of the Legal Government Act 1972.
44. Before entering into the JCT Design and Build Contract for Phase 1, all property, planning and SAB approval issues for Phase 1 should also be addressed to ensure access to the site can be given to the contractor and works commenced following site access.
45. It is understood that the project is to be partially funded via Social Housing Grant and consideration should therefore be given to any funding conditions to ensure all grant conditions can be complied with.

Equality Duty

46. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). This means the Council must give 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.
47. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers ([WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 \(gov.wales\)](http://gov.wales)) and must be able to demonstrate how it has discharged its duty.
48. An Equalities Impact Assessment aims to identify the equalities implications of the proposed decision, including inequalities arising from socio-economic disadvantage, and due regard should be given to the outcomes of the Equalities Impact Assessment where required.

Well Being of Future Generations (Wales) Act 2015

49. 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.

(a) 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 2023-26. 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.

(b) The wellbeing 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

(c) 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

50. The decision maker should be satisfied that the procurement is in accordance within the financial and budgetary policy and represents value for money for the Council.
51. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.
52. All decisions taken by or on behalf 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 of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council; (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

Policy and Budget Framework

53. The decision maker must be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to Council.

HR Implications

54. There are no HR implications for this report.

Property Implications.

55. The Strategic Estates Department (SED) has been providing advice and assistance on certain property matters in respect of the procurement of a contracting partner to deliver the Channel View Redevelopment Project and acquisition of a new build opportunity.

56. Specifically, the Estates team has been involved with the assessment and agreement of an in principle redline plan to define the area available for development. The Estates team will also instruct and advise on an independent valuation to inform any land transfers and financial appraisal. Any property transactions or valuations required to deliver any proposals should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

57. In regards to the appropriation of land required for this scheme to proceed, it is important to note the principles of value relate to the re-provision of Public Open Space and associated community amenity. SED has, and will continue to, work closely with Council colleagues in the relevant departments to ensure clarity around the detail of this process.

58. There are no other specific property implications to be reported at this stage, though it should be noted that the Corporate Property Strategy 2021-26 (CPS) was approved at Cabinet in December 2021. The CPS sets out in detail on the Council's wider property strategy going forwards, including relevant targets over the next five years such as on carbon reduction, which may have a bearing how the proposals are developed.

RECOMMENDATIONS

Cabinet is recommended to:

59. Approve the conclusion of the tender award process for the Channel View regeneration project.

60. To seek approval to delegate authority to the Corporate Director People & Communities in consultation with the Cabinet Member Housing and Communities and Cabinet Member for Finance, Modernisation and Performance and Director of Governance and Legal Services and Monitoring Officer and the Section 151 Officer, to appoint the preferred bidder, including:

- a. Delegating all such matters arising from this report required to conclude the appointment, including matters referenced within the exempt legal advice set out at Appendix 4;
- b. Approve the final contract wording and enter into the Umbrella Agreement for the whole programme with the preferred bidder;
- c. Enter into a Joint Construction Tribunal (JCT) 2016 Design & Build contract for Phase 1 following all necessary post tender due diligence and confirmation that the scheme is within viability parameters; and
- d. Entering into Pre-Contract Services Agreement's (PCSA) for future phases.

SENIOR RESPONSIBLE OFFICER	Sarah McGill Corporate Director People & Communities

The following appendices are attached:

- Appendix 1 – Cabinet Report March 2022.
- Appendix 2a – Blake Morgan Tender Report (**Exempt**).
- Appendix 2b - Summary of costs and budget (**Exempt**).
- Appendix 3 - Tender evaluation Scoring matrix (**Exempt**).
- Appendix 4 – External Legal Advice (**Exempt**).
- Appendix 5 – Single Impact Assessment.

**PROCUREMENT OF A CONTRACTING PARTNER TO DELIVER
THE CHANNEL VIEW REDEVELOPMENT PROJECT &
ACQUISITION OF A NEW BUILD OPPORTUNITY**

**HOUSING AND COMMUNITIES (COUNCILLOR LYNDA THORNE)
AGENDA ITEM: 14**

Appendices 3 and 5 are not for publication as they contain exempt information of the description contained in paragraph 14 of Schedule 12A of the Local Government Act 1972

Reason for this Report

1. To provide an update to Cabinet regarding the progress to date of the council's house building programme
2. To approve the Council entering into a legal agreement with Ventura properties (Cardiff) Ltd for the acquisition of land comprising new flats to be built at Wyndham Crescent, Riverside for an agreed contract sum, subject to the satisfactory completion of due diligence, a robust financial viability assessment and the proposed scheme achieving a planning consent.
3. To approve the Council undertaking a procurement process to appoint a Contracting Partner via an approved framework to deliver all phases of the Channel View Redevelopment project.

Background

4. Cardiff Council is delivering an exciting and ambitious housing development programme which will provide more than 4,000 new homes of the highest quality in a wide range of locations across the City. At least 2,800 of these will be new council homes and 1,200 homes for sale.
5. The programme will deliver new homes of different size and design, but all built to meet key quality requirements, regardless of tenure, that will meet a wide range of identified housing needs.
6. A number of new-build delivery routes have been implemented. These include the Cardiff Living Programme, an additional build programme, the purchase of property from the market and developer led package deals.

7. A key aspiration is to build new low carbon homes at scale and pace directly complements the Welsh Governments house building and enhanced quality targets.

Progress to Date

8. As of February 2022 the new build programme has delivered 806 homes of all tenures which includes 613 council homes and 193 homes for sale. A further 522 homes are currently being built on site, 506 homes with planning consent in place and a further 1,729 homes in the pipeline.
9. The programme currently includes 59 confirmed sites which combined have the capability of delivering around 3,600 new homes in total. We continue to assess new sites to be added into the pipeline to ensure that the longer-term target of 4,000 new homes can be achieved.

Progress to date:



10. Although general progress is still hampered by the pandemic and on-going issues with the supply of materials and labour caused by the Pandemic and Brexit, progress is still good with notable achievements in the year including;
 - The approval of planning consent for a number of our large projects;
 - Bute Street, Community Living Project
 - Channel View regeneration scheme

- Riverside/Canton Community Centre redevelopment
- Waungron Road transport hub and supported housing scheme
- We have also achieved a start on site for our new community living buildings at Maelfa and on the former Community Centre at St. Mellons – these two schemes will deliver over 100 new older person flats, agile working spaces and a wide range of community facilities to provide services to the new residents and wider community.
- A start on site at Wakehurst Place, St. Mellons and Iorwerth Jones in Llanishen, both schemes delivering sustainable, low-carbon family homes. These will be completed and handed over in 2023.
- Our Passivhaus scheme at Highfields will be completed and handover over this summer and we have completed our first Net-Zero carbon modular build at Crofts Street in Plasnewydd.
- We will complete the first phase of energy efficient, low-carbon homes at the former Eastern High school site in Rumney this Spring. The interest in properties to buy on this site has been very impressive with over 500 buyers having registered to buy a new home. The first release of 20 homes for sale was extremely successful with all of the homes being reserved. This proves that the appetite to purchase new low-carbon, high quality, sustainable homes is very much there which bodes well for our new build aspirations.

Acquisition Opportunity

- 11 The council has been approached by developer Ventura properties (Cardiff) Ltd to consider an acquisition of new flats once built on the former Seal & Co building site on Wyndham Crescent, Cardiff. The scheme will deliver new flats suitable for older people that will meet a strategic housing need in an area of the city in which we have a very high demand for new council housing but scarce existing stock and extremely limited opportunities to build ourselves.
- 12 The site is very well located in terms of access to the city centre and to nearby amenities along Cowbridge Road. A bus stop is located directly outside of the site and a doctor's surgery adjoins the site.
- 13 The proposed scheme will deliver 30 x 1 bed older person apartments, all with access to private outdoor space. Indicative elevations of the proposed scheme are provided in appendix 1.
- 14 Pre-application planning advice has been sought by the contractor. This advice has led to the scheme being scaled back from the original proposal of 35 apartments and reorientated in order to improve access into the car park. The design process is on-going and entering into an agreement to purchase the property is conditional on the developer

obtaining a planning consent and securing the ownership of all of the land required to deliver the project.

- 15 The properties will be designed to be fully compliant with Welsh Government's Design Quality Requirements (DQR).
- 16 An in-principle agreement at this stage will enable the council to have an option on the acquisition opportunity whilst the scheme detail is developed and we are then able to undertake all necessary due diligence to determine if this opportunity is viable for us. This includes a robust review of the proposed fixed price.

Issues

- 17 Costs – the scheme is being offered to the Council under a 'package deal' arrangement. 'Package deals' are where a contractor takes the lead in procuring the acquisition, design and construction of a project. In such arrangements this must be an opportunity that only the developer can deliver to the council.
- 18 The Council will enter into an appropriate form of agreement to purchase the development only once the total schemes costs have been independently reviewed by Chartered Quantity Surveyors on behalf of Cardiff Council and confirmed to be consistent with current build costs and once a positive viability assessment is undertaken.
- 19 Procurement due diligence has been undertaken to ensure the council proposed acquisition/is compliant with the Public Contracts Regulations (2015). External Legal advice has been sought on this and contained in Exempt Appendix 5.
- 20 There are a number of conditions that must be discharged by the developer before the council can enter into a legal agreement. These are listed below:
 - a. A satisfactory planning permission being granted for a 30 unit scheme including for any Section 106 Agreement;
 - b. The developer owning the land within the project redline
 - c. A satisfactory review of the proposed scheme costs
 - d. A positive financial viability assessment of the total scheme costs using the Proval viability tool.
 - e. Formal approval of the SAB proposal for the scheme
 - f. Completion of due diligence of the developer to ensure ability to deliver the project
 - g. Satisfactory completion of the procurement due diligence as detailed in legal advice at Appendix [4]
- 21 The conditions relating to formal planning approval and SAB approval must be satisfied before completion of the acquisition but may not prevent an exchange of contract.
- 22 The scheme is accounted for within the current HRA Business Plan and within the current Housing development programme

Channel View Redevelopment Scheme

- 23 This project represents the largest and most exciting holistic estate redevelopment proposal in the council's development programme. Proposing the redevelopment of around 180 existing properties on Channel View road including a council owned 13 storey tower block, replacing these with the construction of around 360 new mixed tenure homes for the existing community across various phases. Objectives include low-carbon development, delivering highly energy efficient homes, better connectivity for the estate and for the wider community, improvements to the public open Space at the Marl, and the creation of well-managed, attractive public realm using green infrastructure and SUDS.
- 24 The council has been consulting with residents on this estate since 2016 when an estate improvement scheme and the refurbishment of the existing tower block was being proposed. During the development of both proposals it was discovered that much of the low-rise houses and blocks of flats on the estate were suffering from significant structural movement. Many blocks seemingly beyond economic repair and the costs to retain and refurbish the tower block, dealing with the external and internal issues the block faces were becoming increasingly unviable.
- 25 In 2017 the council put on hold the plans and undertook detailed consultation with all residents affected by the proposals to instead bring forward a holistic redevelopment of the estate. A master-planning design team was appointed to develop a high-level masterplan and residents were consulted on these proposals.
- 26 In December 2021 full planning consent was granted for the Overall Masterplan and the detail of Phase 1 and the Development team have recommissioned the design team to develop the tender documents needed to procure a Contractor.

Issues

- 27 The Channel View project is now at a critical stage with Planning consent in place, residents living within Phase 1 being relocated to enable the first phase of development taking place and a team appointed to develop the tender pack and undertake procurement.
- 28 Initially Cabinet gave approval to procure a contractor to build out phase 1. However, as the scheme has been developed further and we have undertaken more detailed resident engagement it has become obvious that a different approach to procuring a partner is needed. Appointing contractors separately for each phase of development will be a piecemeal approach, it will make the scheme longer to deliver and could be more costly in the longer term and this will not be a satisfactory approach for residents. It will also be very resource intensive for the council's Development team as we would need to manage a separate tender process for each phase of development and potentially have different consultants designing each subsequent phase.

- 29 Instead, Cabinet is being asked to approve the principle of tendering for a partner contractor to deliver the entire project as opposed to just phase 1.
- 30 The scope of the commission would include:
- The construction of Phase 1
 - The design development and planning for all future phases
 - Resident engagement
 - Demolition of existing homes
 - Construction of all future phases.
- 31 This approach mirrors many aspects of the Cardiff Living partnership and the successful bidder would need a core project team of staff and consultants capable of delivering a project of this scale, including a design team to develop options, plans and submit planning applications for all future phases, manage the pre-development process to discharge planning conditions and undertake all necessary work to start on site and manage the construction of each phase. This approach would ensure that there is better co-ordination between all phases, ensure better engagement with residents, provide better value for money, consistency of quality and ensure that the redevelopment can move forward at pace by removing the gap between phases of development.
- 32 Furthermore, Cabinet is being asked to approve the principle of using the UK Governments Crown Commercial Framework to procure a partner contractor. This UK Government Framework includes a Residential Construction Lot for Wales with contractors with a proven track record of delivering a redevelopment projects on the scale of Channel View. This would offer a sensible and robust route to market with identified contractors capable of delivering the scheme.
- 33 The gross costs of delivering the entire scheme are estimated to be in the region of £85 million and Phase 1 is currently estimated to be in the region of £16 million due to the early infrastructure work required. A sum of £41 million has been assumed in the current HRA capital programme, to deliver the Council homes after making assumptions for income in the form of property sold on the open market and new homes sold through the Council's Assisted Home Ownership Scheme. It is important that a new development of this scale retains a mix of tenure.
- 34 A detailed cost assessment is currently underway, so the figures identified above are estimated, however a robust viability assessment for phase 1 and the remaining phases will be undertaken prior to a procurement process commencing.

Local Member consultation

- 35 Local members have been fully consulted regarding the Channel View project and wider public consultation is currently underway.
- 36 Local members have been consulted regarding the updated proposals for Wyndham Crescent

Reason for Recommendations

- 37 Firstly, to enable the council to take an opportunity to acquire new build scheme in a Ward of very high demand, particularly for accessible and adaptable older person flats.
- 38 Secondly, to enable the council to move to the delivery stage of the Channel View redevelopment scheme by tendering for a contractor partner to help deliver all phases of the project.

Financial Implications

- 39 The report proposes delegating the entering into a package deal for Housing. A sum of £5 million is included in the Housing Capital Programme as part of the budget proposals.
- 40 The report highlights a number of significant conditions and uncertainties still required to be met. The heads of terms includes estimated costs and values which are subject to independent valuation and are based on cost estimates from September 2020. Supply chain impacts and costs increases since that date may impact on any updated heads of terms.
- 41 Having regard to an updated viability assessment is essential in determining the affordability and sustainability of the HRA business plan and will this will need to be undertaken as part of the due diligence in the exercise of any approved delegation by Cabinet for the project.
- 42 The report also sets out an approach to undertake a procurement to secure a development partner in respect to Channel View redevelopment.
- 43 A report previously considered by cabinet in November 2020 highlighted the wider financial implications of the overall proposal. It is essential that prior to enter into any agreements to proceed with phased developments, a full business case and approved viability is agreed by Cabinet highlighting the gross costs, income streams, timing and risks that are consistent with the amounts included in the budget framework for the development of new housing. This will also need to include the cost of any wider community facilities to be included as part of the redevelopment.

Legal Implications

Legal Property Implications

- 44 Section 120 of the Local Government Act 1972 enables the Council to acquire land for either (a) the benefit, improvement or development of its area or (b) for any of its functions under any enactment. Specific power under Section 17 Housing Act 1985 enables the Council as local housing authority to acquire properties or land for housing accommodation.

- 45 Section 123 of the Local Government Act 1972 enables the Council to dispose of land in any manner it may wish.
- 46 The Council's Disposal and Acquisition of Land Procedure Rules requires the decision maker to have regard to advice from a qualified valuer, to ensure value for money.
- 47 External legal advice has been obtained in connection with the proposal at Wyndham as set out in Confidential Appendix [5], which Legal Services have been informed has been implemented and minimises risk to the satisfaction of the legal advisors. Due to the passage of time since the actions were taken, it is recommended that confirmation be obtained from that the position has not changed prior to proceeding . It is noted this matter is delegated to the Corporate Director for Housing and Communities, who will need to consider all the property and procurement legal implication relating to this matter before proceeding.

Procurement Legal Implications

- 48 The report recommends (in recommendation 3) that approval to commence procurement off a framework. Any Call off contract must be carried out in accordance with the Call off Process set out in the Framework Agreement. It should be noted that the terms and conditions will be those as set down by the Framework Agreement and the client department should satisfy themselves as to whether they are suitable for their requirements. “

Equalities & Welsh Language

- 49 In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must, in making decisions, 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. Protected characteristics are: (a). Age,(b) Gender reassignment(c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h)Sexual orientation (i)Religion or belief –including lack of belief.
- 50 When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers ([WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 \(gov.wales\)](#)) and must be able to demonstrate how it has discharged its duty.
- 51 An Equalities Impact Assessment aims to identify the equalities implications of the proposed decision, including inequalities arising from

socio-economic disadvantage, and due regard should be given to the outcomes of a Equalities Impact Assessment.

- 52 The decision maker should be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

The Well-being of Future Generations (Wales) Act 2015

- 53 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. 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 wellbeing objectives are set out in Cardiff's Corporate Plan 2020 -23.

- 54 When exercising its functions, the Council is required to take all reasonable steps to meet its wellbeing objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the wellbeing objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

- 55 The wellbeing 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

- 56 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 on line using the link below:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

Policy and Budget Framework

- 57 The decision maker must be satisfied that the proposal is within the Policy and Budget Framework, if it is not then the matter must be referred to Council.

HR Implications

- 58 There are no HR implications for this report.

Property Implications

- 59 The Strategic Estates Department has been providing advice and assistance on certain property matters in respect of the procurement of a contracting partner to deliver the Channel View Redevelopment Project and acquisition of a new build opportunity.
- 60 Specifically, the Estates team has been involved with the assessment and agreement of an in principle redline plan to define the area available for development. The Estates team will also instruct and advise on an independent valuation to inform any land transfers and financial appraisal. Any property transactions or valuations required to deliver any proposals should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.
- 61 There are no further specific property implications to be reported at this stage, though it should be noted that the Corporate Property Strategy 2021-26 (CPS) was approved at Cabinet in December 2021. The CPS sets out in detail on the Council's wider property strategy going forwards, including relevant targets over the next five years such as on carbon reduction, which may have a bearing how the proposals are developed.

RECOMMENDATIONS

Cabinet is recommended to

1. Note the progress made to date on the council's new build housing programme and the ambition to deliver at least 4,000 low-carbon homes in the longer term.
2. delegate authority to the Corporate Director for People & Communities, in consultation with the Cabinet Member for Housing & Communities and Head of Estates to enter into a legal agreement (following satisfaction of the conditions highlighted in this report) with Ventura properties (Cardiff) Ltd for the acquisition of 30 new apartments on land at Wyndham Crescent, Cardiff in accordance with the Heads of Terms substantially in the form contained in at Appendix 3
3. approve the progression of the Channel View redevelopment scheme and agree that procurement commence for a Contracting Partner to deliver the entire project including phase 1, the design development,

consultation and planning of future phases, the demolition of the existing housing stock and the construction of future phases (subject to viability).

4. approve the use of the Crown Commercial Services Framework (RM6088: Construction Works and Associated Services, Lot 6.3: Residential - Wales) to procure the Contracting partner.
5. delegate authority to the Corporate Director People & Communities, in consultation with the Cabinet Member for Housing & Communities and the Corporate Director Resources to approve the evaluation criteria and tender documents and manage the procurement process to the stage of identifying the preferred bidder.

SENIOR RESPONSIBLE OFFICER	Sarah McGill Corporate Director People & Communities
	4 March 2022

The following appendices are attached:

Appendix 1 – Plans for Wyndham Crescent

Appendix 2 – Masterplan for the Channel View redevelopment scheme & consultation material.

Appendix 3 – Draft Heads of Terms for Wyndham Crescent (confidential)

Appendix 4 – Crown Commercial Framework, Lot 6.3 Residential Wales

Appendix 5 – Confidential legal advice

Mae'r dudalen hon yn wag yn fwriadol

Yn rhinwedd paragraff (au) 14 Rhan (nau) 4 a 5 o Atodlen 12A
o Ddeddf Llywodraeth Leol 1972.

Mae'r ddogfen yn gyfyngedig

Mae'r dudalen hon yn wag yn fwriadol

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Mae'r ddogfen yn gyfyngedig

Mae'r dudalen hon yn wag yn fwriadol

Single Impact Assessment

Cardiff Council



1. Details of the Proposal

What is the proposal?

Title:	Update on the procurement of a Developer Partner for the Channel View regeneration project.
--------	--

Is this a new proposal or are you amending an existing policy, strategy, project, procedure or service?

New	<input type="checkbox"/>
Existing	<input checked="" type="checkbox"/>

Directorate/Service Area:

Housing and Communities, Development and Regeneration

Who is developing the proposal?

Name:	Teresa Barnes
Job Title:	OM Major Projects – Channel View

Responsible Lead Officer (Director or Assistant Director):

David Jaques – Assistant Director

Cabinet Portfolio:

Housing and Communities

Authorisation	
Completed By:	Gina Tindall
Job Title:	Project manager
Date:	07/09/2023
Approved By:	Teresa Barnes
Job Title:	OM Major Projects – Channel View

Document History – do not edit

The Single Impact Assessment (SIA) can be strengthened as time progresses, helping shape the proposal. Version control will provide a useful audit trail of how the SIA has developed. Draft versions of the assessment should be retained for completeness, however only the final version will be publicly available. Draft versions may be provided to regulators if appropriate.

Version	Author	Job Title	Date
1	Fiona Gibson	Senior Corporate Policy Officer	12/10/2022
2	Fiona Gibson	Senior Corporate Policy Officer	12/04/2023

2. Overview of the Proposal

What action is the Council considering and why?

Please provide a detailed outline of the proposal. This information will support your findings in the impact assessments.

The Channel view project forms part of the Council's additional build programme.

The project represents the largest and most holistic estate redevelopment proposal so far in the council's housing development programme. The project will replace 180 existing properties on Channel View road, including a 13 storey tower block, with around 360 new mixed tenure homes for the existing community. The project will be delivered across various phases.

The first phase scheme delivers 81 accessible and adaptable older person apartments to replace the existing tower block. Every property will comply with the Welsh Government WDQR 2021 standards. The new homes will promote independent living and reduce the need for future adaptations. Phase 1 also includes a range of communal facilities and a café, all of which will provide services and support to the wider older person population within the local community.

Overall, the project will deliver a high quality, highly energy efficient, low-carbon homes, better connectivity for the estate and for the wider community, improvements to the public open space at the Marl, and the creation of well-managed, attractive public realm using green infrastructure and SUDS.

A hybrid planning application was approved at Committee in December 2021 for the overall masterplan and the detail of phase 1.

Local Members have been fully consulted throughout the process and several public consultations with existing residents of the estate and the wider area have been undertaken.

The scheme went out to tender through the Crown Commercial Services Framework and a sole bid was received on the 24th August 2023.

Cabinet are being updated on the preferred bidder in Sept 2023, and being asked to delegate to final approval to the Corporate Director People & Communities of contract documents and appoint the preferred bidder following post tender due diligence,

What are the costs and/or savings?

What will the proposal cost and how will it be funded?

How might costs be reduced through involvement and collaboration, across Cardiff Council and/or with external stakeholders?

Are there savings and how will these be realised?

The overall scheme costs for Phase 1 are to be met by the HRA Capital Programme, Section 106 contributions, and Social Housing Grant. Phase 1 consists of 100% council properties and will replace the older person housing scheme in the existing high-rise block. The existing tenants of the high-rise block will be decanted into the new buildings in phase 1, allowing us to demolish the high-rise tower.

Initial feasibility was done on the recladding of the Channel View tower block. However, this was not considered value for money due to the condition of the building, and a decision was made to progress with the regeneration of the Channel view estate instead.

Cabinet previously approved progressing to Planning stage and entering into a procurement process.

We have received a tender sum from the preferred bidder which is currently being accessed.

The final contract sum will be determined following post tender due diligence and value engineering and will meet the Council's viability parameters.

3. Impact Assessments

Which impact assessments do you need to complete to support your proposal?

Further information is included about each assessment at the start of the relevant section.

The [Impact Assessment Screening Tool](#) provides advice tailored to your proposed policy, strategy or project regarding which impact assessments may be required and who to contact to find out more.

The screening tool is an online form with mainly multiple-choice questions which should take less than 10 minutes to complete.

Once the answers have been submitted, an automated email will be sent to you with the recommended next steps and details of who to contact for expert advice.

Put Yes or No next to each of the impact assessments listed below to indicate which ones are being carried out. For assessments which are not being carried out, please delete the relevant sections on the subsequent pages.

Impact Assessment	Completed: Y/N
A. Equality Impact Assessment	Y
B. Child Rights Impact Assessment	N
C. Welsh Language Impact Assessment	N
D. Habitats Regulations Assessment	N
E. Strategic Environmental Assessment	N
F. Data Protection Impact Assessment	N
G. Health Impact Assessment	N

For further information on all the above impact assessments including who to contact for advice, please visit the [Policy Portal](#).

A: Equality Impact Assessment

Guidance in completing this assessment can be accessed [here](#). Please consult the Equality Team for any further assistance with completing this assessment EqualityTeam@cardiff.gov.uk

Under the Equality Act 2010, “differential impact” means that people of a particular protected characteristic (e.g. people of a particular age) will be significantly more affected by the change than other groups.

Impact on the Protected Characteristics

Age

Will this proposal have a **differential impact [positive]** on different age groups?

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

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

The Council’s house building programme intends to have a positive impact on all ages providing new homes for those in general need as well as specific homes such as adapted/accessible properties, older persons accommodation and hostel and temporary homes. Our build programme will also include homes for sale as well as LCHO.

The Channel View Phase 1 Development is specifically aimed at providing older persons accommodation and will significantly improve quality of life, accessibility and safety of Older residents.

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

No action required.

Disability

Will this proposal have a **differential impact [positive]** on disabled people?

	Yes	No	N/A
Hearing Impairment			X
Learning Disability			X

Long-Standing Illness or Health Condition	X		
Mental Health	X		
Neurodiversity	X		
Physical Impairment	X		
Substance Misuse	X		
Visual Impairment	X		
Other	x		

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

The Channel view project intends to have a positive impact on any household with disabilities by ensuring that our new homes are in accordance with Welsh Government's Design Quality Requirements, including also Lifetime Homes and RNIB standards. Where there is specific housing need, this will be considered and incorporated into new homes in the form of accessible or adapted properties. The properties provided on Channel view will be flexible enough to deal with any changing needs.

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

No action required.

Gender Reassignment

Will this proposal have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (Transgender people are people whose gender identity or gender expression is different from the gender they were assigned at birth.)		x	

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

No differential impact

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

No action required

Marriage and Civil Partnership

Will this proposal 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.

No differential impact

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

No action required

Pregnancy and Maternity

Will this proposal 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.

No differential impact

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

No action required

Race

Will this proposal 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.

No differential impact

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

No action required. We would however point out that as part of any consultation on delivering new homes, we liaise fully with the local community and will provide translation services for any consultation literature if this is requested.

Religion, Belief or Non-Belief

Will this proposal 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 belief		X	
No belief		X	

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

No differential impact.

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

No action required.

Sex

Will this proposal have a **differential impact [positive/negative]** on male, female or non-binary persons?

	Yes	No	N/A
Male persons		x	
Female persons		x	
Non-binary persons		x	

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

No differential impact.

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

No action required.

Sexual Orientation

Will this proposal have a **differential impact [positive/negative]** on people with different sexual orientations?

	Yes	No	N/A
Bi		X	
Gay		X	
Lesbian		X	
Heterosexual		X	
Other		X	

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

No differential impact.

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

No action required.

Socio-economic Duty

Is the change anticipated to reduce or contribute to inequality of outcome as a result of socio-economic disadvantage? (e.g. will the change negatively impact on those on low-incomes or those living in deprived areas?)

	Yes	No	N/A
Socio-economic impact	x		

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

There will be a positive impact to socio-economic duty as the driving factor behind the Council’s housebuilding programme is to increase the number of affordable, sustainable and energy efficient homes across the city. Our developments will have positive impacts and enhance the communities in which they are situated and the new

homes will be built to Welsh Government’s DQR standards as a minimum whilst also embodying sustainable infrastructure and highly energy efficient homes that will help reduce fuel poverty.

The Channel View Project also has a robust and tailored Social value Contract as part of the main contractors duties which will see significant benefit to the community in terms of training, jobs and inclusion.

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

We will adhere to the Socio Economic Duty guidance and:

- Take account of evidence and potential impact
- Consult and engage
- Understand the views and needs of those impacted by the decision, particularly those who suffer socio-economic disadvantage
- Welcome challenge and scrutiny
- Drive a change in the way that decisions are made and the way that decision makers operate

Our processes and procedures already embody these principles and we will continue to monitor and review the same.

We will ensure the Social Value contract is adhered to and carried out to benefit the local community.

Welsh Language

Will this proposal have a **differential impact [positive/negative]** on the Welsh language?

	Yes	No	N/A
Welsh language		x	

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

No differential impact.

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

We will ensure that all literature produced for consultation events and signboards have both English and Welsh text and the Welsh language standards are adhered to.

Consultation and Engagement

What arrangements have been made to consult/engage with equality/ community organisations, especially those who are representative of those you have identified as being likely to be affected?

Consultation has been ongoing since 2017 with the residents of channel view and the wider area.

We have worked closely with them to ensure the development works for the existing community as well as provides much needed additional council homes in the area for citizens wishing to live in the area.

Engagement with local residents, especially existing tenants, and working with wider stakeholders is vital to ensure the Channel view project is a success.

The preferred bidder has set out a robust community engagement plan as part of the tender submission and we will ensure this is delivered as promised. This will include setting up a community working groups, appointing a community liaison officer, regular community events and ongoing engagement about housing need, and consultation of how The Marl can be improved as part of the regeneration.

We also continue to consult internally and externally with the following:-

- Tenancy management
- Housing Strategy
- Allocations and voids
- Strategic Estates
- Valuers
- Adult Service and Physiotherapy on design of adaption properties
- Planning Consultancy
- Civil, Structural and Drainage Engineer
- Architect
- Mechanical and Electrical (M&E) Engineer
- Cost Consultant / Employer's Agent
- CDM Principal Designer
- Acoustic Consultant
- Arboriculturist
- Ecologist
- Drainage and utilities services
- Legal services
- Specialist technical advice
- Members of the public and Religious/community groups within the Grangetown area
- Parks and Harbour Authority

Summary of Actions (Listed in the sections above)

	Actions
Age	n/a

Disability	n/a
Gender Reassignment	n/a
Marriage & Civil Partnership	n/a
Pregnancy & Maternity	n/a
Race	No action required. We would however point out that as part of any consultation on delivering new homes, we liaise fully with the local community and will provide translation services for any consultation literature if this is requested.
Religion/Belief	n/a
Sex	n/a
Sexual Orientation	n/a
Socio-economic Impact	<p>We will adhere to the Socio Economic Duty guidance and:</p> <ul style="list-style-type: none"> • Take account of evidence and potential impact • Consult and engage • Understand the views and needs of those impacted by the decision, particularly those who suffer socio-economic disadvantage • Welcome challenge and scrutiny • Drive a change in the way that decisions are made and the way that decision makers operate <p>Our processes and procedures already embody these principles and we will continue to monitor and review the same.</p> <p>We will ensure the Social Value contract is adhered to and carried out to benefit the local community.</p>
Welsh Language	We will ensure that all literature produced for consultation events and signboards have both English and Welsh text and the Welsh language standards are adhered to.
Generic/ Over-Arching (applicable to all the above groups)	Constant and active engagement and consultation with all groups above to ensure they are involved in the regeneration scheme and benefit from it. Ensuring hard to reach groups are a key part of the process is vital . Ensure all opportunities made available through the social value element of the project are accessible to all.

Next Steps

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.

Where the Equality Impact Assessment shows negative impacts, you must append the form to the Cabinet or Officer Decision Report.

On completion of this Assessment, please ensure that the whole form is submitted to the Equality Team mailbox so that there is a record of all assessments undertaken in the Council EqualityTeam@cardiff.gov.uk

B: Child Rights Impact Assessment

The aim of a Child Rights Impact Assessment is to put children and young people at the forefront of decision-making. The assessment helps officers to consider how the rights of children and young people may be affected by a proposed policy or project.

Click [here](#) to start a Child Rights Impact Assessment.

You will receive an automated email containing a link to your Child Rights Impact Assessment template and the Child Friendly Cardiff Team will be in contact to support you.

Guidance for Local Government prepared by Unicef is available here:

[Child Rights Impact Assessment - Child Friendly Cities & Communities \(unicef.org.uk\)](https://www.unicef.org.uk/child-rights-impact-assessment-child-friendly-cities-communities)

For further information or assistance in completing the Child Rights Impact Assessment, please contact the Child Friendly Cardiff Team ChildFriendlyCardiff@cardiff.gov.uk

Next Steps

Where it is considered that a Child Rights Impact Assessment is required, you must append the form to the Cabinet or Officer Decision Report.

C: Welsh Language Impact Assessment

Please consult with Bilingual Cardiff for any assistance with completing this assessment
Bilingualcardiff@cardiff.gov.uk

Welsh Language Standards 88-97

Standard 88

Will this proposal have a **differential impact [positive/negative]** on:

	Yes	No	N/A
The opportunities for persons to use the Welsh language?			
Treating the Welsh language no less favourably than the English language?			

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

Standard 89

Could this proposal be formulated or re-formulated, so that it would have positive effects, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 90

Could this proposal be formulated or re-formulated to ensure that it does not have adverse effects, or a decreased adverse effect, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 91

When consulting on the proposal, were views considered, and sought, on the effects (both positive and negative) that it would have on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 92

Did the consultation seek and give consideration to views on how the proposal could have positive, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 93

Did the consultation seek and give consideration to views on how the proposal could have no adverse effects, or decreased adverse effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 94

If the proposal includes the awarding of grants, has consideration been given to the guidance presented in Cardiff Council’s Policy on Awarding Grants in Compliance with the Welsh Language Standards with regard to:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 95

If research was undertaken or commissioned to assist with the development of the proposal, did it give consideration to whether it would have a **differential impact [positive/negative]** on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 96

Did the research undertaken or commissioned to assist with the development of the proposal give consideration to how it could have a positive effect, or increased positive effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Standard 97

Did the research undertaken or commissioned to assist with the development of the proposal give consideration to how it could have no adverse effect, or decreased adverse effects, on:

The opportunities for persons to use the Welsh language?

Treating the Welsh language no less favourably than the English language?

Material and Services

In addition to the impact assessment to ensure that the proposal meets the requirements of the Welsh Language Standards, consideration must also be given to the supporting materials and services that may be required.

These include (please click on the hyperlinks to view detailed information about the requirements under the Welsh Language Standards):

- [Correspondence](#) - receiving and replying (emails, letters, online communication).
- [Telephone](#) – receiving and answering calls.
- [Meetings & Public Events](#) – public meetings or events, group meetings, consultation, individual meetings.
- [Public Messages – electronic – video](#)
- [Signs, Notices & Display Material](#)
- [Publicity & Advertising](#)
- [Producing Public Documents](#) - policies, strategies, annual reports, corporate plans, guidelines, notices, codes of practice, consultation papers, licences, certificates, rules, brochures, leaflets, pamphlets or cards, ticket/vouchers.
- [Producing Forms](#)

- [Reception Services](#)
- [Websites, Apps and Online Services](#)
- [Social Media](#)
- [Self Service Machines](#)
- [Education Training Courses](#)
- [Public Address Announcements](#)

Are all supporting materials and services compliant with the requirements of the Welsh language standards?

--

Cardiff Council’s Welsh Language Skills Strategy

This strategy may be viewed here and additional guidance documents have been produced to support its implementation:

- [Assessing Welsh Language Skills and Identifying Welsh Essential Roles](#)
- [Recruitment, Selection, and Interview Procedures and the Welsh Language](#)

Do you have access to sufficient Welsh speaking staff to support the delivery of the proposal in compliance with the requirements of the Welsh language standards?

--

Next Steps

Where it is considered that a Welsh Language Impact Assessment is required, you must append the form to the Cabinet or Officer Decision Report.

A copy must also be emailed to Bilingual Cardiff Bilingualcardiff@cardiff.gov.uk

D: Habitats Regulations Assessment

	Yes	No
Will the proposal affect a European site designated for its nature conservation interest*, or steer development towards an area that includes a European site, or indirectly affect a European site?	<input type="checkbox"/>	<input type="checkbox"/>

** Only two European sites designated for nature conservation interest lie within Cardiff's boundaries – the Severn Estuary and Cardiff Beech Woods, but be aware if your project affects an area close to a neighbouring authority.*

If the answer is 'Yes', then a screening exercise may need to be conducted to determine if a Habitats Regulations Assessment is required or not.

Contact the [Biodiversity Team](#) who will guide you through the process.

E: Strategic Environmental Assessment

	Yes	No
Does the strategy, policy or activity set the framework for future development consent?	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
Is the strategy, policy or activity likely to have significant environmental effects (positive or negative)?	<input type="checkbox"/>	<input type="checkbox"/>

If you have answered 'Yes' to both of the above questions, then a full Strategic Environmental Assessment Screening is needed.

Contact the [Sustainable Development Unit](#) who will guide you through the process.

F: Data Protection Impact Assessment

	Yes	No
Will the proposal involve processing information that could be used to identify individuals?	<input type="checkbox"/>	<input type="checkbox"/>

If the answer is 'Yes', then a Data Protection Impact Assessment may be required.

Click [here](#) to read the guidance and start the Data Protection Impact Assessment process if needed.

For further information, contact the [Data Protection Service](#).

G: Health Impact Assessment

A Health Impact Assessment helps to develop policies and projects that consider the mental, physical and social health and well-being of a population during planning and development. Considering health inequalities and their impacts on local communities is an essential part of any Health Impact Assessment.

Health Impact Assessments will become a statutory requirement for public bodies in specific circumstances in the future. These circumstances have yet to be published by Welsh Government.

For further information and advice, please contact the Wales HIA Support Unit.

Website: [Home - Wales Health Impact Assessment Support Unit \(phwwhocc.co.uk\)](http://phwwhocc.co.uk)

Email: WHIASU.PublicHealthWales@wales.nhs.uk

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

18 Sep 2023

LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2022/2023

Purpose of the Cover Report

1. To provide Members with background information to facilitate their scrutiny of the draft Local Authority Social Services Annual Report 2022/23, attached at **Appendix 1**, prior to consideration by the Cabinet and Council.

Structure of the meeting

2. The purpose of this agenda item will be for the proposed Local Authority Social Services Annual Report 2022/23 to be considered in its entirety.
As such, present for this agenda item will be Committee Members of the Community & Adult Services Scrutiny Committee, and the Children and Young People Scrutiny Committee. Members are therefore requested to ask questions pertaining to their 'home' committee, or general overarching, cross-cutting issues (such as general governance arrangements / layout etc).
3. The agenda item will begin with the Cabinet Member being offered the opportunity to make an opening statement, after which, the question-and-answer session will begin.
4. Councillor Norma Mackie (Cabinet Member – Adult Services), Sarah McGill (Corporate Director – People & Communities), Jane Thomas (Director, Adults, Housing & Communities) and Deborah Driffield (Director, Children Services) will be available to answer Members questions.
5. Members are advised Cllr Ash Lister is unable to attend the meeting and so, his statement is included in the papers at **Appendix 5**.

Structure of Papers

6. The following Appendices are attached to this cover report:

Appendix 1 – draft Local Authority Social Services Annual Report 2022/23

Appendix 2 – Directorate response to challenges raised when a draft LASSAR, was circulated to consultees in the summer of 2023.

Appendix 3 - Cardiff Council's Social Services Annual Complaint, Compliments and Members Enquiries Report April 2022 – March 2023

Appendix 4 – Annual Report of the Corporate Safeguarding Board 2022/23

Appendix 5 – Statement of Cllr Ash Lister, Cabinet Member – Children's Services

7. Members are to note, the Local Authority Social Services Annual Report (LASSAR), should be read in conjunction with the Directorate's Delivery Plan (DDP), as the DDP sets out the detail of how the 2023/24 priorities identified in the LASSAR, are to be taken forward. Members have previously received their relevant service area's Directorate Delivery Plan. However, should they wish for redistribution, they are requested to contact their relevant scrutiny officer.
8. Members are reminded that in the summer of 2023, the service area shared a draft version of the Annual Report with key consultees (including the Council's Community & Adult and Children & Young People Scrutiny Committees) seeking their feedback. Feedback received from all consultees in this exercise is detailed at **Appendix 2**; along with the directorate's response.
9. **Appendix 3** and **4** have been used to inform the drafting of the Local Authority Social Services Annual Report.

Scope of Scrutiny

10. The scope of this scrutiny is for Members to review the draft Local Authority Social Services Annual Report, and to consider the following:

Draft Local Social Services Annual Report 2022-23

- I. The report's evaluation of the performance in delivering social care for the past year including lessons learned.

- II. The extent to which the local authority has met requirements under Parts 3 and 4 of the Social Services Well-being (Wales) Act which relates to assessing and meeting needs.
- III. Assurances regarding:
 - governance and accountability
 - effective partnership work
 - safeguarding arrangements
- IV. Responses to any inspections of its social services functions
- V. How the local authority has engaged residents in the production of the report.
- VI. Discuss whether further scrutiny is required within a particular area relevant to their Committee's terms of reference.

Background Context - Local Social Services Annual Report (LASSAR) 2022-23

11. The purpose of the LASSAR is to set out the local authority's improvement journey in providing services to people in their areas. Those who access information, advice and assistance, and those individuals and carers in receipt of care and support. Under the requirements of the Social Services and Well-being (SSWB) Act, the report needs to demonstrate how local authorities have promoted well-being and accounted for the delivery of well-being standards.
12. The Annual Report should reflect the experiences of service providers and services users. The Annual Report is a keyway for local authorities to demonstrate accountability to citizens and should therefore be accessible to people, including service users. The Directorate should ensure that annual reports are not overly long and are written concisely.
13. The report must be:
 - published "as soon as practicable" after the year to which it relates.
 - presented to the Council.
 - copied to Welsh Ministers
 - available on the local authority's website.
14. The proposed LASSAR is attached at **Appendix 1** and includes:

- Introduction (*pages 2-5*);
- Children Services Overview (*pages 6-23*)
- Transition to Adulthood (*pages 24-25*)
- Adult Services Overview (*pages 26-41*)
- Priorities for 2023/24 (*pages 42-43*)
- Inspection Outcomes (*pages 44-45*)
- How Are People Shaping our Services (*pages 46-53*);
- Promoting and improving the well-being of those we help (*page 54*):
 - (Set out under the six well-being objectives)**
 - i. Working with people to define and co-produce personal well-being outcomes that people wish to achieve (*pages 54-57*);
 - ii. Working with people and partners to protect and promote people's physical and mental health and emotional well-being (*pages 59-62*);
 - iii. Taking steps to protect and safeguard people from abuse, neglect or harm (*pages 63-65*);
 - iv. Encouraging and supporting people to learn, develop and participate in society (*pages 67-70*);
 - v. Supporting people to safely develop and maintain healthy domestic, family and personal relationships (*pages 71-73*);
 - vi. Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs (*pages 75-77*);
- How we do what we do (*pages 78-79*)
 - i. Our workforce and how we support their professional roles (*pages 80-82*);
 - ii. Our financial resources and how we plan for the future (*pages 83-84*)

Financial Implications

There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. These financial implications will need to be considered before any changes are implemented.

Legal Implications

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

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet prior to its consideration of the report; and
- ii. Consider the way forward for the future scrutiny of the issues raised in the Annual Report such as the future challenges and priorities for 2023-24 for inclusion within the Committee's work programme.

DAVINA FIORE

Director of Governance and Legal Services

12 Sep 2023

Mae'r dudalen hon yn wag yn fwriadol

Local Authority Social Services Annual Report 2022/23

Report on the effectiveness of Social Services



Mae'r ddogfen hon ar gael yn Gymraeg





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1

FOREWORD AND INTRODUCTION

Message from Lead Members

To begin with, we would like to say how much we have enjoyed our first year as Cabinet Members for Social Services covering the Adult and Children's portfolios in Cardiff. It has been our pleasure to explore, learn about and support these services. Our visits to teams have given us an insight into the day-to-day work of the teams, the challenges they face, and the successes that they achieve. We extend our sincere thanks to all the Council staff who work tirelessly to support the people and families who receive our services – your efforts, day-in-day-out are appreciated and valued. We also want to acknowledge the key role played by our partners – volunteers, the third sector, care providers, and statutory – in helping us to deliver better outcomes for those in our city who need our help the most.

This report sets out the achievements of social care services in Cardiff in what has been yet another difficult year. The need to meet and manage the ongoing high level of demand for services whilst striving to deliver a balanced budget and achieve value for money is increasingly challenging. We are taking this opportunity to review how services are provided and consider the need for radical reform to meet demand and future proof social care services in Cardiff.

Within the report, we describe the progress that has been made during the year – such as the implementation of the new Striving for Excellence in Children's Services Strategy and the continued implementation of the Ageing Well Strategy in Adult Services. We also highlight some key statistics – such as Children's Services responding to 45,264 contacts and the Adult Services First Point of Contact team managing 36,757 customer contacts.

Shifting the balance of care continues to be a key focus for both Children's and Adult Services. The importance of this is becoming more and more evident as we experience the longer-term impact of COVID-19 on demand for services, and the reduction in students choosing to complete the social work degree course – a reported 42% decline in applications to the Social Work degree. In response to this, we continue to focus our efforts on ensuring that the right services are provided by the right people and at the right time, and that we have the right resource and capacity to meet our statutory duties.

There remains much to do, and we will continue to work together to provide the leadership needed to support our social care services. The priorities for the coming year are shown in this report for Children's, Adults and Social Services as a whole, with partnership working and co-production being our underlying key principles. The detail of how these priorities will be implemented is set out in the Children's and Adult Services Directorate Delivery Plans. Progress towards achieving priorities will be monitored via the Council's corporate reporting system – with regular updates to the Senior Management Team and Scrutiny Committees.

Last year we committed to do all we could to highlight and celebrate the work of staff across Social Services, and we hope that our social care workforce has seen that we have taken every opportunity – in person, in writing and through media – to do just that. We would not be able to achieve all that we do without our staff – so thank you.



Councillor Norma Mackie,
*Cabinet Member for Social
Services (Adult Services)*



Councillor Ash Lister,
*Cabinet Member for Social
Services (Children's Services)*



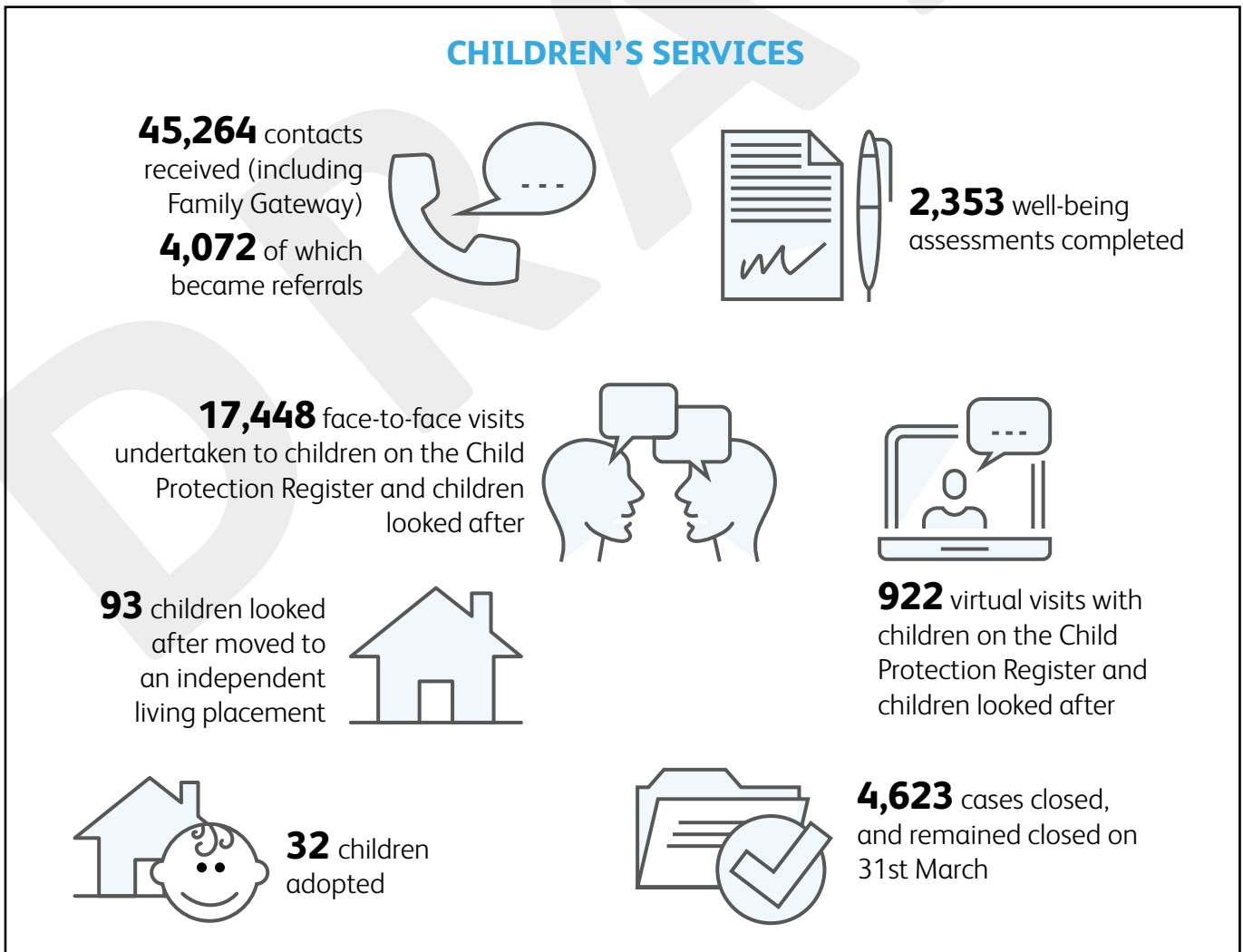
Message from the Director of Social Services

This report details the achievements of Cardiff Children’s and Adult Services, in partnership with other Council Directorates and external partners, in the context of the ongoing high level of demand for services and diverse range of services provided. We have continued to respond to the aftermath of the COVID-19 pandemic and deliver recovery plans for of our essential services. The fact that our workforce has continued to respond and deliver at this rate is testament to their dedication and resilience, and I am hugely proud of all our staff and colleagues.



Sarah McGill,
Corporate Director of People & Communities and Director of Social Services

Some key figures to demonstrate the volume of day-to-day work undertaken during the year are below:



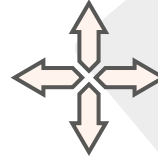
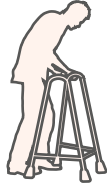
ADULT SERVICES

1,686
Adult Safeguarding
enquiries started



36,757 customer contacts
managed by the First Point of
Contact (FPoC) team

4,196 people who received
domiciliary care during the year
(through all services including
supported living)



147 referrals received through
the Hub Well-being Officers



610 Well-being
Carers Assessments
undertaken



6,879 Care and
Support Plans and
2,831 reviews
completed



2,788 assessments completed
by the Independent Living Team

SOCIAL SERVICES

Academi
**Gofalwyr
Caerdydd**



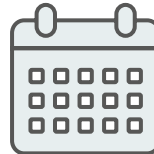
**Cardiff
Cares
Academy**

A total of **753** people have
registered with Cardiff Cares
Academy since the service
started in October 2021.

135 job outcomes were
delivered in 2022/23



423 staff
received Manual
Handling training



520 same/next working
day requests received to the
Joint Equipment Service

97,116
meals delivered by
Meals on Wheels
throughout the year



I have summarised my assessment of the key developments and challenges in Children's and Adult Services below:

2

CHILDREN'S SERVICES OVERVIEW

During the year we have revised our [Children's Services Strategy](#). The Striving for Excellence in Children's Services Strategy 2023-26 sets our direction and summarises the key work required to deliver progressive change to shift the balance of care for children in Cardiff. Our aim is to ensure that we provide families with the right support, from the right person at the right time, in the right place and at the lowest safe level of intervention.

















We continue to focus on 3 key areas:

- Ensuring a range of support in the community and a variety of homes for children are available in Cardiff - **place**.
- Supporting a permanent workforce - **people**.
- Developing our **practice** and procedures.

The overarching Children's Services Strategy is supported by our [Workforce Strategy](#), [Accommodation Strategy](#) and [Commissioning Strategy](#). Together with our new Performance Framework, these set out how we will deliver our vision. Other strategies supporting our service delivery include the [Corporate Parenting Strategy](#), [Trauma Informed Strategy](#), [Strategy for Children with Disabilities and Additional Learning Needs](#) and [Youth Justice Services Strategy](#).

The number of contacts and referrals to Children's Services, although lower than last year, remains high and the pressures on the service remain. We are acutely aware of the need to ensure that we are able to manage and respond to the demand for services so our work to deliver our strategic priorities to shift the balance of care continues to this end.

An overview of the change in demand across the child's journey is set out below:

Contacts	Referrals	Well-being assessments	Strategy discussions
45,264  5% 47,424 (2021/22) 	4,072  20% 5,108 (2021/22) 	2,353  6% 2,509 (2021/22) 	4,743  11% 5,338 (2021/22) 
Section 47 enquiries	Initial child protection conferences	Added to Child Protection Register	Started to be looked after
3,851  8% 4,171 (2021/22) 	577  16% 689 (2021/22) 	532  13% 612 (2021/22) 	265  13% 306 (2021/22) 

The ongoing high level of demand and complexity has been an issue for Children’s Services for a number of years and has been exacerbated by the long-term impact of COVID-19. Following the initial crisis response, we took a recovery approach to emerging from the COVID-19 pandemic, and we worked towards reinstating pre-pandemic operating models. However, it has become increasingly clear that we are living and working in an entirely different environment. We anticipate that the increased level of complexity we are experiencing will remain for a significant time. This is the case across the whole system, and we are having to be innovative in our thinking and our approach – developing new initiatives to enable us to manage demand and meet need.

Although numbers have begun to decrease, the “new norm” in terms of levels of demand and complexity has impacted our performance against key targets (for example, in relation to timeliness of visits and completion of plans for children). We continue to closely monitor our performance to inform our project planning and implementation of the improvement workstreams that are described throughout this report. We are embedding a performance culture that works both top down and bottom up – using Power BI as the primary tool to support our approach to performance management. Teams meet twice weekly to review the latest data, agree actions for the week and monitor progress. The detail of how we are doing this is set out in our new Performance Framework and we anticipate that this will enable us to demonstrate improved performance against key indicators in the coming year. A new process for recording and reporting supervision has been developed and implemented with enhanced ability for managers to monitor that supervision is taking place and cases are discussed regularly as required.

Shifting the Balance - Place

One of our in-house residential homes received an unannounced, but very welcome, visit from a member of the public who had been looked after there 30 years ago. One of the members of staff that they remembered is now the manager of the home, and as luck would have it, was on shift at the time of the visit. The visitor shared his fond memories of his time growing up there with her and it was lovely for her to hear that he has moved abroad and has a successful career in Australia.



The lack of sufficiency of placements and accommodation for children looked after has been a significant issue in Cardiff (and nationally) since early in 2022. This has been brought about by a combination of factors including - reduction in independent fostering placements, significant increase in children being looked after (especially older males), increasing complexity of need and fragility in the residential market linked to the Welsh Government commitment to eliminate private profit from the care of children looked after. We are also experiencing a shortage of housing provision (and housing with support) that is impacting on progressing plans for young people to move on to independent living. These issues have impacted on our ability to manage the market and have subsequently impacted on our ability to manage within our allocated budget. This has resulted in an increase in the number of children being placed in high-cost placements and homes operating without registration. The duration of these placements has also increased but the outcomes for children have been positive and have enabled them to step down to less intensive arrangements. Decisions to place young people in these arrangements are always made with the best interest of the child at the centre of decision making. It should be noted that these arrangements have a significant resource implication for the service including ensuring robust oversight of all individual placements and reporting requirements to the Care Inspectorate Wales.

To address this, we are looking for innovative solutions and developing a range of support services to ensure children can remain at home with their families when it is in their best interests to do so. Key progress during the year is set out below.

As part of the revision of our [Children's Services Strategy](#), we have also developed an [Accommodation Strategy](#) that sets out the provision that we need to achieve the aims of our strategy. It is closely linked with our work to implement The Right Place model in Cardiff and includes our ambitious plans to increase residential care provision for children and young people in Cardiff by 38 beds in the next 3 years. It takes account of the national context - including exploring radical reform for children looked after and care leavers and the Welsh Government policy aimed at eliminating private profit from the care of children looked after. It also addresses our local pressures – including the need for specialist mental health accommodation provision to support step-down from hospital and short break requirements for children with disabilities and complex needs. The 5 key strands of our Accommodation Strategy are set out below and are in addition to our work to:

- Support children who need to be placed out of area.
- Increase Young Persons Gateway accommodation.
- Introduce the Housing First model.
- Develop in-house fostering (see below).
- Shift the balance of care to prevent the need for children to start being looked after.

In addition to the new provision set out in our Accommodation Strategy, we are also bringing 2 coach houses on stream shortly that will be used for solo placements with a view to future registration with the Care Inspectorate Wales.

Headline Updates:

Children's Residential Provision

2 properties being refurbished for registration in 2023/24
2 coach houses identified

Specialist Mental Health and Step-Down from Hospital

Property identified - purchase in process

Children with Disabilities

Re-design progressing
Number of overnight stays increasing

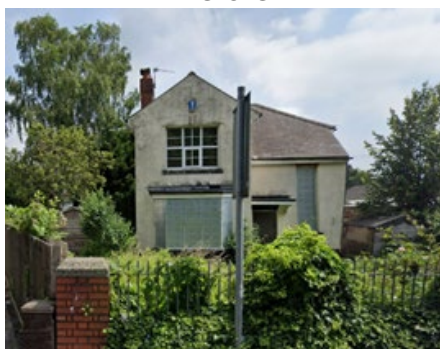
Unaccompanied Asylum Seeking Children

Working with providers to develop provision

Parent and Baby Accommodation

Partner to be commissioned to deliver this provision

Before



During



After



Other developments in relation to the place element of the [Children's Services Strategy](#) include:

- We continue to implement the **Reunification Framework** to support children to return home to their families where it is safe for them to do so. An initial pause and reflect session has been held and a further session is due to be held early in 2023/24 to look at the Reunification Framework and evaluate what is / isn't working well and determine what improvements are required. For example, we need to ensure that staff training needs are met. We also need to consider how this work and our wider permanence planning will be managed in the new operating model we are developing. Work has been undertaken to consider the barriers to families engaging in the reunification process and the following have been identified:
 - Inconsistency of contact.
 - Domestic abuse issues.
 - Substance misuse issues.
 - Parent and child wishes and understanding of the process.
- We continue to have a significant number of children in **kinship placements** – 204 at 31st March 2023.

- A project has been launched to expand the **in-house fostering service** – with the aim of increasing the number of in-house carers and developing the skills that they require to best support the children who are placed with them. During the year we increased the number of children placed with in house carers by 9% - from 119 at 31st March 2022 to 130 at 31st March 2023. We have developed 2 Teen Scheme placements and 2 parent and baby placements. The latter has seen 1 parent and baby successfully moved on to supported living and has a second parent and baby in placement at the time of writing. We continue with our focused recruitment campaigns to support us to continue to grow our in-house fostering service and we had 12 full assessments of people who would like to become foster carers ongoing at 31st March 2023. Following the transfer of the Fostering front door back to Children’s Services, a dedicated Fostering Recruitment Officer has been appointed, and a further appointment will be made using funding from Foster Wales. The Fostering recruitment process has been redesigned - targets have been set for different stages of the recruitment process to improve timeliness. We are also improving our recording mechanisms which will in turn improve our reporting to better support our monitoring going forward.



- During the year, the **Family Drug and Alcohol Court (FDAC)** pilot team have supported 9 families (15 parents and 11 children) from Cardiff. 6 sets of proceedings have concluded with 2 children returning to the care of their parents under Supervision Orders and 3 children being placed with wider family under a Care Order with a plan for a Special Guardianship Order application. Care Orders were granted in another proceedings for 2 children to be placed in long-term foster care. Care proceedings for 3 families are still ongoing. Feedback from parents, families and professionals continues to be gathered and is generally positive in terms of their experiences within FDAC. Funding for the Family Drug and Alcohol Court (FDAC) pilot is due to finish towards the end of this calendar year – contact is to be made with Welsh Government to confirm the funding position so we know at what point we need to stop taking new referrals if the pilot is to come to an end.

In the meantime, the following work is being undertaken so we are best placed to continue with the pilot if the funding is agreed:

- o Threshold issues will be considered – to ensure that eligibility for the FDAC pilot is compatible with new Public Law Outline process.
- o Data is to be reviewed and step up / step down considered alongside our plans to develop new practice and operating models.
 - Regarding step up - work will be undertaken as part of the development of the new practice and operating models to ensure that strength-based conversations happen at the earliest possible opportunity.
 - Regarding step down – this needs to be via our Integrated Family Support Team (IFST) to ensure that adequate levels of support are provided so we need to consider compatibility of service models – with the FDAC being abstinence based and IFST being harm reduction based.



- During the year we have continued to implement our **Court Improvement Plan**. The Court Support Team that undertakes redaction for Court disclosures has transferred over to Children’s Services and have settled in well – establishing strong links across the Directorate and with colleagues in Legal Services. We have also introduced a tracker to support us to monitor cases in legal proceedings and ensure that Court deadlines are met. This is taking some time to bed in, and we are currently considering what steps we need to take to embed the tracker as business as usual.
- We continue to work with colleagues in the Vale, Valleys and Cardiff (VVC) Regional **Adoption** Service to develop and improve the adoption process and secure permanence for children who aren’t able to remain at home with their birth family. The Welsh Early Permanence Framework has been introduced and during the year a set of Cardiff adopters have become the first to be approved as Welsh Early Permanence carers. Vale, Valleys and Cardiff Adoption Collaborative supported the couple to become dually approved as suitable prospective adoptive parents and also foster carers. The family were successfully matched with a 12 week old child - this resulted in the couple providing care for the child on a fostering basis, whilst the necessary court proceedings determined what was in the child’s long-term best interests. The proceedings concluded that adoption was required and the child was subsequently matched with the family who were already caring for him. This prevented him from having any further moves and he is absolutely thriving. The couple have since been most generous in sharing their experiences with others who are thinking about early permanence and a video interview will soon be available to be shared more broadly with those who are thinking about the possibility of exploring early permanency.



A number of children with complex needs have been successfully placed for adoption – an example is provided in the case study below:

Child O had a very traumatic birth and at one stage survival was unclear. Thankfully he made steady improvement, and his consultant described him as a ‘miracle baby’. His trauma at birth was significant and its long-term implications put him at risk of severe developmental delay and cognitive impairment in addition to a diagnosis of Cerebral Palsy. O also has a complex family history as well as genetic risk of learning difficulties and mental health conditions. Due to the complexity of his needs and the huge uncertainty about his development, the family finding process was prolonged for him, coupled with the impact of the pandemic which limited opportunities for specialist family finding events. In-house adopters approved by VVC were identified for him and this progressed through matching into placement.

This was a very careful, gradual process with a bespoke transition plan in place for him which recognised his specific needs and the duration of his placement with his foster carers. Being able to identify VVC adopters for him was hugely advantageous for this process as his adopters were able to be flexible and available for regular meet-ups prior to the more intensive introductions process. It also enabled a high level of contact with his foster carers post-placement and enabled support to be delivered well post-placement. O has thrived in the care of his adopters and is making incredible progress, his permanence within their family unit was secured with an Adoption Order towards the end of 2022/23.

- The **Interventions Hub** has been fully implemented and embedded into Children's Services. The Family Support element of the Interventions Hub are struggling to meet demand (during the year they have undertaken in excess of 9,000 visits) - additional resource to manage this demand has been agreed and is being arranged. 70% (378) of cases closed were closed as a result of successful intervention. Other reasons for closure include the family disengaging, ongoing needs being met and referral to an alternate service / higher needs panel. Consultation with social workers gives consideration as to whether the Integrated Family Support Team (IFST) can provide the required support. During the year it has been agreed that the Family Support Services provision will be expanded to provide support out of hours. Work is ongoing to create and advertise these posts.

An example of the fantastic work undertaken by the Interventions Hub during the year is provided below:

Ante natal parenting support was offered to parents E and C in the form of completing the "Welcome to the World" ante natal parenting programme.

Mum's older daughter was not in her care due to serious concerns about her ability to safeguard her and meet her needs – the child was subjected to sexual abuse by another family member whilst in the care of her mother and findings during the care proceedings were that Mum failed to protect her daughter.

This was Dad's second child however he was in prison when his first child was born, and he had not had any caring experiences. Concerns around Dad were in relation to distribution of class A drugs and current drug use.

Both parents had history of DV with previous partners. They had only been in a relationship for a very short time before becoming pregnant. Children's Services began the Public Law Outline (PLO) process with the view that the baby would need to be separated at birth in order to safeguard them.

The "Welcome to the World" ante natal parenting programme was delivered to both parents on a one-to-one basis, this programme consists of eight sessions: topics include empathy and loving attentiveness; infant brain development; healthy choices; managing stress; promoting self-esteem and confidence and effective communication. The aim of the programme is to improve attunement and bonding, to improve parental well-being and to improve knowledge and skills in the practical care of babies.

Both parents fully engaged with the intervention from the Pre-Birth Family Support Worker and completed the "Welcome to the World" programme along with intensive work from the Integrated Family Support Team (IFST). This positive engagement greatly contributed to the pre-birth risk assessment resulting in a positive outcome for parents as they were placed in a residential setting with their daughter while further assessments were completed.

They returned home after passing the residential assessment and parents are enjoying having their daughter in their care.

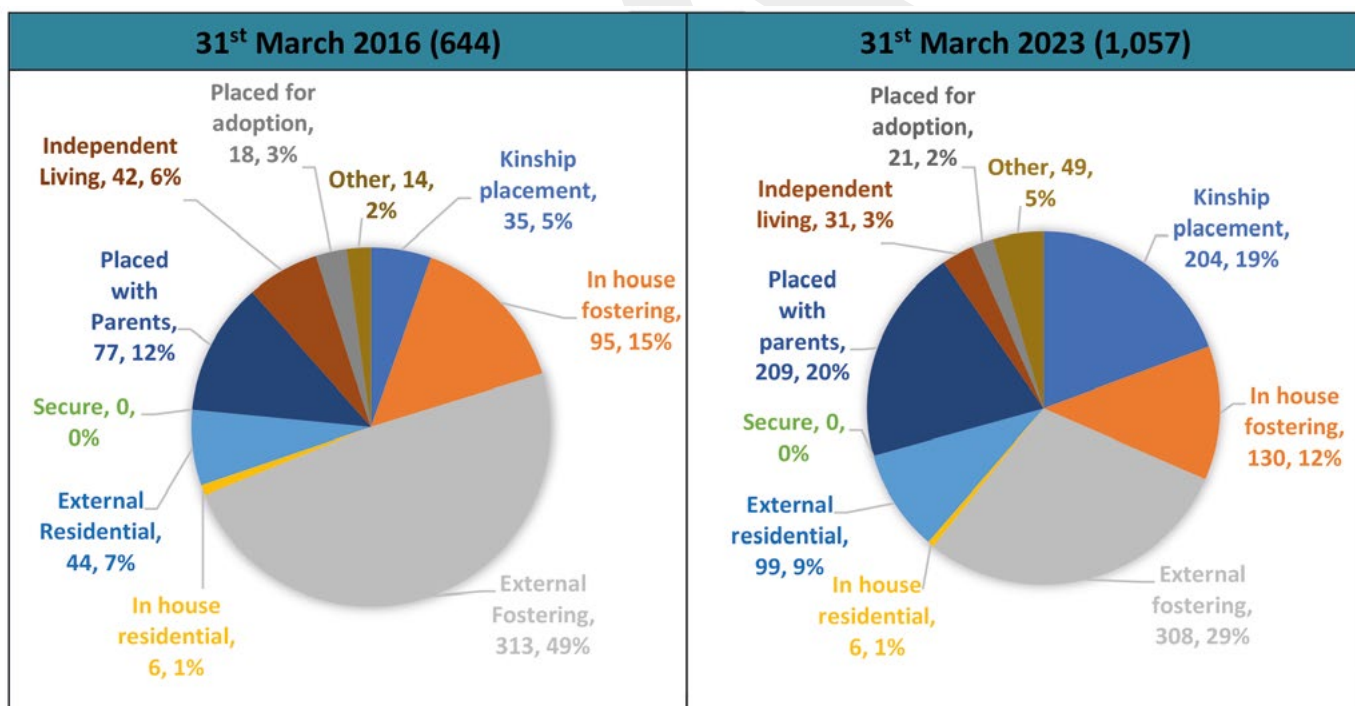
Feedback from parents:

"Since meeting L from the welcome to the world programme even though they were under circumstances that deemed difficult she made it feel so comfortable not only did she understand what we were going through she took the time to actually hear us out even if we burned her ears, she still gave us her time and patience.

Honestly we are ever so grateful for all her hard work and effort she put into us and we learnt so much from the welcome to the world programme".

- The implementation of the **Reviewing Hub** continues – at the time of writing, over 850 initial reviews have been undertaken and in excess of 500 children have had a second review. Over 200 children and young people have been stepped down to case closure or Early Help services. The Power BI report continues to be developed to support the review of project outcomes and the performance of the hub. Feedback from professionals and families attending the meetings is that the reviews are thorough. Oversight of plans and outcomes for children and young people have improved as a result of the implementation of the Reviewing Hub. The Reviewing Hub are also having targeted meetings with locality Operational Managers on a weekly basis to review and improve performance in relation to children with a Care and Support Plan – including compliance with completion of plans, recording of visits and case discussion in supervision.

The charts below show the shift in the balance of care we have achieved despite the increase in the number of children being looked after – from 644 at 31st March 2016 to 1,057 at 31st March 2023. The growth in proportion of children placed with parents on a Care Order or in kinship arrangements with family members is evident – from 17% in 2016 to 39% in 2023. This increase accounts for 73% of the increase in the number of children looked after (301 / 413).



Shifting the Balance – People / Workforce

During National Social Work Week #WSWD2023 we celebrated our social work staff for their tireless efforts to support vulnerable people in the city.

J is a Social Work Assistant in Children’s Services and he explained why he does the role ...

“I have aspired to be a social worker from a very young age. My aim was, and will always remain, to simply make a difference.

As a former Cardiff child looked after, I believe my experiences, along with my personal values and morals allow me to empathize with children within the service on a more personal level. I have built fantastic working relationships with my young people and their families, and it gives me great pride to be a part of their journeys.

I am very proud to represent characteristics in the world of social work that are often under-represented as a young black male and I hope this will encourage / inspire others of similar characteristics to achieve their goals.

I am excited to see where my career in #socialwork will take me, and continue to remind myself why I chose this career – ‘be the person your younger self once needed’.”



During the year we have developed our overarching [Workforce Strategy](#) and a more detailed Workforce Action Plan that sets out the key steps that we will take to implement the **People** element of our [Children's Services Strategy](#). Whilst recruitment and retention of both newly qualified and experienced social workers remains a priority, we are doing so in tandem with developing our existing workforce and implementing a new operating model. The new operating model reflects our emphasis on prudent social work - whereby social workers only do what only social workers can do – with appropriate support from non-qualified staff. For further information, please see page 15.

Key areas of progress during the year include:

- Ongoing recruitment campaign and use of social media to promote Social Work Cardiff.
- Attendance at a social work **recruitment fayre** in Birmingham attracted significant interest with 34 people expressing an interest in joining Cardiff. Interviews are in the process of being arranged and attendance at similar events is being planned, including an event in London later this year.
- Ongoing social worker **recruitment** and 13 students due to start who will qualify later in the year.
- Continuing work to “grow our own” social workers – promoting **secondments** to local universities and Open University.
- Recruitment to a dedicated **Children's Services Training Unit** is ongoing.
- Continued use of **Resource Assistants** to provide support to social workers and managers.
- **Social Work Week** was celebrated in March which gave us an opportunity to celebrate good practice, build morale and hold learning sessions for staff. This has given us a good platform to build on going forward.
- The **Practice Lead** role is developing well - a number of workshops have been held for newly qualified workers and social work assistants and a calendar of events for the coming year has been developed.
- A review of **business support** has commenced – to future proof the service, enhance business support as a career and ensure that the model best supports the new operating model.
- Ongoing development of links between **locality** social work teams and partners.
- Worked with colleagues across Wales via the Association of Directors of Social Services (ADSS) Cymru to develop an **All-Wales approach to the use of agency workers in Children's Services**. The All-Wales Pledge will come into effect from 1st May 2023 and will involve Cardiff agreeing to a number of commitments that are intended to increase stability in the recruitment market. These include:
 - o Adopting nationally agreed pay rates for agency social workers.
 - o Not offering contracts to agency workers who have resigned from permanent employment until at least six months after their last date of employment.
 - o Not employing agency social workers with less than three years post-qualifying experience.



Despite all of the above, our vacancy rate has increased from 23.9% in March 2022 to 27.3% in March 2023, although this is in the context of an overall reduction from a high of 38.7% in June 2020. We continue to engage agency social workers to ensure that vacancies are covered whilst permanent recruitment processes are undertaken. In the context of a national shortage of social workers and a reduction in applications to social work degree courses, we know that we need to do something different – and this is the main driver for our plans to introduce a **new operating model**. As mentioned above, our plan is to future proof the service by ensuring that social workers only do what only social workers can do. The premise of the redesign is built upon the key principle that families should have one consistent worker throughout their involvement with Children's Services wherever possible. Social care practitioner posts would be created to undertake a key worker type role with the

opportunity to build trusting relationships. Each family would be allocated a worker at the conclusion of the initial assessment where it was determined that there was a need for social work intervention. The worker would hold the case for the duration of the time the family required input from Children’s Services, and this would be determined via the statutory reviews undertaken by the Reviewing Hub and formal supervision. The requirement for input from a social worker would also be determined via formal supervision, statutory reviews, and any other key escalation points including child protection, issuing to Court for a Care Order or pre court proceedings work. The social worker would be seen as the expert practitioner who would hold complex cases, including all child protection cases. They would joint work alongside the worker as and when required to provide expertise and to meet statutory guidance / requirements and would undertake specific short-term tasks as and when required. It is intended that this new operating model will mitigate the issues with recruiting social worker, enhance our permanent workforce and reduce our reliance on agency social workers. A project team is in place and a pilot implementation is being planned – informed by the outcome of consultation with staff that was undertaken during the year. This will be one of our key priorities in 2023/24.

Sickness rates in Children’s Services decreased during the year to a full time equivalent (FTE) of 12.9 working days lost from 15 in 2021/22. This was below the target of 14.1, so the target was met.



Shifting the Balance - Practice

Child A had previously been known to Children's Services but the family fled the UK due to the Local Authority initiating care proceedings. A returned to the UK as an unaccompanied minor and was placed in foster care. It was believed that A had been trafficked back to the UK for the purpose of being sexually exploited. After a short time, the foster placement broke down due to the foster carer becoming aware that adult males, whom it was believed sexually exploited A, had been at the address. A was moved to a residential placement.

A's mental health and emotional well-being declined as a result of ongoing sexual exploitation, frequent missing periods and misuse of substances. A Mental Health Assessment was requested and A was detained under S3 of the Mental Health Act (1983) for 28 days. During this time, A's social worker kept regular contact with A ensuring that A knew she was there to help and support her and acting in her best interests. A was wary of all professionals trying to support her, believing they were working together to cause her harm.

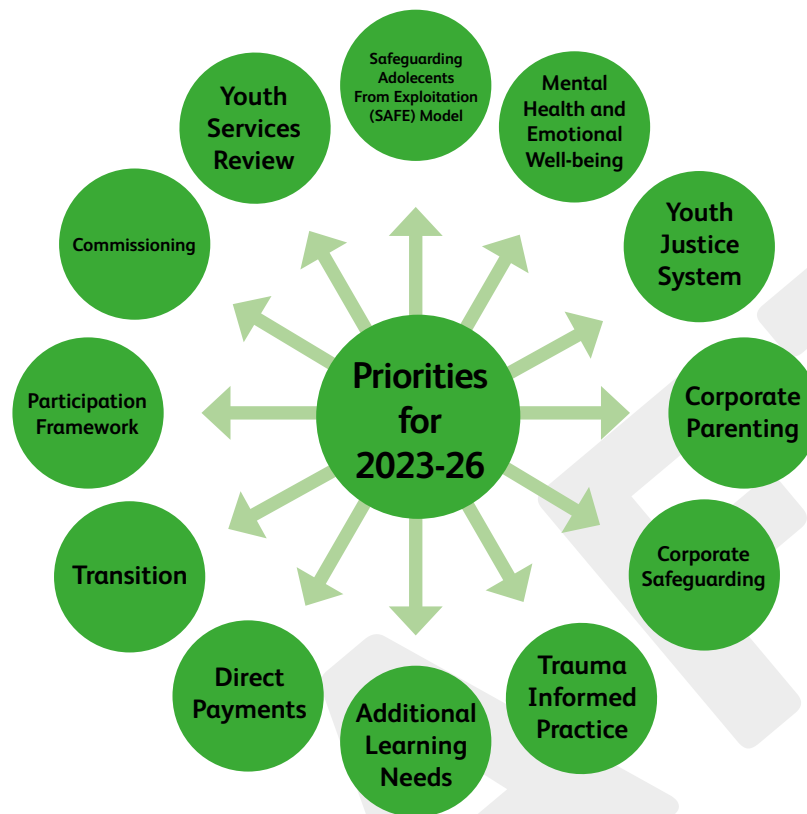
A's social worker was open and honest with A even when the information being shared was not what she would want to hear. Regular contact with A's family was also maintained, although this was challenging at times due to family members living in different countries with limited understanding of English. A's social worker worked with the family and interpreters to demonstrate understanding of cultural differences whilst ensuring that A was safeguarded.

Following the assessment, the decision was made to make an application to the Court for a Secure Order - this was granted, and a secure placement found. This was a traumatic time for A as she was terrified of being 'locked up.' A's social worker maintained regular contact and gradually gained the trust of both A and her family.

Whilst in secure, A received an extensive package of support and began making excellent progress - attending full time education and receiving frequent therapeutic support. Music became a big positive part of her life and she enjoyed making music.

When A was ready to transition to a residential placement, an application to the High Court for an Inherent Jurisdiction Order was made as it was felt necessary to restrict or deprive some of A's liberties in order to keep her safe. This was granted and remained in place for approximately 3 months, until A had made significant progress and the Order was discharged.

A had a huge part to play in selecting the residential placement which she moved on to and she remains there to date. A continues to make excellent progress - her school attendance is 100% and she is finishing school this year with a prediction for 11 GCSE's and alternatives. A is a confident and happy child and is still in regular contact with her social worker. Her love of music continues and her social worker found a grant for £1,000 of music equipment to enable her to make her own music. A has made several really good tracks, which will soon be available to download and stream - she is excited for people to hear these. A has ambitions of going to college and university to pursue a degree in either business or social work, but would also like to be a famous musician. A is due to move on to semi-independent living and feels safe and confident in doing so.



During the year we have updated and published our Striving for Excellence in [Children's Services Strategy 2023-26](#). This sets out what we want to achieve as a Directorate over the next 3 years. The detail of what we will do is set out in our Directorate Delivery Plan for 2023/24.

We continue to work to develop our practice throughout the whole of the child's journey through our service, from Early Help to Leaving Care. Key progress during the year is set out below.



Cardiff Family Advice and Support (CFAS) offer a range of information, advice and assistance for children, young people and their families in Cardiff and are the initial contact point for any professional, parent, child or young person in Cardiff where there are no safeguarding concerns. By 31st March 2023 the Family Gateway contact officers had offered information, advice or assistance to 10,849 people who contacted the Gateway during the year and the Family Help and Family Help Disability teams had provided tailored support to 2,728 children and young people and their families.

During the year the CFAS Family Help team have been integral to the development of the Single Point of Access, Multi-Disciplinary Team model for supporting children and young people's mental health and emotional well-being, which has progressed past the point of a pilot to being implemented as part of regular practice. This has strengthened the no wrong door approach and provided families with more direct access to support. It has also reduced the need for families to repeat their stories to multiple professionals by ensuring that appropriate and relevant information is shared and discussed as part of the decision-making process. This approach has resulted in increased engagement from families and better outcomes.

Other key developments during the year include:

- The Family Help teams have made a significant contribution to the development of a suicide and self-harm toolkit. This aims to raise awareness of evidence-based approaches and to bring a consistent approach by practitioners to interventions for children and young people.
- Fully embedding the transition protocol into practice, which has provided clarity to families and practitioners about expectations when a young person is approaching transition age. It has facilitated a proactive approach between services to ensure that there is a continuation of support for the young person and their family.
- Introduction of Webchat as another tool for children, young people, families and practitioners to use to access information, advice and assistance.

The **Support4Families (S4F)** team is working well and during the year, worked with 1,864 children below the threshold for statutory services. An example of the kind of support provided is given below:

A mum with a history of mental health issues suffered further mental health decline due to the trauma of severe and continuous anti-social behaviour, threats, false allegations and intimidation by a neighbour - aimed at both her and her daughter over a period of 18 months. Home conditions started to deteriorate, and mum was convinced that they were being watched and intentionally targeted. This adversely affected the child (K) in the home, who was also being targeted by the children of the neighbour and their friends. K had become isolated and fearful of leaving the house and had become a young carer for her mum.

The Family Support Worker (FSW) helped mum to see that her anxiety, behaviour and paranoia was part of her poor mental health and preventing her from being able to move forward. Mum agreed to self-refer to back into Community Mental Health Team (CMHT), so a referral and assessment were completed, and mum was accepted back into the service.

Mum had missed appointments with Universal Credit and was being sanctioned so S4F supported her with budgeting and created a plan to tidy and improve the home conditions and supplied a calendar for mum to record future appointments.

The family were supported with food bank vouchers and gas vouchers and the FSW attended an appointment at the Universal Credit office with mum to support her to get back on track. Sanctions were lifted and she started to receive all her benefits again.

The FSW also supported mum at meetings with the Local Authority anti-social behaviour team, police and Police Community Support Officers. Proceedings were started against the neighbour and a housing application was completed along with a supporting letter to emphasise the urgency. The family were allocated a house as an emergency due to safety concerns.

K's school were aware of the situation and were very supportive. They accommodated 1-1 sessions for her to see the FSW at school and also facilitated emotional well-being sessions in school for her.

The FSW applied for Discretionary Assistance Funding for money and goods to help them settle into their new home as they had had to flee due to intimidation on moving day and left a lot of their belongings behind.

Mum is now visibly happier and is getting things done on her own. K is doing really well emotionally and is able to go out on her own to walk the dog to the park and back for the first time in 2 years, without fear of being accosted. Mum is continuing with mental health support even though she is feeling better, to prevent feelings of paranoid from returning. Mum is determined to make positive changes and will need help from CMHT to stay on the path to recovery. Support4Families have successfully ended their involvement with the family.

- The **Safeguarding Adolescents From Exploitation (SAFE) Model** is a multi-agency approach to addressing the criminal and sexual exploitation of young people. During the year we have undertaken focused work with partners to raise awareness about this approach to exploitation and the interventions that are available. This included a face-to-face event that provided a good opportunity for networking and developing relationships. An action plan has been developed and is being implemented and work has been dovetailed into the Serious Violence and Organised Crime Group meetings (led by the Police) to avoid duplication and ensure sharing of information in relation to exploitation. A Missing Persons (MISPER) Co-ordinator has been appointed and is working with the Police to ensure a consistent approach to missing young people - focusing on safety planning for the top 10 missing young people in Cardiff. Work on updating the MISPER policy has started.
- Work with colleagues in Health is being taken forward under the Starting Well Partnership to deliver an integrated approach to **mental health and emotional well-being support for children and young people**. Three main workstreams have been identified with short, medium and long-term objectives. A summary of these objectives key progress during the year is summarised below:
 - o **Short-term** - the formulation of joint discharge plans for children and young people in hospital. Weekly multi-agency meetings are in place to discuss individual children in emotional distress. Specialist training has been provided to assist staff in understanding behaviour and how to meet the needs of children in emotional distress. A self-harm and suicide protocol is being developed.
 - o **Medium-term** - working with providers to provide wrap around support to prevent hospitalisation and expediate discharge. Work continues to provide suitable placements for children and young people until the long-term accommodation solution is finalised. The majority of the clinical team are now in post and staff accommodation has been sourced and is being used by the team.
 - o **Long-term** - commissioning an accommodation solution with wrap around support. A property has been identified for the accommodation solution and the purchase of the property is in process. A regional market engagement has been held to obtain feedback from providers on the service we are looking to deliver – providers were very positive, and we hope that this will translate into the market responding when tenders are issued later this year.
- As noted on page 44, during the year, the **Youth Justice Service (YJS)** received a follow up inspection that resulted in the priority status being removed. Here is a summary of some of the key achievements of the service during the year:
 - o Updated Youth Justice Strategy launched - action plan agreed by HMIP and being implemented.
 - o Management restructure completed and new management team embedded.
 - o New Breach and Encouragement process agreed – ensuring a robust process is in place to address issues when a young person is not complying with their Order.
 - o New Speech and Language Therapist post created and appointed to - this is a new role, so a briefing is being prepared for staff regarding the role and offer.
 - o Turnaround funding secured from the Ministry of Justice. This will enable us to expand our prevention offer to young people who were previously not eligible, such as young people released on police bail or under investigation. This work is being taken forward under the name – Crossroads – chosen by young people.
 - o An example of positive partnership working between the Youth Justice Service and partners is included below:

D was referred to the Kicks youth outreach programme. This programme is run by the Cardiff City Football Club Foundation and aims to create safe, more inclusive communities and reduce offending.

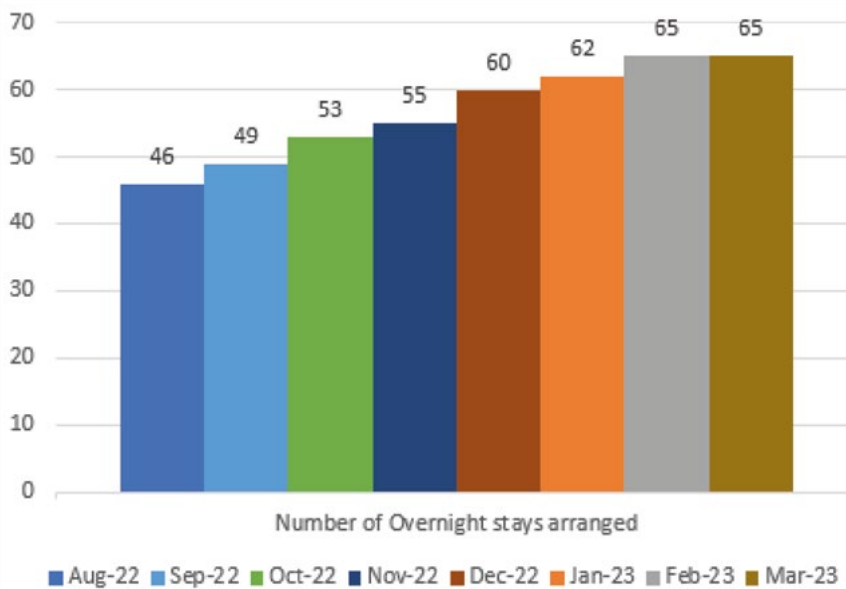
Through their 1-1 mentoring, they used the power of Cardiff City FC to keep D engaged, support his well-being, and earn his trust. As a result, they were able to work with D to find different techniques to control his hostile behaviour, build positive relationships and visualise what his future holds.

Discovering his love for sport, their Future Pathways post-16 education programme was the perfect blend of theory and practical activities that D needed. D is now studying on their BTEC Level Two in Sport and is on track to progress onto their BTEC Level Three Extended Diploma in Sport next year. D has made a new group of friends and has committed to changing his life for the better.

D's progress has been extraordinary, as outlined by his Youth Worker:

"It's been so refreshing to see D's progress – he's shown inner strength to take a step towards making his future bright. D is now working towards his childhood dreams of enjoying sport and has been really keen to get involved with Cardiff City FC Foundation. The 1-1 sessional work has reinforced the trust and confidence that D is nurturing and will definitely continue to thrive through continued support and being surrounded by positive role models."

- During the year, work to support children with **Additional Learning Needs (ALN) and disabilities** has been very much focused on developing our **short break provision**. The first stage of the redesign of Ty Storrie has been agreed so work on the stage 2 design has commenced. In the meantime, we have been focusing on recruitment to vacant posts – this has been difficult, but good progress has been made and has resulted in improved occupancy rates – overnight stays increased from 46 in August to 65 in March.



A plan is in place to continue this increase and achieve an average of 4 stays per night during summer 2023.

- As set out in our **Accommodation Strategy**, we are looking for an additional property to enable us to extend our short break provision to children with less complex needs – potentially from a large bungalow that could accommodate up to 4 children at a time. A potential property has been identified and is being considered. Other progress includes the development of referral criteria – which has been drafted and is being tested in practice before being formally signed off. An example of support provided to children with disabilities is included below:

Children supported by the Child Health & Disability team enjoyed a fantastic trip to Storey Arms (Cardiff Council's Outdoor Education Centre). The day trips took place over 2 days and were enjoyed by children with a range of additional needs. During the trips the children and young people were supported by Children's Services staff with the option of parents and carers joining them. The children and young people thoroughly enjoyed a range of activities which included a mountain hike using navigation maps and compass symbols through the beautiful forests of the Brecon Beacons, rock climbing using the specialist climbing wall and canoeing through the canals before stopping for a delicious outdoor picnic in the glorious countryside. Children, parents, carers and staff all had a great time and thoroughly enjoyed themselves. The trip provided opportunities for the children and young people to meet new friends, work as a team, develop confidence in outdoor activities and build new skills – there were smiles and celebrations all round throughout the trips and we hope to make this an annual opportunity.

- During the year we have reviewed and amended the eligibility criteria for **Direct Payments**, and this will be included in the updated Direct Payments Policy that is due to be signed off early in 2023/24. Consideration is being given to the use of Direct Payments beyond children with disabilities, but it is noted that consideration will need to be given to the ability of families in crisis to manage Direct Payments. An uplift to Personal Assistant fees for Children's Services will be implemented in the new financial year.
- A **Participation Framework** is being developed in consultation with children and families. This will pull together all the work that we do to engage children and families in the development of their own plans, and also service planning. Good examples of participation during the year are included on page 46.
- During the year, a new structure for the **Commissioning** Team has been agreed and recruitment to the team is ongoing. The team are undertaking a review of contracts and putting a proactive plan in place for timely renewal / retendering when contracts come to an end. Unfortunately, recruitment is taking longer than anticipated so this has not been completed as quickly as we would like, but it is progressing. The team play a key role in supporting and monitoring the quality of care within the independent care sector. During the year, the team have been supporting the project for young people with mental health and emotional well-being issues (please see page 20). They have also taken on the role of sourcing providers for agency support staff for bespoke placements and supporting providers when they are in place.
- Following on from the Systems Review that was undertaken last year, a review of our **front door arrangements** is ongoing. This will take account of the national review of multi-agency safeguarding arrangements undertaken by the National Independent Safeguarding Board (NISB) Wales. It will also consider the recommendations from other recent national safeguarding reviews following the tragic deaths of children where abuse or neglect was suspected.

- In support of the new operating model that we are developing (please see page 15), we are also working towards the implementation of a **new practice model**. This will involve a review of our current strength-based approach and consideration of how this can be enhanced with **trauma informed practice** and use of motivational interviewing. This will be one of our key priorities in 2023/24.
- During the year we have implemented a new process for responding to **Child Practice Reviews**. Learning from these reviews is triangulated into our wider Quality Assurance mechanisms to ensure that the recommendations are shared and feed into our continuous cycle of learning and practice improvement.



3

TRANSITION TO ADULTHOOD

The new Regional **Transition** Protocol for children with disabilities “Planning for My Future” has been launched and is being used in schools. We now have 5 transition workers in post and these specialist, skilled workers are helping us to improve the experience of transition for young people. Referrals to the multi-agency Transition Review Interface Group (TRIG) are being made earlier to ensure clear joint working with Adult Services in preparation for transition. We are aware that there is a gap in the market for domiciliary care for children with disabilities – to try and address this we have held a market engagement event to identify any providers who currently work with adults with learning disabilities who have an appetite to expand and develop services for young people of transition age. Follow up meetings are being arranged with providers who expressed an interest, and this will be a key piece of work going forward – in close association with colleagues in Adult Services.

A multi-disciplinary Transitional Safeguarding Panel for young people aged 16-25 with complex needs has been established. Representatives from the Personal Advisor Service, Adult Safeguarding and Housing / Homelessness are meeting weekly to consider referrals and review what services can be offered. This has been a valuable resource to help us to manage risk for some of our young people with the most complex needs who wouldn't otherwise meet the criteria for Adult Services. There are, however, pressures in the Young Persons Gateway which, combined with the complexity of need, has led to there being some instances of transition being delayed. Managers from across the Directorates are working closely to overcome these issues. Regular discussions with Housing and Education have been established to look at opportunities for care experienced children and young people to move back to Cardiff to facilitate a local transition to adulthood. These discussions feed into the regular reviews that young people aged 16/17 receive as part of their planned transition.

Complex Needs Day Service

The Complex Needs Day Service Ty'r Bont transition team based at Ty Gwyn Special School has continued to work with young people with complex needs in their final year of school, co-producing a support plan with the young person that captures what is important to and for the young person, and what a good adult life looks like from the young person's perspective. This work assists with a smooth transition from school to adult life. 2 young people attended the Cardiff & Vale College “Towards Independence” part time college course supported by the Complex Needs Day Service in 2022/23 and have really enjoyed their time at college.

Personal Advisor Service

In 2022/23, proposals were developed to align the Personal Advisor (PA) Service to the Adults, Housing & Communities Directorate under the management of the Advice Service. The current Advice Teams including Money Advice, Into Work and Housing Solutions & Prevention Services, are able to provide wraparound support to the young person and their Personal Advisor, putting them at the heart of support by providing expert advice. The move will ensure closer working with the Young Persons Accommodation and Support Gateway for those young people experiencing or at risk of homelessness, giving a better understating of their housing needs. The alignment of the teams will also provide a link to support services which will continue to support the young people into adulthood after the PA duty has finished, allowing for greater independence.

Young Persons Multi-Disciplinary Team Pilot

The Young Persons Multidisciplinary Team (MDT) provide targeted assertive outreach support for 'hard to reach young people' using a therapeutic and treatment approach. The team is made up of professional practitioners and clinicians from Cardiff Council, the University Health Board (UHB) and a range of third sector organisations, and includes key workers, social workers, specialist substance misuse workers and counsellors. The team focuses on young people with complex and multiple needs often due to trauma and presenting with behaviours that make access to services difficult. The team focus mainly on those presenting to homelessness services. The aim of the project is to improve outcomes for young people who have complex needs and to help create pathways into mainstream services.

Levels of engagement with young people and the MDT has been positive during 2022/23. Young people are able to build trusting, respectful relationships over a period of time to establish what is important to them and what support can be offered. The team are currently working with around 40 young people.

Supporting young people who present with high risk to themselves and others, are vulnerable to exploitation and take part in criminal behaviours will be a priority for the coming year.



4

ADULT SERVICES OVERVIEW





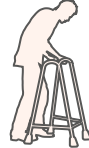
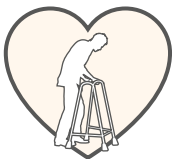

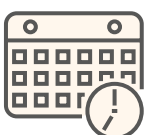



Adult Services Progress

2022/23 was another challenging year for Adult Services with high levels of demand and problems recruiting and retaining staff, both for our internal services and also for our commissioned services and partners. Recruitment of qualified social workers and occupational therapists remains a challenge, as does the increasing complexity of the needs of service users. This has resulted in some delays in social work assessments, both in hospital and in the community. Cases are prioritised carefully to ensure the highest needs are met.

The issues within the care sector eased during the year, and the availability of both domiciliary care and general residential care have both improved. As a result, the availability of care is not generally a concern in Cardiff, although timely availability of residential care provision for those with higher level needs, both in terms of dementia and learning disabilities, remains an issue. Regular meetings take place with care providers to monitor the market and understand their pressures and concerns.

Despite this challenging context, significant progress has been made on our key priority areas during the year, with further development of cross directorate working to meet the needs of our service users and their carers.

Carers well-being assessments	Number of individuals with a care and support plan in place at the end of the year	Care plan reviews completed
610 ▲ 21% 503 (2021/22) 	4,675 ▲ 6% 4,429 (2021/22) 	2,831 ▲ 3% 2,762 (2021/22) 
Number of people in care homes (all) at end of the year	Number of people receiving domiciliary care (excluding supported living) at end of the year	Domiciliary care packages brokered to commissioned providers
919 ▲ 5% 872 (2021/22) 	2,722 ▲ 9% 2,509 (2021/22) 	2,473 ▲ 8% 2,283 (2021/22) 
Safeguarding enquiries started	Number of days offered through Learning Disability Complex Needs Day Services	Average number of citizens supported by Ty Canna per month
1,686 ▼ 0.4% 1,693 (2021/22) 	12,062 ▲ 335% 2,772 (2021/22) 	930 ▲ 3% 906 (2021/22) 

Cardiff as an Age Friendly City

We have continued our commitment to becoming an Age Friendly City, bringing together the work of a wide range of organisations into a comprehensive Age Friendly Cardiff action plan. An Age Friendly Cardiff website is under development to promote all the good work taking place.

Cardiff Council has also been successful in its application to be recognised as an Age Friendly Employer in conjunction with the Centre for Ageing Better. We are now working to encourage other businesses and organisations in the city to make the pledge and sign up to age positive employment actions.



Cardiff as a Dementia Friendly City

Our work to support Cardiff to become a Dementia Friendly City has been refreshed during 2022/23. A Dementia Friendly Community Officer has been recruited and a Dementia Friendly Volunteer Programme was launched on World Alzheimer's Day. These volunteer ambassadors will support local shops and businesses to work towards becoming Dementia Friendly and to achieve official recognition from the Alzheimer's Society. 79 organisations pledged to become Dementia Friendly during the year and the Dementia Friendly Cardiff website was viewed 7,215 times. This work will continue into 2023/24.



Staying Active and Connected

Supporting older people to stay active and connected to their community is a key part of our Ageing Well Strategy. We have continued to build on the support available to help older people engage in community events and activities to prevent social isolation and to promote both physical and mental well-being through our Community Hubs and Well-being Support Service. Our Day Services have supported those with higher levels of need to stay connected.

During 2022/23 our Community Hubs extended the range of events and activities available across the city. 1,247 events were held to support people to remain connected and stay social, with 13,459 people participating in these events. A total of 463 events were held to support people to keep active and stay mobile, with 7,483 people taking part.

The events have included gardening clubs, Goldies Cymru (singing sessions), Dementia Cafes, Carers Cafes, intergenerational activities, walking sports, Tai Chi, dancing sessions, and Knit & Natter. Extensive partnership work has also taken place to utilise the Community Hubs as venues for the delivery of partner well-being activities to broaden further the opportunities on offer for people to stay active and connected.



Gardening Clubs allow service users to remain connected and stay social while enjoying the outdoors.



Organised day trips support people to stay active and connected to their community.

We recognise how much volunteering can offer to the local community and also the benefits to the volunteers themselves, helping them to become socially active and engaged. That is why we set up our **Community Volunteering project** in 2022/23 with the recruitment of a Volunteer Coordinator. The first volunteer recruited provided Tai Chi sessions in STAR Hub for the community. This session has proven to be very popular with 20-25 people regularly attending. Those attending the sessions have commented on how it has changed their lives. A further 42 people have since become Community Volunteers, involved in a range of activity from supporting our Warm Spaces to leading Keep Fit sessions. 32 volunteers are consistently providing services to their community as a result of the project so far. We will continue to invest in volunteering in the coming year.

The **Together for Cardiff Cares** project encourages people to volunteer to support older people who may be socially isolated or who have no support from family and friends. The project matches volunteers to people who need help with simple tasks such as collecting prescriptions, visiting people in their homes, having a chat or cuppa, or simply talking over the phone, to help people feel less isolated and alone. The team have built up a strong partnership network to raise awareness and to refer people into the support provided; partners include Age Connect, Age Friendly Cardiff, British Red Cross, United Welsh Thrive, The Living Room – Rumney Chapel, C3SC to name but a few. During the year, 299 volunteers engaged with the project to support older people in the community, giving over 2,000 hours in volunteering.

Digital inclusion is key to staying connected and our Digital Support Team have continued to work on breaking down barriers and providing people with the equipment and skills they need to feel comfortable with modern technology. The team has helped people to access digital equipment and in total 644 people were supported to access tablets via the Tablet Gifting Scheme.

Work on **supporting the over 50's into employment** has also been taken forward during the year. Many older people still have much to give to the world of paid work. During 2022/23 our Into Work team and the Department of Work and Pensions (DWP) worked together to support over 50's jobseekers to build their skills, create CV's, apply for suitable vacancies, and attend interviews. We will continue to build on this in the coming year.

The **Day Opportunities Team** assist older people who need more individual support to reconnect with their community. The service aims to empower individuals to fully participate within their community, supporting them to make links, discover interests and build their own social network. Tailored, individual support is provided based on what matters to the individual. During 2022/23, 280 individuals were supported in the community, with only 15% having to be referred for additional support. 89% of service users reported that they felt reconnected to their community through direct and digital interventions by the team.

Care Hubs for Older People

Our Day Centres for older people were relaunched in 2022/23 and rebranded as Care Hubs. 1,569 sessions were delivered within the Care Hubs during the year, resulting in 9,424 hours of care being delivered.



Care Hubs prevent social isolation among services users, with a range of activities on offer.



The Care Hubs are now linked to our Community Hubs to better support service users to stay engaged with their communities and so that they can enjoy the many and varied age friendly events on offer. In the coming year we plan develop a “Hubs for All” approach, extending the reach of our day services to more individuals and in more locations. They also now play a greater role in supporting the unpaid carers of the service users that attend the Hubs.

Many service users of the Care Hubs are living with dementia and this is likely to increase in coming years. Providing the best possible services for those with dementia is therefore very important to the Care Hub Team and during the year they have been working with and learning from a number of organisations committed to helping people to live well with dementia. We have invested in new technology such as the Tovertafel, which creates interactive animations encouraging participation, engagement and boosting physical and social activity. We have also integrated Reminiscence Interactive Therapy Activities (RITA) into services. RITA is an innovative, evidence-based, state-of-the-art digital system offering digital reminiscence therapy. RITA helps service users recall and share events from their past through listening to music, watching news reports, playing games and watching films. Both these new developments help those living with dementia to engage, connect and enjoy their time within the Care Hubs.



Prevention and Supporting Independence

Supporting people to remain independent @ home is a key part of our Ageing Well Strategy. Our **Independent Living Services** provide a wide range of support to help people remain as independent as possible, working closely with the Cardiff & Vale University Health Board and the care sector to support older people stay at home for as long as possible. During 2022/23 we continued to build on our services to support this approach.

During 2022/23, our **First Point of Contact team** dealt with almost 16,000 incoming calls providing advice and assistance. 96% of clients reported that they felt able to live independently in their homes following support from the **Independent Living Community Team** in 2022/23. The team have continued to empower people to remain independent at home and reduce reliance on intensive interventions.

Demand for **Occupational Therapy services** also remains high. The team received 4,816 referrals in 2022/23 and 1,320 citizens were prescribed equipment to support independent living. Our Occupational Therapists are now trusted assessors and prescribe low-level care alongside equipment to support people at home.

In 2022/23 we recruited a **Technology Enabled Care (TEC) Specialist** to enhance our Independent Living Service. This new role provides specialist support to colleagues, citizens, carers and families by identifying interventions that can promote independence, health, well-being and safety. A group of TEC champions has also been established within various different teams across Adult Services. These staff will work with, and support their colleagues to promote the effective use of technology enabled care to improve outcomes for our citizens.

Our **Joint Equipment Service (JES)** works across Cardiff and the Vale of Glamorgan providing medical equipment to support independence, care at home and to enable speedy discharge. In 2022/23 31,521 items of equipment such as beds, hoists and continence products were delivered. 481 same or next working day deliveries were made of hospital beds to support urgent discharge and £220,532 was saved through recycling used equipment. A dedicated Occupational Therapy Team sits within JES advising on best use of equipment. The team was recently enhanced with an additional Occupational Therapy Technician to build on the success of this service.

Ask Sara is an online self-assessment tool available through the Cardiff Council website. Ask Sara is available to access 24/7 and is a quick and easy to use tool that provides information on equipment that people can self-purchase or directs them to appropriate services. Ask Sara was launched in May 2022, since then, the site has helped over 800 new users to complete self-assessments to support them to live independently.

Disabled Adaptations are key to supporting people to remain independent @ home. In 2022/23 our Disabled Facilities Service provided 989 home adaptations for adults, ranging from modular ramping, showers, stairlifts and as appropriate, extending a property. We have removed the means test for eligible adaptations, leading to a substantial decrease in the average time that applicants have to wait for grant approval. The average time to process a grant application reduced by 7 weeks over the year, from 19 weeks to 12 weeks.



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Supporting Hospital Discharge

Much progress has been made in improving the process of hospital discharge during the year. The Integrated Discharge Hub (IDH) has been strengthened during the year. The IDH is a single point of access to support the transition from hospital to home and is part of the decision-making process for hospital discharge. The IDH takes a multi-disciplinary team approach to ensure that care and support is provided at the right time and in the right place adopting 'home first' principles, avoiding pathway of care delays while ensuring patients have voice and control throughout their discharge journey.

The First Point of Contact Hospital team, also known as the Pink Army, is now integrated into the IDH service, ensuring that the same preventative and person-centred approach that is taken by our Independent Living Service is applied in the hospital. The First Point of Contact hospital teams received 2,118 referrals for low level support with patient discharge in 2022/23 and 807 outcomes were achieved. It is estimated that 1,033 bed days have been avoided throughout the year.



A number of new pilot pathways out of hospital have been developed, including:

- **Discharge to Recover and Assess** – a rapid response domiciliary care service to help people return home and have their ongoing needs assessed in a more appropriate setting than the hospital.
- **Discharge to Assess** – rapid access to a temporary residential or nursing care placement for service users with a higher level of need, while their future requirements are fully assessed.

While pressure on the hospital social work team remains, on average 45 discharges with care being achieved each week are from general hospital settings.

Supporting Community Health

Our Independent Living Service is part of the **Pan Cluster Development Group**, working with primary health and other services to take a multi-disciplinary approach to promoting health and well-being, support independence and prevent unnecessary hospital admissions. Our Independent Living Officers are part of cluster Multi-Disciplinary Teams (MDT) covering the South West, North, South East and East of Cardiff, attending all MDTs within these areas. It is planned to further expand this programme and to deliver additional cluster MDTs across the city, our Independent Living Service is playing an active part in this further development.

Supporting Mental Health and Well-being

2022/23 was the first full year for our **Well-being Mentor Service**, which supports those with low level mental health issues. Clients mostly accessed the service for support with social isolation, stress and anxiety and general mental health support. The mentors have supported people in accessing community groups of interest, facilitated to access specialist advice, provided toolkits for reducing stress and anxiety and helped with confidence building. During the first full year, 170 clients were supported to improve their well-being. Initial evaluation has indicated that 93% of respondents reported that their needs were met.

A new pilot **partnership arrangement with MIND** was launched in 2022/23. Clients of the Well-being Support Service now have a direct pathway to counselling and supported self-help through the charity. This has meant the mentors can address practical issues with the clients, while they are receiving expert support from MIND ensuring that the root causes of poor well-being are being addressed.



A memorial garden and mural were unveiled at Ty Canna as a remembrance for the individuals lost during the COVID-19 pandemic.

Ty Canna, our Mental Health Day Service, continued to provide support for individuals with mental health needs throughout the year, including the launch of a 12-week Creative Listening Course in partnership with Breathe Creative CIC. The course is designed to help attendees, many of whom have significant mental health challenges, to improve listening skills, which will in turn improve their confidence and relationships with others. The skills are taught through different art, creative activities, and mindfulness.

The service is very fortunate to have 30 individuals with lived experience of mental health as volunteers, known as CREW (Cardiff Recover Enabling Well-being) in their service. In 2022/23, CREW won Volunteer Group of the Year at the C3SC Cardiff Volunteer Awards.

Adult Services has continued to **support the UHB to develop a mental health Sanctuary to complement the recently launched Mental Health support line**, which is available 24 hours a day, 7 days a week by calling NHS 111 Wales and selecting option 2.

The contract for the Sanctuary has been awarded to Platform who are currently mobilising the service to be fully operational by September 2023. The Sanctuary will provide an out of hours service for adults (18+) 7 nights a week. The Sanctuary will be a safe, welcoming place where people can go outside of normal working hours, instead of going to A&E or other emergency services. The offer is for non-clinical support to people experiencing a personal, emotional or early-stage mental health crisis in the community.

Supporting Unpaid Carers

The Ageing Well Strategy recognises the valuable work informal or unpaid carers do to support the people that they care for to remain at home. A programme commenced in 2022/23 to understand the needs of carers and provide additional support. The **Regional Carers Charter** was agreed by Cardiff's Cabinet in October 2022 setting out a framework for services for unpaid carers. An Unpaid Carers survey was undertaken with Cardiff carers and organisations that support them, to better understand the needs of carers and their experience of current services. 656 responses were received and the results of this survey are informing our work going forward.

A new platform 'Care'Diff' has been launched, which aims to provide information and advice for unpaid carers. Quarterly Care'Diff newsletters were launched in March 2023 containing news, events and useful information. Much positive feedback has been received about the approach both from unpaid carers and external partners, including carer champions working within primary care.



610 Carers Assessments were undertaken in 2022/23, and while this is an increase from 503 in 2021/22, we still want to do better by increasing promotion and take up of this support. While progress was made in 2022/23 there is still much more we can do to support unpaid carers in their work. A detailed Carers Action Plan has been drafted to take this work forward into 2023/24.

Learning Disabilities – Providing Support Closer to Home

One of our key objectives is to support people with a learning disability to remain living within their community.

Our **Support Planning team** works alongside the learning disabilities social work teams, offering expertise in finding person centred activity opportunities. Work is focused on local opportunities that enable individuals to be part of their community and develop wider networks. Staff support people to try opportunities and develop the skills to attend independently when possible. The plans are outcome based and match people’s wishes and needs. The planners worked with over 127 people in the last year. Responses from those the planners work with are extremely positive. People feel valued and have more choice and control.

The **Complex Needs Day Service** provides a critical part of our local offer supporting and enabling those with the most complex needs to stay local. The day services currently support 69 individuals with complex learning disabilities, health needs and behaviours of concern on a 1:1 and 2:1 basis.

The Day Service delivered 12,062 days of support in 2022/23. This support provides crucial daytime respite to unpaid carers to enable them to continue in their caring role, allowing their loved one to remain in the family home. As well as working in dedicated settings, the service supports people to access the community, offering a wide variety of high-quality opportunities including volunteering, community education classes, developing independent living skills, developing social skills, and supporting people to pursue hobbies and interests, all of which contribute to promoting people’s physical, emotional, and mental health.

In 2022/23 12 people were supported by the Day Service to engage in a variety of volunteering opportunities including conservation projects, community garden projects, dog walking as well as supporting a number of community initiatives and projects.



The Day Service provides volunteering opportunities to service users with Cardiff Dog Homes.



The Day Service supports people to access the community and pursue their hobbies and interests.

Delivering sustainable and high-quality care and support

Care Market Development

In 2022/23 Cardiff saw a significant recovery in the care market and an improvement in the availability of care and on the whole, the provision of care is not now an issue. Concern remains in some areas however as delays remain in identifying more specialist placements, such as for service users with complex learning disabilities, and residential dementia and respite care, while available, can be costly.

The regional **Market Stability Report** was approved by Council in October 2022. The report is an assessment of whether the regional care and support market can meet the needs of people in the region and the areas where work is needed to ensure that future needs are met. A number of areas were identified where additional work would be needed to support the market, including the need to manage the market away from general residential care towards meeting higher levels of need, including dementia care. Work to respond to these findings has commenced and will be taken forward during 2023/24.

Quality in Care Provision

During the year improvements were made to the **Escalating Concerns Procedures** and a far more proactive approach is now in place to respond to issues that arise within the care sector. A clear model has been developed for managing care provider closures and this is reflected in the professional approach taken to the closure of a number of care homes during the period. The quality of this approach has been acknowledged by partners in Care Inspectorate Wales and our care providers.

Improving Our Dementia Care

As a dementia friendly city, we want to provide the best possible services to people living with dementia, working with them to meet their needs and wishes, whatever their level of need.

Support to stay at home – J's Story

J's niece contacted Independent Living Services (ILS) via the online service, with concerns about her aunt. She was concerned that her aunt lived alone and had no support locally. Additionally, she felt she was showing the signs of the onset of dementia. J was forgetting things, leaving the door open and had been found wandering around the street. There was concern that J was not eating or drinking and she seemed very confused.

An immediate respite placement in a care home was arranged while an assessment took place. The following day a social worker attended the care home to speak to J, she also spoke to J's niece, a neighbour and care home staff to complete her assessment.

Although J showed some confusion about time and dates and where she lived, she fully understood where she was and that her memory "wasn't as good as it used to be" and that she isn't managing on her own. J enjoyed being looked after but it was her chosen outcome to be back in her own home. J agreed to support with her personal care, prompting with her medication and supervision and prompting with meals and drinks. She also agreed to have Telecare installed in case of falls or urgent help being required at home.

A package of care was arranged, and J was able to safely return home and has been engaging well with the support that she is now receiving.

Promoting quality in dementia care

We aim to continuously improve our services and benchmark ourselves against successful practice and services elsewhere. To deliver this our Dementia & Care Quality Team have been reviewing the care market and the ability of our local providers to provide quality services to those living with dementia or cognitive impairment. By finding local good practice in both residential and care homes the team are starting to define a clear picture of what good care looks like, informing our future commissioning arrangements and providing practical support to our local care homes.

The care and support of our citizens is placed at the heart of how the team works, looking at their existing strengths and networks and finding the best service to support their wishes and feelings.

Finding the right residential care - C's Story

C is a 63-year-old gentleman with a cognitive impairment, he had been assessed as lacking capacity to make some decisions although is able to express some personal wishes. Unfortunately, due to the planned closure of his current home, C needed to move from to a new placement. There were concerns that this move could be very unsettling for C and this may impact negatively on his well-being.

The Dementia & Care and Quality Team (D&CQT) worked with C to gain an insight into what was important to him, and also used their knowledge of care providers across Cardiff to identify the placements that would best meet C's needs and wishes.

During discussions with C about the proposed move he was fully able to communicate his thoughts and opinions. Options of alternative placements that could meet C's needs, were discussed with him. C gave permission for an approach to be made to a new residential setting, he met with the manager and a move date was agreed.

C has advised he is happy with the move and felt settled on his first day - he said he felt the move was meant to be! C said he already had a good relationship with the staff and that he has been going down for breakfast 'they do thick toast with lots of butter and as much coffee as I want. It's really good here'.

The Dementia & Care Quality Team's ongoing work with care providers across the city has really benefitted C and they were able to lessen his anxiety and find the best new home for him.

This is just one example of the work that has been undertaken by the team that demonstrates how personal outcomes can be met successfully where there is knowledge and understanding of the individual and of our local care providers.

Participating in Research

In 2022/23 the Dementia & Care Quality Team have also participated in PhD research with a student from Cardiff University who is researching 'how race and ethnicity is perceived within the context of Dementia'.

This has included conversations with social workers and a group workshop following several case studies. A number of anonymised assessments of those with African or Caribbean heritage have been shared with the research student. The findings of the research will be available in 2023/24 and will be used to inform further improvements in this area.

Trusted Partner Approach

During 2022/23, a “Trusted Partner” model, which enables commissioned providers to adapt care to meet individual needs, became operational across the care sector, for example to adjust the level of care provided ahead of a social work assessment. This change will be monitored, and the outcome will inform future commissioning arrangements.

Supporting Individual Voice and Control

Delivering Strength-Based Practice

We are committed to taking a strength-based approach to the way that we work. Strength-based practice focuses on an individual’s strengths (including personal strengths, social and community networks) and not their deficits. It works with the individual to promote their well-being and is led by the service users chosen outcomes. ‘*Collaborative Communications*’ is the approach we use to ensure that strength-based practice is applied in every conversation or interaction with our citizens and also between professionals. In 2022/23 a strength-based Training Officer was recruited to lead in the implementation of Collaborative Communications. A full refresh of this approach will be rolled out during 2023 across all staff groups. Also, in response to the feedback from practitioners, a new strength-based care and support plan review form has been designed putting the citizen at the heart of their care and support. It focuses on what matters most to them, their strengths, and desired outcomes, fully aligning with the strength-based approach.

Improvements to Direct Payments

Over the year the take up of direct payments has been relatively low. A review has shown that this to be due to the lack of availability of Personal Assistants (PAs) and the complexity of the direct payment process. A project has commenced to address these issues. We have entered into a partnership with Community Catalysts to develop microenterprises to fill the gap in availability of PAs and to simplify the use of direct payment for service users. A full review of the administrative process has been undertaken with the aim of streamlining and speeding up the process. We anticipate that this process will increase choice and control for our service users and will be of particular assistance to service users from a BAME background in finding care that meets their needs.

Liberty Protection Safeguards Legislation

While the implementation of the Liberty Protection Safeguards legislation has been delayed, work has continued to prepare for this. An Implementation Group has been set up including partners from across the Council to support the roll out of the new legislation. Mental Capacity Act training has been rolled out across Adult and Children Services and partner agencies to ensure that all staff have a sound understanding of the Mental Capacity Act and its application in readiness for the new legislation. Also, funding provided by the Welsh Government has helped us to significantly reduce the number of outstanding assessments under the current Deprivation of Liberty Safeguards legislation. Our focus in preparing for the new legislation is to ensure that our service users rights are upheld, and they retain as much control over their care as possible during the process.

Increasing the range of local accommodation and support options

Developing New Accommodation Options for Older People

Cardiff's Older Person Housing Strategy was published in 2019 and set out an ambitious vision for the Council and its partners 'to deliver the best housing outcomes for all older people in Cardiff'. Work to modernise and improve the Council's existing Community Living schemes continued in 2022/23 with upgrades of fire detection systems, a digital welfare call system and improvements to communal spaces to meet the Royal National Institute of Blind People's (RNIB) Visibly Better standards with dementia wayfinding, helping to support independent living through adaptable and accessible accommodation.

Plans have been set out to develop a number of new "state of the art" older persons housing schemes across the city. The most advanced of these is Addison House Community Living scheme, where building work is currently underway. This will deliver 45, care ready apartments. These will be flexible enough to be adapted to the changing needs of older people, with some being fully wheelchair accessible. The apartments will be spacious and open plan and have large private balconies to create a light and airy space. The scheme has been designed to Royal National Institute of Blind People (RNIB) Platinum standards. The scheme will also offer communal facilities such as a roof terrace and lounge, electrical car charging points and facilities for storing and charging mobility scooters. Other schemes are currently progressing through the planning and procurement processes, with phased start on site over the next 3 years.



Artist's impression of Addison House due to open later this year

Development of Supported Accommodation for those with Mental Health Issues

Joint working between Specialist Accommodation Services and the Mental Health Social Work Service has resulted in the development of a new supported living scheme for those with mental health issues, allowing service users to step down from residential care to greater independence. 11 units of supported accommodation were developed in brand new housing association apartments both reducing the cost of care and increasing independence.

The Learning Disability Service has developed a wide range of supported accommodation options with expert local support providers and works hard to support people to move into the right housing for them. In 2022/23 more than 320 people have been supported in their own tenancies with 38 moving in during the year.



Three new supported living schemes for people with learning disabilities were developed during the year offering 9 units of accommodation. These new schemes were developed in partnership with housing associations and our third sector support providers.

Work is well underway in partnership with the Council's Housing Development team to identify opportunities to develop additional local accommodation for adults with complex needs. A full development plan will be produced in the coming year to take this work forward.

Safeguarding Adults

1,686 adult safeguarding referrals were started in 2022/23. This is a slight decrease on 2021/22. 93% of adult protection enquiries were completed within 7 days. Although this below our set target due to periods of recruitment and training within the service, it still compares with a national performance average of 84%. The highest source of referral was from provider agencies including commissioned services demonstrating the success of the service in promoting safeguarding amongst the care sector.

The types of abuse reported in 2022/23 are broadly consistent across the past three years with emotional and physical abuse and neglect being the most prevalent with narrow margins between them.

During the year, the Adult Safeguarding Team and the Housing Social Inclusions Unit were joined together. This has led to a single approach to managing community safety and risk. Shared management of these teams enables coordinated responses and improved information sharing across the services. Good progress has also been made in developing responses to self-neglect, work by the Adult Safeguarding Team has resulted in a multi-agency project to support individuals with hoarding behaviours and the team have also been central to the development of services for young people with complex and high-risk behaviours.

Workforce Development

Recruitment and retention of qualified staff has continued to be a challenge during 2022/23 with low or no applicants for some social work and occupational therapy posts. A market supplement was introduced for Adult Social Workers in April 2022, and it has been agreed to increase this further from April 2023. Other initiatives have also been undertaken to improve recruitment including the launch of a new Social Worker Cardiff brand for Adult Services and a short film promoting the benefits of working for Cardiff.

At the end of 2022/23 there were 13.7 adult social worker vacancies, equating to 9.9%. While this was a reduction from 12.9% at the start of the year, this remains a key area of concern. Work has commenced on a comprehensive Workforce Development Strategy for the service, and this will be finalised during 2023.

A number of initiatives have also been undertaken to remove unnecessary work from our qualified staff and to make best use of their time. A pilot introducing **Social Work Resource Assistants** to take on administrative tasks has proved successful as has a simplification of our assessment form, this work will be rolled out further in 2023/24.

A project to roll out a **Trusted Assessor approach** has commenced with our Occupational Therapy team who are now able to prescribe care and this work will be rolled out further to ensure that decisions are made at the most appropriate level and duplication of work is avoided. A **new Adult Services Training Unit** has been developed to better support both the internal and wider care workforce. The new unit includes dedicated trainers for Adult Services including a post focused on strength-based approaches. The unit support the roll out of the trusted assessor approach and improve the induction of new staff into the service.

Supporting the wider social care workforce is also priority for the service. A Regional Workforce Charter has been developed that sets out this commitment. Cardiff has of course supported the roll out of the Real Living Wage for care workers to support recruitment and retention in the sector. The new Training Unit includes increased capacity to support internal and external regulated providers with registration and qualification of workforce with the establishment of a **new Registration and Qualification Support Officer** post.



Social Work Cardiff recruitment event



Social Work Cardiff recruitment material

Our Cardiff Cares Academy, a partnership between Adult Services, Into Work Services and both internal and external care providers, supports recruitment into the sector. Dedicated mentors support individuals, aiming to remove barriers to employment. All individuals attend a training package focussing on the key skills to work within the sector, including safeguarding awareness, emergency first aid at work and moving and handling. Several incentives are available to make this rewarding career even more attractive. They include:

- Free driving lessons, if needed
- Free theory and practical driving tests
- Free DBS checks
- Support with initial travel costs

The Academy has made a key contribution to promoting social care as a positive career choice, bringing new care workers into Cardiff's social care sector. 135 carer job outcomes were delivered during 2022/23.

Electric Bike Scheme

With the cost-of-living crisis continuing to prevail in 2022/23, it was recognised that the cost of fuel was presenting a significant challenge to domiciliary care providers, impacting on the recruitment and retention of care workers.

To help alleviate some financial stress, with funding from Welsh Government, the Council invited care providers across the city to apply for grants to purchase electric bikes for staff to travel between clients' homes. A total of £41,000 was awarded to 14 domiciliary care providers in the city to buy 41 bikes for their staff. The initiative seeks to improve the capacity of the city's domiciliary care support service by boosting the health and well-being of some of the city's most essential workers, as well as helping tackle the climate emergency. A third scheme will be launched in 2023/24.

For those care workers who would like to drive but are unable to afford the lessons, a driving lesson scheme has also been developed, financially supporting care workers to learn to drive up to the value of £570.

Despite the challenges that this year has presented, a considerable range of activity has been undertaken to improve our services and the outcomes for citizens.



Sarah McGill,
Corporate Director of People & Communities and Director of Social Services

5 PRIORITIES FOR 2023/24

Top 5 Corporate Priorities for Social Services

1	Deliver strategic priorities to enable us to manage and respond to the ongoing high level of demand for social services , complexity of issues experienced by our most vulnerable citizens and associated budgetary pressures .
2	Progress locality working models and work with partners to embed services into communities and maximise benefits of community resources.
3	Ongoing implementation of Quality Assurance Frameworks and strength-based practice.
4	Implementation of action plans arising from regulatory inspections, audits and reviews .
5	Implementation of the Eclipse system to replace the existing CareFirst client record system and associated review of practice and process.

Top 5 Priorities for Children's Services

1	Implementation of the Children's Services Strategy for 2023-26 with a continued focus on shifting the balance in relation to: a. Place – Implementing the Accommodation Strategy to address placement sufficiency issues. b. People – Implementing the Workforce Action Plan to address recruitment and retention issues, including the development of a new operating model. c. Practice – Implementing a new practice model in support of prudent social work – ensuring social workers only do what only social workers can do.
2	Continue work with partners to develop and implement pathways and a joint model of service provision for children with serious mental health and emotional well-being issues .
3	Implementation of the Safeguarding Adolescents from Exploitation (SAFE) model across the Directorate and working with partners to address serious youth violence.
4	Develop the in-house Fostering Service to meet demand for placements and ensure foster carers have the necessary skills to care for children and young people with complex needs.
5	Respond to the increasing numbers of children with a range of needs including neurodiversity / learning disability / mental health / behaviours that challenge and shortage of appropriate services.

Top 5 Priorities for Adult Services

1	Continuing to implement the Ageing Well Strategy across Older People's services, to include further embedding preventative services and strength-based working; improving hospital discharge; developing the use of technology and equipment; improving the support available for informal carers and reviewing our services for those living with dementia.
2	Continue to work in partnership with care providers and third sector to ensure the sustainable delivery of high-quality care and support , implementing a trusted partner approach and seeking to actively shape the care market to meet current and future need.
3	Supporting individual voice and control by improving access to advocacy and direct payments and rolling out Mental Capacity Act training across the service to ensure that knowledge and principles are embedded in practice.
4	Increasing the range of local accommodation and support options including increased provision of local services for people with learning disabilities and complex needs, increased accommodation options for those with mental health issues to allow step down from residential and developing older persons community living projects which support those with higher needs.
5	Implementing our Workforce Strategy to ensure we have a workforce that receives appropriate support, training and development opportunities to meet the needs of our service users, improving recruitment and promoting retention.



6

INSPECTION OUTCOMES

Inspection of the Youth Justice Service – Her Majesty’s Inspectorate of Probation (HMIP) undertook a full follow up inspection of the Youth Justice Service that concluded in April 2022. The report was published in August 2022 alongside an updated [Youth Justice Services Strategy](#) “Building Safer Futures Together” and Improvement Plan. As a result of the inspection, Cardiff Youth Justice Service is no longer be considered a priority status service. This complete de-escalation is in recognition of the progress that has been made over the course of the last few years and demonstrates the confidence that the Youth Justice Board have in operational management and senior leadership within Cardiff to continue to deliver improvement and positive outcomes for children.

Ty Storrie – our overnight short breaks provision for children with disabilities was inspected during the year. The inspection report noted that *“Care staff are warm and attentive, they promote fun enjoyable stays for the children. Survey responses received from parents are positive about the care and support provided to their children and their children’s enjoyment of their short breaks at the home.”* The report recognised that it has been a difficult year for the service with a change of manager and responsible individual, and care staff absences and vacancies. Recruitment to vacant posts is progressing, although not as quickly as we would like. The report identified 5 areas for improvement that are being addressed as a matter of urgency. No Priority Action Notices were issued as a result of the inspection. Further information about Ty Storrie is available on page 21.

Falconwood – the statement of purpose and service operations for Falconwood has changed during the year and it now provides medium to long term care for children. The inspection report noted that *“The home has a welcoming atmosphere and is suitable for its new purpose. Care staff are warm, attentive, and take time to communicate and engage with children and encourage their participation in activities in the home, community, and education. Children have the support they need to make progress and achieve positive outcomes.”* The report recognised that it has been a time of significant change and whilst progress had been made on some areas identified for priority action and improvement at the last inspection, some were not met, and 3 further areas for improvement were identified. These are all being addressed as a matter of urgency. No new Priority Action Notices were issued as a result of the inspection. 4 Priority Action Notices from the previous inspection were reviewed - 3 were achieved and 1 was pending (and is now resolved).

Inspection of Community Resource and Internal Supported Living homecare services – Care Inspectorate Wales (CIW) carried out an inspection of our Domiciliary Services: Community Resource and Internal Supported Living in June 2022. The inspection comprised of a review of service user care plans, feedback surveys provided by staff working in the service, telephone discussions and face to face visits to service users, auditing the compliance against regulations and safe delivery of domiciliary care services. The inspection report found that overall regulatory compliance was good. Whilst the inspection identified some areas in need of improvement, these were areas where plans for change were already in place. The report found that robust organisational and governance arrangements ensure the service runs smoothly and delivers good quality care and support with a strong focus on development and improvement. Most importantly, the report highlighted that people appear happy with the support they receive, and their

physical, mental, and social needs are recognised and supported. The inspection found that services showed commitment to achieving positive outcomes for their service users. The Inspector described interactions between people and staff as warm and positive, and recognised that staff are familiar with the needs and likes of the individuals they support.

Social Services Annual Performance Letter – we anticipate receiving the annual performance letter from Care Inspectorate Wales (CIW) after the annual review meeting later this year.



7

HOW ARE PEOPLE SHAPING OUR SERVICES?

We are committed to ensuring **effective** and **meaningful** engagement with people is at the heart of our service development and review activity. By offering a **range of different engagement and participation activities** we will ensure that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to be involved in the way that suits them.

Examples of how people have been engaged or involved in service development during the year include:

Children's Services

- Development of a **Participation Framework** – with input from child and parent consultation groups is ongoing. This will be supported by the appointment of a full-time dedicated Participation Worker.
- Surveys were issued to parents for their views following child protection conferences during the year. However, the response rate was low and **parent participation** will be an area of focus for the coming year. We are looking at developing parent cafes and considering how best to engage with parents for the development of the Participation Framework. We are also looking at how we can develop **parental advocacy** and the use of **parent peers**.
- Young people provided feedback to inform the development of the revised **Children's Services Strategy**. The feedback provided focused on what had worked well, what hadn't and what children and young people felt needed improving for the future.
- We continue to implement the **Mind of My Own app** to support children to communicate with us, share their lived experience and enable us to capture their views in the care planning process. As at 31st March, 228 children and young people have signed up to the Mind of My Own app and 245 practitioner accounts have also been created. During the year we have received 284 statements from children and young people. We are also working towards implementing the Xchange element of Mind of My Own to expand its use to include young people who are working with the Youth Justice Services.
- For Carers Week 2022, the YMCA (our service provider for young carers) met with our **young carers** to find out what they wanted to do at the project for the next few months. The ideas ranged from family activities to youth club and lots of respite opportunities and the week was a great success.
- The Youth Justice Service received funding from the Ministry of Justice during the year to deliver a 3-year programme which aims to improve outcomes and prevent offending for children who are on the cusp of the youth justice system and who do not meet the threshold for statutory support. This work is being taken forward under a name chosen by young people - "**Crossroads**".

- **Bright Sparks Group** – ongoing work with this well-established group of children looked after, and care leavers who continue to engage in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS). Examples of engagement with this group during the year includes:
 - o Planning the annual **Bright Sparks Awards** ceremony – in person for the first time since before the COVID-19 pandemic. The ceremony included performances from our young people and was a great success.
 - o Representation on the **Cardiff Child Friendly City** Evaluation Committee for the UNICEF Child Friendly Cities and Communities initiative. Between October and December, they shared their expertise with other Child’s Rights experts and evaluated where Cardiff is in its journey to becoming a Child Friendly City.
 - o Providing feedback for a Welsh Government consultation on **profit in social care**, which includes a proposal that permits only not-for-profit providers to register with Care Inspectorate Wales as a care home service for children or a fostering service.
 - o Representation at the Voices from Care Cymru facilitated **Care Experienced Summit**. This event provided attendees with an opportunity to describe their experiences directly to the First Minister for Wales and other Ministers including the Education Minister and Deputy Minister for Social Services. The children and young people worked together to develop a Declaration setting out what a reformed care system would look like, this will be published later in 2023.
 - o Developing and planning a **“Summer of Fun” programme** which included a range of activities, food and games to help create precious memories for our young people. The activities included entry to the main festival site, cycle training and an aqua adventure park.
- Young person’s version of the [Corporate Parenting Strategy](#) (that sets out 5 key priorities based on the personal views and experiences of children looked after) developed following a digital design workshop with the Youth Service and members of the Bright Sparks Group.
- 2 age-appropriate surveys were issued to obtain feedback from young people about their **aspirations for the future**. The surveys were designed to provide Cardiff Commitment with an insight into interests and engagement with careers and work-related experiences to provide targeted and specific work opportunities based on the feedback from young people.
- A group of care leavers who are supported by the Into Work Service engaged with a local construction company to develop a **DIY workshop** to help them to learn skills that will support them to live independently.
- 2 online training sessions were delivered to **Elected Members** - this training included hearing the views and wishes of children and young people about what they would like to see from Councillors as Corporate Parents.
- 3 additional training sessions were held with members of the **Corporate Parenting Advisory Committee** - these sessions included discussion around how children and young people can be involved in the work of the Committee in a fun and engaging way in line with National Participation standard. This was further explored in an engagement session held with young people and members of Corporate Parenting Advisory Committee.
- Children and young people from the Bright Sparks group were involved in the **recruitment** of residential home managers and the new Virtual Headteacher. The Participation Manager supported the young people to analyse the job description and person specification, and to develop a set of questions for them to ask applicants.

Adult Services

Consultation on a new home for Ty Canna

Service users, volunteers, and staff members at Ty Canna mental health day centre, were given the opportunity to meet up with Cardiff Council's Development and Regeneration Team to discuss plans for a new Ty Canna building. Plans for the building are in very early stages, but the meeting was an opportunity for users of Ty Canna to ask any questions or raise any concerns they may have, ensuring they are fully included in the process to develop the new building. It was also an opportunity for those designing the building to understand the needs of those who will be using it.

Independent Living Services

Customer satisfaction surveys provided by Independent Living Services (ILS) allow citizens the opportunity to feedback on services received and help shape the way services are delivered. This enables ILS to monitor the quality of services and citizen experience allowing us to improve service delivery and demonstrate the effectiveness of services delivered on the lives of citizens. In 2022/23:

- o 96% of customers felt able to live more independently in their homes following support from ILS.
- o 97% felt that services identified will improve their quality of life.
- o 99% of customers were satisfied with the service received from ILS.
- o 99% of people's well-being improved following intervention from ILS visiting team.

Community Resource (Homecare) Team (CRT)

Feedback from Individuals Receiving Care and Support & their Family Members

The Community Resource Team (CRT) complete exit surveys with those they have provided care to and their family members. Typically, the CRT service receives excellent feedback from service users. In 2022/23 the following feedback was provided:

The rating of the service provided by CRT Homecare, 1 being poor and 10 being excellent.	Percentage of service users who felt enabled to live more independently as a result of their CRT Homecare support.	Percentage of service users who were satisfied with the service received from the carers who supported them.
9.1	88.1%	98.9%

Consultation on Future Plans for Internal Supported Living

Consultation took place in 2022/23 with both staff and service users' families on proposed changes to the Internal Supported Living Service for people with learning disabilities. Proposals for change include the improvement and refocusing of the in-house Supported Living Service, while 4 schemes would move to third sector providers who have specialist expertise in this area.

Briefings were held with family members and the feedback received was positive. While naturally concerned about the impact of any change, family members were reassured that their loved ones would remain in their own home and that any changes would be taken forward in a way and at a pace that also reflects individual need.

In preparation for discussions with supported individuals, advice was taken from the Speech and Language Team (SALT) and Advocacy providers, and work has commenced to consider the most appropriate way that supported individuals can be involved in discussions regarding the changes so that they can be supported to actively participate in the development of their transition plans.

Feedback from our staff has been encouraging and many staff members have expressed optimism about the future and the proposed developments.

Engagement With Care Providers:

Throughout 2022/23, Adult Services have continued to hold quarterly provider forums for Domiciliary Care and Care Home providers. The service has also met monthly with care home association committee members.

A cost of care exercise for care homes for older people was undertaken and feedback on care home costs were used to inform the fee uplift process.

Market engagement exercises were carried out with providers to inform the design of services to support winter pressures and hospital discharge – resulting in a very successful Discharge to Recover and Assess (D2RA) rapid response framework for Domiciliary Care. Excellent partnership working was undertaken with a care home provider to design and implement a new reablement unit to assist with discharge from hospital.

Caring for Carers Survey

A Caring for Carer's consultation was undertaken in 2022/23. The consultation was targeted at unpaid carers themselves and also organisations that provide or signpost to respite services. The aim was to learn more about the lives of unpaid carers and what options are available in Cardiff for them to take a break from their caring responsibilities, as well as providing deeper insight into the barriers and challenges that they may face in taking a break. 656 carers responded to the survey. There has been some very useful feedback from carers and findings from the survey have been fed into Cardiff's Unpaid Carers Action Plan. Key findings are set out below:

Health (physical and mental)

The survey illustrated the health issues facing unpaid carers in Cardiff. 20.4% identify as a disabled person themselves. Targeted health campaigns and partnership working with health and third sector organisations to support unpaid carers has now become a key area of priority.

Building trust and confidence in relation to respite

In response to the question, "If you have not accessed any services that allow you to take a break from your usual routine of looking after your relative or friend, please tell us why", two of the most common reasons were:

- 'The person I look after doesn't want to be looked after by anyone else' (44.8%)
- 'I am not confident of leaving my friend or relative with anyone else' (27.3%)

It became evident that work needs to take place to build the confidence of carers as well as to alleviate the concerns of the person they care for. Actions have been added to the Unpaid Carers Action Plan with the aim of developing this trust and to encourage unpaid carers to access services.

Emergency Planning

Only 38% of the respondents had an emergency care / contingency plan in place. Emergency planning has therefore been recognised as a priority going forward.

QUOTES

Impact of Young Carer family events:

"Hi. Just want to say a massive thank you. We had a great time as a family and that is rare for us. My son R who is autistic went down the slide all by himself for the first time which was huge.

Young Person to a Social Worker:

Thank you for being the best social worker ever and the most amazing person. You've helped me so much and I'm so glad I had you as my social worker or else I would've been lost. Good luck with the new job, of course your going to do really well in it, but you can never have a new favourite no one can take my place lol. Im going to try and focus and achieve my goals, I'll always remember everything we talked about, and look back at it when I feel down or lost I'm going to miss you so much! Thank you for bringing positivity in my life. I know your going to change loads of lives, and anyone who gets to work with you is very lucky to have such a great social worker, your so helpful and kind, honestly I used to hate social workers until you. I wish you all the best!!! :))

Impact on child and family (fed back by Care and Support Plan Reviewing Officer):

It was a pleasure to be chairing a meeting where the parent could not speak highly enough of the person that had help her work through very difficult and personal issues, to get her life back. In this respect the family situation was extremely complex however J was able to build trust with mum that enabled them to hold very challenging conversations that needed to be worked through. Owing to J's practice and caring approach mum was able to look and work through what was needed for her daughter to return home to her care. Without J working together with the social worker from Children's Services it would be hard to see how this mum and daughter would have got back together. Listening to the mum at the meeting the service that has been provided by both J (adult social worker) and K (child's social worker) has been excellent. This service working together has made a real difference to this family's life. Mum said at the meeting... "I am extremely grateful to J with the work they have completed that owing to this relationship and the relationship that her daughter has with J it has helped me to trust Social Care and social workers again."

Parent to a Children's Services Social Worker:

'Thank you for everything. Don't think we would've got this far without you. So grateful and appreciate all you've done'.

'Thank you for all of your help, you've been brilliant. It has honestly made such a difference to our family's life and thank you for listening to me, even when I was ranting, and for having my back when we were dealing with the school. I finally feel like someone has understood my concerns and taken them on board'.

'Thanks for all your help and support really appreciate it and will miss your support take care thank you.'

External Agency in relation to a Children's Services Family Support Worker:

Just want to say thank you for all your support over the last few months, I have seen a huge improvement in the family and their wellbeing. You have done an amazing job supporting this family and it is such a shame that you can't stay around forever!! The property has been turned into a home since you have come onboard, the family appear more comfortable and happy and it is very evident that they are extremely happy with the support you have given to them all. I really look forward to working with you again in the future and thanks again for all your support. I would appreciate if you could please forward this email onto your manager, it is nice for you to be recognised for all the great work that you do and the difference you make to people's lives.

Foster Carer re: Children's Services Fostering Social Worker

This Email, is all about R, and we want you, and management know how grateful we are to Fostering Services for assigning this amazing lady to us throughout our care of S and beyond. We have complete admiration and gratitude for the work that R has done in supporting us with consistent support and encouragement. She has been an absolute rock. R has been totally committed, totally consistent, totally supportive and totally emphatic in her approach and care of us and the children that have been in our care, especially through the pandemic. R, has been a strong tower of support and encouragement. R, really is a rare Woman of Worth. She is caring and strong, intuitive, has insight, great integrity, she has a breadth of knowledge and is able to bring clarity to difficult situations. Our journey with S was incredible and we loved every moment, it was however, challenging, his situation was complex and there were many health professionals involved in his care. The strong and consistent support that we received from R held us up and kept us on track. R, also has amazing empathy, and has supported us through the traumatic loss of a close family member. We will never, forget the kindness and support giving to us during that time. We are really enjoying working with R, and the Fostering Services team.

Adult Service user's family member to Social Worker:

"I am writing to express my deep appreciation for the outstanding care and support provided by the social worker. My father, who has been disabled due to a stroke, was recently seen by the Social Worker for an evaluation of his care needs. I was extremely impressed by her compassion, empathy and the thoroughness of her evaluation."

Citizen for staff in the Community Resource Team:

"To all the carers that came to help while my husband was at home. I want to thank you from the bottom of my heart for the practical help, comforting advice, and caring support you gave us. Yours was the only service that I really felt helped me and responded to me when I did not know what to do and needed help. You answered the phone, tried to help even if it meant not sticking rigidly to schedule and carers arrived well informed about the days situation and ready to help. You should be very proud of the service you provide, thank you all so much."

Adult Service user's family member:

"The Social Worker truly went above and beyond in her duties and kept frequently in touch with us via email and phone to update us on the progress. We are extremely grateful for her care. Recently in the media, the social care sector is not always portrayed in a positive light, however, my father and I had a very positive experience with the social worker. I believe that she is a true asset to the council, and I hope that her efforts are recognized and appreciated."

"I would not have been able to remain at home without this team. I don't usually accept care, but this team was so kind and professional they made all the difference at a difficult time."

Unpaid Carer of a Care Hub service user:

"The dementia cafe is such a nice touch as I am a carer and like to meet others in a similar situation. Although the numbers were small, I still feel like I have been seen thanks to this event."

Service users of Day Opportunities:

"A fantastic service. Tracey was amazing, didn't make me feel disabled at all and I was very confident and at ease in her company (in another life i think she'd be a friend!). I really enjoyed the classes on offer and having a coffee, and I've continued attending them. I wasn't aware of how much was out there and I feel much less isolated now. Life has been quite challenging recently and Tracey has helped me enormously."

"You have made me feel like a kid at a party, I'm bursting with joy at the thought of getting my independence and confidence back. I have hope for the future".

Service user of Well-being Support Service:

"When my wife passed away I become a homebody and didn't go out at all, I was sat doing nothing not speaking to anyone. I found the hub on my street and started going down. I have been welcomed with open arms and now help with the gardening which brings me confidence as I'm knowledgeable of what I do. I also go to other hubs and do other things like Tai Chi. I am fitter and now speak to people more. My daughter was worried I would become a recluse but thanks to what you do and the advice you give she is happy and so am I."

Compliments, Complaints and Representations

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people's experience of Social Services.

During 2022/23 there were 685 cases of feedback recorded for Social Services of which 334 were compliments and 351 were complaints. This is a similar position compared with 2021/22. 14 complaints proceeded to Stage 2 (from 10 in 2021/22).

	2021/22	2022/23	% Difference
Compliments	339	334	-1.5 %
Complaints	363	351	-3.3 %

Complaints are now managed separately by dedicated complaints teams within the Children's Services Directorate and the Adults, Housing and Communities Directorates. This has enabled us to develop tailored action plans in response to complaints that are relevant to each Directorate, and to better feedback learning from complaints to the individual Directorate's Quality Assurance processes.

Children's Services received 236 complaints (plus an additional 52 issues that were resolved via our fast-track process before they escalated to being complaints) and 176 compliments during the year. 6 complaints proceeded to Stage 2. The 236 complaints represent 6.5 % of the total children, young people and families (3,635) that were supported, and just 0.5 % of the total number of contacts received across Children's Services (45,264). Key themes arising from complaints are disputed decisions (20 %), general standard of service (19 %) and communication issues (17 %). Of the 39 complaints received regarding communication, just 4 were upheld.

In response to this feedback, we are continuing to develop and implement our Quality Assurance Framework with a focus on embedding a strong case audit process. Towards the end of the year a practice standards audit session was held with Operational and Team Managers. This was a valuable opportunity for managers to share their approaches to undertaking audits and develop consistency in the case audit process. A plan is in place to continue with this approach in 2023/24.

The Quality Assurance Team continue to produce practice guidance documents for the Directorate and undertake thematic audits to inform ongoing learning / practice development. Workshops with staff are scheduled to ensure that we close the loop and feed the learning back into the workforce.

A Quality Assurance action plan has been formulated for 2023/24 to bring together learning and recommendations from Quality Assurance activity and take account of planned changes to the Directorate's operating model. Under the new operating model, we are considering introducing an Insight Team – to bring Quality Assurance, practice leads and complaints / compliments together. This will enable us to embed a robust framework for identifying issues and good practice, learning lessons and feeding this back into practice and service development. Whilst we don't necessarily want to see a reduction in the number of complaints received, because we want to ensure that people have a voice, it is anticipated that this will lead to improved outcomes for young people and a reduction in the number of complaints that are upheld.

Children's Services continue to improve support for young people to access advocates, enabling them to raise complaints and concerns and encouraging them to share their perspectives. During the year, 33 complaints were received direct from young people (including those supported by an advocate). This compares to 30 in 2021/22. With continued focus on children's rights and supporting young people to give us feedback, we hope to see this figure increase year on year.

Adult Services received 115 complaints, with 8 proceeding to Stage 2, and 158 compliments during the year. The 115 complaints represent 1.6% of the total number of citizens supported across Adult Services and the Independent Living Service (7,045). Of these a total of 29 were upheld, representing 23% of all complaints received. Additionally, the team oversaw 26 'non-complaints'. Key themes arising from complaints are communication and relationships (31%), delays in service access (15%) and issues regarding commissioned services (14%). Of the 38 complaints regarding communication and relationships, only 7 of these were upheld.

Adult Services has seen an increase in complex cases this year relating to services offered and as a result has seen an increase in the number of Stage 2 investigation requests. However, the outcomes from these have supported the Stage 1 outcomes, identifying that even though complainants have not been satisfied with the findings, the original investigations did identify the appropriate outcome.

We are learning from complaints to improve our services. While the pressure on social work teams has resulted in some delays, we are continually reviewing opportunities to reduce waiting times. We have introduced additional capacity from a commissioned social work assessment service; we have improved our recruitment arrangements and introduced a market supplement for our adult social workers to improve recruitment and retention. We have also reviewed the links between the hospital teams and community teams to reduce delays and introduced clear pathways for Discharge to Assess, to prevent delays in hospital discharge and to provide an opportunity for individuals to be assessed in a more appropriate environment. Feedback from complaints is being used to inform training plans, quality assurance activity and policy development.

A whole service approach to embedding "Collaborative Communications" and strength-based practice into Adult Services, supported by mentoring and opportunities for reflective practice, is expected to positively impact on the way in which assessments are carried out and the relationships that social workers have with individuals receiving services. Additionally, work has been undertaken to strengthen the approach taken when issues arise with the performance of our commissioned care services with clear formal structures in place to proactively address these in a timely way.

Further information is available in the Social Services Annual Feedback Report for 2022/23 that is included as an Appendix to this report. ***Insert hyperlink when published.***

8

PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

WORKING WITH PEOPLE TO DEFINE AND CO-PRODUCE PERSONAL WELL-BEING OUTCOMES THAT PEOPLE WISH TO ACHIEVE

Outcomes we have achieved during the year

✓	Dedicated resource to drive participation forward secured through appointment of Participation Worker in Children's Services.
✓	Ongoing opportunity for all children and young people to have a voice and share their lived experience with available via the Mind of My Own app.
✓	Improved opportunities for young carers and their families to attend fun events together – such as theatre productions, ice skating and family fun days.
✓	Improved the provision of support services to ensure the right support from the right person in the right place at the right time with the ongoing implementation of the Interventions Hub in Children's Services.
✓	Continued improvement in the involvement and engagement of families in the Court process via the Family Drug and Alcohol Court pilot.
✓	Continued opportunities for care experienced young people to work with us to shape our services via the Bright Sparks Group (please see page 47).
✓	The Bright Sparks Group contributed to the developing and planning a "Summer of Fun" programme which included a range of activities, food and games to help create precious memories for our young people.
✓	The First Point of Contact team continued to provide clear advice and information – dealing with 36,757 customer contacts including almost 16,000 calls received to the service.
✓	Citizens were supported to live independently in their own homes with the completion of 2,788 assessments by the Independent Living visiting team.
✓	96% of clients felt able to live independently in their homes following support from Independent Living Services.
✓	The First Point of Contact team received further training enabling them to prescribe low-level safety equipment.
✓	Good practice in promoting the well-being outcomes of people living with dementia was identified and promoted.
✓	Ask Sara online self-assessment tool was implemented.

✓	A full review of the Direct Payment process was carried out and improvements identified.
✓	A partnership with Community Catalysts has been established to help develop microenterprises to support greater use of direct payments.
✓	We now have a dedicated strength-based trainer post to fully embed strength-based working and collaborative communication with our service users.

What went well from our 2022/23 Directorate Delivery Plans
Embedding outcome-focused, strength-based social work
Empowering social workers and Independent Living teams to prescribe low-level adaptations and equipment

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Participation Framework for Children’s Services
Young people’s engagement in transition to adulthood
Enhance Direct Payment Services
Family Drug and Alcohol Court pilot
Building on our First Point of Contact Service to make it the single route into services
Review of the Carers Assessment process
Commissioning of new advocacy contracts

Case Study – Early Help / Reviewing Hub

B is a young child who had recently been on the Child Protection Register. Her mother is a teenage mum who was struggling to care for B, and not managing her own serious health issues or addressing a history of mental health concerns. Professional agencies had significant worries that B had very few or consistent boundaries, was not being supervised or cared for properly, and B was responding to this with extremely challenging behaviour. As part of the child protection processes, the child and her mother moved in with B’s grandparents. At an early Child Protection Review it was agreed that B could be stepped down to a Care and Support Plan (CASP), with participants welcoming the fact the plan would be reviewed closely by an experienced Reviewing Officer.

Care and Support Planning Meetings were convened shortly after the conference, which robustly reviewed and made recommendations in relation to the plan. B’s mother had been able to evidence that she was complying with her medication, accessing support via The Mental Health Service and working with the Flying Start Outreach-service. The Health Visitor had also been able to support the family in accessing a varied package of support with groups and parent nurture programme.

Within the review meetings, B’s mother was able to ask about and be supported to move onto independent living. To safely achieve this a Family Plan was drawn up, with her parents providing extensive outreach support. B’s mother has been able to share in the reviews that she welcomed the support that had been made available in helping her to understand how she needed to prioritise B.

B’s mother wishes to continue receiving support from Flying Start and other Early Help outreach services. It was agreed in a recent review that B can be stepped down to Early Help support services and no longer required support from Children’s Services. Early Help will continue to provide support with follow up mental health support and safety planning.

Strength-based working - T's story.

T is an energetic 21 year old who was brought up in care. T loves making videos and has a passion for mountain biking. He also has a learning disability, ADHD, and social vulnerabilities. T's circumstances changed drastically when his adult carers were no longer able to provide the support he needed. That's when the Learning Disabilities service stepped in to assist him in transitioning to a semi-independent supported living home, something that T had always dreamt of.

The big moment in T's journey came when he signed his tenancy agreement and moved in, symbolising newfound independence. He would say, "I love the staff here, I love my room; I've got my own cooker, fridge and microwave and everything", showing just how much he valued the supportive environment around him and having his own home.

The approach to helping T was strength-based. T was placed at the centre of all planning. Working closely with him before the move, T's social workers explored different living arrangements, discussed potential friends, and even came up with activities he'd enjoy.

T was encouraged to voice his worries, and together, solutions were found to ease his concerns, whether it was a comforting call from a friend or a calming bike ride to the local park – T had tools to manage his well-being.

With support, T developed useful life skills. He is now managing his own money, taking care of his flat, and even using public transport. Beyond his independence, T's confidence in social situations has blossomed. He loves having takeaway and movie nights with his co-tenants, and he's doing well at college – another fantastic achievement.

T's journey demonstrates the real power of a strength-based approach and effective multi-disciplinary working, placing T at the centre of the care and support planning journey and enabling him to discover solutions for his own challenges. The support has helped T's resilience, leading to greater positivity and independence.

Number of well-being assessments for children completed	% of people who did not contact Adult Services Information, Advice and Assistance services again within 6 months	No. of children and adults using the Direct Payments Scheme	The % of clients who felt able to live independently in their homes following support from Independent Living Services
2,353 ▼ from 2,509 in 2021/22	90.2% ▼ from 91.7% in 2021/22	869 (including 159 children) ▲ from 825 in 2021/22	96% ▲ from 95% in 2021/22
Evidence of active offer of Welsh for:	Evidence of active offer of Welsh for:	Evidence of active offer of advocacy for:	
648 assessments in Children's Services (35 accepted) ▼ from 713 (▲ from 26 accepted) in 2021/22	1,057 assessments in Adult Services (26 accepted) ▲ from 997 (5 accepted) in 2021/22	377 children (166 accepted) ▲ from 328 (141 provided) in 2021/22	

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE'S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING

Outcomes we have achieved during the year

✓	Improved support for young people with mental health and emotional well-being issues via weekly multi-disciplinary meetings.
✓	Well placed to improve the timeliness of hospital discharge for young people with mental health and emotional well-being issues with the identification of a property for the accommodation solution.
✓	Improved engagement of young people with additional learning needs and disabilities in planning for their transition to adulthood following the implementation of the Planning for My Future Transition Protocol and supporting training resources.
✓	Children and young people are better supported should they start being looked after with the introduction of well-being "welcome boxes". These include a well-being journal created by MIND, pampering items such as bath foam, sweet treats, stress balls / fidget toys, information on advocacy, children's rights, participation, and other relevant information. They also include a letter written by other young people from their perspective relating to how it feels to be coming into care and letting them know that they are "not alone" and might want to attend the Bright Sparks Group.
✓	Improved the experience of moving placement for children and young people by signing the pledges in the My Things Matter Campaign and purchasing holdall bags to ensure that children have an appropriate means of transporting their belongings.
✓	Improved opportunities to enhance well-being of care experienced young people with a number of initiatives throughout the year – including a trip to London as part of the Winter of Well-being (funded by Welsh Government).
✓	Care leavers better supported to maintain a healthy lifestyle with the provision of "Get Cooking" classes teaching them the skills they need to make simple and healthy meals and educate them on nutrition.
✓	Development of the Integrated Discharge Hub (IDH) as a single access point to support the transition from hospital to home, with a range of discharge pathways now in place.
✓	2, 118 people supported through discharge by the First Point of Contact Hospital Team (Pink Army).
✓	Implementation of new Electronic Call Monitoring System within the Community Resource Team and development of new staff rotas to improve efficiency and continuity of care.
✓	Re-launch of Care Hubs (older persons day services) to prevent social isolation among service users and to support unpaid carers.
✓	A wider range of activities and events organised through our community hubs to help older people keep active and connected.
✓	Ongoing work with Public Health Wales and other partners to carry out targeted activity to reduce health inequalities across the city.

✓	Development of Cardiff's Local Toilets Strategy to ensure people can confidently access the community.
✓	Continued development of the Well-being Support Service, to support people with low level mental health issues.
✓	Improved services for people with mental health problems with Ty Canna offering a wider range of services and groups.

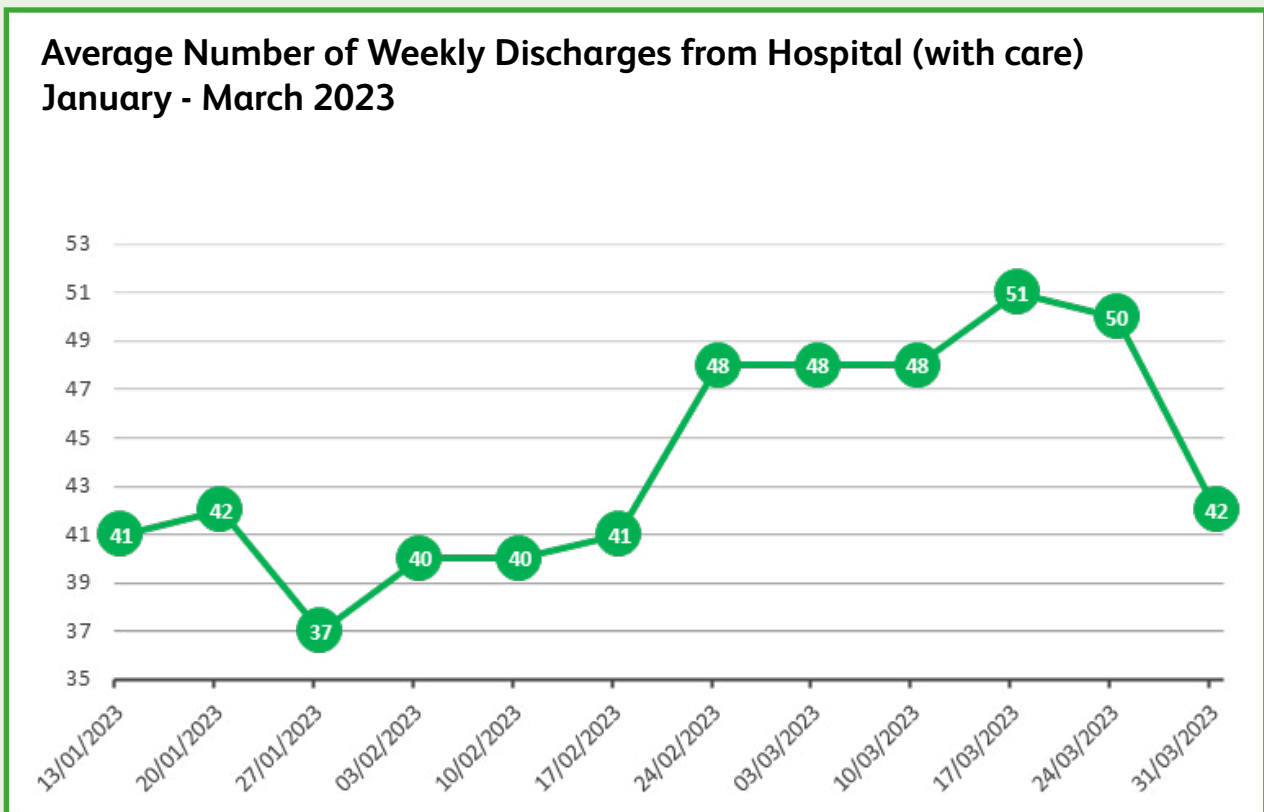
What went well from our 2022/23 Directorate Delivery Plans
Modernising homecare services
Working to increase awareness of toilet availability within the city and expand network through encouraging external organisations to participate in the community scheme
Delivered targeted events programme to promote health screenings, such as bowel cancer

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Strategy for children with additional learning needs and disabilities
Pathways and provision of services for children with serious mental health and emotional well-being issues
Implementation of Trauma Informed Practice
Development of Locality Working Pilot

Case Study – Lab7

Two young people who the Youth Justice Service were working with have been successful in securing early revocations of their 12-month Referral Orders due to their hard work, engagement and the progression that they made. Staff from the Youth Justice Service worked so well with both of them that both parents commended the Youth Justice Service for their work and commitment. The parents shared that they were able to see changes in their children after the Youth Justice Service sessions and that they were considering and reflecting on their actions. The mum of one of the young people noted that Lab7 has been a fantastic opportunity for her son and that he has continued to engage with the service following Youth Justice Service involvement ending. The mum of the other young person has shared that she would like to become a volunteer with the service and to support the parents due to her own lived experiences. (Lab7 provide creative workshops and tailored support for young people with poor mental health or at risk of criminal and anti-social behaviour.)

Number of children on the Child Protection Register	Average age of adults entering residential care settings	Average length of stay in residential settings
326 ▼ from 444 at 31st March 2022	81 ▼ from 85 in 2021/22	902 ▼ from 957 2021/22
Percentage of people enabled to live more independently as result of their CRT Homecare support	Percentage of people who were satisfied with the service provided by CRT	Average number of weekly discharges from Hospital with care (data only available January to March 2023)
88.1% 2021/22 data not available	98.9% 2021/22 data not available	45



Case Study for Ty Canna

Ty Canna user who attends Women of the World Group run by Ty Canna, day services for mental health

"I have been attending this Ty Canna Recovery group at Rhiwbina Hub for many weeks now and find it a fantastic group to be part of.

Much of the discussion is around but not limited to, the menopause. Over the weeks I have learnt about the connection between peri menopause / menopause and mental health in what feels like an open and safe space for women to talk about what has so long been considered an under-researched subject.

I have found the group particularly useful when we have watched videos from experts on the subject.

I feel I have learnt a lot from the volunteer who has completed training in supporting individuals through this challenging time. The volunteer also has lived experience of mental health. The Volunteer has made me reflect that I may have been suffering many of these symptoms without connecting it to menopause and instead just putting it down to 'poor mental health'.

I had no idea that anxiety is something many, many women report as a symptom. I enjoy being part of the group and sharing stories about general life with others. I feel I have grown in confidence over the weeks and enjoy the social side."

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



TAKING STEPS TO PROTECT AND SAFEGUARD PEOPLE FROM ABUSE, NEGLECT OR HARM

Outcomes we have achieved during the year

✓	Young people at risk of, or who have experienced, exploitation are better protected through the ongoing implementation of SAFE (Safeguarding Adolescents from Exploitation) during the year.
✓	Unaccompanied asylum seeking children (UASCs) safeguarded with the ongoing implementation of the National Transfer Scheme – 29 UASCs have been placed by Cardiff under the scheme during the year (in addition to 12 spontaneous arrivals). A total of 45 UASCs were being looked after at 31st March 2023.
✓	Improved arrangements to ensure that children are safeguarded using the lowest safe level of intervention with the implementation of the Reviewing Hub. Over 200 children and young people have been stepped down to case closure or Early Help services since the Reviewing Hub was launched.
✓	Improved arrangements for the safeguarding of young people with complex needs aged 16-25 and in transition to Adult Services with the establishment of a multi-disciplinary Transitional Safeguarding Panel for young people - meeting weekly to consider referrals and review what services can be offered.
✓	Completed 93 % of adult protection enquiries within 7 days (Welsh average 84 %).
✓	85 % of Council staff have completed Safeguarding Awareness Training.
✓	Raised the profile of the Adult Safeguarding service as demonstrated by increased referrals from care agencies.
✓	Join up between Adult Safeguarding and Housing Social Inclusions Unit to enable coordinated responses and improved information sharing between Adult Services and Housing.
✓	84 % of council staff have completed the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence (VAWDASV) to ensure that those at risk can be better identified and supported.
✓	VAWDASV revised Strategy developed.
✓	Fully developed a suite of domestic abuse perpetrator interventions that respond to the level of risk that the perpetrator presents to their victims.
✓	338 high harm / serial perpetrators were supported through the Drive programme with the integrated survivor support service assisting their 388 victims and 231 children. A further 21 perpetrators completed the Driving Change therapeutic treatment perpetrator programme.

What went well from our 2022/23 Directorate Delivery Plans	What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Implementation of Reviewing Hub	Embed the Exploitation Strategy
Continuing of information sharing to promote awareness and accessibility of the Adult Safeguarding service across the directorate.	Embed the Quality Assurance Framework

Case Study – Adult Safeguarding



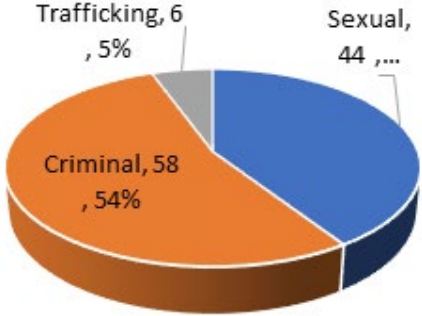
H is a 26-year-old female, known sex worker who engages in high-risk activities. She has diagnosed mental health illness and is a poly drug user including intravenous drugs. She reported to her housing support worker that she was being targeted for abuse outside her accommodation setting and in recent engagements suffered injury from her clients ignoring agreed safe words. This included an abduction and imprisonment for over 24 hours.

Through a multi-agency Adult Strategy Group, H was supported to make a report to the Police identifying one individual who had assaulted her. She was also reallocated a new property and provided with safe accommodation while arrangements were made. H was offered support to maximise her income through the DWP to reduce the need and frequency of high-risk sex work.

She was also engaged by third sector services working with sex workers and was provided with information regarding the Safer Wales Outreach Workers who could support her if there was a high risk of abduction or harm in a call. This gave H the option to tell someone what time she expected to be back, activating an alert if she did not return from her call.

H was also offered advice and information about keeping herself safe due to the nature of risk she was engaged in, but declined to stop working.

H remained open to Adult Safeguarding for arrangements to be reviewed following resettlement into the alternative accommodation setting.

% re-registrations to Child Protection Register within 12 months	% of child protection visits undertaken on time	Number of children who have experienced exploitation	
<p>9.6% (51)</p> <p>▲ from 4.2% (25) in 2021/22</p> 	<p>64.0%</p> <p>▼ from 66.1% in 2021/22</p> 		
% of adult protection enquiries completed within 7 days	Total number of safeguarding referrals started	% of Adult Safeguarding enquiries completed where no further action was required	Number of Adult Safeguarding Investigations started
<p>93%</p> <p>▼ from 99.1% in 2021/22</p>	<p>1,686</p> <p>▼ from 1,693 in 2021/22</p>	<p>76%</p> <p>▲ from 68% in 2021/22</p>	<p>400</p> <p>▲ from 383 in 2021/22</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





ENCOURAGING AND SUPPORTING PEOPLE TO LEARN, DEVELOP AND PARTICIPATE IN SOCIETY

Outcomes we have achieved during the year

✓	Improved support for children with additional learning needs resulting from close working with colleagues in Education to transfer children to the new Individual Development Plans.
✓	Well placed to provide improved support to care experienced young people in education with the appointment of a Virtual Headteacher.
✓	Improved support for care experienced young people – up to the age of 25 – secured through the ongoing implementation of Extended Entitlement.
✓	Young people working with the Youth Justice Service are supported to participate in and contribute to society through the maintenance of an allotment. They tend the plot, harvest the crop and sell the produce to raise money for charity. Most recently, they decided to purchase hats and gloves for homeless people before winter set in.
✓	Cardiff was accepted into the World Health Organisation’s Global Network for Age Friendly Cities and Communities. In consultation with older members of the community, an action plan – with an overall ambition of Cardiff becoming an Age Friendly City has been developed.
✓	Prevented social isolation by supporting older people to stay active and connected.
✓	Increased the availability of age-friendly virtual and face-to-face activities within Community Hubs.
✓	Offered age-friendly digital inclusion support.
✓	Encouraged volunteering to support older people by recruiting a Community Volunteer Co-ordinator.
✓	Delivered Warm and Welcome spaces in our Community Hubs.
✓	Improved community offer for Unpaid Carers and developed an action plan for further improvement.
✓	2,616 digital Dementia Friendly events held throughout the city promoting support and inclusion for people living with dementia.
✓	The Dementia Friendly Volunteer Programme was launched.
✓	Pilot work between Adult Services and Cardiff and Vale College to offer local further education for people with complex learning disabilities.
✓	Further development of the Complex Needs Day Service expanding the services to deliver appropriate respite for carers and ensuring that individuals with multiple and severe disabilities can access the community.
✓	The Complex Needs Day Service worked with pupils with complex support needs in their final year of school, co-producing support plans to support a smooth transition from school to adult life.

What went well from our 2022/23 Directorate Delivery Plans

Corporate Parenting Strategy and action plan

Developed pool of **Community Volunteer Co-ordinators**

Day Centres relaunched as **Care Hubs**, with wider range of activities and events

Development of **Unpaid Carers Action Plan**

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay

Improving and increasing overnight respite for those with learning disabilities

Case Study – Adult Services

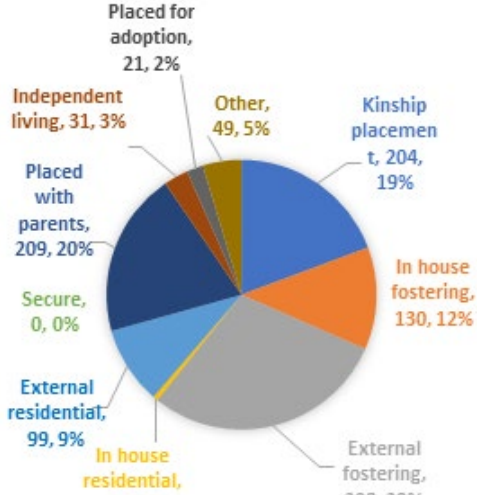


T has Learning Disabilities and was referred the Adult Learning Disability Team as he had been home throughout COVID-19 and was unsure what he wanted to do. After a several meetings and the building of rapport with T it was established that he wanted to do some sort of volunteering.

Further discussion took place with T about the kind of work he would like to do in the future, and he mentioned work in a warehouse environment. The service contacted the British Heart Foundation as they were advertising for Volunteer Warehouse Assistants.

The service assisted T with an application form as he struggles with reading and writing. A taster day for T was arranged and the bus routes to enable him to get to the location were worked out.

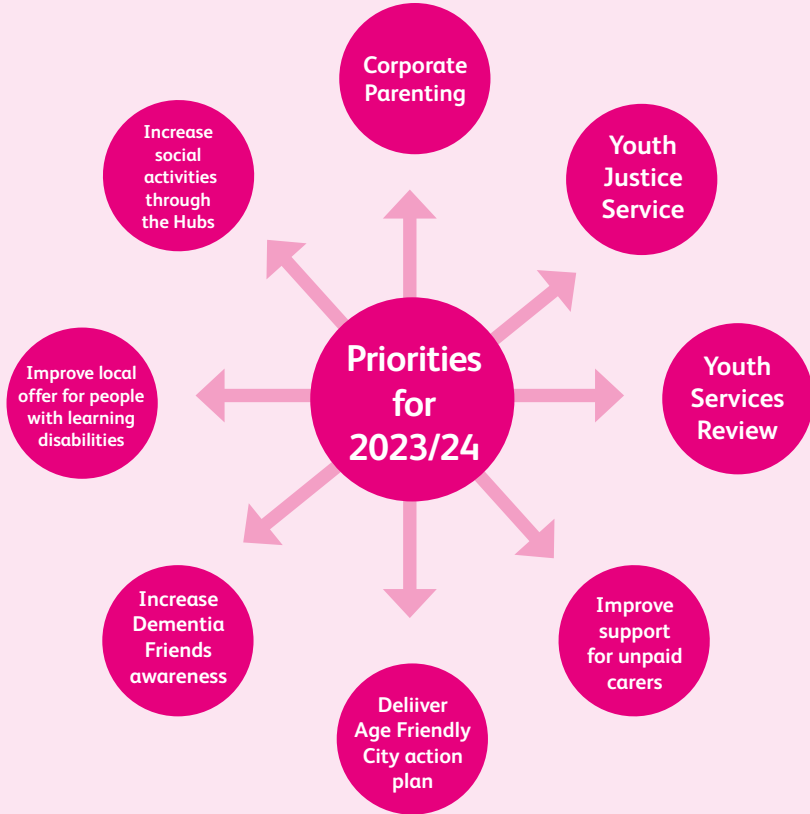
In order for T to volunteer at the warehouse he was required to complete an inhouse health and safety and manual handling course online. With some support, T successfully passed both courses.

Initially T was attending The British Heart Foundation one day week in the warehouse. T was really enjoying his time at the warehouse and there was a vast different in his confidence and communication, he had developed a good relationship with the staff. T now volunteers 3 days a week and is really happy there.

Children looked after by placement 31/03/22 (1,040)	% children looked after who moved school	% of care experienced young people not in Education, Employment or Training	
	<p>17.4% ▲ from 13.0 in 2021/22</p> 	<p>34.8% ▼ from 36.7 in 2021/22</p> 	
<p>Percentage of Council staff completing Dementia Friends training</p>	<p>Dementia Friends digital events</p>	<p>Number of digital events and attendance supported by Ty Canna Mental Health Team</p>	<p>Number of businesses pledging their commitment to work towards becoming Dementia Friendly</p>
<p>54.4% ▲ from 49.8% in 2021/22</p>	<p>2,616 ▲ from 1,128 in 2021/22</p>	<p>930 people engaging with events per month ▲ from 906 in 2021/22</p>	<p>79 ▲ from 16 in 2021/22</p>

Community Services for Older People			
<p>463 events held to support people to keep active and stay mobile</p>	<p>1,247 events held to support people to remain connected and stay social</p>	<p>7,483 participants at the events held to support people to keep active and stay mobile</p>	<p>13,459 participants at the events held to support people to remain connected and stay social</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



SUPPORTING PEOPLE TO SAFELY DEVELOP AND MAINTAIN HEALTHY DOMESTIC, FAMILY AND PERSONAL RELATIONSHIPS

Outcomes we have achieved during the year

✓	Improved access to respite for young carers via our work with the YMCA (our service provider for young carers). One young carer said “The support has been amazing and I feel so much better for coming to the young carers project.”
✓	Improved arrangements for families to contribute to the development of plans through the development of clear pathways to access Family Group Conference. 140 families had a Family Group Conferences during the year.
✓	A significant number of children continue to be supported to remain with their families in kinship care arrangements – 204 at 31st March 2023.
✓	Improved support for care leavers who become parents with the provision of Baby Bundles.
✓	Well placed to further improve support for young parents who are care leavers through working with the National Youth Advocacy Service’s (NYAS) Project Unity.
✓	Permanence secured for children with 32 adoptions during the year.
✓	Improved support to reduce loneliness and Isolation through Community Hubs, Well-being Officers and Community Inclusion Officers.
✓	Increased the number of carers assessments undertaken.
✓	Undertook a consultation with unpaid carers to inform a comprehensive new Carers Action Plan.
✓	Supported 280 individuals to reconnect with their community via the Day Opportunities Service.
✓	299 volunteers engaged with the Together for Cardiff Cares project, providing over 2,000 hours of support to older people in the city.

What went well from our 2022/23 Directorate Delivery Plans	What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Timeliness of adoption process	Reunification Framework
Assisting community groups to deliver activities for older people by promoting the help available through our community inclusion team and well-being mentors	Embed Family Group Conferencing
Encouraging volunteering	Reshape respite provision for children with disabilities
Integration of Community Hubs and Older Persons Day Centres to become Care Hubs	Court Improvement Plan
	Discharge Care Orders for children placed with their parents
	Integrated Edge of Care Service (The Right Place model)
	Implementation of Interventions Hub

Case Study – Community Inclusion Activities

G is 72 years old, her husband passed away about a year ago and ever since she has been experiencing feelings of loneliness and social isolation. G and her husband were always very active and enjoyed exploring their local area and this was something that was missing from G's life since her husband's passing, as she didn't feel comfortable walking on her own.

Whilst visiting her local hub to borrow a book, G spotted a poster advertising the Radyr Walking Group led by a Community Inclusion Officer through the Cardiff Well-being Support Service. At first, G was apprehensive about joining the group but decided that she would give it a go.

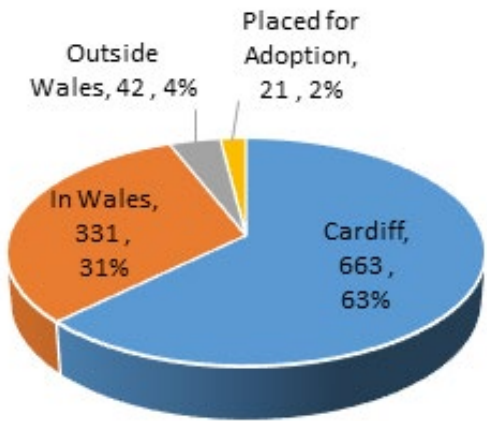


Since then, G has participated in the walking group weekly. G has been enjoying feeling active once more and is enjoying exploring the local community and making new friends.

The group has continued to expand with over 40 members and 4 dogs too! They meet every Wednesday for a walk which always includes a stop for coffee.

G has said, "I have so enjoyed the walks. Meeting new local people, finding someone to help with the garden, discovering unknown coffee places and just generally feeling very much at home in my local area since my husband died just over a year ago."



Community Inclusion Walking Groups allow people to stay active and stay connected to their community.

Location of children looked after at 31st March 2022	Children returned home at end of being looked after	% of children looked after with 3+ placements
 <p>Cardiff, 663, 63%</p> <p>In Wales, 331, 31%</p> <p>Outside Wales, 42, 4%</p> <p>Placed for Adoption, 21, 2%</p>	<p>45.9%</p> <p>▲ from 43.4% in 2021/22</p> 	<p>9.0%</p> <p>▲ from 7.7% in 2021/22</p> 
<p>610</p> <p>Carers well-being assessments completed</p> <p>▲ from 503 in 2021/22</p>	<p>98%</p> <p>of people reported being more active and having healthier lifestyles through engagement with Community Inclusion Officer activities</p> <p>▲ from 87% in 2021/22</p>	<p>127</p> <p>people accessing Older People's Day Services each week</p> <p>▲ from 124 in 2021/22</p>
<p>1,569</p> <p>service user sessions delivered within Care Hub day services</p>	<p>9,424</p> <p>care hours delivered by Care Hub services</p>	<p>89%</p> <p>of people felt reconnected into their community through direct and digital interventions from the Day Opportunities team</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





WORKING WITH AND SUPPORTING PEOPLE TO ACHIEVE GREATER ECONOMIC WELL-BEING, HAVE A SOCIAL LIFE AND LIVE IN SUITABLE ACCOMMODATION THAT MEETS THEIR NEEDS

Outcomes we have achieved during the year

✓	Ongoing improvement to opportunities for children looked after and care leavers via close partnership working between the Personal Advisor Service and the Into Work Service. More young people eligible for Bright Futures support were in education, employment or training - 441 / 658 (67%) in March 2023 compared with 418 / 624 (67%) in March 2022.
✓	Care leavers supported to develop essential skills for independent living at a DIY workshop with a local construction company and cookery classes.
✓	Improved support for young people to find employment with the introduction of a Guaranteed Interview Scheme that guarantees an interview for Cardiff Council jobs for care leavers in Cardiff if they meet the essential criteria.
✓	Improved economic well-being for care leavers via Cardiff's participation in the Basic Income Pilot – to provide financial support for care leavers while they transition to independent living.
✓	Improved social support for care leavers with the introduction of a mentoring pilot for young people in supported lodgings – a youth mentor will help young people to build confidence and reduce social isolation.
✓	Increased accommodation options for young people leaving care through joint working with colleagues in Housing - 16 additional accommodation units in the Young Person's Gateway have been secured enabling young people to transition from fostering / residential settings to independent living. A further 24 units are planned to come on stream during 2023/24.
✓	The means test for eligible disabled adaptations has been removed, leading to a substantial decrease in the average time applicants have to wait for approval.
✓	989 disabled adaptations were completed, enabling people to live independently at home.
✓	A full review of our Internal Supported Living Service was carried out and proposals developed for the future.
✓	481 same or next day deliveries were undertaken by the Joint Equipment Service to support hospital discharge and avoid admission, support carers in their work and assist with end of life care.
✓	51% of people receiving meals on wheels were having meals delivered 7 days a week supporting improved health and well-being in the community.
✓	The Independent Living visiting team ensured individuals were able to claim the benefits they were entitled to, identifying £1.2 million in unclaimed benefits.
✓	The Money Advice Team supported over 2,500 older people. The Into Work Team are supporting older people to get into employment.

✓	A specialist older persons accommodation scheme was developed for those with more complex needs.
✓	A new supported living scheme was developed allowing 11 people with mental health issues to step down from residential care.
✓	Two new pathways developed for discharge from hospital – Discharge 2 Recover and Assess and Discharge 2 Assess models of support, allowing either home based or residential care while assessment takes place.

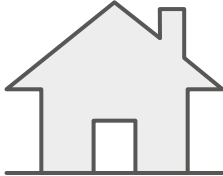
What went well from our 2022/23 Directorate Delivery Plans
Fully established the Rehousing Solutions Service
Review of Older Persons accommodation allocated through the waiting list completed and new arrangements implemented

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Accommodation sufficiency
Locality working
Development of older persons housing that supports independent living

Case Study – Personal Advisor Service

A became known to Children’s Services after arriving in the UK as an Unaccompanied Asylum Seeking Child (UASC). A suffered extensive trauma during his journey to the UK. As a result, A eventually experienced extremely poor mental health (psychosis) which led to him being admitted into a specialist mental health unit. It was thought at one time that A would not be able to live independently or be able to return to college for some time. However, with the support of his Personal Advisor (PA) and Llamau Housing Support, A’s mental health improved considerably - to the point where he returned to college and is now living independently in a flat under his own tenancy.

A was able to secure this tenancy with the support of his PA and Llamau and now has a wonderful home where he feels safe and secure and has settled really well. A continues to have support from the excellent mental health team at Headroom, and he manages to sustain his tenancy well, paying bills and cooking. A is now planning to progress with his studies in English for Speakers of Other Languages (ESOL) to take a course with a trade accreditation, like mechanics.

Care leavers in education, training and employment	Number of young people known to Children's Services in Young People's Gateway accommodation at 31st March 2023	Number of When I Am Ready placements starting
<p>12 months after leaving care 68.1% ▲ from 63.9% in 2021/22</p> <p>13-24 months after leaving care 56.6% ▼ from 58.4% in 2021/22</p>	<p>41 ▲ from 36 in 2021/22</p> 	<p>10 ▼ from 21 in 2021/22</p>
Total number of equipment deliveries through the Joint Equipment Store	Number of customers receiving meals on wheels	Self and friends and family referrals to Telecare
<p>31,521 ▼ from 32,474 2021/22</p>	<p>617 ▲ from 475 2021/22</p>	<p>52% ▲ from 46% 2021/22</p>
New units of Specialist Older Persons Accommodation delivered	Number of people supported by Independent Living Services with Income Maximisation	The average number of calendar days taken to deliver a Disabled Facilities Grant
<p>49</p>	<p>648 ▼ from 927 2021/22</p>	<p>141 days ▲ from 136 2021/22</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



9

HOW WE DO WHAT WE DO

“More than Just Words” / “Mwy na Geiriau”

Welsh Language Standards Objectives for Social Services:

Increase opportunities for people to receive Health and Social Care in Welsh by:

- Ensuring that an active offer of Welsh language services is communicated to all Social Services staff and within commissioned services.
- Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes.
- Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver series in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy.



We are working towards making improvements against the objectives set out below:

• **Objective 1: National and Local Leadership, and National Policy**

The Operational Manager, Business Systems and Transformation undertakes the role of Welsh Language Champion across Social Services. A Welsh language coordinator has been appointed for Children’s Services and we are looking for someone to fill the role for Adult Services as the previous post holder has left the organisation.

• **Objective 2: Mapping, Auditing, Data Collection and Research**

Details of the Welsh language skills of the workforce and Welsh language community profile continue to be monitored.

Questions continue to be in place in the Social Services client record system to record service user’s language preference.

The latest Welsh language data from the Annual Population Survey shows that 94,200 people aged 3 and over in Cardiff are able to speak Welsh (second only to Carmarthenshire).

• **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning**

We continue to collate information on Welsh speakers across the Directorates to ensure recruitment and retention of Welsh speakers remains a key priority. Recruitment across the sector has become increasingly difficult in both English and Welsh speaking positions and this is likely to remain for some time. Processes for allocating Welsh speaking staff have been trialled in both Children’s and Adult Services to ensure that service users requiring Welsh assessments are able to access them.

- **Objective 4: Promotion and Engagement**

We continue to work towards attracting and developing the Welsh language workforce and strengthening links to organisations. Regular promotion of the use of Welsh continues in Social Services.

- **Objective 5: Education and Objective 6: Welsh in the Workplace**

Welsh language training opportunities continue to be regularly promoted across the Council and Directorates, from beginner to proficiency training in the Welsh Language with time given to staff who wish to attend. In addition, Awareness Training is a compulsory element of induction training in social care, forms part of the social work student placement induction programme and is a mandatory element of the First Three Years in Practice training programme for newly qualified social workers. Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups, e.g., domiciliary care staff.



OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes we have achieved during the year

✓	Improved support for service development in Children's Services through dedicated Project Officers.
✓	Well placed to develop new practice model in Children's Services following engagement sessions with managers and staff.
✓	Well placed to improve quality of practice with agreement for additional resource in the Quality Assurance team.
✓	Improvement arrangements for lone working with the introduction of the PeopleSafe device.
✓	Ongoing support for social workers and improved consistency for families via the Practice Lead role.
✓	Improved service delivery by supporting staff to be better equipped to carry out their roles:
✓	18 seconded staff were on the Social Work degree course during the year.
✓	5 Enabling Practice Learning (EPL) staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
✓	28 newly qualified social workers enrolled the First Three Years in Practice program with 18 experienced staff trained as mentors to support them.
✓	Undertook a comprehensive training needs analysis that will inform the delivery of professional development and training opportunities.
✓	Restructured our Social Care Training Team to strengthen the Adult Services Training offer including the introduction of a dedicated post to deliver strength-based training.
✓	Launched a new Social Work Cardiff brand.
✓	Established a dedicated Registration and Qualification Support Officer to support care workers to achieve registration.
✓	Implemented the Real Living Wage for care workers.
✓	Continued to develop Cardiff Cares Academy to assist providers with recruitment of new staff into care roles in Cardiff. 753 people registered with the service in 2022/23.
✓	Supported care workers with initiatives such as the Electric Bike scheme.
✓	Developed a regional workforce charter that sets out our commitment to the wider workforce.
✓	Piloted the use of Social Work Resource Assistants to remove administrative tasks from social workers.

- ✓ Introduced a market supplement for our qualified staff and improved monitoring of recruitment / vacancies.
- ✓ Reduced the % of adult social work vacancies from 12.9% to 9.94%.
- ✓ Developed a Trusted Assessor action plan and commenced implementation by allowing occupational therapists to prescribe care.
- ✓ Undertook work on a new Cardiff Adult Services Workforce Strategy and action plan.

What went well from our 2022/23 Directorate Delivery Plans

- Health & Safety in Children's Services
- Youth Justice Strategy
- Worked with the Welsh Government to fully implement the **Real Living Wage** for care workers in Cardiff
- Provided proactive support to help **care workers achieve registration.**
- Completed review of **Cardiff Cares Academy.**
- Promoted **Cardiff as a Great Place to Work**

What is progressing from our 2022/23 Directorate Delivery Plans, with some delay

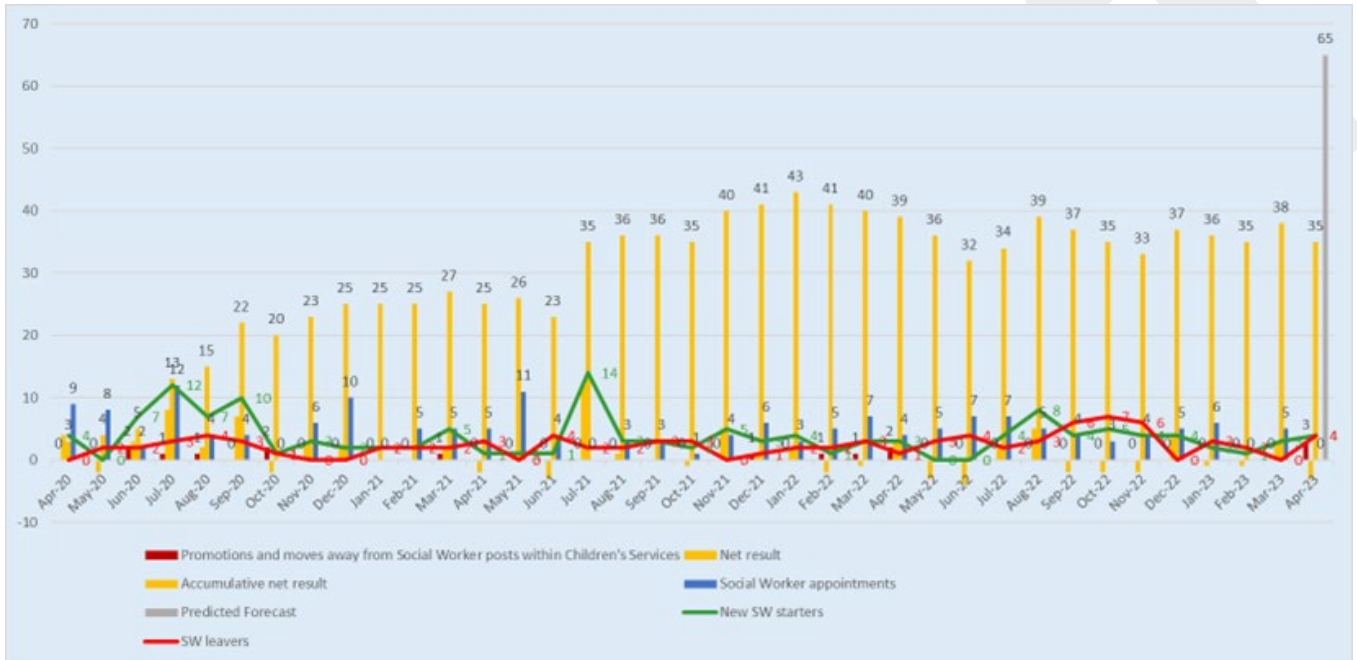
- Reduce permanent **vacancies in Children's Services**
- Implementation of **Equalities Action Plan**

Social worker vacancies Children's Services	Social worker vacancies Adult Services	Full Time Equivalent sickness Children's Services	Full Time Equivalent sickness Adult Services	Total number of attendees at training courses in 2022/23
27.3% ▲ from 23.9% in 2021/22	9.9% ▼ from 12.9% in 2021/22	12.9 ▼ from 15.01 in 2021/22	20.8 20.8 in 2020/21	1,195 (Adult Services staff) 755 (external care workers)



Social Work Cardiff recruitment material using new branding

The graph below demonstrates the significant progress we have made in reducing social worker vacancies since the start of the COVID-19 pandemic. This has been a considerable undertaking and recruitment is ongoing alongside implementing our Workforce Strategy and action plan to improve retention – this includes our work towards introducing a new operating model (please see page 15 for further information).



The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:



OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE



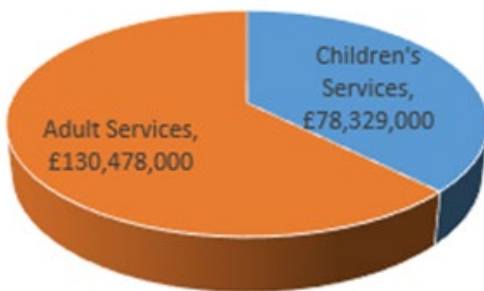
Outcomes we have achieved during the year

✓	Clear direction for staff and citizens with the revised Children's Services Strategy and further development of the Adult Services Ageing Well Strategy.
✓	Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government.
✓	Cost of Care exercise undertaken with providers.
✓	Delivered budget savings and improved outcomes by delivering alternative accommodation / supported living options for older people and those with mental health issues. One such scheme allowed 11 individuals to step down from mental health residential care / hospital, to brand new housing association flats within a supported living context, delivering full year savings of £230k and better outcomes for service users.

What went well from our 2022/23 Directorate Delivery Plans
Review and refresh the Children's Services Strategy
Accommodation and assets across Children's Services
Cost of Care exercise with providers

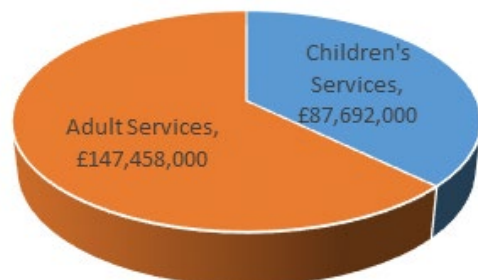
What is progressing from our 2022/23 Directorate Delivery Plans, with some delay
Locality working for Adult and Children's Services
Implement the Eclipse client record system
Review of commissioned services
Data sharing
Financial modelling
Refresh the Fee Setting Strategy for Care Homes for Older People

Social Services Budget 2022/23
£208,807,000



■ Children's Services ■ Adult Services

Social Services Budget 2023/24
£235,150,000



■ Children's Services ■ Adult Services

There is corporate recognition of the level of financial support that is required to deliver social services in Cardiff – this is evidenced by the fact that in 2022/23, Social Services accounted for circa 30% of the Council’s budget. Both Children’s and Adult Services work closely with corporate colleagues in the Resources Directorate to ensure that expenditure is transparent and monitored closely with budget and savings targets in mind.

Demand for services has remained high, in part as a result of the longer-term impact of COVID-19 harms. Meeting need within budget has proved challenging and as a result, in 2022/23, the Social Services budget was overspent by £5.065 million.

Recognising the challenges that lie ahead, the Social Services budget has increased by 13% from £208,807,000 in 2022/23 to £235,142,000 in 2023/24 and will continue to utilise additional grant funding to develop and implement innovative solutions to support us to meet the needs of the most vulnerable people in our city. The actions we are taking are referenced throughout this report and detailed milestones are set out in our Directorate Delivery Plans for 2023/24.

The actions we will be taking forward via our Directorate Delivery Plans in 2023/24 are:





Tudalen 255

Mae'r dudalen hon yn wag yn fwriadol

Appendix 2

Local Authority Social Services Annual Report 2022/23 Cardiff Council

Appendix 2 - Overview of Challenge / Consultation

Feedback	Response	Amendment
Scrutiny		
I think the presentation of the headings/priorities diagrams is useful and helps set the scene for the rest of the chapter	Noted.	N/A
I think the typeface/font in the adult sections service is helpful in identifying what each of the paragraphs is covering	Noted.	N/A
I do think some of the challenges is not always immediately obvious and can be lost in the narrative sometimes – sometimes the priorities and challenges achieving those priorities aren't always clearly linked.	Agree that the structure of the report does not enable us to set out our evaluation in the way that we would prefer. We are in the process of responding to a national consultation regarding changes to the report going forward – and we will include this feedback about the importance of connectivity between challenges and priorities in our response.	N/A
Partnership working is sometimes lost in the narrative.	We agree that reflecting the partnership working that we do on the ground to meet people's needs is critical – this is reflected in the relevant sections of the report. There is a proposal for a separate section to address “partnership and integration” in the new format, however there is a danger that this will duplicate the content of other chapters in the report.	N/A
I think the priorities section should be moved upwards in the document.	These are the priorities for 2023/24 and follow the evaluation of 2022/23 so, on reflection, will remain where they are currently placed. For future reports we will consider how we can better structure this within the constraints of the new national format.	N/A

Appendix 2

Feedback	Response	Amendment
Trade Unions		
It was really emotive to hear stories about how Young People have benefitted from the care of our staff and it would be good to include similar messages for adult services – as I know now there has also been a really big focus on supporting adults particularly with dementia which must have a hugely positive impact on families caring for relatives.	Further information regarding dementia and case studies added.	p.35
Staff		
We thought it was well written, easy to read and very informative! One person feedback that it would have been good to include how each of the priorities were to be met. I explained that there is an alignment with these priorities and the DDP but this may not have been obvious from the report so may be worth including something about how these priorities will be taken forward and monitored.	Addition to report made to clarify – via quarterly reporting to the Council’s Senior Management Team and Scrutiny Committees.	p.2
We felt it was factually correct, achieved the right balance between identifying what went well balanced against the areas that we need to improve on / areas for further development.	Noted.	N/A
The report appropriately identifies examples of positive partnership working.	Noted.	N/A
Yes – for Adult Services, the areas of improvement reflect the key priority areas that we know we have to address this year and they are summarised appropriately providing enough information so that it is clear what we need to do.	Noted.	N/A
Yes and they align with our DDP objectives	Noted.	N/A
Overall it’s well presented – a good balance with narrative, diagram and	We understand the perspective, however, the young people that we	

Appendix 2

Feedback	Response	Amendment
<p>a lovely use of photographs. It's nice that there is a mixture of stock photographs and photos from our services. The only one that I think may need reviewing is the one of the child on P43 – all of the other photos are very upbeat and provide a positive image but this one seems a bit out of place as it doesn't portray a positive image. It made for a very enjoyable and informative read!</p>	<p>work with have experienced significant trauma, so we think it is important that the report reflects this.</p>	
Children and Young People		
<p>The report has been very well put together and the young people required some explanation about some of the terminology used, but on the whole felt that it was written very clearly. A dyslexic young person was very happy with the format of the report, lay-out and presentation of the report and the PowerPoint presentation.</p>	<p>Noted.</p>	<p>N/A</p>
<p>There should be information about how and to whom Children's Services will be held accountable for the completion of the objectives.</p>	<p>Addition to report made to clarify – via quarterly reporting to the Council's Senior Management Team and Scrutiny Committees.</p>	<p>p.2</p>
<p>The CYP were positive about all of this information and in particular were very encouraged by the reduction in children being convicted for criminal offences. The increased number of children who returned or remained home and are cared for within their families was also a highlight.</p>	<p>Noted.</p>	<p>N/A</p>
<p>In relation to children remaining with their families it was felt strongly that Children's Services should do more to support young parents with parenting skills and that this should be an important part of future priorities.</p>	<p>Agreed – work to be done to raise awareness of Parenting Service in Early Help and how to refer young parents to them for support.</p>	

Appendix 2

Feedback	Response	Amendment
It would be good to have further information about actions to be taken to address the points in this category [Key Risks & Challenges].	Further detail is included in the Directorate Delivery Plan.	N/A
There was disappointment but also not surprise that mental health continues to be a challenge due to the trauma that usually leads to involvement of Social Services.	Noted.	N/A
To address the negative representation of Childrens Services there was a suggestion that there is a campaign to raise awareness in the media and local communities of positive outcomes related to intervention by Childrens Services.	Work with Council Comms team to be undertaken.	N/A
Aiming for a higher number of adoptions can be negative due to young people having their children removed permanently and adopted when they may not have been given the support that could have produced a positive outcome for the parent.	We always strive to keep children within their family network; when this isn't possible we aim to find alternative homes for those children to ensure they have stability and somewhere safe and nurturing to live. When children are very young this is often achieved via adoption and we try our best to make sure those children find forever families as quickly as possible. We agree completely that there shouldn't be targets set for the number of children adopted.	N/A
There should be further emphasis on the positive work completed by Children's Services.	Work with Council Comms team to be undertaken.	N/A
Mental Health concerns are linked to the majority of negative issues experienced by young people such as a lack of employment and struggling to live independently. Therefore if more resources were put into mental health it would decrease the need for Childrens Services to be involved in the lives of so many children and young people. This would also mean that less people had need to access	We are working closely with colleagues in Health to improve pathways for referrals so people are able to access support with mental health as early as possible and at the right time. However, this remains an area of very significant challenge with increasing demand and complexity.	N/A

Appendix 2

Feedback	Response	Amendment
Adult Services for mental health concerns.		
The category of “Trauma Informed” felt like a very positive inclusion and the acknowledgement of the effects of trauma was appreciated. There was emphasis on the fact that care experience and the trauma relating to it can last far into adulthood.	Noted.	N/A
Children’s Services should be advocating with the Government for those who fit into the NEET category. Low wages make it very difficult for young people to come off benefits, “you get less money than you get on benefits”.	<p>Advice is available from the Money Advice Line [029 2087 1071]. You can also contact the Into Work Team via the online form available here: Get in touch - Into Work (intoworkcardiff.co.uk) and the Money Advice Team via the online form available here: Contact us - Cardiff Money Advice Service.</p> <p>These services work to ensure that people are helped into better employment and supported to secure in-work benefits. The Personal Advisor Service has recently transferred to Adult Services to improve links between these services.</p>	N/A

Mae'r dudalen hon yn wag yn fwriadol



APPENDIX 3

Cardiff Council Social Services Annual Complaint, Compliments and Members Enquiries Report April 2022 – March 2023

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DRAFT

Mae'r ddogfen hon ar gael yn Gymraeg



1. INTRODUCTION AND BACKGROUND

It is a statutory requirement for all Local Authorities in Wales to have a procedure for complaints and representation for Social Services under the Social Services Complaints Procedure (Wales) Regulations 2014.

In addition to this, each Local Authority is required to produce and publish an annual report regarding the operation of their Social Services Complaints Procedures. This report contains statistical information and analysis relating to complaints and representations dealt with during the period April 2022 to March 2023.

Adult and Children's Services take a positive approach to all complaints, concerns and issues raised. Work is undertaken with individuals and teams to identify and put in place suitable outcomes for individuals as well as taking the opportunity to learn lessons from complaints raised where expected standards have not been met.

Social Services are committed to ensuring that concerns raised are listened to and resolved as quickly and efficiently as possible. The information gathered by the complaints teams is a key source of intelligence which enables understanding, learning and reflection in respect of people's experience of Social Services.

Whilst we are now post-pandemic, COVID-19 has continued to have impact across Social Services and the Council as a whole. The significant pressure and demand for our services has resulted in some delays in receipt of services and this has impacted the complaints across both Adults and Childrens Services.

Whilst there have been no changes to the way in which complaints are recorded by Children's Services, recording of complaints have continued to be improved and enhanced in Adult Services. This is reflected in the report with an improvement in the way in which Adult Services has been able to illustrate some of the themes and categories of complaints and how they are dealt with.

The new council wide complaints system, HALO, is being introduced over the next 12 months. This will manage all complaints and councilor correspondence being received into all services and will offer a more consistent reporting tool. Adult Services have been pivotal to the testing and trialing of this system.

2. THE MANAGEMENT OF COMPLAINTS

In November 2021 Social Services separated the Complaints Teams across Adult Services and Children's Services to strengthen management capacity and oversight of complaints received by the individual service areas following the creation of a Children's Services Directorate and an Adults, Housing and Communities Directorate. Both Directorates are located under the overarching leadership of the Corporate Director of People and Communities who also upholds the statutory responsibilities of the Director of Social Services.

The Complaints Teams are supported by Senior Managers in each of the service areas of Adults Services and Children's Services and by the Corporate Complaints Team.



During 2022/23, Adult Services recruited two Complaints and Engagement Officers to work under the direction of the Complaints Manager to strengthen the complaints and service users' engagement functions. This increase in resource has seen improved response times to complaints and enquiries even though the numbers have increased. Whilst there is currently only one Complaints and Engagement Officer in post, there is a commitment to recruit to the second one early 2023/24.

In Adult Services, a monthly report on complaints and compliments is produced as well as quarterly statistics and analysis which is presented to the Adult Services senior management team in their regular meetings.

In Children's Services, two officers job share the Complaints Manager role, aided by two full time Complaints and Correspondence Assistants for efficient communication with complainants and streamlined complaints resolution. Weekly meetings with Operational Managers guide ongoing investigations and response drafting, whilst weekly updates highlight open complaints and unresolved issues. Quarterly analysis of complaints is completed to monitor statistics and drive service improvement.

3. THE PROCESS

Cardiff Council has separate Adult and Children's Services Complaints Policies that are based on the principles of the Welsh Government legislation: The Social Services Complaints Procedure (Wales) Regulations 2014.

All complaints received by Adults and Children's Services are required to be acknowledged within the statutory timescale of two working days. In some cases, where some of the concerns raised fall outside the responsibility of Social Services, the Complaints Officer liaises with the appropriate Service Area or Agency to provide a joined-up response.

The Adult and Children's Social Services complaints process has two stages:

- **Stage One: Local Resolution** – The emphasis at this stage of the process is to resolve the complaint by means of discussion and problem solving. The complainant will be offered a discussion about the issues they have raised, and this is either undertaken by telephone, or face to face in an attempt to resolve the issues. This must be completed within 10 working days of the receipt of the complaint. Following this initial discussion and any further investigation that is necessary, a written response is provided within 5 working days.
- **Stage Two: Formal Consideration** – If the complainant remains dissatisfied after completion of Stage 1 complaints process, they may request that the complaint proceeds to Stage 2 of the process. This involves a formal independent investigation of the complaint with a report being produced by the investigating officer appointed to the case. The timescale for dealing with this stage is 25 working days from agreement of the issues to be reviewed.

If the complainant remains dissatisfied with the outcome of the Stage 2 investigation, they may progress their complaint to the Public Service Ombudsman for Wales. All individuals accessing services receive information regarding how to raise a complaint, the 2 stages for handling complaints within Social Services and how to contact the Ombudsman. This is set out in the Adult and Children’s Services ‘How to be Heard’ documents.

4. MEMBERS ENQUIRIES PROCESS








The Adults and Children’s Services Complaints Standard Operating Procedures makes provision for an individual to approach their Local Councillor, Assembly Member or Member of Parliament. Elected Members carry out an important role in handling concerns and queries that an individual constituent may have. Collectively, these are called Member Enquiries and can range from requests for services, comments, and queries to complaints.

Social Services receives concerns from Elected Members through 3 routes:

- directly through the Cabinet Office,
- through the HALO portal,
- by direct email.

All methods of contact are managed in the same way across Social Services. Whilst they do not form part of the formal recorded complaints data, the number and range of complaints that are received through this route are collated and analysed in order for services to be able to identify themes and patterns of concerns being raised as well as assisting to identify key areas of pressure on the complaints system.

5. SOCIAL SERVICES STATISTICS

	Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
2022/2023	365	351	14	32	323	25	334
%	↓ 2%	↓ 3%	↑ 40%	↓ 31%	↑ 85%	↓ 1%	↑ 0%
2021/2022	373	363	10	47	175	26	334

During 2022/23 there were 699 cases of feedback recorded for Social Services. Of these, 365 were complaints and 334 were compliments. Additionally, a total of 323 Member Enquiries were received for Adults and Children’s Services.

Overall, the figures for Stage 1 complaints were slightly down when compared to last year, while Stage 2 complaints had increased. While complaints relating to Childrens Services had decreased, those relating to Adult Service had increased. There was a 60% increase in Member Enquiries in Children’s Services and a 94% increase in Member Enquiries for Adult Services. An analysis of these figures is provided in section 6 of this report.

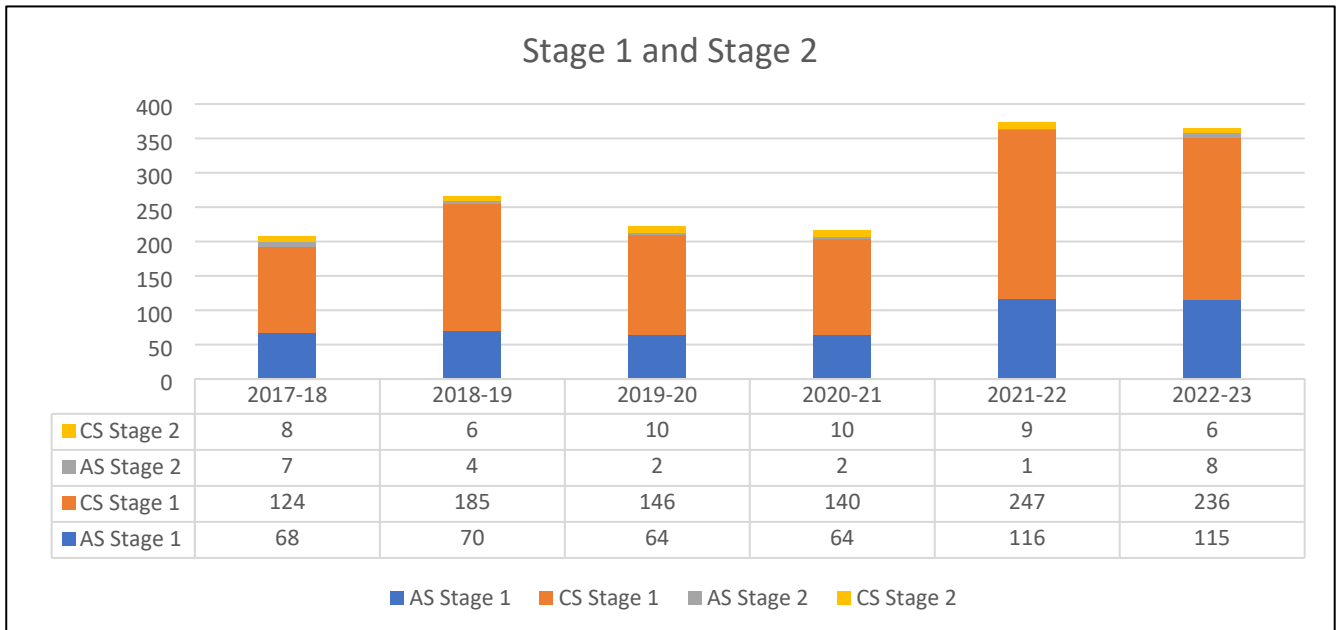









Chart 1: Stage 1 and Stage 2 Complaints for both Adult and Childrens Services 2017 - 2023

6. ADULT SERVICES OVERVIEW

	All Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
2022/2023	123	115	8	28	227	21	158
%	↑ 5%	↓ 1%	↑ 700%	↓ 40%	↑ 94%	↓ 0	↓ 13%
2021/2022	117	116	1	47	117	21	182

As stated above, overall complaints received by Adult Services have increased slightly during 2022/23, when compared to the previous year. While there was a small reduction in Stage 1 complaints, there was an increase in complaints progressing to Stage 2. The increase is consistent with the experience of other Local Authorities across Wales who have also reported an increase in the number of requests being made for Stage 2 investigations. However, it should also be noted that the outcomes from the Stage 2 complaints have substantially reflected the Stage 1 decisions, indicating that even though complainants have not been satisfied with the findings at Stage 1, the original investigations were undertaken in a manner that identified the most appropriate outcome.

The following reasons are understood to underpin the increase in Stage 2 complaints:

- ❖ **Increase in demand and pressure on services** and resultant delays in service provision – In 2022 Adult’s Services supported 4675 individuals with care and support plans which was a 6% increase from the previous year.
- ❖ **Increased awareness** – The service has revised its guidance, available documents and support resulting in that citizens becoming better informed about how to make a complaint, in particular this could explain the increase in Stage 2 complaints.

6.1 ALL CORRESPONDENCE

Correspondence is any written or verbal contact received to the Compliments and Complaints teams from members of the public, professionals or Councillors and Elected Members. These may not always be complaints, and include requests for information, enquiries, compliments, and other general correspondence as well as complaints. These are recorded as every item of correspondence requires an action and monitoring these ensures that the Council are able to have an understanding of the workload of each team. Sometimes the general correspondence received can take significant work to address, including supporting managers to respond appropriately and prevent a general correspondence becoming a complaint.

During 2022/23, Adult Services received a total of 553 pieces of correspondence. This is a 32% increase from 2021/22 when 418 items of correspondence were received. The main increase is in Members Enquiries, which have increased from 117 in 2021/22 to 227 in 2022/23. Councillors and Assembly Members became more accessible to citizens during the year, with the removal of pandemic restrictions, offering opportunities for citizens to speak to them in person through their surgeries in addition to the opportunities for digital contact.

The number of informal issues and enquiries that are raised to the Adult Services Compliments and Complaints Team outside the normal complaints' procedure continues to grow. It is recognised that if a satisfactory outcome can be secured at the informal stage it improves overall customer satisfaction through the achievement of an early resolution. However, the formal complaints received are often more complex and frequently involve issues that relate to several service areas within the Council and have multiple themes. Consequently, they often take longer to investigate and resolve.

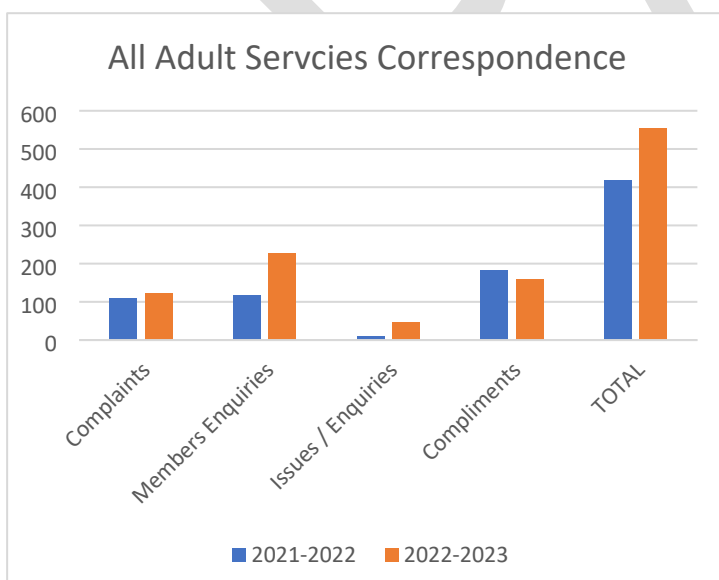


Chart 2: All Adult Services Correspondence Received in 2022/23

2022-2023

- 227 Members Enquiries
- 123 Complaints – including 8 Stage 2 complaints and 5 Withdrawn complaints.
- 158 Compliments
- 45 Issues/Enquiries (dealt with outside of complaints procedure)

5 complaints were withdrawn during the year. On review these were withdrawn during the complaints process, where early intervention by services had resolved the initial complaint



that had been raised and complainants were satisfied that issues had been addressed. Any complainant who informs the Compliments and Complaints Team that they wish to withdraw a complaint has this request confirmed in writing and are invited to refer to the team should they be dissatisfied at any later point in their journey. The team do not actively contact complainants to ask if they wish to withdraw complaints, and where issues are resolved during the complaints process and no request to withdraw the complaint has been received, a full response is provided in line with the regulatory requirements.

Examples of the issues and enquiries dealt with by the team outside of the complaints process include but are not limited to:

- Request for services, including information regarding how to access services.
- Requests to review a decision made by teams within Adult Services (these are managed through a formal appeals process and overseen by the Compliments and Complaints Team).
- Requests for information that do not require input through other formal processes.
- Queries regarding services offered through the Council, such as types of day services available, and other organisations that services will refer to in order to support citizens.
- Public concerns regarding the wellbeing or behaviour of individuals where there is no formal relationship, such as concerns regarding a neighbour.

Quarter 2 and 3 were the busiest months for the Adult Services Compliments and Complaints Team which is consistent with previous years. The highest month for complaints and enquiries was October, where 40 cases were received. 3 Stage 2 complaints were received in November which would link to the increase in complaints received in Quarters 2 and 3.

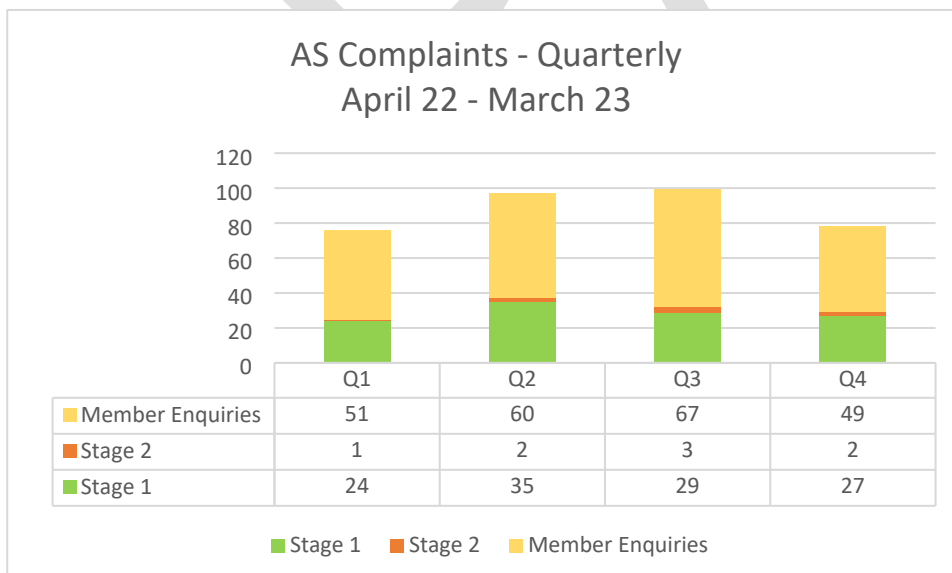


Chart 3: Adult Services Complaints by Quarter 2022/23

THEMATIC ANALYSIS OF ADULT SERVICES COMPLAINTS, LESSONS LEARNED AND HOW WE ARE ADDRESSING THESE.

Adult Services has seen an increase in complex cases this year. As a result of the pandemic a number of citizens did not receive services due to restrictions on visitors to their homes or the reduced availability of community support and this has resulted in the increased level of need that citizens are now presenting with. An increase in demand for services post pandemic and delays in undertaking assessments due to a lack of social work and service capacity has impacted on the complexity of some of the complaints received. The service has taken steps to address significant areas of delay in accessing assessments by introducing additional capacity from a dedicated commissioned service, improving our recruitment arrangements, and reviewing the links between the hospital teams and community teams to reduce delays. The Discharge to Assess and Discharge to Recover and Assess pathways are being utilised to prevent delays in hospital discharge and to provide an opportunity for individuals to be assessed in a more appropriate environment.

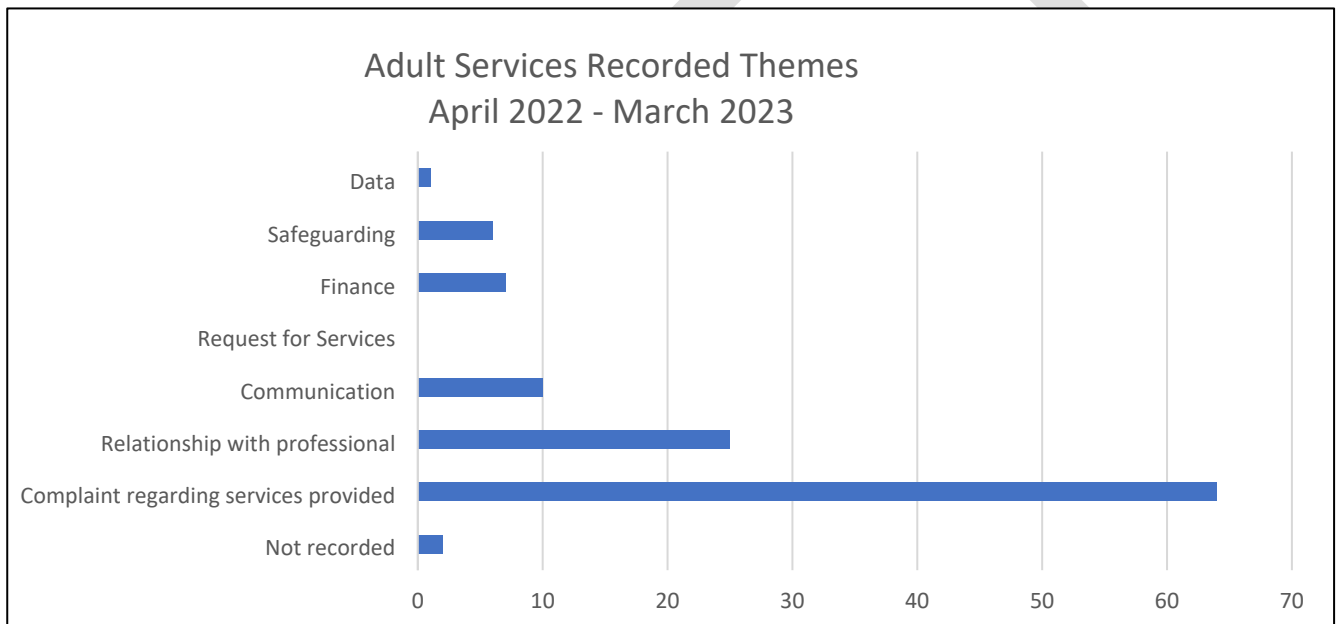


Chart 4: Recorded Themes of Complaints Received

56% of the complaints received in 2022/2023 were regarding services being received, and nearly a quarter of complaints received were regarding relationships with a professional.

The key themes underpinning many complaints received are as follows.

- **Communication:** complaints were often in relation to citizens being unable to contact the right person at the right time, and delays in assessments or requests with no clear communication provided.
- **Relationship with professional:** complaints generally relate to specific members of staff where the individual is unhappy with their approach, support, and advice. This can be in relation to Council staff but also commissioned providers delivering care on behalf of Adult Services



- **Services provided:** complaints were often in relation to commissioned services provided on behalf of Adult Services and / or delays in assessments being undertaken.

When an outcome for a complaint is identified, there is consideration regarding lessons learned following this and actions that can be taken to reduce the likelihood of the same situation occurring in the future.

Some of the lessons learned and actions undertaken from 2022-23 have included:

- Review of policy relating to Hospital Discharge for individuals into the community to ensure that the right level of support is put in place to support an individual whilst they settle back into an independent life.
- Improved recording relating to who is important to an individual, and those they want to be involved in their care and support.
- Better access to training for staff, particularly relating to challenging conversations to ensure that communication for individuals is as positive and inclusive as possible.
- Improved formal/written communication with complainants following phone conversations to ensure that they remain fully informed regarding any delays.
- Where a relationship with a professional has broken down, ensuring that the individual is supported to understand any impact a change in professional may have and to support them to navigate this, either through support to rebuild relationships or to develop a positive relationship with a new professional.
- Closer links with the Training Unit and Quality Assurance Manager have been developed to support better address the concerns being raised, and to ensure that the learning from complaints is fed into the training needs assessment for staff, informing policy and service development.
- The whole service approach to embedding Collaborative Communication training into practice supported by mentoring and opportunities for reflective practice is also expected to positively impact on the way in which assessments are carried out and the relationships that Social Workers have with individuals receiving services.
- Additionally, work has been undertaken to strengthen the management of provider performance issues for commissioned services and to improve Quality Assurance processes so that where issues related to the quality of commissioned care are raised, there are formal structures in place to address these in a timely way.

Lessons learned ensures that Adult Services can continue to develop its services to meet the needs of citizens in a way that has a positive impact on their lives. Further feedback opportunities are being introduced in 2023-24 to not only consider lessons learned following a complaint being raised but offering the opportunity for citizens to feedback more regularly through their journey with social services and allowing teams to be more proactive in their approach to supporting people. A short satisfaction survey to seek views following both Stage 1 and Stage 2 complaints has been developed, providing better opportunities to assess the success of the strengthened complaints process and to identify other areas of development through feedback from individuals.

6.2 TIMESCALES FOR RESPONSES

The performance on acknowledging complaints has improved in 2022/23. The reporting mechanisms for logging the acknowledgement date has improved and more complete figures will be available for 2023/24. Further work is being completed to ensure that every complaint receives a formal acknowledgement within 2 days.

The table below provides an analysis of the length of time it has taken to send out acknowledgement letters, measured against the target timescales.

Acknowledgement for Stage 1 (Target - 2 working days)	2021/2022		Within deadline	2022/2023		Within deadline
Same Day	22	19%	24%	76	69%	95%
1-2 working days	6	5%		28	26%	
3+ working days	3	3%		5	5%	
not recorded	86	74%		1	1%	
Average	2 Days			1 Day		

An analysis of response times has indicated that all 6 complaints raised that were not acknowledged within the target timescale had been received directly by Social Work Teams who had not informed the Compliments and Complaints Team until later in the process. Work has been undertaken with teams to address this issue, including awareness raising of the complaints process.

The table below summarises response times for stage 1 complaints measured against the target timescale.

Stage 1 Responses (Target - 15 working days)	2021/22		Within deadline	2022/23		Within deadline
0-7 Days	12	10%	16%	21	19%	38%
7-14 days	7	6%		21	19%	
14+ working days	82	71%		68	62%	
not recorded	15	13%		0	0%	
Average	50 Days			28 Days		

While a high number of complaints were still not responded to within deadline during 2022/3, the figures show an improving trend and the average number of days to provide a full response to complainants has decreased from 50 days to 28 days, ensuring that complainants are responded to in a timelier way than experienced previously. This improvement has been achieved despite the higher number of complaints and their increased complexity.

An escalation procedure is now in place, with overdue cases referred to the relevant Operational Manager and the Director is also informed where prompt responses are not provided by the service managers.



There has been a significant increase in the requests for Stage 2 investigations this year. On review 2 key-reasons have been identified for this:

- The complexity of the cases has increased.
- Complainants felt that the complaint has not been fully investigated or investigated in a balanced way.

The table below summarises the response times for Stage 2 complaints.

Stage 2 Responses (Target - 25 working days)	2021/2022		2022/2023	
0-25 Days	0	0%	0	0%
25+ working days	1	100%	8	100%
not recorded	0	0%	0	0%
Average	85.5 Days		53 Days	

While the timescales for responding to Stage 2 complaints have improved in 2022/3, from 85.5 days to 53 days, these are still above the target of 25 working days. Stage 2 complaints are carried out by external independent investigators. A period is required to appoint the investigator and it will usually take at least 20-25 days for the investigator to carry out the review, including speaking to the complainant and interviewing any officers involved, and for a report to be drafted. Once the report is submitted, it is then reviewed internally, and a letter is drafted to go along with the report setting out the Council's response, this is then sent to the complainant. The Stage 2 complaint process can therefore be time consuming, and the average timescales reflect this.

As stated above Local Authorities across Wales have reported that there has been an increase in the number of requests being made for Stage 2 investigations which has impacted on the availability of the investigators. This together with the complexity of the complaints has also impacted on time scales. The service is continuing to work to improve response times, while ensuring that a thorough investigation is carried out.

Of the 8 Stage 2 complaints to Adult Services in 2022/23, 2 did not go through Stage 1 as the complainant did not engage with the process. In the 6 cases where there had been a Stage 1 response, the Stage 2 outcome supported the original findings.

6.3 OUTCOMES

Complaints provide the service area with an opportunity to review their practices, and where a complaint is received the outcome of that complaint may be that it is upheld. Even in cases where a complaint is not upheld it often offers the opportunity for the team to review why an individual has raised a concern and to change the approach from the team when supporting that individual.

23% of complaints received during 2022/23 were upheld and 61% not upheld. The number of upheld complaints this year is an increase from 2021/22 (10% of cases). However, during the previous year, recordings were also made for partially upheld (17%) and not recorded (33%). On this basis, it is unlikely that the increase seen this year is a more accurate reflection of the findings.

Examples of where a complaint has been upheld include:

- Evidence of delays experienced when waiting for an assessment.
- Complaints regarding relationships with professionals where there has been a breakdown in relationship.
- Issues with commissioned care providers where it is identified that the care agency is at fault.

From April 2022, clearer outcomes for individual complaints were recorded. This is in line with the Ombudsman return requests.

Upheld – where the main point of the complaint is upheld, even if smaller areas are not upheld.

Not Upheld – where a complaint is either not upheld at all, or a smaller part of the complaint is upheld.

Not Applicable – when a response is regarding a councillor enquiry or a complaint has been withdrawn or abandoned, such as when an individual is involved in a Court of Protection process.

Progress to Stage 2 – where a complainant is unhappy with the initial outcome and a Stage 2 investigation is triggered.

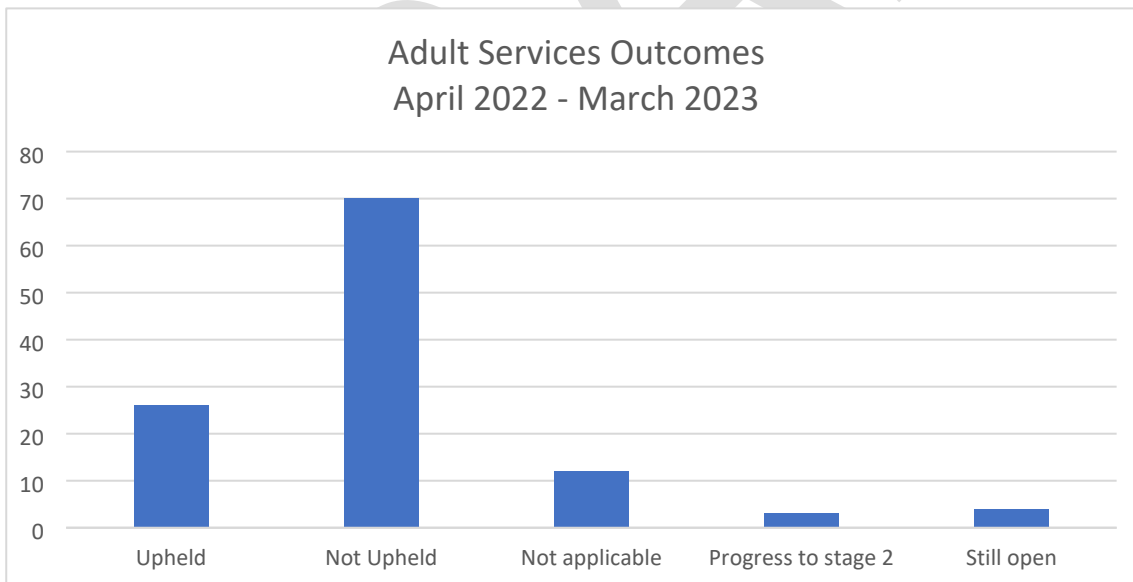


Chart 5: Adult Services Outcomes



6.4 OMBUDSMAN COMPLAINTS FOR ADULT SERVICES

Adult Services had 3 complainants approach the Ombudsman in 2022/2023. Of these:

- 1 was closed after initial consideration.
- 1 had an early resolution settlement.
- 1 was closed due to premature contact.

During 2022/23 no Ombudsman cases relating to Adult Services required investigations that led to reports.

6.5 MEMBERS ENQUIRIES

There has been a significant increase in Member Correspondence for 2022/2023. This has been reviewed and on reflection there are a number of reasons identified why this may be the case:

- Prior to the pandemic citizens would attend a weekly ward surgery where they would raise queries and concerns. Councillors and Assembly Members are now more accessible, with social media presence and through other digital formats, in addition to local surgeries.
- There was an election held in May 2022, and a lot of canvassing was carried out at that time. Following this there was a new intake of Councillors.
- There has been an increase in Member Enquiries requesting information about accessing services, rather than raising complaints or concerns and the number of enquiries of this nature have been the predominant theme of Councillor Correspondence

In total, Adult Services received 227 member enquiries broken down by the following service areas:

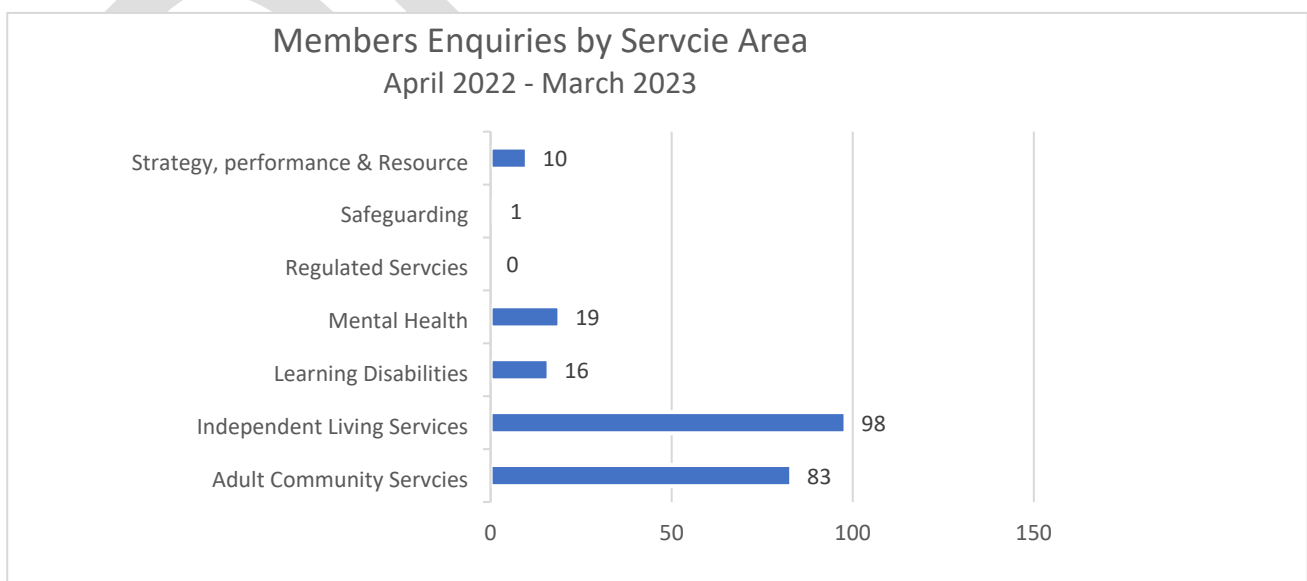


Chart 6: Members Enquiries by Service Area



The Table below summarises the response times for Members Enquiries measured against the target timescale.

Members Responses (Target - 10 days)	2021/2022		2022/2023	
0-10 Days	36	30%	113	50%
11+ working days	62	26%	114	50%
not recorded	23	19%	0	0%
Average	21 Days		21 Days	

Of the Members Enquiries received, 132 (58%) were a request for services or information relating to available services, highlighting the increase in individuals requiring help and support living in the community. These requests for service are predominantly referred to the Independent Living Services (ILS) to carry out an initial 'What Matters' conversation to support identification of further services that may be suitable to support them. A further 28 (12%) instances of correspondence were requests for information, including information requested about the closure of care facilities and information about funding to support transport to community groups. The remaining 30% of correspondence received were relating to concerns relating to care services, including issues with commissioned care services, delays in assessments being undertaken, finance issues and relationships with professionals.

Adult Services aim to provide a full response to elected members, the target time is often not met due to the time taken to ensure that a thorough review takes place. However, the approach of resolving a concern to achieve the best outcome for an individual is supported by Members, and they are kept informed as to the progress of all enquiries raised

6.6 COMPLIMENTS

Adult Services receives compliments from people accessing services and their families as well as from other professionals. When compliments are received these are shared with the Director and feedback is provided directly to the individual or team receiving the compliment and their Operational Manager. Cardiff Social Services believes it is very important to highlight positive feedback to staff and to share this with staff teams.

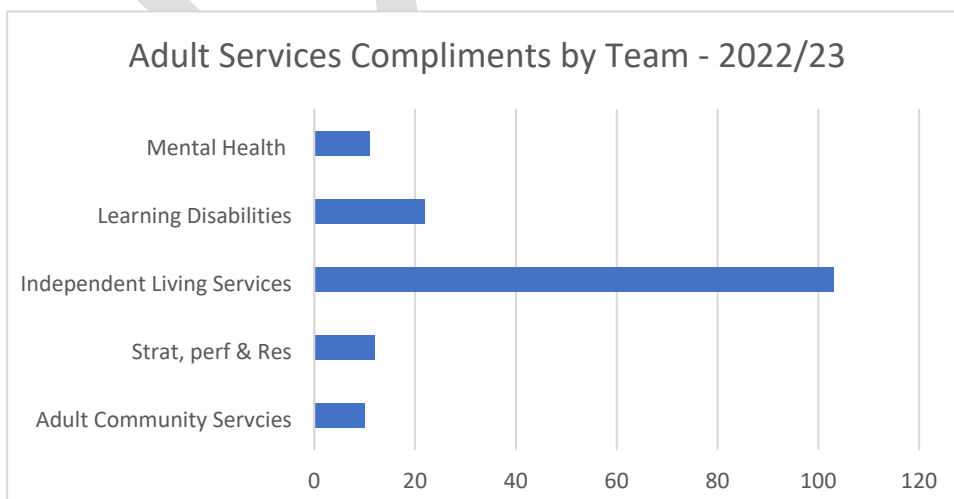


Chart 7: Compliments

Compliments are captured regarding support received from both professionals and individuals and their families. Independent Living Services actively seek feedback from individuals regarding the support received, evidenced in the large number of compliments received for this team. The compliments for this team are relating to support received to access services and as a reflection of the care received by the Community Resource Team (CRT). Whilst other areas in Adult Services do not currently actively seek feedback following intervention there has been excellent feedback evidencing the positive work that social workers and other professionals have undertaken to support individuals.

There has been evidence of excellent joint-working between Social Care staff and colleagues in Health evidencing the strong relationships between the teams. Feedback from family members regarding the support received by Social Work staff has remained very positive with evidence of services making a meaningful difference to the lives of individuals and their family members and those who are important to them.

A summary of some of the positive feedback received regarding Adult Services teams.

Family member for a social worker in the Learning Disability Team

I would like to say a huge thank you for the support & understanding you have shown to O & myself during our time of need. You have listened, understood our needs and fought our corner, the outcome has had a truly positive impact on our family which I cannot thank you enough for. We will be both sad to leave your care and wish you all the best for the future. You have truly been a fantastic advocate for us all

Service user for Independent Living Services

You were compassionate and caring. Though communication because of various restrictions was sketchy/difficult at times, I never felt abandoned and when the contractor finally undertook the work, it has so far been excellent and so beneficial

Service user for day services

I very much enjoy the time I spend at the day centre and could do with it more than twice a week. All the staff are very friendly and helpful.

External professional for Learning Disability Team

I should add how much I've enjoyed working with yourself and Cardiff colleagues on this case. I've learnt an enormous amount about your approach to wellbeing and least restrictive care practice which has been incredibly valuable.



Service user for an outreach worker and Ty Canna Mental Health support unit

Thank you to the team at Ty Canna for all the help over the last 3+ years. I was in a real bad place when you first started working with me and A has been a big support to me in that time. He has helped me to get out more, helped me when I am down and to socialise more by inviting me to the groups which I have started to go to and enjoying the Hilton. I know my 1-2-1 support has stopped but A still rings in his spare time and I know he is only a phone call away if something comes up. I don't think I would have made any progress without A and Ty Canna. I am forever grateful for Ty Canna, you and A's help.

Service user for CRT Care staff

Excellent, very caring and supportive, such nice girls. Could not be happier with the care I received. Carers are wonderful.








External professional for discharge team

I just wanted to thank you and the team for the fantastic change we have seen in triage and IDH process, the difference is remarkable. Your influence and guidance is obviously making a huge difference.

Family member for social worker in the community team

I am writing to express my deep appreciation for the outstanding care and support provided by social worker, R. My father, who has been disabled due to a stroke, was recently seen by R for an evaluation of his care needs. I was extremely impressed by her compassion, empathy and the thoroughness of her evaluation. R's professionalism, kind and understanding nature helped make a difficult time easier for my father and our family. She truly went above and beyond in her duties and kept frequently in touch with us via email and phone to update on the progress.

7. CHILDREN SERVICES OVERVIEW

	Complaints	Stage 1 complaints	Stage 2 complaints	Days to resolve (av.)	Members Enquiries	Days to respond (av.)	Compliments
							
2022/2023	242	236	6	36	93	29	180
%	↓ 5%	↓ 4%	↓ 33%	↓ 21%	↑ 60%	↓ 6%	↑ 18%
2021/2022	256	247	9	46	58	31	152

The 236 complaints received in 2022/23 represent 6.5% of the total children, young people and families (3635) that were supported, and just 0.5% of the total number of contacts received across Children’s Services (45,264)

2022/23 saw a decrease in complaints recorded for Children’s Services, compared to the 247 in 2021/22.

Children’s Services continue to improve support for young people to access advocates, enabling them to raise complaints and concerns and encouraging them to share their perspectives.

7.1 ALL CORRESPONDENCE

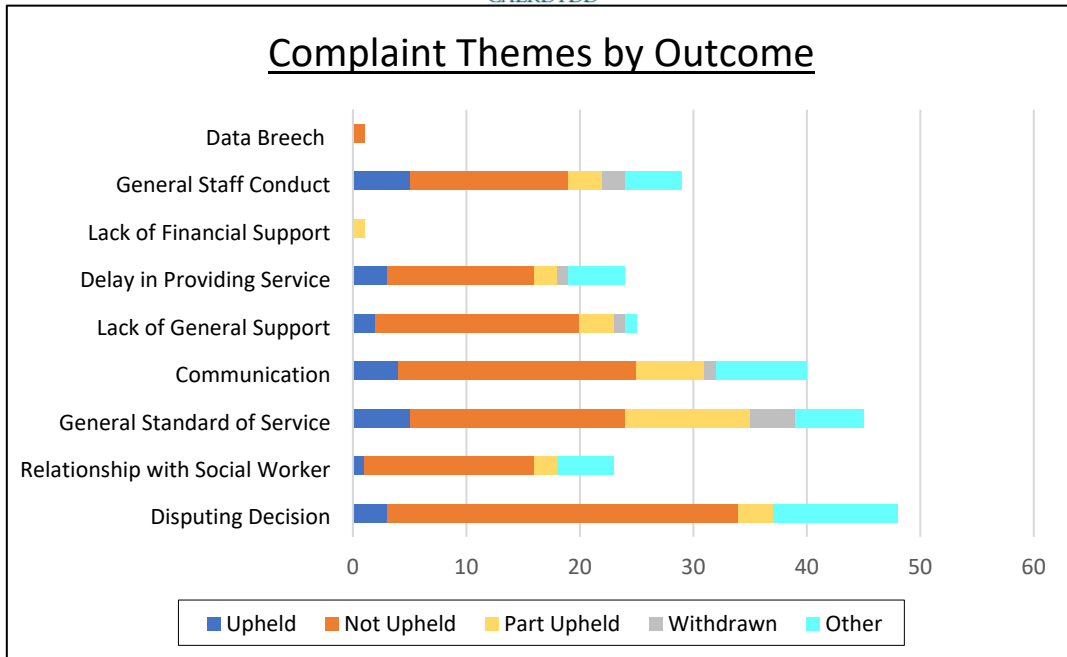
Children’s Services have received a total of **561** cases of feedback in 2022/23

- **236 Complaints**
- **93 Member enquiries** (which is a 60% increase from the 2021/23 figure)
- **52 ‘Fast Track’ requests for service**
- **180 Compliments**

Whilst a decrease was seen in the number of Stage 1 and 2 complaints received, Member enquiries saw a large increase of 60% compared to the previous year.

The decrease in complaints can in part be attributed to the introduction of the ‘fast track’ requests for service; to improve customer satisfaction and minimise complaints, the Children’s Services complaints team has introduced a ‘48-hour call back’ request in the 2022/23 period. This ‘fast track’ option enables a Team Manager to contact the service user within 48 hours to address concerns and resolve issues at first point of contact, preventing issues from progressing to a formal complaint stage. This both enhances the quality of service delivery and improves the overall customer experience. Children’s Services received **52** ‘fast-track’ requests in 2022/23

7.2 THEMATIC ANALYSIS FROM CHILDRENS SERVICES COMPLAINTS



'Disputing Decision' was the most dominant theme to Children's Services complaints throughout 2022/23, accounting for 20% of complaints made. Due to the nature of the work in Children's Services, decisions must be made in the best interest of the young person. Complaints included disputing the decision to remove a child from their parent's care, or to move a looked after child from their placement.

'General Standard of Service' was the second most common theme, accounting for 19% of complaints made. This theme broadly covers dissatisfaction with the service received from Children's Services, including complaints that involved multiple allegations covering the other themes outlined, that represented perceived poor overall service.

'Communication' accounted for 17% of complaints made. This theme accounts for complaints regarding the communication received from the Local Authority, and most commonly refers to perceived poor communication from a social worker, for example the time taken to return calls or text messages. Of the 39 complaints received regarding communication, just 4 were upheld.

7.3 LESSONS LEARNT FROM CHILDREN'S SERVICES COMPLAINTS

Children's Services are dedicated to reviewing practices when complaints are identified. This commitment ensures that the service takes feedback into account and takes appropriate action to prevent similar impacts on other families.

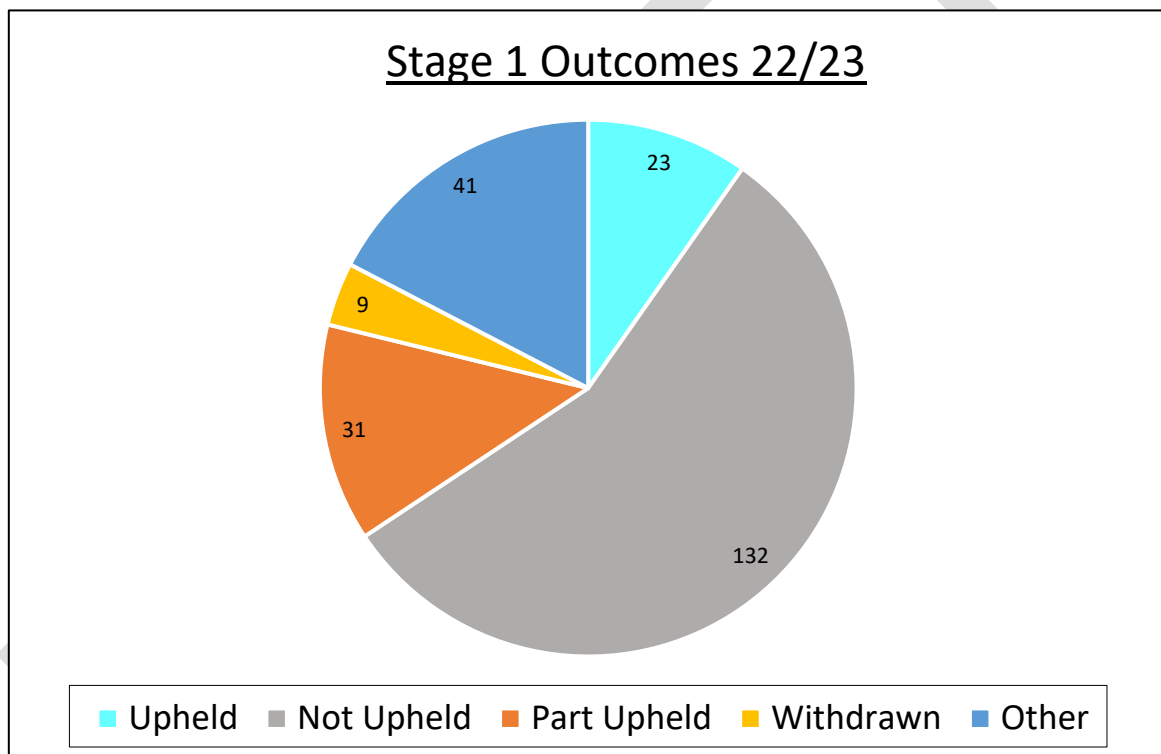
During 2022/23, a member of the public lodged a complaint regarding their previous interaction with Children's Services. The complainant had initially contacted the service to raise concerns about safeguarding but felt that the call handler had lacked professionalism and empathy.



In order to learn from this complaint and prevent recurrence of similar mistakes, staff members were reminded about how difficult a decision it can be to reach out to Children's Services, and the importance of providing support to individuals expressing concerns. The caller had been unsure of the children's names or addresses but did have valuable information to start the process of finding out, and so staff were further reminded of their duty to make efforts to gather information and fill in any gaps using the contacts and resources available to them.

These measures were applied to improve the overall responsiveness and quality of support provided by Children's Services, fostering an environment where persons are encouraged and empowered to share their safeguarding concerns.

7.4 OUTCOMES

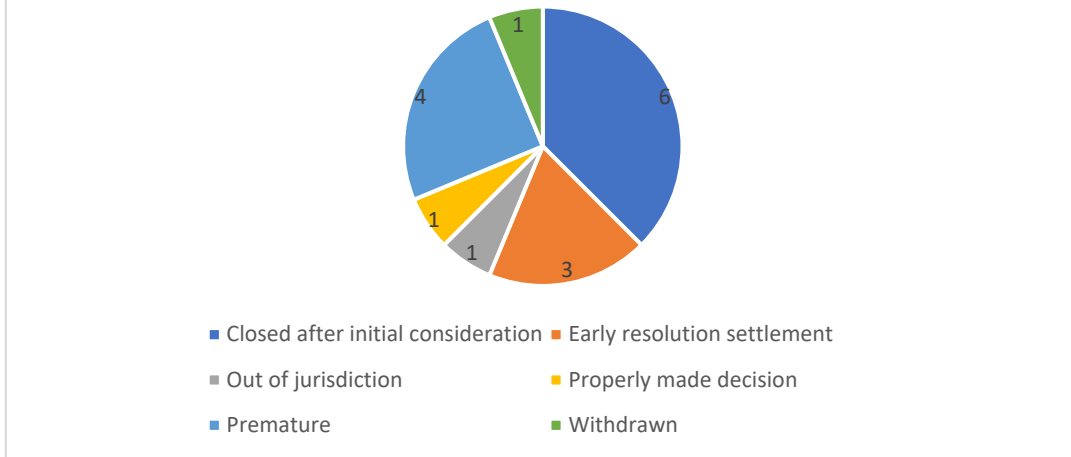


Just 10% of Stage 1 complaints received by Children's Services in 2022/23 were upheld. 13% were part-upheld, with the majority (56%) not upheld. 4% were withdrawn and the remaining 17% were categorised as 'other'; this category includes complaints which, for example, were in court, or had no consent.

Of the 6 Stage 2 complaints received, 1 was part-upheld, and the remaining 5 are ongoing.

7.5 OMBUDSMAN COMPLAINTS FOR CHILDRENS SERVICES

Children's Services Ombudsman Complaint Outcomes 22/23



16 complainants approached the Ombudsman in 2022/23 about Children's Services. Of these complaints;

- 6 were closed after initial consideration
- 4 were premature
- 1 was out of jurisdiction
- 1 withdrawn
- 3 reached an early resolution settlement by completing ombudsman's recommendations
- 1 was decided by the Ombudsman to have had a decision properly made previously by the Authority.

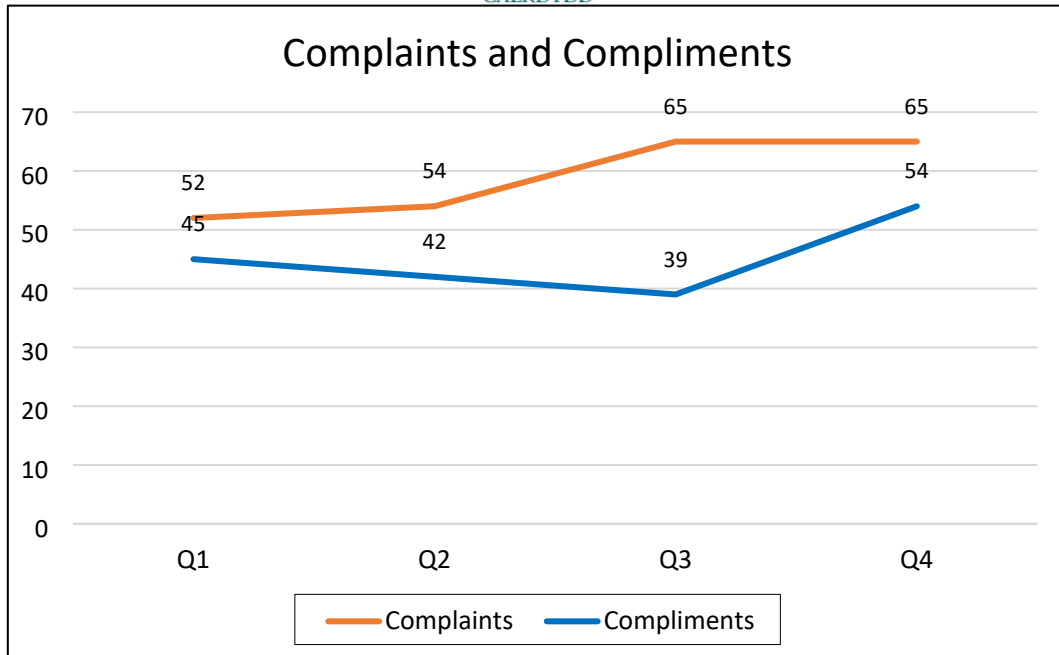
None reached formal investigations that led to reports.

7.6 COMPLIMENTS

Compliments

2019-20	2020-21	2021-22	2022-23
91	178	152	180

The commitment and hard work demonstrated throughout the service area is reflected in the 180 compliments received in 2022/23, an 18% increase compared to the previous year (152). The complaints team will continue to seek out improved methods of gathering positive feedback.



When compliments are received, they are shared with the individual concerned as well as the Director and the relevant Operational Manager.

The 180 compliments received by Children's Services in 2022/23 were received from a variety of individuals, including young people, families, foster carers, and other professionals.

Some feedback from the people we support in Children's Services:

I have been meaning to contact you to pass on some positive feedback for Matt Smith. I know he has left the team now to train as a social worker, but I just wanted to say how excellent Matt was during the case with my son. Unfortunately, my son stopped engaging at the latter stage of his restorative order, but Matt was there from the start with good advice, care and so knowledgeable that it helped us tremendously. Matt will make a brilliant social worker and whatever family he works with again are very, very lucky. He is truly amazing. Thank you.

Parent wanted me to pass on to you how grateful the family are for all of your support. She commented that your support has helped them mature both as parents and as a couple.

Feedback from other professionals in Children's Services:

Following [young person's] review with him advising that he now wants to remain living in Cardiff but independently, along with all the other issues identified. Cath has just updated me that she has followed through with arranging a separate meeting with [young person] with his PA to address the other issues. She has also submitted the YGR – for a Tenancy Training. All this done today, amazing. He is one lucky young person to have Cath following up with things so promptly.

I recently visited the Multi Agency Safeguarding Hub (MASH) to talk to staff about their work in supporting some of our city's most vulnerable children, often in crisis situations; and met with Head Teachers in a number of schools in the city's southern arc. The work being undertaken is simply outstanding. Collectively, it represents a huge contribution to giving children and young people the support they need at critical times in their lives. It was equally clear that demand pressures of unprecedented scale and complexity continue to grow – highlighting the need to for us to protect critical services.

8. SUMMARY AND FINDINGS

Overall Social Services have evidenced clear improvements regarding responding to complaints and correspondence throughout 2022/23. There has been a general trend of better acknowledgement and response times, as well as stronger reporting offering service areas the opportunities to reflect on practise and decision making.

Adult Services have seen an improvement to acknowledgement timescales to 95% of all Stage 1 complaints being acknowledged formally within the 2 days timescale. There has also been an increase in the number of complaints having an increase in the response time of 15 days from 16% to 38%.

Adult Services have identified that whilst the introduction of the themes and categories reflected in this report has been useful, there needs to be some further development of this into 2023/24 reporting structure. This includes separating out the commissioned services and strengthening the 'services' theme to identify the teams more effectively.

Children's Services have seen a reduction in the overall number of complaints received in 2022/23 compared to the previous year. Additionally, improvements have been seen in response times to both complaints and enquiries, despite a large increase in the number of Member enquiries received in 2022/23 from 2021/22.

9. FUTURE DEVELOPMENTS

In the previous year's report, there was reference to the introduction of the new Halo system, that is being introduced to manage and oversee all Complaints and Correspondence received across the Council. There has been several delays in the introduction of this system, and it is now hoped that this will be introduced for Social Services in 2 Stages, throughout the next year. It is intended that all Councillor and Members correspondence will go live on Halo by quarter 2 and the remaining complaints will go live by the end of quarter 3.

Adult Services are developing a stronger system for overseeing the Stage 2 investigators, including a clear letter of intention to be issues alongside all Stage 2 complaints to the investigators. This is to ensure that the standards expected and the support the independent investigator receives from the team is clearly laid out and is designed to improve the communication between the investigator and the team, and the team and the complainant.

Children's Services have previously encountered delays in initiating and concluding Stage 2 investigations due to a shortage of available independent investigators. Furthermore, concerns were raised regarding the quality of reports produced by certain investigators, resulting in additional delays in the conclusion of Stage 2 complaints.

To address these issues, in 2023/24 the team have undertaken a thorough review and expansion of our list of approved investigators. Going forward, this step will ensure a larger and more diverse group of professionals available to undertake investigations promptly and maintain the standard of report quality.

By increasing the pool of approved investigators, Children's Services aim to improve the efficiency and effectiveness of our processes, reducing delays and an ensuring the timely conclusion of investigations.

Annual Report of the Corporate Safeguarding Board

Cardiff Council 2022/23



Mae'r ddogfen hon ar gael yn Gymraeg/
This document is available in Welsh

Tudalen 287






Introduction

Corporate Safeguarding describes both the policy commitment that a Council makes and the arrangements it has in place, to ensure that its Directorates and employees play their part in safeguarding and promoting the well-being of children and adults who may be at risk of harm.

Everyone – employees, contractors, volunteers and councillors – has a role to play in protecting children and adults from harm, whether this is inside or outside the home. It is the Council’s responsibility to ensure that staff, volunteers and contractors are aware of safeguarding in their day-to-day work for the Council and know when and how to raise concerns. In order to achieve the Corporate Safeguarding Board has agreed the following thematic areas of focus:

-  **Safe Governance**
-  **Safe Employment**
-  **Safe Workforce**
-  **Safe Practice**
-  **Safe Partnerships**

-  **Appendix A**
-  **Appendix B**
-  **Appendix C**

This annual report aims to update Cabinet on the work undertaken in relation to each of these areas over the course of 2022/2023 and identifies areas for improvement and action in 2023/2024.

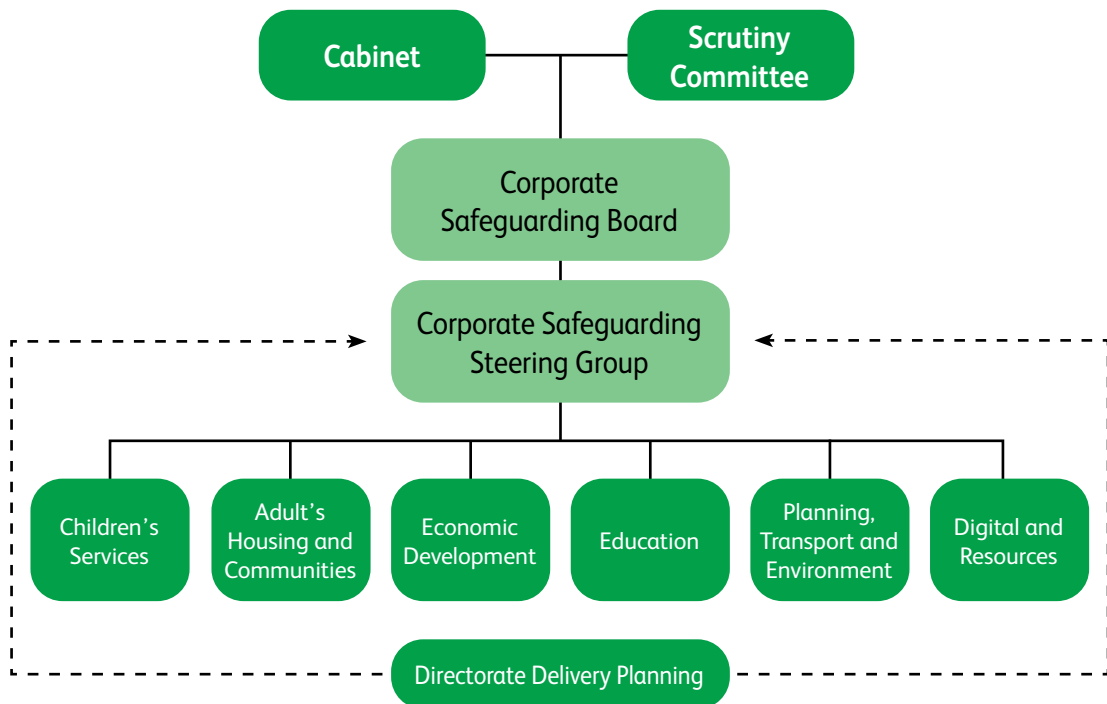
A woman with short, light-colored hair is seated and playing a keyboard instrument, possibly a piano or digital synthesizer. She is wearing a light-colored blazer over a striped scarf and matching striped cuffs. The background is blurred, showing other people in a professional or educational setting. The entire image is overlaid with a semi-transparent green filter.

Priority 1: Safe Governance

Priority 1: Safe Governance

Ensuring Safeguarding is seen as **everyone's** responsibility is a corporate strategic priority for the Council. To ensure that this happens the Council has put in place cross-Council governance arrangements at the most senior level of the organisation. The Corporate Safeguarding Governance arrangements can be seen below in Figure 1.

Figure 1: Governance Arrangements for Corporate Safeguarding



1.1 Corporate Safeguarding Board

Corporate Safeguarding board is chaired by the Cabinet Member for Finance, Modernisation and Performance, Councillor Christopher Weaver and meets on a quarterly basis in line with the Terms of Reference ([Appendix A](#)).



1.2 Corporate Safeguarding Delivery Group

The Corporate Safeguarding Steering group was established in May 2021 and is chaired by the Corporate Director for People and Communities. Each directorate is represented on the steering group by their Designated Safeguarding Person (DSP, see below). The delivery group works to deliver improvements and to act as a forum to share good practice, enable the cascade of information to teams and to identify any additional areas for improvement.

1.3 Designated Safeguarding Person (DSP)

Each Directorate has a nominated DSP whose roles and responsibilities include:

- Ensuring all staff are aware of the 'Duty to Report' function of their role
- Acting as a source of advice and support and signposting for staff in their Service on all safeguarding issues, including:
 - » Safeguarding Adults and Children
 - » Violence against Women
 - » Prevent
 - » Child Sexual Exploitation
 - » Modern Slavery
- Support staff or take the lead in referring safeguarding concerns
- Ensuring all staff are aware of who the Directorate Safeguarding Lead is within their Department.
- Co-ordinating the annual Safeguarding Self-Assessment and ensuring that appropriate actions are contained within Directorate Delivery Plans.
- Ensuring safeguarding is regularly considered at Directorate Management Team meetings and that appropriate performance detail is provided to support the discussion.
- Attending and contributing to the quarterly Corporate Safeguarding Delivery Group. Sending a deputy if unable to attend.
- Publicising and promoting national campaigns, including through organisations websites, social media or other mediums

A full and current list of the DSP's for Cardiff Local Authority can be found [here](#).



1.4 Corporate Safeguarding Policy

In December 2023 the Council's Cabinet agreed a refreshed Corporate Safeguarding Policy.

The refreshed Policy was enhanced to ensure that it aligns with the Welsh Government Corporate Safeguarding best practice guidance, placing a focus on prevention and on ensuring all staff, councillors and partners are committed to safeguarding, and includes a focus on safeguarding in our communities. The Corporate Safeguarding Policy can be found here.

1.5 Corporate Safeguarding Directorate Self Assessments

Each year all Directorates are required to undertake a self-assessment of the arrangements they have in place to support corporate safeguarding.

The self-assessments identify areas and actions for improvement for each Directorate, to be reported through to the Corporate Safeguarding Board. The actions for improvement, once agreed by the Board, will be included automatically in all Directorate Delivery Plans.

Progress against the delivery of the actions is monitored by both the Corporate Safeguarding Board (on a quarterly basis) and via the Council Corporate Performance Management Framework (at mid-year and year end)

1.6 Performance Indicators and Data Development

The following Key Performance Indicators have been agreed by the Corporate Safeguarding Board. Alongside Directorate Delivery Plan progress and audit recommendation tracking these will provide a clear performance framework for the Corporate Safeguarding to monitor.

- Overall training compliance (Quarterly)
 - » Corporate Safeguarding Training
 - » VAWDSV
 - » Modern Slavery
 - » PREVENT (when available)



- Members training Compliance (Quarterly)
- Corporate Safeguarding Self-Assessment Completion Rates (annual)
- DDP RAG Rating (12 months)
- DDP Actions Completion Rate (12-month review)
- Corporate Referrals Received (Monthly)
- Contract Monitoring Frameworks Safeguarding Checks Completed (Monthly)

Reporting, analysing and understanding data on referrals across the Council has been identified by the Corporate Safeguarding Board as a data development priority. Over the course of 2022/23 some progress has been made to better understand our referral data for managers to easily identify where in the council safeguarding referrals are made. For example, alterations have now been made to the case management systems so that it is now possible to identify which schools referrals have originated from.

1.7.1 Responding to Recommendations made by Audit Wales

Audit Wales conducted a national review of Corporate Safeguarding arrangements in Wales in 2015, with a follow-up in Cardiff July 2019 making 9 recommendations.

Over the course of 2022/23 progress has been made in relation to these recommendations (see table below), with 8 of 9 recommendations now responded to and closed by the Board. This performance reported through to both the Corporate Safeguarding Board and the Council's Governance and Audit Committee.

The only outstanding recommendation relates to extending the safeguarding training offer, for example 'Exploitation awareness training' 'and making this available to external partners (for example those working in the night time economy).

This recommendation has been progressed and is also a key priority within the Regional Safeguarding board Annual Plan 23/24.

The Night Time Economy group which forms part of the Community Safety Partnership has provided a package of ‘vulnerability training’ to the night time economy workforce including hospitality, hotels and taxis.

An exploitation e learning module has also been drafted, once produced a programme of training delivery will be put in place for both the relevant Local authority staff and wider partners across the city, including schools, 3rd sector, commissioned services and night time economy workforce.

The full Audit Wales updates are available in [Appendix B](#)

Audit Name	Recommendations Open/Closed Jan 2021		Recommendations Open/Closed November 2021		Recommendations Open/Closed April 2022		Recommendations Open/Closed April 2023	
	Corporate Safeguarding	Open	8	Open	5	Open	3	Open
Closed		1	Closed	4	Closed	6	Closed	8

1.8 Internal Audit

The council’s Audit team reviewed the Corporate Safeguarding arrangements in Q1 2022/23. The audit found that the Council’s arrangements for Corporate Safeguarding were ‘effective with opportunities for improvement’ and made four recommendations. Update on progress against these recommendations is included in Appendix C.

Progress against Safe Governance Priorities 2022-2023

2022/23 PRIORITY	STATS	NOTES
Publish updated Corporate Safeguarding Policy 2022-2025 following review of Welsh government best practice.	Complete	Corporate Safeguarding Policy
Continue to develop the role of DSLOs, particularly ensuring that each DSLO has the knowledge and skills required to confidently advise on safeguarding issues within their Directorates.	Complete	<ul style="list-style-type: none"> Regular DSP delivery group meeting in place. Bespoke DSP training delivered to all DSPs with supporting Q&A sessions. DSP Sharepoint developed to easily share resources and best practice tools.
Agree a new Corporate Safeguarding Action Plan, based on the outcome of the best practice review and the Directorate Self-Evaluations.	Complete	<ul style="list-style-type: none"> Regularly reviewed and updated in line with delivery group.
Review internal audit findings for 2022/23 and build any recommendations into Corporate Safeguarding Board action and delivery plan.	Complete	<ul style="list-style-type: none"> Summary of progress included within report.
Finalise and ratify final set of KPI's for monitoring.	Complete	<ul style="list-style-type: none"> Proposed KPIs have been agreed for implementation in 23/23.
Make recommendations for data system development, in particular to better understand referral data.	Ongoing	<ul style="list-style-type: none"> Review of available referral data conducted and recommendations report produced. Changes made to data systems to now include the name of the school referrals originated from. Additional recommendations in terms of 'referral source' have been piloted with adult services.

Safe Governance Priorities 2023-2024

- Ensure further alignment between the Corporate Safeguarding Board and the Regional Safeguarding Board governance arrangements.
- Progress the referral data recommendations and develop KPI's for directorates to review, analyse and respond to safeguarding referrals from their service.
- Progress the internal audit recommendations to completion.
- Develop KPI Data dashboard for use at Corporate Safeguarding Board.

A photograph of a man and a young boy sitting on the floor. The man is wearing a denim jacket and has his arms around the boy. The boy is wearing large white headphones and a denim jacket. The entire image is overlaid with a semi-transparent blue filter. The text 'Priority 2: Safe Employment' is written in white, bold, sans-serif font over the left side of the image.

Priority 2:
**Safe
Employment**



Priority 2: Safe Employment

Safer recruitment, employment, learning and development of the Council's workforce is a strong pillar to ensuring that children, young people and adults at risk are protected from abuse and harm.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe employment:

- Ensure staff are aware of the key policies and the updates that have been made.
- Schedule HR sessions with DSP's via the Corporate Safeguarding Steering group to discuss policies and processes in more depth in order to cascade knowledge to teams.

2.1 Safe Recruitment

To ensure that all managers involved in recruitment are aware of their safeguarding responsibilities the Council's Recruitment and Retention Policy ([Recruitment and Selection Policy and Procedure.pdf \(sharepoint.com\)](#)) and ongoing training is available for managers to ensure understanding of and compliance with the policy.

The Council has a [Volunteering Policy](#) which recognises the valuable contribution made by volunteers to the services provided by the paid workforce, with the ultimate aim of enhancing services for citizens and communities in Cardiff. The policy sets out the safeguarding requirements which must be embedded in recruitment procedures for volunteers, and depending on the nature of volunteering roles, includes Disclosure and Barring service checks.

In line with the Volunteer Policy, the Council's HR system, DigiGOV, includes the ability for managers to record details of volunteers and when they are engaged in their areas, and information on safeguarding checks, where required.


Over the course of 2022/23 additional training was delivered to DSPs in the Delivery Group on the DBS policy and process; staff guidance has been shared with DSPs for dissemination.

Summary of Progress against Safe Employment Priorities 2022-2023

2022/23 PRIORITY	STATS	NOTES
Ensure staff are aware of the key policies and the updates that have been made.	Complete	
Schedule HR sessions with DSLO's via the Corporate Safeguarding Steering group to discuss policies and processes in more depth in order to cascade knowledge to teams.	Complete	Presentation delivered on DBS check process – associated guidance and tools were shared with DSPs to be cascaded.

Safe Employment Priorities 2023-2024

- Continue to refresh and cascade the relevant policies and procedures in relation to safe employment via the DSP's.
- Support DSP's in conducting management audits to provide assurance that the safe recruitment practice is being followed.

A photograph of three young women standing behind a counter, each holding a tablet. They are wearing dark jackets with 'The hyb' logo. The background shows a library or office setting with bookshelves. The entire image is overlaid with a semi-transparent teal filter.

Priority 3: **Safe Workforce**



Priority 3: Safe Workforce

It is key to the effectiveness of Corporate Safeguarding that all employees are equipped with a good basic understanding of what to do if they are concerned about a child, adult or children or adults in the course of their day-to-day work.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe workforce:

- Complete and evaluate non desk-based staff training pilot and roll out across services with low completion rates if successful.
- Explore the other qualifications some staff (e.g. social workers) may have which are equivalent to the Safeguarding training and consider exempting those staff who can demonstrate this.
- Deliver member training sessions on Safeguarding as part of the introductory member training programme.
- Continue to monitor training compliance and routinely address non-compliance.

3.1 Training

All Staff are required to complete the mandatory Corporate Safeguarding e-module.

The mandatory training is designed to ensure;

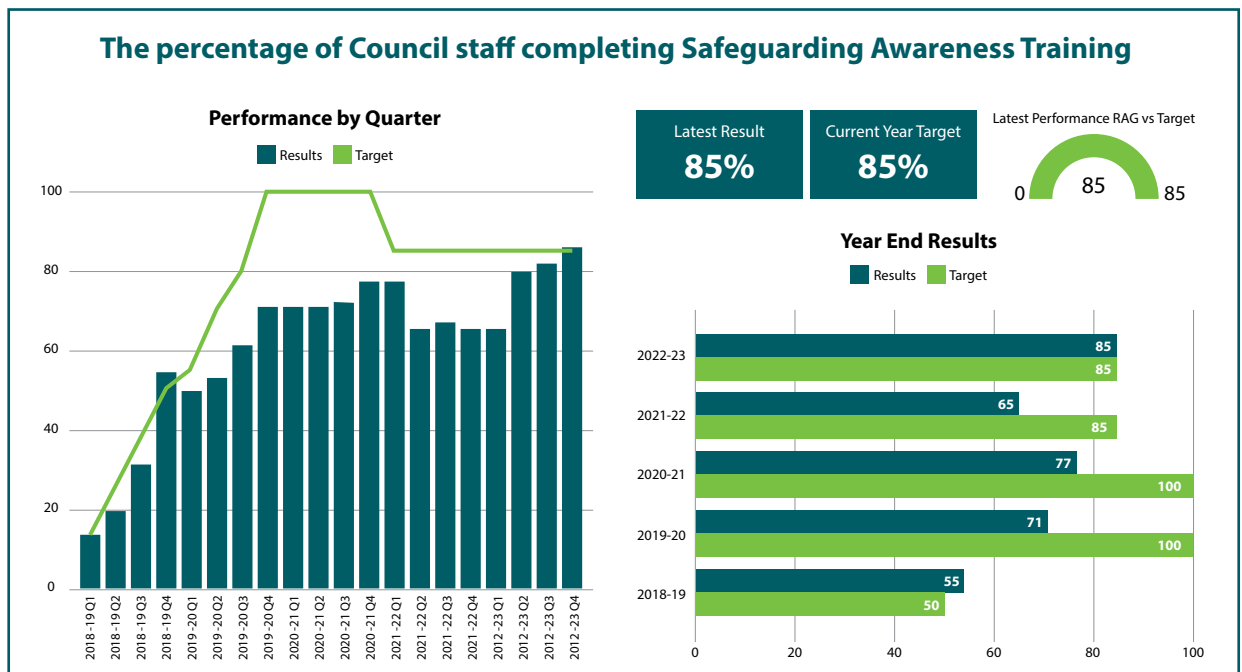
- I know what the term safeguarding means.
- I know what to look out for.
- I know who to report to.

Training aim - If you see something wrong, or you're worried about something, then you report it.

3.3 Training Compliance

Corporate Safeguarding Board track and monitor training compliance for the Corporate Safeguarding E-module on a quarterly basis. The below graphic shows quarterly training compliance figures since Q1 2018/19 – Q1 2022/23.

Compliance over the past 12 months has increased from 64.90% to 85%.



The year-end compliance rate for completion of the module was 85%.

Compliance currently stands at xxx (August 2023).



3.4 Supporting non-desk based staff

This year a non-PC users paper based pilot was conducted with key teams within the authority who had historically struggled to ensure compliance of their non PC using teams. The pilot was conducted with the following teams in the first instance;

- Economic Development – Cleaning Operatives
- Economic Development – Parks teams

The pilot was a success with training rates from both teams increasing.

- 205 cleaning staff were trained via the paper workbook (50 % of the overall cohort).
- 69 Parks staff were trained via group sessions using the PowerPoint resource (85 %) of overall cohort).

“They are easy to use, informative and a good reference to keep”.

As a result of this pilot Directorate compliance improved from 58.7% to 70.1%. (11% increase)

Feedback was gathered as part of the feedback and those delivering the training reported:

- Training approach was rated 8/10 by training facilitators.
- The key challenges included.
- Managing timings of the sessions around core activity.
- Supporting staff to access central sites for the training delivery.
- Managing work demands, shift patterns and part time working.



3.5 Recognition of those with other, relevant qualification and training.

In line with WLGA best practice and aligned to the development of the National Safeguarding Training Standards, the Corporate Safeguarding Board agreed that staff with relevant approved prior training or qualifications may be exempt from being required to complete the online e-learning module. A list of approved training will be agreed by board and compliance for this training can then be approved by the record of prior learning (RPL) process via the academy.

3.6 Refresh of Training

The Corporate Safeguarding Board have agreed that requirement for staff training to be refreshed every 3 years, beginning in April 2022.

3.7 Schools Assurance Process

School staff receive safeguarding training on an annual basis and a record of who has received this is kept by the headteacher.

This year the Corporate Safeguarding Board has agreed that assurance will be provided that all staff have received this training to the Education Directorate on a termly basis via all school risk meetings and this will be reported to the Corporate Safeguarding board on a quarterly basis. The alternative training options available will be provided for use by schools if for any reason school staff have been unable to access the in-house training offer.

3.8 Member Training

It is mandatory that all members complete the corporate safeguarding training content. Members are offered an in person session on induction that will cover the mandatory training content and some additional information relating to Cardiff specific processes and procedures.

Training compliance for members is recorded via members services and reported to Corporate Safeguarding Board on a quarterly basis. There has been marked improvement in the training compliance rates for Councillors over 2022/23. The rate of compliance has increased from 46 % in March 2022 to 98.71 % in June 2022.

Summary of Progress against Safe Workforce Priorities 2022-2023

2022/23 PRIORITY	STATS	NOTES
Complete and evaluate non desk-based staff training pilot and roll out across services with low completion rates if successful.	Complete	
Explore the other qualifications some staff (e.g. social workers) may have which are equivalent to the Safeguarding training and consider exempting those staff who can demonstrate this.	Complete	
Deliver member training sessions on Safeguarding as part of the introductory member training programme.	Complete	Members compliance now at 98.71 %.
Continue to monitor training compliance and routinely address non-compliance.	Complete	Training compliance is monitored via the DSP delivery group and the Corporate Safeguarding board.

Safe Workforce Priorities 2023-2024

- Roll out the paper-based workbook to wider teams with low completion rates – targeted focus on increasing compliance with school catering teams.
- Continue to monitor training compliance and routinely address non-compliance.
- Review staff who need to refresh training (3-year expiry)
- Review wider safeguarding training and develop safeguarding training framework.

A photograph of a woman and two children sitting at a table, engaged in a painting activity. The woman is in the center, looking down at the children's work. The child on the left is a young girl with blonde hair, wearing a patterned shirt, focused on painting. The child on the right is a younger child with blonde hair in a bun, also focused on painting. On the table are watercolor palettes, brushes, and bowls of water. The entire image has a green tint.

Priority 4: **Safe Practice**



Priority 4: Safe Practice

Safeguarding practice must be timely and effectively delivered, to expected standards and with consistency in practice. The Council can be assured that effective safeguarding arrangements are in place, and that all safeguarding practice within the wider workforce (including partners, providers and volunteers) is continuously improving and working towards enhancing the lives well-being and safety of Cardiff citizens.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe practice:

- Raise awareness of contextual safeguarding and extra familial risks – work with wider partners to strengthen the safeguarding mechanisms in our communities.
- Build the Council's [White Ribbon](#) Action Plan within the Corporate Safeguarding.
- Explore how the Corporate Safeguarding Board can support dissemination of best practice and raising awareness of transitional safeguarding.

The Local Authority Social Services Annual Report 2023/24 sets out the achievements and areas for improvement within Social Services, providing a clear overview of the current mechanisms in place to ensure the safeguarding of children and vulnerable adults.

The additional areas listed below highlight progress and good practice in wider safe practice.

4.1 Contextual Safeguarding

Children, young people and adults live, learn, work, play and visit in a wide range of settings: at home, in school and learning environments, peer/friendship groups, neighbourhoods, communities and online spaces. Whilst these interactions, activities and interplays are part of growing up and learning to manage risk, the risks within those environments may often be more serious.



4.2 Safeguarding Adolescents from Exploitation (SAFE)

Cardiff have developed a model of working that looks to identify and address contextual harm in our communities. Safeguarding Adolescents from Exploitation (SAFE) model recognises that children and young people can be at risk of or subjected to harm through exploitation and abuse from adults and / or other peers outside of their family network.

Safeguarding Adolescents from Exploitation: Progress

This year the SAFE team have undertaken a large programme of locality consultations to explore and compare the experiences of children and young people living in different localities across Cardiff, and to understand more about what factors within communities could keep young people safe.

41 focus groups have taken place, with nearly 400 participants from housing, youth justice, police and other statutory and third sector agencies. 42 schools, including high schools, primary schools, 6th forms and specialist provisions also took part in the focus groups.

The SAFE Partnership Group has been established and is made up of over 40 multi-agency partners who work together to review and discuss the findings of the locality consultations to generate action and progress the suggested solutions.

Working in partnership is essential to achieve effectively safeguard children and young people in our communities. To help strengthen multi-agency working a number of events have also taken place across the year including a SAFE Partnership Event, Professional Interest Networking Group (PING), Schools DSP Forum, A range of Community Forums and Practice improvement sessions.

The SAFE team have also made significant progress in developing some of the key SAFE priorities, including the development of a missing children protocol and procedure, initiating the development of SAFE curriculum resources to inform the new Curriculum for Wales area of health and wellbeing and to ensure the key messages in relation to exploitation are cascaded, developing a



SAFE Parent/ career engagement and support plan, producing an Exploitation awareness training matrix for the partnership and developing a universal SAFE e-learning product. The team have also worked closely with Cardiff Child Friendly Cities to progress a programme of young person's consultation.

4.3 Violence Against Women, Domestic Abuse and Sexual Violence - VAWDSV

Cardiff Council achieved [White Ribbon](#) Accreditation again in May 2022 and our award was formally presented to the Mayor by the White Ribbon CEO in November 2022. A 3-year action plan has been approved and has recently been updated to reflect progress made during the first year.

During year 1, the focus has been on the development and ongoing delivery of the VAWDASV mandatory National Training Framework to Council staff and the development of the revised regional VAWDASV Strategy 2023-28. The final versions of the VAWDASV Strategy and its accompanying Implementation Plan can be accessed [here](#).

To date 10,033 Cardiff Council staff have completed the Group 1 awareness raising e-learning and xxxx staff have attended the Group 2 'Ask & Act' training. In addition xxx staff have attend the Group 3 Workplace Champion training.

A successful White Ribbon 'Calendar of Events' featuring a variety of online and face to face training and awareness-raising events were delivered during November and December 2022 with staff participation from across the Council.

The main focus for year 2 will be to increase the active engagement from staff across the organisation, particularly men. This will include encouraging staff from across the organisation to become registered White Ribbon Ambassadors or Champions in an effort to increase the visibility and reach of the work.



4.4 Prevent

The Cardiff Prevent Team work across the council and statutory partners to ensure that Cardiff residents are safeguarded from the ideologies associated with terrorism and violent extremist narratives. The team also work with the third sector, community, and faith-based organisations to promote awareness of Prevent. The work of the team includes:

- The multi-agency Cardiff & Vale Channel Panel which supports individuals who are susceptible to exploitation and have become involved with groups that promote violent or extremist ideologies.
- A targeted Prevent training package to ensure people know how to spot the signs of radicalisation and make a referral.
- Engagement with schools to embedded Prevent into the 'Schools of Sanctuary' programme.
- Commission a range of projects that operate in Schools and community settings.

In the post-pandemic era, we have seen several emerging trends that will be the focus of the teams work during the 2023/24. These include the use of the online space by extremists to radicalise others and the increasing prevalence of individuals who are 'self-initiated' and act on their own to commit terrorist acts. To find out more visit the Prevent Team SharePoint page.

4.4 Modern Slavery

4.4.1 National Referral Mechanism

The National Referral Mechanism (NRM) is the UK's framework for identifying and supporting victims of modern slavery.

New figures from the National Crime Agency show that Cardiff Council is making a significant contribution towards tackling people trafficking and modern slavery.



In 2022, the NCA recorded 536 potential victims of trafficking in Wales, an increase of 57 on the previous year, and 58 of these referrals were made by employees of Cardiff Council, the highest by a Local Authority in Wales (out of a total of 233 for all LAs in Wales). This is a slight decrease from the 2021 figure of 65 but continues the trend of previous year’s exponential increases which saw just 10 in 2019.

Cardiff	58
Vale of Glamorgan	7
Torfaen	2
Monmouthshire	0

The majority of cases referred by Cardiff Council was from Children’s Services and involved U18 males in the category of criminal exploitation, largely relating to ‘County Lines’ drugs activity (35) and U18 females in the category of sexual exploitation (18).

All Council employees are required to complete training to help them identify the signs of modern slavery and to know the steps to follow in suspected cases.

Employees across the authority have a key role to play in identifying cases of modern slavery with other public sector bodies and partners in the third sector. This is to enable the best possible response for potential victims.

The Council has published its [Annual Modern Slavery Statement for 2023 to 2024 \(843kb PDF\)](#), setting out our commitments to ensuring modern slavery and human trafficking have no place in our business and supply chains.

The statement forms part of the Council’s over-arching Corporate Safeguarding Policy and sets out what we have achieved to date to tackle modern slavery. It also sets out the commitments we are making to manage and minimise the risk of slavery or trafficking occurring within day to day operations.



Some of the highlights and developments include:

- i. Measures have been developed to identify Key Performance Indicators which reveal the number of Council staff who have completed the Modern Slavery online training module has increased to 4069, which is up from 3509 last year.
- ii. The Council has supported Monmouthshire County Council and Torfaen County Borough Council in formulating and publishing their first Modern Slavery Statements.
- iii. Support is provided to Category Managers within the procurement process on the risk assessment and due diligence elements of contract management with a view to identifying high-risk suppliers and ensure access to the latest case studies and relevant intelligence on potential exploitative practices.
- iv. The Council has produced National Referral Mechanism training which includes raising awareness and the referral process itself, including information on the devolved decision-making pilot which now aligns with the Safeguarding Adolescents from Exploitation (SAFE) operational delivery and wider strategic framework.
- v. Suppliers have been collaborated with to help them achieve commitments made through social value that are related to Modern Slavery and will seek to pilot a Modern Slavery Self-Assessment Questionnaire (SAQ) to identify risks of exploitation within supply chains.

4.4 Safeguarding Themes

Over the course of 2022/23 the Corporate Safeguarding Board and Delivery Board have received briefings on the following safeguarding themes:

- Safeguarding Referrals by directorate.
- Safeguarding training for Polling staff.
- Estyn Inspection Feedback on Safeguarding.
- White Ribbon.
- Welsh Government Guidance on Corporate Safeguarding.

- Commissioning & Procurement.
- My Concern (Education Safeguarding Data).
- DBS Checks.
- Whistleblowing Policy.
- SAFE and Contextual Safeguarding .
- Modern Slavery.

Summary of Progress against Safe Practice Priorities 2022-2023

2022/23 PRIORITY	STATS	NOTES
Raise awareness of contextual safeguarding and extra familial risks – work with wider partners to strengthen the safeguarding mechanisms in our communities.	Complete	SAFE framework has made progress in this area. Number of consultation events and partnership events have taken place to promote the awareness of extra familial risks.
Build the Council’s White Ribbon Action Plan within the Corporate Safeguarding.	Complete	
Explore how the Corporate Safeguarding Board can support dissemination of best practice and raising awareness of transitional safeguarding.	Complete	This priority is within the Regional Safeguarding Annual Plan as a key priority within Safeguarding Themes.

Safe Practice Priorities 2022-2023

- Develop a public facing raising awareness campaign in partnership with Regional Safeguarding Board to raise awareness of exploitation, the signs to spot and the steps to take to seek help.
- Enhance safeguarding considerations within licencing and planning processes and procedures.
- Pilot a modern slavery self-assessment questionnaire with suppliers.
- Increase the number of white ribbon champions and ambassadors (particularly male) across the organisation.

A photograph of two chefs in a kitchen, overlaid with a semi-transparent red filter. The chefs are focused on their work, with one in the foreground and another slightly behind. They are surrounded by various kitchen equipment and ingredients. The text 'Priority 5: Safe Partnerships' is centered over the image in a white, sans-serif font.

Priority 5: **Safe Partnerships**



Priority 5: Safe Partnerships

The ability to work with, share information and develop interventions across partnerships is crucial, and involves working in places and contexts that are not traditionally associated with children or adult social care. In addition to public bodies (health, police, probation, education and social services) other, non-traditional partners to consider could include:

- Local businesses and shops.
- Nightclub owners.
- Theatre and music venues.
- Shopping centres.
- Takeaways.
- Fast food outlets.
- Local taxi or cab companies.
- Cinemas Hotels, bars and restaurants, late night takeaways, off licences, cinemas or other licensed premises may come into contact with children and adults at risk of harm.

People who work in these industries are in a unique position to spot the signs of exploitation and other forms of abuse.

In 2022/23 the Corporate Safeguarding Board identified the following as improvement priorities for safe partnerships:

- Develop a single campaign to raise awareness of the signs to spot and the action to take that would be effective with a wide range of partners.
- Strengthen partnership arrangements with wider 'non statutory' partners to increase safeguards for children and adults at risk.

Cardiff has established a Night-time Economy task and finish group to review how safeguards can be strengthened with these partners. To date, training has been delivered on exploitation and county lines to some key night-time economy sectors and targeted raising awareness operations have taken place in key hot spots in Cardiff. The Night-Time Economy group continues to tackle issues such as underage drinking, improving CCTV, reducing sexual assaults and drug harm reduction. This year a student subgroup has been established to enhance communication with the student population, providing an opportunity to further understand their needs and concerns within the night time economy.



In addition, the group have a key focus on enhancing women's safety within the night time economy and are supporting 'ForCardiff' in their Women's safety charter implementation.

5.1 Commissioning and Procurement

There has been marked progress in terms of ensuring safeguarding is embedded into our commissioning and procurement arrangements.

The Council has developed a Safeguarding Policy for Contractors which is available on the [Council website](#) and is being linked to in all Tender Documents.

A Procurement Self-Assessment Guide aims to ensure that officers engaged in planning a procurement consider safeguarding issues in a consistent way that is proportionate to the risk. The Guide is available on SharePoint - [Safeguarding Assessment Guide.docx](#). A key document in the Council's procurement process is the Pre-Tender Report Form, this now includes the following question which the procuring Directorate must answer: "Please confirm that Safeguarding issues have been considered in accordance with the Council's Procurement Safeguarding Assessment Guide (contains a link to the Guide)".

As a minimum all tenders should include the following pass/fail questions:

- Confirm that you will abide by Council's Contractor Safeguarding Policy.
- Confirm that you will undertake Safeguarding training as required by Council.

On contracts where the workforce are delivering services directly to or with children, young people and vulnerable adults who may be at risk. The Procurement Self-Assessment Guide sets out minimum requirements for the tender specification.

The Council has also strengthened Safeguarding clauses within its standard Terms & Conditions for Services and Goods & Services Contracts - [Tender & Contract Management \(sharepoint.com\)](#).

In addition, In early 2023 the Council worked to strengthen its Contract Management Performance systems so that it would ask contract managers to classify contractual safeguarding performance. The Performance System now requires all contract managers to confirm the Safeguarding Classification allocated to their contract(s) and then to confirm whether the safeguarding measures associated with the contract are being met or not.

The Contract Manager needs to do this assessment on a quarterly, half yearly or annual basis depending on the nature of the contract. The new Safeguarding Contract Management Performance arrangement went live in May 2023 and performance will be reported as part of the Corporate Dashboard.

Summary of Progress against Safe Practice Priorities 2022-2023

2022/23 PRIORITY	STATS	NOTES
Develop a single campaign to raise awareness of the signs to spot and the action to take that would be effective with a wide range of partners.	Ongoing	Raising awareness activity has taken place with a wide range of partners through the SAFE partnership, Community Safety Partnership and the Night time Economy Working group in particular.
Strengthen partnership arrangements with wider 'non statutory' partners to increase safeguards for children and adults at risk.	Complete	Partnership arrangements have been strengthened through the SAFE partnership, Community Safety Partnership and the Night time Economy Working group in particular. A number of partnership events have taken place to raise awareness of safeguarding.

Safe Partnerships Priorities 2022-2023

- Support embedding the contract management framework across the authority to facilitate regular safeguarding checks with our commissioned services.
- Develop supporting tools and training available for contract managers to cascade through the supply chain that ensures appropriate safeguarding processes are in place throughout.
- Progress work via the Night Time Economy group to increase women's safety in the city centre.

Appendix A



Appendix A: Corporate Safeguarding Board

- Terms of Reference

Corporate Safeguarding describes both the policy commitment that a Council makes and the arrangements it has in place, to ensure that all of its Directorates and employees play their part in safeguarding and promoting the well-being of children and adults who may be at risk of harm.

Corporate Safeguarding is the activity required by all Council Directorates to effectively protect the health, wellbeing and human rights of children and adults so that they are able to live free from harm, abuse and neglect.

In order to effectively implement these duties and activities, the Corporate Safeguarding Board must seek to ensure that all staff are compliant and fully understand their duties under the Act.

The Corporate Safeguarding Board (CSB) will:

1. Ensure the compliance of all Council Directorates with key safeguarding requirements in relation to children and adults.
2. Ensure that all directorates within the council are aware of their contribution to keeping children, young people and adults at risk safe and free from harm or abuse.
3. Agree, implement and review clear actions for the group within a ratified annual action plan.
4. Support the Statutory Director of Social Services in the discharge of his/her wider safeguarding duties.
5. Review and develop relevant corporate safeguarding standards and policy.
6. Support HR in the delivery of a robust Safer Recruitment process to include key vetting and barring requirements and workforce development.



7. Provide an Annual Corporate Safeguarding Report, setting out the performance of all Directorates, in relation to vetting and barring, staff safeguarding training, and the operation of front-line services in terms of their effectiveness in identifying and referring safeguarding concerns.
8. To identify clear areas of safeguarding risk, and agree how the risks will be managed within the authority and by whom.
9. Review and develop appropriate corporate safeguarding performance measures.
10. Ensure that Safeguarding training is promoted and mandated across all Directorates within the authority.
11. Advise the Head of the Paid Service and recommend relevant action in relation to corporate safeguarding standards and policy.
12. Promote effective cross Directorate safeguarding practice particularly in terms of information sharing and data collection, front-line operational awareness, staff training and wider partnership engagement. Receive and consider recommendations and learning from Child / Adult Practice / Domestic Homicide Reviews.

Membership

Membership will include; the Cabinet Member with responsibility for Corporate Safeguarding, the Chief Executive, Corporate Directors, Director (including the Monitoring Officer) from each Service Area or a representative Assistant Director, Head of Performance & Partnerships and the Corporate Safeguarding Project Manager.

Appendix B

Appendix B: Audit Wales Update

Recommendation	
<p>The Council should improve its approach to safeguarding training in the following ways:</p> <ul style="list-style-type: none"> • Get staff through mandatory safeguarding training more quickly and take forward the work identified by the Corporate Safeguarding Board to collate a percentage breakdown of safeguarding training compliance within each Council Directorate. 	
Oversight	
Corporate Safeguarding Board/ Communities and Adult Services Scrutiny Committee/ Children & Young People Scrutiny.	
Latest Update	
<ul style="list-style-type: none"> • To improve the tracking and monitoring of staff training compliance a data dashboard has been developed so that directors can easily see who has not completed the mandatory training module and take targeted action to improve compliance rates. • Targeted work has been undertaken to increase compliance rates with cohorts of staff that cannot easily access the online training module. • A training framework is in place, setting out alternative methods of delivering the training. • A successful paper based training pilot has taken place and is being rolled out to wider teams. • The Corporate Safeguarding Board also agreed that staff with relevant approved prior training or qualifications may be exempt from being required to complete the online e-learning module. 	
Current RAG Status	GREEN
Open / Closed	OPEN

Recommendation	
<ul style="list-style-type: none"> • Clarify when mandatory safeguarding training for staff and members needs to be refreshed. 	
Oversight	
Corporate Safeguarding Board/ Communities and Adult Services Scrutiny Committee/ Children & Young People Scrutiny.	
Latest Update	
It was agreed at the Corporate Safeguarding Board in May 2021 that a 3 year training cycle would be implemented.	
Current RAG Status	GREEN
Open / Closed	CLOSED

Recommendation

- Consider ways in which it could extend its safeguarding training offer, for example building on the planned Child Sexual Exploitation awareness training to be given to taxi drivers, and to provide safeguarding training to (for example) those working in the night time economy.

Oversight

Corporate Safeguarding Board/ Communities and Adult Services Scrutiny Committee/ Children & Young People Scrutiny.

Latest Update

April 2023

- Universal 'safeguarding awareness' training module has been developed by Social Care Wales and forms part of the national training standards and framework – this e-learning has been adopted by Cardiff Council as our corporate safeguarding mandatory training.
- Via the Regional Safeguarding board an assurance exercise will be undertaken to map the partnership training offer against the standards to identify and address any gaps / areas for improvement.
- This is a key priority for the Regional Safeguarding Board as outlined in the RSB annual plan 2023-2024
- In addition we have worked closely with Commissioning and Procurement to ensure the availability of the training and additional raising awareness resources for our commissioned services and is built into the commissioning framework and contract monitoring process.
- Within the Community Safety Partnership structure a specific working group has been established to focus on the 'night time economy' as part of this workstream a package of 'vulnerability training' has been developed and disseminated to the night time economy workforce including hospitality, hotels and taxis.
- As part of the Safeguarding Adolescents from Exploitation area of work an e-learning module that raises awareness of exploitation (both children and adults) has been drafted and in its final stages of approval. Once produced a programme of training delivery will be put in place for both Local authority staff and wider partners across the city, including schools, 3rd sector, commissioned services and night time economy workforce.

Current RAG Status

AMBER

Open / Closed

OPEN

Recommendation

The Council's corporate safeguarding intranet pages could be strengthened by providing:

- a link to the Corporate Safeguarding Policy;
- information on the lead officer for corporate safeguarding, the lead member for corporate safeguarding and the Corporate Safeguarding Board; and
- information on where to report concerns or to find out further information.

Oversight

Corporate Safeguarding Board/ Communities and Adult Services Scrutiny Committee.

Latest Update

The Council's Corporate Safeguarding intranet pages has been updated to include this information and other sources of information on safeguarding that staff need.

Current RAG Status

GREEN

Open / Closed

CLOSED

Appendix C

Appendix C: Update on internal audit recommendations

Recommendation	Risk Rating	Management Update	Status
Following the pilot of paper-based training for non-desk-based officers, the outcome should be reviewed to assess its success. Once the final version has been agreed, the module should then be rolled out to all non-desk-based officer, with compliance monitored and escalated as appropriate.	Amber/Green	27.06.23 - Paper based pilot is now complete. Parks services delivered the PowerPoint version of the approved training to staff as a single training exercise. 50 Paper workbooks were test piloted with cleaning operatives from County Hall and City Hall buildings and Initial feedback was really positive – ‘they are easy to use, informative and a good reference to keep ’a further 500 booklets were then rolled out to all cleaning operatives. Compliance for these training methods has then been recorded via the Record of Prior Learning process via the Academy. Economic Development Directorate compliance was at 58.7% pre pilot and now has improved to 70.1%. (11% increase) Further feedback and data was provided post pilot, plans are now in place to roll this approach out to wider teams across the Council.	Pilot, Complete Full roll out, Dec 2023
A safeguarding communications plan should be put in place, with key messages reinforced as part of National Safeguarding Week (representing one such communication).	Amber/Green	Corporate Safeguarding Communications plan and calendar is in place – monthly Corporate Safeguarding comms is issued to all staff. Staff also have access to the corporate safeguarding information tile on the intranet. A quick guide has been developed and disseminated. All Safeguarding comms (not directly issues by the corporate safeguard team) will include the tag line ‘safeguarding is everyone’s responsibility’ with a link back to the Corporate Safeguarding resources. Plans are in place in alignment with the Regional Safeguarding Board for enhanced communications over national safeguarding week (Nov) and this year there is a thematic focus on ‘exploitation’	Recommendation, complete
There should be further engagement with management in Commissioning and Procurement to be satisfied that all safeguarding risks associated with contracts have been appropriately considered with necessary mitigations in place.	Amber/Green	In addition to the procurement safeguarding assessment guide implemented for all tendered services, a new contract management framework has been developed by commissioning and procurement and implemented across all services. Safeguarding is a key component to this framework and allows for regular assurances with our commissioned provisions via this framework. Further work is also being progressed to ensure training and supporting guidance is easily available for commissioned services to access. We are now looking at how we can support commissioned services when they subcontract services, to ensure the expected level of safeguarding arrangements are in place. We will also look to regularly report KPI data in terms of the contract management framework to the CSB to ensure compliance with this framework across teams.	Initial action, Complete Follow up actions, Dec



Mae'r dudalen hon yn wag yn fwriadol



SWYDDFA CYMORTH Y CABINET CABINET SUPPORT OFFICE

Fy Nghyf / My Ref: CE:0041782

Dyddiad / Date: 07 September 2023

Community & Adult Services Scrutiny Committee Members
Children & Young People Committee Members
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillors,

Re: Local Authority Social Services Annual Report – Cllr Lister

Firstly, my sincere apologies for not being able to join the joint-scrutiny of the Local Authority Social Services Annual Report (LASSAR) for 2022-23.

I would like to begin by extending my thanks to Council staff and partners who continue to work tirelessly to deliver the services highlighted in this report. I continue to be impressed by their dedication, patience, and professionalism, as well as their commitment to delivering better outcomes for the people in our city who need our help the most.

This report covers the achievements of social care services in Cardiff in what was yet another difficult year. The need to meet and manage the ongoing high level of demand for services whilst striving to deliver a balanced budget and achieve value for money is increasingly challenging. We are taking this opportunity to review how services are provided and consider the need for radical reform to meet demand and future proof social care services in Cardiff. Maintaining the day-to-day business whilst doing so means that we are not able to implement some of our development work as quickly as we would like, but good progress is being made – and this is set out in the report.

The report also identifies our overarching priorities for 2023/24 – reflecting our new Striving for Excellence in Children’s Services Strategy for 2023-26. The strategy was informed by the feedback we received from our 2021/22 annual report. More detailed information about how we will implement our key projects going forward is included in the Directorate Delivery Plans that are available at Appendices 3 and 4.

Your information is processed under the Data Protection Act 2018 to fulfil Cardiff Council’s legal and regulatory tasks as a local authority. For further information on what personal data we hold and how long we keep it for, please view our Privacy Policy; www.cardiff.gov.uk/privacynotice. If you have concerns about how your data has been handled, contact the Council’s Data Protection Officer via dataprotection@cardiff.gov.uk. Your information has been shared with Xerox in order to contact you today. For further information on how Xerox manage personal data, please view Privacy Policy; www.xerox.co.uk/en-gb/about/privacy-policy

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

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

WORKING FOR CARDIFF, WORKING FOR YOU

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



This report is being presented alongside some other key reports – the Social Services Annual Feedback Report 2022/23 and the Council’s Corporate Safeguarding Annual Report for 2022/23. These are available at Appendices 5 and 6 respectively.

The Social Services Annual Feedback Report summarises the compliments, complaints and representations received by Children’s and Adult Services during the year. It identifies the key themes arising from this feedback, and what we are doing in response – to learn the lessons and inform service improvement.

The Corporate Safeguarding Annual Report provides an update on the work undertaken in relation to corporate arrangements for safeguarding across the Council during 2022/23. It also sets out the priorities for the year ahead and our plans to enhance our partnership approach with wider non-statutory partners to strengthen safeguarding mechanisms in our communities as well as strengthening the arrangements between the Corporate Safeguarding Board and the Regional Safeguarding Board.

In relation to Children’s Services, our primary focus continues to be shifting the balance of care in three key areas – place, people and practice. To this end we have made good progress with embedding the Interventions Hub, developing a detailed Workforce Action Plan and undertaking focused work with partners to raise awareness of the Safeguarding Adolescents From Exploitation (SAFE) approach to exploitation and the interventions that are available. I would also like to again note the excellent progress that was seen during a follow up inspection of the Youth Justice Service that resulted in the priority status being removed.

The report sets out our plans for the future and how we will develop our services to address the key challenges that we are facing.

Addressing these challenges can only be achieved by working collectively across the Council and with third-sector organisations, and I’d like to put on record my thanks to those in different Directorates and in charities across Cardiff, who are supporting us to deliver a Child Friendly City.

Finally, I would like to encourage Members of the Committee to use whatever opportunities they can to promote the great work of staff across Social Services, particularly in public and on social media. Despite the challenging work they undertake and the negative media profile the profession receives, we continue to have a dedicated, passionate and growing workforce who deserve our thanks and celebration.

I will of course respond to any questions the Committee have, following the meeting.

With best wishes,



Y Cyngorydd / Councillor Ash Lister
Yr Aelod Cabinet dros Wasanaethau Cymdeithasol (Gwasanaethau Plant)
Cabinet Member for Social Services (Children's Services)