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

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

AGENDA

Pwyllgor

CYDBWYLLGOR CRAFFU
PLANT A PHOBL IFANC A CHYMUNEDOL A GWASANAETHAU OEDOLION

Dyddiad ac amser y cyfarfod

DYDD MERCHER, 19 GORFFENNAF 2017, 4.00 PM

Lleoliad

YSTAFELL BWYLLGORA 4 - NEUADD Y SIR

Aelodaeth

Pwyllgor Craffu Gwasanaethau Cymunedol ac Oedolion
Cynghorwyr Mary McGarry (Cadeirydd), Ahmed, Asghar Ali, Carter, Goddard, Jenkins, Kelloway, y Grawys a (1 swydd wag)

Pwyllgor Craffu Plant a Phobl Ifanc
Cynghorwyr Lee Bridgeman (Cadeirydd), De'Ath, Philippa Hill-John, Joyce, Morgan, Mike Phillips, Taylor a Singh

Patricia Arlotte (cynrychiolydd Gatholig Rufeinig); Carol Cobert (cynrychiolydd yr Eglwys yng Nghymru); Karen Dell 'Armi ac un swydd wag (cynrychiolydd Rhiant

1 Cadeirydd

Ethol Cadeirydd ar gyfer y Cyfarfod.

2 Ymddiheuriadau am absenoldeb

Derbyn ymddiheuriadau am absenoldeb.

3 Datgan Buddiannau

I'w gwneud ar ddechrau'r eitem agenda dan sylw, yn unol â Chod Ymddygiad yr Aelodau.

4 Adroddiad Blynyddol Drafft Cyfarwyddwr y Gwasanaethau Cymdeithasol 2016-17 *(Tudalennau 1 - 136)*

a) Bydd y Cynghorydd Susan Elsmore, Aelod Cabinet dros Ofal Cymdeithasol, Iechyd a Lles, a'r Cynghorydd Graham Hinchey, Aelod Cabinet dros Blant a Theuluoedd yn bresennol ac mae'n bosibl y byddant am wneud datganiad;

b) Bydd Tony Young (Cyfarwyddwr Gwasanaethau Cymdeithasol) a swyddogion yn bresennol i roi cyflwyniad ac i ateb cwestiynau'r Aelodau;

Cwestiynau gan Aelodau'r Pwyllgor.

5 Y Ffordd Ymlaen

Davina Fiore
Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol
Dyddiad: Dydd Iau, 13 Gorffennaf 2017
Cyswllt: Andrea Redmond, a.redmond@caerdydd.gov.uk 02920 872434

CYNGOR CAERDYDD
CARDIFF COUNCIL

JOINT CHILDREN & YOUNG PEOPLE and COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEES

19 JULY 2017

DRAFT 'DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2016-17'

Purpose of Report

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

Scope of Scrutiny

2. The scope of this scrutiny is to ensure that it adequately evaluates the Director of Social Services responsibility for the effective delivery of the local authority's social services function.

3. To review the draft Director's report and to consider :
   a. The report's evaluation of the performance in delivering social services functions for the past year including lessons learned;
   b. how the local authority has achieved the six quality standards for well-being outcomes;
   c. qualitative and quantitative data relating to the achievement of well-being outcomes;
   d. the extent to which the local authority has met requirements under Parts 3 and 4 of the SSWB Act as set out in separate codes covering assessing needs and meeting needs;
   e. objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments;
   f. assurances concerning:
      i. structural arrangements enabling good governance and strong accountability
      ii. effective partnership working via Partnership Boards

iii. safeguarding arrangements

g. the local authority's performance in handling and investigating complaints

h. responses to any inspections of its social services functions

i. an update on Welsh language provision

j. how the local authority has engaged people (including children) in the production of the report.

k. discuss whether further scrutiny is required, within each Committee's work programme.

Background Context

4. The former reporting requirements for Directors of Social Services in part 6 of the "Statutory Guidance on the Role and Accountabilities of the Director of Social Services" (Welsh Government June 2009) are being replaced as a consequence of both the Social Services and Well-being (Wales) Act 2014 (SSWB) and the Regulation and Inspection of Social Care (Wales) Act 2016 (R&I).

5. To ensure effective accountability, the annual report must be presented to the Council by the Director of Social Services. A copy of the published annual report must be sent to Welsh Ministers. They must also be available on the local authority website.

6. The annual report should reflect the experiences of service providers and services users. The annual report is a key way for local authorities to demonstrate accountability to citizens and should therefore be accessible to people, including service users. The Director of Social Services should ensure that annual reports are not overly long and are written in a clear and concise way.

Director of Social Service responsibilities

7. The Director of Social Services is accountable for the effective delivery of the local authority's social services functions. There are parallel obligations on the Head of Paid Service and other officers to support the Director of Social Services in the discharge of these duties. The Head of Paid Service and the Director of Social Services must have regular meeting time as part of their relationship of accountability.

8. Where services are delivered in partnership, accountability for the delivery of social services functions still rests with the Director of Social Services.

9. Directors of Social Services must raise awareness of their role amongst Councillors. This includes how Councillors, including Scrutiny Committees and the relevant Lead Members, can both support the role and hold post holders to account, including in relation to the production of the annual report as set out in chapter 5. The Director of Social Services must ensure that there are clear commitments setting out what information Councillors should expect to receive in relation to both the discharge of specific social services functions and wider activities to promote the well-being of people with care and support needs.

10. The Director of Social Services must:
    a. ensure the Head of Paid Service, Executive and Councillors have access to the best, up-to-date professional advice and information on all aspects of care and support services;
    b. assure the Head of Paid Service and Councillors that statutory functions laid on the authority have been carried out, and that proper management information and accurate records are being kept;
    c. ensure effective performance management processes are in place;
    d. identify and advise Councillors on priorities, challenges and risks across all aspects of social services, including areas of co-dependency between agencies and circumstances where staffing issues affect the Council's ability to discharge its statutory responsibilities;
    e. brief the Head of Paid Service and Councillors on high-profile cases and other matters likely to cause public concern; and
    f. advise Councillors on strategies for improving methods of intervention, service provision, practice and use of resources.

11. In addition the Director of Social Services also has responsibility for:
    a. **Well-being and overarching duties** - must have regard to the well-being duty and other overarching duties in relation to how the local authority exercises all its social services functions. The Director of Social Services must show strategic leadership in ensuring all care and support services in the local authority area seek to promote the well-being of all people with care and support needs.

b. **Co-operation, partnership and integrated working** -The Director of Social Services must lead on the development of effective arrangements, including at regional partnership level, to promote co-operation to achieve the following purposes:

   i. improve the well-being of people with care and support needs, including carers who need support;
   ii. improve the quality of care and support for people, including support for carers;
   iii. protecting adults with care and support needs who are at risk or experiencing abuse or neglect; and
   iv. protecting children who are at risk or experiencing abuse of neglect.

c. **Children's Services** - Section 27 of the Children Act 2004 requires local authorities to appoint a Lead Director for children and young people's services to co-ordinate and oversee arrangements to improve the well-being of children in the local authority area. This role is to champion children's rights and can be attached to any appropriate director within the corporate management team, the current lead director is the Director of Education and Lifelong learning.

d. **Partnership working** - The person appointed as Director of Social Services in respect of each local authority which established the Regional Partnership Board (established under Part 9 of the Social Services and Well Being [Wales] Act 2014), or a nominated representative, must be a member of the Board.

e. **A preventative approach to care and support needs** - The Director of Social Services must ensure that the local authorities and partners develop a strategic approach to prevention. It is vital that care and support services do not wait to respond until people reach crisis point.

f. **Citizen and community engagement** - The Director of Social Services must ensure that, in identifying the range and level of services required to respond to care and support needs identified by the population assessment, a co-operative approach to the planning, development, procurement and delivery of services is taken.

g. **Safeguarding** – the Director of Social Services must show leadership to ensure effective safeguarding arrangements are in place both within the local authority and by relevant partners. The Director of Social Services must oversee and report to councillors, on a consistent basis, regarding the operation, monitoring

and improvement of child and adult safeguarding systems within the local authority

h. **Workforce development** - The Director of Social Services has a strategic leadership role to promote high standards across the care and support workforce, including the private and third sectors.

Director of Social Service Annual Report

12. The former reporting requirements for Directors of Social Services in part 6 of the "Statutory Guidance on the Role and Accountabilities of the Director of Social Services" (Welsh Government June 2009) are being replaced as a consequence of both the SSWB and Regulation and Inspection of Social Care (Wales) Act 2016.

13. In purely headline terms, the requirements are that every local authority must produce an annual report on the discharge of its social services functions and the report must include:
    - an evaluation of the performance in delivering social services functions for the past year including lessons learned (Part 8 Code on the role of the director)
    - how the local authority has achieved the six quality standards for well-being outcomes (in a code about measuring social services performance made under s145 of the SSWB Act 2014)
    - qualitative and quantitative data relating to the achievement of well-being outcomes (also set out in the code on measuring performance)
    - the extent to which the local authority has met requirements under Parts 3 and 4 of the SSWB Act as set out in separate codes covering assessing needs and meeting needs
    - objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments under section 14 of the SSWB Act
    - assurances concerning:
        - structural arrangements enabling good governance and strong accountability
        - effective partnership working via Partnership Boards
        - safeguarding arrangements
    - the local authority's performance in handling and investigating complaints
    - responses to any inspections of its social services functions

- an update on Welsh language provision
- how the local authority has engaged people (including children) in the production of the report.

14. The report must be:
    - published “as soon as practicable” after the year to which it relates
    - presented to the council by the Director
    - copied to Welsh Ministers
    - available on the local authority’s website.

15. A template for the report is also set out in the Guidance and covers:
    a. Introduction
    b. Director’s Summary of Performance
    c. How are People shaping our services
    d. Promoting and improving the well-being of those we help across the 6 Quality Standards, namely
        i. Working with people to define and co-produce personal well-being outcomes that people wish to achieve
        ii. Working with people and partners to protect and promote people’s physical and mental health and emotional well-being
        iii. Protecting and safeguarding people from abuse, neglect or harm
        iv. Encouraging and supporting people to learn, develop and participate in society
        v. Supporting people to develop safely and to maintain healthy domestic, family and personal relationships
        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

16. **Report Style and Content** - the report needs to be written in a way that can be read and readily understood by a range of audiences including:
    - service users and carers and all those whose well-being is affected by what the local authority’s social services and related functions do, so that the impact of those services is explained;
    - the general public who have an interest in what their local authority is doing, how it is performing and how their money is being spent;

- elected members and others involved in scrutiny processes;
- the local authority's partners including both formal partners and others in the public, private and third sectors who need to understand the local authority's programme and priority objectives;
- regulators (including the Wales Audit Office, CSSIW, Social Care Wales and the Statutory Commissioners);
- the Welsh Government.

17. **Overall page and word limit** - Paragraph 88 of the Part 8 Code says that the director should ensure that "the report is not overly long and written in a clear, concise way."

18. **Accessibility** - As the report is a public-facing document it needs to be written in plain, every day, jargon-free English and Welsh.

19. **Corporate** - Although the report must be delivered to the Council by the Director, it is the Local Authority's report on the performance of its social services functions. It needs to explain how the wider functions of the local authority such as transport, housing, education and leisure have contributed and will continue to contribute to the achievement of individuals' well-being outcomes.

20. **Timely** - Paragraph 80 of the Part 8 Code says the annual report "must be published as soon as reasonably practicable after the end of a financial year". If all the supporting processes are working well, it is recommended that local authorities publish the report by the end of July. It should be referenced that not all performance data will have been externally validated by this point.

21. **Open and Evaluative** - The report should give an open and honest account that highlights not just the successes but the challenges and priority areas for improvement identified through a rigorous, non-defensive process of self-evaluation.

22. **Improvement objectives** - The 2016–17 report should set out its improvement priority objectives for 2017–18. From the 2017–18 report onwards, the report should set out the extent to which the planned improvement objectives have been met. There should be no gaps in the story. Where the previous year's report highlighted a priority area for improvement, the following year's report should say what actually happened

in that area. Where the local authority failed, partly or wholly, to achieve its improvement objective, the report should say so and explain what is being done as a consequence. Against every quality standard the report should say:

- what the local authority had planned to do in the previous year
- how it succeeded
- what difference it made to outcomes for well-being of people
- what the priority objectives are for next year and why.

23. **Experience of Citizens** - Local authorities should reflect the experience of citizens in their self-evaluation throughout the report. It should be remembered that the Code for measuring social services performance requires that, in addition to collecting the required qualitative data, local authorities must give people "an opportunity to provide a narrative account of their experience, regardless of the method chosen to collect the data". Such narrative accounts are intended to:
    - provide an enriched account when assessing the effectiveness of care and support
    - help ensure that people's experiences drive improvement
    - help local authorities identify areas of improvement and good practice
    - demonstrate effective engagement with advocates and family members

24. **Measuring social services performance** - The Code on measuring social services performance sets out:
    - the six quality standards that local authorities must achieve to discharge their duties under the SSWB Act
    - the actions the local authority must undertake to achieve the quality standards
    - the quantitative and qualitative data related to the standards that local authorities must collect, report annually to the Welsh Government and include in the annual report.

25. **Reflecting Local Circumstances** - Section 2 provides space and opportunity for local authorities to include local and regional initiatives. In responding to the annual reporting requirements, Directors could consider the following framework to reflect a national/regional/local balance:
    - specific initiatives to meet local circumstances including local branding of services (e.g.urban, rural, language, etc. needs)

- regional partnership examples such as information, advice and assistance, commissioning, training, etc.
- collaboration with the local health boards and other partners
- participating in national initiatives to ensure Wales-wide consistency such as the Delivering Transformation Grant work programmes, workforce development, Dewis Cymru and the Welsh Community Care Information System.

26. **Aligning Reporting to the National Quality Standards** - The template in Section 2 of this guidance sets out the chapters for the report and the most significant section is aligning the way that local authorities report to the national quality standards for well-being:
    - working with people to define and co-produce personal well-being outcomes that people wish to achieve
    - working with people and partners to protect and promote people's physical and mental health and emotional well-being
    - taking steps to protect and safeguard people from abuse, neglect or harm
    - encouraging and supporting people to learn, develop and participate in society
    - supporting people to safely develop and maintain healthy domestic, family and personal relationships
    - working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

27. **Quality standards** - Chapter 4 is the substantive section of the report and requires local authorities to report their progress and plans against the six quality standards reflecting the whole range of need. This is to help to ensure that:
    - the report provides clear and direct assurance that the local authority is working to the required quality standards and the supporting activities are being undertaken as the code requires
    - it provides a narrative of where the local authority has reached in their improvement journey using evidence from population assessments
    - where priority objectives have changed from year to year, it explains what has happened and why
    - it keeps the focus on achieving well-being outcomes for individuals
    - it aligns with the new CSSIW inspection framework (see para 2.8 above)
    - it allows easier comparison across local authorities

- there is a clear link between the report and the National Outcomes Framework
- it makes it easier for local authorities to share good practice in the style and content of their reports.

28. The Director of Social Services Annual Report 2016-17, attached at **Appendix A**. Each section, from **pages 19 – 75,** starts by stating the Outcome achieved, What did we plan to do last year, How far did we succeed and What difference did we make, and What are our priorities for next year and why. The report includes:
    a. Introduction (page 3)
    b. Director's summary of Performance (page 7 to 14)
    c. How people shape our services (pages 15 to 18)
    d. Promoting and improving the well-being of those we help (page 19):
        i. Working with people to define and co-produce personal well-being outcomes that people wish to achieve (/pages19 to 27);
        ii. Working with people and partners to protect and promote people's physical and mental health and emotional well-being(pages 28 to 35);
        iii. Taking steps to protect and safeguard people from abuse, neglect or harm (pages 36 to 42);
        iv. Encouraging and supporting People to learn, develop and participate in society (pages 43 to 52);
        v. Supporting people to safely develop and maintain healthy domestic, family and personal relationships (pages 53 to 58)
        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 59 to 62)
    e. How we do what we do (page 63)
        i. Our workforce and how we support their professional roles (pages 63 to 69)
        ii. Our financial resources and how we plan for the future (pages 70 to 75)
        iii. Our partnership working, political and corporate leadership, Governance and accountability (page 76 to 80)
    f. Accessing further information and key documents (page 81)

Care and Social Services Inspectorate Wales Engagement process

29. The CSSIW will hold Performance review meetings (PRMs) twice a year, in March and September with the Director of Social Services. These are focused, strategic meetings and it is not expected that the director will invite more than the heads of service to attend (though this will be at the director's discretion).

30. The purpose of the PRM is to consider and review progress against the local authority's strategic priorities, aligned to the requirements of the Social Services and Well-being (Wales) Act and the national outcomes framework, including improvement objectives identified in any relevant inspection, or through the routine scrutiny of local authority performance. PRM meetings will also provide feedback on CSSIW's local engagement activity.

31. At the PRM in March (in advance of the next business year), CSSIW will meet with the director together with chair(s) of relevant scrutiny committee(s). It will be for the director to decide whether they wish to invite the scrutiny chair(s) to all or part of the meeting. The Specimen Agenda for March Performance review meeting will include the Scrutiny forward work programme.

Care and Social Services Inspectorate Wales Performance review of Cardiff Council Social Services 2016/17

32. The CSSIW sent a letter to the Director of Social Service in June 2017, providing its feedback from their inspections, engagement and performance review activities undertaken over the past year. Copy attached at **Appendix B**. The letter sets out a number of comments on the key areas it has reviewed, a summary of which is listed below:

33. **Progress on key areas for improvements and developments in the last year** - Stability in leadership has brought much needed direction and clarity to the department which is of benefit to the service as a whole.

34. **Implementation of the Social Services and Well-being Act** has not been without challenge but work continues to embed both culture and practice into the new ways of working. Additional resources have been allocated to the 'front door' with additional social worker support allocated to provide assistance and a prompt response to enquiries which is providing good outcomes for citizens.

35. **Capacity within residential and domiciliary care services** remains fragile. We are aware of a specific issue with local sufficiency of dementia nursing provision.

36. **Deprivation of liberty safeguards** (DoL's) - there have been issues with capacity in undertaking assessments.

37. **Children's services in regards to care proceedings** - There are current challenges within children's services in regards to the continued rise in the number of care proceedings.

38. **Social worker resource -** The local authority has increased resources to respond effectively to connected person applications. A dedicated team of four social workers have been appointed. We will follow up on this new development in the coming year.

39. **Feedback on annual engagement themes** - During 2016-17 we carried out a range of engagement activities across local authorities in Wales. This engagement activity has focussed on two main themes, adult safeguarding and carers.

40. **Safeguarding** - The local authority needs to improve how it communicates and involves the person subject of the safeguarding concern and their family in the process. In addition, the local authority should work with providers to better clarify what constitutes a safeguarding referral.

41. **Carers** - It was difficult to evidence what was being provided to the carer in terms of their own support rather than support to the person they care for. This is an area the local authority needs to address.

42. **Inspection, Engagement & Performance Review Plan** - In 2017-18 in addition to areas identified for follow up above, CSSIW themes for inspection, engagement and performance are:

- Support provided for people with mental health needs with a focus on Community Mental Health Team's
- Placement decisions for children looked after

43. CSSIW will provide six weeks' notice if the authority is scheduled for an inspection during 2017/18. CSSIW will also continue to consider what actions have been taken by the local authority in relation to recommendations contained in its national thematic reviews including Deprivation of Liberty Safeguards, services for people with learning disability, domiciliary care and Public Law Outline.

Previous Scrutiny

44. In July 2016, a joint meeting of the Children & Young People Scrutiny Committee and Community & Adult Services Scrutiny Committee considered the previous format and content of the Director of Social Services Annual Report 2015-16. The Members focussed their scrutiny on the Overall report, and then the Children's services section and Adult service.

45. The letter resulting from the joint meeting of the Committees included a number of recommendations to make the report more robust, together with a number of requests for further information. A full copy of the letter sent from the joint meeting of the Committees is attached at **Appendix C.** The Cabinet response, which is attached at **Appendix D**, details the reasoning behind the response to each recommendation.

Way Forward

46. Councillor Susan Elsmore, Cabinet Member for Social Care and Health and well-being, and Councillor Graham Hinchey, Cabinet Member for Children's and Families, will be in attendance and may wish to make statements. Tony Young, Director of Social Services, will present the Draft Annual Report, attached as **Appendix A.** Officers from Children's Services and Adult Services will be in

attendance. The panel of witnesses will be available to answer any questions that Members may have relating to the Draft Annual Report.

47. **T**he scope of this scrutiny is set out at Paragraph 2 of this report and provides a useful check list of the areas which Members may wish to scrutinise.

Financial Implications

48. 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

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

RECOMMENDATIONS

The Committees are recommended to:

I. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet prior to its consideration of the report;
II. Consider the way forward for the future scrutiny of the issues raised in the Annual Report 2016-17 and the future challenges and areas for development highlighted for 2017- 18, in the committee's work programme.

DAVINA FIORE
Director of Governance and Legal Services
13 July 2017

Mae'r dudalen hon yn wag yn fwriadol

Appendix A

Director of Social Services Annual Report 2016/17

CARDIFF
CAERDYDD

CONTENTS

1. INTRODUCTION

MESSAGE FROM CABINET MEMBERS

Councillor Susan Elsmore, Cabinet Member for Social Care, Health and Well-being
Councillor Graham Hinchey, Cabinet Member for Children and Families

We very much welcome this, the 8th Annual Report of the Director of Social Services. As Cabinet Members with direct responsibility for Social Services, those who need care and support in our city are our first priority, and this is reflected in the importance given to Social Services by the Cabinet and the Council as a whole.

This report reflects the growing coherence, strength and effectiveness of Social Services in Cardiff, in its second year as a single Directorate, following the merger of two previously separate Directorates serving Children's and Adults respectively. Whilst focusing on the previous financial year, this report should be understood as reflecting a longer term strategic development journey. One in which the decision to bring the two Directorates together was seen as key step towards enabling us to manage and deliver social services as a more effective and efficient totality. As a result, the Council is now better able to harness social services and partner resources and expertise across the whole system, promote individual citizens' independence and enable more people to remain in their own families and homes. There is much to do to achieve this to the fullest extent possible within resources.

Whilst we recognise that this more coherent whole-systems approach is consistent with the requirements of the Social Services and Well Being (Wales) Act 2014, we have to acknowledge the scale of the task facing us. Demographic growth and the increasing pressures of financial austerity, make the risks of the journey ahead, one of national and local governments' defining challenges. The nature of these challenges in the context of a fast-growing, complex and increasingly diverse city make them particularly significant for Cardiff.

We believe it is important that the Director's Annual Report provides a publicly accountable picture of Social Services that recognizes strengths and weaknesses, and which enables us to know what we must focus on over the next 3 years in order to improve further; this report provides that balanced insight. It tells us that we have reason for greater confidence about the future but must remain resolutely focused on improving what we offer to those in our community who need care and support.

FOREWORD

As the Council's Statutory Director of Social Services it is part of my job to report to you annually on how well I think the Council's Social Services are performing overall. The report that follows relates to the 2016/17 year and is the result of a process of planning, review and evaluation undertaken by Operational Managers in the Social Services Directorate. The intention of the report is to set out our progress in developing services that enable people in Cardiff to access information, advice and assistance, and to secure care and support where eligible, following an assessment.

Although this is the 8th Annual Report of the Director of Social Services, it is the first such report since the implementation in April 2016, of the Social Services and Well-Being (Wales) Act 2014 (SSWB Act).

The advent of the SSWB Act marks a significant sea change in the legislative framework within which social services in Wales are to be developed and delivered. Some of the areas where change has been most significant include:

- **Information, Advice and Assistance** - The SSWB Act sets new requirements on local authorities to establish information, advice and assessment arrangements for individuals seeking assistance, essentially to improve access and enable people to get the right help more quickly.
- **Co-production** - The SSWB Act fundamentally alters the relationship between Social Services and individual citizens, placing a significant emphasis on ensuring that when we assess need and enable access to services, individuals themselves play a much stronger role in determining the personal outcomes that need to be achieved and in determining how they should be achieved.
- **Prevention** - The SSWB Act puts 'prevention' front and centre. This requires that Social Services work with partners and communities to develop new models of service and support. These new service models should be designed to make it more likely that individual citizens are nevertheless able to stay in their own homes, families and communities and that they experience less intrusive public service 'interventions'.
- **Integration** - The SSWB Act requires that we establish effectively integrated services between key agencies and with the NHS in particular, so that citizens can benefit from efficient services and readily available access to the full range of professional help available, irrespective of the agency they approach.
- **Carers** - The SSWB Act also extends carers' entitlements, an essential recognition of the needs that carers may have in their own right.
- **Safeguarding** - The SSWB Act has strengthened safeguarding arrangements, particularly for adults.

These new requirements represent a significant set of transformational challenges for social services in Wales to meet. The report that follows provides insight into the progress we have achieved in Cardiff in rising to these challenges and highlights the areas that need further development over the medium term. Realism is very important in judging our likelihood of

success, given the context of a public services funding future that is at best highly uncertain, and at worst, a threat to sustainability.

Another change flowing from the SSWB Act is the nature of this report itself. Directors of Social Services across Wales are now expected to make their reports on the basis of a common template as set out below.

Challenge Process

The analysis and judgements in this report were subject to a process of challenge that included testing out and gathering feedback from staff teams via the Staff Ambassador Network. A dedicated process was also planned for citizens, but unfortunately, this could not go ahead because the take up was too low despite attempts to promote the event via third sector providers. As an alternative, the interested individuals met with the Assistant Director for Children's Services. In addition to this, challenge events were held, via the Cardiff Third Sector Council (C3SC) and separately for looked after children and care leavers. Taken together, these engagement sessions enabled us to strengthen our evaluation and amend this report accordingly.

I am pleased to be able to report that the City of Cardiff Council continues to improve in key areas of Social Services despite severe financial pressures. Social Services for adults and children remain a clear priority for the City of Cardiff Council and the Council continues to afford Social Services a significant degree of budget protection. This is reflected in the Council's endorsement of its budget for 2017/18 and the allocation of £9.2m net growth for Social Services, including 59 additional posts; this at a time when other priority areas for the council are required to operate on the basis of reduced budgets.

Social services are provided in a context of significant and continuing rises in demand and this presents real challenges in terms of ensuring consistency in the quality and standard of service in key areas. Following the amalgamation of the Adults and Children's Directorates into a single Social Services entity in 2015/16, this year has seen the Directorate take the opportunity to provide greater coherence in policy and practice to support more effective delivery of social services. Our implementation of the Social Services and Well-being (Wales) Act 2014 has led to a tangible cultural shift in our approach to the delivery of care and support. Our strong strategic focus on service improvement has brought about the kind of results in terms of inspection outcomes that increase confidence about the prospects for even better performance in the future.

3 Key Commitments and Strategic Aims of the Directorate Management Team:

- **Home First** – we will maximise opportunities to support children and adults in their homes where it is safe to do so, avoiding unnecessary intervention or care.
- **What Matters to Me** – we will ensure that what is important to those who may need care and support is at the centre of our needs assessment approach and all individual plans. The voices of children, adults and their carers and families will be treated with respect and will drive everything that we do so long as this is consistent with the safety of those in need of care and support.
- **Affordable Futures** – we will ensure that our longer term strategies, commissioning and service design maximises the affordability of care and support provision so that we can continue to support people in the community in the context of a reducing budget base.

The implementation of the **Social Services and Well-being (Wales) Act 2014** with effect from 6th April 2016, means that for all Councils and their partners across Wales, 2016/17 has been a transitional year. This report has been completed in line with an agreed national template that seeks to promote consistency of approach and enable better informed comparisons in the achievement of well-being outcomes across Wales.

Headline Volumes in Context

Cardiff has a population of **357,200** (as at 2015) with **73,500** children and young people aged 0-17 and **283,700** adults aged 18 and over. Of these, **2,473** are in receipt of services from Children's Services and **7,719** are in receipt of services from Adult Services at any one time; many thousands cross our threshold during a given year. Thousands are helped to achieve better outcomes through the provision of short term support or who, as a result of a period of care, go on to live independent lives.

Children's Services received **29,389** contacts / referrals in 2016/17. **721** children were being looked after at 31st March 2017, and **191** were included on the Child Protection Register.

Adult Services received **8,102** enquiries and **837** Protection of Vulnerable Adult referrals during 2016/17. **7,289** adults were assessed or reviewed during the year and **7,719** were in receipt of services as at 31st March 2017, of which **1,022** were receiving residential and nursing care, **3,505** were living at home with social care packages and **3,192** were receiving other services.

2. DIRECTOR'S SUMMARY OF PERFORMANCE

On the basis of national government performance measures, Cardiff's Social Services were the most improved in Wales at the end of 2015/16. This was supported by positive inspection reports in relation to: Children's Services, the Youth Offending Service, Domiciliary Care and Reablement. This provided a solid platform for further improvement during 2016/17 and the continuation of our growing effectiveness is evident throughout this report.

We are convinced that many of our challenges, financial, performance or otherwise can be responded to more effectively by joining forces across Council Directorates and combining resources to support people in new ways. There are many examples where we have initiated new projects or secured real progress already during the year, including joint strategies in relation to housing and accommodation, smarter approaches to new technology, modernising working practices, integrated public access points or 'gateways' and engaging partners more productively. Nevertheless, these will take time to make a direct impact and improve delivery for citizens. As our performance figures suggest below, there is encouraging progress.

2016/17 has been a unique, transitional year in terms of performance management and measurement due to the introduction of new performance reporting requirements and the National Outcomes Framework following implementation of the Social Services and Well-being (Wales) Act 2014. Although the new reporting requirements created a number of completely new performance indicators (PIs), some of the PIs from the previous performance regime were retained. This makes year on year comparison more complex and it is difficult to reach firm conclusions about whether performance has improved or declined. Nevertheless, it is the Directorate's view that overall performance has been positive during the year in the context of increasing demand and complexity. The evidence for this view is set out in the paragraphs below, but it is particularly pleasing to note improvement in the following areas:

- Timeliness of statutory visits to looked after children - 95% (1,933 / 2,033) in 2016/17 from 87% (1,537 / 1,774) in 2015/16.
- Secondary school attendance for children looked after in Cardiff schools improved to 94.5% from 91.8% in 2015/16.
- Decrease in the rate of Delayed Transfers of Care to 5.22 from 11.18 in 2015/16.
- Percentage of people helped back to independence without ongoing care services, through short term intervention increased to 90.8% (461 / 508) from 72.6% (488 / 672) in 2015/16.

In addition to the new quantitative indicators, qualitative surveys were introduced for the first time. These give us valuable soft intelligence about citizens' views of the service they receive and these are cited throughout the report. It is noted that there was a low level of response from carers and this is an area that we will be looking to strengthen in 2017/18.

SERVICES FOR ADULTS

KEY MESSAGE – Social Services for adults remain a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. We are particularly committed to enhancing prevention to maximise the opportunities for people to live as independently and safely as possible.

During 2016/17 the main focus for **Adult Services** has been to help people to live independently, enabling people to develop the skills they need to live on their own, supporting them with reasonable adaptations to their homes and providing services in a way that meets their needs and outcomes.

This focus resulted in:

- Increase in number of adults in receipt of Direct Payments from 615 as at 31st March 2016 to 621 as at 31st March 2017.
- Increase in percentage of people helped back to independence without ongoing services, through short term intervention from 72.6% (488 / 672) to 90.8% (461 / 508).
- Increase in the number of carers (of adults) aged 18 or over known to Social Services who were offered an assessment or review of their needs from 76.8% (2,735 / 3,562) in 2015/16 to 79.5% (2,833 / 3,563).
- Decrease in the rate of Delayed Transfers of Care to 5.22 from 11.18 in 2015/16.
- Decrease in the rate of older people whom the authority supports in care homes per 1,000 of population from 17.6 as at 31st March 2016 to 16.6 at 31st March 2017.

SERVICES FOR CHILDREN

KEY MESSAGE – Children's Services remains a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. During 2016/17 the service has focused on progressing key areas of strategic development, particularly around prevention and integration whilst sustaining work to improve practice on the ground.

In relation to **Children's Services**, during 2016/17 the focus continued to be on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children.

2016/17 was a year of significant activity within Children's Services with the launch of the Child Sexual Exploitation Strategy and development of the Corporate Parenting Strategy. In addition to this, the implementation of the Multi Agency Safeguarding Hub (MASH) was completed and the implementation of a new Signs of Safety approach to service provision was initiated.

Areas that were prioritised during the year include:

- Timeliness of initial child protection reviews – remained stable at 94.2% (374 / 397) from 94.4% (526 / 557) in 2015/16.
- Timeliness of looked after children reviews remained stable at 94.8% (1,928 / 2,033) - 94.5% (1,676 / 1,774) in 2015/16.
- Timeliness of statutory visits to looked after children improved to 95.1% (1,933 / 2,033) from 86.6% (1,537 / 1,774) in 2015/16.

During the year there was a continued focus on recruitment and retention – the percentage of Social Worker vacancies increased slightly to 23.5% from 22.2% in 2015/16 and recruitment initiatives are ongoing. A new recruitment programme will be launched early in 2017/18 to continue the process of filling existing vacancies. The main reason why overall vacancy rates have not reduced is that there have been more internal transfers and promotions, suggesting that retention is improving and that staff are investing in the future of the Directorate. There were some good examples of staff achieving promotional appointments, thereby supporting career development and staff retention. As a result of our work to improve recruitment and retention, a more stable workforce across the service is emerging and, except where essential maternity cover is required, there is less reliability on agency staff. An agreement remains in place that when all vacancies have been filled, Children's Services will continue to recruit to a "pool" of additional Social Workers. This will enable the service to maintain consistency of service provision and caseloads whilst managing healthy staff turnover without needing to rely on expensive agency Social Workers.

INSPECTION OUTCOMES

- A Wales Audit Office (WAO) report on the Review on Delayed Transfers of Care (DToC) in September 2016 was presented to the Regional Partnership Board in October. An earlier WAO report in 2009 recommended the need for a more integrated approach to promoting older people's independence, indicating that improvement in performance would need considerable and focused attention. The 2016 report recognised that:
    - Partners are working well together to manage DToC, whilst realising their plans for a whole systems model.
    - The partnership is starting to benefit from having a stable, consistent management tier in place in Cardiff.
    - The way that Cardiff Council's Community Resource Team worked to address a critical short term gap in domiciliary care capacity.

- Cardiff Council Homecare Service – Community Resource Teams (CRT's) - Care and Social Services Inspectorate Wales Care (CSSIW) Standards Act 2000 Inspection Report was published on 30th September 2016. The inspection concluded that 'The service works well with the local Health board and joint assessments are common practice. People using the service were very complimentary of the service provided and the knowledge of care staff. No non-compliance notices were issued at this inspection and we did not identify any areas for improvement'.

- In their annual Performance Review of Cardiff Council's Social Services during 2016/17, the Care and Social Services Inspectorate Wales (CSSIW) identified the following:

    - Stability in leadership has brought much needed direction and clarity to the department which is of benefit to the service as a whole.
    - Relocation of teams in Social Services was completed and staff are reported to be positive about the move. Flexible working is now embedded in Adult Services as well as Children's Services. Co-location allows for more joined up working between Adult and Children's Services and is working well.
    - The local authority has responded well to the accommodation needs of unaccompanied asylum seeking children. Cardiff has taken a lead in coordinating allocation of children to local authorities across Wales and has shown commitment to ensuring young people are looked after appropriately.
    - Significant progress has been made in reducing the number of delayed transfers of care (DTOC). Additional resources have been put into the hospital teams and, together with improved partnership arrangements with the University Health Board (UHB), this has realised benefits for the citizens of Cardiff in reducing delays in discharge times from hospital for social care reasons.
    - Capacity within residential and domiciliary care services remains fragile. We are aware of a specific issue with local sufficiency of dementia nursing provision. It is positive to note the local authority has embarked on a large recruitment drive with a number of domiciliary care services to attract care workers into the sector. Initial feedback would indicate some success.

"More than Just Words" / "Mwy na Geiriau"

The introduction of the Welsh Language Standards has resulted in more corporate responsibility for ensuring provision of bilingual services both in social care and the council as a whole. The legislation behind the Welsh Language Standards has helped to reinforce the important requirements of Mwy na Geiriau. The new Follow-on Strategy for Mwy na Geiriau and its action plan for 2016-19 links each of its objectives to the relevant part of the Welsh Language Standards. This leaves the Social Services Directorate to focus on the importance of language need and the active offer in the field of social services, with an emphasis on supporting the staff to be able to meet the requirements of both the Mwy na Geiriau and the Welsh Language Standards.

Social Services in Cardiff recognise the importance of meeting Welsh language need as part of routine assessment and care and are committed to providing and developing Welsh language services. During the year, the Directorate has been working towards increasing capacity to deliver bilingual services as there is a current lack of capacity in the teams that is reflected in the small number of Welsh speakers Council wide. Staff are encouraged to enrol on Welsh language lessons and use any existing Welsh that they have. Increasing the number of Welsh speakers is proving difficult under the current

recruitment process and it is hoped that Linguistic Assessments will be integrated into the Human Resources recruitment process in order to begin making a difference. To date only 1 post has been advertised as Welsh essential and, unfortunately, no applications were received.

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.

The Cardiff and the Vale of Glamorgan Population Needs Assessment reports the following statistics regarding the Welsh language community profile of Cardiff:

The proportion of people of all ages who can speak Welsh in Cardiff is 11.1% - significantly below the all Wales average of 19%, but represents 36,735 people.

Over 1 in 4 young people aged 15 and under speak Welsh in Cardiff (26.7%) although this is still below the Wales average for that age group (37.6%).

Among the adult population, the proportion who can speak Welsh is consistently below the all Wales average and decreases with age, with 1 in 20 people aged 65 and over able to speak Welsh in Cardiff and the Vale of Glamorgan (5%), compared with a Wales figure of 1 in 6 (16.2%).

Given the increase in need for Welsh medium primary and secondary education in the area, the trend shows a likely increase in Welsh speakers in Cardiff in the future. Meeting the needs of these people may prove to be more challenging because we don't have as many Welsh speaking staff available as other regions of Wales, where there is a greater percentage of Welsh speakers in the population.

An exercise to profile Welsh language skills is ongoing, although particular pressure points have been identified at receptions and the First Point of Contact. On the whole, we are not currently

meeting the corporate target of 10% of staff in every team having a level of Welsh that would enable us to guarantee a bilingual service at all times.

During the year we have met Welsh speakers' needs by undertaking the following activities:

- Welsh language preference is recorded on the CareFirst client record database so that we know to respond to the person's language need from that point on, and to prompt staff to make an active offer.
- All publically available written information is in Welsh in compliance with the Standards and we are working towards ensuring that correspondence is also compliant.
- Individual staff are demonstrating compliance and increasingly knowledgeable about issues for their services (e.g. posters and websites). Where audits have identified non-compliance staff are very willing to rectify issues – which shows progress in relation to staff awareness and culture.
- The lead officers for our More than Just Words Strategy have reported a growing level of interest amongst staff who are seeking to learn Welsh or extend their bilingual confidence.
- We have sought to ensure that we are fully compliant with the Standards – and by doing so we should be providing a good quality service to the public.

Achievements over 2016/17

✓	Questions to record the individual's Welsh language preference and that an active offer has been made have been added to the CareFirst client record system.
✓	A survey was issued to profile the specific skills, confidence and training needs of Welsh speaking staff and learners, so that the Directorate can understand the current provision and capacity to provide an active offer across all services. Whilst some responses are awaited, it has highlighted that we do have a gap in the ability to provide a completely bilingual service.
✓	Welsh Language awareness training continues to be rolled out.
✓	Encouraged new learners and existing Welsh speakers to undertake training to increase their confidence.
✓	A corporate process solution is being developed to ensure that Welsh speaking workers are recruited when posts become vacant in teams that are unable to provide an equal service in Welsh (adding Linguistic Assessment to DigiGov recruitment process).
✓	Information to promote the active offer and compliance with the standards continues to be circulated to all Social Services staff.
✓	Discussions have progressed between Social Services, Bilingual Cardiff and Commissioning staff to identify how most effectively and appropriately to communicate the Welsh Language requirements to third party providers of services. A corporate approach which extends beyond social care to all council providers is currently being explored.

FUTURE CHALLENGES

Top challenges facing Cardiff Social Services:

1	Ongoing implementation of the Social Services and Well-being (Wales) Act 2014.
2	Finalise and commence implementation of an Integrated Service and Financial Strategy for 2017-2022/27 in order to ensure a sustainable future for Social Services.
3	Progressing key areas of integrated development on a regional basis with the Vale of Glamorgan Council, the University Health Board and partners.
4	Further embed First Point of Contact / Information, Advice and Assistance functions across Social Services by March 2018 in order to enable people to identify their own needs and achieve their own outcomes.
5	Strategic commissioning agenda - the development of an integrated and coherent strategic commissioning framework for the Directorate will be a key priority for 2017/18. This will enable us to ensure the most effective balance between cost and quality. It will ensure that services are designed, procured and managed in a way that maximises benefit for children and adults and that promotes independence.
6	Preparing for the implementation of the Regulation and Inspection of Social Care (Wales) Act 2016.

Top challenges facing Children's Services:

1	Implementing and embedding the Signs of Safety approach.
2	Improve recruitment and retention of Children's Social Workers, ensuring the Council achieves and maintains a vacancy rate below 18% by March 2018 to raise standards and drive the quality and competency levels of staff through effective workforce development in order to enable those with care and support needs to achieve what matters to them.
3	Reducing numbers of looked after children and ongoing shift in culture towards the preventative agenda.
4	Child Sexual Exploitation (CSE) agenda – widen the effective reach of the CSE Strategy to enhance family and community awareness and strengthen their ability to protect children.
5	Strengthen the capacity of children's social services to address increasingly complex needs of children including trafficked children, children subject to Deprivation of Liberty considerations and children struggling with mental health conditions.

Top challenges facing Adult Services:

1	Work with partners to maintain improvements to the reduction in Delayed Transfers of Care for social care reasons during 2017/18 to support more timely discharge to a more appropriate care setting.

2	Fragility of the domiciliary and nursing care market - limited capacity in the market remains a concern for Cardiff because it reduces the ability to start new packages of care. This leads to increased waiting times and delays in hospital discharge.
3	Challenges regarding Continuing Health Care (CHC) funding - we need to better equip Social Workers with the skills and confidence to address the challenges in negotiating funding responsibilities with Health partners in relation to individual packages of care.
4	Living Wage - additional resources were set aside in the 2016/17 budget to reflect the impact of cost pressures relating to the National Living Wage (NLW). A similar approach has been agreed in relation to the 2017/18 budget.
5	Develop a Learning Disability Day Opportunities Strategy and prepare an effective business case for the re-development of Tremorfa Day Centre.
6	Develop and implement an Older People's Housing Strategy in partnership with Communities.
7	Finalise and implement the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services.

3. HOW ARE PEOPLE SHAPING OUR SERVICES ?

During the year we have involved people in service development in a number of ways - highlights include:

- A consultation group with young people regarding the Corporate Parenting Strategy and advice on the young people's version of the document.
- The Fostering Service and Supported Lodgings Service have consulted with young people regarding the design of recruitment and information documents.
- Young people were involved in the interview process for Looked After 14+ Team Manager, Looked After Children Service Social Workers and Traineeship Support Worker.
- We have a group of young people trained as Young Commissioners who are embarking on assisting us with the recommissioning of Families First and were involved in the commissioning of the existing programme.
- We were involved in hosting a parents' voice event where parents told a group of professionals about their experiences of receiving service so that we can learn lessons regarding what worked and what did not – in order to help us shape the development of family services in the future.

Building on our procurement award for involving young people in the commissioning of the first Families First programme in 2012, we have continued to engage citizens as follows:

- Involving young people through the Young Inspectors work (managed by the Youth Service) whereby young people have been trained to inspect all our Families First services to assess how well they do involve citizens in their work. We are also working with this group to prepare for the commissioning of the next Families First programme during 2017/18.
- We fund an organisation named Spice to run a time credits programme (jointly funded with the Neighbourhood Partnerships and Communities First). This has provided a way to reward volunteer activity, but we are also working with them to develop a reference group of parents who can tell us about the services they need in the next round of commissioning.
- Spice are also involved as part of a consortium led by Cardiff University and working with Tros Gynnal Plant to undertake a piece of co-production work with families to develop a step-down service from Children's Services. They held an event that involved 39 adults with 39 children (facilitated by Spice) as well as a focus group with the Young Commissioners' group. They are also undertaking a 'rapid ethnography' which involves shadowing families for a period of time to find out from them their concerns and issues. Finally, the outcomes of this period of the work will be fed back to a steering group and a stakeholder group to identify the kind of service that needs to be developed.
- Barnardo's and Children's Services organised a voice event for citizens in November 2016. This provided an opportunity to hear about the experience of 7 families, including some who had received Families First services. We will be using the findings from this event as part of our stakeholder engagement to inform plans for the next round of commissioning.

In Adult Services, a Direct Payments consultation was undertaken with case managers, Social Workers and citizens in order to assess the current service provision and establish principles for future service models. It identified that:

- Approximately 30% of people in receipt of Direct Payment (including Children's and Adults) replied (187).
- 90% believed that Direct Payments were able to meet their care needs.
- Over 70% of respondents believed that the Direct Payment service satisfied or exceeded expectations.

As part of the ongoing case management and review process in Adult Services, issues relating to the quality of services delivered by the independent sector domiciliary care providers are recorded and a score allocated as part of the quarterly Provider Quality Score (PQS). This is used as part of the quality element of the bidding process on the *adam* system that is used to allocate domiciliary care packages to the bidder who submits the highest score based on a 50% quality / 50% cost scoring system.

Regular feedback is obtained from users who access the services of the Ty Canna Mental Health recovery model and the new reconfigured Learning Disability Day Services Feedback has included:

"Ty Canna is priceless".
"It gives me a sense of purpose- a guiding force which has helped me on my path".
"It has stimulated my mind and helped me move through recovery".
"Ty Canna has been key in helping me to get a job and get my life back on track".
""The staff are very experienced and well trained to help people with mental health needs".
"Ty Canna is a lifeline for me – who knows where I'd be without it"

In relation to the Complex Needs Day Service, feedback from families, carers, case managers and Health colleagues in relation to the Complex Needs Day Service includes:

- **Families / carers**

"The service has been very good, E seems very happy too".
"C has relaxed a lot more this year, C is enjoying his day service and the changes have been very positive, this change has followed through to all aspects of C's life. C is calm and happy at home and when out with the family, this reflects on all the family".
"Very pleased with the level of support from all the staff members".
"R is learning to be more independent".
"Very pleased".
"Very happy with the service, it's changed my life and enhanced R's".
"N is listening more, happy, not so tired and is a different lady'.

- **Case managers / Health colleagues**

"Mrs K sent a touching letter describing how well K is doing at the service and how she is now so happy, motivated and physically more able. Thank you for your hard work ☺".
"The training that Day Service staff have received has had a very positive impact on how we deliver the new service".
"Compassionate, committed and caring".

Work commenced on the national survey element of the new Social Services quantitative performance measures with a citizen survey being undertaken across Adult and Children's Services. In Adult Services 1,266 people were sent the relevant standard Welsh Government questionnaire in October 2016, which gathered qualitative performance data relating to our care and support planning. The response rate was 39% for adults in need of care and support and 40% for carers. In Children's Services, 673 questionnaires were sent out to children over the age of 7 and 522 questionnaires were sent out to parents. An additional 217 surveys were issued to young people aged 18+. The response rate was 31% for children, 12% for parents and 12% for young people aged 18+. The results are referenced in the relevant chapter throughout this report.

'LEARNING THE LESSSONS' - COMPLAINTS AND REPRESENTATIONS

The Directorate commissioned an independent review of the current arrangements for managing complaints in order to support a coherent approach to quality assurance across Social Services as a whole and ensure more effective learning from their outcomes. A number of recommendations identified key improvements across the Directorate and these will be implemented in 2017/18.

Children

Children's Services received 128 complaints during 2016/17, a 5% decrease on the 135 complaints received during 2015/16. 9 complaints were received direct from children and young people (or an advocate) during the year compared with 20 in 2015/16.

There were 6 Stage 2 investigations initiated in 2016/17 compared with 9 in 2015/16. There were 6 referrals to the Public Service Ombudsman for Wales, compared with 4 in 2015/16. The activity in relation to these has been as follows:

- Children's Services are finalising their response to recommendations received from the Ombudsman in relation to 1 complaint.
- The Ombudsman liaised with Children's Services and determined that they would not be investigating 4 complaints.
- The Ombudsman liaised with Children's Services to assess 1 complaint and it was agreed that a Stage 2 investigation would be undertaken.

Stage 1 complaints are resolved effectively which means that only a small percentage of complaints – 8% (10 / 128) proceed to Stage 2 or the Public Service Ombudsman for Wales.

Adults

Adult Services received 67 complaints during 2016/17, an 11% decrease on the 75 complaints received during 2015/16.

There were 5 Stage 2 investigations in 2016/17 compared with 3 in 2015/16. There were no investigations by the Public Service Ombudsman for Wales, compared with 2 in 2015/16. 1 referral to the Ombudsman was resolved via responding to a "quick fix" request, rather than proceeding to investigation.

Stage 1 complaints are resolved effectively which means that only a small percentage of complaints – 7% (5) proceed to Stage 2 or the Public Service Ombudsman for Wales.

Themes

From the complaints received during 2016/17, the following themes were identified in relation to children and adults:

- Staff not returning calls / responding to messages / poor communication.
- Complaints are around quality of care, e.g. service delivery / missed calls.
- Case management and review e.g. unhappy with service provided by Social Worker, delay in responding to service request and / or assessment outcome.
- Other examples from Children's Services include:
    - Financial matters, e.g. needing to repay overpayments of Housing Benefit.
    - Issues relating to contact between looked after children and their families.
- Other - examples from Adult Services include:
    - Self-funding residents not being financially assessed in a timely way.
    - Unhappy with procurement systems that restrict access to particular providers.

Compliments

Children's Services received 31 compliments during 2016/17, a 30% decrease on the 44 received during 2015/16.

Adult Services received 17 compliments during 2016/17, a 240% increase on the 5 received during 2015/16.

4. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

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

Outcomes achieved:

✓	People enabled to identify their own needs and achieve their own outcomes by establishment of First Point of Contact and Information, Advice and Assistance functions with partner agencies.
✓	Young people better supported in transition from fostering to independence following implementation of When I Am Ready scheme.
✓	More people enabled to make their own choices and take control over the care services they receive by continuing to increase the uptake of Direct Payments for children and adults from 905 during 2015/16 to 933 during 2016/17.
✓	People better supported to engage and participate when local authorities are exercising statutory duties in relation to them following review of advocacy provision with the Vale of Glamorgan Council.

What did we plan to do last year ?

- Implement and embed the Information, Advice and Assistance function with partner agencies by March 2017 to enable people to identify their own needs and achieve their own outcomes.
- Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood by implementing a regional Transition Protocol across Cardiff and the Vale of Glamorgan by March 2017 to ensure a smooth transition to adulthood.
- Progress the remodelling of services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan by December 2018 to improve effectiveness and efficiency of services and outcomes for young people and their families.
- Plan and implement a new model for the delivery of children's social services and social work intervention by March 2017 to improve the effectiveness and efficiency of services by implementing an agreed, accredited and evidence based practice methodology based on:
    - Signs of Safety
    - Restorative Practice.

- Implement and embed the When I Am Ready Scheme to support young people in transition from fostering to independence by March 2017.
- Continue to increase the uptake of direct payments as an alternative to direct provision of care for Cardiff adult residents with care and support needs in line with the Social Services and Well-being (Wales) Act 2014 by March 2017 to enable people to make their own choices and take control over the care services they receive.
- Review Advocacy provision, working with the Vale to ensure a consistent approach across all service areas by March 2017.

How far did we succeed and what difference did we make ?

Information, Advice and Assistance (IAA)

The First Point of Contact (FPoC) for Adult Services was launched on 1st October 2015 to respond to enquiries in the Independent Living Services, Health and Social Care. It works within the Social Services and Well-being (Wales) Act 2014 as a telephony triage service that is the first stage in finding alternative solutions via outcome focused conversations. During 2016/17 the service resolved 2,002 cases including low level issues through the provision of signposting, information and advice, as well as cases that require more direct attention; these are referred to Independent Living Officers who are able to undertake a level of holistic assessment, avoiding the need for more significant Social Services interventions. A further level of assessment was integrated into the FPoC for more complex cases which has significantly enhanced the effectiveness of the service overall.

This social work team was integrated into the FPoC in September 2016, consisting of 5 Social Workers including highly experienced practitioners. The team have been working jointly with Contact Officers and Visiting Officers to ensure a preventative approach is taken and individuals are supported to regain and maintain independent living within a community setting. The Social Workers work jointly with Contact Officers on a daily basis to advice and guide on telephone contacts requesting Information, Advice and Assistance, prior to Social Services involvement.

Month (2016/17)	Apr-2016	May-2016	Jun-2016	Jul-2016	Aug-2016	Sep-2016	Oct-2016	Nov-2016	Dec-2016	Jan-2017	Feb-2017	Mar-2017
No. of Well-being Assessments completed by FPoC	220	218	281	313	357	287	241	279	210	284	259	220
No. resolved with the provision of IAA by FPoC	89	100	156	187	229	177	148	175	157	205	183	157
No. referred to Social Services	131	118	125	126	128	110	93	104	53	79	76	63
Percentage dealt with by FPoC team with no onward referral to Social Services	40%	46%	56%	60%	64%	62%	62%	63%	75%	72%	71%	71%

Through training in IAA methodology, the First Point of Contact (FPoC) and Independent Living Services are able to identify where those with established health conditions and complex care needs require referral to Social Services. Social care support within preventative services allows access to professionals with extensive knowledge that enables accurate identification of individuals where tertiary prevention should be applied to help delay any escalation of conditions. In addition to FPoC, our Preventative Services include the following multi-skilled teams - Occupational Therapy, Joint Equipment Service, Disabled Facility Service, Day Opportunities Team, and a team of Independent Living Officers (ILO's) who's role is to act as an enabler by which adults access the services that can help achieve the aim of independently living in their own home. If after speaking with FPoC the citizen requires further information or advice on supporting themselves to live independently an ILO will visit them. They will have a 'what matters' conversation to establish what personal outcomes they wish to achieve and how we can assist them in removing any barriers they are facing. By carrying out holistic visits the ILO's can identity the need for, and refer into, a range of different services such as local social activities, sheltered housing, home adaptations, community reablement, telecare, fire safety checks, benefit checks, occupational therapy, floating support, day opportunities and information and advice on social care.

If a person requires IAA on homelessness we direct them to the local authority housing options team. Anyone presenting for assistance is provided with information, help and advice to help prevent homelessness. This will also include mediation services. Where prevention is not a viable option clients will have an assessment of their needs and may be placed in hostel accommodation or supported lodgings accommodation with a planned pathway into independent living. This multi-disciplinary approach to working allows for a constant exchange of knowledge and expertise between teams which ensures that high quality and timely IAA service is provided.

For disabled children and young people, Integrated Care Fund monies have enabled delivery on an on-site first point of contact service within St David's Hospital and Llandough Hospital, supporting families to access early information and assessment of need to support effective signposting.

From one of our challenge sessions it emerged that citizens and their families have learned from their experience that they would like the way that we engage with them to be more sensitive to their needs and to have a level of choice around the worker with whom they will be engaging. We have considered this feedback and every effort is made to ensure that the Social Worker and citizen have a good rapport and are compatible. However, if this is not the case then we afford people the opportunity to exercise a degree of choice and consider a change of Social Worker. We are also mindful that there will be times when a citizen in need of care and support or carer exercises choice in relation to visiting dates and times, and we endeavour to comply with their wishes whenever possible.

Performance Update & Survey Results

- *People reporting that they have received the right information and advice when they needed it*
  Adults = Yes = 364 / 475 = 76.6%
  Carers = Yes = 2 / 6 = 33.0%
  Children = Yes = 152 / 210 = 72.4%
  Care leavers = Yes = 19 / 27 = 70.4%

- *People reporting that they were treated with dignity and respect*
  Adults = Yes = 440 / 476 = 92.4%
  Carers = Yes = 4 / 5 = 80.0%
  Children = Yes = 172 / 210 = 81.9% (respect)
  Care leavers = Yes = 24 / 27 = 88.9%

- *People with a care and support plan reporting that they know who to contact in Social Services about their care and support*
  Adults = Yes = 388 / 472 = 82.2%
  Carers (support only) = Yes = 3 / 5 = 60.0%
  Children = Yes = 182 / 210 = 86.7%
  Care leavers = Yes = 23 / 27 = 85.2%

- *People reporting that they felt involved in any decisions made about their care and support*
  Adults = Yes = 365 / 473 = 77.2%
  Carers (support only) = Yes = 3 / 5 = 60.0%
  Children (views listened to) = Yes = 150 / 210 = 71.4%
  Care leavers = Yes = 21 / 27 = 77.8%

- *People who are satisfied with the care and support they received*
  Adults = Yes = 381 / 472 = 80.7%
  Carers = Yes = 3 / 5 = 60.0% (support)
  Children = Yes = 173 / 210 = 82.4%
  Care leavers = Yes = 22 / 27 = 81.5%

- *The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year*
  2016/17 = 86.2% (1,333 / 1,547)

- *The percentage of assessments completed for children within statutory timescales*
  2016/17 = 86.3% (2,056 / 2,383)

The FPoC for Children's Services is a combination of Dewis and the Family Information Service (for information) and the Multi Agency Safeguarding Hub (MASH) for advice and assistance.

Positive progress has been made with the development of the customised version of Dewis, for Cardiff and the Vale, since its launch in April 2016. This is a new directory of resources that will provide improved access through the Information, Advice and Assistance (IAA) Service, enabling people to access the right help, at the right time, to meet their individual circumstances. It currently has over 1,200 entries uploaded to the system and is continuing to grow. Dewis is being routinely used as part of the IAA Service across the region. It was included in the local training to support practitioners with the implementation of the Act and the link has been added to the Council's social care web and intranet pages. Two well-being roadshows were organised in September aimed at professionals (Health, Police, Fire, Ambulance, Council staff and Councillors) and to further engage and empower the third sector in uploading their resources onto Dewis. In

the longer term, Dewis will support the development and commissioning of preventative services across Cardiff and the Vale of Glamorgan. By working in partnership with the University Health Board and the third sector we will begin to make increasing use of the database which will provide us with a better understanding of what services are available and will enable us to identify any gaps.

'Disability Futures Programme' transitional support for disabled and vulnerable children

A successful £2.54 million Integrated Care Fund (ICF) programme is now supporting the new **Disability Futures Programme** to transform services for disabled children and learning disabled adults with complex needs. This has enabled us to focus on enhancing delivery methods for adults with learning disabilities and children with complex needs and has included the creation of 2 transition worker posts in the Adult Learning Disabilities Team to work within the complex needs service supporting young adults from the age of 16.

With ICF monies the Directorate has developed a regional Cardiff and the Vale transitions pilot (in partnership with Cardiff and the Vale University Health Board (UHB) to review the transition experiences of those young people who would not normally receive services from Children's Services. The outcomes and evaluation of this pilot will support wider understanding of the needs of these young people and inform future practice for young people who will transition into community services.

A joint transitions protocol is under development with the Vale of Glamorgan to set out the pathway for young people in transition from Children's to Adult Services and to underpin the work of the Disability Futures Programme. This work will take account of the Additional Learning Needs Bill and will include consultation with stakeholders.

Remodelling of services for disabled children, young people and young adults aged 0-25

Current progress is having a significant positive impact in planning for future recommissioning of services for disabled children and young people and providing a variety of models to inform potential for regional recommissioning. The inclusion of children and young people into the Statement of Strategic Intent has ensured a platform and foundation for future commissioning. A further regional scoping exercise to be undertaken in 2017/18 will inform a new market position and assessment of need which will inform the service specifications for core service delivery moving into subsequent years.

As a result of the Integrated Care Fund (ICF) programme, money has been awarded for additional wrap-around services across Health, Education, third sector and Social Services regarding neuro development (Attention Deficit Hyperactivity Disorder and Autistic Spectrum Disorder). 4 regional pilot services that focus on early intervention and the prevention of family breakdown have been commissioned, these are:

- Regional Parenting Support - Attention Deficit Hyperactivity Disorder (ADHD) and Autistic Spectrum Disorder (ASD).
- Independent Living Skills – ADHD and ASD.
- Transitional services – ADHD and ASD.
- Services for Parents with Learning Difficulties.

The Disability Index was launched during the year and is noted as the first point of contact for families with children aged 0–18. Funding for this service will continue in 2017/18 via Families First, as will the regional approach, and it is to be known as the Cardiff and Vale Disability Index.

An options report in relation to respite care is currently being prepared and consultation with Health is planned for early in 2017/18 to inform the service specification.

New model for the delivery of social work with children

Signs of Safety is a strength based safety organised approach to child protection casework aiming to work collaboratively with all people involved in a case to assess and plan for increasing safety and reducing risk and danger by focusing on the families strengths, resources and networks. The approach actively engages the child so that they assist with, and have more investment in, their own safety plan and is designed to ensure better outcomes for children and families.

Implementation of the Signs of Safety approach has commenced and is re-shaping the way that Social Workers engage with children and their families and feedback from staff has been very positive. It is too soon to determine impact at this stage, but early indications are encouraging with practitioners that the Signs of Safety approach is starting to have a positive impact. The Signs of Safety methodology will play a key role in delivering the aspirations of the Social Services and Well-being (Wales) Act 2014 both in terms of its preventative agenda but also in responding to what families most want for their children. Achieving better outcomes in this way and reducing the need for children to be in public care will also enable us to reduce expenditure on expensive forms of care and re-invest in more effective support and prevention. All staff have completed the Signs of Safety introduction training and throughout 2017/18 work will focus on developing practice leaders and reviewing current practice processes to ensure that they align with Signs of Safety.

When I Am Ready Scheme

The When I am Ready scheme that allows young people to continue living with their foster carers beyond the age of 18 was successfully launched during the year and has been reviewed. Procedures and electronic systems have been updated to enable capture of performance information and monitoring of outcomes. Communication involved the availability of posters / leaflets and presentations undertaken to key social work staff, Personal Advisers, Fostering Agencies and Independent Reviewing Officers. Information on the scheme was also presented to the Corporate Parenting Advisory Committee. Training sessions for foster carers and support staff interested in the scheme were held as part of the rolling programme of awareness.

Direct payments

Direct Payments are payments from the Local Authority, which are available to people who have care and support needs under the Social Services and Well-being (Wales) Act 2014 (SSWB Act). The service allows for the provision of Domiciliary Care services either through a Personal Assistant (PA) or a Registered Domiciliary Care Agency (Agency) and is designed to promote independence, increase social inclusion and enhance self esteem. It is the Directorate's intention to increase the uptake of Direct Payments.

At present, 20% of overall domiciliary care packages are managed through Direct Payments (approximately £6 million per annum of adult care, £700,000 per annum for children). Use of

Direct Payments during the year increased from 165 for children and 740 for adults in 2015/16 to 187 and 746 respectively during 2016/17. Under the arrangements made several years ago, the Directorate commissioned an independent sector provider to support individuals and families who take up Direct Payments on the basis of a contract to the value of circa £700,000 per annum. This arrangement, in effect, has delivered a 'one-size-fits-all' care package, regardless of how much support the citizen requires. Following a review undertaken during 2016/17, a new support model will be established on the basis of a wholly re-commissioned service, offering a much more flexible approach, tailored to individual needs. This will give people greater control over their lives and allow them to live more independently. The provider for the new model of Direct Payments will be determined by a tender process and the Directorate is working towards having a new contract in place in the summer of 2017.

Performance Update

- *The total number of children and adults in need of care and support using the Direct Payment Scheme*
  2016/17 = 933 (746 for adults and 187 for children)

Advocacy provision - adults

In order for Cardiff and Vale of Glamorgan Local Authorities to be compliant with their duties to facilitate the provision of Independent Professional Advocacy (IPA) the Cardiff and Vale Advocacy Steering Group (ASG) aims to put an IPA service in place by March 2018. The Vale of Glamorgan Council is acting as lead commissioner for this service. The service will:

- Help individuals to speak out and have their views, wishes and rights taken into account by their family, carers or professionals when decisions need to be made which effect their life.
- Make sure individuals have all the information they need to make informed decisions and choices.
- Support individuals to voice their decisions and views, or speak on their behalf. This may include making sure individual views and wishes are explained and fully considered, as well as making sure that individual rights are understood and defended.

A self-assessment of the Advocacy Services in Cardiff and the Vale of Glamorgan using the Social Care Institute for Excellence Self-Assessment tool, has been undertaken to gather as much information as possible on the local market. The group planned a workshop event for April 2017, where officers from across the region will meet with advocacy providers to prepare for a tendering exercise due in summer 2017.

Advocacy – children

During the year, arrangements were made to extend the current contract for independent professional advocacy for children and young people in order to cover the interim period whilst Cardiff worked with the Vale of Glamorgan to commission a regional Advocacy Service in line with Welsh Government requirements for a national approach to children and young people's advocacy services. Good progress was made on the commissioning of the new service which is expected to be in place by the end of June 2017.

Referrals to the service steadily increased over the year, mostly in relation to looked after children and children on the Child Protection Register but the last quarter saw an increase in referrals for Unaccompanied Asylum Seeking Children (UASC) – and in particular, the need for an advocate to accompany UASCs during the age assessment process.

An operational group was established during the year in addition to the contract monitoring group. The operational group is made up of managers / practitioners who are able to work with the provider to address practice issues related to advocacy. This has been a positive addition to working arrangements between Children's Services and the provider.

The provider continues to undertake key pieces of engagement work with children and young people as part of the contractual arrangement. During the year a piece of participation work was completed in respect of the development of a new handbook for children and young people placed with in-house foster carers. The provider also supported a group of children and young people to undertake the challenge element of the 2015/16 Director's Report and a similar exercise has been undertaken for 2016/17. As well as lots of excellent questions and comments about the report, the young people raised the following concerns about communication issues:

- They asked that all staff please return calls as soon as possible.
- They asked that Social Workers and/or Personal Advisers let them know when they are going on leave and who to contact during that time.
- They asked that all staff keep their voicemail messages updated so that anyone leaving a message knows when it will be heard.

Secure Estates

From April 2016 local authorities were responsible for assessment and meeting the care and support needs of adults in the secure estate in Wales. To meet this responsibility, 2 Social Workers were based in Her Majesty's Prison (HMP) Cardiff. However, there was no clear indication that this was effective and in December 2016 this arrangement ceased. The Directorate now has trained Social Workers at the First Point of Contact and in Adult Assessment who respond to any contact from prisons across the country as necessary.

Review of charging

The Social Services and Well-being (Wales) Act 2014 (SSWB Act) replaced the previous financial assessment and charging legislation. The SSWB Act provides a single legal framework for charging for care and support. The regulations under the SSWB Act closely followed the existing framework. As a result it was reported to Cabinet in March 2016 that our current charging policy would be fine-tuned to reflect any mandatory changes.

A Regional Charging Sub-Group has met regularly throughout the year to consider elements of charging where discretionary policy changes may be necessary. This will be subject to final legal advice before any change to policy is recommended or adopted.

What are our priorities for next year and why?

- Further embed First Point of Contact / Information, Advice and Assistance functions across Social Services by March 2018 in order to enable people to identify their own needs and achieve their own outcomes.
- Implement the Disability Futures Programme by December 2018 to remodel services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families.
- Continue to increase the number of children and adults with care and support needs in receipt of Direct Payments by March 2018 to enable people to make their own choices and take control over the care services they receive.
- Conclude the implementation of Signs of Safety in Children's Services by March 2020 in order to ensure that all staff within the Directorate are able to engage with families using the Signs of Safety Risk Assessment Framework.
- Undertake a campaign by March 2018 to raise Young Carers' awareness of their entitlement to a Young Carers Assessment.
- Explore the possibility of designing a new model for the delivery of Adult Services on a strengths-based approach similar to Signs of Safety to enable people to be as independent as possible for as long as possible, and engaged in their local community.

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

Outcomes achieved:

- ✓ Admission to the looked after system / inclusion on the Child Protection Register was avoided for 344 children during the year as a result of preventative initiatives.
- ✓ More timely discharge to a more appropriate care setting by reducing the number of Delayed Transfers of Care (DToC) for social care reasons from 263 in 2015/16 to 123 in 2016/17.
- ✓ Improved quality of care for people in residential homes to provide a positive and safe living environment where citizens can enjoy a meaningful daily life; evidenced by the decreasing number of commissioning providers under 'escalating concerns':
  - 3 domiciliary care and 8 residential / nursing care at 31st March 2016 has fallen to 1 domiciliary care and 2 residential / nursing care as at 31st March 2017.
- ✓ Better outcomes for Cardiff young people by continuing to reduce the number of First Time Entrants into the criminal justice system (from 130 in 2015/16 to 109 in 2016/17) contributing to the shared outcome of "People in Cardiff are safe and feel safe".

What did we plan to do last year ?

- Implement and embed the Early Help Strategy during the 2016/17 financial year working with schools and other agencies to ensure that:
  - Referrals are directed to the appropriate agency
  - Children are supported at the earliest opportunity
  - The number of looked after children and the rate of looked after admissions begins to reduce.
- Contribute to the development of a joint working protocol between the Health Service and Children's Services by March 2017 that meets the health needs of looked after children.
- Reduce the rate of re-offending during the 2016/17 financial year by improving the effectiveness of Youth Offending Service (YOS) prevention and intervention work alongside an enhanced commitment from partner agencies.
- Agree with the University Health Board a feasible model for the integrated management and delivery of health and social care services in adult social care during the 2016/17 financial year to enable citizens to receive the right care, at the right time, in the right place through joint working and improved efficiencies.

- Improve the quality of residential care to support improved care for people in residential homes by March 2017.
- Work with our health partners to reduce the total number of Cardiff residents who experience a Delayed Transfer of Care from hospital by March 2017 to allow a more timely discharge to a more appropriate care setting.

How far did we succeed and what difference did we make ?

Early Help Strategy

Good progress has been made in delivering our priorities around prevention, and this has mitigated the potential rise in the looked after children population. Admission to the looked after system / inclusion on the Child Protection Register was avoided for 344 children during the year as a result of preventative initiatives.

During the year, Families First has transferred into Children's Services. This has had a positive impact on prevention as Families First is central to the implementation of Cardiff's Early Help Strategy and it has helped to further strengthen working relationships between Families First, the Early Help Strategy and Children's Services.

Key benefits of bringing Families First into the Social Services portfolio are as follows:

- Strengthening of arrangements in relation to the contribution that Families First has made to the arrangements for Information, Advice and Assistance under the new Social Services and Well-being (Wales) Act 2014.
- Working arrangements between Team Around the Family (TAF) and Children's Services have improved and there is a much smoother process in place for stepping families down from statutory services when their needs reduce.
- Opportunity for Children's Services to work closely with the Families First central team to undertake research with parents to design a new step down service. This will be piloted in 2017/18.

The Joint Assessment Family Framework (JAFF), has been crucial for identifying what the barriers are likely to be and make sure that there are clear arrangements in place for identifying when families need additional early help.

Stakeholder engagement sessions have commenced and are beginning to identify what has worked well and what needs to be done differently. The following messages are emerging:

- People are sometimes confused about where to go for help and want to be better informed about the services that are available.
- Families want services to be available when they need them including outside of 'normal' office hours.
- Key working is essential to ensure that families actually access all the services they need.

The recommissioning of Families First services will provide an opportunity for the development of clearer systems and services, with the scope to dovetail the use of the JAFF into service design.

Joint working protocol between the Health Service and Children's Services

A part-time psychologist, located with the Looked After Children teams, was appointed by Health to provide a dedicated service to looked after children. Consultations are held on a surgery basis and a positive impact is being felt by the teams but the part-time nature of the role means that there are still some delays in children and young people's needs being met and as a consequence costs for alternative therapy to meet these needs is rising. Funding has been identified to match the offer from University Health Board to enable a dedicated psychologist to be available full time. Capacity in Child and Adolescent Mental Health Services (CAMHS) remains problematic. In the coming year we will be working in collaboration with the Health Service to determine the services and resources required to meet the health needs of all children in need of care and support.

Performance Update

- *The percentage of children seen by a registered dentist within 3 months of becoming looked after*
  2016/17 = 48.8% (89 / 184) from 84.4% (394 / 467) in 2015/16.
  The guidance for this PI has changed so the figure is not fully comparable to the 2015/16 outturn for the dental checks indicator. Part of the reduction is attributable to the fact that temporary focused resource was identified to support improved recording of this information during 2015/16 and this resource was not available in 2016/17.

- *The percentage of looked after children registered with a GP*
  2016/17 = 84.0% (321 / 382) from 47.6% (274 / 576) in 2015/16.
  Information to enable proactive monitoring of recording of GP registration is provided to enable Operational and Team Managers to prioritise improvement. This has contributed to a considerable improvement in performance in 2016/17.

Youth Offending Service (YOS)

In terms of the YOS profile over the last year and the areas we will focus on going forward, the aim is to effectively target the cohort of persistent young offenders given the improvements in First Time Entrants (FTE) and custody figures. The introduction of the Enhanced Case Management (ECM) model is the response the Youth Justice Board (YJB) and Police and Crime Commissioner are investing funding and resources in based on a successful pilot in other Wales YOS projects.

The latest validated data we have in respect of re-offending relates to re-offending data from January 2014 to December 2014. The re-offending data is always 2 years old as this information comes from the Police National Computer, not from the YOS case management system.

Comparing January to December 2014 with January to December 2013 shows an increase in the re-offending rates. Despite there being fewer young people in the cohort with fewer young people re-offending, there have been 26 more re-offences compared to the previous year. This suggests that the YOS is working with a smaller cohort of more prolific young people. Use of the Enhanced Case Management model is being considered by both the Cardiff and Vale of Glamorgan Youth Offending Services and it is hoped this will help address the needs of this more prolific, smaller cohort of young people.

The number of young people entering the youth offending system reduced from 130 in 2015/16 to 109 in 2016/17. The 109 young people committed 209 offences.

During 2016/17 there was a slight increase in custodial disposals in Cardiff to 20 from 18 in 2015/16. This was in part due to 4 young people receiving a number of custodial sentences for committing a number of burglaries as a group in the first 6 months of 2016/17.

A new assessment process – 'AssetPlus' - was introduced during 2016/17. The old Asset is being discontinued by the YJB as of 1st July 2017. Staff have been trained to undertake the new assessment and are developing a greater understanding of the model. This will continue in 2017.

'Triage' works with young people aged 10-17 from Cardiff and the Vale who are arrested and brought to Cardiff Bay Police Station for offences that qualify for a Youth Restorative Disposal. Restorative work is also undertaken with victims, which invites them to be involved in a process with the aim of giving them closure and the ability to move on from the offence. The need for a Triage response has significantly reduced over a 3 year period. In the last 3 month period of 2016, 54 referrals were received and the most common crime continues to be shoplifting (26%). The changes to how the police respond to these crimes and YOS early intervention responses have had a positive impact on Triage cases. As a result we will be reducing the funding and retendering the contract which is due to end on 31st March 2017. The tender will reflect the changing needs of the service.

The number of Pre-Sentence Reports written and presented to Court for 2016/17 was 103, which compares to 89 in 2015/16.

Performance Update

- *Number of first time entrants (FTEs) into the Youth Justice system*
  Performance improved with a reduction in FTEs to 109 in 2016/17 from 130 in 2015/16.

Model for the integrated management and delivery of health and social care services in adult social care

As part of the requirement set out in Part 9 of the Social Services and Well-being Act 2014, Regional Partnership Boards are required to establish pooled funds in relation to the care home accommodation functions by April 2018. As part of the wider joint commissioning work, Local Health Boards and local authorities will be expected to:

- Undertake a Population Needs Assessment and market analysis to include the needs of self-funders (this was completed and approved by the Regional Partnership Board, and submitted to the Minister for Social Services and Public Health by the end of March as required).
- Agree an appropriate Integrated Market Position Statement and Commissioning Strategy.
- Agree a common contract and specification.
- Develop an integrated approach to agreeing fees with providers.
- Develop an integrated approach to quality assurance.
- Adopt transparent use of resources.

The Cardiff and Vale of Glamorgan Regional Partnership Board has established a joint commissioning project to develop this work as part of the whole system redesign. The Joint Commissioning Project Board is developing a baseline to inform a Cardiff and Vale of Glamorgan Integrated Market Position Statement for Older People. The mapping of Older People Services has been completed and a draft Statement of Strategic Intent for Older People Services has been developed for further discussions with stakeholders.

Residential care for adults

The Contracts and Service Development team successfully carried out 76 scheduled visits to 22 homes to audit the quality of care and monitor the performance of Residential / Nursing Homes across Cardiff. As a result of this quality assurance process, the Directorate has been able to support Registered Managers in improving the standard of care by providing advice and guidance. Where this has not been effective the Directorate has implemented a formal Escalating Concerns Procedure which has required the Registered Manager to implement improvement on the basis of an agreed Action Plan and timetable.

Appropriate application of Adult Services Escalating Concerns Procedures during 2016/17 supported improvement in the quality of care in residential and nursing care. There has been a year on year reduction in the number of care providers under escalating concerns; with 1 for domiciliary care and 2 residential / nursing care as at 31st March 2017 compared to 3 domiciliary care and 8 residential / nursing care organisations as at 31st March 2016. A consequence of placing providers on escalating concerns is that capacity in the market is reduced for the duration of the process.

One of the recommendations of the independent Operation Jasmine Report commissioned by the Welsh Government was that the contract for residential and nursing care should be reviewed with a view to strengthening oversight and quality control. Work to review the contract has commenced in partnership with the Vale of Glamorgan. A contract review group has been established and members include the Vale of Glamorgan, the University Health Board (nursing and finance sections) and a cross section of providers from both Cardiff and the Vale. Regular meetings have taken place throughout the year to identify good practice and recommend improvements to be made during 2017/18. Implementation will take account of the new Regulation and Inspection of Social Care (Wales) Act 2016.

Performance Update

- *Average age of adults entering residential care homes*
  2016/17 = 82

- *Average length of time adults (aged 65 or over) are supported in residential care homes results*
  2016/17 = 1,067 days

Delayed transfers of care (DToC)

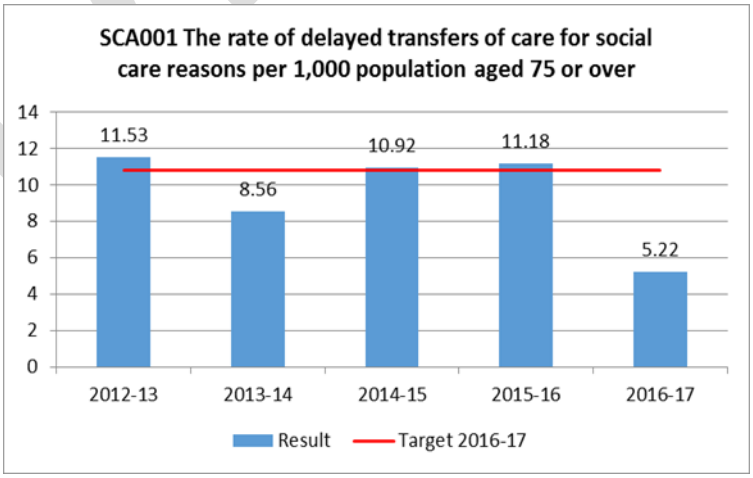
The Social Services Directorate has continued to work closely with Health and the Vale of Glamorgan Council to reduce Delayed Transfers of Care (DToC) for social care reasons. This has included working together with these partners to implement the recommendations from a joint the review of winter 2015/16 and contributing to an action plan for proposed actions during winter 2016/17. A Wales Audit Office review of DToC performance in Cardiff and the Vale of Glamorgan concluded that partnership working between Cardiff Council and Health had significantly improved, providing a positive platform for sustaining improved performance in relation to DToC in the current year and in the future.

The total number of DToCs for March 2016/17 as reported by the Integrated Health and Social Care Partnership Board is 58 compared to 107 for the same period last year; a decrease of 46%. The total number of DToCs aged 75+ for 2016/17 is 34, compared to 26 for 2015/16; an increase of 31%. The number of bed days lost for 2016/17 is 1, 371 compared to 1,224 for 2015/16, an increase of 12%.

Although DToC rates improved significantly during the year, sustaining lower rates this remains challenging. As mitigation for the winter of 2016/17, a Bridging Team was established using monies from the Integrated Care Fund (ICF) programme to enhance the Community Resource Teams' (CRTs') capacity to mitigate against DToC figures 'spiking'. The Bridging Team provide 'holding' packages until commissioned packages become available and provide a service in cases of a crisis / emergency and this will substantially improve system flow. Meanwhile a long term strategy for improvement is the development of alternative delivery models for domiciliary care.

Performance Update

- *The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over*
  2016/17 = 5.22 (total number of delays for social care reasons aged 18+ = 123)
  Performance has improved considerably to 5.22 from 11.18 in 2015/16 (total number of delays for social care reasons aged 18+ = 263). The target of 10.79 was comfortably achieved.



Reablement

2 Community Resource Teams (CRTs) operate across Cardiff. Both have moved to a 7 day working pattern to enable discharges at weekends, providing step up and step down services to avoid admission to hospital or accelerate discharge from hospital. The Community Resource Teams support patients who are not well enough to go home but are medically stable and do not need to be in hospital. The multi-disciplinary integrated teams consist of Health staff from Cardiff and the Vale University Health Board and staff from Cardiff Council. Home Care Managers, Home Care staff at the CRTs and Age Connects offer a range of reablement services and a positive inspection report from the Care and Social Services Inspectorate Wales (CSSIW) reported that the service focused on outcomes and independence and was provided by competent and confident staff who had a clear leadership structure providing good communication. Citizen feedback included: "Staff listened" and offered choice, "cannot praise them enough" and care 'not rushed', 'able to talk'.

Performance Update

- *The percentage of adults who completed a period of reablement and:*
  - *have a reduced package of care and support 6 months later*
    2016/17 = 66.7% (10 / 15)
  - *no package of care 6 months later*
    2016/17 = 83.4% (251 / 301)

Mental Health Community Services Review

In 2015 an extensive engagement process was undertaken that sought the views of community staff, citizens in need of care and support, carers and a range of other stakeholders including GPs. The next stage is to undertake a programme of work that will address some of the issues raised during the engagement process and seek to improve the way we deliver our community mental health services based on a Locality Model. In November 2016 a programme implementation steering group was established to oversee the programme. The group is made up of employees of the Local Authority and University Health Board. It is a multi-disciplinary team, with representatives from clinical services, human resources and managerial disciplines. The development programme has been split into 4 work streams as set out below and a task and finish group has been allocated to each work stream:

- Duty workload
- Managing new referrals
- Standards of care for secondary patients
- Moving to a locality model

What are our priorities for next year and why?

- Revisit the effectiveness of the current partnership arrangements for the delivery of Child and Adolescent Mental Health Services by March 2018 to identify ways in which to improve services in this area

- Implementation of the Youth Offending Service Improvement Plan by March 2018 in response to Her Majesty's Inspectorate of Probation inspection findings.

- Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2017/18 to support more timely discharge to a more appropriate care setting.

- Finalise and implement the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services.

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

Outcomes achieved:

- ✓ Voices of children and their families more effectively heard.
- ✓ Children are better protected from Child Sexual Exploitation (CSE) as a result of the impact of the CSE Strategy.
- ✓ More effective safeguarding of 3,505 adults in domiciliary care and 1,074 adults in residential / nursing care by reducing the number of providers under escalating concerns. Please see page 32 for further information.
- ✓ Response to safeguarding children and adults is improving as multi agency strategy discussions are taking place immediately thereby improving timeliness of response.

What did we plan to do last year ?

- Implement the Cardiff Child Sexual Exploitation (CSE) Strategy in collaboration with partners by March 2017 to do everything possible to prevent CSE, protect and support those affected by CSE and tackle perpetrators.
- Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016.
- Implement the new requirements of the Social Services and Well-being (Wales) Act 2014 with regard to Adult Safeguarding during the 2016/17 financial year to protect adults at risk, implement new Adult Protection and Support Order(s) and establish a new Safeguarding Adults Boards including a National Independent Safeguarding Board.

How far did we succeed and what difference did we make ?

Performance Update & Survey Results

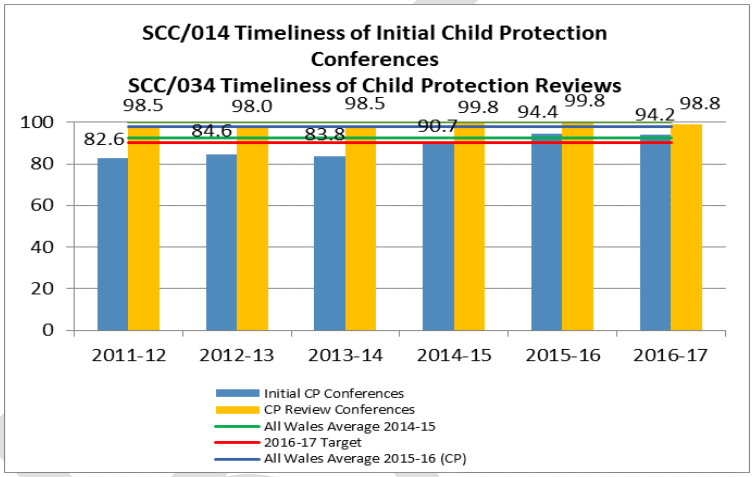
- *People reporting that they feel safe*
  Adults = Yes = 354 / 469 = 75.5%
  Carers = Yes = 5 / 5 = 100.0%
  Children = Yes = 181 / 210 = 86.2%
  Care leavers = Yes = 19 / 27 = 70.4%

- *The percentage of re-registrations of children on local authority child protection registers*
  2016/17 = 3.9% (13 / 343)
  Of the 343 children who were added to the Child Protection Register (CPR) during the year, 13 had been on the CPR during the previous 12 months.

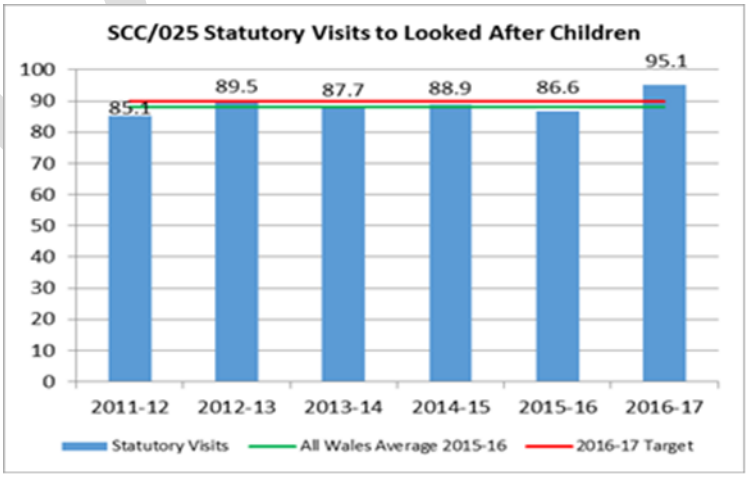
- *The average length of time for all children who were on the child protection register during the year*
  2016/17 = 230 days (113,250 / 492)

- *The percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion*
  2016/17 = 94.2% (374 / 397)
  Performance remained stable from 94.4% (526 / 557) in 2015/16.

- *The percentage of child protection reviews carried out within statutory timescales during the year*
  2016/17 = 98.8% (1,000 / 1,012)
  Performance reduced slightly from 99.8% (1,017 / 1,019) in 2015/16.



- *The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations*
  2016/17 = 95.1% (1,933 / 2,033)
  Performance improved from 86.6% (1,537 / 1,774) in 2015/16.



"Not in Our City, Not Our Children" – Cardiff's Child Sexual Exploitation (CSE) Strategy

Not in Our City, Not to Our Children has enabled significant progress to be achieved in ensuring that children and young people are protected from CSE. The strategy has impacted as follows:

- Drawn all key partners together with a common objective and action plan.
- Enabled an audit and analysis of service effectiveness.
- Established processes within Children's Services and in external organisations to identify children at risk at the earliest opportunity.
- Drawn more effectively on the voices of children and their families.
- Promoted city wide awareness raising in the night economy.
- Facilitated effective multi agency cooperation across the statutory and voluntary sectors with organisations working together to common objectives.
- Secured funds for the provision of a specialist service for those children most at risk.
- Enabled the provision of preventive services at the earliest opportunity.
- Ensured the disruption of people and places of concern.
- Supported children to break away from sexual exploitation and recover from their experiences.
- Raised the profile of Cardiff across Wales and the UK as a beacon of good practice.

The aims of the Strategy are to:

1. **Understand the scale of the problem**
   The Regional Safeguarding Children Board (RSCB) CSE strategic group has begun a process of understanding the picture of CSE within the area. It is gathering key CSE data and information on trends as well as details of all activity to address CSE from every agency including statutory and third sector organisations in Cardiff and the Vale of Glamorgan. This will provide a full understanding of the picture of CSE across the area and what action is taking place to address it, and will provide an evaluation of the effectiveness of multi agency working in relation to CSE.
   Arrangements to include the voice of the child and their family in CSE Multi Agency Safeguarding Meetings are now in place. Work will take place in the coming year to make arrangements for children and families to attend these meetings.

2. **Raise awareness**
   Training has been delivered to teachers, youth workers, youth mentors and Education Welfare Officers to support them in raising awareness of CSE through their daily work with children. Specific work has been undertaken with schools to develop a CSE awareness programme specifically for boys to ensure they understand acceptable behaviour in relationships, how to deal with peer pressure, understanding the difference between fantasy and reality, what behaviour is illegal and what the consequences for their future might be if they break the law.
   Work has commenced on a targeted campaign to raise awareness of parents, carers,

professionals and communities - campaign roll out is planned for summer 2017.

3. **Identifying those at risk and provide early support**
   Training continues to be provided for professionals across Children's Services and other organisations (including hostels and supported accommodation providers across the city) to ensure that children at risk are identified as early as possible.
   A group has been established for professionals undertaking direct work to reduce CSE risk and build resilience to ensure workers are properly equipped and supported.

4. **Support victims to break away from sexual exploitation and recover from their experiences**
   During the year a mapping exercise was undertaken which identified that a specialist service is required to support victims to break away from sexual exploitation and recover from their experiences. As a result, funding was secured for a temporary (3 year) Multi Agency CSE Prevention Team to undertake this work.
   Work has taken place to understand how the victim participation group can be best run in order to guard against further traumatising the young people involved.

5. **Disrupt and prosecute perpetrators**
   Progress has been made around establishing a Multi Agency Community Safety Panel to manage CSE risk posed by people and places of concern. A Terms of Reference has been drafted and is currently subject to consultation with the intention of being agreed early in 2017/18 prior to circulation to partner agencies.
   Work is underway with police and third sector organisations to begin joint work to engage with the night time economy business community around CSE prevention. In addition, an information leaflet for taxi drivers has been developed in conjunction with Cardiff's Licensing Department. This will be ready to distribute to the 2,200 licenced drivers in the city in the coming weeks.

Additional funding was agreed as part of the 2017/18 budget to establish the temporary Multi Agency CSE Prevention Team on a permanent basis. This means that the team will continue to implement the CSE Prevention Strategy, fulfil the expectations set out by Welsh Government in the National Plan to tackle CSE and address the need that has been evidenced. The recent Scrutiny inquiry detailed the shortcomings of the reactive, limited response to CSE prior to the commencement of the CSE prevention work 16 months ago. The CSE team will prevent any rolling back of the progress made and ensure there is no return to the picture prior to October 2015.

The team will work with children and families to raise awareness of the risks to children, reduce the risks and keep children safe. The CSE team will work to ensure practice across the service and wider Council is of a high standard, able to identify and address need.

It is anticipated the team will:

- Prevent abuse through CSE by intervening as early as possible where children are at risk.
- Keep children safe in their families and prevent them coming into the care of the local authority.
- Support and sustain placements where children are looked after by the local authority.

- Work across the council to assist and equip officers to identify children at risk and meet need through preventive support.
- Make Cardiff a hostile place for CSE perpetrators.

Multi Agency Safeguarding Hub (MASH)

The Multi Agency Safeguarding Hub was implemented during the year to improve the system for protecting children from significant harm by implementing new arrangements for managing referrals. Demand continues to remain high which is impacting on capacity for all partners. A successful growth bid for 2017/18 will be used to mitigate this by strengthening the resource of the existing team and developing a step down service in conjunction with Families First to manage the high volume of cases that do not meet the Children's Services threshold. Early indications are that our response to safeguarding children and adults is improving – e.g. multi agency strategy discussions are taking place immediately thereby improving timeliness of response. Multi agency threshold meetings with all partners take place weekly and are chaired by the Assistant Director for Children's Services. The meetings quality assure a sample of cases and confirm that the multi agency response to safeguarding concerns remains robust. Quality of referrals is an ongoing issue and regular feedback meetings are held with referring agencies to improve the quality of referrals received. Quality assurance is discussed at weekly threshold meetings in order to identify good practice and provide feedback to partners. A detailed summary of impact and effectiveness will be provided in 2017/18 to allow for a longer period of time for information to be meaningful.

National Transfer Scheme / Dublin Scheme

The National Transfer Scheme, a new voluntary transfer arrangement between local authorities for the care of unaccompanied children who arrive in the UK and claim asylum, was launched on 1st July 2016. The purpose was to encourage all local authorities to volunteer to support unaccompanied asylum-seeking children (UASC) so there is a more even distribution of caring responsibilities across the UK. Under the scheme, a child arriving in one local authority area already under strain caring for UASCs could be transferred to another council with capacity.

Following intervention from the Director of Social Services, the Council agreed to set up a reception centre facility and arranged accommodation for 11 children. These children were subject to the *Dublin Scheme* which essentially means that these children have family links in the UK and will be united with their families once appropriate assessments have taken place. Of the 11 children received, 10 were eventually placed with their families, and 1 remains in long term care.

In addition, Cardiff Council has continued to receive and care for unaccompanied asylum seeking children who arrive in to the city either spontaneously or trafficked in to the country.

Adult Safeguarding

The Safeguarding Adults Regional Board (SARB) Cardiff and the Vale of Glamorgan is still in its infancy, and over the last year work has been progressing on developing a robust and cohesive board for the region. In moving forward it is recommended that, from this point on, the Board will be known as the Safeguarding Adults Regional Board – Cardiff and the Vale of Glamorgan. This will ensure that the work of the board captures the geographical and demographic nature of the

area and its aspirations to safeguard the population within that area. After analysing the outcomes of a 6 month Strategic Review – 'Proposals for the Way We Do Business and the Business We Will Do' (which included running a series of 3 workshops facilitated by Emeritus Professor of Child Welfare in the Department of Sociological Studies at the University of Sheffield) it was agreed that the two main priorities for the SARB for 2016 to 2019 would be Domiciliary Care / Nursing Homes and Dementia. Subsequently the Board has produced a 3 year action plan for each priority.

Adult Protection Designated Lead Managers have been based in the Multi Agency Safeguarding Hub since September 2016 and have been using the integrated multi agency 'MHub' system to better safeguard adults in Cardiff.

The creation of 2 authorising officers for the new Adult Protection and Safety Orders will allow the authorised officers to speak to an adult suspected of being at risk of abuse or neglect in private; to establish whether the adult can make decisions freely, to assess whether they are at risk and to decide if any action should be taken.

Performance Update

- The percentage of adult protection enquiries completed within statutory timescales 2016/17 = 98.0% (1,033 / 1,054)

Deprivation of Liberty Safeguards (DoLS)

The Deprivation of Liberty Safeguards (DoLS) is part of the legal framework set out in the Mental Capacity Act 2005. The Mental Capacity Act ensures that individual human rights are upheld. The safeguards support and protect people who are unable to make decisions for themselves or consent to their care. They aim to protect the human rights of people over the age of 18 where there is doubt about their mental capacity to make informed decisions about their care and treatment when they are hospital patients, or residents in a care home. They ensure that people are only deprived of their liberty where it is in their best interest and there is no other way to keep them safe.

In order to ensure that people benefit from appropriate safeguards we operate a joint Supervisory Board with the Vale of Glamorgan Council and the Cardiff and Vale University Health Board. This enables us to prioritise those most in need of urgent assessment, but we are aware that there is a significant waiting list of assessments that require authorisation. The scale and nature of this challenge in Cardiff is replicated across the UK.

Independent Management Reviews

During the year, 2 independent management reviews (IMRs) in relation to complex cases involving children at risk have been commissioned in order to ensure that lessons are learned. The key lessons being shared with staff are:

- Complexity of cases.
- Disguised compliance by family / parents.
- Importance of focusing on the experience of the child.

- Importance of considering past patterns of behaviour and of a robust multi agency chronology.
- Importance of identifying a named senior manager to oversee complex investigations.

What are our priorities for next year and why?

- Renew the safeguarding vision and strategy across the Directorate by March 2018 in order to take account of new national policy and practice guidance currently under development.

- Develop and implement mechanism to improve engagement with communities at large and faith communities in particular by March 2018 to improve the safeguarding of children across the various communities in Cardiff.

- Strengthen the capacity of children's social services to address increasingly complex needs of children including trafficked children, children subject to Deprivation of Liberty considerations and children struggling with mental health conditions.

- Strengthen Adult Protection procedures in consultation with staff and partners by March 2018 to ensure that adults are protected from harm.

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

Outcomes achieved:

- ✓ Improved opportunities for looked after children and care leavers via the Looked After Children Traineeship Scheme – 31 young people started a traineeship placement during the year and 7 young people have accepted apprenticeships.
- ✓ Better enabled young offenders to reach their potential by improving engagement in education, training and employment by 2 hours per week for young people of statutory school age and 2.4 hours per week for young people above statutory school age throughout the duration of their involvement with the Youth Offending Service. Please see page 30 for further information regarding youth offending.
- ✓ Achievement of educational outcomes for looked after children with 73.1% (19 / 26) of looked after children achieving the Core Subject Indicator at Key Stage 2 (reaching Level 4 in Science, Mathematics and English or Welsh) compared with 50.0% (39 / 78) of all children who need care and support.

What did we plan to do last year ?

- Embed the Corporate Parenting Strategy in collaboration with partners by March 2017 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children.

- Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society.

How far did we succeed and what difference did we make ?

Survey Results

- *People reporting that they can do what matters to them*
  Adults = Yes = 219 / 470 = 46.6%
  Carers = Yes = 3 / 6 = 50.0%
  Children = Yes = 138 / 210 = 65.7%
  Care leavers = Yes = 19 / 27 = 70.4%

- *People reporting that they feel satisfied with their social networks*
  Adults = Yes = 383 / 468 = 81.8%
  Carers = Yes = 4 / 5 = 80.0%

Children = Yes = 177 / 210 = 84.3%
Care leavers = Yes = 17 / 27 = 63.0%

Corporate Parenting Strategy / Educational Attainment of Looked After Children

The Corporate Parenting Strategy was agreed by Corporate Parenting Advisory Committee (CPAC) approved by Cabinet during the year. Work has been ongoing throughout the year to improve outcomes for looked after children. CPAC represents the responsibility of the authority as a corporate body to ensure the best possible services and support for looked after children and young people that encompasses a complex and layered range of activity requiring an awareness of the lived experiences of looked after children and a commitment for members to see for themselves. Some positive steps have been taken in terms of exercising corporate parenting responsibilities. Visits to some social work teams and schools have been undertaken along with increased visits to and interface with young people, epitomised by the attendance of young people at the Committee.

Events to enable CPAC to have the insight and knowledge needed for them to fulfil their responsibilities have included:

- Attending a consultation event with young people regarding the 2015/16 Annual Report of the Director of Social Services.
- Receiving a presentation from the Looked After Children Trainee Co-ordinator and 2 young people who were trainees but now have apprenticeships with the Council.
- Meeting with the Children and Family Court Advisory and Support Service to facilitate a joint workshop for regarding Signs of Safety and Placement with Parents Regulations.
- Receiving a presentation on the When I Am Ready scheme.
- Receiving a presentation on the Estyn Thematic development of the education service to looked after children with 4 areas of good practice identified.

CPAC also received a report on the Listening Event held in Quarter 4 2015/16 presented by the National Youth Advocacy Service (NYAS) who facilitated the event facilitators. The event drew out many interesting points from young people and concluded that it was evident that they are happy with the service they receive. A number of young people expressed some concerns in relation to housing, social work / personal adviser support and finance. They talked positively about the traineeship programme giving them opportunities to gain work experience and felt that they would benefit from peer support and more preparation for leaving care and living independently. They would also like the council to consider additional benefits such as free access to sports and leisure facilities and bus passes. A further Listening Event was held in order for CPAC to respond to the report and to discuss its recommendations with the young people.

The annual Bright Sparks Awards were held, where young care leavers and looked after children celebrate the achievements they have made in 2016. The event was planned by 6 young people who form the Team Bright Sparks and who also presented awards to winners aged between 5 and 23 who had been nominated by their Social Worker or Personal Adviser. Young people and care leaver were recognised and praised for their accomplishments and given a certificate and medal in recognition of their achievements. Awards for best service providers, best foster carers and most supportive schools were also given.

Targeted work has commenced in conjunction with the Education Directorate to return looked after children in out of area placements to Cardiff. The intention is to identify the level and type of need and existing resources in order to inform future planning and development of the right level of provision locally. During the year 16 looked after children were returned to Cardiff with an estimated cost saving of £1.1 million.

The In-House Fostering Recruitment Campaign has been refreshed during the year. The 'Count Yourself In' Campaign was launched in February 2017 and attempts to attract people who may think they cannot foster. For example, single people, same sex couples and people with a disability.

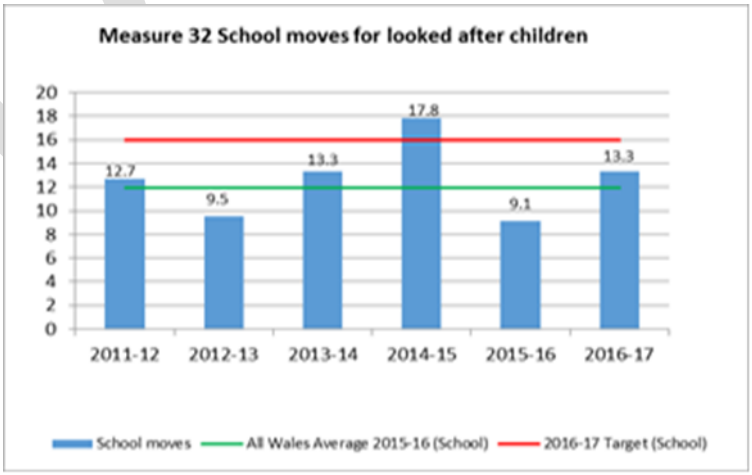
The overall picture of performance during the year is generally improving or on target. Improvements have resulted from focused work over several years to improve outcomes for looked after children, including an increased focus on joint working with the Education Service. Further work is required to build upon these improvements and joint work across Children's Services and Education is ongoing.

Performance Update

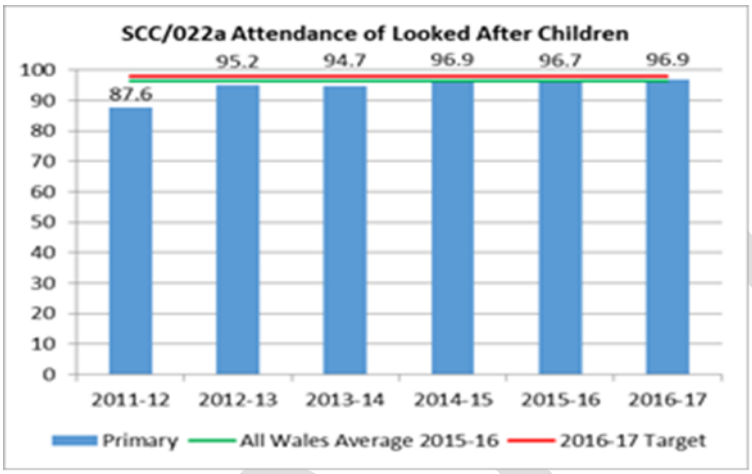
- *Percentage of children achieving the core subject indicator at key stage 2*
  2016/17 = 50.0% (39 / 78)

- *Percentage of children achieving the core subject indicator at key stage 4*
  2016/17 = 18.4% (16 / 87)

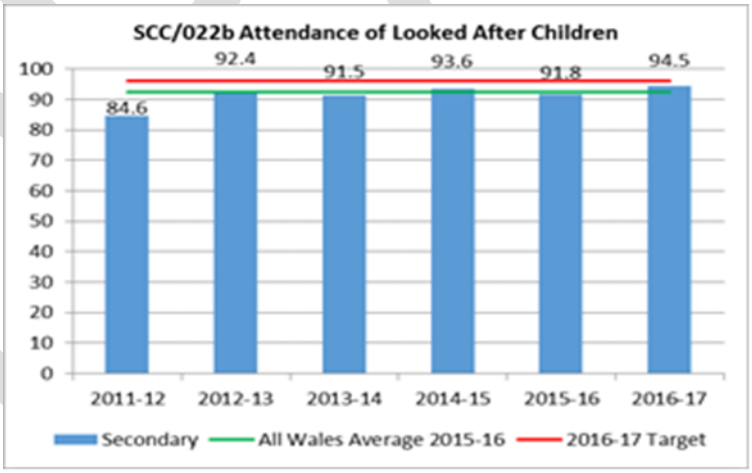
- *Percentage of looked after children who, during the year to 31st March have experienced 1 or more changes in school during periods of being looked after that were not due to transitional arrangements*
  Performance declined to 13.3% (56 / 421) from 9.1% (34 / 372) in 2015/16, although the 12% target was met. This was anticipated due to concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate.



- *The percentage attendance of looked after pupils whilst in care in primary schools*
  Performance remained stable at to 96.9% from 96.7% in 2015/16.



- *The percentage attendance of looked after pupils whilst in care in secondary schools*
  Performance improved to 94.5% from 91.8% in 2015/16.



Dementia Friendly City

Older people are an important and growing population in Cardiff. To stay well we need to work together as a community to provide opportunities to maintain good health and then care and

support for people when their health deteriorates. In Cardiff we want to do two things: to help people live healthier lives so that the number of new people with dementia decreases over time and to make positive changes for people with dementia, their carers, families and friends.

Dementia describes a set of symptoms that may include memory loss and difficulties with thinking, problem-solving or language. It is caused when the brain is damaged by diseases such as Alzheimer's disease or a series of strokes. Dementia is progressive, which means the symptoms will gradually get worse. Dementia is rare for people under 65 years, but becomes progressively more common as people age. In recent years there has been an increased focus on dementia both nationally and locally because the population is ageing, and this has led to increasing numbers of people with dementia. There are approximately 5,000 people living with dementia in Cardiff and the Vale of Glamorgan. It is estimated that approximately two-thirds of people living with dementia live in the community, with one-third living in residential or nursing care homes. Whilst Cardiff and the Vale of Glamorgan has the highest level of diagnosis in Wales at 58%, Wales has the lowest rates of dementia diagnosis of any part of the United Kingdom. A large number of people are therefore living without a formal diagnosis, hindering their access to relevant support and services.

Welsh Government's Draft National Dementia Strategy 2017-2022 was published in January 2017. The key themes from the Strategy are:

- Risk reduction and health promotion
- Recognition and identification
- Assessment and diagnosis
- Living as well as possible for as long as possible with dementia
- The need for increased support in the community
- More specialist care and support
- Supporting the plan:
    - Education and training
    - Research

In preparation for the Cardiff and Vale Dementia Strategy 2017-2027 the Cardiff and the Vale Integrated Health and Social Care Partnership completed and published a Dementia Needs Assessment in February 2017. The Dementia Health Needs Assessment triangulated data from the following sources: reviewing existing data; holding a focus group with people with dementia; interviewing 27 carers, staff and stakeholders. From this work 9 key themes were identified:

1. All of the groups that were interviewed thought that dementia was everyone's business. There was acknowledgement that, as with any illness, the society that we live in can adapt to make life easier for people with dementia. The dementia friendly communities and dementia friend's schemes were seen as a large part of this solution, with recognition that dementia friendly environments also play a part.
2. All groups thought that the key messages around prevention of dementia need strengthening and further campaigning. There is limited public knowledge of the 6 steps that people can take to reduce the risk of dementia: be physically active; maintain a healthy weight; be socially and mentally active; avoid drinking too much alcohol; stop smoking; and commit to review your health.

3. Isolation was identified by people with dementia as a major issue. Loneliness puts individuals at greater risk of further cognitive decline. Transport was a big factor in this isolation, with most people with dementia unable to drive.
4. Whilst much work has been undertaken to improve the co-ordination of services there is still room for improvement. This was recognised by staff, carers and people with dementia.
5. There was a consensus from the different groups that all people with dementia should be treated with kindness and compassion, and that staff need to be trained not just in the basics but to the level where they feel confident and can enjoy caring for people with dementia.
6. All participant groups (people with dementia, carers, and professionals) thought that primary care was where support should lie. This will require further training, support and development to ensure that primary care feel supported to deliver the services that are required.
7. The value of caring for the carers of people with dementia is recognised. The well-being of carers has a direct impact on the quality of life for people with dementia.
8. The need for much more information about what to do in a crisis was highlighted by carers and staff. In addition, timeliness of services was seen as important. Carers often only ask for help when crisis occurs, and they therefore need support quickly.
9. All respondents thought that there was unwarranted inequality in access to services. Carers described having to "fight for services". There was widespread concern that without the family requesting services people with dementia would not have access to all the services that they need.

These themes have been used as the key themes for the Cardiff and Vale Dementia Strategy 2017-2027 as they are the main issues that were identified by the local stakeholders, staff, citizens in need of care and support and carers.

In order to produce this strategy an event was held on 14th March 2017 to gather views on what the vision should be and to gather ideas for improvements. As part of this an exercise was undertaken to help prioritise actions that had been suggested for both acceptability and compatibility. The strategy describes the vision and strategic objectives for the Cardiff and Vale Dementia Strategy for the next 10 years. The timeframe of 10 years was chosen to allow planners to consider longer term initiatives such as new housing developments in relation to dementia.

The Cardiff and Vale 3 Year Dementia Plan has been in place since April 2014 and ended in March 2017. It has been a driver for much improvement over the last 3 years. A summary of the actions completed through the existing Dementia 3 Year Plan include:

- Pilot dementia supportive community areas implemented and both received recognition status.
- Roll out of Making Every Contact Count.
- Telecare / telehealth strategies being implemented.
- Dementia Champions Network developed.
- '10 minutes of your time' survey widely implemented (within a Mental Health inpatients setting).

- Existing training provision scoped across health and social care, and a future model created.
- Supporting Public Service Innovation using Design in European Regions (SPIDER) project in reablement services completed.
- Mini audit of general hospital inpatients completed.
- Single point of access for urgent and emergency referrals within Mental Health created.
- Anti-psychotic checklist and dementia drugs pathway ratified and launched.
- The refocusing model, within current resource limitations, is fully applied.
- Length of stay for people with dementia audited.
- District General Hospital Liaison Psychiatry for Older People Service developed.
- Carers education pathway developed.
- Training on non-pharmacological methods in behaviour management rolled out, covering health and social care staff in pilot areas.

The key outstanding actions for Year 3 to be carried forward include:

- To develop memory services capacity further to cope with increasing demand.
- To develop the quality of residential and nursing care home placements if appropriate and consider supported living options.
- To develop standard guidance on how to conduct an anti-psychotic medication review.
- To implement Dementia '2 minutes of your time' Carers survey widely.
- To develop respite opportunities by assessing need and then rolling out the new opportunities.
- To increase the opportunities for different respite opportunities and publicise them.
- To increase opportunities for people with dementia to die at their place of choice.
- To roll out of dementia supportive communities pilots, with evaluation of the pilots and consideration given to integrating these across all Cardiff and Vale communities.
- To develop primary care Quality and Outcomes Framework 15 month review to a standardised template and train primary care clinicians.
- To re-audit the prescribing of anti-psychotics in people with dementia.

Volunteer Befriender Scheme

This Volunteer Befriender Scheme is available for children in need aged 7-16 who are assessed as being suitable for the scheme. Volunteers take the young person out into their local community, and provide them with opportunities to become involved in various leisure and sporting activities. They try to find an activity that the young person can carry on with when the service ends.

Due to resource limitations, recruitment of volunteers and developmental opportunities were limited during the year, however, the scheme was able to recruit a number of new volunteers, whilst offering support to 16 young people during this period. The young people matched with a volunteer were able to experience new and different activities and learn new skills that helped to raise their self esteem and improve relationships with family and others. Young people who access the befriender scheme have found the service beneficial and have spoken positively about their engagement.

Virtual School

The "Virtual School" tracker is now in place and includes all looked after children in Cardiff and out of area schools. The tracker includes attainment, attendance and exclusion data and the Education Directorate are in the process of including termly information from schools. A one page profile can be produced at any time which is invaluable for reviews and if a child changes school. The information is helping us to ensure children have additional support where appropriate and to make pupil progress meetings held with the Looked After Children Education Team more focused on improving outcomes.

Looked After Children Traineeship Scheme

The Looked After Children Traineeship Scheme continues to support positive outcomes for young people. 60 young people have been through the scheme (31 started a traineeship placement during the year) and 7 young people are currently apprentices with Cardiff Council. The scheme has been highlighted as an area of good practice by ESTYN. One young person commented on the scheme to say "this scheme changed my life".

Child Friendly City

During the year, Cardiff made a successful application to be part of the Child Rights Programme. Children's Services played a key role in development of the application and Cardiff was designated as a Child Rights Partner by the United Nations International Children's Emergency Fund (UNICEF) from 2017. UNICEF noted that in the application Cardiff demonstrated a commitment to children's rights, high aspirations for children and young people in the local authority and a coherent vision for how to use the programme as a vehicle for change. Cardiff continues to work towards its ambition to attain Child Friendly City status.

Children Zone proposal

In January 2017 a cross-Directorate proposal was submitted to Welsh Government, seeking agreement for Cardiff to pilot a Children's Zone. The proposal consolidated a range of developments already in place within the Education, Children's Services and Communities Directorates, building on the locality approach pilot already in place for delivering older peoples' services. The proposal centres around the adage that whilst it's parents' responsibility to care for their child, *it takes a community to raise a child* in order to provide the best environment for nurturing the individual so that it has the best possible opportunity to reach its full potential.

Cardiff's proposal has at its heart, the aim to prevent and protect children from the impact of Adverse Childhood Experiences (ACEs). The proposal recognises that tackling ACEs requires us to be smarter about earlier intervention in the lives of our very youngest members of society, shifting the emphasis into prevention and protection. The vision for a Cardiff Children's Zone is that it will have the following impact:

- **Fewer looked after children** - because it will ultimately mean fewer children's needs being met through the Court arena, in the looked after system or in the criminal justice system. More children will be able to enjoy family life in their own homes.
- **Sustainable Futures - Cost Effective Services** - it will have major implications for agencies who will be better able not only to sustain services in the face of considerable financial pressure but to deploy a greater proportion of those resources to much greater effect for

the benefit of a greater number of children. Less of spending large sums on a few children with poor overall outcomes; more of spending lower cost effective sums on a wider population of children whilst securing better outcomes. Joint commissioning of services to meet identified needs collaboratively will enable better deployment of resources and value for money in service provision.

- **Better Educational Achievement** - children will be supported more effectively to fully engage in school life, both academically and through enriched learning opportunities. We would expect to see improved attendance, reduced exclusions, better attainment levels and positive well-being.
- **Positive Destination Outcomes for Young People** – collaboration between schools, families, communities, training providers and employers at a focused local area level, will enhance the level of support that can be made available to young people that may be at risk of not progressing to ongoing education, training or employment post 16. Learning pathways and appropriate opportunities will be more effectively planned and more accessible.

Should the proposal be agreed by Welsh Government, it is intended that work will commence early in 2017/18.

Mental Health – the Ty Canna Recovery Model

The Ty Canna Outreach service provides practical and motivational approach to individuals with mental health conditions who have additional complex needs. Adult Services have been operating the recovery model for over 6 years, 139 people were referred to the service in 2015/16. Each person referred to the service completes an assessment tool and agrees on goals they want to achieve and how to work toward this. The service consists of one to one outreach sessions, activities, volunteering opportunities and user led services. The service has also employed 4 part time Peer Support individuals, who have received interventions from the service themselves and who have lived with the experience of mental health conditions. They provide inspiration and hope for others referred to the service who want to make changes in their lives. Feedback from individuals who have used the service include:

- 'Ty Canna has given me the support and encouragement I needed to look forward rather than dwell on my past for the first time in my adult life.'
- 'I couldn't have asked for more.'
- 'I am now looking to move on from Mental Health Services, which is something I thought I would never do.'
- 'I hope to go to University this year' and 'new beginnings and opportunities'.

Learning Disability Day Services

During 2016/17 the service was reconfigured to become a Complex Needs Day Service and the service now supports users with a learning disability with complex and challenging behaviour, with multiple and profound disabilities, with Autistic Spectrum Disorder (ASD) and with dementia. Adult Services have invested heavily in staff development to ensure staff have the right skills and knowledge and are able to meet the complex presentations of need well, training has included Autism Awareness, Postural Management, Epilepsy and Person Centred Thinking. Citizens have far more community presence and are gaining new skills. Families continue to express satisfaction with the service and support.

Llanishen Locality Based Working Project

Adult Services has been working closely with its colleagues in Communities in relation to the development and implementation of a pilot to inform a new model of domiciliary care and community support. The Locality Based Working Project has made steady progress towards full delivery against all 4 work streams including:

- **Co-ordination of Day Opportunities –** including improving joint working with public, private and third sector to meet residents' needs more effectively.
- **Locally Based Home Care –** including piloting a new, flexible way of working which differs from the traditional 'time and task' approach.
- **Health Based Services –** including maintaining and building upon regular contact between the Council and Health (e.g. local GP clusters and district nursing teams).
- **Future Housing Strategy –** including reviewing and proposing solutions for the current issues with the housing list, to ensure that those with complex needs are catered for in a timely way.

Support Planners

The reconfiguration of the Learning Disability Day Service Officers has seen the creation of 6 full time equivalent Support Planner posts across the east and west Learning Disabilities teams in Cardiff. Support Planners work with newly referred or existing adults to help them develop their full potential, enable them to become more independent and integrate into their local community e.g. the arrangement of voluntary work placements.

Health Checks

Using Integrated Care Funding (ICF) under the Disabilities Future Programme (DFG) user led Learning Disability Groups have been promoting 'Health Checks' for citizens in partnership with GPs to raise awareness and increase uptake.

What are our priorities for next year and why?

- Deliver the Corporate Parenting Strategy by 2019 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children.

- Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society.

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

Outcomes achieved:

- ✓ Improved support to adults through high quality specialist day services (including dementia).
- ✓ Adults encouraged to independently access social activities and engagement opportunities by more effective working with colleagues in Communities to deliver the Llanishen Locality Based Working pilot Project which provides information, advice and assistance.

What did we plan to do last year ?

- Deliver improvements to Day Care services across all Adult Services client groups by March 2017 to maximise independence.
- Offer a Carers Assessment to all eligible adult carers who are caring for adults during the 2016/17 financial year to ensure that they receive the help and support they need, in the ways they need it.

How far did we succeed and what difference did we make ?

Performance Update & Survey Results

- *People reporting that they feel part of their community*
  Adults = Yes = 227 / 458 = 49.6%
  Carers = Yes = 4 / 5 = 80.0%
  Children = Yes = 155 / 210 = 73.8% (belong in area)
  Care leavers = Yes = 15 / 27 = 55.6%

- *Parents reporting that they felt involved in any decisions made about their child's care and support*
  Yes = 24 / 65 = 36.9%

- *The percentage of looked after children reviews carried out within statutory timescales during the year*
  2016/17 = 94.8% (1,928 / 2,033)
  Performance has remained stable from 94.5% (1,676 / 1,774) in 2015/16.

Day care services for older people

Progress during the year supports the overall objectives of the older peoples day services work including:

- Services are responsive to the needs of people with dementia and / or functional mental health issues.
- Services are responsive to the needs of people with high care and support needs.
- People are supported in the day centre setting which is best able to meet their needs.
- Improved joint working relationships with colleagues within Cardiff and Vale University Health Board to the benefit of citizens in need of care and support / patients and their families.
- Upgrading the quality of the accommodation and amenities to meet contemporary care standards and citizens' and carer expectations.

During 2016/17 the Directorate worked closely with our colleagues in Communities in the planning and designing of the structural work required for the refurbishment of the centres. Minehead Road will be the first work to be completed. All of the day centre staff there have been involved in discussions and decisions to ensure we have the appropriate experience and skill mix to support people in each of the 3 remodelled day centres.

A similar exercise will commence at another of our Older People's Day Centres in Grand Avenue from April 2017 onwards. This will be a long term piece of work to ensure we have all the detail of the requirements needed to put in place a remodelled service.

Carers assessments for adult carers

79.5% of known carers were offered a carers assessment (2,833 offers for 3,563 carers) compared to 76.8% in 2015/16 (2,735 offers for 3,562 carers). The number of carers assessments completed during the year was 705 which exceeded the annual target of 600 although was a reduction from the 771 completed in 2016/17. This was primarily due to limited resource to undertake the assessments which has been resolved by the appointment of 3 Carers Assessment Workers (CAWs) during the year so it is anticipated that Carers Assessment offers will improve in 2017/18.

Adult Services were also successful in securing additional funding as part of the 2017/18 budget for a further 2 permanent Carers Assessment Worker posts. Their duties will include:

- Completing Carers Assessments and reviews.
- Identifying services that can be accessed through the community to support carers and supporting them and/or the person they care for to access external grants.
- Outreach work in community venues such as Hubs, GP Practices and Hospital Information Centres.
- Attendance at events to raise carer awareness to both the public and professionals.

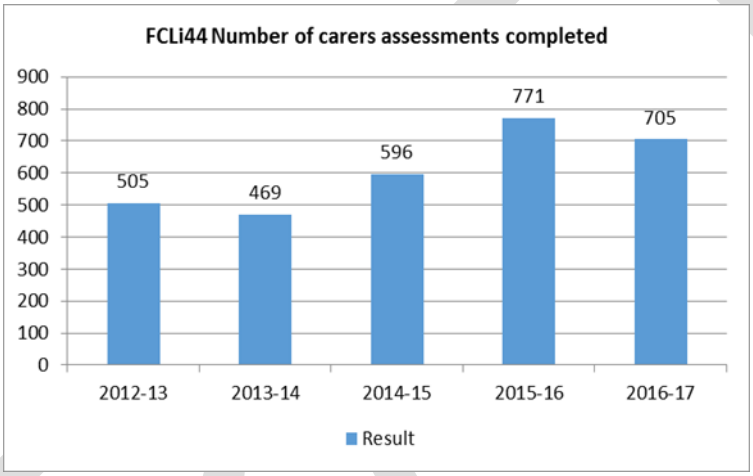
The Carers Policy Officer attended team meetings towards the latter part of the year to reinforce the Council's duty to carers and to identify barriers to offering Carers Assessments with the aim of improving teams' compliance in offering Carers Assessment and increase the number of referrals made to the Carers Team. In the coming year, all adult carers known to the service, (who did not receive an offer of a carers assessment during 2016/17) will be offered a carers assessment.

Performance Update & Survey Results

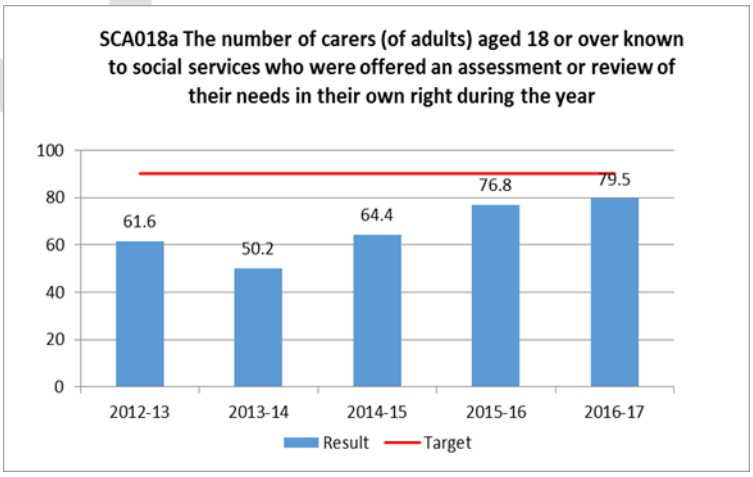
- *Carers reporting they feel supported to continue their caring role*
  Yes = 3 / 5 = 60%

- *Carers reporting they felt involved in designing the care and support plan for the person they care for*
  Yes = 4 / 5 = 80.0%

- *Number of carers assessments completed*
  2016/17 = 705.
  Performance met the target of 600, but was a reduction from 771 in 2015/16.



- *The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year*
  2016/17 = 79.5% (2,833 / 3,563) compared to 76.8% in 2015/16 (2,735 / 3,562).



Young Carers

The Families First Young Carers Project, Gofal I Chi, provides individual and group support for young carers aged 5-15 to enable them to better understand and managed their caring role in both practical and emotional terms. They undertook group work with 21 young carers and provided individual support to 9 young carers between April 2016 and March 2017. In addition, Cardiff YMCA works with the Youth Service to provide a special youth provision for young carers which is funded via alternative sources. Arrangements for supporting young carers will be reviewed in 2017/18 to ensure that services complement each other and that there is no duplication.

Safe Families for Children

This was a new prevention service that works with Children's Services to link families in need with local volunteers who can offer them help and support through a crisis. During the year, 26 referrals were made to Safe Families for Children and admission to the looked after system / inclusion on the Child Protection Register was avoided all 26 children. Health also make direct referrals to this service, to provide, for example, respite for up to 7 days whilst mother is in hospital. Without this respite provision, these referrals would be made to Children's Services for foster placements.

Family Group Conferences

Family Group Conferencing utilises the strengths of family / friends to make their own plan to support and safeguard the children. During the year, 23 children received services from the preventative Family Group Conferences initiative. Accommodation as a result of family breakdown or addition to the Child Protection Register was avoided for 12 of these children.

Performance Update

- *The percentage of children supported to remain living with their family*
  2016/17 = 55.3% (895 / 1,619)
  Of the 1,619 children with a Care and Support Plan at 31st March 2017, 895 were being supported to live at home (i.e. were not being looked after).

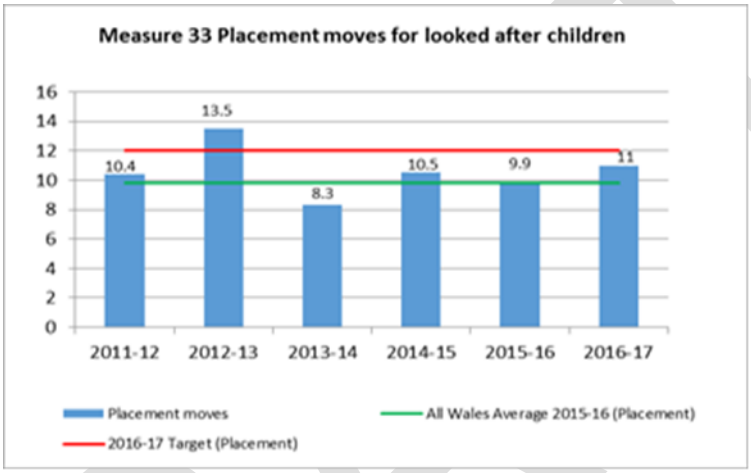
- *The percentage of looked after children who returned home from care during the year*
  2016/17 = 11.5% (113 / 982)
  Of the 982 children who have been looked after during the year, 113 have returned home.

Legal Surgery and Care Planning

The Legal Surgery has seen an increase in cases presented and the positives include Social Workers accessing immediate legal advice and a clear audit of decision making. The surgery continues to ensure that care plans are expedited and senior managers have oversight of care planning and identify emerging trends and patterns.

Performance Update

- *The percentage of looked after children on 31st March who have had 3 or more placements during the year*
  Performance declined to 11.0% (79 / 721) from 9.9% (64 / 644) in 2015/16 although the 12% target was met. This was anticipated due to concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means that some children have been moved as a proactive action - not due to placement breakdown - to a placement better suited to meet their long term needs / or to return from out of area.



Connected Persons Assessments

In most circumstances the welfare of a child is best met by being brought up within their own family. Connected Persons assessments are assessments of people with a prior connection to a child or young person (e.g. relative, friend or any other person with a prior connection) to determine whether it is appropriate for them to become a foster carer for the child. Demand for these assessments is high and 89 assessments were initiated in 2016/17.

Placement with parents

The number of looked after children who are placed with their parents has continued to rise (from 77 at 31st March 2016 to 93 at 31st March 2017. A successful financial pressures bid will enable us to create a team of Social Workers to deal specifically with these cases due to the high levels of visits and supervision required. It is hoped that a specialist team could expedite more timely Care Order revocations, thereby ending the looked after status of these children when appropriate. Recruitment is due to commence in 2017/18.

Supervised Contact Services

The supervised contact service was recommissioned during 2015/16 and the new service, provided by Swanstaff commenced in May 2016. The impact of the supervised contact service has

been significant in terms of enabling Social Workers to have more time to undertake their role when previously they were managing their role alongside supervising contact. In addition, the quality of the recording of contact sessions has improved which assists with appropriate care planning and better outcomes for children.

What are our priorities for next year and why?

- Implement new services in 2017/18 in order to promote family stability and reduce family breakdown.

- Implement new model of Day Opportunities by March 2018 (subject to the completion of major building works which should be substantially completed by this date) to maximise independence for adults with care and support needs.

- Develop a Learning Disability Day Opportunities Strategy and prepare an effective business case for the redevelopment of Tremorfa Day Centre.

- Offer a Carers Assessment to all eligible adult carers who are caring for adults during the 2017/18 financial year to ensure that they receive the help and support they need, in the ways they need it.

10. 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 achieved:

- ✓ Improved opportunities for looked after children and care leavers via the Looked After Children traineeship scheme – 31 young people started a traineeship placement during the year and 7 young people have accepted apprenticeships.
  Please see page 50 for further information.
- ✓ People continue to be better supported in accessing community based activities which meet their interests and desired outcomes. This resulted from our success in securing funding to sustain the Healthy and Active Project in partnership with Age Connects.

What did we plan to do last year ?

- Develop a multi-disciplinary specialist service by September 2016 to prevent teenagers becoming looked after.

How far did we succeed and what difference did we make ?

Performance Update & Survey Results

- *People reporting that they live in the right home for them*
  Adults = Yes = 388 / 454 = 85.5%
  Carers = Yes = 6 / 6 = 100.0%
  Children = Yes = 173 / 210 = 82.4%
  Care leavers = Yes = 19 / 27 = 70.4%

- *Children and young people reporting that they are happy with whom they live with*
  Yes = 179 / 210 = 85.2%

- *People reporting they have received care and support through their language of choice*
  Adults (aged 18-24) = Yes = 450 / 470 = 95.7%
  Carers (aged 18-24) = Yes = 5 / 5 = 100.0%
  Children (aged 16-17) = Yes = 39 / 55 = 70.9%
  Care leavers = Yes = 23 / 27 = 85.2%

- *Young adults reporting they received advice, help and support to prepare them for adulthood*
  Young adults = Yes = 5 / 7 = 71.4%

- *People reporting they chose to live in a residential care home*
  Adults = Yes = 55 / 87 = 63.2%

- *The percentage of all care leavers who are in education, training or employment at 12 months after leaving care*
  2016/17 = 58.5% (55 / 94)

- *The percentage of all care leavers who are in education, training or employment at 24 months after leaving care*
  2016/17 = 38.2% (39 / 102)

- *The percentage of all care leavers who have experienced homelessness during the year*
  2016/17 = 17.3% (56 / 324)
  This indicator includes all care leavers aged up to 21 or above in they are in full time education. It counts any period of homelessness during the year and includes a variety of situation, such as bed and breakfasts, moving frequently between friends and leaving prison without a home to go to. Although young people may not have been homeless at the time they left care, this PI reflects any difficulties they experience in the following years – a few for instance are staying with girl/boyfriend's families, and if this breaks down they may be sofa surfing for a time before finding somewhere else to live.

Adolescent Resource Centre

The Adolescent Resource Centre is expected to prevent the accommodation of teenagers on the edge of care and thus divert expenditure away from costly fostering / residential placements for looked after children to less costly preventative interventions. Recruitment to the team is complete and the service will be operational from April 2017. Impact will be monitored in 2017/18. A stakeholder engagement event has been held to consolidate partnership arrangements with key stakeholders and a model for delivering the respite element has been agreed and a recruitment campaign launched in conjunction with the Fostering Service as carers will be approved foster carers.

Housing Gateway

In recognition of the need to ensure that young people aged 16 and above who find themselves homeless are supported appropriately, in partnership with the Communities and Housing Directorate, in 2015/16 we developed a single gateway for young people aged 16 or above to access direct housing, advice and support. The service has a number of tiers which are designed to meet varying levels of needs. The Gateway has been a very positive development for young people needing to access accommodation. The service is accessible, reduces anxiety for young people and reduces homelessness. The Gateway is working smoothly with all partners on board and very few issues or inability to place. We do, however, struggle to place some young people

with exceptionally high needs aged 16 and 17 but we are currently working on a project with Housing to design a Council provision that 'can't say no!'.

Between 5th October 2015 to 21st February 2017; 695 placements were created, 79% of which (546) were the result of positive move-on. This demonstrates the level of activity around placements for young people and shows us that 79% of moves for young people were positive. Young people were placed within 11 supported accommodation provider hostels varying from high level support to independent tenancies. The database captures the young person's journey beginning with Children Services supported accommodation and ending with moving to living independently maintaining a tenancy and own accommodation.

Older People - Healthy and Active Partnership (HAP)

The HAP project, run by Age Connects, was initially set up as a pilot project to deliver a service to older people who were socially isolated. The Council was successful in obtaining funds from the Integrated Care Fund (ICF) for the project as an initiative to prevent social isolation. HAP is a volunteer model of service with an emphasis on maintaining people's independence and resilience, and as a preventative measure in preventing deterioration in their health and well-being. The project aims to support people in accessing community based activities which meet their interests and desired outcomes.

The HAP project has built up a considerable volunteer base with volunteers working with a number of older people. The total number of volunteers involved in the project was 211; with 57 additional volunteers recruited during 2016/17. The gender mix of volunteers as at the end of the financial year was 80% female and 20% male. The volunteers provide a range of services including befriending (80%), building / promoting community links (15%) and project support (5%).

HAP is also involved in the Locality Based Working Project led by Communities, please see page 51 for further information. ICF has renewed its financial contribution to the project for 2017/18. The funding will be used to continue the work of the provider organisation (Age Connects) in developing and establishing a volunteer peer support scheme and a 'buddy' system with individual older people meeting together and pursuing activities together.

A key outcome from the project is a decrease in the number of older people who enter statutory health and care services. The pilot is preventative in nature and therefore the efficacy of the project will be demonstrated by the effect it has on loneliness and isolation of the users of the service. A specific measurement tool is being used to monitor the work, the 'Campaign to End Loneliness' Measurement tool.

Older People – Extra Care

Extra Care combines the philosophy of care alongside housing related support services within a housing environment. The service aims to provide a person centred and planned approach to the provision of care and housing related support to the tenants of the scheme. The support provided is commissioned in order to enable and assist people to live in their own accommodation within the Extra Care schemes, and in maintaining and promoting their independence in order to achieve a good quality of life and to provide support to carers.

The two schemes in Cardiff are located in the North and West of the City. Both schemes are purpose-built accommodation, for older people, older people with dementia or early memory loss and people with physical and sensory impairments who are unable (or likely to become unable) to continue living independently in their current home. The service provides effective support in order to prevent unnecessary hospital admissions and to prevent or delay care home placements. It is recognised by the Directorate that additional and new extra care housing would significantly enhance our capacity to support older people's greater independence and this will form a central part of a new Older People's Housing Strategy with effect from 2017/18.

Mental Health – Supported Living

Adult Services currently commissions, through a range of providers, specialist 24 hour residential support and rehabilitation for 28 adults with mental health issues between the ages of 18-64. The services help adults with mental health issues to improve their lives in a secure environment, with the aim of supporting them towards independence.

Mental Health – Floating Support

The primary objective of the scheme is to provide a better quality of life to adults with mental health issues by assisting people in stepping down from residential care / support settings to live independently in their own homes. Cardiff Council currently has 10 people on the commissioned scheme that provides individualised intensive packages of support 7 days a week.

What are our priorities for next year and why?

- Review and revise Support Services to Care Leavers by March 2018 in order to improve service effectiveness and outcomes for young people.

- Review the Supported Living commissioning process for Adults with mental health issues by March 2018, to maximise the individual's care pathway to independent living, by improving the quality of recovery in a safe and supportive environment.

- Review of Internal Supported Living for Learning Disabilities.

11. HOW WE DO WHAT WE DO

12. OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes achieved:

- ✓ 1,183 staff trained to support implementation of the Social Services and Well-being (Wales) Act 2014.
- ✓ Establishment of the Regional Workforce Partnership.
- ✓ Improved service delivery by supporting staff to be better equipped to carry out their roles:
    - 6 seconded staff were on the Social Work degree course during the year.
    - 21 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.

Complete roll out of the second phase of a specialist training programme to support local implementation of the Social Services and Well-being (Wales) Act 2014 by March 2017 to support staff to be compliant with new legislation

The Social Services and Well-being (Wales) Act 2014 (SSWB Act) has introduced significant changes to the way social care is delivered in Wales and the Directorate is currently undergoing a period of significant cultural change following implementation of the Act on 6th April 2016. A regional co-ordinator for Sustainable Social Services has been appointed to co-ordinate the work required to transition these changes into business as usual. During the year a total of 1,183 attendees across Cardiff and the Vale have received (SSWB Act) training at an appropriate level. Changes in practice due to the implementation of the Act are becoming evident across teams in the region, however it is a long process and it is too soon to measure the impact of these changes. Early indications are encouraging with practitioners reporting that a more engaged way of working has improved relationships and enhanced understanding. The implementation of the Signs of Safety approach is also starting to have a positive impact.

Strengths-based practice training has commenced. Strengths-based practice for adults is a collaborative process between the person being supported by services and those supporting them, allowing them to work together to determine an outcome that draws on the person's strengths and assets. As such, it concerns itself principally with the quality of the relationship that develops between those providing and those being supported, as well as the elements that the person seeking support brings to the process. Working in a collaborative way it promotes the opportunity for individuals to be co-producers of services and support rather than solely consumers of those services. The term 'strength' refers to different elements that help or enable the individual to deal with challenges in life in general and in meeting their needs and achieving their desired outcomes in particular. These elements include:

- Their personal resources, abilities, skills, knowledge, potential, etc.
- Their social network and its resources, abilities, skills, etc.
- Community resources, also known as 'social capital' and/or 'universal resources'.

The objective of the strengths-based approach is to protect the individual's independence, resilience, ability to make choices and well-being. Supporting the person's strengths can help address needs (whether or not they are eligible) for support in a way that allows the person to lead, and be in control of, an ordinary and independent day-to-day life as much as possible. It may also help delay the development of further needs.

The impact of this is yet to be measured and evaluated as it is too soon to do so. Plans are in place to do this at the appropriate time. Some impact can already be seen from the reported success of the training in equipping practitioners in their engagement and conversations with citizens and families.

Discussions between Higher Institutes of Education via Programme Management Committees and regional Training Department representatives commenced last year and are ongoing to ensure that the Act itself and the underpinning values are embedded into the undergraduate and masters social work degree courses. The Care Council for Wales's First Three Years in Practice Framework has been launched in Cardiff with SSWB Act training forming part of the training programme for newly qualified Social Workers (NQSWs). Feedback on the programme this year has been very positive with NQSWs reporting enhanced learning following on from their social work degree courses. Commissioned trainers are required to ensure that the SSWB Act is fully embedded into the content of their training and all training material. Training Officers monitor and review this.

Managers are aware of the links between the SSWB Act and the Well-being of Future Generations Act 2015 and relevant issues are fed back to staff via team meetings.

Embed the Regional Workforce Partnership and agree a sector-wide Workforce Strategy 2017-2020 to meet statutory requirements by March 2017

The work undertaken on the Regional Workforce Development website has been well received by partners and it is expected that when it is launched in 2017/18, it will strengthen communication across the sector and promote the social care profession to those who are considering it as a career change.

Strategic regional social care priorities have been agreed by the Regional Workforce Board and Cardiff and the Vale of Glamorgan Councils have approved a recommendation to merge their respective Social Services Training and Development Teams into a single Regional Social Care Workforce Development Unit. A regional celebration event hosted by Cardiff and Vale College is planned for 2017/18 to recognise the significant number of care workers achieving qualifications.

Now that robust regional partnership arrangements are in place, the challenge for partner agencies will be to ensure that implementation of the Board's priorities is effective in promoting cultural change amongst the workforce and enabling a large cohort of employees to meet the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 over the next 3 years.

Develop a Social Services Workforce Strategy by March 2017 to improve workforce planning, recruitment, retention and staff learning and development

A Social Services Workforce Strategy that aims to improve the lives of the people in need of care and support in Cardiff and to keep them safe is currently being developed. This can only be delivered by:

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

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

The strategy will set out:

- Our commitment to our workforce, ensuring we recruit and retain suitably qualified and experienced staff, and that staff have the support, information and skills they need. It will provide the strategic framework for progressing our priorities for developing the Social Services workforce over the next 3 years.
- Our framework of priorities to create a culture that supports and enables **a flexible, skilled, motivated and diverse workforce.** It will recognise the valuable contribution employees make in delivering our services and will be shaped by the aims, vision and values of the City of Cardiff Council and the key priorities are **Workforce Planning, Recruitment, Staff Learning and Development** and **Retention**.

During the year, the Children's Services Workforce Development Strategy Group has been positively engaged in work to develop a Social Worker Traineeship. This scheme will be implemented in September 2017 when it will offer 2 Traineeship opportunities within the Directorate. This is expected to raise the profile of Social Workers across the Council and provide opportunities for employees in other Directorates to learn about the role of Social Workers and take up an opportunity to be considered for formal training at the end, as well as enhancing current opportunities to grow our own Social Workers.

Performance Update

- *Percentage of Personal Performance and Development Plans initiated within required timescale*
  Performance declined slightly to 92% from 97% in 2015/16 but the 90% target was met.

- *Percentage of Personal Performance and Development Half Yearly Reviews completed within required timescale*
  Performance improved to 92% from 86% in 2015/16.
  A consistent message regarding the importance of the Personal Performance and Development Reviews has been given by senior managers throughout the year and has had a positive impact on performance. The process has been reviewed corporately, and a new approach will be implemented for 2017/18.

- *Average full time equivalent sickness days lost per member of staff*
  2016/17 = 16.95.

Performance has declined from 14.12 in 2015/16.
Children's Services sickness was reviewed during the year for the categories where there was the most growth in Quarter 2 (back problems, genito-urinary and neurological) and it was determined that all appeared to be inescapable absences.
The particular challenge in relation to sickness in Adult Services is the risk of contracting diarrhoea and vomiting (D&V) due to the delivery of personal care by Home and Day Care services. Public Health policy stipulates that employees must be off for 72 hours following D&V and a local policy will be developed to ensure that the Council adheres to this guidance.
Managers have been trained in undertaking Stress Risk Assessments with staff and these are now being undertaken across the Directorate as required.

Put processes in place by March 2017 to support the health and well-being of the Social Services workforce

A number of initiatives have taken place during the year, including:

- Review of staff supervision procedures.
- Implementation of team briefings in the context of agile / mobile working.
- 'Meet the Management Team' staff events.
- Training for managers regarding Stress Risk Assessments.
- Flexi time rolled out across the Directorate in line with the Council's Work Life Balance policy.
- Employee roadshows.

The Council has an Employee Health and Well-being Strategy, 2016–19, covering Physical Health and Well-being, Mental Health and Well-being, money, nutrition, physical activity and exercise and work / life balance. A working group with representatives from Social Services is working towards a corporate Health Standard.

The Social Services Directorate have appointed 7 Health and Well-being Champions who champion a range of Health and Well-being support initiatives including support for mental health through the Time to Talk Wales Sub Group. This Group is attended by a Social Services Health and Well-being champion representing Mental Health Services. The Council has also signed the 'Time to Change Wales' pledge. 'Time to Change Wales' is the first national campaign to end the stigma and discrimination faced by people with mental health problems.

During 2016/17, awareness and training in relation to staff Stress Risk Assessments was actioned and monitored by the Social Services Health and Safety Officer Working Group.

Caseloads in Children's Services continue to be monitored and are routinely reviewed by management. Particular focus is given to workload when a Social Worker's caseload exceeds 20 - these are reviewed to ensure appropriate and safe allocation. Average Social Worker caseloads at 31st March 2017 were 16.7, compared with 17.9 at 31st March 2016. Maintaining manageable caseloads is a precondition for the implementation of 'Signs of Safety' our new strategic approach to practice in Children's Services. A growth bid to secure a number of new full time social work posts was successful and arrangements to establish and recruit to the new posts are underway.

In Adult Services average caseloads are no longer an accurate indicator of the workloads of case managers because of changes in the way cases are allocated. The introduction of review workers across service areas has meant that the majority of citizens in need of care and support no longer have a specific named worker and that case managers are increasingly unlikely to continually work with the same people. An average caseload figure would fail to capture the large number of citizens in need of care and support that no longer have a named case manager. Individual caseloads are monitored by Team Managers during regular staff supervisions and personal reviews.

Implement the Agile / Mobile Working Strategy across Social Services by March 2017 to effectively mobilise the Social Services workforce

The Agile Mobile Working project was completed during the year and has mobilised around 640 Social Services staff. The teams mobilised include Intake and Assessment, Children in Need, Looked After Children, Safeguarding Service, Youth Offending Service, Fostering Service, Family Intervention Support Service, Emergency Duty Team, Adult Assessment' Home Care Service, Mental Health Services Older People, Occupational Therapy, Substance Misuse, Review, Personal Adviser Service, Learning Disabilities Team. The mobilisation of the Mental Health teams at the end of March 2017 completed the roll out of Agile Mobile Working for Social Services.

The critical success factors of the project have been the ability to vacate / relocate staff and close buildings. This (along with the associated benefits including reduced carbon footprint and reduced telephony costs) should be viewed as the primary benefit of agile working at present. Other cashable benefits, such as reduced mileage, printing and storage, will likely be small and take a longer time to realise. The softer benefits, such as productivity, work / life balance and managing demand, are more difficult to measure but we are confident that the significant increase in demand on the service could not have been absorbed without the benefits of agile mobile working. The qualitative information, such as feedback directly from staff or through the survey, has been particularly informative and is highly significant for retention. Feedback from end users has provided valuable insight into the benefits and issues with agile working. Positive feedback from a staff survey included: *"More time to complete recordings and paperwork = less stress" and "This has definitely had an effect on people's health and well-being which in turn increases productivity and performance"*.

As an organisation we have invested a considerable amount to achieve new ways of working. What we need to do now is empower our staff to work where, when and how they choose (provided business needs are met), offering maximum flexibility and minimum constraints. This will optimise their performance and deliver best value and customer service. The new technology enables people to work in ways which best suit their needs, without the traditional limitations of where and when tasks must be performed. Work needs to be seen as an activity we do, rather than a place we go. The new and exciting tools provided will help us work in different ways, to meet customer needs, reduce costs, increase productivity and improve sustainability.

Develop and implement an integrated Social Services Business Unit by March 2017

The Directorate's business functions have benefitted significantly from the merger of previously separate children's and adults functions, bringing additional efficiencies to bear and enabling a more effective deployment of support.

An independent review of complaints and access to records processes has been undertaken and confirmed that the local authority is compliant with Welsh Government guidance. The report highlights what works well, outlines areas for improvement and makes recommendations regarding action required to improve the quality and efficiency of the complaints process across the Directorate. These actions will be taken forward in 2017/18.

Improve recruitment and retention of Children's Social Workers, ensuring the Council achieves and maintains a vacancy rate below 18% by March 2017 to raise standards and drive the quality and competency levels of staff through effective workforce development in order to enable those with care and support needs to achieve what matters to them

As a result of work to improve recruitment and retention, a more stable workforce across the service is emerging and except where essential maternity cover is required, there is less reliability on agency staff. The vacancy rate has increased slightly during the year to 23.5% (from 22.2% for 2015/16, primarily due to internal promotions and transfers - there are some good examples of staff achieving promotional appointments, thereby supporting career development and staff retention. The message from the most recent recruitment drive is that Cardiff Children's Services is starting to be seen as a good place to work. A new recruitment programme will be launched early in 2017/18 to continue the process of filling existing vacancies. An agreement remains in place that when all vacancies have been filled, Children's Services will continue to recruit to a "pool" of additional Social Workers. This will enable the service to maintain consistency of service provision and caseloads whilst managing healthy staff turnover without needing to rely on expensive agency Social Workers.

Performance Update

- *Percentage of social work vacancies in all teams*
  2016/17 = 23.5%
  Vacancies increased slightly to 23.5% from 22.2% in 2015/16.

Regional Training Developments for Cardiff and the Vale of Glamorgan

In Cardiff, over 450 courses were offered in the first 10 months of the financial year, the number of places offered totalled 6,500 and 77% of places were taken up. These figures demonstrate the commitment of staff across the region in the statutory and third sector to their own Continuing Professional Development and the demand for meaningful and effective training to be provided.

The Training Unit ensures that all courses incorporate the aims and values of the Social Services and Well-being (Wales) Act 2014 (SSWB Act). New models of emerging good practice that have been developed and become a part of everyday processes are key to ensuring that the SSWB Act is used in a meaningful and practical way in day to day work. For example, the SSWB Act very much 'fits' with the models rolled out in the first half of the year, including Cardiff's Signs of Safety, Better Conversations and extensive Dementia Training.

During 2016 Care Council for Wales modules have been delivered to groups of staff throughout the region. An extensive training program was, and will continue to be, offered and includes such training as Sibling Attachment, Human Trafficking, Building Resilience in Young People, Deprivation of Liberty Safeguards, Mental Health Awareness and Risk Analysis.

Health and Social Care Safeguarding Training

Within the Regional Workforce Partnership with the Vale of Glamorgan we take every opportunity to promote the necessity at undertaking Safeguarding training. This is mandatory for Social Services staff and we also make this available free of charge to independent, third sector and voluntary agencies. Regular invitations are sent to all partner agencies. Two types of training are undertaken, face to face and by e-learning packages. Steps are being taken to ensure the mandatory requirement is being adhered to. A total of 1,050 training places were held regarding Safeguarding during 2016/17.

What are our priorities for next year and why ?

- Review Directorate posts by March 2018 to support a coherently aligned Social Services workforce career path to ensure compliance with Care Council for Wales standards.

- Improve recruitment and retention of Children's Social Workers, ensuring the Council achieves and maintains a vacancy rate below 18% by March 2018 to raise standards and drive the quality and competency levels of staff through effective workforce development in order to enable those with care and support needs to achieve what matters to them.

13. OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

Outcomes achieved:

- ✓ 16 looked after children were returned to Cardiff with an estimated cost saving of £1.1 million.
- ✓ Review of all Adult Services commissioned spend undertaken which resulted in £1 million savings.
- ✓ £4.939 million savings achieved by Social Services overall.

Achieve 2016/17 savings proposals and develop the medium term financial plan by March 2017 to identify 2017/18 savings proposals

The 2016/17 outturn for Social Services reported a £6.745m overspend against a budget of £146.285m. This reflects a saving shortfall of £2.614m against a combined £7.553m target for 2016/17 and 2015/16 for Children's and Adult Services. This context notwithstanding, the Directorate achieved £4.939m savings during the year.

In Children's Services, the overspend (£4.277m) reflects a savings shortfall of £3.487m plus significant projected cost growth (£1.4m) in relation to external fostering. Fostering placements increased by 47 during the financial year, a reflection of the growth in the number of looked after children (+81) in the same period. There has also been net cost growth in relation to new residential placements. The outturn also included overspends in support costs for care leavers and in external legal costs. The ongoing use of agency staff continued to impact on staffing budgets in certain areas such as safeguarding and leaving care although the total number of agency staff engaged by the outturn had been reduced. This is evidence that the measures put in place to tackle agency costs are taking effect and provides a basis for confidence over the forthcoming year.

In Adult Services, the overspend (£2.468m) reflects a savings shortfall of £1.147m but also a significant overspend in commissioned services for older people. This includes significant growth in the number of domiciliary care hours delivered (+9%) during the year and inflationary increases in relation to the price of a nursing bed (+10. Similar domiciliary care pressures are evident in physical disability commissioning budgets. There were however, offsetting underspends in mental health services, reflecting lower than anticipated commitments against Deprivation of Liberty Safeguards (DOLs) budgets and residential care. There were also significant savings across staffing budgets due to vacancies. Savings made in relation to learning disability commissioning budgets reflect the growing significance of health needs in the user population and the concomitant growth in the contribution from the University Health Board's Continuing Health Care (CHC) fund.

The Directorate worked closely with key Finance partners in the second half of the year to develop a new 5-10 year Integrated Service and Financial Strategy for Social Services. The first two iterations of our analysis of population and spend projections focused on children and adults respectively and were presented for discussion with Cabinet as a work in progress and this analysis contributed to the Welsh Local Government Association's (WLGA) overview of pressures across

Social Services in Wales. A third and final report will draw these into an overall strategy and identify costed options to enable decision makers to resolve a model for financial sustainability for Social Services in the future.

A central element of the reforms we need to make, relates to social work assessment practice. We know that our traditional approach has tended to focus on people's deficits and risks when assessing needs and developing individual care plans. We also know that this often tends to erode personal independence rather than promote it and this in turn entails the over-provision of services too often. In order to focus on an assets-based approach that promotes independence, we intend to re-shape our model of social work in Adult Services by drawing on the lessons being learned in our implementation of 'Signs of Safety' in Children's Services. The Director is in active dialogue with colleagues in another city, to explore the potential for a partnership in the development of a new model for social work with adults.

In order to ensure that the new Integrated Service and Financial Strategy benefits from UK wide best practice in optimising financial sustainability, the Director has engaged the Institute of Public Care and Professor John Bolton as a development partner with the support of the WLGA.

Develop and implement a strategic approach to commissioning for the Directorate by March 2017 to achieve value for money and better outcomes for people

As part of the requirement set out in Part 9 of the Social Services and Well-being (Wales) Act 2014 (SSWB Act), Regional Partnership Boards are required to establish pooled funds in relation to the care home accommodation functions by April 2018. As part of the wider joint commissioning work, Local Health Boards and local authorities are expected to:

- Undertake a Population Needs Assessment and market analysis to include the needs of self-funders.
- Agree an appropriate Integrated Market Position Statement and Commissioning Strategy.
- Agree a common contract and specification.
- Develop an integrated approach to agreeing fees with providers.
- Develop an integrated approach to quality assurance.
- Adopt transparent use of resources.

The Cardiff and Vale of Glamorgan Regional Partnership Board has established a joint commissioning project to develop this work as part of the whole system redesign. The following work has been undertaken to ensure Cardiff Council meets the requirements of the SSWB Act to establish a Regional Partnership Board (RPB) and work to integrate health and social care:

- Appointment of a Chair and agreed membership of the Board.
- Agreed terms of reference and governance arrangements.
- Workshops, focusing on member induction and locality working.
- Analysis of existing work streams and projects and agreement on future priorities.
- Completion of the Population Needs Assessment (PNA).

The Joint Commissioning Project Board is continuing to develop the baseline to inform a Cardiff and Vale of Glamorgan Integrated Market Position Statement for Older People. The mapping of

Older People Services has now been completed and a draft Joint Regional Statement of Strategic Intent for Older People Services has been developed for further discussions with stakeholders.

A pooled budget workshop took place between Cardiff Council, Vale of Glamorgan Council and Cardiff and Vale University Health Board to consider the model agreement developed by Gwent and the issues the Partnership will need to consider in relation to establishing a pooled budget for care accommodation by April 2018.

The Population Needs Assessment required under the SSWB Act was completed and was submitted to the Minister for Social Services and Public Health by the 31st March 2017.

Optimise opportunities for working collaboratively across the region and more widely where there is potential to deliver more effective services during the 2016/17 financial year

Good engagement with partner agencies played an increasingly important role across a number of areas including:

- Statutory partners' agreement to establish and fund a combined Safeguarding Business Unit to facilitate the Regional Adult and Children Safeguarding Boards' agendas.
- Co-location of Mental Health Services for Older People with the Vale of Glamorgan Council and Cardiff and Vale University Health Board.
- Be a Care Worker Campaign.
- The establishment of a Regional Social Care Workforce Development Board.
- The development of a Regional Social Care Workforce Training Unit.
- The regional re-commissioning of Advocacy Services.
- An active programme of work to enable the establishment of Pooled Budgets.
- The development of a Regional Statement of Strategic Intent for Integrated Older People's Services.

Develop a Quality Assurance Framework for Social Services to bring together the quality assurance and learning elements of key activities in the Directorate by March 2017

A Children's Services Quality Assurance (QA) Framework was developed recruitment to the Quality Assurance Officer post is underway, at the time of writing Case management audits continued throughout the year and identified the following themes:

- Evidence of good multi agency working in Child Health and Disability and Fostering teams.
- Good use of the Safe Care Policy.
- Visits need to be undertaken and recorded in a more timely way.
- Chronologies need to be kept up to date.

Themes emerging from complaints are also considered on a quarterly basis and presented to the Corporate Parenting Advisory Committee. Work on training to address themes and improve practice will be taken forward once the Quality Assurance Officer is in post.

The Directorate now needs to embed the new post and using the Children's Services QA framework, commence the development a parallel model for Adult Services implementation.

Benchmark service performance with core cities, or relevant benchmark organisations, by March 2017 in order to drive better outcomes for citizens, businesses and visitors

Inspired by the good work of Monmouthshire's Raglan Project and in cooperation with that authority, we have developed a locality model of domiciliary support for people with dementia, whereby a dedicated team of staff will care for a cohort of our clients within a specific locality. We are currently working with a provider to get the service underway.

The central consideration of much of our strategic and development work concerns the Social Services and Well-being (Wales) Act 2014, which came into force in April 2016. We are active members of the following national Association of Directors of Social Services Cymru (ADSSC) work-streams for benchmarking and comparing practice.

- New Models of Service group, which explores models of working relating to various aspects of the Act, including commissioning, early intervention and new models of delivery.
- New Approaches to Practice group, exploring areas such as such as advocacy, assessment, eligibility, care planning and information, advice and assistance (IAA).
- Business Intelligence Group, which considers issues relating to performance measurement and data recording. A considerable amount of work has been undertaken by the Performance Sub Group to agree a national interpretation of the guidance for All Wales performance indicators and reports. Work undertaken will be reflected in the development of reporting mechanisms from the Welsh Community Care Information System (WCCIS).

In November 2016 a detailed report was produced for the Adult Services Scrutiny Committee, analysing Cardiff's domiciliary care provision against that of the English Core Cities, as well as other Welsh authorities. This will inform the future commissioning and development of our domiciliary service. Key messages from the report were:

- The Council aims to promote quality in domiciliary care services by having 50% of the criteria used to award packages of care based on assessment of the quality of providers.
- Cardiff has a diverse domiciliary care provider sector. There are currently 63 domiciliary care providers registered on our Approved Provider List; this compares to 39 providers who were on the list when it first became active in November 2014.
- The "Sproc.net" care service purchasing system has demonstrated a number of benefits, including transparent allocation of work, efficiency and timeliness in setting up package, an emphasis on quality, reduced internal costs for the Council and achieving an increase in the number of providers.
- Cardiff Council has recognised that local authorities cannot rely on the system to generate capacity on its own and that there must be parallel market development and engagement with providers to shape and manage the market.
- Capacity and sustainability in the market remains a concern for Cardiff and the local authority will need to continue to look at ways of developing new ways of working to increase capacity.
- The Domiciliary Care Providers Forum meets quarterly with the Council to discuss issues concerning the market, to look at best practice and, through working in partnership, to drive the continual improvement of quality in the sector.

- The Council is working to promote the positive aspects of the role of the paid care worker to try and increase interest in the sector and draw new people into the Care sector to work.

The data for the national survey element of the new Social Services Performance Measures was submitted by the required deadline of 31st March 2017. This saw 1,350 questionnaires distributed, and when the national results are published later in 2017/18 this will allow us to compare our qualitative service data against all other Welsh authorities.

Establish an Improvement Board to deliver the improvement plan for Adult Services by March 2017

At the time of writing, governance arrangements in relation to overall Social Services strategic development are being reviewed to ensure more effective alignment with the Council's Organisational Development Programme, and the emergent Integrated Service and Financial Strategy.

The Adult Services Improvement Board served an effective purpose in facilitating strategic analysis and overall improvement with evident progress achieved in relation to all of the external consultant's original 2015 recommendations. Performance, quality, longer term strategic thinking, financial planning and partnership are all in a substantially better position. Given this and the embedding of progress in a new Social Services function, the Directorate is in the process of 're-casting' its approach to strategic development under the auspices of a new 'Social Services Futures' Programme. In collaboration with Organisational Development colleagues, this programme will re-focus on strategic development, particularly in response to the priorities of the Social Services and Well-being (Wales) Act 2014 (e.g. integration, citizen engagement and prevention) and over the longer term i.e. 2017-2027. Of particular significance will be the development of an Integrated Service and Financial Strategy for 2017–2022/27.

The Cardiff and Vale of Glamorgan Regional Partnership Board has established a joint commissioning project.

Undertake a campaign in 2016 with Private Sector Domiciliary Agencies to attract more employees into the social care sector to increase capacity and improve quality

The Directorate's Communication and Media Activity Programme Plan for the 'Be a Care Worker Campaign' is currently ongoing and aims to encourage more people to apply for carer roles in the private and public sector. The 'Be a Care Worker Campaign' social media launch started during November 2016 and continued with a steady stream of messages until late March 2017. It consisted of Facebook boosted adverts and a tie-in with Twitter. The target audience included local residents, third sector, youth workers, community first groups, students / universities and the local press with a known total reach of 2.9 million people. The campaign has been positively perceived across all social media platforms and continues to gain interest amongst Cardiff residents.

What are our priorities for next year and why ?

- Finalise and commence implementation of an Integrated Service and Financial Strategy for 2017-2022/27 in order to ensure a sustainable future for Social Services.

- Embed the QA Framework in Children's Services and adapt for implementation Directorate-wide by March 2019 to ensure that children, families and adults benefit from the highest possible standard of service within resources.

- Recommission Families First Services by March 2018 to maximise the impact on outcomes for children and families.

- Implement a new model of commissioning in relation to domiciliary care by November 2018 in order to rebalance the service offer and improve performance and sustainability.

14. OUR PARTNERSHIP WORKING, POLITICAL AND CORPORATE LEADERSHIP, GOVERNANCE AND ACCOUNTABILITY

Partnership Working

The Directorate has made significant strides in establishing more open and collaborative relationships with strategic partners. Collaborative partnerships are a fundamental pre-requisite for effective services. These include:

- Implementation of an Early Help Strategy.
- Development of 'Not in Our City, Not to Our Children' – Cardiff's highly proactive Child Sexual Exploitation (CSE) Strategy; this also provided the basis for securing growth funding to establish a permanent CSE team.
- Launch of a Multi Agency Safeguarding Hub.
- Establishment of a new Regional Social Care Workforce Board, drawing in partners from academic provider organisations, national and regional domiciliary care providers and health partners.
- Development of regional proposals for establishing a Regional Social Care Workforce Unit by combining resources across the two Councils.
- A newly established Regional Partnership Board, sponsoring an active programme of workshops, strategic development sessions board meetings.
- Development of regional proposals for commissioning advocacy services.
- Co-sponsorship of a pilot Missing People initiative to support dementia sufferers and their families.

The Integrated Health and Social Care (IHSC) Partnership Cardiff provides oversight for the development and delivery of funded programmes for adults through the Integrated Care Fund (ICF). As a result we have been able to establish a range of new services, most of which are delivered collaboratively, to support adults with care and support needs. 3 of these were set up in the previous period and are now demonstrating their effectiveness, including the First Point of Contact, Preventative Interventions and Accommodation Solutions. More recently an ICF funded Discharge to Assess project was established at the end of the year to:

- Enable individuals aged 65+ years to take the opportunity to leave hospital at an earlier stage, with access to an appropriate assessment of need within their own home and improved access to a reablement.
- Reduce the number of delayed transfers of care associated with community assessment / arrangements across Cardiff and the Vale.
- Ensure clarity of referral pathway for patients returning home.

- Avoid the unnecessary placement of individuals into institutional care, thus maximising care home capacity for those who really need it.

Council Values and Priorities

Supporting and protecting people remains one of the Council's 4 top priorities and this is reflected in the continued and direct support provided to Social Services during 2016/17. In the context of significant Council wide financial challenges, the Council agreed additional funding for Social Services when setting the 2017/18 budget. A net total of £9.2m, including 59 additional posts, was agreed in response to demographic growth and to support a range of new preventative programmes. Taken together with the Council's other 3 priorities and the refresh of the Council's Core Values, social services provision is seen as playing an essential strategic role in improving outcomes for citizens, families and communities across the city.

The Children and Young People and Community and Adult Services Scrutiny Committees play a significant role in supporting the drive towards improved performance across Social Services. Both Committees have undertaken discrete inquiries in order to strengthen the corporate profile of key challenges that impact on people in need of care and support.

Strengthening Social Services as a Unified Entity

In 2014/15, the Council concluded that it was timely, particularly in light of the Social Services and Well-being (Wales) Act 2014 and to enable better strategic integration, to establish a single Social Services Directorate under a single Director with effect from 2015/16. This was intended to secure a stronger focus on 'whole family' / whole system approaches and on stronger integration with partners, taking advantage of opportunities to share innovations, resources and costs more effectively. Despite the fact that the new Directorate is relatively recent, staff and managers have welcomed and embraced the opportunity to work in a Directorate that is more cohesively aligned to the values and practices that are inherent in a Social Services function and that are reinforced by the Social Services and Well-being (Wales) Act 2014. Informal feedback indicates that staff are eager to be part of a modernized Social Services function and to be part of developing new ways of working with individuals and communities to promote greater independence and reduce unnecessary reliance on services that create dependency.

Wider Development

Given the progress achieved since 2013 in children's social services, it was agreed that the Children Services Improvement Board, established in 2014 could be stood down at the end of 2015/16 and the improvement agenda is now integrated on a 'business as usual' basis.

This allowed us to turn our attention to the creation of a wholly different and city wide approach to supporting children and families on a universal basis rather than the more narrow and inward focus on the statutory service alone. Together with senior partners and chaired by the Chief Executive, a new board was established during late 2015/16 with the aim of promoting prevention and early help so that in all settings where children are growing up – local communities and hubs, schools, playgroups and cultural or sports settings - we act in concert to help them thrive and develop on the one hand and on the other, that we remove obstacles that might stop them from doing so at the earliest opportunity.

During 2016/17 partners identified a number of priorities to support this shift in strategic focus, including the consideration of establishing a Children's Zone; deploying an approach in all settings that is shaped by the Adverse Childhood Experiences (ACE) research; and refocusing existing funded programmes more effectively on prevention. Following on from the Council's commitment to work towards making Cardiff a 'Child Friendly City' we have secured the support of United Nations Educational, Scientific and Cultural Organisation (UNESCO) as one of only 3 'Child's Rights Partners' across the UK. This programme of work, led by Education, will play a significant role in promoting this new strategic approach with partners and will enable us to underpin it effectively with a strong children's rights and participation agenda.

An Adult Services Improvement Board similar to the Children's Services predecessor was established in the autumn of 2015, again chaired by the Chief Executive. The Director and the Board were supported in their improvement agenda by an independent 'diagnostic' that was undertaken by a Welsh Local Government Association (WLGA) associate and presented to the Community and Adult Services Scrutiny Committee and to the Council's Challenge Forum. This enabled the development of an improvement plan that focused on the key ingredients of success and included the Social Services and Well-being (Wales) Act 2014, the overall structure for the new Directorate, Integration, Commissioning, Performance and Budget. As with Children's Services, this approach worked well in accelerating and supporting a programme of work to secure improved operational effectiveness and overall managerial grip. The Council's Organisational Development Programme played a significant role in facilitating key changes around Direct Payments, First Point of Contact and commissioning. The Directorate was able, as result of these programmes, to put adult social care on a much sounder footing, led by the Assistant Director and her new management team.

As with all Directorates, Social Services was subject to performance challenge at regular 'Star Chamber' meetings consisting of the Cabinet and relevant Directors.

Staff Engagement

A key factor for the successful development of new ways of delivering services to the community is the active engagement of staff. In addition to our group of employee ambassadors, we have engaged staff in Adult Services in a series of opportunities to meet with the Director of Social Services and the Assistant Director of Adult Services. Although these went some way to enable the Directorate to open up new avenues for dialogue we recognise that we need to increase the frequency and reach of these sessions and to develop other ways to facilitate more dialogue.

In Children's Services the main vehicle for engaging staff has been the major strategic push around implementation of 'Signs of Safety' which has relied heavily on close consultation across the service involving all layers of the Directorate, dedicating significant workshop-based time and additional staff training and development. In 2017/18 we will need to focus on more cross Directorate engagement.

Corporate Parenting Advisory Committee (CPAC)

Corporate Parenting is the term used to describe the responsibility of local authorities to provide the best possible services and support to looked after children and young people. The role of corporate parent is to seek for children who are looked after by Cardiff Council the outcomes that

every good parent would want for their own child. The role of CPAC is to oversee the effective implementation of Cardiff Council's Corporate Parenting Strategy to seek to ensure that the life chances of looked after children, children in need and care leavers are maximised in terms of health, educational attainment, and access to training and employment, in order to aid the transition to a secure and productive adulthood.

Examples of work undertaken by CPAC during 2016/17 include:

- Endorsed the recommendation for 2 young people replace the representative from the commissioned advocacy service as regular advisors, and for a representative from the University Health Board to supplement existing advisors.
- Undertook visits to an out of area children's home, Targeted Services teams within Children's Services, Rumney Primary School and the Youth Offending Service.
- Received a presentation from the Traineeship Scheme Co-ordinator and 2 young people who gave an account of their experience of the scheme. In response to the request of young people, the scheme has been rebranded to remove the words 'Looked After Children' from the title, and an online launch and app were planned.
- Received quality of care reports in relation to Crosslands children's home (the only children's home directly delivered by Cardiff Council. No significant issues were raised during the year and the Committee sent a letter to staff at the home to acknowledge the good work being done.
- Received reports on inspections, children's home quality of care visits, performance, complaints, out of area placements, Independent Reviewing Service, Regional Adoption Service, Education and Advocacy.

Please see page 44 for further information.

Social Services and Well-being (Wales) Act 2014 (SSWB Act)

Good regional governance and project management arrangements were in place to maximise readiness for the SSWB Act in April 2016. These have built on the pre-existing arrangements established to promote health and social care integration. As a result of this context and the genuine commitment of staff and managers to new ways of working in response to the SSWB Act, we were able to make significant strides in Act implementation in the following key areas.

- Establishing an effective Information, Advice and Assistance model.
- Establishing Dewis as the main information access platform.
- Working to ensure effective liaison with Cardiff Prison around the needs of those passing through the secure estate.
- Strengthening adult safeguarding, principally by a refresh of the Regional Adult Safeguarding Board.
- The launch of a new Regional Social Care Workforce Board.
- The delivery of a Population Needs Assessment.
- Preparation of new SSWB Act related qualitative surveys issued to 2,678 citizens.
- New assessment and care management tool.
- SSWB Act related training delivered to 1,183 attendees across Cardiff and the Vale of Glamorgan.

Corporate Safeguarding Board

The Corporate Safeguarding Board was established in March 2015 and includes senior representation from all Directorates to ensure that all public facing services integrate safeguarding awareness into their operations. The Board is not concerned with operational practice in Social Services or schools but aims to promote effective cross Directorate safeguarding practice particularly in terms of information sharing and data collection, front-line operational awareness, staff training and the vetting and barring of staff who have significant or unsupervised contact with vulnerable adults or children.

The 2016/17 work programme focused on implementation of the proposals listed below. Work did not progress as effectively as the committee hoped, but the arrival of a new Operational Manager for Safeguarding and her more effective and active leadership is already accelerating the committee's agenda; it is expected that 2017/18 will see more tangible progress. A separate Annual Report of the work of this Board is due for consideration by Cabinet.

2016/17 Work Programme

- Disclosure and Barring Service (DBS) checks - authorisation and implementation of the requirement to ensure that all staff who are legally required to be checked will be checked, that those checks are only carried out according to the DBS check criteria, and requirements for checks on School Governors.
- Training – development of e-learning, a DVD and training for Members.
- Performance monitoring – implementation of a set of performance indicators and an information return.
- Communication and engagement – to ensure that all employees of the Council will understand their responsibility and what is required of them.

In 2017/18 the Board will be focusing on:

- Relaunching a new Safeguarding learning e-module for all staff in the authority.
- Providing new Members Safeguarding training.
- Launching a Corporate Safeguarding Policy.
- Staff communication and engagement actions, including briefings to ensure staff recognise their duties to report and are aware of the above policy and training.
- Audit safe employment processes to ensure compliance (e.g. DBS process).

15. ACCESSING FURTHER INFORMATION AND KEY DOCUMENTS

Further information can be obtained from the following sources:

Page 9	Care and Social Services Wales Inspection Reports
Page 9 & 33	Wales Audit Office Review of Delayed Transfers of Care – Cardiff and Vale Health and Social Care Community
Page 29	Early Help Strategy
Page 46	Cardiff and Vale Dementia Plan
Page 70	Population Needs Assessment report
Throughout	Performance Indicator Guidance for 2016/17
	Corporate Performance Reports
	Scrutiny Reports
	Corporate Parenting Committee Advisory Board Reports

Mae'r dudalen hon yn wag yn fwriadol

Appendix B

AGGCC CSSIW
Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

To: Tony Young
Directors of Social Services

June 2017

Dear Director

CSSIW Performance Review of Cardiff Council Social Services

This letter is informed by CSSIW's inspection, performance review and engagement activity during 2016/17. At the Performance Review meeting on 29 March 2017 we provided feedback on our inspection, engagement and performance review activity over the past 12 months.

Progress on key areas for improvements and developments in the last year

Stability in leadership has brought much needed direction and clarity to the department which is of benefit to the service as a whole. However we are aware that the post of Head of Children's Services remains filled on a temporary basis.

Restructuring of the senior management team has been completed and have improved on the aim of working as one directorate.

Relocation of teams in social services was completed and staff are reported to be positive about the move. Flexible working is now embedded in adult services as well as children's services. Co-location allows for more joined up working between adult and children's services and is working well.

Implementation of the Social Services and Well-being Act has not been without challenge but work continues to embed both culture and practice into the new ways of working. Additional resources have been allocated to the 'front door' with

AGGCC
Rhanbarth Gogledd Cymru
Swyddfeydd Llywodraeth
Sarn Mynach
Cyffordd Llandudno
Conwy LL31 9RZ
www.aggcc.org.uk

Tel: 0300 790 0126
Fax: 0300 062 5030
✉ cssiw.north@wales.gsi.gov.uk
✉ cssiw.north@cymru.gsi.gov.uk

CSSIW
North Wales Region
Government Offices
Sarn Mynach
Llandudno Junction
Conwy LL31 9RZ
www.cssiw.org.uk

additional social worker support allocated to provide assistance and a prompt response to enquiries which is providing good outcomes for citizens.

Social services are looking to embed the Welsh language standards and 'More than just words'. There is a challenge for social services in recording this which the local authority is addressing. Welsh language awareness training has been given to managers and mapping of Welsh language service provision in the authority is in process.

Significant progress has been made in reducing the number of delayed transfers of care (DTOC). Additional resources have been put into the hospital teams and, together with improved partnership arrangements with the University Health Board (UHB), this has realised benefits for the citizens of Cardiff in reducing delays in discharge times from hospital for social care reasons.

Capacity within residential and domiciliary care services remains fragile. We are aware of a specific issue with local sufficiency of dementia nursing provision. It is positive to note the local authority has embarked on a large recruitment drive with a number of domiciliary care services to attract care workers into the sector. Initial feedback would indicate some success.

In relation to the deprivation of liberty safeguards (DoLs) there have been issues with capacity in undertaking assessments. While urgent authorisation are being met within the required timescales, non urgent authorisation are taking substantially longer which has been raised as an issue through CSSIW regulation work.

A Child Sexual Exploitation (CSE) strategy has been agreed and from April the department has two dedicated workers for CSE who have worked with a variety of people to raise awareness and improve protection arrangements. Corporate staff are becoming increasingly aware and the statement 'Not in our city, not to our children' is an indication of the commitment by the local authority.

The local authority is responding well to the current challenges within children's services in regards to the continuing rise in numbers of care proceedings.
The local authority has increased resources to respond efficiently to connected person applications. A dedicated team of four social workers have been appointed to this new team. CSSIW will follow up on this new development in the coming year.

The local authority has responded well to the accommodation needs of unaccompanied asylum seeking children. Cardiff has taken a lead in coordinating allocation of children to local authorities across Wales and has shown commitment to ensuring young people are looked after appropriately.

Feedback on annual engagement themes

During 2016-17 we carried out a range of engagement activities across local authorities in Wales. This engagement activity has focussed on two main themes, adult safeguarding and carers.

- Safeguarding

Adult safeguarding has been a theme for engagement with the local authority in 2016/17. The multi agency safeguarding hub which incorporates both adults and children's safeguarding arrangements has been operational since June 2016. Partner agencies access MHub (computer program) which improves the multiagency approach to referrals.

The local authority needs to improve how it communicates and involves the person subject of the safeguarding concern and their family in the process. The local authority acknowledges it needs to specifically improve how people and their families are informed of the outcome of safeguarding investigations. In addition, the local authority should work with providers to better clarify what constitutes a safeguarding referral.

The team has established good working relationships with CSSIW which has supported information sharing and joint working to safeguard vulnerable people.

- Carers

We spoke with a number of carers about their experiences. A wide range of information on services and resources is made available to carers.
Carers were generally positive about their engagement with social services and confirmed they had received an assessment. Where support is provided this is delivered in terms of aids and adaptations and respite. It was difficult to evidence what was being provided to the carer in terms of their own support rather than support to the person they care for. This is an area the local authority needs to address.

The department has a dedicated team of workers to support carers in addition to third sector partnership arrangements. Themes arising from our discussions with carers mainly focussed on their expressed need and reduced availability of respite and breaks. Many carers reported that receiving regular periods of respite enables them to continue caring and is an area for future development.

Progress on recommendations arising from inspections

CSSIW has not undertaken any planned inspection work in Cardiff during 2016/17. CSSIW undertook thematic inspections across Wales during the year on support for adults with learning disabilities and regarding children subject to the public law

outline pre proceedings process (PLO). Cardiff contributed self assessment data for each of these but was not involved in fieldwork.
Cardiff was selected for fieldwork for the national review of domiciliary care which was undertaken during 2015/16 and CSSIW reported to scrutiny on the findings during 2016/17. The authority has responded positively to the review and the three areas identified for consideration.

It continues to meet with domiciliary care providers to look at ways of improving working methods. In partnership with a number of domiciliary care providers, the authority has embarked on a large recruitment drive to identify new care workers to the market. This initiative is to be commended and is proving successful in attracting new people to care work.

Inspection, Engagement & Performance Review Plan

In 2017-18 in addition to areas identified for follow up above, CSSIW themes for inspection, engagement and performance are:

- Support provided for people with mental health needs with a focus on Community Mental Health Team's
- Placement decisions for children looked after

CSSIW will provide six weeks notice if the authority is scheduled for an inspection during 2017/18.

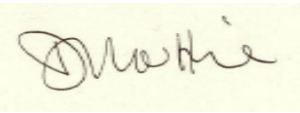
CSSIW will also continue to consider what actions have been taken by the local authority in relation to recommendations contained in its national thematic reviews including Deprivation of Liberty Safeguards, services for people with learning disability, domiciliary care and Public Law Outline.

CSSIW work with partner inspectorates

You will note that this letter has been copied to colleagues in WAO, Estyn and HIW. CSSIW works closely with partner inspectorates to consider the wider corporate perspective in which social services operate as well as the local context for social services performance.

As this is the first year we have written to you in this format we will not be publishing this letter, but will do so in subsequent years.

Yours sincerely



Denise Moultrie

Regional Director

Copy sent to

Chief Executive of Cardiff Council
Healthcare Inspectorate Wales
Estyn
Wales Audit Office

Mae'r dudalen hon yn wag yn fwriadol

My Ref: Scrutiny/Correspondence/MJH

27th July 2016

Councillors Sue Lent and Susan Elmore
Cabinet Members
c/o Room 520
County Hall
Cardiff
CF10 4UW

Dear Sue and Susan

Joint Children & Young People and Community & Adult Services Scrutiny Committee – 11 July 2016

On behalf of the Members of both Committees, I would like to thank you and the officers for attending their joint meeting on 11 July 2016, for the consideration of the Draft Director of Social Services' Annual Report 2015/16. During the way forward section of the meeting the Members considered the information in the report, comments made during the consideration of the briefing, together with answers to their questions, and agreed to provide you both with the following advice, comments and recommendations.

Overall Annual Report

The Joint Committee welcomed the new format of the report, Members felt that it was easy to read and was more outcome focused. In particular the Joint Committee welcomed the clear political leadership statement, from the Cabinet Members, at the beginning of the Annual Report. Members were also pleased to see that the comments made in the letter sent following last year's joint meeting of the two Committees had all been taken into consideration during the drafting of this year's report.

The Joint Committee initially focused on the overall report and identified a number of issues which they recommended should be addressed in future reports, namely:

- That the Governance and Accountability section of the report (Appendix 9) would be strengthened by referencing the work of the Safeguarding Boards, together with the other external agencies that the service works in partnership with;
- The report should also, wherever possible, identify strengths and weaknesses to provide a more balanced picture of service provision;

- Members expressed some concern at being informed that there was a clear gap between demand and supply of social care service, and that there was insufficient funding to bridge the gap. This was a clear challenge for the Directorate, and should be highlighted in the report;
- The Members considered that the benchmarking of services was crucial to understanding how well Cardiff was performing, and recommended that future Annual Reports must include comprehensive benchmarking data, from all Welsh Local Authorities and Core Cities to ensure that Members and the public can judge how well Cardiff Social Care is performing; and
- Develop and include additional Adult Care focused performance indicators to help improve the assessment of performance across all Adult Care services.

The Joint Committee also reflected on the 11 future challenges that the Directorate faced during the year, as set out on page 15 of the report. The Members considered that with reducing resources, the actions needed to address these challenges could be difficult to implement. The Members wished to inform you that both Committees would be monitoring the Directorate's progress as part of their work programmes, to help ensure that progress is made across all 11 challenges.

The Members questioned the small number (5) of Social Worker secondees who were being supported at various stages of their social work journey, and requested a further briefing paper on this and the social worker degree programme to enable Members to fully understand the initiative and its impact.

Finally the members were pleased to hear that future performance monitoring information would continue to include the National Strategic Indicators. The Committees agreed to hold a joint performance management workshop early in September to enable each Committee to gain an understanding of the new Social Service Well-Being (Wales) Act's performance measures, and how they can be used to assess improvements in outcomes.

Children's Services

The joint meeting then reviewed the section which covered Children's Services and recommends a number of modifications to future annual reports, which the Members considered would help improve the understanding of the issues, namely:

- The actual number of young people Not in Education, Employment or Training (Page 9) should be included to enable the reader to fully understand the context of the percentages. Members also suggested that in future reports the narrative makes clear that it will take time for the traineeships to have an impact on overall numbers;

- That the joint working protocol “meeting the needs of looked after children” (Page 30) should be expanded to reference the work with the Council’s Education and Lifelong Learning Directorate and other agencies; and
- That future report must include as an additional priority action, the work of Child Adolescent Mental Health Service, as highlighted on page 50.

The Committees noted that the Early Help Strategy would not have an immediate impact on Looked After Children (LAC) numbers, however the Members were advised that Strategy would start to have a positive influence on LAC numbers after three years of operation. The members agreed that the Children & Young People Scrutiny Committee (CYP) would continue to monitor the impact of the Strategy

Members also expressed concern around the decline in the level of statutory visits to LAC (Page 8). Members requested that a briefing paper be provided to the members of the CYP, on the reasons for the drop and the management actions being undertaken to ensure that performance meets the target by the end of 2016/17.

The Committees also reflected on the staff turnover of Social Workers, and requested that the Members of CYP receive a briefing paper from Children’s Services, providing more data on the turnover of Children’s Services social workers, early next year.

Finally for Children’s Services the Members discussed in some detail the suitability of non-emergency accommodation, and were pleased to hear about the “Gateway Project”. The Members asked if the presentation on the Gateway Project could be shared with the Members of CYP.

Adult Services

The Committees finally focussed on the sections of the Annual Report that referred to Adult Services and suggested a number of changes to future annual reports, which the Members considered would help improve the understanding of the issues around Adult Services, namely:

- Reference should be made to the linkages with the Local Safeguarding Adults Board and its work around adult social care;
- Reference should be included to the lack of capacity to meet the needs of the adult care population in Cardiff, together with the challenge to meet the capacity gap between demand and supply;
- Reference should also be made to the work being undertaken in respect to tackling adult exploitation;

- Clearly reference the areas of improvement that are required by the Care and Social Services Inspectorate Wales, as set out in their recent report, particularly in the 'key challenges' section of the report.
- Members felt that the graphs showing "How much and How well we do" in Outcome 1, Safeguarding, should either include the Adult Services graphs as shown on page 38 of the report or a reference to the graphs, to provide a more complete picture of how much and how well the whole Directorate does.

The Committees noted that the signposting of adult care concerns had been introduced as part of the prevention agenda. Members questioned whether signposting of people seeking support could delay crucial intervention. As a result the Committees recommended that careful consideration is given to queries before people are signposted to alternative support.

Finally the Committees requested that a copy of the Safeguarding Action Plan, in respect of adult care, is shared with Members of the Community and Adult Service Scrutiny Committee (CASSC). Members also requested a copy of the recent CSSIW report in relation to Adult Domestic Care, CASSC also agreed to include the review of Care Packages in their Committee's work programme for the coming year.

I hope that the comments, advice and recommendations detailed above will be of use and support in improving outcomes in Social Care. The Joint Committee looks forward to receiving the requested information listed above together with a positive response to this letter within the next month.

To summarise, this letter requires a response as it contains the following recommendations, suggestions and requests for information.
The Committee recommends that:

- the Governance and Accountability section (Appendix 9) of future reports must be strengthened by referencing the work of the Safeguarding Boards and external agencies;
- future reports identifies strengths and weaknesses, to provide a more balanced picture of service provision;
- future reports should highlight the gap between demand and supply of social care service, and the funding impact;
- future reports must include comprehensive benchmarking data, from all Welsh Local Authorities and Core Cities;
- the Directorate develops additional Adult Care focused performance indicators.
- future reports includes the actual number of young people Not in Education, Employment or Training (Page 9), and that the narrative makes clear that it will take time for the traineeships to have an impact on overall numbers;

- future reports should expand the section on the joint working protocol “meeting the needs of looked after children” (Page 30) to reference the work with the Council’s Education and Lifelong Learning Directorate and other agencies;
- future reports must include as an additional priority action, the work of Child Adolescent Mental Health Service, as highlighted on page 50.
- future reports must reference the linkages with the Local Safeguarding Adults Board and its work around adult social care;
- future reports must reference the lack of capacity to meet the needs of the adult care population in Cardiff, together with the challenge to meet the capacity gap between demand and supply;
- future reports must reference should also be made to the work being undertaken to tackling adult exploitation;
- future reports must reference the areas of improvement that are required by the Care and Social Services Inspectorate Wales, as set out in their recent report, particularly in the ‘key challenges’ section of the report;
- future reports should either include the Adult Services graphs as shown on page 38 of the report or make a reference to the graphs, in the section “How much and How well we do” in Outcome 1, Safeguarding; and
- the Committees recommended that careful consideration is given to queries before people are signposted to alternative support to ensure that crucial intervention is not delayed.

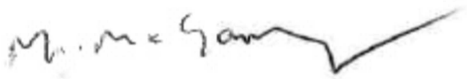
The Committee also requested the provision of additional briefing papers to the Committees namely:

- a briefing paper be provided to the CYP, on the reasons for the drop in the level of statutory visits to LAC (Page 8) and the management actions being undertaken to ensure that performance meets the target by the end of 2016/17;
- a briefing paper, be provided to the CYP, with additional data on the turnover of Children’s Services social workers, early next year;
- a further briefing paper on this and the social worker degree programme to enable Members to fully understand the initiative and its impact;
- A copy of the presentation on the Gateway Project should be shared with the Members of CYP;
- a copy of the Safeguarding Action Plan, in respect of adult care, to be shared with Members of the Community and Adult Service Scrutiny Committee (CASSC); and
- a copy of the recent CSSIW report in relation to Adult Domestic Care.

Finally the Committees wished to inform you of the following issues that will be included in their work programmes for this year:

- that CYP would monitor the impact of the Early Help Strategy on the number of Looked After Children;
- that CASSC agreed to include the review of Care Packages in their Committee's work programme for the coming year;
- that both Committees will be monitoring the Directorate's progress in addressing all 11 challenges as set out on page 15 of the report.
- That a joint performance management workshop would be held early in September, to enable each Committee to gain an understanding of the new Social Service Well-Being (Wales) Act's performance measures, and how they can be used to assess improvements in outcomes.

Yours sincerely,



COUNTY COUNCILLOR MARY M^C^GARRY
Chairperson – joint meeting of the Children & Young People and Community & Adult Services Scrutiny Committees

Cc:	Tony Young	Director of Social Services
	Amanda Phillips	Assistant Director Adult Social Services
	Irfan Alam	Assistant Director Childrens Social Services
	Kim Brown	Service Manager, Policy & Performance
	Members of the Children & Young People and Community & Adult Services Scrutiny Committees	

Appendix D

SWYDDFA'R DIRPRWY ARWEINYDD
DEPUTY LEADER'S OFFICE

CARDIFF
CAERDYDD

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

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Fy Nghyf / My Ref: CM35332

Eich Nghyf / Your Ref:

Dyddiad / Date: 7th September 2016

Cllr Mary Mcgarry
Cardiff County Council
County Hall
Atlantic Wharf
Butetown
Cardiff
CF10 4UW

Annwyl / Dear Mary

Joint CYP Scrutiny - 11 July 2016

Thank you for your letter following committee's consideration of the Annual Report of the Director of Social Services 2015-16 and for the committee's comments.

In responding to the committee's comments and recommendations it is important to clarify the status of the Annual Report. Namely that it is not a Council Report as such but is the report of the Director of Social Services in his role as a statutory officer. As such it is a matter for the Director to determine any changes to the report or future format and content.

In relation to the committee's recommendations we have therefore consulted with the Director and can confirm that he has agreed the following in relation to the report itself:-

1. **Governance and accountability** – this recommendation is agreed and future reports will reflect the broader governance structure

2. **Balanced picture** – it is agreed that future reports should reflect strengths and weaknesses but we do not share the committee's view that the 2015-16 report demonstrates insufficient balance.

3. **Demand and Supply issues** – this is highly complex question and we do not recall that a generalised assertion being made by officers to this effect. It is recalled that there was acknowledgement of the supply pressures associated with domiciliary care and residential care for older people and it is becoming something of a given that demand and complexity overall are growing. The Director has advised in relation to this recommendation, he can see the benefit of highlighting demand and supply issues more specifically, where relevant, in future.

ATEBWCH I / PLEASE REPLY TO:
Swyddfa'r Dirprwy Arweinydd, Ystafell 525, Neuadd y Sir, Glanfa'r Iwerydd, Caerdydd CF10 4UW
Ffôn (029) 2087 2501
Deputy Leader's Office, Room 525, County Hall, Atlantic Wharf, Cardiff CF10 4UW
Tel (029) 2087 2501

4. **Benchmarking** – the Director advises that he is unable to accept this recommendation as written. Although keen to support better performance comparison this is likely to unachievable in general terms at the 2016-17 outturn. This is because all Welsh authorities and the Welsh Government (WG) are currently in a transitional year in following the implementation of the Social Services and Well Being Act 2014 (SSWB) with effect from April of this year. In practical terms this means that local authorities are setting baselines for completely new measures (there are one or two exceptions) during 2016-17. Moreover, unless WG decides to release provisional quarterly data, no meaningful comparable data will be available by the time the 2016-17 report is finalised. In terms of Core City comparisons, this is going to be even more difficult for the 2016-17 year and for the same reasons associated with SSWB Act transition. The Director is a member of a Core Cities Directors network and is committed to utilising this relationship to consider how best performance comparisons can be developed but for the reasons cited, this is unlikely to bear fruit in the current financial year or in time for the 2016-17 report.

5. **Additional Adult Focused Indicators** – in part for the reasons set out in 4 above, the Director is not prepared to agree this albeit he may reconsider at the end of the transitional year. Additionally however, he has emphasised the scope and scale of the work entailed in the introduction of the new statutory outcomes framework arising from the SSWB Act; performance management resources are fully committed to achieving this as a statutory requirement and must be prioritised accordingly.

6. **NEETS** – this recommendation is agreed and future reports will take cite numbers in addition to percentages.

7. **Joint Health Protocol (children)** – the Director will consider whether this merits a section or fuller expansion during the drafting of the 2016-17 report, albeit the importance of highlighting action to improve health and particularly mental health in children is acknowledged.

8. **CAMHS** - the Director will consider whether this merits a section or fuller expansion during the drafting of the 2016-17 report.

9. **Adult exploitation** – the Director will consider whether this merits a section or fuller expansion during the drafting of the 2016-17 report in consultation with the Safeguarding Adults Regional Board, taking account of its implications for adults who need care and support.

10. **CSSIW Areas for Improvement** – these areas are always referenced in the Annual report and play a key role in determining priorities and the Director will consider whether any or all of these merit direct inclusion in the Key Challenges section during the drafting of the 2016-17 report.

11. **Outcome 1 Safeguarding Graphs** – this recommendation is agreed.

12. **Signposting** – the recommendation that "careful consideration is given to queries before people are signposted…to ensure that crucial intervention is not delayed" is puzzling. The Director would wish to emphasise that Information, Advice and Assistance provided under the Social Services and Well Being Act 2014, is the statutory responsibility of the Director of Social Services so that even where partners deliver some front door services, it will remain a clear requirement that signposting enables timely assessment, care and support. It is for this reason that qualified social workers are embedded in the First Point of Contact.

In relation to the Joint Committee's request for additional briefings we are able to respond as follows

1. **Statutory visits** – a briefing will be provided as requested
2. **Social Worker Turnover (children services)** - a briefing will be provided as requested
3. **Social Worker Degree Programe-** a briefing will be provided as requested as part of 2 above
4. **Gateway presentation** – a presentation will be arranged as requested
5. **Adult Safeguarding Action Plan** - a copy of this report will be provided as requested
6. **CSSIW Domiciliary Care Inspection Report** - a copy of this report will be provided as requested

We note the committees' intention to monitor the Directorate's progress as part of their work programme. It may be helpful in this regard to again remind committee that these are already incorporated in the Directorate's annual Delivery/Business Plan and that the commitments in that plan are in turn the subject of the quarterly Cabinet Performance Monitoring Report which is scrutinised by both committees.

Yn gywir / Yours sincerely

Councillor / Cynghorydd Sue Lent
Deputy Leader / Dirprwy Arweinydd
Cabinet Member for Early Years, Children & Families
Aelod Cabinet Dros Y Blynyddoedd Cynnar, Plant a Theuluoedd

Y Cynghorydd / Councillor Susan Elsmore
Aelod Cabinet Dros Lechyd, Tai a Lles
Cabinet Member for Health, Housing & Wellbeing

CARDIFF
CAERDYDD

Annual Director's Report on the Effectiveness of Social Services 2016/17

Director's Report

CARDIFF
CAERDYDD

- Tells local citizens and key stakeholders how arrangements for delivery of social care are working.

- Is the product of a process of planning, review and evaluation undertaken by Operational Managers in the Social Services Directorate.

- The annual report is presented by the Director in his or her capacity as the statutory Director for Social Services.

Underpinning evidence

Evidence is drawn from a range of sources, including:

- Directorate Delivery Plans
- Management information
- Performance against PIs
- Inspection reports
- Strategy documents
- Policy / procedure / practice documents
- Citizens

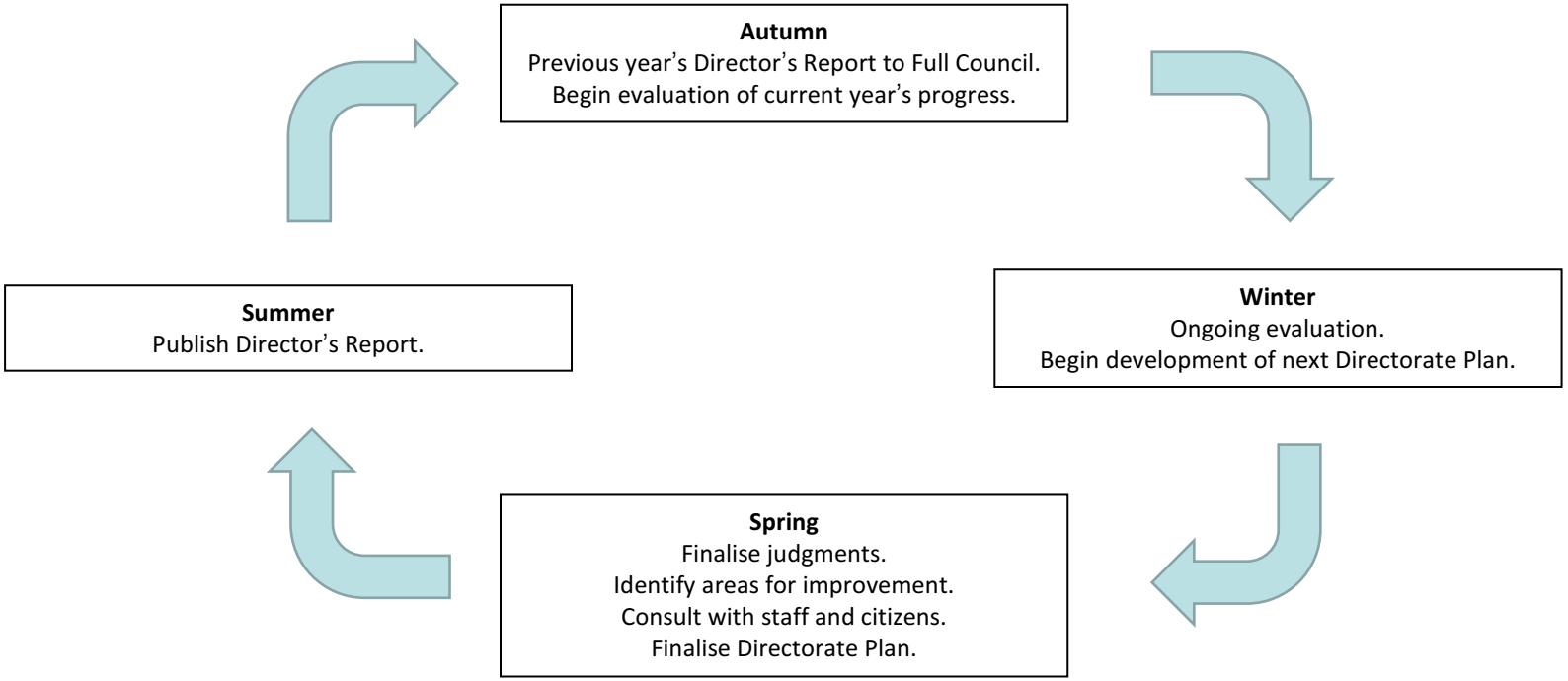
Relationship between the Annual Report and Directorate Planning

The report and underpinning evidence:

- Evaluates progress in addressing priorities identified in the 2015/16 Director's Report and 2016/17 Directorate Delivery Plans.

- Informs Directorate Planning and sets out priorities for 2017/18.

Continuous Cycle



Key Chapters in the Report

CARDIFF
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- Working with people to define and co-produce personal well-being outcomes that people wish to achieve.
- Working with people and partners to protect and promote people's physical and mental health and emotional well-being.
- Taking steps to protect and safeguard people from abuse, neglect or harm.
- Encouraging and supporting people to learn, develop and participate in society.
- Supporting people to safely develop and maintain healthy domestic, family and personal relationships.
- Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.
- Our workforce and how we support their professional roles.
- Our financial resources and how we plan for the future.
- Our partnership working, political and corporate leadership, governance and accountability.

Key Achievement Highlights

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

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

•**Information, Advice and Assistance** functions implemented.

•Secured monies from Integrated Care Fund to support development of initiatives to improve effectiveness of **transitional support for disabled and vulnerable children** approaching adulthood.

•**Disability Futures Programme (DFP)** – implementation commenced to progress remodelling of services for disabled children, young people and young adults aged 0-25 across Cardiff and Vale.

•**National Autism Service** established.

•**Signs of Safety** – good progress on new model of social work intervention.

•**When I Am Ready scheme** to support care leavers implemented.

•**Direct Payments** – increased take up.

Key Achievement Highlights

CARDIFF
CAERDYDD

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

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

- **Early Help Strategy** embedded – looked after children admission / inclusion on Child Protection Register avoided for 344 children during the year as a result of preventative initiatives.
- **Delayed Transfers of Care** – rate significantly reduced.
- Improved quality of care for people in **residential homes**.

Key Achievement Highlights

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

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

- **"Not in our city – not to our children"** - highly effective Child Sexual Exploitation (CSE) Strategy launched.
- **Multi-Agency Safeguarding Hub (MASH)** - established at pace.
- **Adult Safeguarding** – new Safeguarding Board and Act requirements implemented.

Key Achievement Highlights

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

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

- **Corporate Parenting Strategy** - in place.
- **Dementia Friendly City** and Dementia Strategy - progressing well.

Key Achievement Highlights

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

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

•**Adult Day** Care – improvement to services to maximise independence.

•**Carers Assessments** – completion target exceeded.

Key Achievement Highlights

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

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

•**Looked After Children Traineeship** - received an award for Innovation from Cardiff and the Vale College. 31 young people started a traineeship placement during the year and 7 young people have accepted apprenticeships.

Key Achievement Highlights

Our workforce and how we support their professional role

- **Social Services & Well-being (Wales) Act 2014** - effectively progressed with associated training, supporting staff to be compliant with new legislation.
- **Agile / Mobile Working** – implemented for over 550 members staff.
- **PPDRs** - compliance above target.

Key Achievement Highlights

CARDIFF
CAERDYDD

Our financial resources and how we plan for the future

•**Integrated Social Services Financial Strategy** – good progress in understanding and projecting demand over 5-10 years.

•**Regional collaboration –**

- Rebooting of the Safeguarding Adults Board for Cardiff and the Vale of Glamorgan.
- Co-location of the Mental Health Services for Older People team with the Vale of Glamorgan Council and the University Health Board.
- Disability Futures Programme.
- Progressing the development of a joint Social Care Training and Development Unit.

•**Strategic Improvement Board for Adult Services** – facilitated strategic review of key priorities in order to improve financial sustainability and service effectiveness.

•**Recruitment campaign** - with private sector domiciliary agencies to increase capacity and improve quality.

Key Achievement Highlights

CARDIFF
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Our local political leadership, governance and accountability

•New Directorate came into effect and Senior Management Team refocused around 3 key commitments and strategic aims:

- Home First
- Affordable Futures
- What Matters to Me

Key Priorities for 2017/18
Social Services 1 (Corporate Plan)

- Continue to increase the number of children and adults with care and support needs in receipt of **Direct Payments** by March 2018 to enable people to make their own choices and take control over the care services they receive.
- Implement the **Disability Futures Programme** by December 2018 to remodel services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families,
- Renew the **safeguarding vision and strategy** across the Directorate by March 2018 in order to take account of new national policy and practice guidance currently under development.

Key Priorities for 2017/18 Social Services 2

- Further embed **Information, Advice and Assistance functions**.
- Finalise and commence implementation of an **Integrated Service and Financial Strategy for 2017-2022/27** in order to ensure a sustainable future for Social Services.
- Embed the **Quality Assurance Framework** in Children's Services and adapt for implementation Directorate-wide by March 2019.

Key Priorities for 2017/18
Children's Services 1 (Corporate Plan)

- Undertake a campaign by March 2018 to raise **Young Carers' awareness** of their entitlement to a Young Carers Assessment.
- Conclude the implementation of **Signs of Safety** in Children's Services by March 2020.
- Develop and implement mechanism to **improve engagement with communities at large and faith communities** in particular by March 2018 to improve safeguarding.
- Deliver the **Corporate Parenting Strategy** to ensure that the Council and partners fulfil their responsibilities to all children in their care.
- Improve **recruitment and retention of children's social workers**.

Key Priorities for 2017/18 Children's Services 2

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- Implementation of the **Youth Offending Service** Improvement Plan by March 2018 in response to Her Majesty's Inspectorate of Probation inspection findings.
- Strengthen the capacity to address increasingly **complex needs of children** - trafficked children, children subject to Deprivation of Liberty considerations and children struggling with mental health conditions during 2017/18.
- Review and revise **Support Services to Care Leavers** by March 2018.
- Recommission **Families First** Services.

Key Priorities for 2017/18
Adult Services 1 (Corporate Plan)

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- Work with partners to maintain the reduction in **Delayed Transfers of Care** for social care reasons during 2017/18 to support more timely discharge to a more appropriate care setting
- Work to make Cardiff a recognised **Dementia Friendly City** by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society
- Implement new model of **Day Opportunities** by March 2018 to maximise independence for adults with care and support needs
- Offer a **Carers Assessment** to all eligible adult carers who are caring for adults during 2017/18 to ensure that they receive the help and support they need, in the ways they need it

Key Priorities for 2017/18 Adult Services 2

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- Explore the possibility of designing a new **model for the delivery of Adult Services** on a strengths-based approach similar to Signs of Safety.
- Finalise and implement the recommendations of the **Community Services Review** in collaboration with the University Health Board.
- Strengthen **Adult Protection procedures** in consultation with staff and partners.
- Develop a **Learning Disability Day Opportunities Strategy** and prepare an effective business case for the redevelopment of Tremorfa Day Centre.
- Review the **Supported Living commissioning process for Adults with mental health** issues by March 2018.
- Review **Internal Supported Living Review for Learning Disabilities**.
- Implement a **new model of commissioning for domiciliary care** by November 2018.

Mae'r dudalen hon yn wag yn fwriadol