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## AGENDA

<b>Committee</b>	JOINT SCRUTINY COMMITTEE
<b>Date and Time of Meeting</b>	WEDNESDAY, 4 JULY 2018, 4.30 PM
<b>Venue</b>	COMMITTEE ROOM 3 - COUNTY HALL
<b>Membership</b>	<p><u>Community and Adult Services Scrutiny Committee</u> County Councillor Mary McGarry (Chairperson); Councillors Ali Ahmed, Joe Carter, Saeed Ebrahim, Susan Goddard, Shaun Jenkins, Kathryn Kelloway, Sue Lent and Bablin Molik</p> <p><u>Children and Young People Scrutiny Committee</u> County Councillor Lee Bridgeman (Chairperson); County Councillors , De'Ath, Philippa Hill-John, Heather Joyce Linda Morgan, Murphy, Michael Phillips, Kanaya Singh, and Rhys Taylor</p> <p>Mrs P Arlotte (Roman Catholic representative); Ms Cobert (Church in Wales representative); Mrs Karen Dell' Armi and Rebecca Crump (Parent Governor representatives)</p>

*Time approx.*

### 1 Chairperson

To elect a Chairperson for the meeting.

### 2 Apologies for Absence

To receive apologies for absence.

### 3 Declarations of Interest

### 4 Local Authority Social Services Annual Report 2017/18 (Pages 3 - 114) 4.35 pm

Councillor Susan Elsmore, Cabinet Member, Social Care, Health and Wellbeing and Councillor Graham Hinchey, Cabinet Member, Children and Families, will be in attendance and may wish to make a statement;

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Sarah McGill (Corporate Director, People and Communities) and officers will be in attendance to give a presentation and answer Members' questions;

Questions from Committee Members.

**5 Way Forward**

6.00 pm

**Davina Fiore**  
**Director Governance & Legal Services**

Date: Thursday, 28 June 2018

Contact: Andrea Redmond, [A.Redmond@cardiff.gov.uk](mailto:A.Redmond@cardiff.gov.uk), Tel: 02920 872434

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

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

**4 JULY 2018**

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**DRAFT LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2017-18**

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**Purpose of Report**

1. To provide Members with background information to facilitate scrutiny of the draft Local Authority Social Services Annual Report 2017/18, 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 review the draft 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 (see **Appendix B** for details);
  - 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<sup>1</sup>**

- 3. The purpose of the annual report is to set out the local authority's improvement journey in providing services to people in their areas, those who access information, advice and assistance, and those individuals and carers in receipt of care and support. Under the new requirements of the Social Services and Well-being (SSWB) Act, the report needs to demonstrate how local authorities have promoted well-being and accounted for the delivery of well-being standards.
- 4. 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.

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<sup>1</sup> Source: <http://www.adsscymru.org.uk/wp-content/uploads/2017/10/LASSAR-Annual-Report-Guidance.pdf>

5. The report must include details of how the Council is improving under the points raised in Paragraph 2 of this report.
6. 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.
7. The **Local Authority Social Services Annual Report 2017-18** is attached at **Appendix A**. Further guidance on what should be included in the content of the report is attached at **Appendix C**.

The report includes:

- a. Introduction (*page 3*);
- b. Director’s summary of Performance (*pages 12-18*);
- c. How people shape our services (*pages 19-23*);
- d. Promoting and improving the well-being of those we help (*page 24*):  
**(set out under the six well-being objectives)**
  - i. Working with people to define and co-produce personal well-being outcomes that people wish to achieve (*pages 24-34*);
  - ii. Working with people and partners to protect and promote people’s physical and mental health and emotional well-being (*pages 35-41*);
  - iii. Taking steps to protect and safeguard people from abuse, neglect or harm (*pages 42-48*);
  - iv. Encouraging and supporting People to learn, develop and participate in society (*pages 49-55*);
  - v. Supporting people to safely develop and maintain healthy domestic, family and personal relationships (*pages 56-63*);
  - 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 64-69*);
- e. How we do what we do (*page 70*)

- f. Our workforce and how we support their professional roles (*pages 70-72*);
  - g. Our financial resources and how we plan for the future (*pages 73-77*);
  - h. Our partnership working, political and corporate leadership, Governance and accountability (*page 78-84*);
  - i. Accessing further information and key documents (*page 85*)
8. Each section, from **pages 24 – 69**, is set out as follows:
- Outcome achieved
  - What did we plan to do last year
  - How far did we succeed and What difference did we make
  - What are our priorities for next year and why.
9. Members may also wish to consider the following:
- Priorities for the Incoming Director of Social Services (*pages 10-11*)
  - Top Challenges facing Social Services (*Pages 17-18*)
  - Details of Outcomes Achieved during 2017/18 and Priorities for 2018/19 – as set out under each of the six wellbeing objectives and workforce, as follows:

<b>Wellbeing Objective</b>	<b>Outcomes Achieved 17/18</b>	<b>Priorities for 2018/19</b>
Working with people to define and co-produce personal well-being outcomes that people wish to achieve	Page 24	Pages 33-34
Working with people and partners to protect and promote people's physical and mental health and emotional well-being	Page 35	Page 41
Taking steps to protect and safeguard people from abuse, neglect or harm	Page 42	Page 48
Encouraging and supporting People to learn, develop and participate in society	Page 49	Pages 54-55
Supporting people to safely develop and maintain healthy domestic, family and personal relationships	Page 56	Pages 62-63
Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs	Page 64	Page 69
Workforce	Page 70	Pages 71-72

## Care Inspectorate Wales Inspection Outcomes

10. Pages 14 and 15 of the Annual Report summarises the outcomes of three inspections undertaken during 2017/18. These related to:
  - Crosslands Children's Home
  - Ty Storrie
  - Supported Living (Independent Living Accommodation for Learning Disabled Adults)
  
11. In addition, Children's Services took part in a national self-assessment in relation to looked after children & care leavers. Reports are also pending for two inspections relating to:
  - Mental Health (Joint Inspection with Healthcare Inspectorate Wales)
  - Care and Support Provision to Cardiff Prison

## Previous Scrutiny

12. In July 2017, a joint meeting of the Children & Young People Scrutiny Committee and Community & Adult Services Scrutiny Committee considered the Director of Social Services Annual Report 2016-17. The letter resulting from the joint meeting of the Committees is attached at **Appendix D**. The Cabinet response is attached at **Appendix E**.

## Way Forward

13. Councillor Susan Elsmore (Cabinet Member for Social Care, Health & Well-being), and Councillor Graham Hinchey (Cabinet Member for Children's and Families) will be in attendance and may wish to make statements. Sarah McGill (Corporate Director for People and Communities) and Kim Brown (Service Manager, Policy & Performance, Social Services) will present the Draft Annual Report, attached at **Appendix A**.

14. The 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**

15. 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**

16. 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; and
- ii. Consider the way forward for the future scrutiny of the issues raised in the Annual Report 2017-18 and the future challenges and priorities for 2018-19, in each Committee's work programme.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**27 June 2018**

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# Local Authority Social Services Annual Report

> 2017 / 2018





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Mae'r ddogfen hon ar gael yn Gymraeg

# 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 9<sup>th</sup> Annual Report of the effectiveness of the Local Authority's 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 progress being made to ensure that Social Services in Cardiff are integrated with the widest range of Council and partner services focussed on helping families and individuals to be independent, to thrive and to reach their full potential in life. Whilst focusing on the previous financial year, this report should be understood as reflecting a longer term development journey, the objective of which is to ensure that the Council is better able to harness social services and partner resources and expertise across the whole system to provide support in ways that makes sense from the point of view of those experiencing, rather than delivering services. There is still much to do to achieve this goal and the need to increase the pace of change was the key driver behind the recent decision to establish a Corporate Director, People and Communities.

We are highly conscious of the challenges that Social Services continues to face in meeting the growing level of need across the city and it is vital that the focus on early support and help continues to develop so that services and support are available to everyone who needs it at the time they need it.

The more coherent whole-systems approach that was initiated with the establishment of a single Social Services entity and which will increase in line with the Cardiff Public Service Board Well-being objectives is fully consistent with the requirements of the Social Services and Well-being (Wales) Act 2014. This alignment of purpose across all partners gives us a genuine foundation for sustainable collaboration and integration very much in line with the recommendations of the Parliamentary Review of Health and Social Care in Wales.

We believe it is important that the Local Authority's Annual Report provides a publicly accountable picture of Social Services that recognises 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 the way we assist and support families, individuals and communities to thrive.

Looking forward, we know that we need to strengthen our preventative approaches for both adults and children and families. To support people to live the lives they want to live we need to focus on how we connect people and communities and target interventions to prevent people's needs escalating to the next level of support. Really effective family support services and reablement services for adults are important and we will review current provision to make sure it is having the maximum impact. We will also support the continued focus on practice – Signs of Safety for children and families, and strength based practice for adults. We are committed to supporting Social Services which does not only work well as an integrated department, but also works seamlessly with other parts of the Council and partners to meet the needs of people with care and support needs. Finally, support for the whole social care workforce in developing and improving their practice so they can in turn provide the very best for the people of Cardiff is a key priority. We need the right permanent workforce, with the skills, values, and aspirations of the Council to be at the leading edge of sustainable and progressive Social Services.

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## FOREWORD



*Tony Young, Director of Social Services*

**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 2017/18 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 9<sup>th</sup> Annual Report of the Local Authority's Social Services, it is only the second such report since the implementation in April 2016, of the Social Services and Well-Being (Wales) Act 2014 (SSWB Act). As this is my final report as the statutory Director of Social Services, pending my retirement from full-time employment in April 2018, I wish to take the opportunity to convey some key messages that reflect on the performance, health and fitness of social services from a personal perspective after 5 years in the statutory role in Cardiff.

- It is widely recognised that Social Services in Cardiff is now in a much-improved position when compared with the fragmented and significantly sub-optimal position it occupied in 2012/13. At that time:
  - Adult and Children's Services were led, managed and organised quite separately, hampering an effective line of sight by the statutory Director in terms of leading and managing safe practice, workforce development, strategic coherence or performance improvement.
  - Performance was characteristically weak with Children's Services attracting the attention of the inspectorate and substantially at risk of intervention.
  - Morale was low across the board with front-line practice and senior management both poorly served by fragmented and frequently changing leadership.
  - Partnership was characterized by disenchantment amongst partners in general about the willingness of Social Services to either recognise the importance of partnership or to engage effectively in the challenge of trying to converge agendas and share effort around common ground.
  - Partners' confidence in the extent to which Social Services was open to appropriate challenge in terms of safeguarding practice, was low.



- Social Services was little understood within the Council or corporately and this was reflected by a lack of transparency in the relationship between Social Services and Members, particularly in relation to Scrutiny.
- Cardiff Social Services' profile in the wider national environment was opaque and weak in reputational terms.
- Much has changed since that time and although much remains to be done to further improve performance and services to citizens, it is clear that on all counts, the picture at the end of 2017/18 is almost the reverse of the picture in 2012/13.
- In terms of the Directorate itself, achieving this transformation has without question been a genuinely team effort by managers and staff who had always had the ability and desire to deliver continuous improvement but who had been frustrated in their aspirations, either because they were not empowered to perform or because of indifference or inattention to the importance of their contribution to front-line delivery and practice.
- More broadly, the transformation of Social Services would have been impossible without strong Member and corporate support, focus and investment, so again the significance of team effort across the whole corporate body has been pivotal.
- As the departing Director I would want to convey my genuine thanks to all staff within the Directorate, to my own Extended Management Team, the Chief Executive and colleagues in the Senior Management Team. I would also wish to thank very many others in finance, HR, Organisational Development, Legal Services and performance roles who have made it possible for me to discharge my role as the statutory Director, confident in the knowledge that I would be supported in that role.
- Social Services will continue to be critical to the well-being of many thousands of citizens and families across the city at a time of increasing complexity, social dysfunction and distress. Staff in the Directorate will continue to work with that acute distress in circumstances that ask a great deal of them in terms of personal resilience and commitment and the onus will continue to be on managers, leaders and Members to support front-line staff in that task.
- Sustainability remains a challenge both in terms of inescapable demand and in terms of financial pressure. Much as the Council has been highly supportive in terms of investing in Social Services in Cardiff, this is not sustainable over the longer term without further real terms national government financial support – in this sense it is little different from the NHS. Where it does differ however, is that the gradual erosion of community-based services will in itself serve to accelerate the kind of social dislocation that drives demand for more costly Social Services intervention and support. This is partly recognised in the Welsh Government's Parliamentary Review, but there remains a critical challenge that is fundamentally about long term structural funding for councils as a whole and acutely so for Social Services in particular.
- I am confident however, that funding challenges aside, there is now no reason why Cardiff Social Services should not be amongst the best in terms of the quality, range and effectiveness of the services it offers to those in need of care and support. It is now well placed to engage in a further and broader level of transformation with partners, to ensure that it remains fit, relevant and responsive to the changing needs of a fast growing and increasingly diverse population.





## 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 and citizens via the Citizen Panel. Challenge events were held with Cardiff Third Sector Council (C3SC) and planned separately for looked after children and care leavers. Taken together, these engagement sessions enabled us to strengthen our evaluation and amend this report accordingly.

In terms of feedback from the Citizen Panel, draft outcomes were shared with citizens and they were invited to rate the outcomes they had direct experience of. It is pleasing to note that 195 responses were received, 90 of which were from people who had experience of Social Services in the last 12 months. Key themes emerging suggest that changes to service delivery that will lead to people being better listened to, having their views taken into account and better identification of strengths are not yet embedded enough to be generally reflected in the experience of people who access Social Services. Analysis of the responses indicates that citizens were generally more likely to disagree with the outcomes than agree with them. However, it is noted that because people only responded to the outcomes they had direct experience of, some numbers are low and therefore caution is required in the interpretation of this data. It is concerning to note that 82% (32 / 39) disagreed with the reported outcome "improved processes to reduce the likelihood of carers reaching crisis point". However, it is encouraging to note that 64% (11 / 17) people agreed that "partners in Education and Health have increased understanding of their safeguarding responsibilities" and 70% (7 / 10) people agreed that the St. David's Day Grant means that care leavers are better supported through higher education. Citizen responses and comments will be shared with senior managers in order that the feedback can be taken into account to inform changes to improve service delivery.

## Overview

I am pleased to be able to report that Cardiff Council has improved in some key areas of Social Services. Where performance has not improved, it is still considered to be good in the context of severe financial pressures and inexorable increases in demand and complexity. Social Services for adults and children remain a clear priority for 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 2018/19 and the allocation of £8.4m net growth for Social Services, including 10 additional posts; this at a time when other priority areas for the council are required to operate on the basis of reduced budgets.

Whereas 2016/17 was in effect a key transitional year for the Directorate, both in terms of responding effectively to the first year of implementation of the Social Services and Well-being (Wales) Act 2014 and in terms of consolidating the merger in 2015 of Adult and Children's services into a single Social Services Directorate, 2017/18 has been characterized by substantial strides in developing new models of delivery. What had been declarations of strategic intent in 2016/17 have been realized in terms of more tangible service delivery during 2017/18, as demonstrated in the many examples set out in the report that follows. These include:

- Relocation from split sites of all Looked After Children's Services into a single refurbished facility that is accessible for young people.



- Opening a new building – the John Kane Centre – for the delivery of Youth Offending Services.
- Launch and opening of the Adolescent Resource Centre.
- Launch of Safeguarding Guidance and Protocol for Mosques and Madrassas.
- A second Think Safe! Young People’s Conference.
- Launch of a new Direct Payments Service.
- Launch of the Integrated Autism Service.
- Opening a newly refurbished Day Centre for Older People.
- Launch of a new social worker trainee scheme.
- Introduction of a new Risk Assessment framework / tool in Independent Supported Living.
- Further reductions in Delayed Transfers of Care – with Cardiff and the Vale of Glamorgan achieving benchmark status.
- Implementation of the Young Carers’ Action Plan.
- First Regional Workforce Board Celebration Event.

Moreover, as the report illustrates in many places, staff and managers have also been able to sustain continuous qualitative improvement and notably good outcomes for citizens in a context of rising demand and complexity. When reading the case examples described in this report, one cannot but be struck by the personal impact of the work that is being undertaken with individuals and the significance that close and careful attention to the needs of those individuals has, for achieving good personal outcomes.

### 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 purpose of well-being, social care and health in Cardiff is *to maximise opportunities for all people to live the lives they want to live and achieve the positive outcomes they identify*’.

In respect of children and families, *we will find safe and appropriate ways to work with families to help them meet their children’s needs, including their need to be protected from harm. We will, whenever it is safe to do so, look for ways to support children and young people to remain with their birth family or extended family and avoid the need for children and young people to become looked after.*

Our purpose drives everything we do. It shapes our culture, our practice, our systems, how we recruit and develop our people and invest our time and resources.

Underlying our purpose are four principles:

- Listen to people to understand what matters to them;
- Build on strengths, not deficits;
- Connect people to other people and their communities;
- Relationships at the heart of care and support.

This means in practice we need to spend time in having the right conversations so we work with people on the basis of what is important to them; recognising their strengths, capabilities and the resources available to them through their networks of family, friends and communities. This is at the heart of practice-led transformation. We aim to work with people; alongside them, not doing to them.

These same principles govern how we work in partnership. People's lives should not exist in a Social Services 'bubble'. As Social Services, we recognise that the resources and assets people need to live their lives will exist outside of Social Services – with Housing, employment, Health partners to name but a few. Strategically and operationally we will work with others to develop productive partnerships and integrated services which better support people to achieve their outcomes.



Given the intended long term impact on outcomes and delivery approaches that implementation of the **Social Services and Well-being (Wales) Act 2014** was designed to achieve, its implementation with effect from 6<sup>th</sup> April 2016, means that in 2017/18 and for the next 2-3 years, we are still in the early years of an ongoing programme of transformation. Even so, as this report demonstrates, much has already been achieved within these first two years, particularly in terms of re-shaping delivery and the way in which we work with people who need care and support.

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 **361,468** (as at 2016) with **73,994** children and young people aged 0-17 and **287,473** adults aged 18 and over. Of these, **2,787** are in receipt of services from Children's Services and **7,047** are in receipt of services from Adult Services at any given 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 **28,569** contacts / referrals in 2016/17. **830** children were being looked after at 31<sup>st</sup> March 2018, and **230** were included on the Child Protection Register.

Adult Services received **6,657** enquiries and **1,113** Protection of Vulnerable Adult referrals during 2017/18. **7,662** adults were assessed or reviewed during the year and **7,047** were in receipt of services as at 31<sup>st</sup> March 2018, of which **1,004** were receiving residential and nursing care, **3,333** were living at home with social care packages and **2,710** were receiving other services.

## Message from Incoming Director of Social Services



*Claire Marchant, Director of Social Services from July 2018*

I am really excited to be joining Cardiff as Director of Social Services at a time when so much has been achieved to develop really strong and stable Social Services. The publication by Welsh Government of the national plan for health and social care, 'A Healthier Wales: Our Plan for Health and Social Care' provides a fantastic opportunity for us to work with our partners to translate the potential for really radical transformation into real delivery.

The first priority in any transformation programme has to be the development and support of the workforce who will make change happen. The commitment and passion of the workforce in working with people and delivering services, often in challenging and complex situations has been immediately evident to me. Recruiting, retaining, supporting and developing the social care workforce is my highest priority as the incoming Director. The right people, who share the values, have the skills and ambition to make a difference to people's lives are fundamental to achieving the best possible outcomes for people.

Sustainable public services in Wales are dependent on Social Services which are sustainable both from a service and financial perspective. With the right workforce in place, my focus will be on the following 4 areas:

1. To work with others to embed Social Services within localities and communities so people with care and support needs can connect to the many assets and opportunities available.



2. To ensure that preventative services are targeted and effective at keeping people safe, well and supported, and in so doing reducing escalation of need to the next tier of service.
3. Embedding Signs of Safety and strength based practice so we can have confidence in quality of assessment, management of risk and care planning which are person-centred and focus on what is important to the person in living their own lives.
4. Developing and commissioning services through positive relationships with providers which are in themselves progressive in that they reflect the outcomes within care plans, are integrated within localities and demonstrate the value for money which is critical to sustainability.

There are always many challenges to overcome in delivering really good Social Services, not least financial austerity and increasing complexity of need. Cardiff has the scale, ambition, people and partners to mean that with focus and effective leadership at every level we can address these challenges and align resources to improve outcomes and transform the lives of our most vulnerable people and communities.

DRAFT

## 2. DIRECTOR'S SUMMARY OF PERFORMANCE

Although 2017/18 was the second year during which the new measures introduced by National Outcomes Framework following implementation of the Social Services and Well-being (Wales) Act 2014, were operational, they are yet to provide a reliable basis for drawing comparisons year on year or on a national basis between councils. This was reflected in the decision of Welsh Government not to publish all Wales comparative Social Services data in September 2017, simply because it is not yet thought to be sufficiently robust. Whilst this means that a key element of good performance management is not fully available to us, 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:

- Percentage of children looked after on 31<sup>st</sup> March who experienced 3 or more placements during the year – 9.0% (75 / 830) in 2017/18 from 10.9% (79 / 725) in 2016/17.
- Increase in the percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year to 87.2% (2,899 / 3,326) from 79.5% (2,833 / 3,563) in 2016/17.

Equally, there are areas where performance appears to be less strong or effective and even though the data is not yet as reliable for comparative terms as we need, we are concerned to address any underlying issues associated with the following data:

- Decrease in the percentage of all care leavers who are in education, training or employment at 12 months after leaving care to 49.4% (43 / 87) from 58.5% (55 / 94) in 2016/17.
- Decrease in the percentage of people helped back to independence without ongoing care services, through short term intervention to 70.5% (777 / 1,102) from 90.8% (461 / 508) in 2016/17, although the numbers of people increased significantly.

In addition to the new quantitative indicators, qualitative surveys were deployed for the second year. Unfortunately, although more surveys have been issued in 2017/18, the return rates are notably lower than in the previous year, which may be attributed to the fact that they were new in 2016/17 and attracted a better response rate for that reason. Nevertheless, these give us valuable soft intelligence about citizens' views of the service they receive and these are cited throughout the report.

### 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 2017/18 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:

- Reduction in the rate of delayed transfers of care for people aged 18+ to 4.7 (110) in 2017/18 from 5.2 (123) in 2016/17.
- Increase in the percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year to 87.2% (2,899 / 3,326) from 79.5% (2,833 / 3,563) in 2016/17.

## 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 2017/18 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 2017/18 the focus continued to be on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children.

2017/18 was a year of significant activity within Children’s Services with the launch of Support4Families (early help front door), Disability Index and Integrated Autism Service. In addition to this, the Adolescent Resource Centre was opened, all alongside the ongoing implementation of the Signs of Safety approach to service provision.

Areas that were prioritised during the year include:

- Non transitional school moves for looked after children reduced to 10.0% (48 / 494) from 13.3% (56 / 421) in 2016/17.
- The number of First Time Entrants to the youth offending system reduced to 75 from 109 in 2016/17.

During the year there was a continued focus on recruitment and retention – the percentage of social worker vacancies remained stable at 23.2% from 23.5% in 2016/17, although there was some fluctuation in year with the vacancy rate falling below 20% for the first time since September 2015, to 18.5% in August 2017. Whilst it would appear that the improvement in Quarter 2 was not sustained for the remainder of the year, closer examination shows that existing staff had been appointed to newly created senior roles, leaving their substantive posts as vacancies. Whilst in the past we have generally been able to recruit newly qualified social workers, the retention and development of a stable cohort of more experienced and skilled practitioners has been more challenging and this in turn has greater significance for the



sustainability of a safe and effective service. Our growing strength in depth in terms of retention is therefore, a basis for real confidence that our commitment to make Cardiff the destination of choice for social work is beginning to have traction. Of the 22 posts created from the 2017/18 financial pressures bid, 9 have been filled. If the vacancies that have arisen due to promotions were excluded, the PI result for the quarter would be a vacancy rate of 20.9%. Addressing the vacancy position continues to be a priority and further improvement is predicted as the newly appointed staff begin to take up post in Quarter 1.

## INSPECTION OUTCOMES

- The Care Inspectorate Wales (CIW) inspection report on **Crosslands Children's Home** published in July 2017 concluded "that the young people are safe, confident and engaged in constructive lifestyles and activities. They are encouraged to express themselves and to develop self responsibility and the three young people we spoke with said they like the staff and feel assured by the support they provide them. They enjoy placement stability; staff continuity and consistency and are encouraged to develop relationships and attachments with their carers. 'Normalisation' is promoted along with the rights of young people to thrive and to feel valued. The premises provide well for their purpose; there are a sufficient number of skilled and experienced staff and the arrangements for the management and leadership of the home are robust."
- CIW undertook an unannounced inspection of **Ty Storrie** (a commissioned residential facility providing respite care for disabled children) in March 2017. The report raised serious concerns related to staffing and leadership of the home and consistency of care, and non-compliance notices were issued to the provider. Children's Services worked with the provider to develop a robust improvement plan that sought to address the concerns. As a response, the provider strengthened the management structure, seconded in an experienced Registered Manager, appointed a new team leader and undertook team building activities. It reviewed and improved management systems and processes, updated training for staff and worked openly and constructively with Children's Services managers. It also involved parents in its improvement journey and improvements were made to the garden and internal decoration of the home. In October 2017, CIW carried out a follow up inspection. The report noted that effective action has been taken since the March inspection, and well-being of children and consistency of care had improved. The inspector observed that staff morale had improved and staff appeared to be more motivated; the improved physical environment was also noted. The Council is currently considering its options for the future running of the provision. The preferred option is to bring it in-house, however, the final decision is expected to be made by Cabinet in 2018. Please see page 26 for further information.
- **Supported living** (independent living accommodation for learning disabled adults): Social Services In-House Supported Living Accommodation Service was inspected during the year. The report recognised areas of consistent good practice and noted that people reported that they were happy with the care they received and that they enjoy their lives.



- Children’s Services took part in a national **self assessment in relation to looked after children and care leavers**. From the information provided, CIW concluded that “the work of children’s services is valued by the council and investment over the last 2 x years has supported improvement. The local authority knows the profile of its looked after children population well and is planning services to meet the needs of the population. Whilst demand is high the authority is investing in early help services and is also re-modelling their structure to more effectively meet demand”.

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

- **Mental Health**  
CIW and the Healthcare Inspectorate Wales (HIW) undertook a joint inspection of Mental Health Services in August 2017.
- **Care & Support Provision to Cardiff Prison** – the Social Services and Well-Being (Wales) Act 2014 introduced significant new duties for Directors of Social Services and councils with secure estate provision in their area (prisons, secure homes or similar) to ensure effective access by prisoners to care and support for those in the secure estate. Initial feedback from a February 2018 Her Majesty’s Inspectorate of Prisons (HMIP) / CIW secure estate inspection of the work undertaken by social workers in Cardiff Prison, indicated evidence of good quality assessment work, supported by the new Strength Based Approach to social work in Adult Services.. The final report is pending.



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

The introduction of the Welsh Language Standards Act has strengthened the gradually improving position regarding the provision of bilingual services both in social care and the council as a whole. The Act has helped to reinforce the pre-existing social services requirements set out in Mwy na Geiriau for bi-lingual social services.

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.

#### 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 services in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy.



Even though the percentage of Welsh speakers is relatively low, the numbers (likely now to be over 40,000) means that Cardiff is the local authority with the 4<sup>th</sup> highest number of Welsh speakers in Wales. The number of Welsh speakers in Cardiff has doubled since the 1991 census. The Cardiff and the Vale of Glamorgan Population Needs Assessment reports the following statistics regarding the Welsh language community profile of Cardiff.

Progress during the year has included:

- Establishment of a Regional Forum to enhance the coordination of Welsh language activity within the service, and to ensure coordination with partners.
- Staff throughout the organisation continue to be regularly reminded about the requirements of the Welsh language standards through monthly 'Welsh Matters Brief'.
- Welsh language social work posts are in the process of being created.
- Regular promotion of Welsh language training opportunities across the service.
- Questions have been added to DigiGov to gain a more comprehensive and continually up to date picture. All Social Services staff are prompted to update their language record.
- Questions have been added to CareFirst to record the active offer. We are currently looking at how successful these have been in terms of recording rates and in prompting the active offer to be made.
- We have been able to evidence positive examples of social workers who are sensitive to identifying Welsh language needs during their casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.

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%).

## FUTURE CHALLENGES

Scrutiny members remain very supportive of the Directorate and its ambitions for ongoing improvement but they have equally been concerned to understand the wider underlying factors that are driving the overall growth in demand and complexity. This has stimulated a wide ranging debate about the significance of changing patterns of modern living; the pressures on working families associated with meeting the simultaneous care needs of children and of older or frailer relatives; pressures experienced in the context of social media, particularly for children; the fast changing nature of the population and its needs; the capacity of predatory and unscrupulous individuals to outpace agencies in finding new ways of exploiting the vulnerable; and the extent to which those most marginalized by change are struggling to cope.

Although there is clearly no single solution to this combination of factors that are driving distress and demand, it is clear that Social Services must increasingly work with a wider range of partners in order to address challenges that are increasingly multi-faceted in nature. To this extent, the advent of the Parliamentary Review is timely in terms of joining health and social care forces where it can make a difference to meeting these challenges in terms of the adult population. Although this has implications for children and families too, meeting the needs of those children at the threshold of the care system requires a different set of inter-agency alliances, and although this is best captured in the Regional Safeguarding Children Board membership, there is further work to do to determine the best partnership governance to give this agenda better traction. Facilitated by the Institute of Public Care, the inter-agency Improving Services to Children Board made significant strides in this area during the year in terms of developing a partnership approach to preventative strategy; it will be important that this is sustained.

### Top challenges facing Cardiff Social Services:

<b>1</b>	Recruiting, retaining and developing a permanent social care workforce with the right values, skills and experience.
<b>2</b>	Delivering service and financial sustainability plans which are based on robust evidence and business cases.
<b>3</b>	Developing early intervention and prevention services which effectively reduce demand on more intensive services.
<b>4</b>	Implementing practice lead transformation in Children's and Adult Services.
<b>5</b>	Reviewing priority services to ensure they are cost effective and able to effectively meet the outcomes from more progressive practice.



## Top challenges facing Children's Services:

<b>1</b>	Reviewing the range of early intervention and prevention services and maximising the impact of the Early Help Strategy with partners.
<b>2</b>	Embedding Signs of Safety as a model of practice within Children's Services and with partners.
<b>3</b>	Achieving a permanent workforce and eliminating the need for agency workers.
<b>4</b>	Commissioning sufficiency of the right type of services in Cardiff to meet the needs of the increased number of looked after children effectively and cost effectively.
<b>5</b>	Working with Councillors and Members to ensure that the Council is fulfilling its corporate parenting responsibilities for the increased number of looked after children well.

## Top challenges facing Adult Services:

<b>1</b>	Launch and embed the newly developed Strengths Based Approach to social work with adults.
<b>2</b>	Sustainability of the domiciliary and nursing care market – working with providers to implement the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016.
<b>3</b>	Develop locality working which connects people with care and support needs to community assets reducing the need for long term social care support.
<b>4</b>	Develop integrated working with Cardiff and Vale University Health Board, ensuring people see the right person in the right place at the right time without unnecessary handoffs.
<b>5</b>	Review commissioning strategies for learning disabilities and mental health to ensure provision reflects the strengths based model of practice.

## 3. HOW ARE PEOPLE SHAPING OUR SERVICES ?

As part of the Families First programme our Young Commissioners Officer has enabled young people to assess existing services against participation standards. The findings of these reports has contributed towards the development of specifications for future Families First provision. Further young commissioner and parent commissioner training will facilitate the growth in user-led commissioning.

Engagement with young people has also been undertaken in relation to the Bright Start Traineeship Scheme, including:

- CV and Job Search workshops in partnership with the Into Work Team.
- Aspiration Workshops.
- 2 young people supported to take part in the council's Pitch Perfect service improvement scheme.
- Creative "Cake and Make" workshops in partnership with female entrepreneurs.
- Care leaver's book club set up.

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

- Engagement with parents specifically on naming the Early Help Front Door Service as **Support4Families**, this was a name identified and chosen by parents.
- **Involving young people in Recruitment** and interviews for
  - **Children Sexual Exploitation (CSE) Intervention Practitioner** posts in the new Think Safe! Team.
  - **Staff and foster carers for the Adolescent Resource Centre**, social workers for the 13+ Team and social workers and personal advisers in Specialist Services.
- The second annual **Think Safe! Young People's Conference** was held on 13<sup>th</sup> March 2018. Local schools nominated 3 children to attend the conference. Participants took part in activities and workshops to raise their awareness around CSE, including how children can look out for dangerous adults, spot when their peers may be in danger, call for help and keep themselves and their friends safe. By the end of the day, the young people were trained as CSE Ambassadors as we know young people respond well to learning from their peers. Children's Services Think Safe! Team will be working with each participating school to hold further events where the newly trained ambassadors will educate their peers.
- A tender has been issued for an organisation to facilitate **Think Again** - a young people's advisory group made up of young people who have been groomed and / or sexually exploited. The group will gain young people's views on the support that they have received with a view to improving services for young people who have or are at risk of



grooming and sexual exploitation.

- Consultation events are held with **parents of disabled children** and young people to support planning and development of service for disabled children.
- Welsh Pioneer for the Bristol University **Bright Spots Survey** for looked after children.
- **Bright Sparks Group** - with a budget allocation from the new **St David's Day fund** this well-established group of looked after children and care leavers engages in service and policy developments with the support of our excellent advocacy provider the National Youth Advocacy Service (NYAS).
- A young person serves as an advisor to the Corporate Parenting Advisory Committee.
- A Consultation Group with young people was held in partnership with Housing to discuss the accommodation retendering process.
- The Youth Offending Service (YOS) have a young person lined up to participate in the YOS Board meetings. This young person is part of our knife crime strategy and recently represented Cardiff YOS at an all-party review of knife crime in Parliament.
- As part of the **Day Opportunities Strategy** review we worked in partnership with Cardiff and Vale People First to design questionnaires to obtain feedback from people who use the service and their families. Suggestions included a refurbishment of the building and creating more facilities for people with multiple and profound disabilities. As a result a **£300K refurbishment** (including £50k from the Integrated Care Fund) is being undertaken including:
  - Fitting automatic doors so that people who use a wheelchair can be more independent.
  - Fitting ceiling mounted hoists within the adapted toilet and changing room so that people who use a hoist for personal care can be more independent.
  - Refurbishing the adapted toilet and creating two additional adapted toilets.
  - Creating additional changing facilities to a 'Changing Places' standard.
  - Updating the décor throughout the building.
  - Purchasing new furniture and fittings.
- Use of **Support Planners in Learning Disability Services** has demonstrated positive outcomes and greater independence for individual citizens:
  - Supported a citizen to access various identified activities in integrated community settings including social groups and the opportunity to participate in activities run by local community Hub. This reduced isolation and improved confidence, motivation and social skills.
  - Input provided a citizen who was previously reluctant to engage the opportunity to make informed choices in order to access a variety of activities. The citizen is now actively engaged with Princes Trust, attending literacy and numeracy classes as well as undertaking a recognised Agored programme, enabling greater personal confidence, raised self-esteem and a wider social network.



- Input gave citizen the opportunity to access activities to improve social connections and confidence/motivation due to extreme shyness and anxiety. Taster at Track 2000 with independent travel training resulted in improved confidence, motivation and self-esteem. Now able to sustain their participation in a V21 Charity shop in local home area and their acquired independent travel skills.

A selection of quotes is provided below:

- **Community Resource Team service user:**

“I want to express my thanks for the efficiency and help I have received during the last six weeks. Also to the many carers who were so cheerful, kind and encouraging. My thanks to you all.”

- **Grandparent:**

“I am writing with regard to the wonderful work done by our assigned social worker N, we found her pleasant and patient. As this is the third child (my grandchildren) that we have had through Social Services, she is very astute, we can only be extremely thankful and grateful to N and you for our positive assessments and for standing with us so that the brothers and sisters could be together within the family unit. N was very supportive and aided us every step of the way. We will do our very best to give these children a happy stable life. Thank you again.

- **Colleague from the prison service:**

I am a family support worker supporting a pregnant woman in custody. R is the social worker looking after the case, and I just wanted to write to you to explain how impressed I am with R's work. As you can imagine, we work with many social workers from across many local authorities and I have to say, I am in awe of the empathy and R's ability to connect with Ms V. R was able to relay such negative news, almost in a positive way. The meeting held today was to explain to Ms V that there will be a removal from birth and court proceedings will be initiated when baby arrives. R relayed this information clearly so that Ms V could understand and her overall approach was fantastic. I just felt the meeting went so well and I just wanted to highlight this good work to yourself to ensure R gets the recognition for her great work.

- **Support Planner service user (Learning Disability Service) :**

This man is magic, the support planner actually got things done. We were never left waiting for anything”.



Work on the second national survey under the Social Services and Well-being (Wales) Act 2014 was undertaken. Adult Services issued 2,396 people with the relevant standard Welsh Government questionnaire, which gathered qualitative performance data relating to our care and support planning. The response rate was 35% for adults in need of care and support and 35% for carers. Children's Services issued 868 questionnaires to children over the age of 7 and 947 questionnaires to parents. An additional 231 surveys were issued to young people aged 18+. The response rate was 19% for children, 9% for parents and 8% for young people aged 18+. The results are referenced in the relevant chapter throughout this report.

## **'LEARNING THE LESSONS' - COMPLAINTS AND REPRESENTATIONS**

Although the Directorate commissioned an independent review of the current arrangements for managing complaints in 2016/17 and some changes to current arrangements were initiated during the year in partnership with corporate information governance officers, a lack of capacity has prevented the Directorate from implementing all the changes necessary to ensure a more coherent approach to the management of Social Services complaints. Complaints are a key source of intelligence for the Director of Social Services in terms of overall quality assurance, particularly in relation to citizen entitlements, safeguarding and practice learning. A key benefit of the new structural arrangements coming on stream in 2018/19, is that appropriate capacity will be focused on implementing a range of overdue improvements to the complaint process.

Despite existing concerns about systems and process, the Directorate has nevertheless managed to respond reasonably effectively to a wide range of complaints, many of which reflect the highly complex nature of individual cases.

### **Children**

Children's Services received 124 complaints during 2017/18, little change from the 128 complaints received during 2016/17. 8 complaints were received direct from children and young people (or an advocate) during the year compared with 9 in 2016/17. The 124 complaints equates to 4% of the children receiving services from us at any given time during the year.

There were 8 Stage 2 investigations initiated in 2017/18 compared with 6 in 2016/17. There were 7 referrals to the Public Service Ombudsman for Wales, compared with 6 in 2016/17. In relation to these referrals, the Ombudsman made the following decisions:

- 5 cases required no action to be taken.
- 2 cases were recommended to progress to Stage 2 before any further involvement with the Ombudsman.

Stage 1 complaints are resolved effectively which means that only a small percentage of complaints – 6% (8 / 124) proceed to Stage 2 or require action from the Public Service Ombudsman for Wales.





## Adults

Adult Services received 68 complaints during 2017/18, 1 more than the 67 complaints received during 2016/17. The 68 complaints equate to 1% of the adults receiving services from us at any given time during the year.

There were 7 Stage 2 investigations in 2017/18 compared with 5 in 2016/17. There were no investigations by the Public Service Ombudsman for Wales.

Stage 1 complaints are resolved effectively which means that only a small percentage of complaints – 10% (7 / 68) proceed to Stage 2 or required action from the Public Service Ombudsman for Wales.

## Themes

The following themes were identified in relation to children and adults from the complaints received during 2017/18:

- Unhappy with Proactis system of determining cost of residential nursing homes.
- Number of new complaints received in relation to the transfer to a new direct payments provider.
- Safeguarding of children where concerns raised did not appear to be acted upon.
- Other examples from Children's Services include:
  - Decisions made by social workers and not returning telephone calls / communicating to family.
  - Inaccurate information presented to Court – not challenged in Court.
  - Grandmother (didn't have parental rights) only allowed minimal contact and not allowed to contribute in meetings.
- Other examples from Adult Services include:
  - Unhappy with services of provider e.g. internal supported living (learning disabilities)
  - Residential / nursing homes but complaints related to the providers processes and not the local authority.
  - Access to respite services limited.

## Compliments

Children's Services received 58 compliments during 2017/18, an 87% increase on the 31 received during 2016/17.

Adult Services received 19 compliments during 2017/18, a 12% increase on the 17 received during 2016/17.



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

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

Outcomes achieved:

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

#### What did we plan to do last year ?

- 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 adults across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled 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.
- 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 in order to ensure that all staff within the Directorate are able to engage with families using the Signs of Safety Risk Assessment Framework.
- 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.

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

### First Point of Contact / Information, Advice and Assistance (IAA)

In Children's Services, the the **Early Help front door**, now known as Support4Families, was launched on 27<sup>th</sup> November 2017. This provides additional capacity to deliver enhanced key working for high-risk families, and to develop an alternative contact point with the aim of reducing the numbers of referrals to the Multi Agency Safeguarding Hub (MASH). Children's Services have committed two social workers to work with Support4Families to provide consultancy and ensure an effective interface with MASH. The development of this service as part of Families First will help to deliver better arrangements that are wider than Families First. A project is underway which is exploring how other services and programmes will be able to link in to the 'front door'. In addition to the commitment from Children's Services, the project is exploring links with the Family Information Service, Health (including Mental Health and Substance Misuse Services), and the employability 'Gateway' that is being developed post Communities First. This may result in co-location of some elements, but also clearer pathways between services and programmes.

The rate of calls coming through the divert route and impact on Multi Agency Safeguarding Hub (MASH) contacts is being closely monitored. Early indications are that this has been effective in reducing the number of contacts and has resulted in an increase in the number of families receiving early help. The volume of telephone calls into MASH, following the MASH divert number being introduced in December 2017, is showing that 46.6% have been diverted away from MASH (28.5% to 'Support4Families' and 18.1% to the Reception and Data Team). 53.4% of calls were received by MASH.

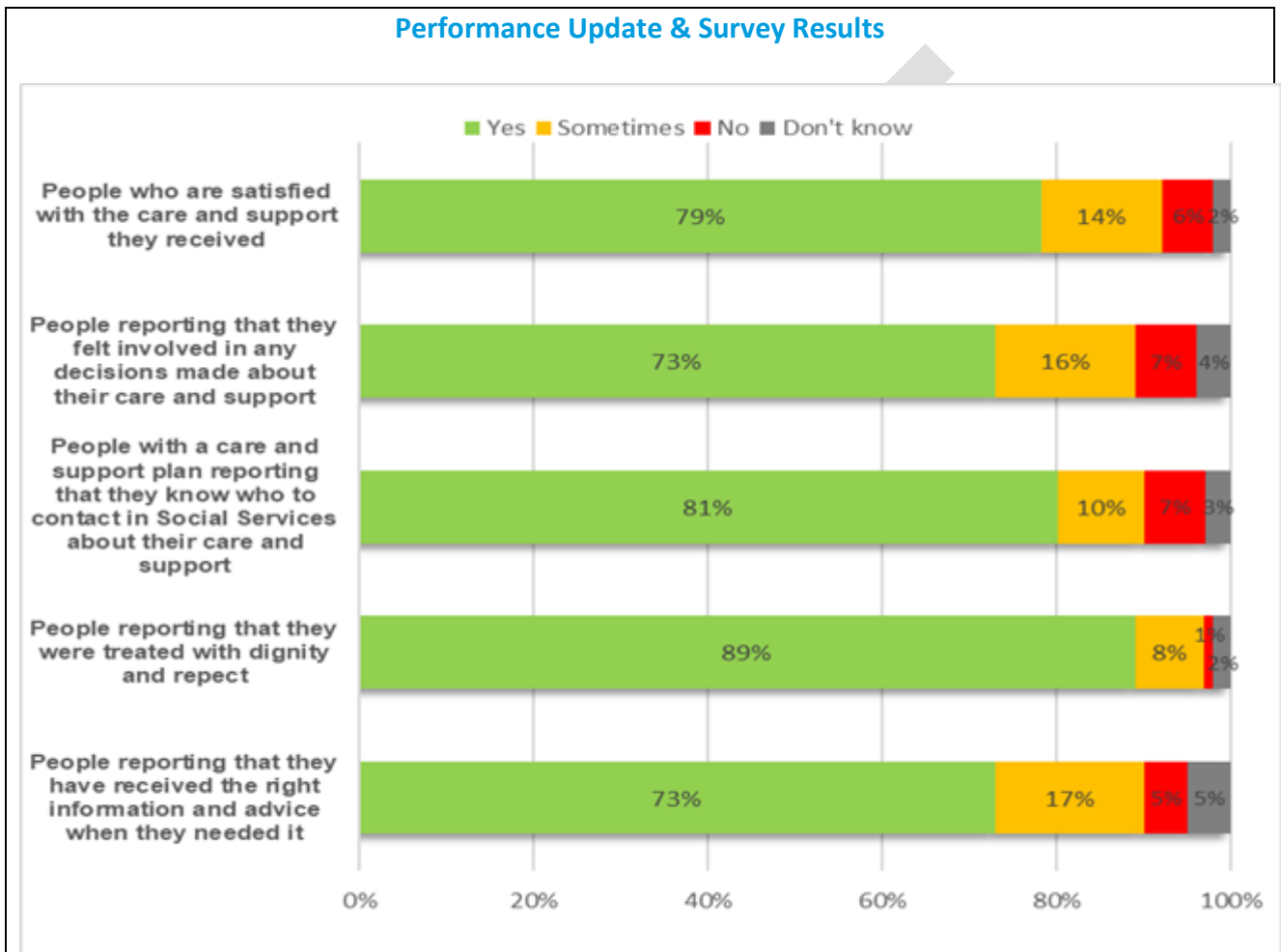
The Independent Living Services (ILS) First Point of Contact (FPoC) for Adult Services includes a wide range of services with the aim of providing preventative services. The ILS is a holistic team which includes Occupational Therapists, Day Opportunities, Telecare, Meals on Wheels, a Visiting Service, and an Independent Living Equipment Service. The ILS focuses on a citizen's strengths to help them achieve their outcomes and in 70% of instances ILS are able to find an alternative solution and there is no need for the citizen to be referred to Social Services.

The ILS Visiting Service also provides visits for elderly and vulnerable adults who require a visit in their own home. The ILS FPoC carry out the initial stages of the assessment process which is then passed onto the FPoC Social Care Team. The social work staff in FPoC work to develop citizen's resilience and independence initially through conversations that expand on how citizens see themselves and what support systems they have both emotionally and practically. The FPoC social workers then work with Cardiff citizens to establish their outcomes and to enable them to find sustainable ways of living as independently as they can in their communities. The ILS FPoC and



FPOC Social Care Team also has close working links with the Carers Assessment Team based in County Hall, around carers needs.

During 2017/18 the role of the social work team managers within the First Point of Contact (FPOC) was extended to cover both the University Hospital Llandough (UHL) and University Hospital Wales (UHW). This is helping to develop and embed a clear and consistent approach / pathway for citizens who access Adult Services.



**‘Disability Futures Programme’ transitional support for disabled and vulnerable children**  
*Integrated Respite for Children*

As mentioned earlier (see page 14 for further information) the Care Inspectorate Wales (CIW) undertook an unannounced inspection of Ty Storrie in March 2017. The report raised serious concerns related to staffing and leadership of the home and consistency of care, and non-compliance notices were issued to the provider. During the year, Children’s Services focus has been on working with the provider to develop and implement an improvement plan to address the concerns. The Council is currently considering its options for the future running of the provision. The preferred option is to bring it in-house, however, the final decision is expected to be made by Cabinet in 2018.

**Complex Needs Service**



The Complex Needs Service was rebranded as the **Integrated Disability Services Project (IDSP)** during the year. Funds were made available for the inclusion of activities to support integration across Health, Social Care and Education with the following activity undertaken:

- The project has delivered an enhanced approach to a group of children and young people with a range of more complex needs using a partnership approach across Health, Education and Social Care.
- Within this a number of training sessions were delivered to a wide range of stakeholders to support the use of person-centred approaches across services that work with children and young people with disabilities and their families.
- Additional social work posts have been recruited to, enhancing the Child Health and Disability Service.
- An enhanced transition service within Cardiff Children's Services has been secured, with the implementation of the Transition Review Interface Group to oversee the planning of transitions for all children with disabilities known to Social Services. This has successfully achieved a regional offer across Cardiff and the Vale which ensures equitable approaches to transition across the region, and strengthens workforce development in this area.
- Processes for multi-agency assessment and co-ordination are being trialled and will continue to be piloted into next year with a view to evaluation to inform next steps.

A report was commissioned to support understanding of Continuing Care across Health and Social Services for complex children who may need additional support from health and social care. Key stakeholder engagement has commenced and informed completion of a report that will enable joint working arrangements across Health, Education and Social Care services in delivering care and support plans in the best interests of children and young people with very complex needs. This report will inform policy and procedure that enables early decision making between Health and Social Care services and enable partnership approaches to assessment, planning and delivery of services.

Individual pilot projects have been evaluated and report positive outcomes and transformational working methods. The pilots that will continue into next year are:

- Services for parents who have children with Attention Deficit Hyperactivity Disorder (ADHD) – this pilot has proved successful, however, wider commissioning activity has impacted on the volume of service that can be offered. A new pilot, in partnership with Cardiff and the Vale University Health Board (UHB), will be taken forward into 2018/19 to support a more sustainable approach to ensuring families whose children receive a diagnosis are proactively offered post-diagnostic information and support.
- Better than a Booklet Service – this pilot has enhanced the 'Front Door' to services for disabled children, with over 350 families supported directly via the information service at St David's Hospital which enables families to be provided information and signposting post clinic appointments. This service continues to reduce the need for multiple service referrals by clinicians, with families having access to information and services which best meet their needs from the first conversation. This service will continue into 2018/19 as part of the wider Disability Team Around the Family Service in Cardiff, and the Families First Advice Line within the Vale of Glamorgan.

*A is a 17 year old girl. Two years ago following a traumatic incident she became a wheelchair user, and has restricted physical mobility. She also has a diagnosis of high functioning autism.*

*A was allocated to a social worker in the IDSP in March 2017 with objectives of:*

- *Supporting the family through building adaptations on their property (wheelchair accessibility)*
  - *Facilitating smooth transition to Adult Services.*

*In order to achieve these goals IDSP identified additional goal of developing a relationship with A and supporting her to become involved.*

**Objectives achieved:**

- *A disabled facilities grant was successfully completed. Children's Services supported A and her family to access appropriate temporary accommodation for the period of the building work.*
- *Social worker developed a positive relationship with A through regular visits. A had not engaged with her previous 2 social workers.*
- *Due to missed appointments and her age, the multi disciplinary team had largely disengaged with A. Social worker contacted lead health consultant, and 2 multi disciplinary team meetings were held. A attended and contributed to both (which she hasn't done previously). There is now a clear planned transition to Adult Health Care Services.*
- *Cohesive 'joined up' working between agencies. Regular contact between social worker and assistant psychologist working directly with A.*
- *Person centred practice has been used to make changes to A's care package to ensure that it is more targeted to meet her needs.*
- *A has actively asked to meet with her social worker and expresses her views to her. This has allowed A to regain control over areas of her life. For example, A has expressed preferences for certain carers and asked that others are removed from her care. These views and wishes have been respected and acted upon.*
- *Planned transition with Adult Services - Adult Services social worker allocated and work started in April 2017- almost a year ahead of A's 18<sup>th</sup> birthday.*

**Impact:**

- *Additional time to allow research into the best ways to engage with A (due to her ASD specific techniques are helpful - if she is not engaged in an appropriate manner she will end relationships).*
  - *Additional time to spend developing a positive working relationship with A.*
- *Time spent with support planners in Adult Services to consider person centred planning and how this could be used for A.*
- *Supervision from acting regional principal social worker who has a background in Adult Services. Given A's age it was important to consider the situation from this perspective, specifically in relation to capacity issues when potential safeguarding issues were raised.*
- *Mental capacity training - was helpful in considering 'best practice'. Training is now to be made more widely available and commissioned via IDSP.*
- *Improved outcomes for A - she has been involved in changes to her care package, and has a 'voice' in what is happening. Stronger relationship with social worker.*
- *Positive working experience for social worker also, having more time to spend with and get to know A, and the associated positive outcomes.*

**Regional Joint Commissioning**

Young people and parents, as well as professionals, have told the Directorate through direct consultation, that 'Families First' services were too complicated and they didn't know how to access them. In response, the Directorate aims to ensure less complex service arrangements, with a clearer offer available for all families across Cardiff and the Vale of Glamorgan.



Although some services will be de-commissioned in 2018/19, due to funding changes, the 'Families First' Team are working with the Disability Futures Programme to review the services provided to make sure that they are the services that families need. The changes will also mean that the Directorate will be able to consider new funding into services that parents have told us are important to them one of which is the need for informal respite. Families First will be working with the Disability Futures Programme to pilot some new approaches to this over the next year.

A good example of positive changes is that Families First started to fund the Disability Index (DI) during 2017/18 and its quarterly newsletter, because of the importance of keeping families with disabled children better informed about what activities and other forms of support are available to them. A DI Co-ordinator was appointed to lead for both Cardiff and the Vale of Glamorgan Councils. The DI is Cardiff and the Vale of Glamorgan's voluntary register of children and young people with disabilities or additional needs. The DI aims to provide a clearer picture of how many children and young people with disabilities or additional needs there are and enable Cardiff and the Vale of Glamorgan to work together with other agencies and families to influence the types of provision being offered / developed and better coordinate services.

### **Transition**

The Transition Project was initiated in April 2017 as part of the Disability Futures Programme which aims to improve services for children and young people with disabilities in the Cardiff and Vale of Glamorgan region. The objectives of the project were to:

- Create a regional transition protocol that is formally agreed by Cardiff Council (CC) and the Vale of Glamorgan Council (VoG) and Cardiff and Vale University Health Board (C&VUHB).
- Ensure that young people in transition from Children's to Adult Services experience a well co-ordinated, timely and efficient service which is consistent across the region.
- Ensure the new transition process is resourced adequately in Cardiff Council.

The following key activities have been key to ensuring that we remain on track to implement the agreed objectives:

- Mapping of current regional transition processes and definition of a future state regional process.
- Analysis of demand for transition services and projection of future demand to recommend resources required.
- Design of regional transition promotion materials.
- Development and promotion of 'Local Options' available to service users.
- Pilot of the Transition Review Interface Meetings (TRIG) as a multi-agency group to support decision making in pathway planning for young adults.
- Enhancement of Transition services through the Integrated Care Fund (Adult Learning Disability – 2 additional transition social worker posts).
- Enhancement of Transition services creating 2 dedicated transition social workers.

The transition networks are being further cemented by the implementation of regional Transition Resource Interface Group (TRIG) meetings. It is intended that TRIG, as a regional model of practice, will bolster the work that has already been completed effectively in Cardiff. Regular



transition meetings are in place with Child Health & Disability and the Learning Disability service and these have provided smooth transition planning and an overall positive transition experience for children.

A transition event was held for families and professionals to be supported with information on Cardiff's local offer for young adults in partnership with Cardiff and Vale College. The feedback has been very positive with professionals and families pointing out the excellent networking and information sharing opportunities for professionals and the wide range of providers and agencies attending the event enabling families to get a good understanding of what is on offer locally. The multi-agency planning meetings involving Social Services and local providers from Cardiff and the Vale of Glamorgan will continue to organise further regional events in the future.

### **Integrated Autism Service (IAS)**

The regional service formally launched on 27<sup>th</sup> September 2017 at Cardiff County Hall with over 150 attendees from across the integrated and regional workforce. All vacancies were filled so the service is now fully staffed.

Engagement with key partners and design of interventions has been the focus of activity within the service. Individuals have started to access information, advice, support and interventions delivered under the Integrated Autism Service. There has been an increase in waiting times for diagnostic services as a result of staffing difficulties outside of the IAS. Training provided towards the end of the year enabled the IAS Team to diagnose individuals and reduce this waiting time.

### **Enhanced Direct Payments – Launch of New Service in July 2017**

Cardiff Council has been operating a Direct Payments service since 1996. The service allows for the provision of Domiciliary Care services either through a Personal Assistant (PA) or a Registered Domiciliary Care Agency (Agency). Direct Payments (DPs) are an essential tool to enable councils to put control in the hands of people who require care and support or in the hands of their carers on their behalf. They do this by providing a citizen or their carer, with money to procure a service or employ a personal assistant or agency. Direct Payments can also be used for meeting the care and support needs of a child and of their carer.

The successful transition to a new provider during 2017/18 has meant that the new service offers better value for money, greater consistency of support, and better transparency in terms of monitoring quality and outcomes. The Direct Payments Support Service is provided by the Council across Cardiff to 908 children and adults (during the year to 31<sup>st</sup> March 2018), and is an opportunity to strengthen and further improve the Direct Payment offer, in light of the Social Services and Well-Being (Wales) Act 2014.

#### **Performance Update**

- *The total number of children and adults in need of care and support using the Direct Payment Scheme*  
2017/18 = 908; 2016/17 = 933

### **Young Carers**





The **Cardiff and Vale Young Carers Action Plan** involving Education, Health and third sector partners was finalised and became operational during the year. Implementation of the plan is ongoing and will facilitate better awareness of this group and the support available to them.

There are currently 10 schools in Cardiff supported by Carers Trust South East Wales Schools Development Worker working towards the Young Carers in Schools Programme. The purpose of the programme is to:

- Ensure young carers aren't being missed in schools.
- Provide a national approach to support teaching, learning and awareness-raising in schools.
- Work alongside the development of the Successful Futures curriculum, ensuring the programme provides an integral approach to supporting vulnerable learners, of which young carers make up a large majority.
- Provide a real opportunity for joint working with health, local authorities, young carers, their families and young carers services.

A social worker from Support4Families has been identified to undertake assessments of young carers and to liaise with appropriate support groups. This is an interim measure until a Young Carers Development Officer is in post. The recruitment process is underway and will be completed early in 2018/19. If a referral comes into Children's Services from a professional without the consent of the young person, they are initially advised to signpost the young person to the YMCA as they will engage with that person, offer support and establish if they want an assessment in their own right.

### **Signs of Safety model for the delivery of social work with children**

Signs of Safety is a **strengths-based approach** to child protection casework, aiming to work collaboratively with all people involved, in assessing and planning in order to increase safety and reduce risk and danger by focusing on families' strengths, resources and networks. The approach actively engages children's participation and personal investment in the development of their safety plan.

We are in the second year of our five-year implementation of the Signs of Safety framework which has been adopted to enable the service to work towards a strategic vision: prioritising prevention, minimising the need for statutory interventions including care proceedings and reducing the need to place children in our care.

This has already started to have a highly positive impact on our work and consequently on children and families. The framework is allowing practitioners to put children, not process and paperwork, at the centre of their practice, encouraging a strong emphasis on creating opportunities for children to be involved. By focusing on the strengths of families, whilst considering actual and potential harm experienced by the child(ren), we can support children and families to remain together where it is safe for them to do so.

A recent celebration event saw practitioners from across the service bringing examples of how their practice has changed to incorporate signs of safety:



- Social workers in the Multi Agency Safeguarding Hub (MASH) using Signs of Safety to insist that partners present a balanced picture of worries and strengths so that a proper analysis of risk can be identified at the outset.
- Child protection case conferences transformed so that families feel involved in the process and part of the solution.
- Families in crisis, due to alcohol and drug misuse, setting their own goals for change.
- Teenagers in care involved in creating their safety plans.

The positivity generated at the event was palpable and is an example of the impact Signs of Safety is having on the practice, attitude and morale of the workforce. Staff reported feeling motivated and enthused. The way we are working is changing for the better and while we still have a long way to go before we are able to measure the tangible benefits for children and families across all the teams, we are beginning to see how this is making a difference for children and their families.

### Strengths Based Approaches in Adult Services

The Director commissioned the Institute of Public Care (IPC) to work with Cardiff to develop a parallel but bespoke strengths-based approach across Adult Services. This work is based around the Anatomy of Resilience Toolkit published by Social Care Wales. The toolkit supports the sector to help people remain independent in their communities for longer. Although the toolkit is aimed at practitioners who work with older people in the community, as well as planners and commissioners of care and support services for older people, implementation relies on the principles being embedded as an operating model across Adult Services as a whole. It helps identify the strengths and assets of people and what really matters to them, by listening to the voices of people and hearing what well-being means to them. Fundamentally it supports the Social Services & Well-being (Wales) Act 2014 in the shift towards outcome-focused social work practice being adopted across Wales.

The aim is to offer a selection of 'tools' that are intended to challenge, inspire and prompt a re-focusing on what people tell us they want and need. The success of the model will enable people to be as independent as possible for as long as possible, and more engaged in their local community, thereby avoiding two features that characterise traditional care management approaches:

- Premature intervention, which superficially resolves the problem but takes over from citizen's natural support structures increasing the risk of isolation, creating dependency, and providing 'solutions' that do not enable the individual to achieve their personal outcomes.
- Over-provision, which creates long-term dependency and narrows opportunities for change reducing independence and individual well-being.

### Advocacy

At the end of 2016/17 we worked collaboratively with the Vale of Glamorgan Council to jointly commission a new **regional Independent Advocacy Service** for children and young people with the Vale of Glamorgan leading the procurement exercise. Children and young people participated in the tender evaluation interviews and the National Youth Advisory Service (NYAS) was awarded the contract which commenced in April 2017. Cardiff's element of the service also includes participation and independent visiting. Whilst there have been some initial teething problems in



recording the 'Active Offer' (as required by regulation), take-up of the advocacy service remains good and engagement with the provider is positive. Since the start of the service we have seen a steady increase in referrals from children who receive care and support but who are not looked after or in the Child Protection system. As well as supporting children and young people to get something stopped, started or changed in relation to Children's Services, the service has supported several young people within court / legal processes. In particular, advocates have provided reports for court / tribunal on young people's views, wishes and feelings on parental contact and educational placements.

We also collaborated with the Vale of Glamorgan to develop new arrangements for independent professional advocacy for adults in need of care and support. Engagement sessions were held with advocacy providers across the region with support and advice provided by Golden Thread. This helped Officers shape proposals for new arrangements which are expected to come on stream in June 2018. A 2-year advocacy gateway service will be piloted, offering a single point of contact for all advocacy services via a telephone advice line and website, alongside the maintenance of existing advocacy services in the region, including independent professional advocacy.

## What are our priorities for next year and why?

- Empower people to **remain independent at home** and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living by:
  - Promoting the First Point of Contact Service to prevent unnecessary hospital admissions.
  - Developing a First Point of Contact to support people to leave hospital safely and in a timely manner.
  - Extending Direct Payments to more people.
  - Establishing reablement as the unifying model for the provision of community based domiciliary care.
- Embed the **Disability Futures Programme** by March 2023 to develop and implement remodelled services for disabled children, young people and adults across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families.
- **Ensure children and adults are protected from risk or harm and abuse** by:
  - Continuing implementation with key partners of the "**Signs of Safety**" model, a **strengths-based whole-service methodology** for working with children and families in need of care and support; target completion 2022
  - Designing and implementing a **parallel model in adult services** by 2022.



- Raise awareness during 2018/19 of the entitlement of **young carers** to have an assessment of their unique needs and ensure that there is appropriate provision to meet assessed needs.

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

## What did we plan to do last year ?

- 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.
- Implement the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2019.

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

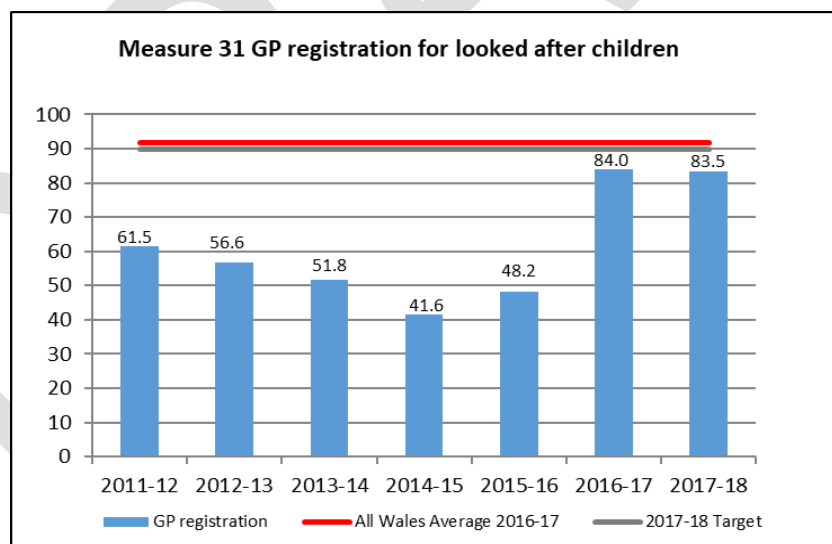
### Child & Adolescent Mental Health Service (CAMHS)

Children's Services and Health jointly fund a dedicated psychologist to be available full time for the Looked After Children Service. Feedback from staff is that this is having a positive impact on work with looked after children.

The CAMHS structure is changing and the service will be repatriated to the University Health Board. Children's Services will continue to work closely with the University Health Board in the transition process which should help improve the provision once it is back based in Cardiff.

#### Performance Update

- The percentage of children seen by a registered dentist within 3 months of becoming looked after*  
 2017/18 =59.6% (96 / 161) from 48.4% (89 / 184) in 2016/17.  
 The improvement seen is primarily due to improved recording mechanisms that were put in place part way through the year. We anticipate further improvement in 2018/19.
- The percentage of looked after children registered with a GP*  
 2017/18 =83.5% (348 / 417) from 84.0% (321 / 382) in 2016/17.  
 Performance improved in 2016/17 as a result of information regarding recording of GP registration being provided to managers to enable proactive monitoring to prioritise improvement. This improvement was sustained in 2017/18.



### Youth Offending Service (YOS)

The 11-18 year old population of Cardiff has been consistently around 30,000 for a number of years, however the number of young people YOS have worked with has reduced from 460 in 2011 to 229 in 2015, a reduction of more than half. This reduction is something to celebrate as it evidences the effective role YOS has within Children Services in keeping the children and the public of Cardiff safe. The hard work and dedication of the staff in the Cardiff YOS to reduce



offending mirrors that of the national trend in work undertaken to keep children out of the criminal justice system and the success in dramatically reducing the numbers of young people entering the criminal justice system and custody. These improved outcomes for young people have resulted in lower caseloads for staff and a reduction in the size of the service in recent years.

The focus for the YOS going forward is to continue the impressive work already evidenced whilst addressing the increase in complexity of the young people who persistently (re)offend in order to reduce reoffending. The Youth Justice Board (YJB) and the recent Taylor (reform) Report (2017) both cite these trends and are developing ways in which services should respond. Cardiff YOS has recently moved from Penhill to the newly refurbished John Kane building as part of our overall service development. Emphasis will be on this complex cohort of children, providing a service that places the young person's needs at the centre of the intervention rather than the young person fitting in to an existing intervention (Taylor, 2017).

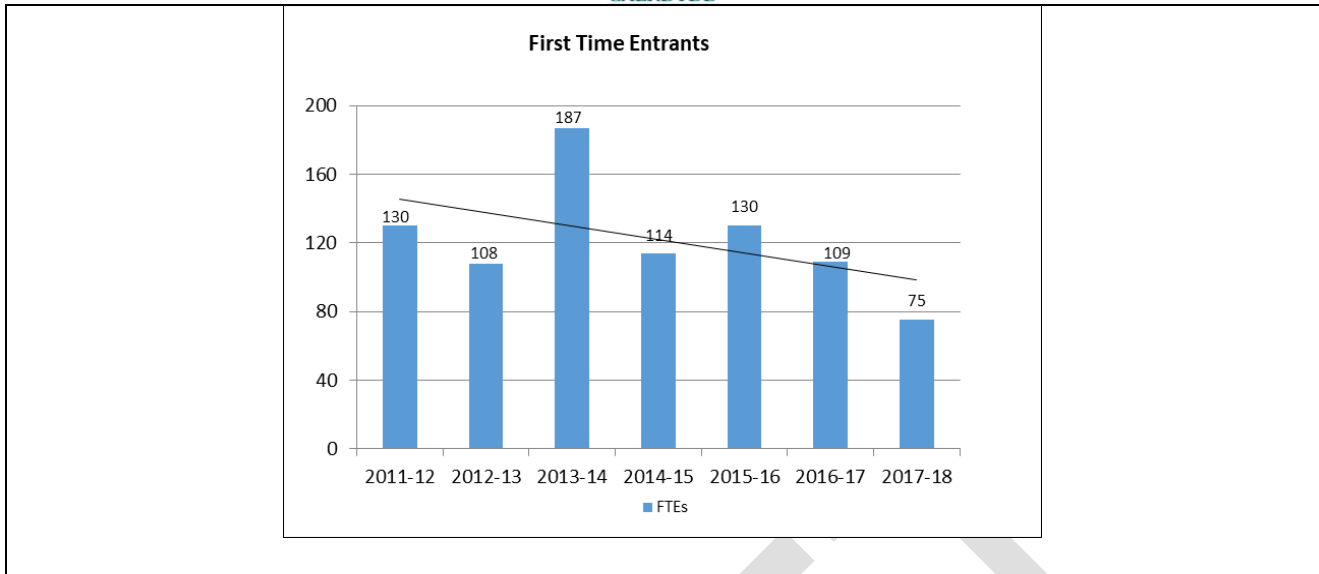
In introducing the Enhanced Case Management (ECM) model, which explores how the impact of Adverse Childhood Experiences (ACEs) influences behaviour, specifically targeting those persistent offenders at risk of custody, Cardiff and Wales are leading the way in innovative responses to reoffending. Staff have completed training on this model as well being trained to deliver the Signs of Safety model which Cardiff are implementing as a strength-based approach to working with families. 9 young people are being managed using the ECM model at the time of writing. The YOS recognises that we all need to work together to provide a united response for the city's children, so it has become more integrated within Children's Services and in doing so is committed to strengthening its partnerships with agencies such as the newly developed Adolescent Resource Centre (ARC) and Think Safe! Team in Cardiff, delivering parenting programs and advising on multi agency meetings. In addition, our wider partnership relationships are key to developing a response to meet the increase in complexity and the existing and emerging themes as we tackle increases in knife crime, exploitation and drug use. We are working hard at a strategic level with the Youth Service, Health and Education to develop collaborative interventions to meet the challenges for all the children across the city to ensure all our children and the wider population of Cardiff are safe.

Other activity within YOS during the year includes:

- The YOS allotment has been in action for the second year running with all produce being donated to the Huggard Centre to feed the homeless of Cardiff.
- New volunteers have been recruited and trained to engage in a number of roles with the YOS, such as acting as appropriate adults at the police station, facilitating Referral Order and Neighbourhood Resolution Panels.
- A young person being supervised by the YOS attended a round table discussion relating to knife crime in the Houses of Parliament.

#### Performance Update

- *Number of first time entrants (FTEs) into the Youth Justice system*  
Performance improved with a reduction in FTEs to 75 from 109 in 2016/17.



### Delayed transfers of care (DToC)

The total number of DToC for 2017/18 is 110 compared to 123 for 2016/17, a year on year decrease of 10.6%. The total number of DToC aged 75+ for 2017/18 is 55 compared to 56 for 2016/17, a year on year decrease of 1.8%.

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. A Multi-Disciplinary Team has been established with a fully staffed contingent of Social Work Assistants in place who meet every morning with specific wards to go through the “Board Round”. Their task is to gather information, pick up referrals and pick up on any cases that may benefit from an early intervention that is not social work relevant e.g. Housing.

Management of the Integrated Discharge Service (IDS) at both University Hospital Wales (UHW) and University Hospital Llandough (UHL) is undertaken by the same person. This has benefited citizens by aligning paperwork and processes to ensure parity for citizens across the city. A new team manager came into post at UHL who plans to ensure equity of understanding of social work processes across all wards and is actively engaging in building positive relationships with all wards.

Following a change in staffing half way through the year, the UHW Team now has its full complement of social work assistants who are gaining confidence in the role.

### Reablement

Work is ongoing to improve the effectiveness of the current Community Resource Team (CRT) in terms of who uses the service, for how long and when they are discharged. A full review and report into the current position has been completed and shared with Senior Managers in the Council and Health Board. Next steps include completion of a report on the changes that need to be made to how CRT operates to maximise its effectiveness and impact – this will be completed by June 2018. Improvements to CRT will be implemented as soon as possible and many of these are expected to be in place by June 2018. All improvements will be fully implemented by December 2018.



### Case Study – Reablement

*Mrs. P lived at home and was supported by her husband who was her main carer. Mrs. P's husband became ill and unfortunately passed away. While her husband was in hospital, Mrs P resided at a residential care accommodation.*

*Mrs. P was referred to the Community Resource Team (CRT). The team carried out an assessment and a plan was put in place for a period of reablement and assessment.*

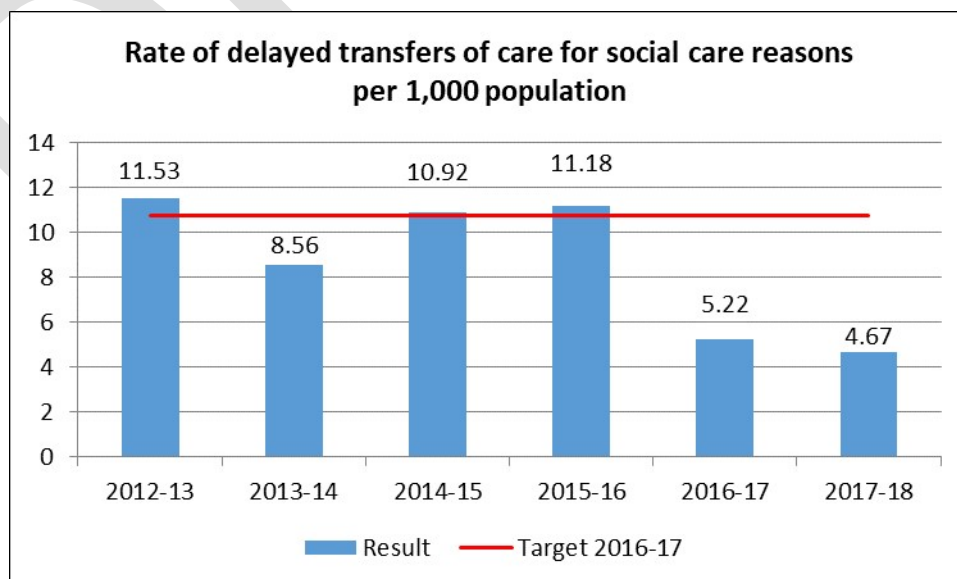
*With the support of the team, community and family, Mrs. P was able to return home and continues to live at home.*

*Mrs. P, who is enjoying living at home, had a seizure while CRT were in attendance and collapsed in the arms of a carer. While waiting for emergency services the carers carried out CPR and used their skills to keep Mrs. P breathing and prevented choking. Mrs. P was taken to hospital with a blood clot, and thankfully has survived.*

*We received a thank you note from the family who are convinced that if it were not for the carers' intervention their mother would have died.*

### Performance Update

- *The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 18 or over*  
2017/18 = 4.67 from 5.22 in 2016/17.  
Total number of delays for social care reasons aged 18+ = 110 from 123 in 2016/17.  
Performance has continued to improve to 4.67 from 5.22 in 2016/17 and 11.18 in 2015/16 (when the total number of delays for social care reasons aged 18+ was 263).



- *The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over*  
2017/18 = 2.33 from 2.38 in 2016/17.  
Total number of delays for social care reasons aged 75+ = 55 from 56 in 2016/17.
- *The percentage of adults who completed a period of reablement and:*
  - *have a reduced package of care and support 6 months later*  
2017/18 = 85.3% (656 / 769) from 66.7% (10 / 15) in 2016/17.
  - *no package of care 6 months later*  
2017/18 = 77.2% (594 / 769) from 83.4% (251 / 301) in 2016/17.

### Mental Health Community Services Review

The Community Services Review aims to further improve integrated mental health services for working age adults in the community, consisting of the Community Mental Health Teams (CMHTs), Crisis Teams and specialist teams within a whole community system including primary care mental health services and non-statutory services. The review is complementary to the “Shaping Our Future and Well Being” Strategy, and “Together for Mental Health” delivery plan.

The need for change is due to:

- **Demand for Mental Health services** – increasing referrals from GP’s.
- **Contact time** – less time being spent with Mental Health service users due to limited resources and the pressure of duty rota commitments.
- **Operational variation** - the arrangement of 8 separate CMHTs creates duplication in the management and function of the teams and necessitates multitude of lines of communication. This increases the opportunity for errors, duplication and inequality of service provision across Cardiff and the Vale.
- **Accommodation** – a review highlighted that half of the 8 CMHT bases have health and safety concerns, with repeated governance risks raised by the University Health Board (UHB) and Local Authority CMHT staff and managers.
- **Assessment process** - is inefficient and over burdensome with paperwork. The assessment focus takes up a great deal of CMHT time and resources leading to delays in assessment outcome and reduced capacity for longer term recovery interventions.
- **General feedback** - from 2014/15 engagement, 94 service users and carers responded to a survey. Families responded highlighting a need for a point of contact within services, especially within the CMHT.

A locality model has been recommended and is currently being explored for all Community Mental Health Services including CMHTs, Crisis Resolution and Home Treatment Teams and all specialist teams to devolve to and operate out of a central locality team base with a central point of access to all services. The Vale of Glamorgan (Barry Hospital) will pilot the proposed locality model for 6 months (March to September 2018). Subject to the outcomes of the pilot, the aim will be to implement the locality model out to two further sites in the North and South of Cardiff.

## What are our priorities for next year and why?

- Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by agreeing a refreshed **Early Help / Preventative Strategy**
- **Prevent children entering the criminal justice system** and work with children already in the criminal justice system to **reduce their re-offending** through the interventions delivered by partners in the Cardiff Youth Offending Service by March 2019.
- Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) **Youth Offending Service Inspection**.
- Identify and take forward opportunities to work with partners during 2018/19 to **promote Public Health** and reduce health inequality
- Work with partners to **maintain the reduction in Delayed Transfers of Care** for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting.

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

Outcomes achieved:

- ✓ Improved safeguarding of children in faith communities by development of policy guidance for Mosques and Madrassas.
- ✓ Children are better protected from Child Sexual Exploitation (CSE) as a result of the impact of the CSE Strategy and the Think Safe! Team.
- ✓ Peer education in schools has better enabled children to identify when their friends are in danger of Child Sexual Exploitation and / or peer exploitation and know where to go for help (trained Think Safe! ambassadors in 14 schools to deliver peer education).
- ✓ Joint working with the Think Safe! Team and schools has given boys a better understanding of power, control, sex and the law and they are able to better keep themselves safe.
- ✓ Young people have been involved in decisions about staff recruitment through having an equal say in recruitment in some Children's Services teams.
- ✓ Partners in Education and Health have increased understanding of their safeguarding responsibilities and when they should refer a professional for safeguarding concerns.
- ✓ Response to safeguarding children and adults continues to improve as the Multi Agency Safeguarding Hub (MASH) is further embedded.
- ✓ Effective safeguarding of 3,333 adults receiving domiciliary care and 1,004 adults in residential / nursing care by maintaining the reduction in the number of providers under escalating concerns.
- ✓ Further strengthening of safeguarding for adults following implementation of the Social Services and Well-being (Wales) Act 2014 by enhancing the effectiveness of Regional Safeguarding Boards and safeguarding systems in Cardiff.

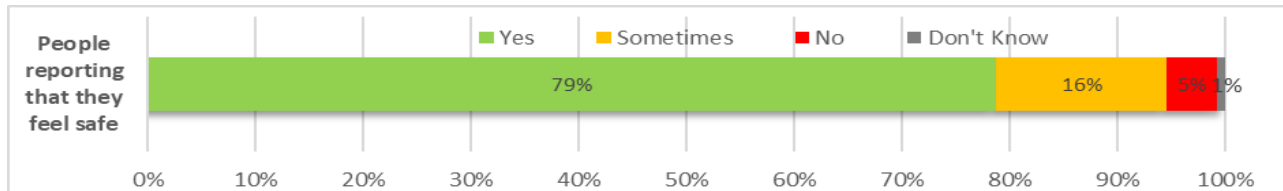
## What did we plan to do last year?

- 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.

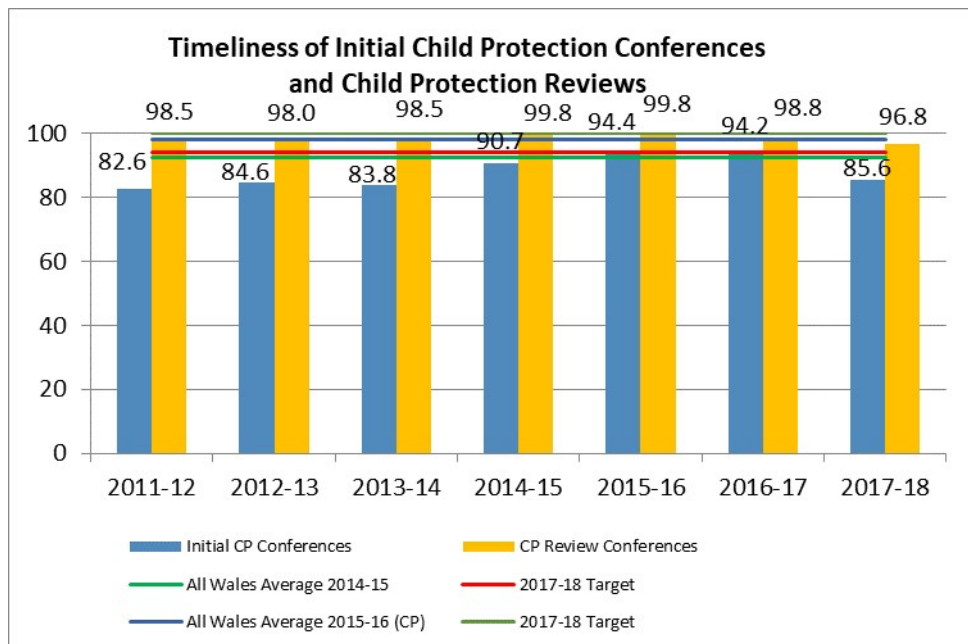
- Strengthen Adult Protection procedures in consultation with staff and partners by March 2018 to ensure that adults are protected from harm.

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

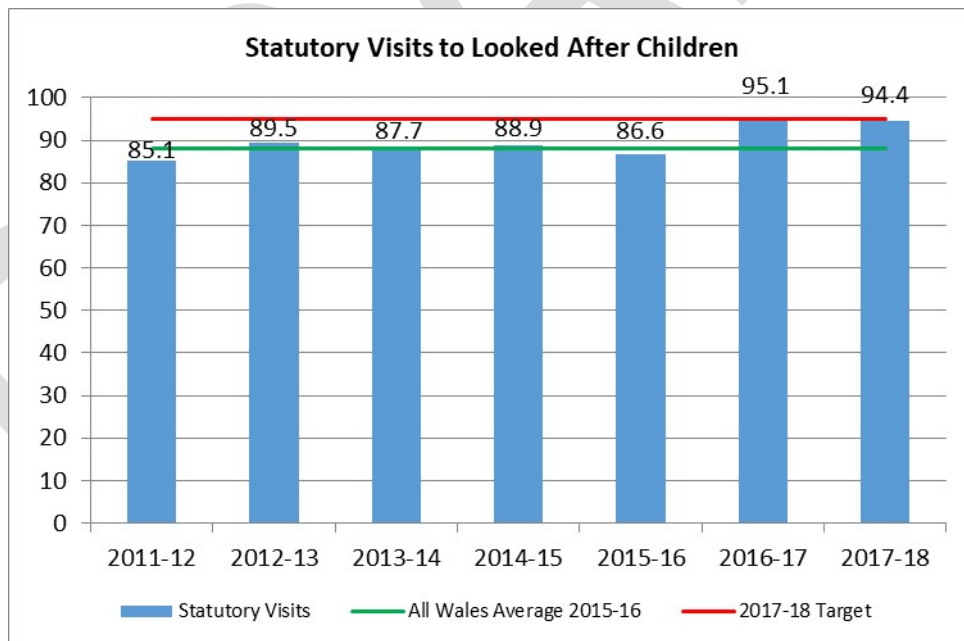
### Performance Update & Survey Results



- *The percentage of re-registrations of children on local authority child protection registers 2017/18 = 6.6% (26 / 391); 2016/17 = 3.9% (13 / 343)*  
Of the 388 children who were added to the Child Protection Register (CPR) during the year, 26 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*  
2017/18 = 250 days (87,985 / 352); 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*  
2017/18 = 85.6% (376 / 439) from 94.2% (374 / 397) in 2016/17.  
During the year, there has been a continued increase in the numbers of children being looked after by the authority and this has an impact on the workloads of the IROs and Conference Chairs. Performance has been further impacted by all IROs attending a week-long block of Signs of Safety training during the year - this resulted in a delay in some meetings and reviews going ahead. The service also encountered periods of sick leave amongst IROs, Chairs and the business support minute takers who support Conferences, further delaying the allocation and convening of meetings.  
  
To mitigate against future meetings being out of timescales, the following arrangements have been agreed:
  - Pressure Bid to support 2 additional posts (IRO / Chairs) approved – these are now in the recruitment process.
  - A duty rota is being developed so that all sickness and annual leave can be covered, and all meetings and reviews can continue within timescales. The new rota will be rolled out in Quarter 2 2018/19.
- *The percentage of child protection reviews carried out within statutory timescales during the year*  
2017/18 = 96.8% (718 / 742).  
Performance reduced slightly from 98.8% (1,000 / 1,012) in 2016/17. Please see above for further information.



- The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations  
 2017/18 = 94.4% (2,161 / 2,289).  
 Performance reduced very slightly from 95.1% (1,933 / 2,033) in 2016/17.



### Safeguarding Vision & Strategy

The development of a Vision and Strategy for Safeguarding in Cardiff was originally targeted for completion by 31<sup>st</sup> March 2018. Vacancy related delays mean that we are now targeting completion in 2018/19.



### Engagement with Communities

The laws concerning the rights of children, the Children Acts of 1989, 2004 and the Social Services and Well-being (Wales) Act 2014, state clearly that while providing children with the support and protection they are entitled to, considerations of ethnicity and religion should be taken into account. Cardiff is a richly diverse community in which there are a number of community organisations who are committed to meeting and serving the needs of children and their families.

Work commenced with the Muslim community and **'Safeguarding our Children: A Guidance for Mosque Schools and Islamic Studies Settings'** was published. The guidance, which is about valuing and keeping Muslim children who receive an Islamic education in Cardiff safe, was launched by the Cardiff & Vale of Glamorgan Regional Safeguarding Children Board in partnership with Cardiff Muslim communities and the Muslim Council of Wales during National Safeguarding Week (w/c 13<sup>th</sup> November 2017).

The purpose of the guidance is to raise community awareness about safeguarding children and to provide information about how to deal with concerns. It is a direct response to the requests of parents, committed community members and educators who campaign for the rights of Muslim children and young people. It sets out how to safeguard children in the context of Islamic education in establishments such as Mosques, community centres, clubs and in other settings so ensuring equal standards in these circumstances.

The common goal is to provide those in charge of providing Islamic education, whether in a Mosque or elsewhere, with the knowledge to create a safe environment where children and young people can develop values and skills which will allow them to be confident and active members both within their faith groups and the wider community.

It is hoped that this guidance will enable local Mosques and the wider Muslim community to keep children and young people safe by being aware of common signs of neglect and abuse, and, most importantly, by knowing what to do to ensure their protection.

The Cardiff and Vale of Glamorgan Regional Safeguarding Children Board is now discussing and pro-actively identifying other faith communities who wish to engage that will benefit from the Muslim community model. Work has commenced with the Bangladeshi community in Cardiff to raise community awareness about safeguarding children and to provide information about how to deal with concerns.

### Increasingly complex needs

A **Think Safe! Team** of specialist Child Sexual Exploitation (CSE) intervention practitioners was established during the year. The practitioners work with children at greatest risk of CSE to reduce risk and increase protective factors. They work directly with the child to increase their understanding of exploitation, raise their awareness of how they may be at risk and support them to take an active role in the assessment of risk and safety planning. This direct work will contribute to the care and support provided to families where there is a child at significant risk of CSE. Practitioners will work closely with the social worker to help keep children at home and within their communities, prevent placement breakdown and promote placement stability. It is too soon to comment on impact as yet, however it is anticipated that our response to supporting



young people who have been exploited, or at are at risk of exploitation will be significantly strengthened.

### Adult Safeguarding

The development of the All Wales Safeguarding Procedures for the Protection of Children and Adults is now underway with Cardiff and the Vale Regional Safeguarding Boards engaged in the development of the procedures. Cardiff and the Vale Safeguarding Boards issued a regional update entitled **Cardiff & Vale All Wales Safeguarding Procedures Review Project, Front Line Briefing** that was circulated to all Adult Services staff. The briefing was designed specifically for front line staff and provided a quick and easy update on progress so far. The newly drafted procedures will be submitted to the All Wales Academy site to enable national feedback and consultation. Directorate staff can get involved by enrolling onto the All Wales Academy via the following link [All Wales Academy](#) to view all of the project information and also provide feedback on the new procedures as they are developed.

As part of Adult Services' ongoing commitment to strengthening safeguarding, Safeguarding Adults Level 2 training dates arranged for all Adult Services staff. The 3-hour workshops develop essential awareness of the individual roles and responsibilities of all staff and managers with regard to recognising abuse, reporting abuse and preventing abuse.

#### **Case Study – Adult Safeguarding**

*Mrs. J was referred to the Local Authority by Health professionals and social worker following shared concerns about family / carer's understanding and acceptance of Mrs. J's assessed pressure care and nutrition needs. Health professionals did so in line with the duty to report to the Local Authority reasonable grounds to suspect abuse, as required under the Social Service and Well-being Wales Act 2014.*

*Mrs. J was a frail elderly woman with cognitive deficits reported by all that would render her unable to make relevant decisions. There had been no recent formal Mental Capacity assessments completed and the indication that Mrs. J would lack the mental capacity to make the relevant decisions was disputed by the family / carer. Mrs. J and family / carer had lived seemingly happily together for 40+ years; their relationship had been at times argumentative in the past with Mrs. J able to hold her own, but this dynamic had changed as Mrs. J became frailer.*

*The contentious issue was the non-compliance with provision of a hospital bed to support pressure care and to allow Mrs. J to be re-positioned to support safer nutritional intake: the family / carer believed that such provision of electric equipment would terrify Mrs. J. Health and social care professionals / service providers had tried to resolve the concerns as part of prevention of harm strategy and were unable to do so at local safeguarding level, so escalated their concerns to the Adult Safeguarding Team.*

*A multi-agency strategy discussion was convened by the Adult Safeguarding Officer at the Multi Agency Safeguarding Hub (MASH) and given the risk of serious harm - future development of pressure damage and poor nutritional intake / choking - adult safeguarding investigation procedures were invoked.*



*The Health and Social Care Team continued to provide advice, guidance and care and support services both to Mrs. J and for respite for the family / carer throughout the enquiry / investigation stages.*

*A multi-agency strategy meeting was held with relevant partners including Public Protection Unit of South Wales Police in consideration of s44 offences under the Mental Capacity Act. The multi-agency strategy meeting was in agreement that they would not wish to criminalise the family / carer who believed herself to be acting in Mrs. J's best interests and further enquiries were agreed in response to conflicting views held by family / carer and by the newly involved Palliative Health Care Team on care provision and equipment.*

*Learning from this case study is that Mrs. J's wishes were not established in relation to care and support provision - as the family / carer would always speak for her and an Authorised Officer attended the multi-agency strategy meeting for earliest consultation in consideration of an Adult Protection Support Order. The Health and Social Care Team continued to provide care and support throughout with daily contact with Mrs. J in order to ensure the risk assessment was continually reviewed so that immediate protective action could be taken should that be required. Mrs. J continued to receive pressure area care and care staff followed Speech and Language Therapy advice when assisting food and fluid intake. Additional consultation was held with the Independent Mental Capacity Advocacy (IMCA) service and assessment by Tissue Viability Nurse and a Case Conference meeting held with family / carer to explain strategic process, concerns and reasons for actions planned.*

*The case was also heard by the Adult Services Risk Panel, with the plan for a social worker to further attempt a Mental Capacity Assessment for the relevant decisions and a review / best interest meeting to be convened. Sadly during this period Mrs. J died: her death was not unexpected: Mrs J died at home with her family / carer as we understood would have been her wish. Care staff were present.*

#### Performance Update

- The percentage of adult protection enquiries completed within statutory timescales 2017/18 = 97.9% (1,400 / 1,430).  
Performance improved remained stable from 98.0% (1,033 / 1,054) in 2016/17.

#### What are our priorities for next year and why?

- Ensure children and adults are protected from risk of harm and abuse by **raising awareness** among public and professionals for the duration of the plan.
- Ensure children and adults are protected from risk of harm and abuse by revising the **Child Sexual Exploitation Strategy** by March 2019 to encompass new and emerging themes of child and adult exploitation.



- Renew the **safeguarding vision and strategy** across the Directorate by March 2019 in order to take account of new national policy and practice guidance currently under development.
- Commission an independent review of the effectiveness of the **Multi Agency Safeguarding Hub** in consultation with the Regional Safeguarding Children Boards and consider recommendations for change / improvement with a view to implementing changes by March 2020.
- Review and develop mechanisms to **improve engagement with communities** at large and faith communities in particular by March 2019 to improve the safeguarding of children across the various communities in Cardiff.
- Embed strengthened **Adult Protection procedures** in consultation with staff and partners by March 2019 to ensure that adults are protected from harm.

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

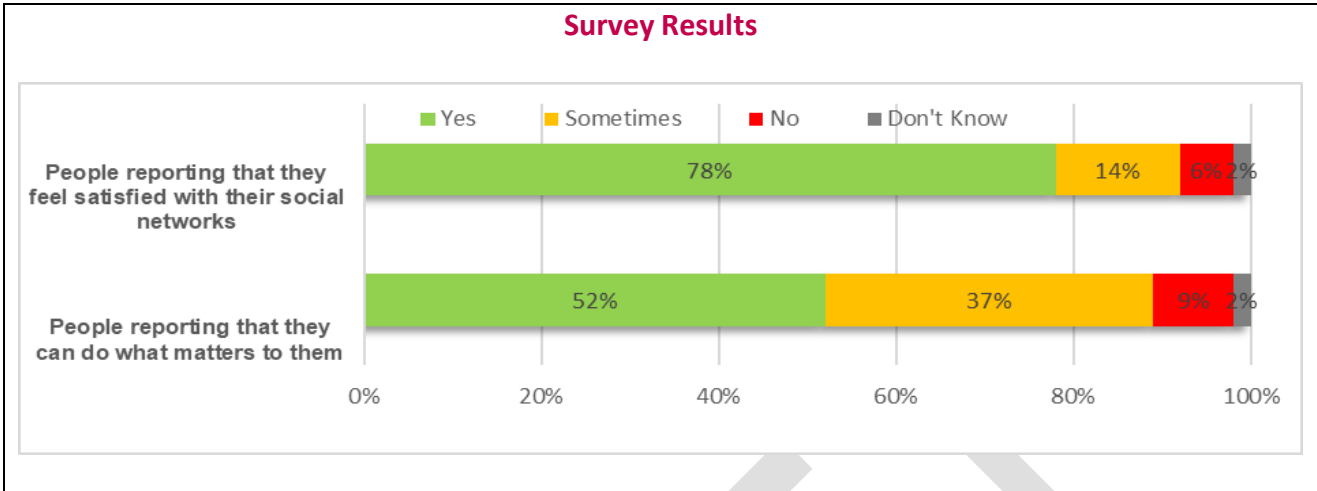
## Outcomes achieved:

- ✓ Improved opportunities for looked after children and care leavers via the Bright Start Traineeship Scheme – 27 young people started a traineeship placement during the year and 2 young people have accepted paid Trainee roles.
- ✓ Better enabled young offenders to reach their potential by improving engagement in education, training and employment by 1.2 hours per week (13%) for young people of statutory school age and 2.9 hours per week (50%) for young people above statutory school age throughout the duration of their involvement with the Youth Offending Service.
- ✓ Achievement of educational outcomes for looked after children with 76% (22 / 29) 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% (41 / 82) of all children who need care and support.
- ✓ The voice of young people who receive care and support from Children's Services has been heard in the working towards Child Friendly City status process.
- ✓ Life experience for children and adults with visual impairment, hearing loss or dual sensory loss is enhanced by access to appropriate information, equipment and services to facilitate the independence of individuals.
- ✓ The voice of people with Dementia has been heard in achieving working towards Dementia Friendly City status.
- ✓ Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

## What did we plan to do last year ?

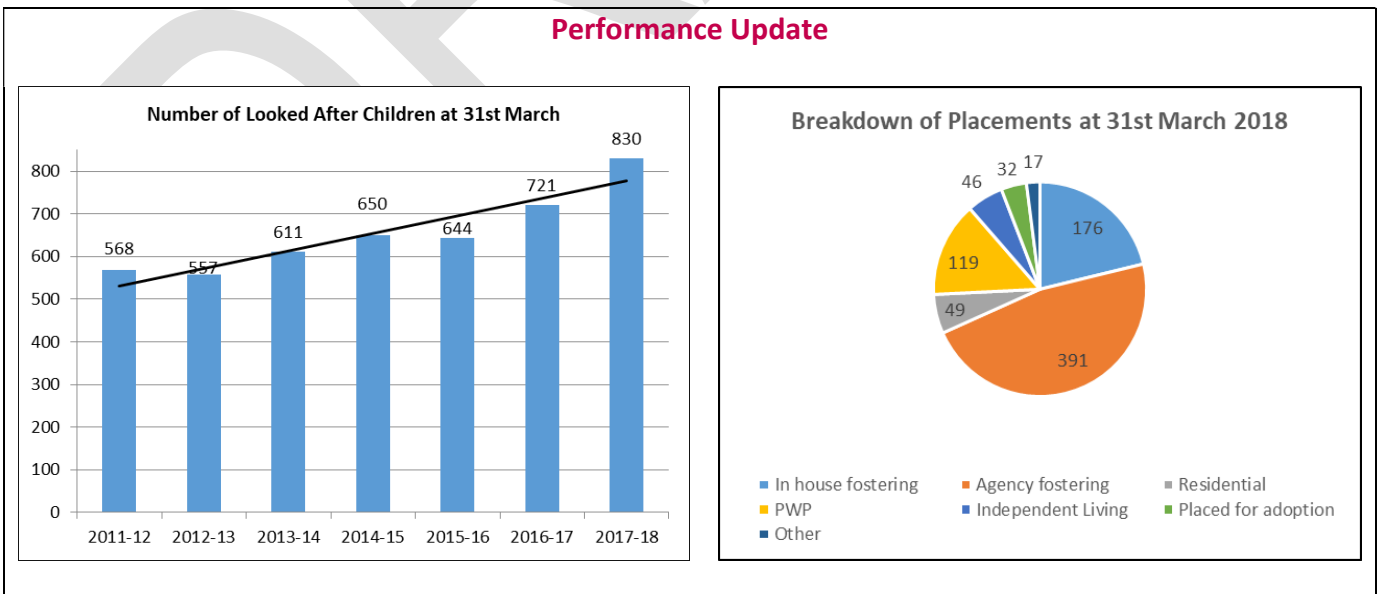
- Deliver the Corporate Parenting Strategy by 2019 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children.
- Work to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

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



### Corporate Parenting Strategy / Educational Attainment of Looked After Children

During the year the number of looked after children has continue to increase to 830 from 721 at 31<sup>st</sup> March 2017. This is despite preventative initiatives, such as the Adolescent Resource Centre (ARC) and Rapid Response that are succeeding at preventing children from starting to be looked after. The primary reason for the recent increase is due to new born babies needing to be looked after from birth. Towards the end of the year we launched a regional Reflect Service which will undertake focussed work with women who have had 1 or more children removed from their care in the last 3 years. The overall aim is to prevent repeat pregnancies and removal, although it will take some time for the initiative to have an impact. Data provided through our participation in the Directors of Children’s Services UK Core Cities Network shows that rates of looked after children are a national issue and Cardiff is not an outlier in terms of looked after children rates of admission.

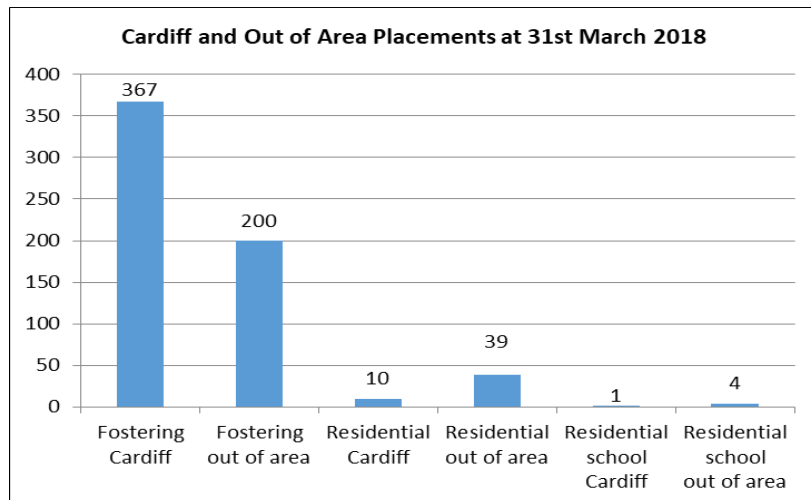


During the year an analysis of looked after children in out of area placements was undertaken and demonstrated that children were appropriately placed. Work to return looked after children in



out of area placements to Cardiff when this is appropriate in meeting the needs of the young person continues and 15 young people were returned to Cardiff during the year. Work with independent providers to bring new children's residential homes to Cardiff and during the year, 2 new 3 bed homes were opened.

### Performance Update



#### ***Case Study – Looked After Child*** ***Age 16 birth female identifies as male***

***C needs a placement at distance to prevent unsupervised contact / misper.*** Concern that in unsupervised contact C's mother acts against agreements made to encourage controls on boundaries and access to mobile phone. Dr. requested decreased contact to reduce mum's interference with C's medical support plan. Mum refuses to accept concerns re: conflicting information given to C. Recent contact raised concerns about interactions which seemed unusual and possibly emotionally harmful.

***C needs a placement with ASD trained and experienced staff to design behaviour management plans that take into account ASD diagnosis.*** C has been diagnosed with ASD with depressive tendencies, anxious controls and fixated behaviours, alongside a psychologist analysis that DDT support using trauma model is needed. This significantly affects C's relationships with others, as well as inability to negotiate boundaries. Behaviour management and negotiation techniques have proven ineffective in previous placements.

***C needs a placement with therapeutic advice to look at attachment and trauma for behaviour management and life story work into the future.*** C has been significantly affected by history of chronic neglect and trauma. C does not prioritise his personal or dental care, and needs prompting to wash appropriately. C needs structured support to manage his calorie intake. C has demonstrated very limited ability to self-regulate resulting in serious concerns for his development into adulthood. Dr. expressed concern that C would always require adult supervision to prevent his vulnerability causing him serious harm, or his own behaviours in terms of sexualised interaction online becoming a 'forensic' issue.

***C needs a placement to implement strict boundaries and adjustment whilst reviewing impact on C of any changes in his use of social media. C is a gentle young man who has many links to young people on social media. However, he struggles with communication when others wish to express themselves, and does not demonstrate empathy or regret readily. This has made relationships at home and in school difficult and C can be isolated and resort to internet communication - resulting in limited education attendance, infrequent contact with family and friends, and the affection and physical contact that can bring. C requires stringent controls on devices to manage sexual content.***

During the year the Corporate Parenting Advisory Committee has agreed to implement work streams closely aligned to the Strategy. Each Member leads on a key work stream and will be supported by nominated officers. This reflects the importance of members' Corporate Parenting championing role and their key contribution in initiating council policy initiatives. The intention is to ensure full implementation of the Corporate Parenting Strategy and for Members to be actively seeking information and driving developments across the Council.

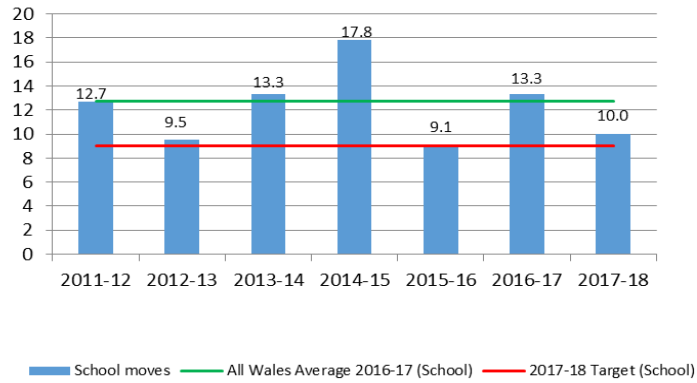
In addition to the CPAC's key role in the Council's decision to increase the care leaver grant in 2015, in 2017/18, the Cabinet further agreed to relieve Care Leavers of the burden of paying council tax, being among the first councils in Wales to do so.

Please see page 81 for further information.

#### **Performance Update**

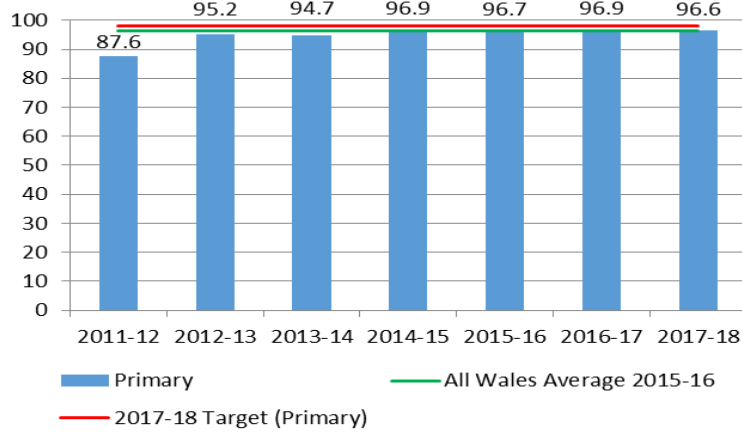
- *Percentage of children achieving the core subject indicator at key stage 2*  
2017/18 = 50.0% (41 / 82) from 50.0% (39 / 78) in 2016/17.
- *Percentage of children achieving the core subject indicator at key stage 4*  
2017/18 = 12.0% (9 / 75) from 18.4% (16 / 87) in 2016/17.
- *Percentage of looked 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 improved to 10.0% (48 / 494) from 13.3% (56 / 421) in 2016/17, although the 12% target was met. This was despite 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.

**Measure 32 School moves for looked after children**



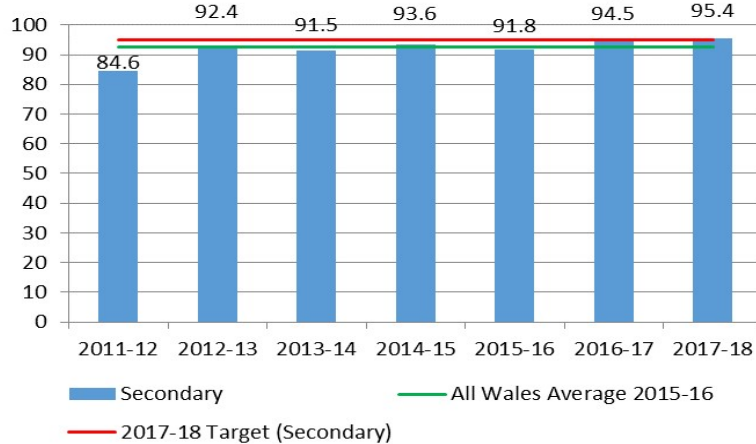
- *The percentage attendance of looked after pupils whilst in care in primary schools*  
Performance remained stable at 96.6% from 96.9% in 2016/17.

**Attendance of Looked After Children - Primary School**



- *The percentage attendance of looked after pupils whilst in care in secondary schools*  
Performance remained stable at 95.4% from 94.5% in 2016/17.

**Attendance of Looked After Children - Secondary School**





## Dementia Friendly City

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.

There is wide acknowledgement by the stakeholders on the Cardiff and Vale Dementia Steering Group that dementia is everyone's business. There is also a shared understanding that as with any illness, the society that we live in can adapt to make life easier for people with dementia and their carers. Dementia Friendly Communities and Dementia Friends schemes are seen as a large part of this solution, with recognition that dementia friendly environments also play a part. The Dementia Focus Group has been meeting every 6 to 8 weeks to progress dementia support and associated work in Cardiff North. The group includes representatives from South Wales Police, South Wales Fire & Rescue Service, Cardiff Hubs and Libraries, and Independent Living Services. An action plan for Cardiff North has been developed and this plan links directly to the City Wide Dementia Friendly Cardiff plan. Work with local schools is ongoing and links with local Scout and Guide Groups have been established to help support Dementia initiatives in Cardiff North. A monthly support session for people with Dementia and their carers takes place at Thornhill Church Centre.

## What are our priorities for next year and why?

- Review pathways for **children with sensory impairments** and further develop partnership working across Children's and Adult Services and with 3<sup>rd</sup> sector sensory impairment organisations during 2018/19 to:
  - Improve access to information and services for children and adults with sensory loss.
  - Provide clear and consistent pathways between Social Services and Education Directorates and with 3<sup>rd</sup> sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff
- Ensure the best outcomes for children and young people for whom your Council becomes responsible by embedding the **Corporate Parenting Strategy** across the Council and partners by March 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children.
- Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the Council's capacity to commission and provide **high quality cost effective placements within the Cardiff area**, reducing the need for Looked After Children to be placed out of area by March 2023.





- Consolidate Cardiff's status as a recognised **Dementia Friendly City** during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include:
  - Refurbishing existing day centres to provide dementia support
  - Establishing a specialist dementia day service in partnership with the University Health Board.
- Work with Communities during 2018/19 to tackle social isolation.

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

## Outcomes achieved:

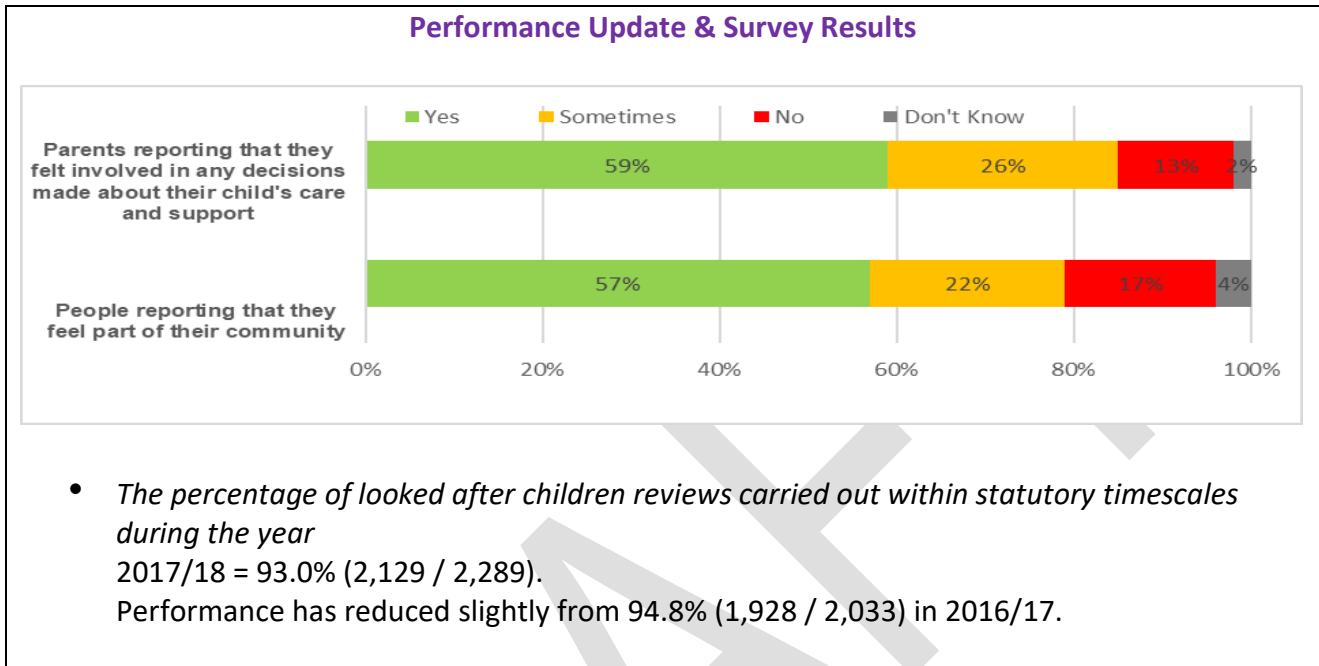
- ✓ More families receive help at the point they need it through the implementation of the early help Support4Families Service.
- ✓ Multi Agency Safeguarding Hub (MASH) resources are being targeted more effectively, in part by diverting families in need of early help to Support4Families (calls to MASH requiring no further action have reduced from 14,342 (82.9%) for the 9 months that MASH was operational in 2016/17 to 13,108 (61.4%) for the whole of 2017/18).
- ✓ Families are better supported to resolve their difficulties through more timely access to early help through Support4Families community based services.
- ✓ Admission to care prevented for 43 children and young people during the year by the Adolescent Resource Centre.
- ✓ Children supported to remain living with their siblings through use of sibling attachment assessments.
- ✓ More children supported to remain living with family members through an increase in Connected Persons assessments undertaken internationally (including China, Albania, Czech Republic, Portugal, USA and Romania).
- ✓ Permanence secured for children with 33 adoptions in 2017/18.
- ✓ Better meeting the complex needs of older and people with learning disabilities in their local community by developing Day Opportunities.
- ✓ Reduced likelihood of carers reaching crisis point by development of improved processes that will provide a better quality service.

## What did we plan to do last year ?

- 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 to maximise independence for adults with care and support needs.
- Develop a Learning Disability Day Opportunities Strategy 2018-20 and prepare an effective business case for the redevelopment of Tremorfa Day Centre to help people with a learning disability feel more valued, be more independent and to maximise opportunities for choice and control for each individual.

- 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.

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



### Family Stability

The **Adolescent Resource Centre (ARC)** is providing intensive support to families using the Signs of Safety strengths-based model. As part of the support package available to families the ARC support young people and their families at times when other services might not be available. The service includes outreach work, 1-2-1 work at least 2-3 times per week, counselling, therapy, overnight respite and provides opportunities for family support both centre-based and in their own homes (including weekends and evenings), enabling the service to be responsive to the changing need of the families receiving the service.

Cases are assessed at the outset to ensure the criteria to keep the child at home is clear and supported by all professionals and family members. Follow up reviews, attended by the young person, family members and multi-agency professionals, are held at least every 4 weeks to ensure the risks are being managed and the plan is being followed.

Since the service went live in April 2017, ARC has worked with 50 children and young people. Admission to care was prevented for 43 of the 50 children and young people; 3 were fostered; 3 were accommodated in residential homes and 1 young person who was already looked after was rehabilitated home. This equates to 12% being accommodated and 88% remaining at home / rehabilitated home with an estimated cost avoidance of £738,000.

Plans to re-commission the Family Group Conference Service have been revisited during the year and a decision has been made to re-direct the monies to Signs of Safety network meetings to undertake this function.

### **Case Study – Rehabilitation Home**

*G was 14 when she became looked due to mum being unable to manage her challenging behaviour. G felt unloved and unwanted by her mother, father and family; G had no contact with her father due to him having a new family, despite previously having had a close relationship with him. His absence in her life caused G a significant amount of trauma. G experienced difficulty forming secure attachments due to rejection and this led to her having difficulty forming healthy relationships. This impacted on her education, friendships, self esteem and confidence and led to G becoming vulnerable and aggressive.*

*G was placed in foster care, however this deteriorated due to G's challenging behaviour and not wanting to accept early curfews. Following the breakdown of her foster placement, G was placed in a residential home with a plan to rehabilitate home.*

*G was allocated an ARC worker on 9<sup>th</sup> November 2017. The goal was for the family to have better coping strategies to manage all the children's needs in order to avoid the situation from breaking down. This included parenting capacity of parents and stepparents, problem solving, communication, consequential thinking and family relationships.*

*ARC worked with G and her family on building / strengthening family relationships, reinforcing rules / boundaries and reiterating the safety plan.*

*G found the separation of her parents very difficult and blamed her mother for this, which resulted in their relationship becoming strained. G reported that she wanted to live with her mother and for their relationship to get better. ARC supported G with writing a feelings letter to her dad regarding contact. This was not successful, as Dad did not return a good response however; G handled this well and feels that she has closure.*

*Issues at school had led to G becoming permanently excluded; ARC supported G in finding educational provision; initially accessing tuition before being accepted into school. G was rehabilitated home successfully on 30<sup>th</sup> November 2017. G is now happy at home; relationships with her mum, mum's partner and siblings have greatly improved. G is doing very well in school, meeting all her targets with attendance at 95% and is set to achieve her GCSEs.*

### **Performance Update**

- *The percentage of children supported to remain living with their family 2017/18 = 51.0% (864 / 1,694) from 55.2% (894 / 1,619) in 2016/17. Of the 1,691 children with a Care and Support Plan at 31<sup>st</sup> March 2018, 861 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 2017/18 = 8.7% (91 / 1,042) from 11.6% (116 / 982) in 2016/17. Of the 1,039 children who have been looked after during the year, 86 have returned home.*

Although these indicators appear to say that fewer children are living with their families, this is not

an accurate picture of the trend in Cardiff because more children are being placed at home or returned home under the auspices of a Care Order than previously. The measure does not allow us to count these children in the cohort.

In addition to the 86 children who were returned home from care, 117 children were actively placed in the care of their parents, but remain subject to a Care Order, and 76 children were placed with relative carers. These figures reflect our strong emphasis on placing children within family and managing risk under the terms of a Care Order. A Placement with Parents Team is being piloted to focus on the management of these cases, and to ensure timely revocation of Care Orders. A dedicated worker from the Adolescent Resource Centre has been identified to work directly with looked after children who are considered to be ready for rehabilitation home.

We also know that more children are being diverted to Early Help than previously due to the effectiveness of Support4Families and the Adolescent Resource Centre.

### Day Opportunities

Building on consultation with service users and organisations, the Directorate has developed a model of day services for older people that are intended to deliver the outcomes that people want in order to improve their lives and to support their expectations. The Day Opportunities model for Older People supports the aims of the Social Services and Well-being (Wales) Act 2014. The model demonstrates how the development of our day services will achieve the best outcomes for individuals and provide the best support to carers through:

1. High care and support needs – for those with high care and support needs, which may include an extent of dementia, or stable more severe dementia.
2. Specialist dementia centre – for those with moderate to severe dementia with an assessed social care need. This work is being taken forward as an integrated model of service with Cardiff & Vale University Health Board.

The model is being implemented via the use of the Council's 3 existing day centres for Older People:

- Minehead Road Day Centre in Llanrumney
- Fairwater Day Centre in Plasmawr Road
- Grand Ave in Ely

Minehead Road and Fairwater Day centre will be utilised as the two day centres for individuals with high care and support needs whilst Grand Avenue will be utilised as a centre for Older People with complex dementia needs. The Council has allocated funding and successfully secured additional monies from the Integrated Care Fund (ICF) to upgrade and refurbish these existing day centres. The work at Minehead Road was completed in July 2017. The work at Grand Avenue commenced November 2017 and it is anticipated that work at Fairwater will take place in the financial year 2018/19.

The funding is facilitating the provision of contemporary day care settings with the upgrading of the buildings to modernise them and provide fully accessible environments, incorporating dementia friendly design principles and additional features. Services will delivered in a modern



environment that is much closer to the needs of today's population. The re-designed centres will also incorporate features that make it a sensory loss aware environment. The specialist dementia centre will provide additional space for activities including the landscaping of the garden area to provide a dementia friendly outdoor space.

### **Learning Disability Day Opportunities**

The Cardiff and Vale of Glamorgan Councils' Day Opportunities Strategy 2014–2017 was co-produced with partner organisations to determine the future delivery of day opportunities over a three year period. The strategy aimed to help people with a learning disability feel more valued, to be more independent and to maximise opportunities for choice and control for each individual. It intended to ensure sustainable quality provision for the future. Through the reconfiguration process, 90 individuals with a learning disability who were accessing the Day Service but who did not have complex support needs are now having their day opportunity needs met differently, by way of a Direct Payment or other community based provision.

There are many positive stories showing individuals developing self-confidence, skill and community presence with the right kind of support throughout the duration of the Strategy. In partnership with the Vale of Glamorgan, the Directorate has:

- Directed a change in culture and attitude of staff and people with learning disability.
- Shifted the focus away from specialist building based services and towards more integrated personal support.
- Made improvements in stimulating the market to develop new ways of working, signposting to preventative services, encouraging the use of mainstream options, developing a support planning model, ensuring best value use of resources and introducing DEWIS.
- Offered a far more individual service which looks to support people to access mainstream opportunities and develop new friendships and networks.
- Transformed our day centres into complex needs services.
- Improved our support to young people in transition.

As part of our commitment to co-production, we will be drawing significantly on the feedback we have had from people with learning disabilities and their families. Whilst this demonstrates that services are working hard to meet people's outcomes and that we are usually meeting them very well, there is also helpful feedback on the things we need to improve. The learning from the review will be reflected in the upcoming Learning Disability Commissioning Strategy being developed by Cardiff, The Vale of Glamorgan and the Cardiff and Vale University Health Board. We already know for instance there is more to do in encouraging the development of models such as social enterprise.

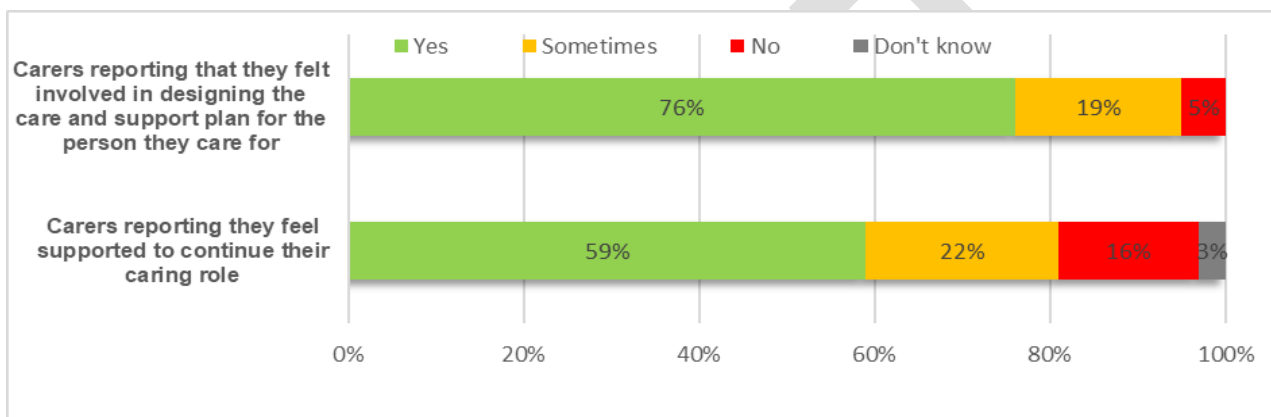
### **Carers Assessments**

Referrals into the Carers Team remain steady. We have established a number of new processes based on experience including the implementation of a screening process and offering telephone assessments instead of just home visits. This has resulted in a reduced waiting list and more efficient way of working without affecting the quality of service. The impact of this is that we will be able to start developing an Outreach programme in 2018 to enable carers who may not be known to Adult Services, to access advice and information in community settings. We also hope to be able to offer a 6-week review of carers who were provided a lot of advice and information or

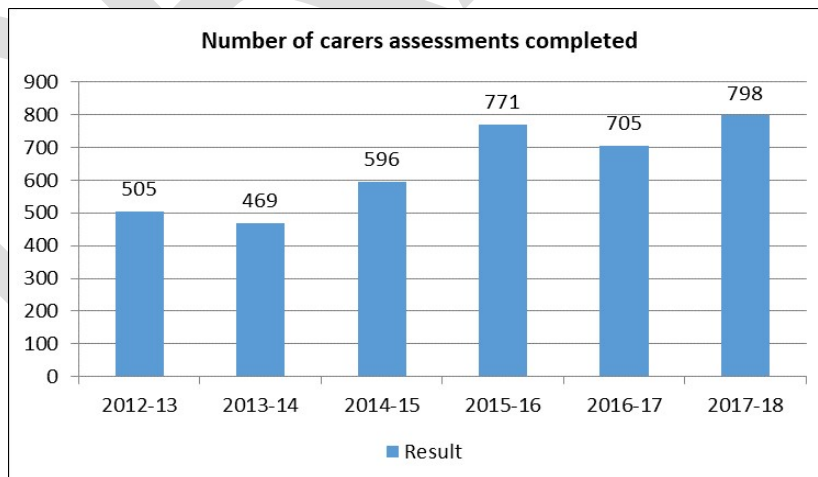
where referrals were made on their behalf to see if the support helped or the referral was actioned.

We have also implemented a new process where carers are offered a re-assessment 12 months after they were assessed to make sure re-assessments are more timely and not all completed at year end. The process also includes offering a Carers Assessment to carers who declined in the previous 12 months. We also inform carers who are assessed by the Carers Team to come back into the Carers Team at any point if their circumstances change, rather than going through the process again. It is hoped by implementing this new way of working, it will reduce the potential for carers to reach crisis point and will provide a better quality service.

### Performance Update & Survey Results



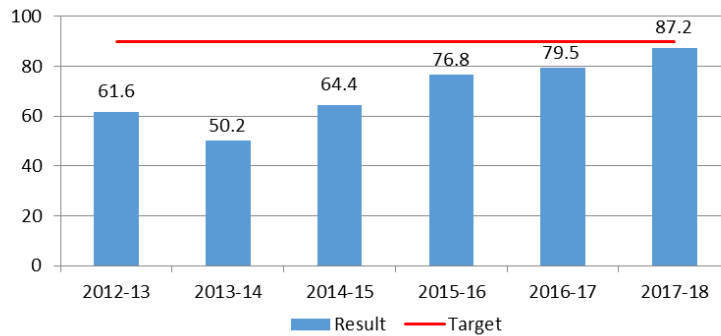
- *Number of carers assessments completed*  
2016/17 = 705.  
Performance improved to 798 from 705 in 2016/17.



*The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year*

2017/18 = 87.2% (2,899 / 3,326) compared to 79.5% (2,833 / 3,563) in 2016/17.

**The number of carers (of adults) aged 18 or over known to social services who were offered an assessment or review of their needs in their own right during the year**



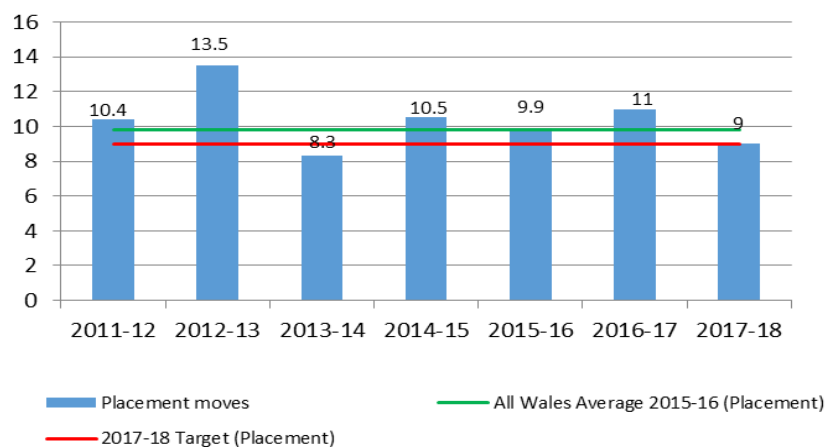
For **Young Carers**, please see page 31.

### Performance Update

- *The percentage of looked after children on 31st March who have had 3 or more placements during the year*

Performance improved to 9% (75 / 830) from 10.9% (79 / 725) in 2016/17 and the 9% target was met. This improvement has been achieved despite 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.

**Measure 33 Placement moves for looked after children**



### What are our priorities for next year and why?

- Increase public awareness of the requirement to report Private Fostering arrangements to the local authority by March 2019 in order to ensure that children subject to these





arrangements are known and appropriate support is provided.

- Ensure all eligible unpaid **adult carers** who are caring for adults during the 2018/19 financial year receive the help and support they need, in the ways they need it.
- Embed the new model of **Day Opportunities** during 2018/19 to ensure that people get the care and support they need, while offering respite to their carers.

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

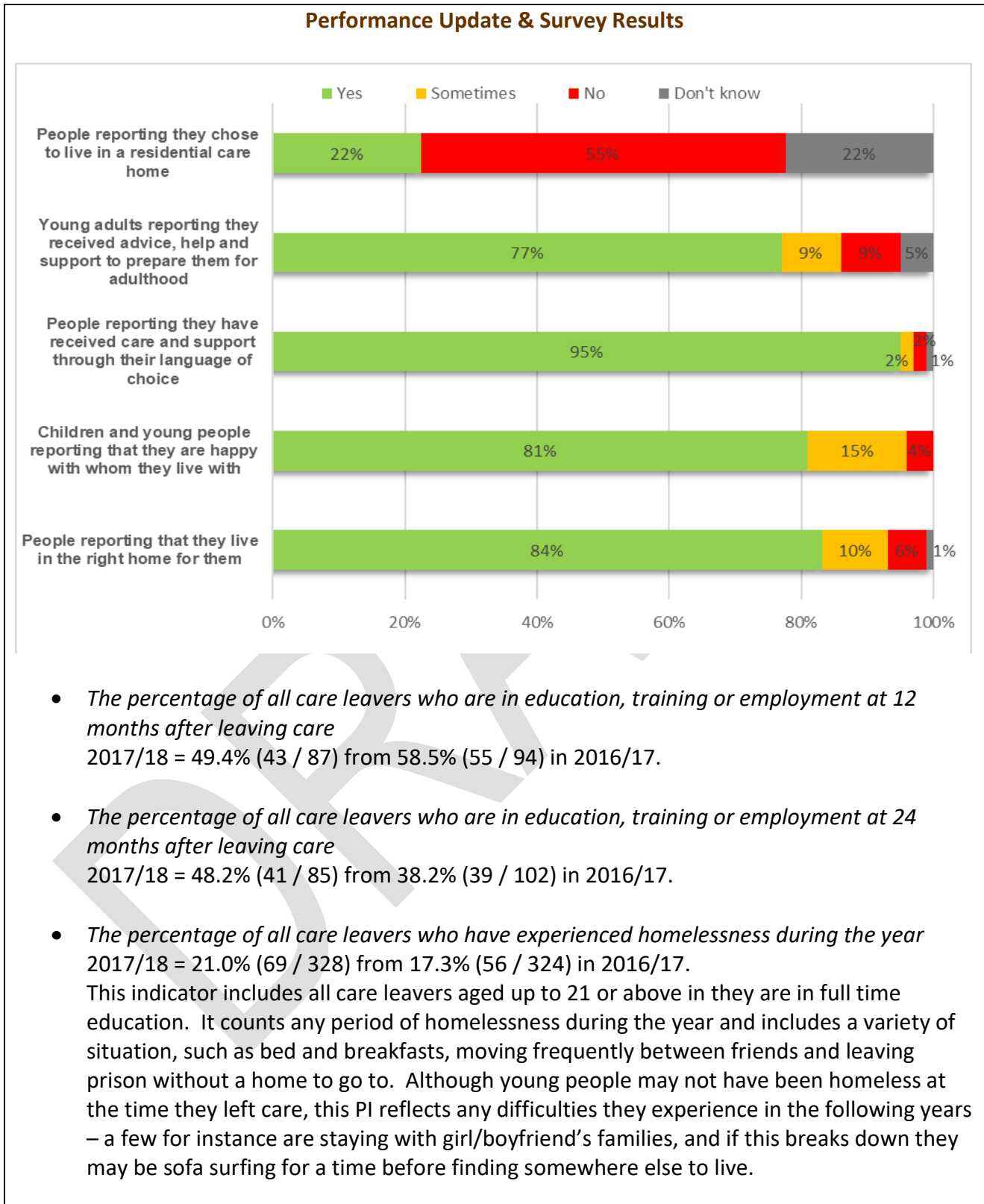
## Outcomes achieved:

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

## What did we plan to do last year ?

- 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 for people with Learning Disabilities by March 2018 in order to maximise people's independence.
- Implement the Older People's Housing Strategy in partnership with Communities during 2018/19, to ensure that the housing elements that are necessary to support those with care and support needs are available in the right numbers, at the right level and in the right places across the City.

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





### **Support Services to Care Leavers**

Work on a Preparation Programme has been undertaken in partnership with Housing during the year as part of the recommissioning of accommodation for the **Youth Gateway** (a one stop shop for accommodation for care leavers and homeless young people). The remit of the accommodation tender has been extended to include high needs young people and operational experience has influenced some other changes to be made, an example of good partnership working. The purpose of the Preparation Programme is to ensure that young people are ready to live independently when they leave care and providers are able to demonstrate the outcomes they have contributed to for young people.

### **Bright Start Traineeship Scheme**

The Bright Start Traineeship Scheme continues to support positive outcomes for looked after children and care leavers. 27 young people started a traineeship placement during the year) and 2 young people have accepted paid Trainee roles. The scheme has been highlighted as an area of good practice by ESTYN.

#### **Case Study – Bright Start Traineeship Scheme**

***R, 20 year old female care leaver, started as a Bright Start trainee before becoming a horticultural apprentice***

##### **Comment from Bright Start Traineeship Coordinator:**

*I met R in March 2015, R had no formal qualifications and had not liked school, she was not in education, training or employment. She expressed a desire to work within the Harbour Authority. A placement was secured there and she started in April 2015 and worked there for 4 months. Whilst there she completed many training courses which gave her confidence. She also worked with a tutor from Cardiff and the Vale and completed Agored Cymru modules.*

*R ended this placement in September 2015 and went to ITEC on an engagement course. R continued with this until February 2016 when she expressed an interest in re-joining the Traineeship but with something that “had a future”.*

*R started with the Parks Team in February 2016 on an 8 week Traineeship Trial and worked hard. She is popular and well-liked by the team. She re-engaged with Cardiff & Vale College and completed her Mentoring module. She was a natural leader and motivated the other Trainees to continue in their roles. Funding was made available from Education in April 2016 to fund a 2 year Level 2 Horticultural Apprenticeship with Parks starting in June 2016. R interviewed for this post and was successful.*

*R has nearly completed this qualification now, along with two of her contemporaries and is applying this summer (2018) to do another apprenticeship in Parks in Fine Turf.*

##### **Comment from Parks Manager and R’s Line Manager**

*“R has always come across as a confident member of staff, and has developed this facet of her personality as a really positive skill. She is extremely approachable, receives guidance and instruction in a positive manner, and uses this information in delivering positive outcomes. R has developed an admirable skill set and as such is a most sought after valued member of the Parks Management Team, R has progressed well in all the sections she has worked, this has included the ornamental horticultural areas, plant production nursery, bereavement services and fine turf provision, where she has particularly excelled, quite often taking the lead role in delivering this*

*aspect of the service. R has recently completed a 2 year Horticultural college placement, again with positive results. She has been an excellent advocate of the Bright Start Scheme, and has recently been involved in mentoring the latest intake of Trainees.”*

*“We are very proud of all Rhian has achieved, and she should be equally proud of herself and her achievements”.*

#### **Comment from R’s personal adviser**

*R came into the care of social services in 2012. I have worked with R as her personal adviser since October 2015. R has made huge amounts of progress, in all aspects of her life, but particularly in relation to her work. R has shown fantastic dedication and motivation to make a success of her placement with the Parks Team and her moving on from the traineeship to apprenticeship is a credit to the hard work that she has put in. R has been able to develop her confidence and communication skills, which has led to her supporting team managers in Specialist Services with the recruitment of new staff. R has also received awards, voted for by the Corporate Parenting Panels, recognising the incredible amount of resilience and commitment that she has demonstrated to achieve a positive outlook for her future. It is an absolute pleasure to be R’s personal adviser and I am extremely proud of her and her achievements.*

#### **Comment from R**

*“I’ve always wanted to work and when I got to Parks I found I just fitted in. It’s a hard job but I enjoy it, and I’ve really got on with the team, we have a laugh. Doing college has been fine and I’ve surprised myself with how well I’ve done but it’s only one day a week so not too bad! I’m really thankful to [the people] who have supported me well through all this, I really want to stay in the Council so I just hope I can get onto another apprenticeship in Parks.”*

### **Mental Health – Supported Living**

The development of a ‘Core and Cluster’ accommodation model for adults with mental health problems in Cardiff will give provision for intensive 24 hour support to people with high support needs as well as a move on scheme. It will be possible to support people with severe and enduring mental health problems with complex histories, including dual diagnosis with substance misuse and forensic histories. A ‘Core and Cluster’ model for people will broaden choice and assist in the drive to reduce the use of long-term care by supporting people to live within the community and work towards achieving independent living.

The ‘Core and Cluster’ model of accommodation is one in which adult mental health residents would have their own self-contained flats, 5 of which would have visiting support with the sixth receiving more intensive 24 hour support. The benefits of this model include:

- Local provision within the community
- Increased independence and better outcomes
- Development of the skills allowing participation in and contribution to the community
- Greater flexibility of support provision
- Fosters the development of good social networks
- Increased security and reassurance
- Increased peace of mind for families and relatives



- More efficient use of support provision (no travel time for staff and reduction in individual support hours)
- An immediate response to dangers identified through technology.

### **Review of Internal Supported Living**

A Risk Assessment tool has been introduced alongside a new audit tool to ensure all staff are fully aware of changes to plans. Formal reviews of risk management plans are completed as needed and at least annually. Actions for Health & Safety have been implemented. Premises audits were carried out at every scheme by the Interim Manager of Independent Supported Living (ISL), focusing on health and safety compliance of the premises' themselves. Areas of non-compliance have been identified, recorded and reported for action by ISL or the landlord, as appropriate. The Active Support model has been reintroduced into the schemes and is up and running, promoting individuals' independence and enabling them to have more control over their lives.

### **Older People's Housing**

People in the UK are living longer. The proportion of Cardiff's population aged 65-84 years is projected to increase from 11.7% in 2015 to 12.6% in 2025. Those aged 85 years and over will increase from 2.0% to 2.3%. Estimated numbers for those aged 65 years and over with dementia are set to increase from 5,387 in 2015 to 6,849 in 2025. The number of people with 2 or more chronic illnesses is increasing, and as people age they are more likely to experience multiple conditions. Based on frailty, demand for health and social care services is projected to increase by 25% in Cardiff North and West and 18% in Cardiff South and East over the next 10 years (Cardiff and the Vale of Glamorgan Population Needs Assessment, 2017).

The challenges posed to housing, social care and health providers and commissioners by an ageing population are well documented. Poor or unsuitable housing can impact on older people's physical and mental health, independence and well-being. Research confirms that a badly maintained or designed environment increases the risk of trips and falls, whilst a damp, cold or mouldy home can cause or exacerbate respiratory conditions. Housing that is difficult to access or located away from friends, family or services can reduce mobility and contribute to social isolation. These individual impacts cumulatively generate increased demands on health and social care services, with implications for public spending.

The basis of this research is informing the development of an Older People's Accommodation Strategy for Cardiff for implementation in 2018/19.

#### **Performance Update**

- *Average age of adults entering residential care homes*  
2017/18 = 80; 2016/17 = 82
- *Average length of time adults (aged 65 or over) are supported in residential care homes results*  
2017/18 = 1,014 days; 2016/17 = 1,067 days



## What are our priorities for next year and why?

- Implement the elements of the **Social Care Wales Care & Support At Home Strategy** that are relevant to the Local Authority, by March 2021 in order to support people to remain in their own homes for as long as possible.
- Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the reach and effectiveness of support to care leavers by strengthening the **Bright Start Traineeship Scheme** during the 2018/19.
- Implement the **Older People's Housing Strategy** in partnership with Communities during 2018/19, to ensure that the housing elements that are necessary to support those with care and support needs are available in the right numbers, at the right level and in the right places across the City

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## 5. HOW WE DO WHAT WE DO

### OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes achieved:

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

#### Performance Update

- *Percentage of Personal Performance and Development Plans initiated within required timescale*  
Performance improved to 96% from 92% in 2016/17 and the 90% target was met.
- *Percentage of Personal Performance and Development Half Yearly Reviews completed within required timescale*  
Performance improved to 98% from 92% in 2016/17.  
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.
- *Average full time equivalent sickness days lost per member of staff*  
2017/18 = 16.5.  
Performance has improved slightly from 17 in 2016/17.  
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.



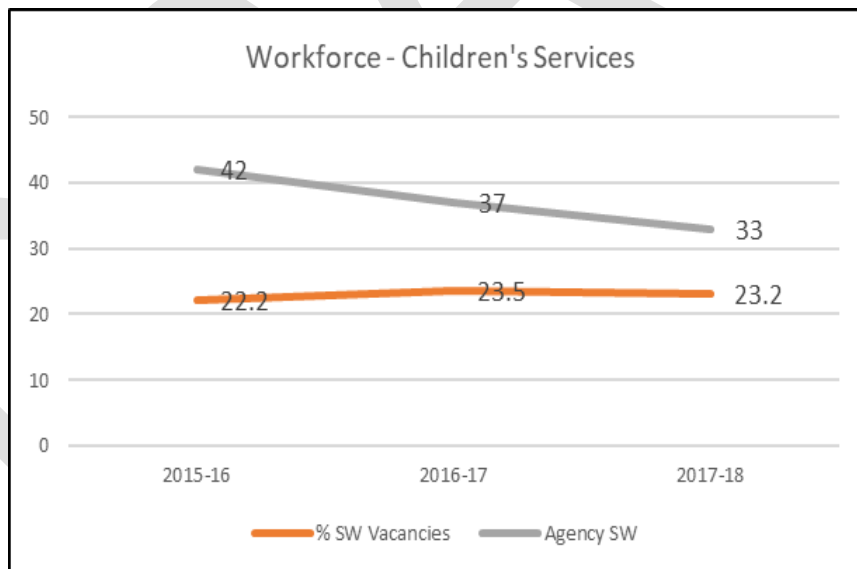
### Recruitment and retention in Children's Services

During the year there was a continued focus on recruitment and retention – the percentage of social worker vacancies remained stable at 23.2% from 23.5% in 2016/17, although there was some fluctuation in year with the vacancy rate falling below 20% for the first time since September 2015, to 18.5% in August 2017. Whilst it would appear that the improvement in Quarter 2 was not sustained for the remainder of the year, closer examination shows that existing staff had been appointed to newly created senior roles, leaving their substantive posts as vacancies. Whilst in the past we have generally been able to recruit newly qualified social workers, the retention and development of a stable cohort of more experienced and skilled practitioners has been more challenging and this in turn has greater significance for the sustainability of a safe and effective service. Our growing strength in depth in terms of retention is therefore, a basis for real confidence that our commitment to make Cardiff the destination of choice for social work is beginning to have traction. Of the 22 posts created from the 2017/18 financial pressures bid, 9 have been filled. If the vacancies that have arisen due to promotions were excluded, the PI result for the quarter would be a vacancy rate of 20.9%. Addressing the vacancy position continues to be a priority and further improvement is predicted as the newly appointed staff begin to take up post in Quarter 1.

#### Performance Update

- Percentage of social work vacancies in all teams (Children's Services) 2017/18 = 23.2%.

Although vacancies remained stable at 23.3% from 23.5% in 2016/17, the number of agency social workers has decreased.



### What are our priorities for next year and why ?

- Continue to develop and support the workforce by implementing the requirements of the **Regulation and Inspection of Social Care (Wales) Act 2016** to ensure that all relevant professionals are appropriately qualified by 2020.



- Respond to the **Parliamentary Review of Health and Social Care in Wales** during the year which makes the case for reforming Wales' Health and care system, particularly the way care and support is delivered by public, independent and third sector bodies.
- Improve **recruitment and retention of children's social workers**, ensuring the Council achieves and maintains a vacancy rate below 18% by March 2019 to raise standards and drive the quality and competency levels of staff through effective workforce dev in order to enable those with care and support needs to achieve what matters to them.

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# OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

Outcomes achieved:

- ✓ 15 looked after children were returned to Cardiff with an estimated cost saving of £917,000.
- ✓ Adult Services achieved budget underspend of £1,226 million by supporting more people at home, strengthening care planning for those who need care and aligning this to more cost-effective provision and by maximising value for money in the commissioning and procurement of residential and domiciliary packages.
- ✓ £3,442 million savings achieved by Social Services overall.
- ✓ Appropriate use of public money assured by robust Senior Management oversight of the budget through the Integrated Service and Finance Strategy.

## Integrated Service & Financial Strategy

Overall the programmes of strategic change outlined throughout this report reflect our clear intention to ensure that financial sustainability flows from effective service strategy as an integrated endeavour rather than being driven by financial targets in isolation.

The articulation of the financial strategy has been approached on a phased basis, beginning with the development of an overarching Early Help Strategy in Children's Services that was endorsed by Cabinet in the autumn of 2016. This incorporated the development and reconfiguration of community based early help services supported by Families First programmes at one end of the continuum, to Signs of Safety within statutory children's Social Services at the other. Data provided through our participation in the Directors of Children's Services UK Core Cities Network shows that Cardiff is not an outlier in terms of looked after children rates of admission. During the year we have started to see a degree of stabilisation in the rate of looked after children admission with some tentative early signs of a reduction, although the volatility of this rate over a whole year makes it too early to judge. Certainly, there are encouraging examples throughout the report, of the effectiveness of the Adolescent Resource Centre (ARC), Support4Families (early help front door), the Multi-Agency Safeguarding Hub (MASH) and Signs of Safety, that the whole systems vision is beginning to impact positively on families and supporting children at home more effectively. Against this background, the next 2-3 years and the potential of Children First and the new funding flexibilities now provide an opportunity to do more to strengthen families' resilience in their communities, essentially much further upstream from the threshold for statutory intervention and this now has to be the strategic focus going forward.

In its second phase, the Integrated Service and Financial Strategy has concentrated on parallel developments in Adults Services. Unlike Children's Services, this has taken place in the context of an Adult Services operational budget that has been balanced for two years in succession, in marked contrast to previous years. Much credit is owed to managers in Adult Services and the Assistant Director in particular for this achievement. The development of a sustainable financial strategy for Adult Services meanwhile has been highly effective in focusing teams and managers on the need to reform our approach to integration with Health and regionally. This has consisted



if four main programmes of work substantially initiated with the support of the Institute of Public Care in the second quarter of the year:

- Development of a whole systems '**Reablement Strategy**' with Health including:
  - Review of Community Resource Team (CRT) operating model.
  - Engaging providers in the development of a reablement approach in the delivery of domiciliary care.
- Development of an **Accommodation Strategy for Older People**.
- Development of a new model for **Adult Social Work practice** to parallel Signs of Safety.
- Development of a new **Regional Learning Disabilities Strategy**.

This programme has provided a set of work streams in Adult Services to parallel the earlier work initiated in Children's Services and taken together these will make a significant contribution to ensuring that Social Services are delivered on a more financially sustainable basis going forward. Clearly there is a broader context within which these programmes will now sit in the context of the Parliamentary Review and these programmes provide a good platform for that overall direction and further strategic development and change in pursuit of better outcomes for citizens.

### Quality Assurance Framework

A new principal social worker quality assurance manager (PSW QA Manager) post has been created during the year. When appointed, the post-holder will professionally supervise team managers, social workers, social work assistants and support workers.

The PSW QA Manager will also be responsible for developing and leading on the implementation of a Quality Assurance and Audit Strategy for Children's and Adult Services and the implementation of robust Quality Assurance Processes across the Directorate.

Other duties and responsibilities will include:

- Reviewing existing policies and practices and leading on the development and implementation of new policy developments.
- Supporting and promoting a best practice first culture within the service and raising expectations across the workforce that work will be of the highest standard.
- Monitoring and managing the performance and development of social workers, social work assistants and support workers within the service in partnership with team managers.
- Undertaking rigorous quality assurance audits in teams and service areas to identify good practice and areas which need improvement.
- Providing analysis and interpretation of audit information, reporting to a variety of audiences, including the Safeguarding Boards, Senior Managers within service areas and other Managers and practitioners.
- Making recommendations for improvements in practice and work with team managers to deliver the recommendations.



### Recommission Families First Services

Contract monitoring and stakeholder engagement have confirmed that Families First has delivered services that have made a real difference to families in Cardiff. These services provide a wide range of help ranging from light touch advice and information to more intensive support for longer periods of time to around 20,000 individuals each year. However, we also know that our systems for identifying when families need help and ensuring that they receive the support they need, could be clearer and better embedded. The context in which we are working has also changed, with a greater emphasis on early intervention and prevention through Cardiff's Early Help Strategy and in the implementation of the Social Services and Well-being Act (Wales) 2014 and the Well-being of Future Generations (Wales) Act 2015.

During the current transition year, it has been a priority to maintain provision. However, recommissioning gives us a chance to learn from our experience during the first programme to improve arrangements and in line with the new Welsh Government guidance, to build on areas of success and address areas for development. In particular, it is an opportunity to use the Families First funding more strategically to reduce the numbers of children and young people needing more intensive interventions, such as becoming looked after.

Work has taken place with Tros Gynnal Plant, the Team Around the Family (TAF) provider, to develop and implement an Early Help Service, which provides the central element in a clear 'Early Help Front Door', please see page 25 for further information.

Current Parenting Services have delivered a range of evidence-based parenting programmes as part of the first Families First programme. These services have been well used, reporting good outcomes and high levels of satisfaction from families. However, the way in which the original services were commissioned resulted in very fragmented delivery by a number of different service providers, delivering both generic and area-based services across different packages. As a result, parents have sometimes been 'bounced' from one service to another before they have been able to access the right service, or they have disengaged. One of the priorities of the new proposals therefore, is to secure a more coherent, single service, with a single point of entry that will ensure that parents get the most appropriate parenting service.

### New model for commissioning domiciliary care

The Council currently arranges domiciliary care packages using a specific methodology and IT platform. The methodology is known as a Dynamic Approved Provider List (DAPL), which is akin to a Dynamic Purchasing System (DPS). An IT supplier called ADAM (previously Matrix SCM) provides the end-to-end IT system that underpins the processes of procuring and managing domiciliary care packages. The cost of this process is approximately £190,000 per year. The Council is approaching the end of two separate contractual arrangements and must enter into a new arrangement with providers for commissioning domiciliary care no later than 4<sup>th</sup> November 2018. In doing so, the Council can choose to take any of the following approaches:

- a. To fundamentally change how it commissions domiciliary care and move away from the DAPL model.
- b. To enter into arrangements very similar to those currently in place, by creating a new DAPL and extending the contract with ADAM.



- c. To enter into arrangements very similar to those currently in place, by creating a new DAPL, but choosing another supplier to provide the IT system that supports the DAPL.

The Council has introduced a suite of effective measures that support the DAPL process to improve the quality of provision and reduce the cost. The measures most crucial to the functioning of the DAPL process is the Provider Quality Scoring (PQS).

The PQS is used as part of the process to decide which provider on the DAPL will take on the care for each new service user. Under this process, quality (i.e. the PQS) and cost (i.e. the rate they submit for that care package) are given an equal 50% weighting. All of the providers that submit an offer to take on a care package are given a score for their quality and their cost and these are combined to rank providers. The top ranked provider is awarded the care package.

Providers have supported this initiative in that they have visibility over what their score is, why they have been given this score, how they can improve it and how this affects the likelihood of them being awarded new packages in the future. It also assures providers that the scores, rankings and decisions are made in line with the agreed process. The equal weighting for quality and cost demonstrates that Cardiff Council does not simply place packages with the cheapest provider; approximately 85% of new packages awarded in the last 12 months went to the bidder with the highest quality score.

Through the regular forums, the Directorate have received feedback from providers that they believe the current arrangements are the best way to keep the market both sustainable and competitive. The majority of providers also believe that the DPS is delivering them an appropriate level of business and they appreciate the flexibility to be able to take on more or less packages in response to external stimuli. These arrangements have been in place for four years and providers have created internal structures and processes to work with them. Any significant change to these arrangements would require the 70+ providers on the DAPL to change how they operate to deal with any new commissioning arrangements. This would cause significant disruption to the Council and providers and is likely to result in some providers currently delivering care on behalf of Cardiff Council choosing not to join the new arrangement.

The view from providers is that significant change to the current commissioning arrangements is neither needed nor appropriate. When the current DAPL arrangement ends in November 2018, the contracts the Council has with each provider to deliver care to each service user also effectively end. At this stage, both the Council and providers can walk away from any or all of these contracts. However, the Council is keen to ensure continuity for current service users. To support this the Council will seek confirmation from providers well before November 2018 that they wish to join the new DAPL. This will give certainty to all parties, including service users, and give time to resolve any concerns providers may have about the new DAPL.

The Directorate is clear and unanimously supports continuation of the DAPL approach, instead of moving to a Framework or any other commissioning arrangement.

## What are our priorities for next year and why ?

- Continue to implement a sustainable **finance and service delivery strategy** across Children's and Adult Services throughout 2018/19, where the commissioning and delivery of services is evidence based, outcome focussed and commercially sound.
- Embed the **Quality Assurance 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.
- Integrate the management of **Children's and Adult Services complaints** by March 2019 in order to ensure a consistent response to complaints across Social Services.

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# OUR PARTNERSHIP WORKING, POLITICAL AND CORPORATE LEADERSHIP, GOVERNANCE AND ACCOUNTABILITY

## Partnership Working

The significant strides made by the Directorate over the last 3-4 years in establishing more open and collaborative relationships with strategic partners continue to strengthen our capacity to converge agendas and pool resources.

Collaborative partnerships remain a fundamental pre-requisite for effective services. These include:

- Implementation of the Early Help Strategy.
- Full implementation of 'Not in Our City, Not to Our Children' – Cardiff's highly proactive Child Sexual Exploitation (CSE) Strategy.
- Consolidating the effectiveness of the Multi Agency Safeguarding Hub.
- Establishment of a Regional Social Care Workforce Unit by combining resources across the two Councils.
- The ongoing development of the Regional Partnership Board, sponsoring an active programme of workshops, strategic development sessions board meetings.
- Initiating the development of a new Regional Learning Disabilities Strategy.
- Work to realise the implementation of Regional Pooled Budgets in support of Part 9 of the Social Services and Well-being (Wales) Act 2014.
- Substantial progress with the regional Disability Futures Programme across health, education and social services in both councils.

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 wide range of new services, which are increasingly delivered collaboratively, to support adults with care and support needs.

Meeting the needs of those children at the threshold of the care system requires a different set of inter-agency alliances however, and although this is best captured in the Regional Safeguarding Children Board membership, there is further work to do to determine the best partnership governance to give this agenda better traction. Facilitated by the Institute of Public Care, the inter-agency Improving Services to Children Board made significant strides in this area during the year in terms of developing a partnership approach to preventative strategy; it will be important that this is sustained.

## Regional Safeguarding Boards

2017/18 has been a significant in terms of setting both the adults and children's regional safeguarding boards on a stronger footing.





A series of facilitated events for all safeguarding partners enabled us to recognise that both boards had been operating sub-optimally in a number of key respects. These included significant frustration within the children's board meetings themselves in that they had defaulted to a committee-style process at the expense of being able to engage in the more appropriate focus on inter-professional critique and asking more fundamental 'so what' questions about core child protection activity. Both boards lacked an appropriate data suite that enabled members to interrogate core adult or child protection activity. It also became evident that both boards were encountering challenges and issues that were common to each but that there was no place where these issues could be effectively discussed jointly, leading to duplication or fragmented consideration. This was true whether it was simply about business planning or organizational logistics or more importantly around key emergent policy concerns – e.g. County Lines, Sexual Exploitation, Safeguarding in the Faith Sector, supporting vulnerable individuals in custody and more. It is notable that some of the challenges and gaps identified in-region were also highlighted by the National Independent Safeguarding Board when it evaluated the 2016/17 Annual Reports from all 6 Regions.

It was also apparent that the children's board was facing a significant challenge in meeting a backlog in concluding a number of Child Practice Reviews (CPR). In addition to reflecting ineffective grip on the CPR / Adult Practice Review (APR) process, concerns about sourcing CPR / APR reviewers and authors and difficulties in the process for reaching Board agreement, it was clear above all that the absence of an effective joint boards' business unit for 2 years had been the critical factor in undermining the ability of the boards to function.

Significant strides have been made in unlocking these inter-related challenges creating real momentum in overcoming the CPR blockage and underpinning overall board effectiveness. These include:

- The establishment of a fully staffed and highly effective and energetic Joint Boards Business Unit.
- Joining the boards' quarterly meetings to single day event with a strong focus on the key joint agenda priorities including policy, analysis, strategic development and the nuts and bolts of business effectiveness.
- Stronger co-chairing arrangements led by Directors with specialist backgrounds in adult and children's safeguarding respectively.
- Revised common sub-group structures led by appropriate senior board professionals and enabling more effective focus on delivering against annual priorities.
- Decluttered board agenda to enable better decision-making greater participation, more clearly focused debate and promoting interagency learning and challenge.
- Movement in the completion of outstanding CPRs.
- A newly launched Website.
- Refresh of Training across adults and children's professionals.

The Board has also made good progress in leading the revision of the All Wales Child and Adult Safeguarding Procedures, with national consultation on the first draft of Section 1 imminent.



## 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 2017/18. The new administration reinforced this clear commitment in setting out its strategic policy aspirations and intentions 'Capital Ambition'. 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.

Although newly formed following the election in early 2017, the Children and Young People and Community and Adult Services Scrutiny Committees continue to play a significant role in supporting the drive towards improved performance across Social Services.

## 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 has secured 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. Given 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 reinforced by the Social Services and Well-being (Wales) Act 2014, staff and managers remain 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. This is clearly a strength given the advent of the Parliamentary Review and all that will necessarily flow from that in terms of integration with health.

## Staff Engagement

A key factor for the successful development of new ways of delivering services to the community is the active engagement of staff. During the year we continued to engage with our staff ambassadors around key issues affecting the Social Services and the Council as a whole. We increased our number of ambassadors to 15 and they were actively involved in communicating / engagement activity within their staff teams.

Staff participated in the annual Council staff survey and engagement in the process was encouraging with 269 staff completing the survey. Key feedback from the survey has helped us shape our approach to the following workforce related issues:

- Improving access to learning and development opportunities in Adult Services where we widened our social work secondment opportunities to include Adult Services staff and 9 applications were received with 2 Adult Services staff seconded in addition to 2 from Children's Services.
- Developing mechanisms that promote staff's health and well-being – including staff well-being considered as a standing agenda item at all Directorate Health & Safety Meetings.



- Commitment to improve staff communication / engagement across the Directorate – via newsletters (Children’s Services) and development of a process to deliver regular staff engagement sessions with senior managers.

We also undertook a staff Health & Safety survey which provide us with some valuable information about the key health and safety issues that concern staff. Their feedback shaped the annual Health & Safety action plan for Social Services. This included a pilot around enhanced lone working arrangements and strengthened mechanisms for communicating health and safety initiatives to staff via updates from Social Services H&S lead officers and the establishment of dedicated H&S notice boards at all social services workplaces.

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.

Additionally, staff and managers have been actively involved in project groups that seek to change the way that services are delivered in order to maximise resources and respond to changing need.

### 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 act as a Member-led champion body, overseeing the effective implementation of Cardiff Council’s Corporate Parenting Strategy. The key aim of CPAC and the strategy is 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.

Following elections, the newly formed committee agreed that it would be important to avoid the trap of acting like another scrutiny committee and of operating much less like a formal committee that spends the bulk of its time consider numerous written reports; the committee wanted to become much more action-oriented in a way that enables members to act as advocates across the wider Council. As part of moving away from the usual committee approach, it was agreed that each member of the committee would act as the responsible lead and champion for one of the key priorities in the Corporate Parenting Strategy, each being allocated a ‘buddy’ officer to support them in that endeavour in addition to the two active young people who joined the committee as members. The ‘portfolios’ were divided up as follows:

Theme	Member	Officer
<b>Prevention</b> <ol style="list-style-type: none"> <li>1. Effective early intervention and prevention.</li> <li>2. Safely reducing the number of looked after children.</li> </ol>	Cllr Bablin Molik	OM Early Intervention & Prevention / OM Strategic Safeguarding & Partnerships /

Theme	Member	Officer
		OM Targeted Services / OM Safeguarding
<b>The experience of looked after children and outcomes</b> <ol style="list-style-type: none"> <li>3. Promoting permanency.</li> <li>4. Providing high quality placements.</li> <li>5. Provide young people leaving care with appropriate preparation for adult life, taking account of all of their needs including their well-being.</li> </ol>	Cllr Graham Hinchey	OM Specialist Services / team managers, Specialist Service
<b>Specialist services</b> <ol style="list-style-type: none"> <li>6. Continue to improve services for children with disabilities, including short break care.</li> <li>7. Improve and support the emotional health and mental well-being of looked after children.</li> </ol>	Cllr Sue Lent	OM Targeted Services / OM Strategic Safeguarding & Partnerships
<b>Education</b> <ol style="list-style-type: none"> <li>8. Improve the education attainment and achievement for all looked after children.</li> </ol>	Cllr David Walker	Achievement Leader
<b>The role of the Corporate Parenting within the Council</b> <ol style="list-style-type: none"> <li>9. Strengthening the role of the Corporate Parenting Advisory Committee within the Council.</li> </ol>	Cllr Ashley Lister	OM Early Intervention & Prevention

In addition to agreeing the above portfolios, further examples of work undertaken by CPAC during 2017/18 include:

- Received a briefing on the successful application and intended use of funding from the St David's Day Fund (2017-19) for young people who have experienced care.
- Received a briefing on the Bright Spots Programme and associated 'Your Life, Your Care survey', which was soon to be undertaken in Cardiff.
- Received briefings on the education of looked after children including a presentation on the Pupil Development Grant (PDG) from the Central South Education Consortium's regional lead officer.
- Received a presentation on Developmental Trauma Services for looked after children.
- Received the annual quality Assurance Report (Regulation 42) for Cardiff Council's Fostering Service 2016/17.
- Received the Vale, Valleys and Cardiff Regional Adoption Service annual report.
- Received the Independent Reviewing Officer's bi-annual report.
- Received reports on Care Inspectorate Wales Inspections, the annual Regulation 33 quality of care report, Regulation 32 independent visitor reports, performance and complaints.



## 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 **2017/18** work programme focused on implementation of the proposals listed below:

- The development and dissemination across the authority of a Corporate Safeguarding policy.
- Training for elected Members – first session held in October 2017 – further dates to follow.
- The successful implementation of a corporate e-module Safeguarding Awareness learning for all new staff and existing staff who have previously not been exposed to any safeguarding awareness training.
- The development of a live and focused action plan that adopts the recommendations highlighted in the Wales Audit Review of Corporate Safeguarding.
- Performance monitoring – implementation of a set of performance indicators and an information return.

The **2018/19** work programme for the Corporate Board will focus on the following areas:

- Continued implementation of the full action plan meeting all actions identified in the Wales Audit Office (WAO) review of Corporate Safeguarding 2015. The action plan covers all the recommendations made across the 7 key areas identified in the review:
  - Corporate leadership
  - Corporate policy
  - Safer recruitment of staff
  - Training and development
  - Partners, volunteers and commissioned services
  - Systems
  - Scrutiny and assurance
- Creation and implementation of a Corporate Safeguarding Board sub-group to undertake the operational and developmental aspects of the action plan and report to the full Board on progress.
- Tracking and monitoring the uptake of the new e-learning Safeguarding training across all departments within the council.
- Communication and engagement with all council staff and elected members to ensure awareness, understanding and compliance with the Corporate Safeguarding Policy.
- Review all current safer recruitment protocols within the council, to ensure that all posts recruited to by the authority comply with and adopt a safe and effective recruitment process.
- Regularly review the action plan in line with sub-group recommendations.



- Agree and report quarterly on a suite of corporate safeguarding data which will inform the Corporate Safeguarding Board and the council.

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## 6. ACCESSING FURTHER INFORMATION AND KEY DOCUMENTS

Further information can be obtained from the following sources:

Page 14 Care and Social Services Wales Inspection Reports

Page 73 & Page 75 Early Help Strategy

Page 16 & Page 68 Population Needs Assessment report

Performance Indicator Guidance

Performance Reports

Scrutiny Reports

Corporate Parenting Advisory Committee Reports

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**QUALITY STANDARDS FOR WELL-BEING OUTCOMES<sup>1</sup>**

Local authorities **must** achieve the quality standards set in this code of practice.

**1. Local authorities must work with people who need care and support and carers who need support to define and co-produce personal well-being outcomes that people wish to achieve.**

In order to achieve this, local authorities in the exercise of their social services functions **must**:

- a) Work with partners to ensure access to clear and understandable information, advice and assistance to support people to actively manage their well-being and make informed decisions.
- b) Work with people, as partners, to prevent the need for care and support and with other partners to arrange services in a way that prevents or delays peoples need for care and support.
- c) Work with people as partners to undertake an assessment of personal well-being outcomes in a timely manner.
- d) Ensure decisions made have regard to a person's individual circumstances and the UN convention on the rights of children and the UN principles for older people and the UN convention on the rights of disabled people.
- e) Treat people with dignity and respect.
- f) Ensure people have control over the planning and delivery of their care.
- g) Arrange an independent advocate to facilitate the involvement of an individual where that person can only overcome the barrier(s) to fully participating in the process of determining, reviewing and meeting need, through the support of an advocate.
- h) Have in place suitable arrangements for assessing and determining need and eligibility.

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<sup>1</sup> <https://gov.wales/docs/dhss/publications/160401codeen.pdf>

- i) Ensure people who have a care and support plan have a named contact who shares relevant information with partners to allow a seamless transition of care and support across services.
- j) Ensure that the impact of the care and support on people's lives is measured, as well as the achievement of personal outcomes.
- k) Work with other professionals, including providers, to facilitate and lead a multi-disciplinary plan for care and support.
- l) Have in place suitable arrangements to make people aware of paying for care and charging arrangements.

**2. Local authorities must work with people who need care and support and carers who need support and relevant partners to protect and promote people's physical and mental health and emotional well-being.**

In order to achieve this, in the exercise of their social services functions local authorities **must**:

- a) Jointly develop with partners and people the means to promote and support people to maintain a healthy lifestyle.
- b) Support people to access services which enable them to maintain a good level of mental health and emotional well-being.
- c) Encourage and empower people to manage their own health and wellbeing, be active and benefit from proactive, preventative care and support.

**3. Local authorities must take appropriate steps to protect and safeguard people who need care and support and carers who need support from abuse and neglect or any other kinds of harm. Abuse, neglect and harm are defined in the Social Services and Well-being (Wales) Act 2014.**

In order to achieve this, in the exercise of their social services functions local authorities **must:**

- a) Respond effectively to changing circumstances and regularly review achievement of personal well-being outcomes.
- b) Provide care and support to people where it is necessary to meet their assessed needs in order to protect them from abuse or neglect or a risk of abuse or neglect or to protect a child from harm or a risk of harm.
- c) Develop suitable arrangements for people who put their own safety or that of others at risk to prevent abuse and neglect.
- d) Support people to protect the people that matter to them from abuse and neglect.
- e) Manage risk in ways which empower people to feel in control of their life, consistent with safeguarding needs.
- f) Work in partnership with others to investigate allegations of abuse and neglect to ensure that people are protected from harm.

**4. Local authorities must actively encourage and support people who need care and support and carers who need support to learn and develop and participate in society.**

In order to achieve this, in the exercise of their social services functions local authorities **must:**

- a) Support people to do the things that matter to them to achieve their personal well-being outcomes.
- b) Help people to gain the skills and educational attainment they need to engage in things that matter to them.
- c) Encourage people to be active members of their communities, and to Support each other in reducing social isolation.

**5. Local authorities must support people who need care and support and carers who need support to safely develop and maintain healthy domestic, family and personal relationships.**

In order to achieve this, in the exercise of their social services functions local authorities **must:**

- a) Work in partnership with people to investigate allegations of abuse and neglect and take action to ensure that people are protected from harm.
- b) Support people to maintain the relationships that matter to them, consistent with safeguarding needs.
- c) Help people to recognise unsafe relationships and protect themselves from abuse and neglect.
- d) Take the views of people's families, carers and other personal relationships into consideration when assessing their care and support needs, if appropriate.
- e) Provide people with stable and consistent care and support placements.

**6. Local authorities must work with and support people who need care and support and carers who need support to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.**

In order to achieve this, in the exercise of their social services functions local authorities **must:**

- a) Support people to participate as active citizens both economically and socially.
- b) Support people to access and sustain the ability to engage in meaningful work.
- c) Support people in accessing financial advice and help with benefits and grants.
- d) Provide access to services through the medium of Welsh, in line with the Welsh Governments' framework for Welsh Language, 'More Than Just Words' or in other languages of choice where necessary.
- e) Support people to access living accommodation that meets their needs and facilitates independent living.

## ADSS CYMRU

### The Local Authority Annual Social Services Reports Guidance

1. **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.
2. **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."
3. **Accessibility** - As the report is a public-facing document it needs to be written in plain, every day, jargon-free English and Welsh

4. **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.
5. **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.
6. **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.
7. **Improvement objectives** - 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.

8. **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

9. **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.

10. **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.

11. **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.

12. **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.

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My Ref: Scrutiny/Correspondence/MJH

20<sup>th</sup> July 2017

Councillors Graham Hinchey and Susan Elsmore  
Cabinet Members  
c/o Room 520  
County Hall  
Cardiff  
CF10 4UW



Dear Graham and Susan

**Joint Children & Young People and Community & Adult Services Scrutiny Committee – 19 July 2019**

On behalf of the Members of both Committees, I would like to thank Graham and the officers for attending the joint meeting on 19 July 2017. The Committee was sorry to hear that Councillor Elsmore was unable to attend and I hope you returned home safely after the delay.

The Committee welcomed the opportunity to review the Draft Cabinet report prior to its consideration at Cabinet on 27 July 2017. 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 and Officers with the following advice, comments and recommendations for consideration prior to Cabinet approving the report.

**Responsibilities of the Director of Social Services**

As this was a meeting of the Joint Committee meeting, the Members took the opportunity to assess the effectiveness of the Directors responsibilities. The Members were happy with Directors explanation of his responsibilities, however they did express some surprise that the protocol with the Head of Paid Service (Chief Executive) had not yet been agreed, the Committee requested that it be presented to Committee prior to it being approved by Cabinet.

**Annual Report Content**

The Joint Committee noted that this was a new format for the Annual Report and felt that it was too long and technical. The Committee supported the Director's concerns on the format and looked forward to hearing the outcome of his discussions around

an amended format for the future. The Committee agreed a number of comments and concerns for consideration for future reports:

- The Committee felt that the report did not clearly reference the challenges that had been so eloquently highlighted by the Director, and asked that next year's version should reference them.
- The Committee also felt that this version would not be easy for the Public or Young People to read and understand. The Committee suggested that an executive summary should be produced, that is more readable for the Public and Young people.
- The Committee stated that the preventative agenda, needs to start as early as possible, before social services becomes involved, as a result the report must reflect the work of other agencies in supporting the preventative actions.
- The Committee was disappointed to hear about the lack of engagement by the third sector in the consultation process, the Members noted the actions that had been taken and suggested that maybe it would help if future engagement could be more creative.
- The Committee expressed some concern around the provision of bilingual services. They noted the difficulties in recruiting Welsh speakers and agreed that the Social Worker advert must be reviewed. The Members requested an analysis of the demand for services across all languages, so that they can further assess the situation.
- The Committee considered that the section numbering was not clear and that sections 5 to 10 and sections 12 to 14 were actually subsections of 4 and 11 and should be listed as such.

Finally the Committee recommended that the report must, in future, include more comparative data so that it clearly highlights progress being made to improve services and support.

### **Children's Services and Adult Services**

The Joint Committees welcomed the opportunity to be briefed on the operation of the Directorate and gain an understanding of the challenges that it faces. The Members also used this information to help identify issues for consideration during the development of their work programme.

The Committee appreciated the Directors analysis of the key challenges faced by the Directorate, being: Demand, Sustainability, Complexity, Workforce, Partnerships and new models of working. This the Members felt would help focus their work programme items.

The Committee also welcomed the Directors explanation of the Signs of Safety model, and noted that the model was already being used by other Local Authorities. The Members recommended that officers should contact those Authorities using the model to learn from their experiences. The Committees also asked for a further briefing on this model in the near future at both Committees.

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:

- A draft copy of the Director of Social Services protocol with the Head of Paid Service be present to Committee, before consideration by Cabinet;
- The Challenges facing the Social Service be clearly highlighted in future Annual reports;
- A public and young person's version be produced;
- That stakeholders involved early year preventative work should be referenced in the report
- That consultation with the third sector needs to be more creative to ensure greater engagement;
- That the rolling advert for social workers need to be reviewed to encourage more welsh speakers to apply;
- Review the section numbering format of the Annual Report; and
- Include more comparative information to show progress.

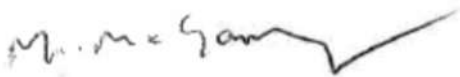
The Committee also requested the provision of additional briefing papers to the Committees namely:

- An analysis of the demand for services by language; and
- A briefing paper on the Signs of Safety model, together with details of how Cardiff has learnt from other Authorities.

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

- The Challenges faced by the Directorate, demand, Sustainability, Complexity, workforce, partnerships and new models of working; and
- The effectiveness of the Signs of Safety model in improving outcomes for vulnerable people.

Yours sincerely,



**COUNTY COUNCILLOR MARY M<sup>C</sup>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 Children’s Social Services  
 Kim Brown    Service Manager, Policy & Performance  
 Jo Watkins    Cabinet Business Manager  
 Members of the Children & Young People and Community & Adult Services Scrutiny Committees

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Fy Nghyf / My Ref : **CM 38102**

Eich Cyf / Your Ref : **Scrutiny/Correspondence/MJH**

Dyddiad / Date: **27th July 2017**

Councillor Mary McGarry  
Chair – Joint Children & Young People and Community & Adult Services  
Scrutiny Committee

Annwyl / Dear Councillor McGarry

**Re: Joint Children & Young People and Community & Adult Services Scrutiny  
Committee Meeting – 19<sup>th</sup> July 2017**

Thank you for your letter of 20<sup>th</sup> July following Cllr Hinchey's attendance with the Director at the Joint Scrutiny Committee on 19<sup>th</sup> July to consider the Annual Report of the Director of Social Services.

In reply to your comments, observations and recommendations we have consulted with the Director and agreed the following joint responses to each issue in the order in which you set them out in your letter.

- A draft copy of the Director of Social Services protocol with the Head of Paid Service be presented to the Committee, before consideration by Cabinet.

Noted and agreed.

- The Challenges facing Social Services be clearly highlighted in future Annual reports.

Noted and agreed.

The Director wishes however, to confirm his understanding of your recommendation. Namely that he does not believe that members were saying that the report does not already identify the challenges appropriately, merely that members welcomed his further verbal articulation of the wider social pressures that are challenging the delivery of social services both overall and nationally.

The Director also wishes to emphasise that the report is a formal document for citizens, regulators and other stakeholders, and is designed

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to serve a specific purpose. Namely, to demonstrate the specific delivery challenges facing the Director in relation to his statutory duties under the Social Services and Well-being (Wales) Act 2014. In this regard, he understood that the Committee accepted that the report fully addresses these as listed on pages 14 and 15. Members will recall nevertheless, that at the meeting, the Director also welcomed the committee's suggestion that his additional verbal articulation of the wider social pressures affecting social services, should be considered for incorporation into future reports.

- A public and young person's version be produced.

Noted and agreed.

As advised at the meeting, an Executive Summary is currently being prepared and will be translated into an "easy read" version before it is published.

- That stakeholders involved in early years preventative work should be referenced in the report.

Noted. It is part of the Director's accountabilities to facilitate and stimulate wider partnership working in order to enhance prevention and early intervention. In order to demonstrate how the Director responded during 2016/17, relevant partnership initiatives are highlighted with some specific examples being identified on pages 24 and 30. The Director accepts nevertheless, that this should be strengthened in the 2017/18 report not least because of the Directorate's overall strategy to substantially shift the balance of effort and resource increasingly in favour of effective prevention and the promotion of independence over the next 5 years.

- That consultation with the third sector needs to be more creative to ensure greater engagement.

Noted and agreed.

The Director would wish to clarify that well timed and flexible arrangements were put in place to enable full third sector engagement and, through the third sector, engagement with citizens directly. The Director was very disappointed by the poor response and as he advised at the meeting, the Directorate is currently considering how to utilise new platforms for direct dialogue with citizens including social media and other forms of communication. Further consideration will therefore, be given to our approach to consultation in relation to the 2017/18 report.

- That the rolling advert for social workers need to be reviewed, to encourage more Welsh speakers to apply.

Noted and agreed.

The Directorate is currently working on an advert that specifically targets Welsh speaking social workers to encourage an increase in applications from Welsh speakers.



- Review the section numbering format of the Annual Report.

Noted. The report has now been amended in this respect, prior to submission to Cabinet.

- Include more comparative information to show progress.

Noted and agreed but there are some unavoidable impediments to achieving this as fully as we would wish.

2016/17 was a unique, transitional year in terms of performance management and measurement due to the introduction of new performance reporting requirements and the new National Outcomes Framework following implementation of the Social Services and Well-being (Wales) Act 2014. The new reporting requirements created a number of completely new performance indicators (PIs), for which no comparator data is available.

Whilst there will be some potential in the 2017/18 report (i.e. the second full year of the new Act) to enable consideration of an all Wales comparative performance, we should advise that national annual data for a given financial year is not available or published until the following September. This means that by the time of finalising the 2017/18 report, Social Services Directorates across Wales will only be able to draw on comparative data for the 2016/17 year. Whilst this will not prevent us from drawing some tentative comparative conclusions in relation to 2017/18 performance, it is clear that in effect, data is unlikely to become fully robust for comparative purposes until the report for the 2018/19 financial year; thereafter we would expect comparator positions to be much clearer.

Yn gywir / Yours sincerely



**Councillor / Cynghorydd Graham  
Hincey  
Cabinet Member for Children & Families  
Aelod Cabinet dros Blant a Theuluoedd**



**Cllr Susan Elsmore  
Aelod Cabinet dros Ofal Cymdeithasol,  
Iechyd a Lles / Cabinet Member for  
Social Care, Health and Well-being**

