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AGENDA

Committee	COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE
Date and Time of Meeting	MONDAY, 14 SEPTEMBER 2020, 2.00 PM
Venue	REMOTE MEETING VIA MS TEAMS
Membership	Councillor Jenkins (Chair) Councillors Ahmed, Carter, Gibson, Philippa Hill-John, Lent, Lister and McGarry

*Time
approx.*

1 **Apologies for Absence**

To receive apologies for absence.

2 **Declarations of Interest**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 **Minutes** (Pages 5 - 16)

To approve the minutes of the 17 February and 4 March 2020 Community & Adult Services Scrutiny Committees.

4 **Local Authority Social Services Annual Report 2019/20** (Pages 17 - 100) 2.00 pm

Pre-decision Scrutiny.

Committee Business

5 **Annual Report 2019/20** (Pages 101 - 130) 3.30 pm

6 **Work Programming 2020/21** (Pages 131 - 136) 3.35 pm

7 **Urgent Items (if any)**

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

8 Way Forward

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

9 Date of next meeting - TBC

Davina Fiore

Director Governance & Legal Services

Date: Tuesday, 8 September 2020

Contact: Andrea Redmond, 02920 872434, a.redmond@cardiff.gov.uk

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COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

17 FEBRUARY 2020

Present: Councillor Jenkins(Chairperson)
Councillors Carter, Philippa Hill-John, Lent and McGarry

67 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Gibson and Lister.

68 : DECLARATIONS OF INTEREST

None received.

69 : MINUTES

The minutes of the meetings held on 16 December 2019 and 8 January 2020 were agreed as a correct record and signed by the Chairperson.

70 : DRAFT CORPORATE PLAN 2020-2022 & DRAFT BUDGETARY
PROPOSALS 2020/21 - TO FOLLOW

The Chairperson advised Members that this item provided them with an opportunity to consider those items contained in the draft Corporate Plan and draft Budgetary Proposals which fall within the responsibility of the Committee. These proposals would be considered by Cabinet on Thursday 20th February, prior to being considered by Council on 27th February.

As per the Agenda, Members would firstly receive a briefing on the Corporate Overview of the draft budget proposals.

The budget proposals and relevant parts of the Corporate Plan would then be considered in three parts, namely; Adult Social Services Directorate; The Housing & Communities Directorate relevant to Councillor Elsmore's Portfolio, and the Housing & Communities Directorate relevant to Councillor Thorne's Portfolio.

Corporate Overview

The Chairperson welcomed Councillor Chris Weaver, Cabinet Member for Finance, Modernisation and Performance; Chris Lee, Corporate Director, Resources; and Ian Allwood, Head of Finance to the meeting.

The Chairperson invited Councillor Weaver to make a statement in which he said that the budget was later than usual and the final settlement was yet to come. These had been challenging times but he welcomed the meeting with scrutiny chairs on the corporate plan.

The Chairperson invited Officers to make their presentation after which he invited questions and comments from Members;

Members noted that the lateness receiving the papers was not ideal. The Cabinet Member agreed but explained there was still time before budget Council, explaining that timescales were months behind the usual due to the General Election, Purdah, late Settlement etc. and stated it would be better next year and back on track but he appreciated it was difficult for scrutiny.

Members noted that the Council Tax increase figure had been set before the settlement was known and asked for clarification on this. The Cabinet Member stated that they set the Council Tax increase in the summer in the financial strategy; the assumption was that when the provisional settlement arrived, all issues would be considered in the round and they have been able to hold the increase at 4.5%; it was a balance of cuts and keeping services.

Members noted the £1.7million saving needed from Adult Services, yet £1.5 million had been put into the budget for Adult Services and asked why this could not be offset. Officers explained that they show how much is needed to maintain services, then look to see if efficiencies can be made and that determines the level of savings. Officers look at how to make savings differently with more robust plans worked through with the service area. Officers noted that the savings target was significantly less than previous years.

In relation to borrowing, Members asked about the predicted interest payments and whether Officers were confident that they were achievable. Officers explained that the predicted interest payments were included in the financial implications section of the report at £870million, there was also commentary on the robustness.

Members considered the juxtaposition between the mention of austerity and the ambitious Corporate Expenditure Plan and asked if Officers considered austerity would be significantly reduced next year. Officers said there was a lot of uncertainty; the Minister had said austerity was not over, the budget in March would be a better indicator. A better settlement would provide the opportunity to realign essential services and invest in key priority areas.

Members asked if we look at other Local Authorities when it comes to income generation and were advised that they do; service areas take ownership and try and benchmark for changes and look to best practice; all ideas are welcomed. Members added that cross Authority working parties may be useful and Officers agreed stating that sharing info with other Local Authorities as well as LGA and WLGA would be beneficial.

Social Services, Adult Services Directorate

The Chairperson welcomed Councillor Susan Elsmore, Cabinet Member for Social Care, Health & Wellbeing and Claire Marchant Director of Social Services.

The Chairperson invited Councillor Elsmore to make a statement in which she noted the commitment to the most vulnerable people and protecting their services. Reference was made to remodelling, re-commissioning, strength based practice and locality working as part of the strategy for Adult Services. The Cabinet Member emphasised the importance of working closely with Health colleagues in relation to Mental health and of the importance of All Wales Safeguarding procedures.

The Chairperson invited Officers to make their presentation after which he invited questions and comments from Members;

Members sought clarity on the figures in Appendix 2 and were advised that it is the sum of a number of different savings lines, as outlined in the presentation; it was a composite figure and Appendix 5 sets out all of the proposals.

Members noted the maximum charge for non-residential care had increased to £100 and asked if this has to be done. Officers explained that a few years ago there was no maximum charge so Welsh Government introduced a policy to cap the charge; it started at £50 and has increased to £100. Officers added that it would be unusual not to charge the maximum rate and it is means tested.

Members felt uneasy about the savings around case reviews. The Cabinet Member understood this but stated they were spending huge amounts and needed to ensure they were getting value for money; it was however essential to do the reviews as they often pick up other issues, this can mean additional support is needed and not necessarily meaning cuts. There is a drive towards prevention and enablement and keeping people independent at home for as long as possible.

Members sought more information on single/double handed care. Officers explained that care packages are often out together in times of crisis, they need to be reviewed and decision made of what best suits their needs such as the use of equipment or grant adaptations; it may mean less care workers needing to go in but support is still provided; it is about the totality of the offer.

Members referred to Closer to Home and the target of returning 5 people in year; Members asked how these will be selected. Officers explained that the figure is across Learning Disabilities and Mental Health, the process is person centred and it is planned for over a long period of time to ease the transition; implementation can also involve colleagues from other areas such as Housing.

Members sought more information of the complex hospital discharges. The Cabinet Member stated this was a major piece of work, there were daily/weekly accountability phone calls across the partnership. The Cabinet Member referenced the Pink Army – Get me Home and Get me Home Plus, with growing numbers of Officers supporting 8 patients per week currently. She added it was important that money flows across the system and there can be challenging partnership conversations. Officers added that previously there was view that when in hospital it was a health cost and when in care it was a Local Authority cost. Partnership working saves money across the board and also helps to ensure that people are discharged at the right time for them and they go to the right destination for them.

Members were concerned that savings would not be met, as had happened in previous years and made reference to big numbers in the Amber/Green section in Appendix 5. The Cabinet Member stated that things have been difficult for at least 10 years; staff have to do the right thing. There is a drive to support the vulnerable and sometimes savings have not been made. Officers added that the service is demand driven; Officer's work with the S151 Officer to determine what the base budget should

be and look at where any efficiencies can be made, but only if all the Corporate Plan steps come together.

Housing & Communities – Councillor Elsmore

The Chairperson advised Members that they would now move on to the proposals for Housing & Communities which would be considered in two parts, the first being areas which fall into Cllr Elsmore's portfolio the second part being areas for Cllr Thorne.

The Chairperson welcomed Cllr Elsmore Cabinet Member for Social Care, Health & Wellbeing, Sarah McGill, Corporate Director People & Communities and Jane Thomas Assistant Director Housing & Communities.

The Chairperson invited Councillor Elsmore to make a statement in which she said that she was pleased to present this to Committee; the importance of joint working across portfolios delivering good work was emphasised. Cardiff was an inclusive city supporting EU Citizens through the resettlement scheme and the Independent Living Services have been hugely successful.

The Chairperson invited Officers to make their presentation after which he invited questions and comments from Members;

Members referenced the Dementia Friendly City Status and asked how much it costs. The Cabinet Member explained that there is a senior officer and colleague who are driving this work; lots of work in is kind through partnership support. Officers added that it doesn't get captured as a specific budget line as officers have other responsibilities too; Dementia Friendly work needs to be across the piece and in Hubs across the City; it needs to become second nature in services and culture. Members understood that it can be difficult to cost but noted that other Local Authorities take a different approach; Members asked if Dementia Friendly City Status is the most cost effective way to address Dementia. The Cabinet Member made reference to the integrated Dementia Centre in Ely in partnership with Health Colleagues and stated that Dementia Friendly City was more about the approach taken, a cultural approach that is being driven and the intention is to grow this; there are very significant business such as Cardiff City Football club involved and staff in libraries and Hubs will be trained.

Members made reference to the referrals target of 70-80% and considered this would be challenging to scrutinise and recommended that a set target be set. The Cabinet Member reiterated that the service is demand led and this is the only target measure that is a broad band.

In relation to the target of 90% of Domestic Violence Victims being contacted within 24 hours; Members were concerned that people would be scared of being contacted, they wouldn't know who was calling them etc. The Cabinet Member said they want to drive clear and high performance targets; if someone has reported and incident, the first 24/48 hours is when they need support the most so it was important to act fast. Clarity of communication would be key and Officers explained that staff are qualified and experienced in this area, they have information from the Police and they would not contact victims if it put them in more danger.

Housing & Communities – Councillor Thorne

The Chairperson advised that they would now move onto the areas of Housing & Communities which fall to Cllr Thorne.

The Chairperson welcomed Councillor Lynda Thorne, Cabinet Member for Housing & Communities, Sarah McGill, Corporate Director People & Communities and Jane Thomas Assistant Director Housing & Communities

The Chairperson invited Councillor Thorne to make a statement in which she said that the report shows the wide range of activities undertaken to ensure Cardiff is a great place to grow older; supporting vulnerable people and enabling safe and empowered communities. The plan was ambitious and partnership working was crucial. Reference was made to the positive impact MASH has had on rough sleeping; the positive impact that Hubs have had across the city and this will continue and grow with a focus on integrating local services. Council rents remain very good value for money and the ambitious build programme will mean that more people will benefit from warm and safe homes.

The Chairperson invited Officers to make their presentation after which he invited questions and comments from Members;

Members made reference to the Neighbourhood Renewal Schemes and asked when they would be up and running and how are the costs arrived at. The Cabinet Member explained that the budget was set in 2017 and spread over a number of years; Members had to bid for the whole period of 5 years then Officers prioritised and a timetable agreed. Those that have been done have had a huge impact on the communities.

In relation to alley gating, Members asked if this incurred costs as they can't prevent the issue of fly tipping. The Cabinet Member explained that alley gates are not just for fly-tipping, it a huge community safety issue in some communities. The same process applies, bids were submitted in 2017, officers prioritise in relation to crime, anti-social behaviour etc. The scheme has been set for the next 2 years and 200 applications have been received but there is no money to progress them; it has also been noted that gating can move the problem along and it was important to take a whole Ward approach.

Members referred to the target of 550 new council homes and the costs involved. The Cabinet Member stated it was not an extravagance when people are in emergency accommodation; the build programme had been slow to start but will speed up due to the initial processes such as Planning. Officers added that it was important to look at affordability and that housing does give a return.

Members referred to the Libraries and Hubs Strategies and asked if they would eventually roll into one. The Cabinet Member explained it is a combined Strategy, however there is a legal requirement to have a strategy for the books and book lending – the Library's Collection Policy.

Members asked if there is any engagement with the Prisons in relation to prison leavers. Officers explained that they have a probation officer based in the Housing

Options team, there was also the Housing First project which is specifically for prison leavers. Work is undertaken in prisons, working with the most complex first and attempting to house them. There was also the Prisoner Pathway, Welsh Government is looking at reviewing this as it doesn't help when they are released on a Friday and support services are limited on weekends.

In relation to Housing Build, Members noted that there was no full HRA budget and little information on the impact of Universal Credit. Officers explained that the detail was in the HRA Business Plan, assumptions had been made and included in the budget such as rent levels.

Members referred to the £125k going back to reserves and Officers explained this was to add resilience for the perceived challenges of 2020/21 and beyond.

Members asked if the Training Centre would be funded by a grant. Officers explained it was the Training Support Grant and reserves, they were also looking to Welsh Government for funding; if all come through there would be no need to draw from reserves.

Members asked if austerity was over in Housing and Communities. The Cabinet Member strongly disagreed with this and Officers stated that although the savings are small, they are focussed on integration and bringing services together whilst being as efficient as they can be meeting the needs in the most efficient way.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

71 : URGENT ITEMS (IF ANY)

None received.

72 : DATE OF NEXT MEETING

4th March 2020 at 4.30pm in Committee Room 4, County Hall.

The meeting terminated at 1.50 pm

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

4 MARCH 2020

Present: Councillor Jenkins(Chairperson)
Councillors Ahmed, Philippa Hill-John, Lister and McGarry

73 : APOLOGIES FOR ABSENCE

Apologies were received from Councillor Lent.

The Chairperson welcomed Councillor Lister to the Committee.

74 : DECLARATIONS OF INTEREST

None received.

75 : HRA BUSINESS PLAN 2020/21

The Chairperson advised Members that this item enabled them to carry out pre-decision scrutiny on the Housing Revenue Account (HRA) Business Plan 2020-2021 which will be considered by Cabinet on the 19th of March.

The Chairperson welcomed Cllr Lynda Thorne Cabinet Member for Housing & Communities, Sarah McGill Corporate Director, Jane Thomas Assistant Director Housing & Communities, Colin Blackmore Operational Manager for Building Improvement and Safety and Gillian Brown, Group Accountant.

The Chairperson invited Councillor Thorne to make a statement in which she said that this plan is provided to Welsh Government every year in a format agreed with Welsh Government that all LA's have to follow, along with a 30 year financial plan. The plan is also for Cardiff's tenants.

Members were provided with a presentation after which the Chairperson invited questions and comments;

Members asked if the Cabinet Member was satisfied that all Cardiff homes are located in an attractive and safe environment. The Cabinet Member stated that they are trying to invest in the communities through a huge amount of Capital Programme Investments. Some houses were built in 1921; estates were built in different ways under different circumstances so it's a case of going back and addressing any issues. A real difference has been made in many communities. Officers added that they survey tenants and 85% say they are happy where they live and only 10% say they are not.

Members noted the 100k requests for repairs per year and asked for more information such as whether these are tracked, if they are major/minor repairs, the costs and what is being done to improve this. Officers noted it was a huge amount, they have encouraged tenants to report everything. They are also looking to move the minor repairs from the repair category to the improvement category. Officers explained the costs including voids is £18 million per year. The Cabinet Member added that in the late 1980's they started the tenant participation and a large number

of tenants did not report repairs in case they were held responsible for them, over the years they have been encouraged to report everything.

Members asked if the Channel View development was replacement housing. The Cabinet Member explained it was replacing what is there but will be double the numbers and mixed development.

Members referred to the RAG analysis and the direct delivery plan noting lots of red/amber categories and asked if there was confidence that this could be delivered. Officers explained they were Amber and were absolutely confident through various routes, 2250 properties have been identified, however timescales were always a potential issue as there are a variety of things that can go wrong with development sites. Officers were adamant that the target would be met in terms of numbers.

Members asked for clarity on the Anti-Social Behaviour Team. Members were advised it was one team working with victims and trying to help perpetrators; there are other teams that wrap around such as tenant sustainability team. Officers explained they don't want to evict anyone into homelessness so they try to support both the victim and perpetrator, bringing in other people if necessary such as victim support as this was a very complicated area.

Members discussed disabled adaptations and officers stated that they review this every year and look at alternative accommodation and the use of more equipment in the hope to control that capital spend.

Members discussed voids and what was being done to get them back in circulation more quickly. Officers explained that they are in a better situation now with regards to voids as they have a significant in-house team in place. It is still higher than previously but they are starting to clear. Going forward, there will be a new framework in 2 years' time, they are working with colleagues in procurement with regards to the Dynamic Purchasing Agreement to support smaller contractors and the in-house team. It was noted that procurement does take a long time but they are looking towards smaller local companies and will come back to committee on this specific issue.

Members discussed the innovative housing scheme using shipping containers, the pilot and the small percentage of the whole scheme that meets the innovative element in terms of zero carbon etc. Members asked if the Council was ready to move on from the pilot. Officers considered they were, the pilot had provided an opportunity for them to test the technology and check what the best investment is to get the best outcome. Members discussed other innovative schemes across the UK such as Goldsmith Street; members were advised that this scheme meets the passive house standard but are very small terraced houses with properties side by side; in Cardiff it is considered important to maintain size/scale of developments whilst meeting and exceeding the Goldsmith scheme.

Members discussed finances, noting that the revenue is based on assumptions and there could be challenges if rents are increased, bad debts may increase and could result in voids. Officers explained that is where mitigation gets put in place; they meet monthly with accountants to review this and come to scrutiny annually, but are also looking at the data continually. Officers added that they look at the finance in intense detail, with detailed monitoring.

Members asked for more information around complaints and what types of complaints are received. Officers explained they could be anything from repairs to anti-social behavior and the reasons behind the complaints are monitored.

Members referred to tenant engagement and wellbeing and considered scope in the annual survey for open feedback to inform future investment. Officers explained that the survey has to comply with Welsh Government., however they do carry out other surveys and focus groups, but with so many tenants they tend to be focused on a particular issue i.e. Anti-Social behavior.

In relation to homelessness and associated issues, Members asked as the Council is a social landlord, if there is correlation between the number of houses available and the support people need in relation to the development plan. Officers stated that homelessness is not a HRA function, however the Council does provide support in many ways such as wrap around support, developing, for example, Ty Tresillian.

Members sought more information on Council Supported Ownership and were advised that it is generally young couples, and they need to put down monies of their own. The Cabinet Member also considered that people in the private rented sector could benefit from this scheme.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

76 : ALLEY GATING ON PUBLIC HIGHWAYS - CARDIFF COUNCIL POLICY & STRATEGY 2020

The Chairperson advised Members that this item enabled them to carry out pre-decision scrutiny on the draft proposals for the Alley Gating on Public Highways Policy & Strategy 2020.

The Chairperson welcomed Cllr Lynda Thorne Cabinet Member for Housing & Communities, Sarah McGill Corporate Director, Rebecca Hooper Operational Manager in Neighbourhood Regeneration

Members were provided with a presentation after which the Chairperson invited questions and comments;

Members discussed the process and were advised that there are various legal stages, such as notices; responses are required from consultation with residents; there are internal and external partners involved in the consultation too and then there is the final legal stage for the sealed orders.

Members noted the cost of £3k and asked if this included the consultation. Officers advised that this amount is purely capital costs for fabrication and installation for an average 2 gate set.

Members asked if alley gating had been looked at in connection with Waste with the possibility of camera installations etc. The Cabinet Member explained that had not been done and noted the issues with alley's are not solely fly tipping, it's also anti-social behavior. Officers added that in certain places where gating is not possible, cameras have been considered, however there is a significant issue with privacy and a response is required if something happens. It was important to look at other approaches alongside prevention.

Members asked for more information on the criteria for choosing the alley's to gate. Officers explained that the criteria is a mix of statistical evidence such as crime and reported incidents, scored against various figures to prioritize the schemes; this is done with partners.

Members asked about cyclists and pedestrians using the alleys and officers explained that one of the scores was 'connectivity' and they seek advice on the impacts of closing the alleys.

Members noted that sometimes there is still fly tipping in the lanes and asked how this would be dealt with and if anyone has been prosecuted for damaging any gates. The Cabinet Member explained that fly tipping would be an issue for Waste; officers explained that vandalism is not a common problem, however when it does happen it is difficult to know who did it to prosecute. Officers do write to residents if the gates are left open etc., however there is no problem with repeated vandalism at the moment. If any gates are removed then officers work with the residents to keep them there.

Members asked for more information on keys, issuing and monitoring etc. Officers explained that they will add this information into the policy; there is an existing procedure for key drop; residents sign a key holder agreement, they provide evidence of address, a log is kept of the number of keys issued and there is a fee for repeated lost keys.

Members asked if the process could be speeded up, especially the consultation with stakeholders. Officers explained that they take a pragmatic approach to consultation, it's usually 50% but more transient in areas such as student areas, where the percentage is lower to speed up the process; stakeholders are given time to respond, then it moves to the next legal stage. Officers explained that the legal process is the real challenge and there are some stages that absolutely cannot be changed.

Members asked if there were enough resources, noting the high number of gating orders to be reviewed in October 2020. Officers explained they have only started the PSPO process recently, there will be resource issues and costs to the legal process as there are hundreds of orders to review.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

77 : CABINET RESPONSE: "TEMPORARY AND SUPPORTED ACCOMMODATION - THE SINGLE PERSONS GATEWAY"

The Chairperson advised Members that this item provided them with the Cabinet Response following this Committee's Short Scrutiny on The Single Persons Gateway.

The Chairperson invited Councillor Thorne to make a statement in which she thanked Committee for the short scrutiny which highlighted the challenges faced by the service. 8 recommendations had been agreed, with 1 agreed in principle while they seek to determine a way forward. The Cabinet Member stated that there was work underway to tackle issues but there is no simple fix. There will be a fundamental review of the service based on good practice around the UK; a new approach would ensure that all clients have the level of support they need. The Cabinet Member was pleased to say that the working arrangements with Health had improved considerably

and this along with the work of the MASH and improved emergency accommodation offer had meant that rough sleeping had been reduced this winter; there was more work to do, some of which would take along time.

Members were provided with an outline of the recommendations and responses after which the Chairperson invited questions and comments;

Members noted that on a former short scrutiny, it felt like there was lots of attention on the City Centre and rough sleeping being compared to downtown Los Angeles. Members considered there seemed to be fewer rough sleepers at present and asked if lessons had been learned and if the Council was prepared for another spike. Officers advised that the numbers of people presenting has actually increased by 18%, however due to the work of the outreach team many are engaged with services. Numbers of rough sleepers are the lowest they have been for six years. There are lots of people currently in emergency accommodation, and there is more work to be done to meet the increased demand. Changes to services continue in order to meet that demand and stop the revolving door effect; this would be part of a longer term review.

Members referred to the 270 cases with the multi-disciplinary team, only 50 of which were closed and asked if the rest were ongoing cases. Officers explained that they were, or the person has moved away and are still being supported once in accommodation. It was noted that not all cases are closed successfully, but if there is any hope then they are kept open and the team keep trying to help.

Members asked how Officers assess if services are meeting current needs. Officers explained that people come through the gateway, so they have all the data including eviction/abandonment rates etc. and also information on what clients have said about types of accommodation. There are some services that need to be moved away from, this is not necessarily the providers fault but clients change and then the focus also needs to change.

AGREED: that the Chairperson, on behalf of the Committee, writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

78 : COMMITTEE BUSINESS

Members were provided with an update on correspondence and task and finish inquiries.

It was noted that Appendix A provided items for consideration for the next four meetings.

Members were encouraged to consider items for future inquiries.

79 : URGENT ITEMS (IF ANY)

None received.

80 : DATE OF NEXT MEETING

The next meeting of the Community & Adult Services Scrutiny Committee is scheduled for 6 May at 4:30pm in Committee Room 4, County Hall, Cardiff.

81 : CORRESPONDENCE FOLLOWING COMMITTEE MEETING

The meeting terminated at 6.55 pm

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

14 SEPTEMBER 2020

DRAFT LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2019/2020

Purpose of Report

1. To provide Members with background information to facilitate scrutiny of the draft Local Authority Social Services Annual Report 2019/20, 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 on the 17th September 2020.
2. The Report also contains a letter from Care Inspectorate Wales on Local Authority Performance Review April 2019 – March 2020, which is attached at **Appendix B**.

Scope of Scrutiny

3. The scope of this scrutiny is to review the draft report and to consider:
 - i. The report's evaluation of the performance in delivering social services functions for the past year including lessons learned;
 - ii. how the local authority has achieved the six quality standards for well-being outcomes (see **Appendix C** for details);
 - iii. qualitative and quantitative data relating to the achievement of well-being outcomes;
 - iv. the extent to which the local authority has met requirements under Parts 3 and 4 of the Social Services & Well-being (SSWB) Act;

- v. objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments under Section 14 of the SSWB Act;
 - vi. assurances concerning:
 - structural arrangements enabling good governance and strong accountability
 - effective partnership working via Partnership Boards
 - safeguarding arrangements
 - vii. the local authority's performance in handling and investigating complaints;
 - viii. responses to any inspections of its social services functions;
 - ix. an update on Welsh language provision;
 - x. how the local authority has engaged people in the production of the report; and
 - xi. discuss whether further scrutiny is required for particular areas, within the Committee's work programme.
4. Members are reminded that this Committee's terms of reference falls to services under Adult Social Services. Members are required to only scrutinise issues that fall within this Committee's Terms of Reference. Children & Young People Scrutiny Committee will also be considering this report at its meeting on the 15th September 2020.

Background Context

5. 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 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.

6. The Annual Report should reflect the experiences of service providers and services users and 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.
7. The report must include details of how the Council is improving under the points raised in Paragraph 3 of this report.
8. 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; and
 - available on the local authority’s website.
9. The **Local Authority Social Services Annual Report 2019-20** is attached at **Appendix A**, which includes the Care Inspectorate Wales Annual Review letter, attached at **Appendix B**. Further guidance on what should be included in the content of the report is attached at **Appendix D**.
10. The report includes:
 - a. Introduction, including a message from the Cabinet Members (*pages 2 - 4*);
 - b. Director’s foreword and analysis of performance (*pages 5 - 18*);
 - c. How people shape our services (*pages 19 - 21*);
 - d. Promoting and improving the well-being of those we help (*page 22*):
 - (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 22 - 24*);
 - ii. Working with people and partners to protect and promote people’s physical and mental health and emotional well-being (*pages 25 - 27*);
 - iii. Taking steps to protect and safeguard people from abuse, neglect or harm (*pages 28 - 30*);

- iv. Encouraging and supporting People to learn, develop and participate in society (*pages 31 - 33*);
 - v. Supporting people to safely develop and maintain healthy domestic, family and personal relationships (*pages 34 - 38*);
 - 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 39 - 41*);
 - 5. How we do what we do (*page 42 - 43*)
 - 6. Our workforce and how we support their professional roles (*pages 44 - 45*);
 - 7. Our financial resources and how we plan for the future (*pages 46 - 47*)
11. Each section, from **pages 22 – 41**, is set out as follows:
- Outcomes we have achieved during the year. What difference did we make?
 - What did we plan to do last year? How far did we succeed?
 - The change we want to see. What are our priorities for next year and why?
12. Members may also wish to consider the following:
- Top Priorities for Social Services and Adult Services (*Page 16*)
 - Details of Outcomes Achieved during 2019/20 and Priorities for 2020/21 – as set out under each of the six wellbeing objectives and workforce, as follows:

Wellbeing Objective	Outcomes Achieved 19/20	Priorities for 20/21
Working with people to define and co-produce personal well-being outcomes that people wish to achieve	Page 22	Page 24
Working with people and partners to protect and promote people's physical and mental health and emotional well-being	Page 25	Page 26
Taking steps to protect and safeguard people from abuse, neglect or harm	Page 28	Page 30
Encouraging and supporting People to learn, develop and participate in society	Page 31	Pages 33
Supporting people to safely develop and maintain healthy domestic, family and personal relationships	Page 34	Pages 38

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 39	Page 41
Workforce	Page 44	Pages 45

Care Inspectorate Wales Inspection Outcomes

13. Pages 17 and 18 of the Annual Report summarises the outcomes of five inspections undertaken during 2019/20. Those that fell under the Terms of Reference of this Scrutiny Committee were:
- Focused activity in Adult Services First Point of Contact
 - Social Services Annual Performance Letter (**Appendix B**)

Previous Scrutiny

14. This Scrutiny Committee (jointly with the Children & Young People Scrutiny Committee) has considered the Local Authority Social Services Report (formerly known as the Director of Social Services Annual Report) every year since 2012. In June 2019, a joint meeting of the Children & Young People Scrutiny Committee and Community & Adult Services Scrutiny Committee considered the Director of Social Services Annual Report 2018-19. The letter resulting from the joint meeting of the Committees is attached at **Appendix E**. The Cabinet response is attached at **Appendix F**.

Way Forward

15. Councillor Susan Elsmore (Cabinet Member for Social Care, Health & Well-being), will be in attendance and may wish to make a statement. Claire Marchant (Director of Social Services) and Officers will present the Draft Annual Report, attached at **Appendix A**.
16. The scope of this scrutiny is set out at Paragraph 3 of this report and provides a useful check list of the areas which Members may wish to scrutinise.

Financial Implications

17. 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

18. 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 2019/20 and the future challenges and priorities for 2020/21.

DAVINA FIORE

Director of Governance and Legal Services

8 September 2020

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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 would like to start this year's annual report with a massive THANK-YOU to everyone working in social care in Cardiff. We are always really proud to be Cabinet Members for social services as it means we witness the care and support that front line social workers and care workers provide, frequently in very challenging services. That challenge has never been as great as the global pandemic that we have faced since March 2020. Our most vulnerable citizens were at risk from both the direct impact of the virus, and from implications of long periods of lockdown during which many of the services which kept them safe, well and connected were not able to operate. Social work, and social care services, kept going, however, throughout the crisis, available when needed. Many services were available 24 hours a day, 7 days a week. The workers who provided these services did so selflessly and undoubtedly kept many people safe, protected, well and connected in the most extreme difficulties.

The positive support for the work of social care during and after the COVID-19 crisis is something that we are determined to build upon, highlighting the fantastic work that happens day in day out to safeguard, care for and support children, adults, families and carers in our city. Celebrating the achievements of the sector, and our workforce, was something we had planned to do in advance of the COVID-19 crisis. Rhod Gilbert's work experience as a care worker in Cardiff and the Vale of Glamorgan was an important opportunity to promote care work. The production of this programme had strong involvement from our Regional Workforce Partnership, hosted by Cardiff Council, working in partnership with BBC Wales and Social Care Wales. As Rhod said in the programme, working in social care is "98% joy". Working with and alongside people experiencing illness, disability, extreme stress and challenge to support positive change and quality of life is a huge privilege. Listening to the individual stories of people who have experienced our services is so important in celebrating and building on what we do well, and being open to improvements when they are needed.

Whilst the end of the year was about COVID-19, it is important to highlight and celebrate the many other achievements throughout the year. The annual care workers awards were a great opportunity to celebrate the achievements of frontline workers who had successfully gained their qualifications in care. The Bright Sparks awards is always a special evening at which the achievements of children and young people, social workers, foster carers and care providers are recognised. Cardiff teams were recognised at the Regional Safeguarding Awards, including the



Adolescent Resource Centre and the Older Adult Mental Health team. The Signs of Safety Celebration Event was a real highpoint with over 100 workers from across children's services coming together to celebrate the many achievements in improving the way we work with and alongside children and families.

We have seen significant new service developments in the last year – these are important not just because they are the culmination of so much work, but because of the impact they have on the lives of people with care and support needs. The launch of the Cardiff Family Advice Service heard directly from young people and families who had had their lives turned around by the service. The YMCA young carers service was launched this year and has provided much needed support for young carers during the lockdown.

In adult services, the 'pink army' and the new integrated single point of access for discharge are together supporting more people to be discharged from hospital in a timely way. The new carer's gateway is providing a single point for information, advice and assistance for adult carers in the region. New day services for people with dementia were opened in Fairwater to compliment the service in Grand Avenue. Ty Canna has continued to develop services for people with mental ill health, including a new service for young people transitioning to adult services. Day opportunities for people with learning disabilities have been evaluated by independent experts as leading edge in the UK in the way they support people to be independent and live fulfilled lives in the community.

It is important to celebrate when services are developing and improving. It is also important to reflect services which have not been performing well and to provide political leadership to the improvements needed.

The inspection into the Cardiff Youth Justice Service highlighted significant deficiencies in the service which required investment and swift action to address. We are confident that the new governance arrangements, the enhanced leadership of youth justice not just from the Council, but partners who accountable with us for delivery, and a forward looking strategy and action plan, mean we are far better placed for future inspections. And most importantly that our young people will received more joined up services and better outcomes.

The retention and recruitment of social workers to children's services has proved a significant challenge in the last year. The Council budget for 2020/21 reflected the need to invest in a market supplement for teams working in the most difficult to recruit areas and we are starting to see the impact of this action, alongside other recruitment and retention plans. There has also continued to be challenges in meeting the needs of Cardiff children and young people for accommodation, care and support. The commissioning strategy approved by Cabinet in November 2019 sets out the range of actions needed to improve sufficiency and quality of services in the city and it is encouraging to see the additional homes for children developing locally.

In adult services the areas for improvement have not received such a high profile as children's services but we are certainly not complacent about the need to continuously improve. Improvements are progressing in adult safeguarding and in respect of the deprivation of liberty safeguards to improve the timeliness and quality of our work. The recommissioning of



domiciliary care is progressing well, having been carefully co-produced with providers, and concluding this work is a major priority for the next year. We need to continue to modernise intermediate care services as part of the move locality working and ensure the voice of people and carers are at the heart of everything we do. The impact of the COVID-19 crisis on vulnerable residents, and on the business models of many social care providers, has been significant. 2020/21 will be a year of stability and reconstruction so we continue to have the right range of services to intervene early and support people to live good lives in a very changed world.

We are proud of the progress made, but not complacent about what needs to be done, to continue to develop social services in Cardiff to be of the highest standards, to support our workforce and safeguard, protect and improve outcomes for our most vulnerable citizens. The support and understanding of the whole Council and partners is critical to success. A successful social services offer is the foundation of a successful Council and a healthy, thriving city.

We will continue to ensure that the well-being of our most vulnerable citizens is front and centre of our Capital Ambition.

CLlr Susan Elsmore
CLlr Graham Hinchey

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DIRECTOR'S FOREWORD AND ANALYSIS OF PERFORMANCE

Building on our strengths, being open about, and addressing, our areas for improvement



Claire Marchant, Director of Social Services

Introduction and Summary

This is my second and final report as Statutory Director of Social Services. The production of an annual report to the Council is one of the most important statutory duties of a Director of Social Services. The Director must set out a clear and evidenced analysis of the effectiveness of social services in the authority, highlighting what we have done well and what we could do better. Social services is a large and important part of the Council's business. A significant proportion of the Council's budget is invested in the services which support the most vulnerable children, families, adults and carers. The Council is responsible for assessing needs, safeguarding and protecting as well as providing or securing services for children and adults with care and support needs. The Council is a corporate parent to an increasing number of children and care experienced adults. The Council is required to put in place a range of preventative and well-being services as well as social care services to ensure that children and adults with care and support needs are able to live well and safely.

This report covers the period April 2019 to March 2020. March 2020 onwards has been dominated by the COVID-19 pandemic. Social care has been central to the public services response to the virus in Cardiff. The immense effort of the whole Council, and the whole social care sector to support the most vulnerable children and adults in Cardiff has been humbling and a privilege to be part of. The value of social care, and the impact it has on people's lives, with a focus on saving lives, and keeping people safe, has been celebrated. There is now a real opportunity to build on this positivity, whilst acknowledging and planning for the significant challenges that will arise in the short, medium and longer term as a consequence of the crisis. We anticipate, and already are seeing an increased need for social care services. The carefully constructed plans to 'shift the balance of care' prior to the COVID-19 pandemic are now being reviewed, and assumptions revised as we move through a period of stabilisation and reconstruction.

COVID-19 impacted disproportionately on the most vulnerable people in our communities; people with mental ill-health, disabilities, people who are older and frailer. The economic downturn also impacts disproportionately on people who are vulnerable and the connection between poverty and increased need for social service support is well established. The work across the whole Council, and with partners, to mitigate these impacts has never been more important. For example, into work services for example, and timely information, advice and assistance are all crucial to sustainable social services. Social services in Cardiff, had to adapt and adjust very quickly to COVID-19 to make sure that people were kept safe, protected and well during the crisis. There has been significant modernisation in the way we support people and deliver services as a consequence of the necessity to do things differently:

- Keeping in touch with people via the telephone and using digital technologies has been really effective in supporting people to keep connected.
- New partnerships with public protection and public health colleagues as well as community health services have supported care providers enabling them to keep their workforce and people they support safe and well.
- Management of risk at an individual and service level has developed considerably as all services have focussed on ensuring the most vulnerable are supported.

Summary of Strengths and Areas for Improvement in 2019/20

Prior to the COVID-19 pandemic, 2019/20 had been a year of many developments, some real highs, and some significant challenges. Highlights include:

Involvement and Engagement

- Service design and delivery has been led by people who experience the impact of services. 2 key examples are:
 - The Think Safe team held successful Ambassadors days with local schools, helped young people to produce an award winning peer led video about Child Sexual Exploitation. The team developed and deliver the Professional Interest Networking Group (PING) held quarterly in St Teilo's school.
 - The Regional Commissioning Strategy for People with Learning Disabilities was co-produced with people with learning disabilities and carers. The implementation of the strategy and action is being taken forward with full involvement of people with learning disabilities.



- The Bright Sparks group is facilitated by NYAS and provides an effective forum for ensuring the voice of children and young people drive everything we do. The Bright Sparks Awards Ceremony is an annual celebration of the achievements of care experienced young people and highlights the fantastic relationship between young people, social workers, care providers and schools.

Early Intervention and Prevention

- The development of the Cardiff Family Advice Service which has brought together well-being and preventative services for children, young people and their families.



- The impact of a new Single Point of Access for Discharge and the Get me Home and Get me Home + Family Services has supported timely hospital discharge. People have timely access to well-being support from a 'pink army' of workers, or care and support when needed. Delayed Transfers of Care have been at historically low levels over the last 3 years as practice has improved at the interface between hospital and community.

Strength Based Practice

- We have continued to embed strength based practice in children's services and a fantastic first year of roll out of strength based practice in adult services. The Signs of Safety celebration event demonstrated real progress in all teams across children's services.





- In their focussed activity in children's services, the Care Inspectorate Wales (CIW) noted the positive practice of children's social workers, working with and alongside families, following the signs of safety model of practice: *"Most staff told us they found the model gave them the tools to engage effectively with children and families, confidence to capture the child's voice and do their job well. Social workers we interviewed and case files we reviewed reflected that workers knew what mattered to the children and families they worked with."*

Leadership

- The successful recruitment to a new social services leadership team – bringing together a team of motivated, highly skilled leaders who have developed their careers in Cardiff, and others who bring experience from across England and Wales - means the service is well set for the future.

Locality Working

- Implementation of the locality operating model in children's services and move towards locality working in adult services, providing the basis for improved connections between social services and other partners to develop joined up, integrated working to meet people's needs in the communities they live.

Person Centred Services

- Strong relationships between the Council and social care providers in adult services continue to develop. Achievements include completion of a fee setting strategy for care homes based on an open book approach to the cost of care, the recommissioning of supported living and the co-production of new commissioning arrangements for domiciliary care providers. These relations meant there was a really joined up response to the COVID-19 crisis between the Council and frontline providers which kept people safe, well and as connected as possible.
- Care Inspectorate Wales (CIW) noted in their annual performance letter that the domiciliary care, which is the cornerstone of any system of social care, is well developed in Cardiff which contrasts with fragility in many other parts of Wales and the UK. There are over 50 providers providing care and support.
- Independent quality assurance work in relation to learning disabilities has highlighted that Cardiff has leading edge practice, particularly in the way supported living is provided and the community based day opportunities.
- Grand Avenue Day Service was opened in 2019. The integrated day service provides high quality health and social care services for people with dementia in a person centred environment. Fairwater day service has also been refurbished and provides a high standard of support.
- In November 2019 the Cabinet agreed a new commissioning strategy called 'Right Homes, Right Support'. This emphasised nine commissioning priorities to improve our response to the needs of our children looked after. Key priorities included; being closer to Cardiff, the



development of additional local capacity and a focus on better mental health and well-being support for our children looked after.

- Ty Storrie respite home was successfully transferred into the Council from an external provider in June 2019. Whilst there have been challenges in relation to staff recruitment the additional investment in the respite home has meant that at full staffing capacity, the home is able to offer an additional 480 nights of respite per year.
- The Council has worked in partnership with residential care providers for children to develop their services in Cardiff. There have been 18 new residential beds in the city since 2018 with a further 11 in the independent sector planned by the end of 2020/21. We will also have 5 additional Council provided beds (Oakway and St Fagans) in 2020/21.

Developing the Workforce

- There has been a high degree of registrations of care workers under the Regulation and Inspection of Social Care (Wales) Act 2016 meaning the sector is well placed to continue to provide sustainable services into 2021.
- An innovative recommissioning of domiciliary care is progressing and will be implemented by April 2021. Work has been undertaken with domiciliary care providers through test and learn to ensure the new model of provision is genuinely co-produced with providers.

Dementia Friendly Cardiff

- The bilingual Dementia Friends training module has been launched, making Cardiff the first Authority in the UK to make Dementia Friends training mandatory. There have also been Dementia Friendly City events held throughout the City. The dementia website launched, which was co-produced with people with dementia and carers; 2,485 Council staff have completed dementia friends training and 794 Dementia Friendly City events have been held.

Supporting Carers

- The regional carer's gateway was launched in March 2020 and provides information, advice and assistance and to carers. The gateway supports people to access carers assessments, services and in the COVID-19 crisis carers are being supported to access Personal Protective Equipment (PPE).
- Due to a new partnership between Cardiff Council and the YMCA earlier this year, the referral process for young carers to receive support has improved. The Young Carers project which started just before the COVID-19 crisis struck, has developed a number of online activities and support groups for young carers and their families during COVID-19. There are online activities such as cooking, fitness and internet safety briefings and quizzes to name a few. The sessions are daily and are available through a number of different social media platforms including Facebook and Instagram. Families can also access the resources on YouTube and the links are sent out via text and e-mail ensuring that there are as accessible as possible.



Safeguarding and Protecting People

- Performance in adult safeguarding has been positive in respect of both quality and timeliness. There has been a qualitative audit of over 500 cases in 2019/20 which has shown that safeguarding systems are keeping people safe.
- New 'Wales Safeguarding Procedures' launched in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Boards during National Safeguarding week in November. The safeguarding training module has been added as mandatory for all Council employees.
- Improvements in the operation of multi agency safeguarding arrangements both operationally and strategically. The Regional Safeguarding Board developed an Exploitation Strategy and has a new performance framework in place, whilst a Local Operational Group for Safeguarding, chaired by the Chief Executive brings Cardiff partners together to address the urgent safeguarding issues on the ground. The Cardiff Council Corporate Safeguarding Board is now chaired by the Cabinet Member for Resources and all Council directorates have undertaken self-evaluations of corporate safeguarding.

There were a number of challenges faced by Cardiff Social Services in 2019/20. The improvement priorities in this report for 2020/21 set out the actions needed to continue to address these challenges. The most significant were:

- Ensuring social services is at the fore of an immediate response, along with other statutory partners, to the improvements required in Cardiff Youth Justice Service which were evidenced by an inspection led by Her Majesty's Inspectorate of Probation (HMIP) undertaken in January 2020. This inspection highlighted significant deficiencies in all aspects of youth justice in Cardiff – governance, leadership and management and practice. Communication between Cardiff children's services and the youth justice service was not as good as it should have been and as a consequence outcomes for children and young people were not always as good as they should have been. The leadership of the Chief Executive and all key partners to address the deficiencies has been acknowledged by the HMIP and Youth Justice Board in their responses to the Cardiff response. Refreshed governance arrangements, the appointment of an independent chair, new service management arrangements a clear strategy with the voice of young people at the centre and a focussed action plan have been developed. There remains significant work to improve performance and outcomes which will require strong leadership and management, support and appropriate scrutiny challenge and focus, at every level.
- Ensuring there is sufficient capacity within the children's social work workforce and accommodation, care and support provision to address the challenges of meeting the needs of children and families in Cardiff. The Council approved a market supplement for social workers in frontline teams in setting its 2020/21 budget and Cabinet approved a commissioning strategy in November 2020 which set out the range of service developments needed to ensure sufficiency and quality social care provision. The need for these to impact has been highlighted by challenges in meeting need in a timely way in the COVID crisis. The impact of this crisis on the most vulnerable children and families, in the medium as well as the short term, requires an ongoing focus on addressing workforce and



service capacity within children's services, improving workforce planning, reviewing the skill mix across services and developing new services at scale and pace where gaps are identified.

- Improving the way that the most vulnerable adults are safeguarded when they are deprived of their liberty. There have been delays in the regional service, and the COVID crisis has restricted personal contact with people in care homes. Improvements in timescales and practice are progressing as we move to new Liberty Protection Safeguards.
- More work in adult services to ensure that the locality model of intermediate care services, provided by the Council and the Health Board, is of the highest quality provision of service and meets all regulatory requirements under the Regulation and Inspection of Social Care (Wales) Act 2016. This includes the full registration of the care workforce and the embedding of quality assurance systems. The work to implement new ways of working in the Community Resource Team, which was delayed due to the COVID-19 emergency operating model, needs to conclude.
- Improving arrangements for the transition to adulthood, learning from the experiences of some young people and families whose experience is that planning has not started early enough and their voices have not been heard strongly enough. The new all age all disability service will develop a partnership commissioning strategy to deliver sufficient high quality services, including more local options to enable young people coming through transition to lead the lives they want to lead in Cardiff communities.

Overall Analysis

My analysis as Director is that social services in Cardiff is effective in some areas but requires improvement in others. The leadership team is relatively new in place, and have had to contend with the unprecedented challenges of a global pandemic during a time when they were in a formative stage. This has accelerated positively the way the team works together. Social services in Cardiff will continue to use independent evaluation as well as self- evaluation to assess how well improvements are progressing – for example the Institute of Public Care will be reviewing practice in children's services a year following the approval of the 3 year service strategy. A culture of openness and transparency which supports visibility of both strengths and areas of improvement is developing. A focus on reflection, learning and review is central to continuous improvement. Most importantly, the experience of those who use services should be even stronger in driving improvements. We need to make sure there are the right range of mechanisms in place for engagement and involvement at every level – operationally and strategically. Relationships with the rest of the Council, and with partners, will be strengthened further in 2020/21 as all partners commit to deliver what matters to the children and young people for whom the Council exercises corporate parenting responsibilities. The commitments and actions, of leisure, education, employment and training, housing, health and well-being services will be as important to children and young people as that of social services.

In order to be highly effective, social services need all of the following to be in place:

- Clear strategy which drives continuous improvement.



- Strategy and operations to be driven by understanding what matters to people with care and support needs, their rights and the outcomes they want to achieve
- Strong political, corporate and service leadership.
- A motivated, competent, well supported, engaged and stable social care workforce.
- Effective partnership arrangements – within the Council and with other statutory and non - statutory partners working together to improve outcomes for vulnerable citizens.
- Strength based practice by social work professionals and social care providers who work with adults and children with care and support needs.
- An excellent and sufficient range of services – both directly provided and commissioned from third parties.
- High standards of safeguarding, adult and child protection which bring together partners to keep people safe and protected.

Overall, there is a clear vision, strategy and plans that support high standards of operational delivery and improvement in areas where it is needed. This analysis is supported by that of Care Inspectorate Wales in their Annual Performance letter and in the improvement priorities set out in this report. In Children's Services there is a clear 3 year service strategy – Delivering Excellence in Children's Services – which was approved by Cabinet in July 2019. A Commissioning Strategy for Children's Services was approved in November 2019. Finalisation of a strategy for adult services was delayed by COVID 19 is a key priority for 2020/21.

CIW in their annual performance letter recognised the strength of corporate and political support for social services. The priority given to social services in the Council's budget reflects this support in a very tangible way. The Council has also invested in preventative services, supporting the development of the Cardiff Family Advice Service and the ongoing support for independent living services for adults. There is strong corporate leadership of services which prevent escalation of need to social services through the network of community hubs and wellbeing services. Joint working between education and children's services to support the most vulnerable learners has improved during the COVID-19 period. Building on this strength to support children and families as schools restart will continue to be a priority. There is a strong relationship, and joint management team meetings, between the Corporate Director of Resources and the Director of Social Services. There is high support and high challenge which is supporting the alignment of service and financial planning.

A key corporate priority for 2020/21 will be the finalisation of the refreshed Corporate Parenting Strategy. The Council approved a motion in January 2020 to engage with an independent expert to review corporate parenting arrangements and the role of the Corporate Parenting Advisory Committee. The work to conclude the review, and refresh the strategy for children looked after and care leavers has enabled far greater involvement of children and young people in setting priorities for the Council and partners to consider as corporate partners. It has also facilitated all parts of the Council, and partners, to set out their commitments to our children and young people. There are some excellent strengths to build on, such as the support by Economic Development for all children known to children's services to visit Winter Wonderland at Christmas 2019. The rights of all Cardiff children to have the very best childhood, supported by all officers and Members as corporate parents will be at the heart of the new strategy. The delivery of the commitments in the new strategy will make a significant difference to the lives of children and young people over the next 3 years.



Well-developed preventative services have made a real impact on the lives of adults across the city for a number of years through the First Point of Contact and Independent Living Service. The extension of this approach to support people on discharge from hospital has been a really positive development in 2019/20. Preventative services for children and families benefited in 2019/20 from the development of a the Cardiff Family Advice Service which provides a single point of access for children and families and support to families who need some early help and support. Support for families is a social work led part of the service, providing intensive support to families whose needs may otherwise escalate and require the involvement of social services. The development of this joined up approach to prevention is a really positive development; more work will be needed in 2020/21 to embed this new service, improve the way it works with the Multi Agency Safeguarding Hub, and ensure the resources and support it can offer is accessed by the most vulnerable children and families to prevent the escalation of needs.

The high level of agency workforce in children's services represented a considerable challenge in 2019/20. Workforce churn in children's services meant a lack of continuity of social worker for some children, young people and families. Change of worker impacts on the quality of relationships that can be developed and the outcomes achieved. There are also occasions when the right service is not immediately available and the service has to respond to a crisis by drawing on a range of resources to keep a young person safe. There are many positive examples of continuity of worker, and time is taken to carefully plan a service around a child or young person and in those circumstances the outcomes are positively life changing for the young person. Reducing practice variability with an increasingly stable workforce is a major priority. Ensuring sufficiency and quality of workforce and services against the backdrop of increased needs and demands following the pandemic period is the highest priority for children's services.

There is also excellent practice and good outcomes when strong relationships are formed in adult services. A coherent approach to implementing outcome focused practice across the whole workforce has enabled huge strides to be made. This has been the first year of full implementation and it will take longer embed fully this way of working not only in social work teams, but also the whole social care across the city. Transition between children's and adult services can be a really challenging time for young people and their families. Whilst some improvements have been made in multi-agency transition arrangements, there is some further work to do across all partners to ensure that detailed planning work starts as early as possible with all children and young people. The COVID 19 period has been particularly challenging for some people with disabilities as the services which kept them well and connected did not operate for a time and some transition planning was delayed. A single Operational Manager is now responsible for the Child Health and Disability Team and Adult Learning Disability Team and this unified leadership is starting to impact on the quality of practice. There is an urgent need to improve the range of services available to children and families with disabilities and priorities will be set out in a commissioning strategy.

Commissioning and service provision in adult services is well developed and there is a sufficient range of services which are well developed to meet needs. An independent review of learning disability services in Cardiff identified that day opportunities and supported living is at the leading edge of good practice. There is well developed community provision for adults with mental ill health, including the services provided by Ty Canna which is highly successful in peer led

approaches to supporting people who are mentally ill to keep well. The domiciliary and care home sectors are well developed in Cardiff and there is excellent joint working between Council officers and independent providers to improve quality of care. Extensive work has been undertaken to develop really strong relationships with providers, with a focus on the quality of care and openness and transparency regarding the cost of care reflected in a fair fee setting strategy.

Commissioning and provision of services for children and families is more variable 2019/20 was the first year that there has been a dedicated commissioning resource for children's services. The production of a commissioning strategy with clear, resourced priorities has been an important development. The Council has successfully provided residential care for children for a number of years and the standards are very high. In the last 2 years there has been positive work with independent sector care home providers to develop services in Cardiff which has resulted in a significant increase in provision in the City. There are advanced plans for additional Council provided residential services which will come to fruition in 2019/20. 2019/20 saw significant success in the number of families and friends supported to become carers as connected persons or 'kinship carers'. Work to improve recruitment to the Council's in-house fostering service has not yet resulted in a significant increase in capacity in the Cardiff Fostering Service.



Looking to the Future

As for all of us personally, the whole of society, public services and social services, 2021/22 and beyond will represent a period of stabilisation and reconstruction for Cardiff Social Services. There is a strong leadership team in social service and across the Council that mean the service is well placed to continue to improve. Priorities will be really clearly focussed on the workforce, prevention, practice, and social care provision. A culture of continuous improvement will support ongoing improvements in practice, whilst recognising workforce stability is essential to sustained improvements as relationships are at the heart of good practice. The impact of the COVID-19 crisis on the children, families and adults with care and support needs needs to be understood and planned for in a service response which continues to develop capacity – workforce and services – to support people in a timely and effective way.



Notwithstanding what may happen with future waves of the COVID-19 virus, 2020/21 is the year when many plans will come to fruition: particularly realising the benefits of a highly motivated and engaged social services leadership team, increasing social care provision in the city, stabilising the children's services workforce and focus on strong relationships with children, young people, adults, families and carers at the heart of practice. There is much to do, and risks to manage, but overall the improvement journey is established, well-led, and with the right continued support corporately and politically, this progress is sustainable.

Social services in Cardiff has demonstrated it is well placed for future challenges by the way it has responded to the COVID-19 crisis so well and most importantly there is evidence when we get things right we are actively transforming lives. There are fantastic examples of innovation and transformation – particularly in the areas of prevention, day opportunities, supported living and domiciliary care in adult services. The challenge for adult services is to continue to be vigilant and outward looking, to address the most significant risks at pace, to improve quality assurance systems, to achieve consistently good practice across all teams.

There are real strengths to build on in both adult and children's social services in Cardiff. There are also things we need to improve in both parts of social services. In this report I have recognised particularly the need to improve the retention and recruitment of the children's workforce to achieve consistency of practice. There is also a need to address critical issues in the timely availability of care (particularly foster carers and residential provision for children).

I would like to conclude my report by thanking everyone across the Council partners and social care sector in Cardiff I have met over the last 2 years in Cardiff who are so compassionate in their values and passionate about the actions needed to improve outcomes for the people we work with and alongside. Many of you have challenged me as Director, always from the right place. So many colleagues, partners and citizens advocate for, and champion the rights of, people with care and support needs, and the social services that are so critical to their lives. The most important challenges we all collectively hear are from the children, young people, adults, families and carers whose lives we impact on. It is always humbling to listen to and understand direct experiences of social services and to make sure all voices are at the centre of everything that social services does. I know Cardiff Council, through corporate and political leadership, commitment and professionalism of the workforce, the resilience and creativity of providers and the strength of partnerships and people is well placed to continue to improve outcomes for all the city's citizens.

Claire Marchant
Director of Social Services



Top 5 Corporate Priorities for Social Services

1. Align capacity and resources to address the **anticipated increase in need for social services** as a consequence of the impact of the COVID-19 on the most vulnerable citizens.
2. Finalise the new **Corporate Parenting Strategy**, ensuring that all partners commit to delivering what matters to children and young people.
3. Strengthen joint working between **preventative services for children and families** and multi-agency safeguarding arrangements.
4. Promote a **culture of openness, learning and development** to improve understanding of the work that social services and the risks managed within the service.
5. Enhance **workforce planning and development** to support achievement the right workforce to support the highest quality practice and outcomes for people.

Top 5 Priorities for Children's Services

1. Ensuring that the **child's lived experience** is at the centre of all we do.
2. **Recruitment** and retention of a permanent, engaged workforce with sufficient capacity and mix of skills and experience to meet need and demand.
3. Shifting the **balance of care** and placement sufficiency, including accommodation for care leavers.
4. **Improving practice**, including emerging themes, e.g. contextual safeguarding.
5. Progressing **action plans** arising from audit and inspection activity.

Top 5 Priorities for Adult Services

1. Finalise **Adult Services Strategy** which includes all of the following:
2. Progress the community services transformation for intermediate care services:
Community Resource Team.
3. Progress the **all age disability** programme of work to include the Child Health & Disability commissioning strategy.
4. Progress the **locality model** - which includes service re-structure across all adult services teams, complete and implement strengths based programmes, such as Quality Assurance.
5. Deliver **key commissioning priorities** – re-commissioning of domiciliary care.



Inspection outcomes

Focused Activity in Adult Services First Point of Contact (FPoC) – Care Inspectorate Wales (CIW) visited the First Point of Contact in April 2019. The feedback received was really positive and demonstrated that staff who worked within or alongside the FPoC were enthusiastic and felt that the co-location made a real difference in terms of collaborative work. CIW noted that “We found staff treated people with respect and provided people with a positive first point of contact. The staff we spoke with were enthusiastic and positive about working collaboratively with other disciplines and the small sample of people we spoke with who had been in contact with services were positive about the response they received”.

Focused Activity in the Family Support Service (Children’s Services) - CIW visited the Family Support Service in April 2019. The feedback received in the annual letter from CIW noted that “early help preventative measures had undergone significant development over the past 12 months ... We observed a team culture where the voice of the child is central to practice. We heard about work with families where positive outcomes were achieved, and saw examples of extremely positive feedback from families who had received interventions.”

Youth Justice Service Inspection - the Youth Justice Service was subject to inspection by HMIP during Quarter 4 and was subsequently rated as inadequate. An action plan to address identified issues has been developed and is being implemented. The management resource has been strengthened by the appointment of a Service Manager, additional Team Manager and an Operational Manager is also to be appointed. The improvement journey will be undertaken with the full engagement of the wider children’s services teams.

Focused Activity in Children’s Services - this activity focused on care and support (protection) planning in locality teams. Areas of strength noted include that senior managers have a clear strategic vision. The vision is grounded in a strength based approach with service design structures, which reflect children’s journeys through the social care system. All professionals are committed to delivering strength based practice and most were familiar with and using the signs of safety model. Areas for improvement included that implementation of the vision has not been systematically managed or well communicated. Lack of capacity in the workforce and high level reliance on agency social workers has undermined the quality of practice. As a consequence children and families are experiencing delays in assessment and drift in the provision of planned care and support. Implementation of improvement actions is being tracked via an action plan.

Social Services Annual Performance Letter – CIW published its annual performance letter into Cardiff Social Services on 3 August 2020. The letter is fair and balanced. It is positive about progress in adult services and is balanced in respect of children’s services, highlighting the areas we know ourselves require further attention: impact of the youth justice inspection, embedding the new management structures, retention and recruitment of social workers, numbers of children looked after and placement sufficiency. There are some very pleasing strengths of practice noted in children’s services which balance out the areas for improvement and provide real strengths for the service to build upon, particularly that practitioners understand what matters to children and families. The letter acknowledges the positive work in adult services to



implement strength based practice and the stability of the care sector. It notes it is too soon to say whether improvements in adult safeguarding have been fully embedded.

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3. HOW ARE PEOPLE SHAPING OUR SERVICES ?

Cardiff Social Services is committed to creating the conditions that promote and embed **effective** and **meaningful** engagement with people at the heart of all our service development and review activities. By offering **a range of different engagement and participation activities** we aim to place people at the heart of our decision making and ensuring that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to get involved at a level and in a way that suits them.

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

- Development of **Digital Stories** where citizens have an opportunity to share on film their experiences of receiving services. Digital stories have been produced for Support4Families <https://www.dropbox.com/s/twh53t9bjzg3xpi/Support%20for%20Families%20draft.mov?dl=0> and Think Safe (sexual exploitation) <https://www.dropbox.com/s/nf9bfif6xe8chzw/Think%20Safe%20new%20edit.mov?dl=0>. A story for young carers will follow in 2020/21.
- Regular meetings have been held with the local community in relation to **Female Genital Mutilation**.
- Support citizens to participate in our **recruitment** process for staff in line with our **Safe Recruitment Procedure** as interview panel members. An example of a recruitment process that included citizens during the year is the Adolescent Resource Centre manager post in children's services.
- **Bright Sparks Group** - this well-established group of children looked after and care leavers engages in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS).
- **Bright Sparks Annual Award Ceremony** celebrating the success and achievements of **Children Looked After and Care Leavers** organised and hosted by children and young people.
- Plans were in place to involve children in the review of the **Corporate Parenting Strategy**, however this will be rolled over to 2020/21 due to COVID-19.
- A **foster carers consultation event** was held in February 2020. The event was run in a Signs of Safety way to establish the house of worries, house of dreams and house of good things for foster families and then we asked for commitments that they wanted from children's services, education, police and other services.
- Young people were engaged in the development of the **Children's Services Strategy** and the **Adult Services Strategy** was co-produced with citizens.



- A significant amount of consultation / engagement was undertaken as part of the **recommissioning of domiciliary care services**. This included questionnaires for families and practitioners, a focus group with Diverse Cymru, working group meetings, regular meetings with providers, Test and Learn sessions, workshops with staff and community engagement from various panels representing the Black, Asian and Minority Ethnic (BAME) community.
- **Learning Disability** – feedback from people and parents and carers about experience of services; heard from views of young people who have been supported into employment; heard views of parents with learning disabilities about their experience of Social Services; liaised with parents of adults with learning disabilities.
- **Additional Learning Needs** Learning Event - parent speakers provided feedback on experiences of early years services for a child with additional learning needs.
- Regional workshops including carers were held to inform the development of the **Carer Strategy** - this included engagement with **young carers** to inform the service specification. The Training Unit also engaged with **carers** in relation to **training provision** and how to improve **communication** with carers.

Quotes

- **Child:**

“Thanks for being here and helping us out with our problems.”

- **Parent:**

“Thank you for everything you have been amazing we have enjoyed spending time with you each week and helping us with any worries we may have.
We love how open and honest you are with everything it’s a great quality you have. Always have a listening ear without judgement. Know that you will be missed by us and the children even R doesn’t want you to go because “beautiful and lovely to other people with a kind personality” how R describes you”.

- **Guardian in relation to a children’s services case subject to Court proceedings:**

“The Guardian gave evidence and...She commended the social worker for the high quality of her written and oral evidence. She confirmed her agreement to the amended final care plans and the safety plan.”

- **Adult services (service user):**

“Mrs L called, she wanted to send you her thanks, she said your help has been amazing and you really looked after her, she also wanted to thank S and D for their help in the last 30 days. Mrs. L emphasised that she really wanted you to know how amazing you have been in supporting her.”

- **Daughter of Adult services service user:**

“I spoke to Mrs B’s daughter last night as she reported that her mother was going into hospital for her operation. She thanked all the Carers for their unconditional care, but especially wanted me to pass on their huge thanks to you as she said you were especially amazing. She mentioned that if she could have you looking after her mother forever, she would.”

Surveys

Work on the fourth national survey under the Social Services and Well-being (Wales) Act 2014 was undertaken. The results are summarised in the detail of the report.

- Adult services issued 3,071 questionnaires.
 - Response rate was 21% for adults in receipt of care and support and 26% for carers.
- Children’s services issued:
 - 1,189 questionnaires to children over the age of 7.
 - 1,365 questionnaires to parents.
 - Response rate was 12% for children and 6% for parents.

Compliments, Complaints and Representations

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people’s experience of Social Services. Please see the Social Services Annual Feedback Report for 2019/20 *[hyperlink to be inserted when published]* for further information.



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

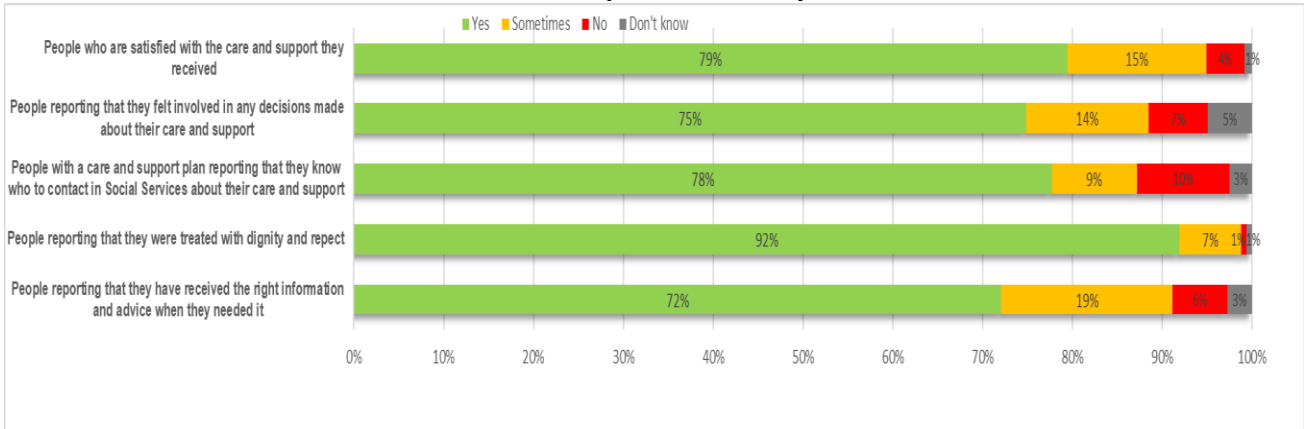
Outcomes we have achieved during the year. What difference did we make ?

- ✓ Children and their families are increasingly enabled by the implementation of Signs of Safety across children’s services to identify their own strengths, worries and changes needed to achieve their goals.
- ✓ Improved experience for young carers due to the development of clear pathways and their involvement in service development.
- ✓ Improved experience of transition for young people with disabilities due to their involvement in the development of their transition plan and the creation of an all age disability service.
- ✓ People enabled to make their own choices and take control over the care services and more are receiving Direct Payments.
- ✓ Voices of people are heard, better listened to and taken into account as a result of the implementation of a strengths based approach when working with adults.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status
Embed a rights based approach for adults and children in everything we do
Empower people to have choice and control over their own lives by appropriately offering Direct Payments to people
Enable all young people with additional learning needs to play and active and central role in planning for their transition to adulthood
Support young carers and care leavers with a range of interventions, including into-work support, assistance with transport needs and wider well-being provision
Develop a Parent’s Participation Charter to improve our partnership working with parents
Develop and implement a service for young carers
Implement improvement plan for the Independent Reviewing Officer service
Implement the new model for Community Resource Teams (CRT), including the Get Me Home Plus Service , to improve and expand the provision to enable people to live good lives at home
Implement the ‘Discharge to Assess’ model by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services
Implement improvement plan for Deprivation of Liberty Safeguards

Performance Update & Survey Results



- The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year*

2019/20 = 81.4% (1,959 / 2,408)

2018/19 = 81.1% (1,790 / 2,207)

2017/18 = 83.6% (1,947 / 2,329)

2016/17 = 86.2% (1,333 / 1,547)
- The percentage of assessments completed for children within statutory timescales*

2019/20 = 79.7% (3,077 / 3,861)

2018/19 = 70.1% (2,060 / 2,940)

2017/18 = 75.7% (1,983 / 2,618)

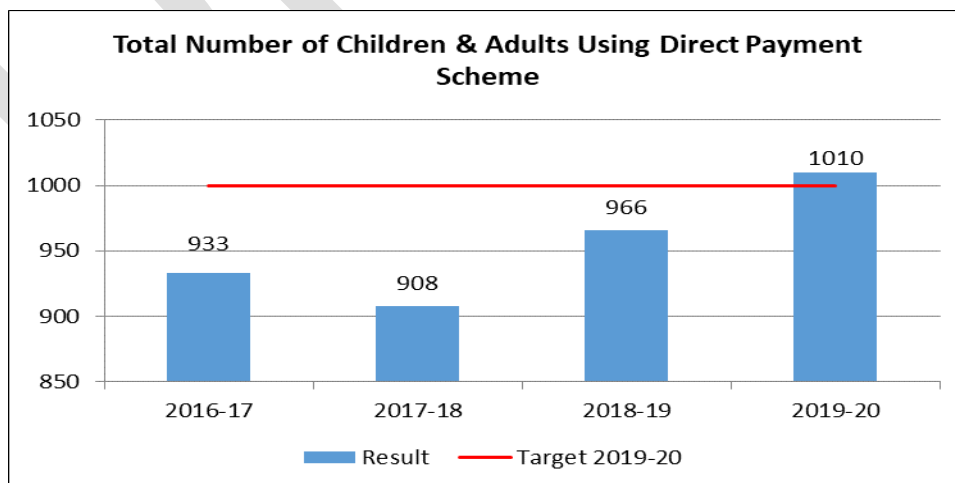
2016/17 = 86.3% (2,056 / 2,383)
- The total number of children and adults in need of care and support using the Direct Payment Scheme*

2019/20 = 1,010

2018/19 = 966

2017/18 = 908

2016/17 = 933





The change we want to see. What are our priorities for next year and why?

- Develop a **Participation Charter** by March 2021 to improve our partnership working with children, young people and parents.
- Enable all young people with additional learning needs who are known to Social Services to play an active and central role in planning for their **transition to adulthood** during the year.
- Implement a new service to support **young carers** by March 2021.
- Fully implement **enabling support and care** using a new model of intermediate tier care and support by March 2021 to include:
 - New model of Community Resource Teams.
 - Single point of access.
 - New model of residential reablement.
- Prepare for the introduction of the **Liberty Protection Safeguard legislation** (once the new code of practice released) which replaces the current Deprivation of Liberty Safeguards to implement a new system for authorising deprivations of liberty in care.
- Embed a **rights based approach** for adults in everything we do during the year.

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

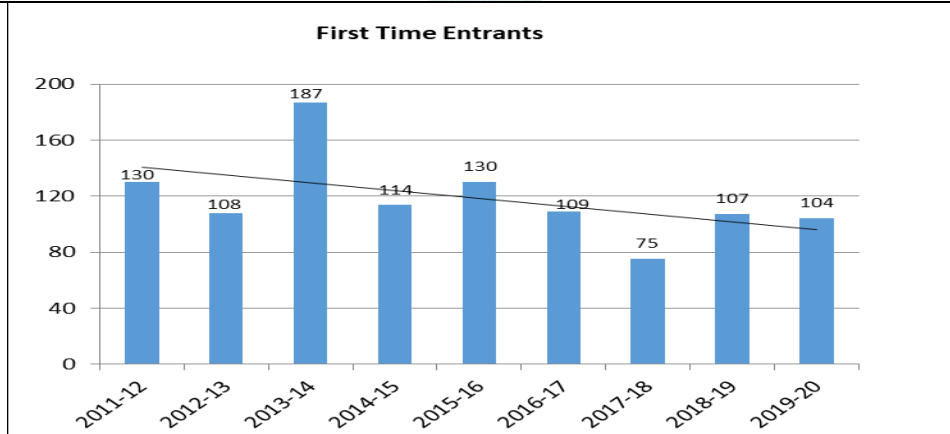
Outcomes we have achieved during the year. What difference did we make ?

- ✓ Children receiving services in a more timely way following an improvement in the timeliness of completion of well-being assessments
- ✓ Young people experience a more consistent service following the launch of the Adolescent Service.
- ✓ Independence and well-being for people with mental health problems maximised by developing alternative accommodation options to enable ‘step down’ from 24 hour care – Pentyrch Street Housing Project.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status
Update guidance on Multi–Agency Transition Planning for young people with Learning Disabilities (LD) and Additional Learning Needs (ALN)
Develop a place based approach to enhancing well-being and protection for vulnerable children and families , trialling new ways of working in an area of the city by March 2020
Complete a service review of the Youth Offending Service by 2020 and review the effectiveness of interventions by the service to offending / re-offending rates
Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to Children and Young People Emotional and Mental Health Support
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
Improve integrated working for children with continuing care and complex health needs
Support people with learning disabilities and to be more independent by implementing a Regional Learning Disabilities Commissioning Strategy by March 2020
Support people with mental health issues to be more independent by implementing the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community-based mental health services by March 2020
Continue to develop and enhance community support and day opportunities for adults and young people in transition with mental ill health throughout 2019/20 by extending the Ty Canna service
Identify and take forward opportunities to work with partners during 2019/20 to promote Public Health and reduce health inequality

Performance Update
<ul style="list-style-type: none"> • <i>Number of first time entrants (FTEs) into the Youth Justice system</i> The number of first time entrants to the Youth Justice system remained stable at 104 in 2019/20 compared with 107 in 2018/19.



- The rate of Delayed Transfers of Care for social care reasons per 1,000 of the population aged 75 or over*

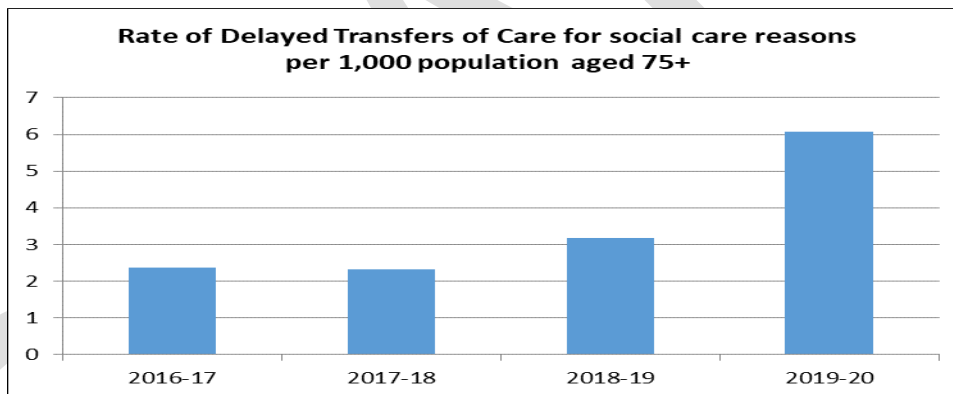
2019/20 = 6.07

2018/19 = 3.18

2017/18 = 2.33

2016/17 = 2.38

The total number of delays for social care reasons aged 75+ = 143 in 2019/20 from 75 in 2018/19 as a result of winter pressures running over into spring and summer months.



The change we want to see. What are our priorities for next year and why?

- Implement guidance on **Multi-Agency Transition Planning** for young people with Learning Disabilities and Additional Learning Needs.
- Continue to develop and enhance **community support and day opportunities for adults and young people in transition with mental ill health** throughout 2020/21 by extending the Ty Canna service.
- Build on already established integrated working to improve services to **children with continuing care and complex health needs** by March 2021.
- Respond to the **therapeutic and mental health** and well-being needs of children looked after, their parents and carers through the development of a range of therapeutic services with partners by December 2022.



- Strength governance and delivery arrangements in the **Youth Justice Service** by May 2020, and implement new approaches to reduce offending and re-offending rates by June 2021.
- Work with partners to commence the implementation of **trauma informed practice** (Adverse Childhood Experiences) approach to the work that we do by March 2021.
- Continue the work on complex hospital discharge with partners through an integrated multi-agency approach to **reduce the number of people experiencing failed or delayed discharge** during the year.
- Develop and deliver enabling support and care by supporting people with disabilities and mental health issues to be more independent by embedding an **all age disability** approach by March 2021.
- Analyse **Learning Disability provision** and current demand levels to inform future commissioning and build programmes by October 2020.
- Work with the Police and Crime Commissioner to determine how pathways for people experiencing **mental health** issues can be improved by March 2021.
- Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a '**Healthier Wales**' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible and promote productive partnerships.
- Identify and take forward opportunities to work with partners during 2020/21 to promote **Public Health** and reduce health inequality.



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

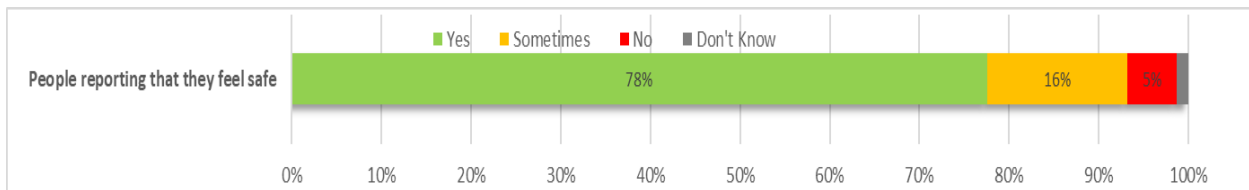
Outcomes we have achieved during the year. What difference did we make ?

- ✓ Further strengthening of safeguarding by implementation of the new All Wales Safeguarding Procedures.
- ✓ Young people at risk of or who have experienced exploitation are better protected through exploitation training for parents and an improving understanding of different types of exploitation (e.g. criminal exploitation) and contextual safeguarding.
- ✓ People are better protected due to partners in education and health having an improved understanding of safeguarding responsibilities and when they should refer a practitioner for safeguarding concerns.
- ✓ Improved safeguarding of adults at risk across Cardiff by improving processes and making the service more accessible to those who wish to report a concern.
- ✓ Improved response to corporate safeguarding responsibilities by further strengthening the role of the Designated Safeguarding Lead Officer and Members through refreshing and delivering safeguarding training.
- ✓ Learning culture of continuous improvement and development promoted for our in-house regulated services through a strengthening of quality assurance mechanisms in regulated services for adults and children.
- ✓ Ongoing support to improve safeguarding through strengthening of quality assurance processes across Social Services.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status
Implement the new 'All Wales' Safeguarding Procedures by March 2020 – in collaboration with staff and partners – to ensure that adults at risk are protected from harm
Fully embed the Council's Corporate Safeguarding Policy by March 2020 to ensure an effective approach to implementation across the Council
Implement an Exploitation Strategy by March 2020, to encompass new and emerging themes of exploitation
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
Embed the Quality Assurance Framework in Adult and Children's by March 2020 to ensure that children, families and adults benefit from the highest possible standard of service within resources
Implement new arrangements within the Multi Agency Safeguarding Hub (MASH) to take account of the new Early Help Service
Implement fully the improvement plan for adult safeguarding
Implement a new system of provider quality assurance to intervene earlier when there are early signs of quality concern

Performance Update & Survey Results



- The percentage of re-registrations of children on local authority child protection registers*
 2019/20 = 9.5% (40 / 422)
 2018/19 = 4.8% (16 / 330); 2017/18 = 6.6% (26 / 391); 2016/17 = 3.8% (13 / 343)
 Of the 422 children who were added to the Child Protection Register (CPR) during the year, 40 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*
 2019/20 = 213 days (75,051 / 352)
 2018/19 = 233 days (88,115 / 378); 2017/18 = 250 days (87,985 / 352); 2016/17 = 230 days (113,250 / 492)
- The percentage of adult protection enquiries completed within statutory timescales*
 2019/20 = 95.9% (1,467 / 1,530)
 2018/19 = 84.0% (1,052 / 1,253) from 97.9% (1,400 / 1,430) in 2017/18.

The change we want to see. What are our priorities for next year and why?

- Make significant progress across all Council directorates to address actions identified in **corporate safeguarding** self evaluations by March 2021.
- Ensure children and adults are protected from risk of harm and abuse by embedding the new **Wales Safeguarding Procedures** in consultation with staff and partners – to ensure that adults and children at risk are protected from harm
- Ensure children and adults are protected from risk of harm and abuse by implementing the **Exploitation Strategy** to encompass new and emerging themes of child and adult exploitation by March 2021.
- Embed the **Quality Assurance Framework** to improve quality of practice and outcomes across Social Services by March 2022.
- Understand and agree the requirements of the **Multi Agency Safeguarding Hub** and its integration with early help and partners to enable us to determine the future structure and commence work towards implementing the new structure by March 2021.
- Increase awareness of the **VAWDASV Strategy** within children's services by March 2021 so social workers understand the implications of the strategy on practice.
- Review demand in the **Child Protection Conference Chair / Independent Reviewing Officer Service** and put arrangements in place to manage demand and improve timeliness by March 2021.



- Develop a **Missing Person Strategy** by March 2021 in conjunction with key partners to support a local multi agency response to missing persons.
- Implement a **hybrid model for reviews and conferences** during the year based on learning from our response to the COVID-19 crisis.
- Develop a **contextual approach to safeguarding** to address and respond to extra-familial risk by March 2022.
- Develop **provider quality assurance** systems for externally commissioned regulated services across adult and children's services to support new arrangements for securing services.
- Implement **Emergency Duty improvement plan** by March 2021, to ensure an effective joint approach is embedded across Cardiff and the Vale.

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

Outcomes we have achieved during the year. What difference did we make ?

- ✓ Improved opportunities for children looked after and care leavers via the incorporation of the Bright Start Traineeship Scheme into the Into Work Service.
- ✓ Improved information and offers to individuals providing support from the most suitable organisation at the right time following the development and implementation of new pathways between children’s services, education, adult services and health.
- ✓ Better placed to improve local placement sufficiency through working differently with Independent Fostering Agencies and residential providers to maximise local placement opportunities for Cardiff children and by developing our in-house fostering and residential placement provision with the ultimate intention that Cardiff children looked after are provided with the best opportunity to receive the right support in the right place at the right time with the implementation of the Children’s Commissioning Strategy.
- ✓ 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 ? How far did we succeed ?

What did we plan to do last year and RAG status
Review pathways for children with sensory impairments and further develop partnership working across children’s and adult services and with 3 rd sector sensory impairment organisations during 2019/20 to: <ul style="list-style-type: none"> • 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 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff
Enable more children to be live closer to Cardiff <ul style="list-style-type: none"> • Developing a comprehensive Commissioning Strategy and Market Position Strategy to map need against resources and influence local market to provide a range of provision to meet needs of CLA by September 2019 • Increasing the number of LA foster carers (including kinship carers) by March 2020 • Increasing range of local residential provision by commissioning 20 new placements by March 2020 • Working with the regional adoption service to increase the number of adoptive placements by March 2020
Review the Corporate Parenting Strategy by December 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children, addressing the areas where outcomes are not as they should be in education and accommodation
As a Dementia Friendly City , support those affected to contribute to, and participate in, mainstream society by: <ul style="list-style-type: none"> • Undertaking dementia friends training across the Authority with the aim of 100% compliance

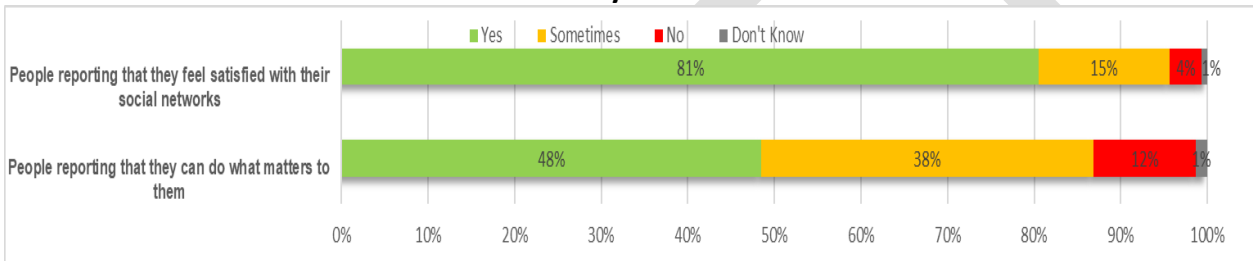
amongst Council staff by April 2021

- Developing e-module training in collaboration with the Alzheimer’s Society that will be delivered through the Cardiff Academy by March 2020
- Encouraging businesses to become Dementia Friendly by March 2020
- Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia
- Delivering locality-focused dementia awareness events

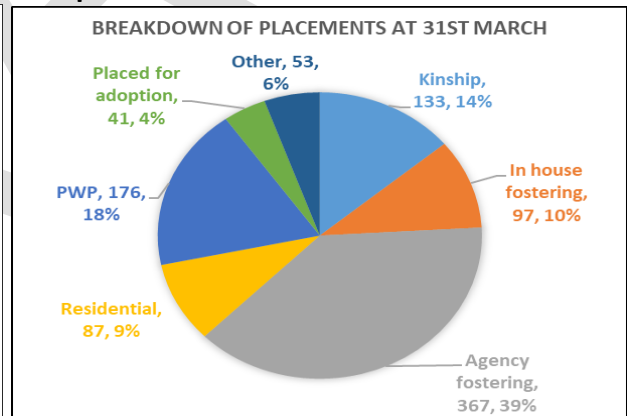
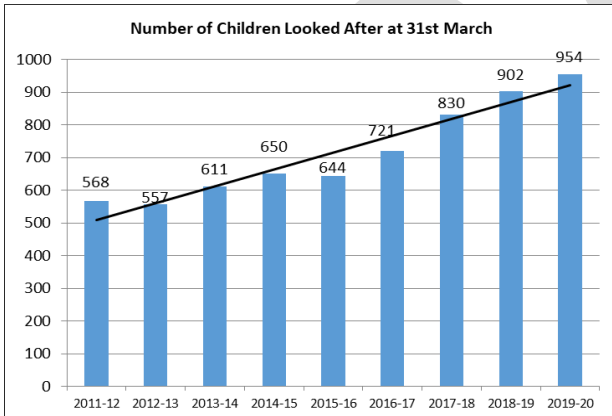
Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners

Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a **‘Healthier Wales’** by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible

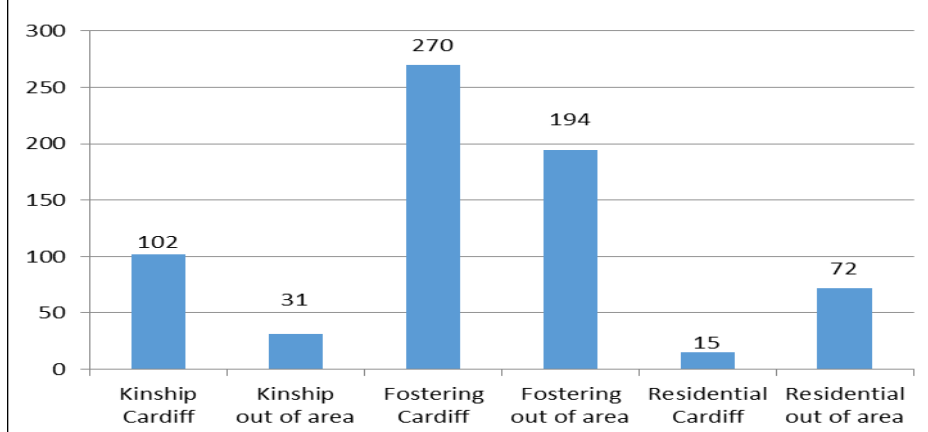
Survey Results



Performance Update



Cardiff and Out of Area Placements at 31st March





The change we want to see. What are our priorities for next year and why?

- Development of an integrated pathway across the partnership to improve services for **children with additional learning needs** by March 2021
- Redesign our **Local Authority Fostering Service** by March 2021 to increase our numbers of Cardiff foster carers homes for children.
- Implement the renewed **Corporate Parenting Strategy** action plan by March 2023 to improve outcomes and well-being for children looked after by:
 - Developing partnership arrangements around access to education and **education attainment** for children looked after.
 - Improving transition and progression into **education, employment or training** for care leavers by March 2021.
- Increase the availability of local placements by December 2022 through our collaborative market engagement with **independent fostering agencies** to shape provision to better meet the needs of our children and young people.
- Further develop our **understanding of the needs** of children and young people by completing a detailed **needs analysis**.
- **Review the placement finding process** by December 2020 in order to ensure that children are placed in the right placement for them.
- Implement the regional plan in response to recommendations in the **National Fostering Framework** by March 2021.
- Develop a **residential assessment home** for children in Cardiff by March 2021.
- Develop an effective recruitment plan with the Regional Adoption Service to increase the number of **adoptive placements** by March 2021.
- As a **Dementia Friendly City**, support those affected to contribute to, and participate in, mainstream society by:
 - Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021.
 - Developing a school engagement programme including requiring school staff to undertake the e-module training.
 - Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme
 - Developing a dementia-focused website to support those with dementia, carers, families as well as businesses who want to better support those with dementia.
- Address **social isolation** and enhance quality of life of older people by developing community co-ordination, enhancing inter-generational working with schools, Hubs, community groups, and private sector partners during the year.
- Develop expertise in the use of **new technology** to enhance the quality of life for people with Learning Disabilities during 2020/21.



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

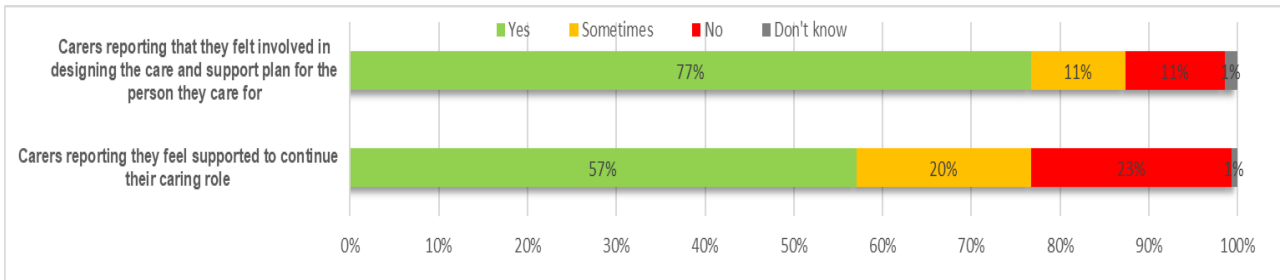
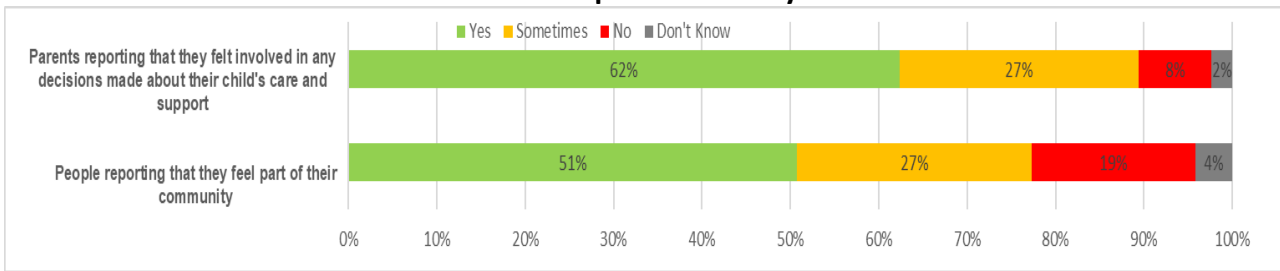
Outcomes we have achieved during the year. What difference did we make ?

- ✓ More families receive the right support at the right time following the implementation of the Support4Families Service.
- ✓ Better placed to support families and make best use of community resources and partners following the implementation of the new locality working model in children’s services.
- ✓ More children supported to remain living with family members through an increase in kinship care arrangements from 102 at 31st March 2019 to 133 at 31st March 2020.
- ✓ Permanence secured for children with 44 adoptions during the year.
- ✓ More timely and beneficial access to day opportunities with more successful outcomes for individuals and carers following the introduction of improved pathways
- ✓ Improved carers recognition, ensuring that carers receive the right information when they require it and the right support to promote their capacity to care and to have a life beyond caring as a result of the development of a strategic approach to carers across the region.
- ✓ Reduced likelihood of carers reaching crisis point by working with primary and secondary colleagues to identify carers at an earlier stage in their caring role.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status
Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by: <ul style="list-style-type: none"> • Refresh the Signs of Safety Implementation Plan to embed strength based practice in partnership with families to support children to remain with families, supported by a safety plan by March 2020 • Establishing and embedding strengths-based practice in adult services by March 2022
Implement the new delivery model for an integrated early help and prevention service for families, children and young people by June 2019 that brings together a variety of multi-agency provision across three distinct services; Family Gateway, Family Help and Family Support; with the aim of reducing the impact of adverse childhood experiences on well-being
Ensure the best outcomes for children and young people for whom the council has a responsibility by: <ul style="list-style-type: none"> • Improving care planning arrangements for children looked after by reducing time taken to progress cases through the court process by March 2020
Implement the care planning protocol by March 2020 to ensure effective care planning and risk assessing using a strengths based model
Ensure eligible unpaid adult carers , caring for adults, during the 2019/20 financial year are supported to work towards achieving their personal outcomes
Ensure individuals are given the opportunity to reconnect with their communities

Performance Update & Survey Results



- The percentage of children looked after reviews carried out within statutory timescales during the year*

2019/20 = 87.6% (2,201 / 2,512)

2018/19 = 81.8% (1,910 / 2,335)

2017/18 = 93.0% (2,129 / 2,289)

Performance has improved in 2019/20, despite the increase in the number of children looked after.
- The percentage of children supported to remain living with their family*

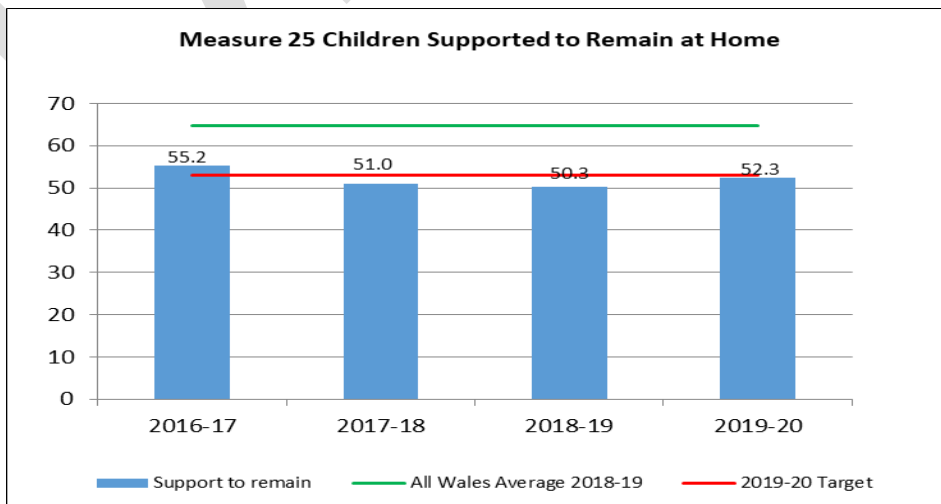
2019/20 = 52.3% (1,046 / 2,000)

2018/19 = 50.3% (910 / 1,810)

2017/18 = 51.0% (864 / 1,694)

2016/17 = 55.2% (894 / 1,619)

Of the 2,000 children with a Care and Support Plan at 31st March 2020, 1,046 were being supported to live at home (i.e. were not being looked after).



- The percentage of children looked after who returned home from care during the year*

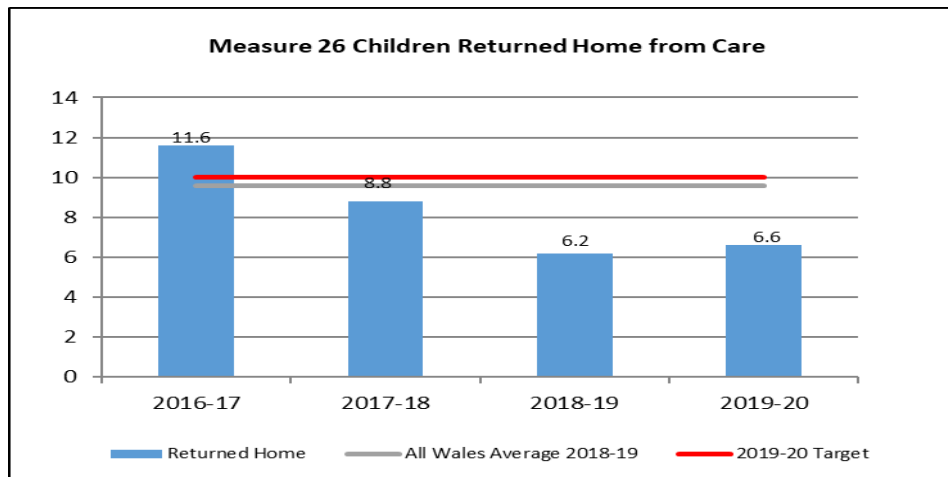
2019/20 = 6.6% (76 / 1,148)

2018/19 = 6.2% (68 / 1,093)

2017/18 = 8.8% (92 / 1,042)

2016/17 = 11.6% (114 / 982)

Of the 1,148 children who have been looked after during the year, 76 have returned home.

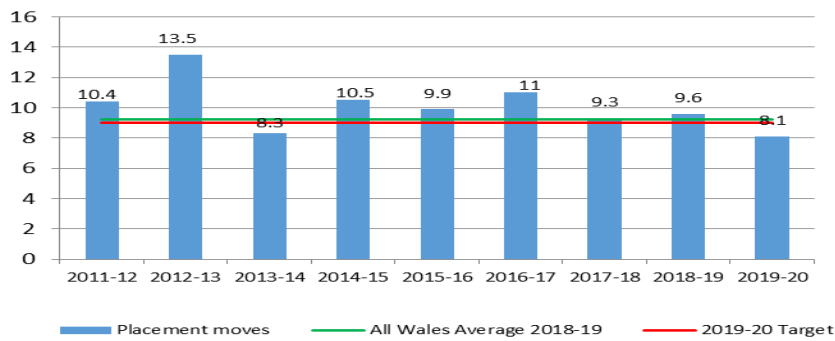


Although these indicators appear to say that fewer children are living with their families, this is not a complete picture of the trend in Cardiff because more children are living at home or returned home under the auspices of a Care Order than previously. The measure does not allow us to count these children in the cohort. In addition to the 76 children who were returned home from care, 176 children were actively placed in the care of their parents, but remain subject to a Care Order, and 133 children were placed with relative carers. These figures reflect our strong emphasis on children living with family and managing risk under the terms of a Care Order. A pilot is ongoing with the Child and Family Court Advisory Support Service to accelerate the discharge of Care Orders where parents are in agreement. The intention is for children who are looked after under Placement with Parent Regulations to cease being looked after where it is safe and appropriate to do so.

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

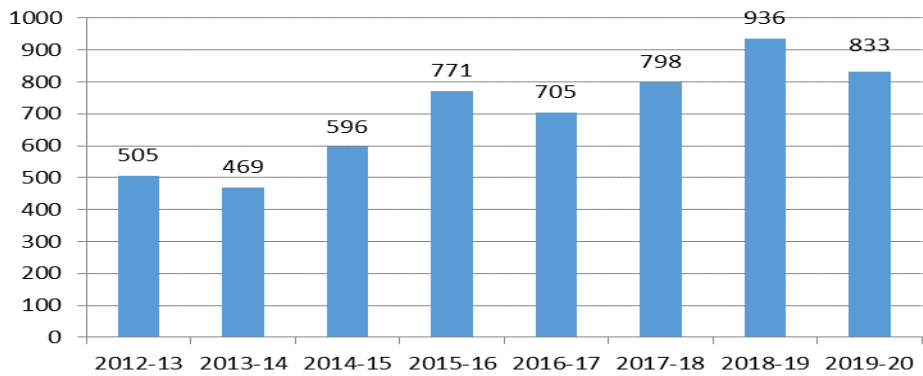
Performance improved to 8.1% from 9.6% in 2018/19 and the 9% target was met. This strong performance has been achieved despite concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means 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 children looked after



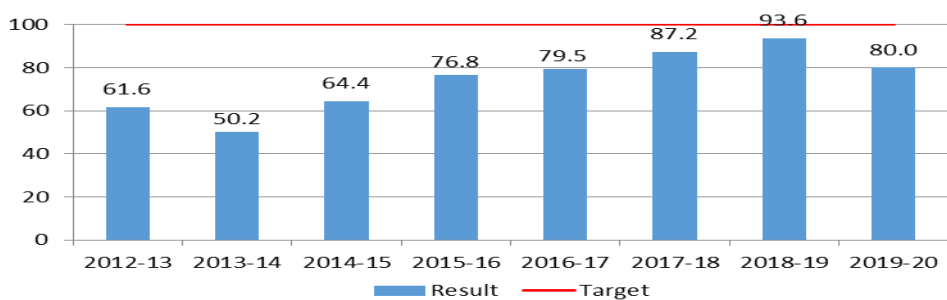
- *Number of carers assessments completed*
 2019/20 = 833
 2018/19 = 936
 2017/18 = 798.

Number of carers assessments completed



- *The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year*
 2019/20 = 80.0% (2,847 / 3,556)
 2018/19 = 93.6% (3,139 / 3,353)
 2017/18 = 87.2% (2,899 / 3,326)
 2016/17 = 79.5% (2,833 / 3,563)

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





The change we want to see. What are our priorities for next year and why?

- Continue to reduce the impact of adverse childhood experiences on their well-being by:
 - Developing new ways to review and monitor progress and **impact of the Family Gateway, Family Help and Family Support** teams by March 2021.
- Support children to return safely to their own homes during the year using a **Reunification Framework**.
- Embed the use of **Family Group Conferencing** by March 2021 prior to children becoming looked after to prevent the escalation of needs and reduce the need for alternative homes.
- Re-shape our **respite provision** by March 2021 to offer flexible short-break opportunities including emergency provision for children with disabilities.
- Ensure that clear **care planning processes** are in place by March 2021 and that practice is robust.
- Implement the **Court Improvement Plan** by March 2021 to improve practice in the PLO and court arenas.
- Implement a **regional Adolescent Resource Service** by March 2021 to align approaches across the region.
- Following the implementation of the new **locality working model** in children's services, ensure we make best use of **community resources** and partners to better support families during the year, including to understand and address the **impact of poverty** on child protection.
- Support the implementation of the **regional Carers Strategy** by March 2021 to ensure adult carers receive the right support at the right time so they may continue their caring role and have a life outside of caring.



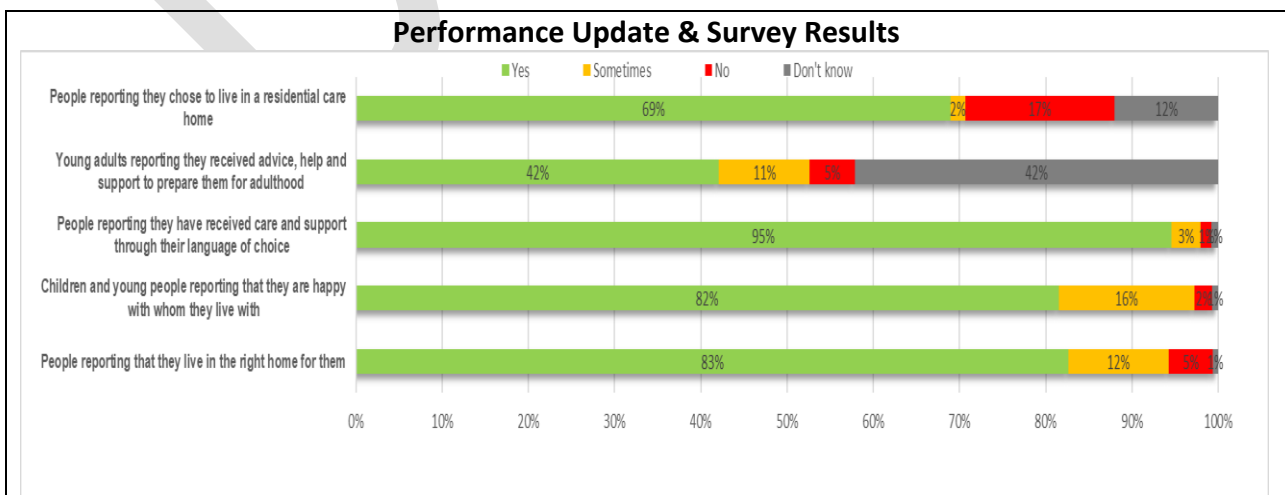
Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

Outcomes we have achieved during the year. What difference did we make ?

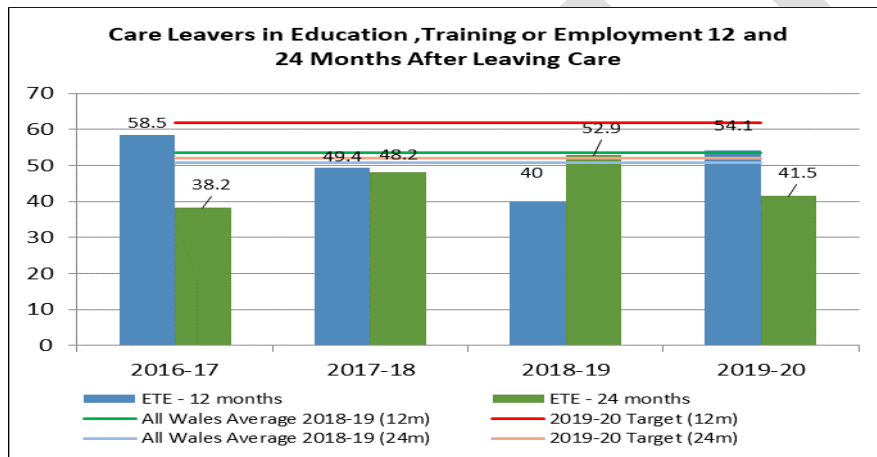
- ✓ Improved opportunities for children looked after and care leavers via the incorporation of the Bright Start Traineeship Scheme into the Into Work Service.
- ✓ Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.
- ✓ Individuals who require care at home have the best possible opportunity to achieve what matters to them through the development of a locality-based model that is outcome-focussed and promotes the future sustainability of the provider market

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status
Ensure the best outcomes for children and young people for whom the council has a responsibility by: <ul style="list-style-type: none"> • Improving educational outcomes for children looked after by March 2020 • Improving transition and progression into education, employment or training for care leavers by March 2020 • Increasing the accommodation and support for care leavers by March 2020
Understand the impact of poverty and routinely use advice and into work services to maximise income and resolve family income and housing issues
Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2019/20 to support more timely discharge to a more appropriate care setting
Progressively implement a new way of delivering domiciliary care by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Accommodation Strategy
Develop day opportunities for people with learning disabilities improving opportunities for volunteering and Into Work services



- *The percentage of all care leavers who are in education, training or employment at 12 months after leaving care*
 2019/20 = 54.1% (40 / 74)
 2018/19 = 40.0% (38 / 95)
 2017/18 = 49.4% (43 / 87)
 2016/17 = 58.5% (55 / 94)
- *The percentage of all care leavers who are in education, training or employment at 24 months after leaving care*
 2019/20 = 41.5% (39 / 94)
 2018/19 = 52.9% (45 / 85)
 2017/18 = 48.2% (41 / 85)
 2016/17 = 38.2% (39 / 102)



- *The percentage of all care leavers who have experienced homelessness during the year*
 2019/20 = 21.4% (77 / 360)
 2018/19 = 19.9% (65 / 327)
 2017/18 = 21.0% (69 / 328)
 2016/17 = 17.3% (56 / 324)
 This indicator includes all care leavers aged up to 21 or above if they are in full time education. It counts any period of homelessness during the year and includes a variety of situation, such as moving frequently between friends and leaving prison without a home to go to. Although young people may not have been homeless at the time they left care, this PI reflects any difficulties they experience in the following years.
- *Average age of adults entering residential care homes*
 2019/20 = 84
 2018/19 = 82
 2017/18 = 81
 2016/17 = 82
- *Average length of time adults (aged 65 or over) are supported in residential care homes results*
 2019/20 = 926 days

2018/19 = 937 days
2017/18 = 1,014 days
2016/17 = 1,067 days

The change we want to see. What are our priorities for next year and why?

- Develop **accommodation sufficiency** by December 2022 for vulnerable young people and those leaving care.
- Develop an **Adolescent Strategy** in consultation with partners by September 2020.
- Develop **day opportunities for people with learning disabilities**, improving opportunities for volunteering and Into Work services.
- Commence the phased implementation of the **new way of delivering domiciliary care** by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.

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5. HOW WE DO WHAT WE DO

“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.

Progress during the year has included:

- A Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has continued to meet take forward the objectives of More Than Just Words. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- The Regional Forum has met several times during the year, sharing practice and learning across our three organisations. The group has begun to discuss the following themes under the More than Just Words (MTJW) objectives and will collectively be taking associated actions forward during 2020/21:
 - **Objective 1: National and Local Leadership, and National Policy**
Increasing the profile of the group and the MTJW objectives, through appropriate organisational and partnership governance structures.
 - **Objective 2: Mapping, Auditing, Data Collection and Research**
Understanding sources and limitations of available data.
Work towards developing a community and workforce profile during 2020/21.
 - **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning and Objective 4: Promotion and Engagement**



Attracting and developing the Welsh language workforce, and strengthening links to organisations Workforce Strategies. Joint work with Cardiff and Vale College to produce a Health and Social Care recruitment film around the value of using Welsh Language skills.

Evaluating what works and what can be developed in staff language skill training.

Understanding how and which standards to communicate to contracted providers.

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

Welsh language training opportunities continue to be regularly promoted across the Council and service, from beginner to proficiency training in the Welsh Language. In addition, Awareness Training is a compulsory element of induction training in social care and forms part of the social work student placement induction programme and a mandatory element of the First Three Years in Practice training programme for newly qualified social workers. Staff have a choice of completing the e-learning module or face to face training which is offered in-house (Social Services). A total of 48 Social Services staff and 30 social work students have completed the face to face training this year.

- Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups e.g. domiciliary care staff. 5 Social Services staff have undertaken Welsh language training during the year.
- 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.
- A meeting is planned with Cardiff and Vale independent social care providers to clarify with them their duties around the Welsh language, and where necessary support them to change.
- 130 Welsh speakers (to varying degrees of proficiency) in the Directorate.

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 4th 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.

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%).



OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes we have achieved during the year. What difference did we make ?

- ✓ Strong leadership and direction with new senior management arrangements in place.
- ✓ Delivery of good quality care, by a competent and confident workforce supported by a comprehensive staff training and development programme including secondments to the Social Work degree, mentoring for newly qualified social workers and managers programmes for more experienced practitioners.
- ✓ Improved support for decision making and the sharing of risk by the introduction of decision making panels.
- ✓ 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.
 - 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
 - 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them.
 - Provision of peer supervision through Signs of Safety.
 - Provision of clinical supervision within some children's services teams.
 - 7 OMs supported to undertake Middle Manager Development Programme.
- ✓ Staff are better equipped to work with families using a strength based approach due to ongoing Signs of Safety training and support.
- ✓ Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status ?
Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016 and ensuring that all relevant professionals are appropriately qualified and registered by March 2020
Implement projects resulting from additional funding including transformation, Integrated Care Fund and successful pressure bids
Implement new senior management arrangements to ensure that we are able to meet the current and future challenges
Develop an operating model to ensure a 'seamless service' with the needs of people using our service having priority
Continue to develop and support the workforce by delivering a reduction in agency workforce and vacancies in the children's social worker workforce by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020
Put relevant and up to date policies and procedures in place to ensure that we meet our statutory duties and responsibilities

Performance Update

- Average full time equivalent sickness days lost per member of staff

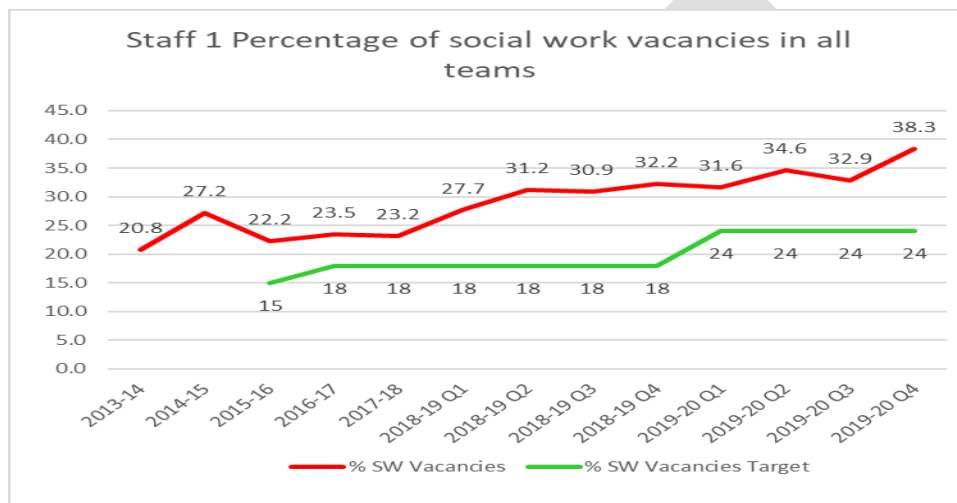
2019/20 = 19.4
2018/19 = 16.9; 2017/18 = 16.5.

- *Percentage of social work vacancies in all teams (children's services)*

2019/20 = 34.4%
2018/19 = 30.4%; 2017/18 = 23.2%.

Children's services social worker vacancies increased during the year to 34.4% from 30.4% in 2018/19. Workforce leads were identified to enable a continued focus on recruitment during the COVID-19 period, the positive result of which will be seen in 2020/21.

Agreement to implement a market supplement with effect from 1st April 2020 was achieved and it is anticipated that this will have an impact on recruitment and retention.



The change we want to see. What are our priorities for next year and why ?

- Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:
 - Continuing to implement **Signs of Safety** to embed a strength based / safety focussed approach to practice in partnership with families to support children to remain at home, by March 2022.
 - Striving for excellence in practice by establishing and embedding **strengths-based practice** in adult services by March 2022.
- Continue to develop and support the workforce by reducing permanent **vacancies in the children's social services workforce** by implementing a recruitment and retention strategy and refreshed workforce plan by March 2022.
- Put relevant and up to date **policies and procedures** in place by March 2021 to ensure that we meet our statutory duties and responsibilities.
- Continue to develop and support the workforce by implementing the requirements of the **Regulation and Inspection of Social Care (Wales) Act 2016** and ensuring that all relevant professionals are appropriately qualified and registered.



OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

Outcomes we have achieved during the year. What difference did we make ?

- ✓ Clear direction for staff and citizens with the implementation of the Children’s Services Strategy and development of the Adult Services Strategy.
- ✓ Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government.
- ✓ Improved / enhanced services in place as a consequence of Integrated Care Fund and other targeted investment (e.g. commissioned a Family Group Conference service to support more children and young people to remain with their birth family.
- ✓ Commissioning of Care Homes For Older People will provide best quality for individuals who receive care and best value for money for the Council, whilst promoting financial sustainability for providers due to the completion of a Cost of Care Exercise for and the approval of the corresponding Fee Setting Strategy.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status ?
Deliver a three year plan that combines service and financial planning for Adult and Children’s Social Services
Implement CareFinance across adult and children’s services to replace current finance systems that are no longer supported
Develop Performance Frameworks for adult and children’s services to support a whole system approach to improving and monitoring performance
Implement Social Services key commissioning priorities through development of commissioning strategies for all children and adult services
Identify and take forward opportunities to strengthen our partnerships during 2019/20 to improve outcomes for people
Conclude a cost of care exercise with care home providers to understand the true cost of service provision and inform future fee setting exercise

The change we want to see. What are our priorities for next year and why ?

- Incorporate **financial planning** into Adult and Children’s Services Strategies by March 2021.
- Implement Eclipse as the CareFirst **replacement system**.
- Implement **CareFinance** across adult and children’s services to replace current finance systems that are no longer supported.
- Continue to develop **Performance Frameworks** for adult and children’s services during the year to support a whole system approach to improving and monitoring performance.
- Put relevant and up to date **policies and procedures** in place by March 2021 to ensure that we meet our statutory duties and responsibilities.
- Implement the Adult Services Strategy by 2023 to ensure that needs of our city’s **diverse communities** are met.



- Move to **locality working** for all adult social services by 2023, aligning with primary, community and third sector services
- Ensure **sustainability of the workforce** across the sector by include growing our own Approved Mental Health Practitioners and working with Cardiff Works to increase capacity in the direct workforce.
- Identify and take forward opportunities to **strengthen our partnerships** during 2020/21 to improve outcomes for people.

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Appendix B

Claire Marchant
Director of Social Services
Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Date: 02 July 2020

Dear Claire Marchant

Care Inspectorate Wales (CIW) Local Authority Performance Review April 2019 - March 2020

The code of practice for review of local authority social services in April 2019 outlines our intention to write and publish an annual letter for local authorities which will:

- provide feedback on inspection and performance evaluation activity completed by us during the year
- report on progress the local authority has made in implementing recommendations from inspections and/or child and adult practice reviews
- outline our forward work programme

This letter summarises our review of Cardiff Council's performance in carrying out its statutory social services functions from April 2019 - March 2020.

We acknowledge that due to the unprecedented circumstances relating to COVID-19, we were unable to complete the annual performance review meeting.

However, we believe that there remains significant benefits in identifying and drawing the attention of the local authority and its partners, to the areas of both strength and improvements required. The letter is intended to assist the local authority and its partners to continually improve.

It follows the four principles of the Social Services and Well-being (Wales) Act 2014 and our collaborative and strengths based approach to supporting improvement.

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not be a priority in responding.

The content of this letter is informed by the performance evaluation activity undertaken by the inspectorate during the course of the year. This activity included:

- engagement activity, in relation to older people (aged 65 and over), undertaken 14 July 2020
- practice and performance meeting held with the Head of Adult Services on 8 October 2020
- practice and performance meeting held with the Head of Children's Services on 8 October 2020
- meeting with the Director of Social Services / Head of Adults Services to review self-evaluation of work in relation to promoting independence for older people (undertaken January 2019) 20 November 2019
- Joint Inspection of Youth Offending Services (YOS) (led by HMI Probation) 3 – 7 February 2020
- annual focused activity undertaken in children's services on 25 and 26 February 2020

During the course of the year we have been in discussions with you during all of the activity listed above and as such our annual performance letter is a reflection of our ongoing findings which we have consistently shared with you.

Summary of strengths and areas for improvement in line with principles of the 2014 Act

Well-being

There has been an increasing demand for social services from Cardiff Council. This and an escalation in the complexity of demand has been particularly challenging for children's services over the last 12 months. The role of Corporate Director for People and Communities has been expanded to include waste as well as housing and social services. We have some concern about the heavy reliance on the cohort of directors and assistant directors that support this post. The post of Assistant Director (Children's Services) remains an interim appointment.

Corporate support for social services remains strong in Cardiff Council. A budget realignment in January 2020 has significantly alleviated financial pressures. Children's services are receiving corporate support to recruit, for example, a market supplement for 'hard to fill' vacancies has been implemented. Additional corporate support for children's services to develop a sustainable workforce strategy could help to increase pace of recruitment and better ensure retention.

The joint inspection of Cardiff Youth Offending Service (YOS), found arrangements for: governance and leadership; staffing; partnership and services; and information and facilities all failed to meet required standards. The Chief Executive Officer has made an immediate commitment to address the issues found by inspectors, and has made resources available for this. An independent chair of the YOS management board has been appointed to drive forward improvements.

Development of an Adult Services Strategy is progressing. At the strategic level a restructure has been completed, including the appointment of an Assistant Director. Stable

operational and middle management tiers are in place. The service is rolling out new ways of working with an emphasis on strength based, person centred approaches that emphasise what matters to people.

Children's services is currently undergoing a significant period of change. The future vision is outlined in the Children's Services Strategy 2019–2022. The vision is grounded in a strength based approach with service design structures that reflect children's journeys through the social care system. There is a clear emphasis on the provision of early help, providing consistency and reducing dependency. To date delivery of the strategy has focused primarily on building resilience within the newly established operational management tier and restructuring the main body of children's services into locality teams. CIW is concerned about limitations in the overview of strategic leaders on frontline practice arising from lack of stability in management structures. The senior management team is now more stable but most are new into post.

During our focused activity in children's services we found that all professionals were committed to delivering strength based practice. Implementation of the Signs of Safety operating model was broadly welcomed and generally well understood. Most staff told us they found the model gave them the tools to engage effectively with children and families, confidence to capture the child's voice and do their job well. Social workers we interviewed and case files we reviewed reflected that workers knew what mattered to the children and families they worked with.

People

People's views have been sought by Cardiff Council. The Regional Learning Disability Strategy, launched in June 2019 was co-produced with people with a learning disability, their families and carers. Engagement work carried out by CIW with people who had contact with social services found that generally people felt listened to and were treated with respect and dignity. Children and families were involved in the development of the Children's Services Strategy and the design of Cardiff as a child friendly city. A range of engagement and celebratory events for people, including carers and staff have been hosted by social services throughout the year.

Cardiff Council is continuing to focus on the Active Offer, ensuring people understand what is available and offered. People are able to communicate in their language of choice.

After an initial period of resistance the adult services workforce is supporting change and is engaged positively in a major programme of work to embed strength based approaches. The changes underway in children's services are also broadly welcomed. However, implementation is causing significant challenge for many staff, including Youth Offending Service (YOS) staff. Many teams we interviewed told us they had not felt fully consulted prior to the implementation of change and that they did not feel listened to or that their ideas were valued.

Staff retention in adult services is generally good with sickness levels low. However, lack of capacity and high level reliance on agency social workers is posing a considerable issue for children's services. Recruitment to vacant social worker posts is ongoing, but progress continues to be slow. The children's services vacancy position for quarter three 2019-2020

was 32.9%. This is higher than other local authorities in Wales and a significant contributor to lack of service consistency for children and families in Cardiff.

Cardiff Council has been working closely with Social Care Wales to support the required registration of domiciliary staff. At time of writing 86% of Cardiff Council directly employed workforce had registered and most others were in the process of doing so. One hundred percent of the domiciliary care workforce from other sectors had achieved registration.

We continue to monitor the implementation of Deprivation of Liberty Safeguards (DoLS) which has identified the local authority, in common with many others in Wales, is unable to assure itself that people's human rights are not being breached by being deprived of their liberty unlawfully. Our joint national report on DoLS will be issued in due course.

Prevention

Cardiff Council has continued to remodel services shifting the emphasis to early help and prevention. Whilst hospital teams have been under pressure some additional resources were invested in supporting more timely hospital discharges for people. A 'Get Me Home Service' to assist discharge and help independent living has also been piloted and is now being rolled out to eight more wards at University Hospital Wales. In the community, a Single Point of Contact ensures that all adult referrals are pro-actively risk assessed in a timely way. This means that some people can be signposted earlier to other relevant services. There has been increased focus on well-being, community engagement and independent living with an emphasis on tackling social isolation and reducing loneliness through providing free events activities and groups including for carers. Inclusion Officers have been providing support for local groups anchored within Community Hubs.

During the first half of 2019-2020 some capacity issues within adult safeguarding were impacting on the timeliness of enquiries. Subsequently the safeguarding team has been restructured and leadership capacity strengthened. These changes have brought about some improvements although we remain concerned about delays in responding to notifications from care homes and some threshold decisions.

Implementation of the Children's Services Strategy emphasises shifting the balance of care and support so that more children live at home with their families. Nevertheless the number of children looked after continues to be a concern. In quarter three 2019-2020, 88 children started to be looked after (up from 66 in Quarter two; approximately 13% of children looked after are in kinship placements). A further area of concern is sufficiency of the right type of services for the most vulnerable children, including scarcity of fostering and residential provision for children and young people with more complex needs. Cardiff Council has been working hard, including using social media and online marketing as well as engaging with private providers to increase the volume of placement provision. Work was on-going to set-up several small children's homes within Cardiff.

At the time of writing, Cardiff Council do not have any children placed in unregulated placements.

In June 2019 we published our national report on our work about care experienced children and young people. The [report](#) is published on our website. Key findings highlight areas for improvement in respect of profile, sufficiency, practice, partnerships, stability, governance

and corporate parenting. Many of the areas we identified for improvement continue to be considered by Welsh Government's Ministerial Advisory Group on improving outcomes for care experienced children and young people and we expect local authorities to be considering their own contribution to addressing these findings. We will monitor with interest the development of much needed commissioning and market position strategy to map future demand for services and help shape the market.

In December 2019 we wrote to all local authorities asking for information about The Public Accounts Committee report following their enquiry into care experienced children, specifically recommendation 5, concerning the effectiveness and frequency of end of placement reviews. We did not receive a formal response from Cardiff Council and therefore request again that you advise us and confirm assurance of your practice in such reviews. For example, are disruption meetings or placement breakdown meetings held and if so how is learning from such reviews/meetings embedded within practice?

Partnerships

A range of effective well established active partnerships are evident within the statutory sector. Strategic regional arrangements with the Vale of Glamorgan local authority and Cardiff and Vale University Health Board (CVUHB) are well developed with Regional Partnership and Safeguarding Boards providing oversight of improving outcomes for people. A number of joint planning and commissioning groups, such as disability groups, children's and mental health partnerships and fostering and adoption arrangements result in service provision that meets regional and local population needs. Work streams have been established to implement the actions outlined in the Joint Commissioning Strategy for Adults with Learning Disabilities 'Promoting Independence and Improving Lives' 2019-2024.

Partnership working with the third sector is effective. Relationships within this sector are better developed for disability and children's services than for older people. Whilst Cardiff Council is keen to further develop work with third sector partners there is also a drive toward bringing more services 'in house' to balance the market and strengthen resilience.

Capacity in the domiciliary care market remains fragile. Over this year there has been a significant amount of work jointly with private providers looking at how cost and capacity can better be addressed and at new ways of delivering domiciliary care. This activity is continuing to inform the re-commissioning of domiciliary care services is to be completed in April 2021. The focus of new services will be to flexibly support people to achieve the outcomes that matter to them. Further work is ongoing with providers to co-produce a provider quality assurance process for the new model.

CIW Performance Review Plan for 2020-2021

Our scheduled thematic inspection programme for 2020-2021 focused on prevention and promoting independence for older adults in the community and for current children services thematic inspection the focus is on prevention, partnerships and experiences of disabled children. Due to the current emergency situation relating to COVID-19 we have paused the publication of our older adults report and paused all activity relating to the disabled children's review. We will advise you in due course when we envisage recommencing our inspections.

We hope to publish the older adults national report in due course and want to take this opportunity to thank you for your local authority's contribution to this.

Due to the unforeseen circumstances we find ourselves in, we are currently reviewing and considering our work plan for the remainder of 2020-2021.

CIW worked together with HMI Constabulary (HMICFRS), HMI Probation, Healthcare Inspectorate Wales (HIW) and Estyn to develop a model of joint inspection of child protection arrangements in Wales (JICPA). This approach was piloted during the autumn of 2019. This was a fantastic example of new ways of working across Wales and a real drive towards collaboration and integration in public services.

We continue to work closely with Social Care Wales to support improvement in social care services.

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

We will publish the final version of this letter on our website.

Yours sincerely



Lou Bushell-Bauers
Head of Local Authority Inspection Team

Cc.
Audit Wales
HIW
Estyn

QUALITY STANDARDS FOR WELL-BEING OUTCOMES¹

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.

¹ <https://gov.wales/sites/default/files/publications/2019-05/code-of-practice-in-relation-to-measuring-social-services-performance.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 CYMRU¹

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

¹ https://socialcare.wales/cms_assets/hub-downloads/Guidance-for-local-authority-annual-social-services-reports.pdf

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.

4. **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.
5. **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.
6. **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.

7. **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

8. **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.

9. **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.

10. **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.

11. **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/JointScrutinyJuly19

5 July 2019

Councillor Susan Elsmore

Cabinet Member Social Care, Health & Well-being

Councillor Graham Hinchey

Cabinet Member Children & Families

County Hall

Cardiff

CF10 4UW



Neuadd y Sir
Caerdydd, APPENDIX E

CF10 4UW

Ffôn: (029) 2087 2088

www.caerdydd.gov.uk

County Hall

Cardiff,

CF10 4UW

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Dear Susan and Graham,

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

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

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

Format and content of the report

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

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

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

WORKING FOR CARDIFF, WORKING FOR YOU

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

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

Children's services

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

Additional information to be included with the response letter:

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

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

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

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

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

Adult Services

- A key achievement is stated as “the implementation of the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2020”. Members were informed that this was work in progress and requested a progress report at a future meeting of the Community and Adult Services Committee.

Across Social Services

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

To summarise, this letter requests:

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

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

Yours sincerely,

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

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

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

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**



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Fy Nghyf / My Ref: CM41882

Dyddiad / Date: 14th August 2019

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

Annwyl / Dear Lee,

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

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

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

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

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

ATEBWCH I / PLEASE REPLY TO :

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

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

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

WORKING FOR CARDIFF, WORKING FOR YOU

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

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

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

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

Yn gywir / Yours sincerely,



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



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

Appendix A - Children's Services Complaints

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

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

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

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

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

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

Table 1 – Complaint by Category

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

Table 2 – Complaint by team

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

Table 3 – Complaint Outcome

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

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

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

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

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

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

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

Families First Outcomes

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

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

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

2018-19 Performance

How is anybody better off?

94%
(61 of 65)

reported their financial situation had stabilised or improved

99%

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

919

parents took part in a parenting intervention

93% (109 of 117)

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

87% (3,853 of 4,415)

reported an improvement in resilience

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

85%

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

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

100%

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

65%

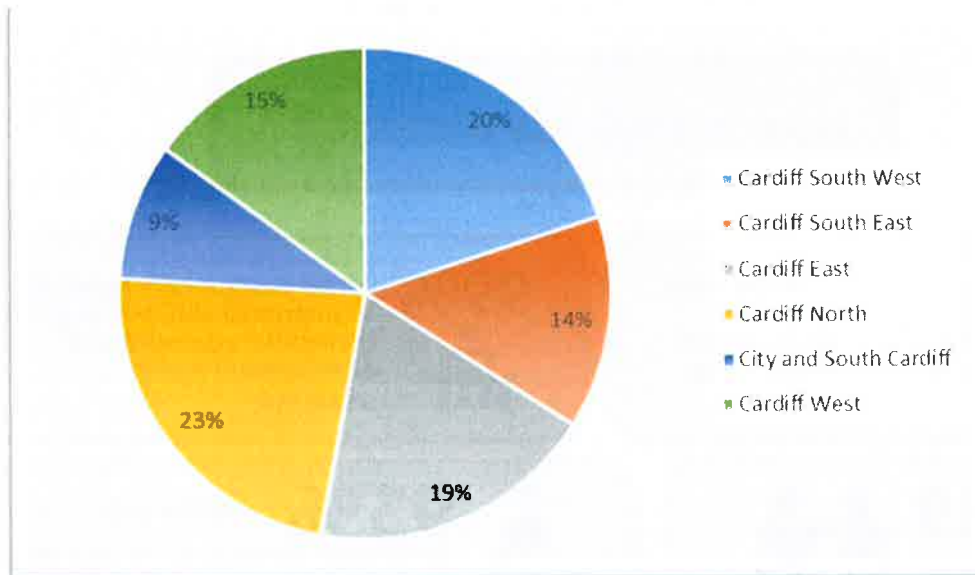
93% (223 of 241)

families reported an improvement in family resilience

94% (522 of 554)

reported they could contribute to changes in their lifestyles behaviours

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



Next steps

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

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

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

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

14 Sep 2020

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE ANNUAL REPORT
2019-20**

Background

1. The Cardiff Council Constitution requires all Scrutiny Committees to *'report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate'*.
2. A copy of the Community & Adult Services Scrutiny Committee's draft Annual Report 2019-20 is attached at **Appendix A**. This report outlines the Committee's activities from June 2019 through to March 2020, and provides examples of the various types of scrutiny undertaken.
3. The report concludes by setting out topics that the Committee may like to include in its 2020-21 work programme. The Committee will be agreeing its work programme in the coming weeks and these items will be discussed as part of this process.

Legal Implications

4. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising

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

Financial Implications

5. There are no financial implications arising directly from this report.

RECOMMENDATION

The Committee is recommended to consider, if necessary amend, and approve the attached draft Community & Adult Services Scrutiny Committee Annual Report 2019-20 to be laid before Council.

DAVINA FIORE

Director of Governance and Legal Services

8 Sep 2020

scrutiny



A Report of: Community & Adult Services Scrutiny Committee

Annual Report 2019 – 2020

DRAFT



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

COMMUNITY & ADULT SERVICES SCRUTINY

COMMITTEE MEMBERSHIP



[Councillor Ali Ahmed](#)



[Councillor Shaun Jenkins](#)
(Chairman)



[Councillor Joe Carter](#)



[Councillor Andrea Gibson](#)



[Councillor Philippa Hill-John](#)



[Councillor Sue Lent](#)



[Councillor Ashley Lister](#)¹



[Councillor Mary McGary](#)

¹ Cllr Lister became a Committee Member in January 2020.

TERMS OF REFERENCE OF THE COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of community and adult services, including:

- Public and Private Housing
- Disabled Facilities Grants
- Community Safety
- Neighbourhood Renewal and Communities First
- Advice & Benefit
- Consumer Protection
- Older Persons Strategy
- Adult Social Care
- Community Care Services
- Mental Health & Physical Impairment
- Commissioning Strategy
- Health Partnership

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government-sponsored public bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures which may enhance Council performance and service delivery in this area.

To be the Council's Crime and Disorder Committee as required by the Police and Justice Act 2006 and any re-enactment or modification thereof; and as full delegate of the Council to exercise all the powers and functions permitted under that Act.

CHAIR'S FOREWORD

Throughout the year this Committee has aimed to contribute to service improvement through robust pre-decision scrutiny; vigorous performance monitoring; and by providing key 'critical friend' challenge.

One of the Council's key commitments this year has been to progress its priority of delivering 1,000 new Council homes by 2022. In a bid to support the strategic vision and continuous performance of the Council's Council House Build Strategy and Cardiff Design Standards, Members have monitored both strategies over the course of the year, seeking continued assurance that targets are on course to be met and properties are developed to the highest of standards. We look forward to continue monitoring its progress over the coming year.

In line with the Social Services directorate leadership team restructure; Committee Members have aspired to keep an attentive eye on any potential impact this may have on services within their remit through consistent monitoring of Quarterly Performance Reports. In addition, during the course of the year Members have also monitored both the operational approach and strategic vision of the service area's vision to stimulate a 'strength based approach' culture.

I would like to thank those Members who have sat on the Committee over the course of the past year for their hard work and dedication. I would also like to thank the witnesses who have appeared before us which has helped formulate our recommendations to the Cabinet; their expertise has been invaluable.

Looking forward to the future, this coming year will undoubtedly bring challenges. Challenges both for the Council as it navigates the recovery and restart of services following the pandemic of Covid-19, and as a Committee, as we adapt to the new ways of working in order to provide effective Scrutiny during this time. The pandemic has transformed the delivery model of many council services within the remit of this Committee, and with such transformation comes an even greater reliance on effective partnership working and a critical need to ensure health and social care services are joined up well. It is starkly apparent that demanding times lie ahead for the city of Cardiff and that Scrutiny must play a central and

effective role in driving improvement and ensuring the best for Cardiff's citizens; particularly those most vulnerable.

I am sure I can speak all on behalf of all Committee Members' to say that this Committee shares the Council's priority to ensure that the positive changes brought by this pandemic are locked into Council services, and that as a Committee, we will continue to play our part in ensuring and driving Council effectiveness.

I commend this 2019/20 Annual Report of the Community & Adult Services Scrutiny Committee.



**Councillor Shaun Jenkins,
Chairman, Community & Adult Services Scrutiny Committee**

DRAFT

OVERVIEW

The Community and Adult Services Scrutiny Committee plays an important role in assessing service performance and informing service and policy development across a range of Council services, including all aspects of housing, neighbourhood renewal and adult social care. The Committee is also the Council's Crime and Disorder Scrutiny Committee.

One of the main aims of this Committee is to address issues from a service user and citizen perspective and use this to inform observations and recommendations made to the Cabinet. During the course of the year, the Committee have invited contributions from carers, advocates, citizens, third sector representatives as well as hearing from Council Members, Cabinet Members, a range of officers along with feedback from service users.

Between June 2019 and March 2020, the Committee scrutinised the following topics:

- **Pre decision** - Where the Committee has evaluated and commented on policy proposals prior to Cabinet, giving Cabinet the opportunity to know Scrutiny Members' views prior to making their decision:
 - Older Peoples Care Home Fee Setting Strategy 2019-2023
 - Risk Based Verification Policy for Housing Benefit and Council Tax
 - Recommissioning of Care at Home
 - Implementation of Social Services Charging Policies, one for residential and nursing care, one for non-residential care
 - Corporate Plan 2020-23
 - Budgetary Proposals 2020/21
 - Alley Gating on Public Highways – Cardiff Council Policy & Strategy 2020
 - HRA Business Plan 2020/21

- **Policy Development/Review** - Where the Committee has contributed to policy development processes, for example by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required:
 - Cardiff & Vale of Glamorgan Regional Safeguarding Boards Annual Report 2018/19
 - Older People: Access to Information, Advice & Services in line with the development of the Council's Digital Strategy.

- **Monitoring Progress** - Where the Committee has undertaken monitoring of the Council's progress in implementing actions previously agreed:
 - Cardiff & Vale of Glamorgan Area Plan for Care and Support Needs 2018 – 2023
 - Council House Build Strategy & Design Standards

- **Monitoring Performance** - Where the Committee has undertaken monitoring of the Council's performance:
 - Quarterly Performance Reports – Adult Social Services; and People and Communities

- **Briefings**
 - How the Council engages with Housing Associations
 - How the Directorates, reporting to this Committee, plan to address and mitigate the impact of Brexit
 - Voids Management
 - Impact of Renting Homes Wales Act 2016
 - Update on the status of council requirements under Regulation & Inspection of Social Care (Wales) Act 2016.

The Statistics

During the municipal year 2019/20, the full Committee has held 9 public meetings and scrutinised 21 items covering a wide variety of topics in line with its Terms of Reference. This activity culminated in 19 letters to the Cabinet and Senior Management Team, sharing the Committee's comments, concerns and recommendations following their scrutiny. To date, the Committee has received 16 letters from the Cabinet in response.

The success of Scrutiny is dependent on the capacity, skills and development of those Members that sit on Scrutiny Committees. There has been some movement in Membership of the Committee throughout the year, though generally good attendance has been maintained. During 2019, the Annual Council meeting delivered changes in both the Committee's membership and leadership.

Part 6 of The Local Government (Wales) Measure 2011 requires politically proportional allocation of Scrutiny Chairs. The proportional allocation of Scrutiny Committee Chairs is calculated in accordance with the principles set out in section 70 of the Local Government (Wales) Measure 2011. Following a review of the political balance of Scrutiny Committee Chairs, the Committee welcomed a new Chairman, Cllr Shaun Jenkins having been a Committee Member since becoming a Councillor in May 2017.

The Committee has also welcomed three new Committee members, Cllr Andrea Gibson, Cllr Philippa Hill-John and Cllr Ashley Lister.

The Committee looks forward to continuing its objectives of transparent engagement, and to playing its part in contributing to the Council's webcasting performance indicator. Throughout the course of 2019/20 all of the Committee meetings have been successfully webcast and this will remain an objective of the Committee going forward.

Webcast viewing figures for this Committee during the 2019/20 municipal year are as follows:

Date	All Views	Live Views	Archive Views
05/06/2019	115	10	105
03/07/2019	86	4	82
11/09/2019	73	5	68

02/10/2019	78	6	72
06/11/2019	82	14	68
16/12/2019	36	1	35
08/01/2020	73	6	67
17/02/2020	36	10	26
04/03/2020	73	5	68
Total	652	61	591

Committee Member Development

Scrutiny is a Member-led function whose success is closely linked to the capacity and development of the Members that sit on Scrutiny Committees. The Scrutiny Team work closely with colleagues across the Council to provide a continuous range of opportunities for Members to build or refresh their Scrutiny skills, and to extend their knowledge and insight into a range of issues relevant to their Scrutiny role.

During the year Scrutiny services have organised a number of training events and booklets to provide new Scrutiny members with an overview and understanding of scrutiny's role, activity and process.

In addition, the Members attend pre-Committee meetings to discuss, analyse and understand the issues being considered, and where necessary ask for further clarification of the information provided.

POLICY DEVELOPMENT AND PRE-DECISION SCRUTINY

During the year, Members have undertaken a significant amount of pre-decision scrutiny and policy development work in respect of social care, communities and housing. Details of some of the Committee's work are provided below. A full list of the topics covered by the Committee is provided on pages 5-6 of this report.

When considering pre-decision items, Members are advised to:

- i) Look at the information provided in the report to Cabinet to see if this is sufficient to enable the Cabinet to make an informed decision;
- ii) Check the financial implications section of the Cabinet report to be aware of the advice given;
- iii) Check the legal implications section of the Cabinet report to be aware of the advice given;
- iv) Check the recommendations to Cabinet to see if these are appropriate.

Housing Revenue Account Business Plan 2020/21

On 4 March 2020, the Committee considered the 2020/21 Housing Revenue Account Business Plan prior to consideration by the Cabinet at its meeting on 19 March 2020.

The report covered:

- Maintenance of the Wales Housing Quality Standard (WHQS)
- New Build Housing Programme, including the Cardiff Living Partnership
- Delivering Energy Efficiency
- Remodelling and Refurbishment of existing homes
- Estate Regeneration
- Neighbourhood Regeneration and Area Improvements
- Community Living, including managing anti-social behaviour.
- Support for Tenants, including participation, consultation and supporting the vulnerable
- Community Hubs
- Impact of Welfare Reform
- Homelessness & Housing Need

During the meeting it was confirmed to Members that there are challenges and issues in meeting certain aspects of the Welsh Housing Quality standards, however officers are striving to continuously recognise and address such challenges. Members of the Committee reiterated to the witnesses the importance in striving to continue the aspiration to go 'above and beyond' such benchmarks in order to deliver high quality homes for Cardiff residents.

The Committee were concerned to hear that repairs (including the cost of repairing void properties) costs the Council on average £18m per annum. As such, Members have requested further information on how repair requests for those properties which are lived in are monitored, if requests are scaled and sight of how they are logged. In addition Members also requested further information on how tenants' complaints are managed and organised.

With regard to the Council's Anti-Social Behaviour team, Members sought clarity on the team's role, which includes providing support to the victims, working with the perpetrators and acting against the perpetrator. Members were unsure how such roles, which could be perceived as conflicting, were managed given the complexities and sensitives within this field and are awaiting further information in this respect.

Members were pleased to receive confirmation that there has been a significant development in the in-house team in addressing void properties along with development of a Dynamic Purchasing Arrangement within the procurement process. Additionally Members were also pleased to note the level of engagement with tenants documented within the plan and recommended that within such work, consideration be given to running a focus group and/or survey which focuses on tenant well-being.

Alley Gating on Public Highways Cardiff Council Policy & Strategy 2020

On 4 March 2020, the Committee considered, 'Alley Gating on Public Highways – Cardiff Council Policy & Strategy 2020' prior to its consideration by the Cabinet at its meeting on the 19 March 2020.

In 2008, Cardiff Council implemented an Alley Gating policy, since then, over 180 lanes have been gated, benefitting approximately 7,500 properties and helping to limit opportunities for crime, anti-social behaviour and environmental issues such as fly tipping. In 2014, the tools available for Local Authorities to consider alley gating changed, following the introduction of new legislation. Gating Orders (previously under the Highways Act) were replaced with the introduction of Public Spaces Protection Orders (PSPOs) under the Anti-Social Behaviour, Crime & Policing Act and unlike Gating Orders, PSPOs are time-limited for a maximum of 3 years and so must be reviewed before they expire to determine if they should be extended, revoked or varied. It was these changes in legislation which brought forward the need for Cardiff Council to update its policy on Alley Gating.

During the Committee meeting concerns were raised over the anticipated timescale of delivery, which as detailed in the Cabinet Report can take, on average, 9 months to complete due to the consultation and prescribed legal processes. Members felt assured that their concerns regarding the length of time was shared by the Executive and at the measures in place to try and alleviate constraints and accelerate the process where possible.

It was confirmed to Members that it costs on average £3,000 for fabrication and installation of a gate set. Subsequently Members have request a totality figure for a gate set which includes the holistic cost of reviewing PSPOs, installation of gates, consultation exercise, legal fees, maintenance costs, issuing of keys and resource costs (such as officer time). In addition Members also queried what other measures are considered for addressing community safety issues and were informed that other measures such as cameras are considered however they too present challenges in terms of cost and effectiveness of response. Following the discussions, Members requested comparative costs of alternative measures in a totality figure along with information on levels of enforcement and maintenance of lanes which have been gated.

In terms of the draft policy presented to Committee, Members recommend that the information captured in the policy surrounding the Council revoking a PSPO in extreme cases of persistent vandalism to the gates be amended to better reflect the steps which would be taken prior to such action. Additionally, following the questions raised at Committee regarding the monitoring of keys issued for gates and the absence of its

reference within the draft policy, Members also recommended the policy be amended to include an overview of the existing procedure in place for monitoring keys.

Due to the legislative changes which now require a three yearly review process of all PSPO's and the potential resource and financial implications of this requirement, Members also recommended consideration be given to liaising with partners such as the Police and South Wales Fire Authority to identify if they could possibly contribute to the costs in order to alleviate such pressures.

Risk Based Verification Policy for Housing Benefit & Council Tax Reduction

On 6 November 2019 Committee considered the Risk Based Verification Policy for Housing Benefit and Council Tax Reduction prior to its consideration by Cabinet at its meeting on 21 November 2019.

The proposal considered by Committee was to introduce 'risk based verification' for all housing benefit and council tax reduction claims in line with guidance set out by the Department for Works and Pensions. It is to note that Risk Based Verification is a method of applying different levels of verification checks to claims according to the predicted risk associated with those claims. The approach allows less evidence to be accepted for those cases deemed to be at lower risk of fraud and error while increasing the verification activity focused on claims more prone to fraud and error.

The Committee received legal advice that due to the sensitivity of the information contained in the Report, Appendices and draft Policy, the item should be taken in closed session and not available for public inspection in order to prevent crime as set out in Schedule 12A, paragraphs 14, 18 and 21 of the Local Government Act 1972. However, Members were unsure if the legal advice outweighed public interest and so a Public Interest test was undertaken. Although it was felt by Members that the Public Interest test in exempting the information had not been met, in order to receive the information from witnesses, the Committee agreed to take the item in closed session.

Following their consideration of the proposal Members concurred there is a significant public interest in the Council procuring software to profile claimants and determine risk. As such, being mindful to GDPR and our duty as governing body, Members recommended all claimants be made aware of this profiling through the use of explicit notices both online and on the paper based application forms along with the providing claimants with information on the ability to opt out.

Members also requested officers seek further legal advice for clarity on what information can be put in the public domain both within the cabinet report and the policy itself and were advised that after seeking further legal advice and in line with the guidance issued by the Department for Work and Pensions, the Appendices to the Report and Policy itself is exempt from publication, the Cabinet Report can be published.

Older Peoples Care Home Fee Setting Strategy 2019/20 – 2022/23, Recommissioning of Care at Home – a Two Year Plan for Cardiff Care and Social Services Charging Policies

During this municipal year, the Committee analysed a range of proposals surrounding the city's provisions of care for Adults. During its November meeting, Members were presented with the Draft Older Peoples Care Home Fee Setting Strategy 2019/20-2022/23 prior to its consideration by Cabinet. This strategy was the first element of the overall proposal to modify the provision for Care and presented an evidence based approach to the adoption of a standard fee. During the meeting Members questions the schedule of the approach and if the timeline of setting a standard fee prior to confirming a procurement process posed any risks. Members were informed that the setting of a standard fee in the first instance is common practice across the country and officers were confident that the level of engagement with providers during this process has helped mitigate any potential risks. During their analysis Members were pleased to note the alertness to the projected increase of Cardiff's population and the work required in addressing this projection by growing and developing the market and look forward to seeing how such work progresses over the coming months.

During its January Committee meeting, Members were provided with a further two proposals; The Recommissioning of Care at Home – A Two Year Plan and Social Services Charging Policies prior to Cabinets consideration on 23 January 2020. The Recommissioning of Care proposal put forward a new vision and approach for the provision of domiciliary care in Cardiff with the commissioning of a new locality based, outcome focused, care model. Following consideration of the report Members again raised concerns over the proposed timeline due to the heavy reliance on interdependences working in partnership. Members also raised concerns that a 'Cost of Care' exercise had not yet been completed making it difficult to analyse the full impact and effectiveness of the proposal. Members were informed that the reasoning behind the timeline was due to contracts ending and were further advised that some preliminary financial modelling has been conducted by the service area's accountants prior to the proposal and that all changes will be implemented on a staggered basis in order to mitigate risks. Members were further advised that a Cost of Care Exercise is to be conducted between January – May 2020 and requested a briefing following its completion along with further information on how quality of care will be measured under the quality framework.

The Charging Policies put before Members set out the responsibilities of Cardiff Council concerning charging for costs incurred when providing care and support in a residential, nursing or non-residential settings. It also defines what costs are chargeable and those non-chargeable and a breakdown of how an individual's income and capital is calculated within the financial assessment. Members were pleased to welcome such comprehensive plans in the service areas bid to ensure members of the public fully understand the policies and process which could be relatable during a particularly sensitive time.

Although Members were advised that the impact of these policies will be continuously reviewed, as these are new policies, and in order to ensure any complaints or possible process errors, particularly with regard to the financial assessment are rectified early and efficiently, Members recommended that the policy be reviewed twelve months from its initial implementation.

MONITORING PROGRESS

During 2019/20, the Committee requested updates on two key issues in order to be informed of Council progress and to provide their observations and recommendations.

How the Council Engages with Housing Associations

When considering the Committee's work programme, Members agreed they would wish to undertake a piece of work around the Council's engagement and working relationship with Housing Associations with a particular focus on;

- How the Council works with HA's around the letting of properties / waiting list
- How the Council works with HA's on the development of new properties

Representatives from seven different Housing Associations were invited to Committee to share their knowledge, views and perspectives of the relationship, along with possible areas for development.

Overall, Members concluded that there is a clear, professional and strategic relationship between the Council's Housing department and Housing Associations however certain areas did require improvement. Issues raised and recommendations made by Members following the meeting included:

- Although there is evidence of ongoing meetings in addressing vulnerable individuals between the Council, Housing Associations and other third party representatives more work is required. Following a discussion with the witness it became apparent that such meetings require a sharper focus on the agenda and frequency and that all information disseminated is done so with clarity.
- Following the feedback received from Housing Associations during the meeting, Members recommended consideration be given to reviewing the current Exclusion Panel in order for Council and Housing Association officers to continue actively working together to further the management of risk in housing vulnerable individuals.

- Although Members were pleased to note the strong relationship between the Housing Associations and the Council's housing department, it was clear that such relationships were not replicated with other Council departments. It was felt by Members that further positive relationships with areas such as social services, waste and planning which could generate a positive impact and mitigate risks in other areas of work such as anti-social behaviour should be encouraged and facilitated.
- Members also recommended the Council work in collaboration with housing associations with regard to bringing empty properties back into use, the Housing First pilot and upcoming projects such as community regeneration and employability skills.
- Members also suggested a more collective approach toward brand building between the housing associations and governance structures be sought through shared lobbying with the hope it could result in increased funding for specific projects.
- In terms of developing new properties, Members were advised by the housing associations of the avoidable barriers resulting in development delays as a result of the wording in Section 106. Members requested officers within the legal service explore the possibility of amending the wording in section 106 in order to alleviate some pressure faced by housing associations.
- Members felt that a shared vision in terms of design standards is an area which could further be explored with housing associations in order to put in place ambitious, class-leading standards and recommended this be taken forward.

The Committee recommendations and comments received a positive response from Cabinet and Senior Officers and it was confirmed that there will be a review of the Exclusion Panel and in order to enhance joint working a review of meeting structures and reporting arrangements between the partners will be carried out. It was further confirmed that the Committees recommendations on greater collaboration with the housing

associations and shared lobbying will be discussed at a future meeting with RSL Chief Executives.

Officers further confirmed that steps towards ensuring a shared design standards for social housing across Cardiff will be taken and Members will be updated on development in due course. It was also confirmed that officers were currently awaiting response from legal officers on the wording of S106.

Older People: Access to Information, Advice & Services

As detailed in the Council's Corporate Plan (2019-22), the number of people living in Cardiff aged between 65 and 84 is expected to rise 40% in the next twenty years². As such, with the Council's development of a digital agenda and digital service Members were mindful that the inclusion of the elderly and their needs must be at the forefront of service developments.

At the October 2019 meeting of this Scrutiny Committee, Members received a briefing from officers within Housing & Communities, Adult Social Services, Resources and Dewis Cymru. The Cabinet Members for Social Care, Health & Wellbeing and Cabinet Member for Housing & Communities were also in attendance. In particular Members wished to receive an update on how the Council is accommodating the need of the older person in accessing services, focusing on:

- How the development of the Council's digital strategy is being aligned with the needs of an ageing community.
- An overview of how the hubs are specifically accommodating the need of older people accessing information, advice and services

Following their analysis it was felt by Committee Member that there is still significant work required in order to ensure the older populations needs and requirements are adequately addressed when developing the Council's digital agenda.

² Cardiff Council's Corporate Plan is available at: <https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Documents/Corporate%20Plan%202019-22%20FINAL%20ENG.pdf>

During the meeting Members were advised that although one of the principles of the digital strategy is 'digital first', Cardiff will not be taking forward a digital by default approach as not all of the Council services lend themselves to being digital by default. Although Members agree with this statement they raised concerns that these comments are contrary to what is stated within the strategy which specifies that the strategy will move the Council to 'digital by default' and that alternative routes will become the exception and not the norm. Members were concerned by such perspective and highlighted that such focus could lead to a possible detrimental impact on social isolation, directly impacting the wellbeing objective 'Cardiff is a Great Place to Grow Older'.

When questioning how the older population fed into the development of the strategy, Members were pleased to hear that consultation and mandatory testing takes place with Cardiff Citizens Panel and Digital Accessibility Centre which focuses on a range of different stakeholder groups. However Members were apprehensive that given the digital drive, greater consultation may be required particularly with the older and more vulnerable population. As such, Members recommended that when developing and implementing the strategy stronger consultation specific to the older generation, including those most vulnerable is required and should be conducted through listening groups and user testing.

Members were pleased to receive an overview of the impressive work currently being undertaken in the Hubs along with the available, in-depth resources such as Dewis. However concerns were raised regarding the current channels of communication with the elderly and most vulnerable, such as ensuring the housebound are aware of the services and assistance which exist. Members believe there to be scope for a specific strategy to be developed and would recommend utilising radio, newspapers and TVs, more traditional forms of media, as a way of ensuring better connection with the most vulnerable, particularly those who may be housebound.

Council House Build Strategy & Design Standards Update

Following the Committee's Work Programming Forum for 2019-20, Members requested to receive updates on the Council's Council House Build Strategy and Cardiff Design Standards. In particular, Members wished for the update to include:

- Current status of property developments;
- The scheduling of planning submissions
- A focused update on design standards – to include an update on possible work with shared design standards with Housing Associates (*as mentioned at CASSC's June 2019 Committee*) and detailed progress of the required update on Design Standards (*as mentioned at CASSC's May 2019 Committee*)
- Update on placemaking – with particular focus on what is informing placemaking.

Overall, Members were pleased to note the appetite displayed at Committee to push boundaries in terms of design and placemaking along with the levels of engagement with the public through consultation. Throughout the course of the year, Members reiterated the importance in continuing to drive standards and generate property developments which generate inspiration across the country; leading the way in architecture design and providing Cardiff residents with both high quality housing and living standards.

Members were also encouraged by the developments of the zero energy standards which is currently being taken forward at the Rumney High site and look forward to visiting the development in due course.

Throughout the course of the year Members have continued to monitor and seek assurance that the Council House build target of 1,000 new council properties by 2022 will be met. When questioning the risk, deliverability, and achievability of meeting such targets Members were pleased to receive continued confidence that targets will be met. When probing why completed figures were generally relatively low, Members were advised that was due to the length of the planning process, however once the planning stage is complete officers were confident figures will cumulative on a much greater scale. It is also to note that during its March Committee, Members were advised that when developing properties, officers are mindful to unforeseen issues or challenges which cannot necessarily be foreseen or managed could potentially impact targets.

COMMUNITY SAFETY AND CRIME & DISORDER SCRUTINY

During 2019-20, Members undertook the following work to discharge their responsibilities in scrutinising the work or action taken by the responsible authorities in connection with crime and disorder functions as required by the Police and Justice Act 2006.

Fear of Crime and its Effect on Cardiff Communities

When reviewing ASK Cardiff 2018 results, Members were concerned to note that although the findings provide the overview that crime rates are dropping in Cardiff; more than two in five respondents (42.1%) believed crime and anti-social behaviour had increased in their local area over the past 12 months and half (50.6%) of respondents from the most deprived areas believed crime to have increased in their area in the past 12 months. Members concurred that such results could possibly indicate a worrying trend in Cardiff communities' perception of crime and wished to investigate further.

During its January 2020 meeting, Members invited Chairs of the both the Community Safety Leadership Group and Community Safety Delivery Board (Community Safety Partnership / CSP) and representatives from FOR Cardiff in order to deliberate and discuss the effectiveness of the Community Safety Partnership in addressing this issue.

It was strongly felt by Committee Members that although statistics may indicate that Cardiff as a whole is a safe city, if the public's perception does not correlate with such statistics, it does in fact question the statistics validity. Members felt that it is vital the public's perception and fear of crime be adequately recognised and resourced and Members felt concerned about a possible disconnect between the professionals perception of Cardiff's safety and that of the public.

In an attempt to ensure partners are focused on key issues for Cardiff citizens, Members discussed the current approaches towards addressing the challenge of drug dealing on both a lower and county lines level. During the meeting Members questioned the strategies' and measures currently in place to respond to such workings. Committee Members emphasised that it is essential that the effect drug dealing is having on

communities, across Cardiff, must be more greatly recognised by professional bodies by applying an increased focus and pressure on all types of drug dealers and look forward to monitoring such work in the coming years.

Following a lengthy discussion which addressed various strands of crime and how this in turn impacts public perception Members recommended the following:

- In order to address the disparity between the perception of the public and professionals, improved communication channels between the CSP and public is required. Following the meeting Members wished to stress that along with the importance of cascading information outward of the CSP, it is equally important that the CSP receives information inwardly and recommend that a clear link for citizens and victims of crime to feed their perspective and comments into the board is considered as soon as possible. Members believe that such a channel of communication would help build public confidence and the distribution of good news and positive messages into the public arena along with addressing the underreporting of crime.
- To further address public perception, the CSP and bodies within it should take greater responsibility in generating more positive media of their successful workings. It was felt by Members that greater coverage will not only aid the public's perception of crime but help build the public's confidence and engagement.
- With regards to the 101 service, the issue of dealing with demand was highlighted to Members who recommended benchmarking against other services, who have similar capacity and demand issues in order to understand and compare how such challenges are managed whilst ensuring the public receive consistently good customer service in order to again aid the public's perception of crime. Further to this, Members also suggested call handling statistics and other measures of public experience be vigorously monitored in order to ensure performance is continuously checked.

CORPORATE PLAN & BUDGET

The Council's Constitution allows for scrutiny committees to consider the draft Cabinet budget proposals prior to their consideration by the Cabinet and Full Council. The Committee considered the Council's draft Corporate Plan and draft budgetary proposals for 2020 -21, including the detailed savings proposals and Capital Programme at its meeting in February 2020.

The Committee identified a number of issues across the Corporate Plan, Corporate Budget and Directorate Budget reports. These concerns were included in a letter, sent to the Policy Review and Performance Scrutiny Committee for it to take into consideration when it reviewed the overall Corporate Plan, Consultation and Budget proposals on 19 February 2020 and to the Cabinet for consideration at its meeting on 20 February 2020.

The Committee's letter was considered by Cabinet and Council during their deliberations on the proposals.

MONITORING PERFORMANCE

The Committee has a clearly defined role in the Council's improvement and governance arrangements, and its work programme includes a high level of the monitoring and review of Directorate performance, resource management, target setting and improvement management.

Quarterly Performance Reports – Adult Social Services

During 2019/20 the Committee noted general performance improvement across many indicators in Adult Social Services and recognised the service areas drive and enthusiasm for continuous improvement.

In line with the Social Services directorate leadership team restructure; Committee Members have aspired to keep an attentive eye on any potential impact this may have on services through consistent monitoring of Quarterly Performance Reports. In addition, during the course of the year Members have also monitored both the operational approach and strategic vision of the service area's vision to stimulate a 'strength based approach' culture.

During the course of the year, Members expressed their concerns over recruitment for approved mental health practitioners, general capacity issues and its possible correlation with sickness rates which marginally rose throughout the year. Such continuous monitoring has provided Members with significant oversight and understanding of the service areas overall performance allowing Members to make recommendations on targets and share informed observations.

Quarterly Performance Reports – People & Communities

Following regular monitoring of the People & Communities performance reports which fall within this Committee's remit, Members raised the following concerns:

- The 2019/20 Quarter 1 performance report detailed that the number of Council houses properties currently delivered stood at 109 (against a target of 400 for 2019/20). Members are mindful to the degree of variables within a development process however recommended that an Amber RAG status (as opposed to Green) for this commitment would have been more prudent;

- Generic concerns were also raised regarding the overall levels of targets with the feeling amongst Members that some targets may not be ambitious enough. Members recommended targets be rigorously developed in order to set focus on sufficiently challenging targets which underpin a culture for continuous development.
- Members also sought further information on the status of commissioning services for male victims of domestic abuse, the development of satellite pods and how social isolation for single people is addressed.

During the course of the year Members received a briefing note providing an update on the Committee's previous deep dive into Council House Void Management. Following their deep dive, the Committee made 16 recommendations all of which were accepted and Members wished to receive an update on how such recommendations were being implemented. In addition to this update, Members of the Committee also undertook a visit to three void properties all of which were at different stages of development. This visit provided Members with further insight and knowledge on the complexities of managing void properties.

With regard to the format of the report, Members requested consideration be given to better incorporating narrative on the known challenges along with providing trends and analysis from previous years in order to stimulate a clearer perspective of how performance is developing.

Following consideration of both Adult Social Services and People and Communities Performance Reports, the Committee has regularly written to the Cabinet Member seeking clarification, requesting information and recommending improvements.

‘Closer to Home’ Project: Out of County Placements for Adults with a Learning Disability

During the course of the year a number of Committee Members, along with Cllr Bablin Molik and Cllr Susan Goddard (who previously sat on the Committee) have undertaken an in-depth analysis on the decision-making process for supported living arrangements for adults with a learning disability; focusing on the current pathways in place for transitioning identified individuals back into county. During a formal meeting of the Committee, it was agreed that the Inquiry was to be chaired by Councillor Mary McGarry.

The inquiry comprised of 10 meetings which included 3 all-day visits to both local and out of county providers, attendance at a national conference, verbal briefings and presentations with the Cabinet Member, senior officers and external consultants.

During the course of the inquiry, extensive desk based research was undertaken and written evidence was also received from both local and out of county providers during the inquiry’s Call for Evidence. The Call for Evidence sought to obtain information on the whole transition process including initial assessment, review of placement, and the providers’ involvement in any transition and the monitoring arrangements in place for any individuals who may have transitioned.

Inquiry Members also commissioned independent research into this area, tasking Scrutiny’s Research Officer to address, through consultation with parents and advocates, the current pathway in place for transitioning identified individuals in order to identify possible areas for improvement.

The report and recommendations are currently in draft form and are awaiting an appropriate, and safe time to be presented to the Cabinet Member and senior officers for their initial feedback following the global pandemic of Covid-19.

Cabinet Responses to Previous Inquires

During the course of the year Committee Members received two cabinet response from previous inquires conducted by this Committee:

Community & Adult Services and Children & Young People Scrutiny Committees joint Task & Finish Inquiry on 'Preventing Young People's Involvement in Drug Dealing'

- Conducted during 2018 and presented to Cabinet in January 2019, this inquiry made 19 recommendations to Cabinet, 12 were accepted, 6 accepted in principle and 1 was not accepted.
- Members received the Cabinet response and action plan on implementing the recommendations at its November Committee.
- Following the update, Members of the Committee requested a progress report during the next municipal year.

Temporary and Supported Accommodation: The Single Person's Gateway

- Following an in-depth meeting conducted in early 2019, Members made 9 recommendations to Cabinet, 7 were agreed and 2 were accepted in principle.
- Members received the official Cabinet response and action plan during its March Committee.
- Following the update, Members have requested a progress report during the next municipal year.

WORK PROGRAMME FOR 2020- 21

Members of the Committee will be invited to consider items for possible inclusion in the Committee's work programme during 2020-21. Work is currently in progress to draw together issues for the Committee to consider. A draft work programme will then be developed and brought to Committee for approval and implementation. The Committee would welcome suggestions for scrutiny items from other Members.

FUTURE SCRUTINY WORK

During 2019/20, there were a number of issues that had been identified as Items for the Work Programme, but were unable to be considered, due to time pressures. In addition, there were a number of issues that arose from the Committee's deliberation of Items. Therefore, the following may be considered for the 2019/20 Work Programme.

- ❖ Void Properties – development of in-house team and collaboration with local business.
- ❖ The effectiveness of multi-agency work in addressing rough sleepers needs
- ❖ Management and monitoring of the UK Resettlement Scheme
- ❖ “Designing Out Crime” in New Communities
- ❖ Review of Safety checks in High-Rise Properties
- ❖ Cardiff & Vale of Glamorgan's Violence against Women, Domestic Abuse & Sexual Violence Strategy 2018-2023 (*Update*)
- ❖ Performance Reports
- ❖ Relevant Audit, Inspection and Regulatory Reports.
- ❖ Cabinet Responses to previous Inquiries.
- ❖ Implementation of agreed recommendations from previous Inquiries.
- ❖ Joint Commissioning Strategy for Adults with a Learning Disability 2019-2024 (*Review of Action Plans*)
- ❖ Cardiff Design Standards
- ❖ Welsh Government Rent Cap Updates
- ❖ Council Void Properties – Quarterly Updates
- ❖ Access to Community Mental Health Services.

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE

14 Sep 2020

WORK PROGRAMMING

Purpose of the Report

1. To present information which enables Members to discuss and agree the way forward for constructing the Committee's work programme for 2020/21.

Background

2. The Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (Scrutiny Procedure Rule 7). The Committee is tasked with constructing a work programme for the year ahead that ensures the time available to the Committee is used most effectively, by considering items that maximise the impact of scrutiny in a timely fashion.
3. Following the health pandemic of Covid-19, and the ease of lockdown restrictions, the Council has started to implement, on a phased basis, restart and recovery plans for the city and Council services, whilst continuing to prioritise urgent and essential business.

4. A report agreed by July's Council confirmed that each of the five standing scrutiny committees of the Council during the restart period would undertake the following:

- (a) Pre-decision scrutiny of all Cabinet decisions, where appropriate and proportionate to do so;
- (b) Scrutinise any issues which are time critical and or may have a significant adverse reputational impact on the Council; and
- (c) Develop priorities for potential scrutiny consideration during 2020/21, in consultation with the relevant Cabinet member/s and Directors

5. Meeting dates for the five Scrutiny Committees are currently in the development stage to be considered at Council on 24 September 2020.

6. This Committee's terms of reference give the Committee responsibility for scrutinising, measuring and actively promoting improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of community and adult services, including:

- Public and Private Housing
- Disabled Facilities Grants
- Community Safety
- Neighbourhood Renewal and Communities First
- Advice and Benefits
- Consumer Protection
- Older Persons Strategy
- Adult Social Care
- Community Care Services
- Mental Health and Physical Impairment
- Commissioning Strategy
- Health Partnership

7. In addition, this Committee is the designated Crime & Disorder Scrutiny Committee for the Council and as such has responsibility for scrutinising the Community Safety Partnership.

Developing a Work Programme

8. Under normal circumstances, the Committee constructs the work programme at the beginning of the municipal year and it is updated periodically during the year. Following the agreement at July's Council, during the restart period Scrutiny Committee's Work Programme will initially be led by the Cabinet's Forward Plan.
9. In setting their work programme for 2020/21 Members are advised to consider and agree three key areas of work to prioritise in the upcoming year.

Way Forward

10. During the meeting, Members may wish to:
 - I. Discuss and agree the approach to developing the Committee's work programme for 2020-21, so that a version of the programme is brought back to the Committee for formal approval. Members may also wish to raise particular issues of interest for inclusion in the Committee's work programming discussions.

Legal Implications

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

Financial Implications

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

RECOMMENDATIONS

The Committee is recommended to:

- I. Discuss and agree the approach to developing the Committee's work programme for 2020-21, so that a final version of the programme can be brought back to the Committee for formal approval.

Davina Fiore

Director of Governance & Legal Services and Monitoring Officer

8 Sep 2020

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