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## AGENDA

**Pwyllgor** PWYLLGOR CRAFFU PLANT A PHOBL IFANC

**Dyddiad ac amser y cyfarfod** DYDD MAWRTH, 15 MEDI 2020, 10.30 AM

**Lleoliad** CYFARFOD O BELL TRWY MS TEAMS

**Aelodaeth** Cynghorydd Lee Bridgeman (Cadeirydd)  
Cynghorywr Cunah, Hopkins, Joyce, Melbourne, Molik, Phillips,  
Mia Rees, a/ac Singh

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

Mia John (Cynrychiolydd y Cyngor Ieuencid)

*Tua  
Amser.*

**1 Ymddiheuriadau am Absenoldeb** 10.30  
am

Derbyn ymddiheuriadau am absenoldeb.

**2 Datgan Buddiannau**

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

**3 Cofnodion** (*Tudalennau 3 - 20*)

Cymeradwyo cofnodion y cyfarfodydd a gynhaliwyd ar 18 Chwefror (i  
ddilyn), 10 Mawrth a 30 Gorffennaf 2020 yn gofnod cywir.

**4 Adroddiad Gwasanaethau Cymdeithasol Awdurdod Lleol 2019/20** 10.40  
(*Tudalennau 21 - 104*) am

Craffu cyn penderfynu ar Adroddiad Blynyddol Gwasanaethau  
Cymdeithasol Awdurdodau Lleol 2019-2020, cyn iddo gael ei ystyried  
gan y Cabinet.

**5 Adroddiad Blynyddol Drafft 2019/2020** (*Tudalennau 105 - 166*) 12.10  
pm

Crynodeb o effaith y Pwyllgor Craffu Plant a Phobl Ifanc yn ystod

blwyddyn ddinesig 2019/2020.

- 6 Rhaglen Waith 2020/2021** (*Tudalennau 167 - 172*) 12.55 pm
- Trafod a chytuno ar y dull o ddatblygu Rhaglen Waith y Pwyllgor ar gyfer 2020/2021.
- 7 Eitemau Brys (os oes rhai)**
- 8 Y Ffordd Ymlaen** 1.40 pm
- Adolygu'r dystiolaeth a'r wybodaeth a gasglwyd yn ystod y broses o ystyried pob eitem agenda, cytuno ar sylwadau, arsylwadau a phryderon Aelodau i'w hanfon i'r Aelod Cabinet perthnasol gan y Cadeirydd.
- 9 Dyddiad y cyfarfod nesaf**
- Bydd dyddiad cyfarfod nesaf y pwyllgor yn cael ei gadarnhau ond bydd yn cael ei gynnal drwy Microsoft Teams.

**Davina Fiore**

**Cyfarwyddwr, Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Mercher, 9 Medi 2020

Cyswllt: Mandy Farnham,

02920 872618, [Mandy.Farnham@caerdydd.gov.uk](mailto:Mandy.Farnham@caerdydd.gov.uk)

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

10 MARCH 2020

Present: Councillor Bridgeman (Chairperson),  
Councillors Cunnah, Naughton, Phillips, Mia Rees and Singh

Co-opted Members: Patricia Arlotte (Roman Catholic representative)  
and Karen Dell'Armi (Parent Governor Representative)

7 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs Joyce and Melbourne. Apologies had also been received from Carol Cobert and Matthew Richards.

8 : DECLARATIONS OF INTEREST

Councillor Naughton declared a personal interest in Item 3 as he has a family member who had worked on a Band A School.

9 : SOP - UPDATE REPORT - TO FOLLOW

The Chairperson advised that this report provides Committee with an opportunity to undertake per-decision scrutiny of the Schools Organisational Programme Update prior to Cabinet's consideration of the report on 19<sup>th</sup> of March.

The Chairperson welcomed Cllr Sarah Merry Deputy Leader and Cabinet Member for Education, Employment and Skills to the meeting and invited her to make a statement.

Cllr Merry explained that this was an overview of SOP at the present time. Members were reminded of the work undertaken since 2012. Moving forward there would be challenges in the future build programme such as demographic changes, climate emergency and increase in Welsh medium education among others. Members were asked to note the recommendation to establish/consolidate the Director of SOP as a permanent post, with the delegation to Director of ELL to move on with the programme. Nick Batchelor explained that this had not been in the report included in Members' report pack.

The Chairperson welcomed Nick Batchelar, Director of Education and Lifelong Learning and Richard Portas Programme Director to present the report to the Committee.

The Chairperson invited questions and comments from Members;

Members asked about schools that were in the category 'Urgent Need' and asked what was the process going forward to address these. The Cabinet Member advised that they look initially at the removal of decondition school buildings and then look at sufficiency of places; any schools left then go to Band C, the Welsh Government assess the condition and band them.

Members referred to the £25million of Capital Receipts and asked about plans in case the full amount is not raised. The Director stated this was an important area of the financing of the programme; with a programme of this size lots of things change and that was one reason for the update report. There are variables such as construction costs and interest, however there were no alarm bells with regard to capital receipt at the moment.

Members asked if there were enough staff and enough expertise to deliver the programme. The Director explained that the report to Cabinet entitled Capacity and Governance in 2018 looked at exit interviews and also the role of the Programme Director. The Programme director has been appointed to and he has reshaped roles and teams in education and economic development to develop a corporate landlord approach for the estate. There are some vacancies but the Director is confident the capacity is there.

Members asked for more information about the MIM model. It was explained that the Council is a partner in the scheme, potentially manageability could be increased and risks may need to be managed more. The Cabinet Member said she had been concerned about future flexibility and responsiveness to priorities; this may be more difficult to do in the MIM model with regards to community use etc.

Members referred to LDP schools and asked about a masterplan to look at catchments, dual schemes, etc and how it all links together. The Cabinet Member stated this was a difficult question and a complication of how developments happen and the s106 agreements. It was important not to destabilise existing schools close to developments with spaces; the medium also needs to be considered as does parental preference, so it was all open to flexibility and no solid masterplan as such. The Director added that with LDP schools, it was impossible to know who would move to the developments and what their preferences would be.

Members referred to population projections and asked if there were any concerns or whether planning was for continual growth in Cardiff. The Cabinet Members said there were still some deep dives needed and there would be further questions on education, LDP etc. The projection was for growth in Cardiff but slower, the rest of Wales projects a decrease in population.

AGREED – That the Chairperson writes to the Cabinet Member on behalf of the Committee expressing their comments and observations discussed during the Way Forward.

## 10 : CHILDREN'S SERVICES QUARTER 3 PERFORMANCE

The Chairperson advised that this report provides Committee with the performance information for the third quarter of 2019/20. Members may wish to question the Cabinet Member and officers on the performance, as well as the management actions to tackle any areas of poor performance.

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member for Children and Families, to the meeting, and invited him to make a statement. Cllr Hinchey stated that he was please to introduce the report, noting that there had been improvements in a number of areas especially timeliness in child protection conferences and wellbeing assessments. Members' attention was drawn to the

increased number of Children Looked After being placed in Cardiff and a lower number of child protection registers issued to court. Pressures were outlined as staffing and placements.

The Chairperson welcomed, Claire Marchant, Director for Social Services and Deborah Driffield, Interim Assistant Director, Children's Services to present the performance report.

The Chairperson invited questions and comments from Members;

Members asked for the reasons behind placements in Swansea as this was beyond the 20 miles. Officers explained it was cheaper property and there are regional providers based there; it was a significant id due for LA's and safeguarding our children.

Members asked why private foster companies do so well and officers advised that they operate as a business, they are commercially competent, good at marketing etc. Fostering has not been a LA core business until recently and LA's need to be competitive with the private sector.

Members referred to KPI's dropping in August and September and this was explained as the school year and the drop of referrals in; there is an increase in numbers at the end of July.

Members discussed costs, and the differential costs of inhouse/external residential, and whether there was sufficient differentials there to manage it more as a business plan going forward. Officers said it was more about quality and outcomes for residential, rather than costs. Officers explained the Community Strategy Approach adopted last November and the lead in time; purchasing properties; planning; staff; multi-agency; detailed assessment of young persons need – all on track for the assessment unit in the Autumn, which would help with step-down and less in residential care.

Members asked further on what could be done to be more competitive. Officers explained they are doing more now than previously, including; Increased fees; strong marketing campaign; use of social media and people in the community etc. There were now more foster carers coming through the assessment and these were being matched with specific young people.

Members sought further information on costs such as whether operational costs are also factored in. Officers agreed to provide this information after the meeting.

Members considered further performance data would be useful and were concerned about the vacancy levels and what could be done to address this. Officers explained they were happy to share performance data for agency and permanent staff. They considered that increased payments would be needed to address the vacancy issue. Officers would welcome further scrutiny on this as it has been an issue for years across the UK, a Task and Finish to establish best practice would be useful. The Cabinet Members added that it was important to attract young people into the sector.

Members asked why exit interviews aren't being conducted. Officers said that lots of people don't want to tell you why they are leaving but they are looking at peer interviews.

AGREED – That the Chairperson writes to the Cabinet Member on behalf of the Committee expressing their comments and observations discussed during the Way Forward.

## 11 : OUT OF COUNTY PLACEMENTS - INQUIRY REPORT - PROGRESS BRIEFING

The Chairperson advised that this item enables Committee to review the Directorates progress on the implementation of accepted recommendations following the Committee's Out of County Placements inquiry which was submitted to Cabinet in July 2018.

The Chairperson welcomed Councillor Graham Hinchey, Cabinet Member for Children and Families, for this item, and invited him to make a statement. Cllr Hinchey explained that there had been a lot of work over the past 3 years, there was now more understanding of Out of County placements and the issues related with them.

The Chairperson welcomed, Claire Marchant, Director for Social Services and Deborah Driffield, Interim Assistant Director, Children's Services to present the progress report.

The Chairperson invited questions and comments from Members;

Members referred to Recommendation 1 and asked why November had been a particularly good month's assessment. Officers explained this related to needs met by themselves, the young people would have had a discussion regarding needs/issues and identified their own resources. Officers were not sure why that month was so high percentage wise.

With reference to Recommendation 2, Members asked why the percentage target of 63% placements to be in Cardiff had been reduced to 60%. Officers explained it was reduced as they were so far away from it, there had been an increase in numbers in residential care and this impacts on the overall percentages.

Members asked about internal placements and the numbers of new homes and new beds. Members were advised that there would be 17 extra beds across 4 homes; with another 2 homes coming on board soon. It was also important to look at the assessment centre and how we can do more in-house fostering. Members discussed the differences across the City with planning permission for homes and objections from ward members; discussions were happening with Planning on these issues.

In relation to Recommendation 3, Members asked what outcomes were expected from the initiatives. Officers outlined a number of things including; focus on the process being efficient and more business-like; weekly meetings looking at recruitment and staff; working closely with marketing and communications; adding a market supplement; making it easier for students on placements to stay; growing our own through university courses and ensuring staff feel supported in their roles.

Members asked about stages/timeframes of the Team Managers development programme. Officers stressed this was a significant change with a fairly new management team. They knew they needed a development programme, it is underway but it also needs a wider development programme; this would be crucial for the relationship between Operational Managers and Staff. The Cabinet Member added that the team are very approachable, in an open plan office; there has been a significant increase in PPDR's and next was to improve the quality of them. Officers added that the OM tier has been restructured and the team managers would be next.

Members asked about the university places and what engagement there was with schools. Officers explained that HR have asked them to go into schools to engage. The university courses are not full, so the plan is to grow our own through secondment and support to qualification.

With regard to Recommendation 4, Members made reference to the chart colours; officers explained that they had to double up on some agency checks as people were not qualified or had been disciplined.

In relation to Recommendation 5, Members asked what our responsibility was. Officers explained that they need to inform Social Care Wales. It takes a lot of officer time to conduct the checks but they are being robust.

The Cabinet Member explained a briefing note in relation to Recommendation 6 had been sent out last week.

With regard to Recommendation 7, Members asked what support there was for the pinch point in the middle and if there was anything Committee could do to avoid it happening. The Cabinet Member said an Early Help update each month would be helpful outlining the Early interventions and preventions. Also to look at how any changes affect the quality of outcomes.

Members discussed Recommendation 8, it was noted that 'where it is safe to do so' was added in. It was noted that Looked after Children had not gone up as projected and that kinship care had increased. Members noted the drop in referrals in August and September and were advised this was due to referrals from school and teachers and the summer break.

In relation to Recommendation 10, Members said they had previously been advised that there has been some resistance from some staff and asked if this was still the case. Officers advised that there were still some issues, although they had moved on with team managers having a project plan, good practice and principles to measure against.

Members discussed Recommendation 13, Members noted that the Children's Commissioner for Wales was calling for profitable agencies to be moved out of the equation, looking at the Scottish model which was also now being used in parts of England. It was said that there are numerous third sector charities that work in foster care and there could be a possibility of an alliance with LA's, taking advantage of recruitment etc. and forcing the private sector out of the market. Officers agreed to look at the alliance suggestion and noted that the private sector had shown interest in piggy-backing with the Council.

With regard to Recommendation 16, the Cabinet Member noted that you can't stop demand, lots of work had been done realigning the budget and on top of this there was the market supplement and the assessment centre. Whilst currently in a better position, he could not guarantee on any overspend. Officers discussed controllable and uncontrollable budgets and the need to keep the children safe and provide the service. It was noted that the budget could easily be skewed by sibling groups and any workforce issues. Members considered there could be more invest to save work undertaken.

Members discussed Recommendation 19, the Cabinet Member recommended that Members read the Action plan. Members asked for the terminology used to be checked.

AGREED – That the Chairperson writes to the Cabinet Member on behalf of the Committee expressing their comments and observations discussed during the Way Forward.

## 12 : FORWARD WORK PROGRAMME

The forward work programme was outline to Members and it was noted that there would be no Scrutiny Committee in April.

## 13 : WAY FORWARD

Members discussed the information received and identified a number of issues which the Chairman agreed would be included in the letters that would be sent, on behalf of the Committee, to the relevant Cabinet Members and Officers.

## 14 : URGENT ITEMS (IF ANY)

None received.

## 15 : DATE OF NEXT MEETING

12 May 2020.

The meeting terminated at 8.15 pm



## CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

30 JULY 2020

Present: Councillor Bridgeman (Chairperson),  
Councillors Cunnah, Hopkins, Melbourne, Molik, Phillips, Mia Rees  
and Singh

Co-opted Members: Patricia Arlotte (Roman Catholic representative),  
Carol Cobert (Church in Wales Representative), Karen Dell'Armi  
(Parent Governor Representative) and Matthew Richards (Parent  
Governor Representative)  
Connor Clarke (Youth Council Representative)

### 16 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Heather Joyce.

The Chairperson wanted to take the opportunity, on behalf of the Committee, to thank Connor Clarke, who is leaving to take up his role as Chair of the Youth Council. The Chairperson wished to thank him for his invaluable contribution to the Scrutiny Committee and wished him the very best wishes for the future.

### 17 : DECLARATIONS OF INTEREST

Councillor Mia Rees declared a personal interest in Item 3 as a family member is the manager and co-ordinator of MAPPA.

### 18 : YOUTH JUSTICE INSPECTION

*Councillor Mia Rees declared a personal interest in this item as a family member is the manager and co-ordinator of MAPPA.*

The Chairperson advised that this item enabled Members to review and assess the Youth Justice Service's response to the HMIP Inspection Report, including the Development Plan and the "All Our Futures" Strategy.

The Chairperson welcomed Cllr Graham Hinchey, Cabinet Member for Children and Families; Claire Marchant, Director of Social Services; Deborah Driffield, Assistant Director of Children's Services; and Graham Robb, Independent Chair of the Youth Justice Board.

The Chairperson also welcomed Temporary Superintendent Tim Morgan, South Wales Police; Abigail Harris, Executive Director of Planning, Cardiff & Vale University Health Board; Jane Thomas, Assistant Director, Housing and Communities; and Mike Tate, Assistant Director of Education and Lifelong Learning.

The Chairperson invited Cllr Hinchey to make a statement in which he thanked the Chairperson and Members for arranging today's meeting and he welcomed the opportunity to speak.

He stated that the agenda item is the HMIP Youth Justice Inspection, which took place in January and more importantly, to discuss, review and assess progress on how the Council, along with its statutory partners, have responded positively to those 14 recommendations. The Cabinet Member reiterated that the Youth Justice Service is a multi-agency service; its Statutory Partners, the Council (Education & Children's Services), South Wales Police, Probation Service and Health are committed to the recovery plan and are in attendance to comment and answer any questions.

He noted that Members have in their pack, the Inspection Report (A), the Councils response and Action Plan (B), and a copy of the new, ambitious 2 year strategic plan "All Our Futures" Ein Dyfodol Ni I Gyd.

The Cabinet Member has been encouraged by the involvement of staff, partners and young people who have engaged in the various workshops that have been held.

Members will also have read Colin Allars letter (CEX of the Youth Justice Services England & Wales) who has already expressed confidence in the progress being made and the strength of partnership working. The Cabinet Member quoted:

*"I thought it might be helpful to acknowledge the early progress and commitment that we have seen. YJB Cymru has been involved in all planning meetings, providing challenge and support where we can. You have redesigned your local Governance structure to develop a tight grip on practice improvement and strategic partners are contributing actively to address the gaps identified. We have been particularly pleased the partnership approach involving young people, staff and strategic leaders. Your approach aligns fully with our shared focus with the Welsh Government on Child First".*

The Cabinet Member hoped this quote confirms for Members the significant progress made in recent months. Members will not yet have received the response from HMIP Inspector Mr Mike Lane which arrived a day or so ago. The letter "formally confirms HMIP are content that the planned actions are an appropriate response to the issues raised within the report." The Cabinet Member also advised that they will be returning for a follow up progress visit on Weds 2<sup>nd</sup> December 2020 and he would like to feedback to Committee following that.

Overall the Cabinet Member wanted to reassure Members that everything that can be done, is being done at an accelerated pace and in a very short space of time. This has now been recognised by staff, the Governing body YJB England & Wales, and the Regulator, HMIP.

The Chairperson invited Graham Robb, Independent Chairperson of the YJS Board to make a statement in which he said that at the December count there were 170 young people being supported by the Youth Justice Service in Cardiff, and aspirations for these young people need to be as high as possible. He reiterated the external validation and that the action plan had been accepted; further scrutiny would take place and the Children's Commissioner for Wales wants to help develop the work on the Young People's voice and rights. Other external checks such as benchmarking to evidence and track progress would be undertaken.

Members were advised that the follow up visit in December would involve two colleagues visiting to check the action plan delivery with a formal letter sent afterwards. With regards to the project update, the development strategy had been launched, and he advised Members that he was really confident that the Governance structure was working well and tracking the improvement plan. There was lots of

work going on such as workshops where staff and partners are working on how to talk to and engage with young people in Cardiff.

Members were advised that by the time the follow up visit takes place, the following would have been completed on the action plan; 6 out of 6 Governance Actions; 3 out of 4 Management actions; 6 out of 7 workforce actions and 3 out of 4 service improvement actions. Some improvement data will take longer to show the benefits of the work undertaken.

Abigail Harris, Executive Director of Planning, Cardiff & Vale University Health Board addressed Committee stating that the Health Board are fully on board and committed to working with the strategy going forward. She noted that the inspection report picked up on a vacant therapy post and Members were advised that an appointment had now been made.

With regards to Health care pathways, they were working to ensure that these were appropriate and there are plans for improvement changes from August. There would be a Health needs assessment and Dr Fiona Kinghorn will commission this work aimed at timely access and targeted support.

Jane Thomas explained that officers were very committed to supporting the strategy; there were clear links with Housing and Communities such as Into Work mentors and also through housing for homelessness for individuals and families.

Tim Morgan wished to express South Wales Police's commitment to the action plan and strategy as well as his own personal commitment; stating that young people are our future. He added that there is involvement from the Police and Crime Commissioner downwards; there would be investment in Governance, Resources and Training. Challenges included public protection notices between services and policing and this would be a focus for improvement.

Mike Tate added that he sits as a member of the Board and there is cross directorate working in place. There is a robust database in place which has all details such as Education Provider, learning needs etc. and they will continue to support young people across all schools. If young people are excluded from education this would be done via the Fair Access panel who also share the database.

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

Members noted that the inspection report highlights poor collaborative working with wider children's services and other partners, a heightened risk of child criminal exploitation and risks to safeguarding and public protection. Members asked what progress has been made to date in establishing an adolescent service within children's services and in ensuring much better joint working between key partners including health and education. Officers explained they had already created an OM post for Adolescent Services, and the decision has been taken to bring in an additional OM to look specifically at Youth Justice. This would build capacity, identify those at highest risk of offending, highest risk of exploitation and be the interface between Children's Services and Criminal Justice. Lots of work was already being done such as a duty system and daily phone calls to the YJS. With regards to managing risks, every Risk Assessment completed has managers' oversight and

those identified as high risk would go to the Care Planning Forum. Members noted that the inspection report referred to staff feeling marginalised and there being silo working, and asked if the approach was now a more fully integrated one. Officers explained there would still be an adolescent strategy, but with now 2 OM posts working closely together.

Members noted that there were at least five key times where issues had been identified and not acted upon and found this very concerning. Members asked what processes are now in place to ensure this doesn't happen again. Officers explained that there were now robust reporting and governance arrangements in place; if an issue is identified then it would be escalated quickly and remedial action taken. Graham Robb added that it was also the role of the Board Members to get better at detail of practice and working more closely with staff on this.

With reference to the Youth Justice Board, Members noted that the inspection report highlighted that the Board was too large. Members asked how the Board could be made smaller and more efficient and effective. Members also asked about the make-up of the Membership. Graham Robb offered to circulate the Board Membership to Members; numbers have been reduced, there is a focus on practice and having the right seniority level to make change happen. In a year's time, there will be a collective review of the Board and its' effectiveness followed by a review of membership.

Members were assured that there would be follow-up inspection and external review undertaken into this Service. Members noted that there is a 5 month timeframe before this happens and a lot of work to do before then. Members asked what will have been done by then and whether there would be independent external monitoring going forward. Graham Robb considered that HMIP will come back next year to seek assurances of progress. This was a 2 year development strategy, then it is important to plan now for a further 2 year review process. Serious progress should be made, but it will take longer than 2 years to get to outstanding. There would need to be an annual cycle of development planning, bi-annual review with internal and external overview and an eye on aspirations for young people via self-evaluation, Silver Bullet and Health Pathways.

Members discussed the possibility of a member of the Committee sitting on the Board as an observer. The Cabinet Member explained he had come off the operational board to allow members there to undertake the work. He noted that CYP has a role in review and regular updates could be provided as well as a key contact being established.

Members noted that Inspections prior to this one highlighted a number of issues around the Board itself, particularly in relation to a lack of operational expertise, a lack of understanding around its roles and responsibilities and a weak line of governance to ensure that anything drilled down from the Board was put into practice. Member asked what improvements and assurances can be given to ensure that this does not happen again. The Cabinet Member explained that there were a number of improvements and assurances such as: Signs of Safety had been adopted and works well with restorative and preventative work; the development of the ARC in Neville street; Western Bay Inspection which had informed the development of the All Our Futures document; however, Inspection Standards, scores and

methodologies are, he considered, demoralising for staff. There would also be self-evaluation tests and the annual Silver Bullet independent audit. Graham Robb added that there would be commitment to an annual training plan, practice input on specific issues, pairing up with staff members and that every Board member would be an advocate of YJS.

Members referred to the education and child protection status of caseload (p 23 in our packs), and were alarmed and disappointed by:

- 19% caseload with child in need plan
- 21.4% caseload aged 16 or under in a PRU or alternative education
- 17% aged 17+ NEET

Members stated that this, along with the 5.35% aged 16 & under not in PRU/alternative education paints an alarming picture of 'lost CYP' who are being failed by our education system. The safeguarding implications of this are grave as are their diminished life chances. It suggests our education system is not serving some of our most vulnerable learners. E.g. in only 6 out of 17 cases staff sufficiently identified risks to a child's safety & wellbeing.

Members therefore asked: Have we identified who these CYP are? Especially the 5.35% aged 16 or under who aren't receiving any kind of educational provision? What measures were put in place to support them and their families? Why did that support not work? Do we have examples across the city of where interventions have worked to share good practice?

Is the LA confident that our PRUs are fit for purpose? If not, what is being done to address the issues? Officers noted that knowledge of young people needed to be improved and considered it had been through links with the Fair Access Panel and Hard to Place Panel who can share information and escalation from the Fair Access Panel. Measures to support included links with partners such as Ed Psych and ALN to identify needs and support needed. The PRU has been through scrutiny and further scrutiny by Estyn, work continues with the PRU and is being strengthened; it links to schools and management Board and identification of pupils is key. The Cabinet Member added that he would like to bring Cardiff Family Advice and support back to scrutiny and talk about early intervention and advice services.

Members suggested an update to Committee after the follow-up inspection.

Members sought clarification on staffing and caseloads and asked if these were manageable. Officers noted that at the time of the inspection there had been concern over caseloads and posts that were not covered. Officers were confident now that through either agency or recruitment the staffing levels are appropriate. There are still some issues with long term sickness that have to be addressed. A restructure was needed at management level and extra resource had been brought in to deal with the pressures in the meantime.

Members asked what involvement the Board has with young people who are engaged with the service. Officers explained that they are surveying young people as part of the development strategy. Graham Robb added that this is a theme throughout the strategy and workshops were being run to improve the Board's thinking; Board members need to understand the lives of young people via. e.g. case studies; training sessions; briefing sessions on lived experiences. It was important to remember Child First Offender Second as the driving principle. The Cabinet Member referenced organisations such as NYAS and Action for Children but considered

engagement could be started in schools at the right age when intervention can really work.

Members considered they had to be critical as the inspection scored 0/36; it was noted that CYP had consistently asked for outcomes, the inspection report noted no strategic analysis of KPI's and it considered there to be an absolute failure at management level. Members considered, for this not to happen again, it was important to know why this was allowed to happen and who was supposed to be monitoring it. The Cabinet Member understood the points made but noted that there were some positives in the report too and the score methodology did not work in Cardiff's favour. In the past 6 months lots of work has been done, the Cabinet Member is the first senior politician on the Board and he stated he is fully engaged and there are now the right people to put things right and support them in doing so. He considered it important to praise the work that is going on and look to the future. Officers added that they have not taken the report lightly; over the past 2/3 years the OM's have monitored the service, which needs a lot of specialist knowledge. Going forward, they have been very clear in adverts and job specifications that senior management experience in the YJS, Inspection Regime and Improvement programmes was needed.

Members reiterated the seriousness of the report noting that every failed measure had the potential to cause harm to young people; there needed to be a focus on supporting young people and having their safety and wellbeing in the spotlight. Members considered that it should be a priority that Committee scrutinises that the strategy actually delivers and that SMT and the Cabinet Member should support a Task and Finish Group to ensure that every next step taken improves the service. The Cabinet Member acknowledged this and added that it will take a long time to fix. He wanted to recognise the work of officers in the last 6 months. He also made reference to the CIW inspector who had confirmed consistently that child protection procedures had been carried out correctly and children were not at risk. Claire Marchant added that the Inspection was a joint inspection between HMIP (as lead inspector), Estyn and CIW. A number of conversations had taken place to unpick what was meant in the report around safeguarding and there had been assurances that procedures had been followed and the safeguarding risks were around the significant improvement work needed between Children's Services and YJS and it was important to focus the practice improvement activity in the right direction.

Members discussed issues with young people in Riverside and the fact that there are many services such as needle exchange, wet houses, and emergency accommodation etc. all in one area and near to children's play areas and parks. Members wished to understand if impact assessments had been undertaken prior to these decisions being made and how this fitted with the Child Friendly City approach. The discussion focussed on risk mitigation and the reintroduction of youth services in the area. Officers confirmed that impact assessments had been undertaken and mitigations put in place as required. Officers confirmed the hotel being used to house homeless people during the pandemic would shortly cease to be used for this and that there were ongoing discussions with Health regarding potentially moving the needle exchange. Child Friendly City was also discussed around engaging young people via social media and restarting youth services and expanding this over the summer, including over the summer. Members noted this but considered it was more about the decision making around multi-agencies putting risky behaviours in front of

young people on a daily basis and them then potentially being drawn into these risky behaviours due to the concentration of services in one area.

Members referred to performance measures and reporting progress and noted that the action plan had no timescales regarding outcomes and was very process driven. Member asked how Committee could be confident that performance improvement is happening in reality, and which assurances would be brought to committee to report on a more regular basis. Officers stated the assurances in the presentation were a proposal and were happy that they would all exist. Outcomes for young people were not available as yet. They were hoping to develop the aspirations of young people but they are not yet at that point. Officers considered it would be useful if a small group of young people could attend a future committee to share experiences and aspirations and what could be done differently. Graham Robb added there was also good practice to draw upon. He also stated that some indicators were not helpful and Cardiff needed more intelligent data than those given nationally, making reference to the Education Indicator. Members agreed that a personal testimony would be valuable proof but alongside that they would want to see objectives and measures of performance too. Officers were confident that they will have detailed information going forward.

Members asked if the results of the Staff Board Partner Survey could be shared with Committee.

Members noted that staff need support and welcomed the full induction for new staff. Members asked if existing staff would have a catch up induction. Officers stated that they would but there would also be coaching and mentoring going forward adding it had been a difficult time for staff and it was important not to destabilise them.

Members asked what structures were in place to performance manage the senior leadership and what was the rationale behind bringing in an additional OM post. Officers explained that the additional OM would have specialist knowledge and would add capacity. OM's were performance managed by Deborah Driffield, who would look at milestones, conduct 1:1's, have daily meetings and would be monitored across all routes. The OM's would performance manage the frontline managers.

Member asked how quickly could the service area report to scrutiny on baseline for outcomes to enable them to gauge progress on the key action points. Officers said they were ready to report on KPI's, the health of the service and the interface between Children's Service and YJS at any time. Outcomes will take longer as it is qualitative and you need a method of capturing the differences that have been made, the distance travelled, but this should be ready by December at the latest. Graham Robb added that the board would be ready to feedback in October on where we are now and where progress can be made. Graham Robb offered to meet with the Chair to discuss further the idea of a committee member sitting as an observer on the Board.

Members asked about the locality focus of youth work noting that some areas of the City are not covered in a local way, and asked if there have been any thoughts on gaps in localities in terms of youth service provision. Officers explained that through the restart programme and services starting back up, they will have the opportunity to provide additional provision in areas that need it, they can respond to need by putting appropriate interventions in place, as has happened recently in Radyr. This will be

developed over the summer until there is comprehensive provision when it is safe to do provide it.

AGREED – That the Chairperson writes to the Cabinet Member on behalf of the Committee expressing their comments and observations discussed during the Way Forward.

## 19 : EDUCATION RESTART

The Chairperson advised that this item enabled Members to review and assess plans for the restart of Education from September 2020.

Joining Mike Tate, the Chairperson welcomed Cllr Sarah Merry, Deputy Leader and Cabinet Member for Education, Employment and Skills and Neil Hardee, Head of Services to Schools, Education and Lifelong Learning.

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

Members wanted to pay tribute to officers, head teachers and staff for all the work on reopening schools by 29 June.

Members asked if the education service anticipates any particular problems for any school in opening full time for all pupils by the 14<sup>th</sup> September at the latest and asked if there are any challenges what are these likely to be and what plans are in place to address these. Officers explained it will be a big change from 30% capacity social distancing to full capacity so mitigating factors were important such as the ways the schools are set out, using outside space, groupings of pupils etc. Schools will be supported by Council Officers and Health and Safety; Risk assessments will be signed off; PPE will be available and masks where appropriate such as special schools and where closer contact is needed; physical spacing of desks, open doors/windows etc. Also the need to know how to report and TTP.

Members asked if there are any schools/ the LA in Cardiff considering reduced school days, and the impact this may have, including issues such as school transport, students being disadvantaged etc. Officers explained that in some local authorities schools are finishing before lunch. Cardiff is suggesting staggered start and finish times, breaks and lunches with siblings being allowed to start and leave at the same times to help parents.

Members asked if any lessons had been learned from the 30% catch up check in sessions. Officers explained that confidence was key, schools needed to be confident and parents need to be confident. Schools will have a key contact in the council and individual health and safety officers.

Members referred to catch up funding and asked how and when the council will know what to use it for and whether it can be used to help and support teachers for distance learning. Officers explained that there is £28 million available spread across 2.5k schools. Discussion will be had with schools on how it is spent, the money will go directly to schools and they can choose how to spend on for example, wellbeing, catch up etc. Distance learning is now blended learning; tech has been provided where needed. There will be a need to have consistency with blended learning,



working with the challenge advisors and schools, looking at best practice. There will be a need to monitor KPI's and change the pedagogy in schools so that they do not slip.

Members asked if there was confidence that teachers are sufficiently trained in spotting symptoms of Covid. Officers explained there would be ongoing training for staff online; there would be isolation rooms and cleaning regimes. It was also added that parents/carers have a responsibility to not send any child with symptoms.

Members noted that wellbeing is a priority and part of that is keeping up with peers in the classroom. Members asked how we could ensure that those who have not engaged with the education service since March are supported in this. Officers explained that they will know who hasn't engaged and additional support will be provided to get them to the right place before they start learning again. There will also be online counselling training for teachers.

Members considered that funding needed to get into the schools as fast as possible and asked of school would be able to go over budget in the hope that the funding will come in. Officers explained that schools have had additional spending but also some savings such as support staff. The local authority would look at the school's position, work with finance officers, look at spending plans and commitments etc. and would be as flexible as possible within the constraints of the Council.

Members asked what assurances can be given on the identification of and support for CYP previously not on radar who have become vulnerable during the pandemic; How will we keep identifying them as more and more families' situations worsen - be that financial, emotional or health related. Officers explained that they have asked schools to identify vulnerable learners, a vulnerable learners panel will meet on a daily basis. Pupils who have disengaged are more difficult to identify, there was a need to look at non-attendance first in September, then make a connection through education welfare support and youth services. With regard to change in family circumstances, officers explained that over 1000 more free school meals have come into the system and it is anticipated this will grow when furlough ends, which adds vulnerability into the system as well.

Members asked if the LA would be discussing uniform with schools and the guidance on washing it after every day. Officers explained that there are uniform grants available to those that need it. With regards to having to wear full uniform, each school would look at this within the Welsh Government guidance.

Members asked how many pupils returned to school in June and for those who did not, what engagement has been made with them and how the LA engages with pupils with high risk people in the household. Officers explained that 69% of pupils who were able to return did; by 14<sup>th</sup> September full attendance is hoped for as shielding will have ended. There won't be fines, but this time will allow for identifying those who are disengaged and make plans to re-engage with families.

Members asked how confident the authority was that the appropriate consultations have taken place prior to school returning in September. Officers explained that they meet with trade unions, head teachers and governors regularly and are building on the guidance provided for the restart in June. It was important to note that the

guidance would not be a one size fits all and the authority would work with individual schools.

Members referred to blended learning and asked if schools have been audited on this and whether there are standards and benchmarking. Officers stated that it was important to reengage with challenge advisors on how they can look at the audit of provision. Staff now have the technology needed and further training could be provided via the consortium. There will be wider guidance at a National level provided too. There are also elements for parents and carers to have training in this area too.

Members referred to exam results and staff having to recommend grades. Members asked what measures were in place to deal with any challenges and also to help pupils move on to college/university etc. Officers clarified that the results cannot be challenged, only the information share and whether it was correct. With regards to higher education, it was important to ensure pupils are aware of all their options. Officers will be in schools to advise on results day.

Members referred to school transport and the use of PPE and asked if guidance will be provided to pupils through schools. Officers explained that it was very different guidance to public transport; PPE, masks and sanitisers will be provided, pupils will need to sit forward facing and guidance will be issues to pupils and parents. For ALN transport in taxi or minibus, there would be chaperones with PPE; this was an important mitigating factor across all settings.

Members asked about payments being made for pupils with free school meals and the risk that some pupils will come to school with no food. Officers agreed this was a challenge and there was no perfect answer. Most of the school catering service have been furloughed and no catering provision was available in catch up. It was difficult to know the physical restrictions in kitchens, H&S restrictions etc. Primary schools had an advantage in that they can dine in areas used for learning. There would be two weeks before the 14<sup>th</sup> September to work through issues and there was the potential to stagger hours. If a pupil turns up with no food, schools could have a supply of frozen meals to be able to react appropriately.

With regards to Summer Provision and the Welsh Government having cancelled SHEP; whilst the additional £1m for summer provision is welcomed, Members asked how what is being proposed compares to SHEP, and can this be delivered every summer. Officers explained that SHEP was really needed this year more than any, but decisions had been made early on to rescind funding. The local authority has had to react quickly across the directorate and this has been hampered by the fact that staff are exhausted as many have worked in hubs; however it had been surprising how many staff have come forward to help with the summer provision. It was noted that physical activity was also offered. Currently only 330 out of 1000 were attending, parents are still anxious. Officers considered it was not as good as SHEP but it is something and they hoped that attendance would rise.

AGREED – That the Chairperson writes to the Cabinet Member on behalf of the Committee expressing their comments and observations discussed during the Way Forward.

20 : WAY FORWARD

Members discussed the information received and identified a number of issues which the Chairman agreed would be included in the letters that would be sent, on behalf of the Committee, to the relevant Cabinet Members and Officers.

21 : URGENT ITEMS (IF ANY)

None received.

22 : DATE OF NEXT MEETING

The next meeting of the Children & Young People Scrutiny Committee is scheduled for 15<sup>th</sup> September 2020, at 10.00am via Microsoft Teams.

The meeting terminated at 8.55 pm

Mae'r dudalen hon yn wag yn fwriadol

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**

**15 SEPTEMBER 2020**

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**DRAFT LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2019/2020**

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**Purpose of Report**

1. To provide Members with background information to facilitate scrutiny of the draft Local Authority Social Services Annual Report 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 17<sup>th</sup> September 2020.
2. The Annual 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 required to scrutinise issues that fall within this Committee's Terms of Reference. Community & Adult Services Scrutiny Committee will also be considering this report at its meeting on the 14<sup>th</sup> 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 its area; 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 reference to 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 (*from 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 Children's 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	Page 33
Supporting people to safely develop and maintain healthy domestic, family and personal relationships	Page 34	Page 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	Page 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:
- Focussed Activity in the Family Support Services (Children's Services)
  - Youth Justice Service Inspection
  - Focussed Activity in Children's Services
  - Social Services Annual Performance Letter (**Appendix B**)

## Previous Scrutiny

14. This Scrutiny Committee (jointly with the Community & Adult Services 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 Graham Hinchey (Cabinet Member for Children & Families), will be in attendance and may wish to make a statement. Claire Marchant (Director of Social Services) and Deborah Driffield (Assistant Director, Children's Services) 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 Committee is recommended to:

- i. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet prior to its consideration of the report; and
- ii. Consider the way forward for the future scrutiny of the issues raised in the Annual Report 2019/20 and the future challenges and priorities for 2020/21.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**8 September 2020**

Mae'r dudalen hon yn wag yn fwriadol

## LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2019/20

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●	<b>4. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP:</b>  <b>Quality Standards:</b> <ul style="list-style-type: none"> <li>• Working with people to define and co-produce personal well-being outcomes that people wish to achieve</li> <li>• Working with people and partners to protect and promote people's physical and mental health and emotional well-being</li> <li>• Taking steps to protect and safeguard people from abuse, neglect or harm</li> <li>• Encouraging and supporting people to learn, develop and participate in society</li> <li>• Supporting people to safely develop and maintain healthy domestic, family and personal relationships</li> <li>• Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs</li> </ul>	
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Mae'r ddogfen hon ar gael yn Gymraeg

## 1. INTRODUCTION

### MESSAGE FROM CABINET MEMBERS



**Councillor Susan Elsmore, Cabinet Member for Social Care, Health and Well-being**



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

We 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





## 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 have 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 + 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 who's 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.

**Focussed 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

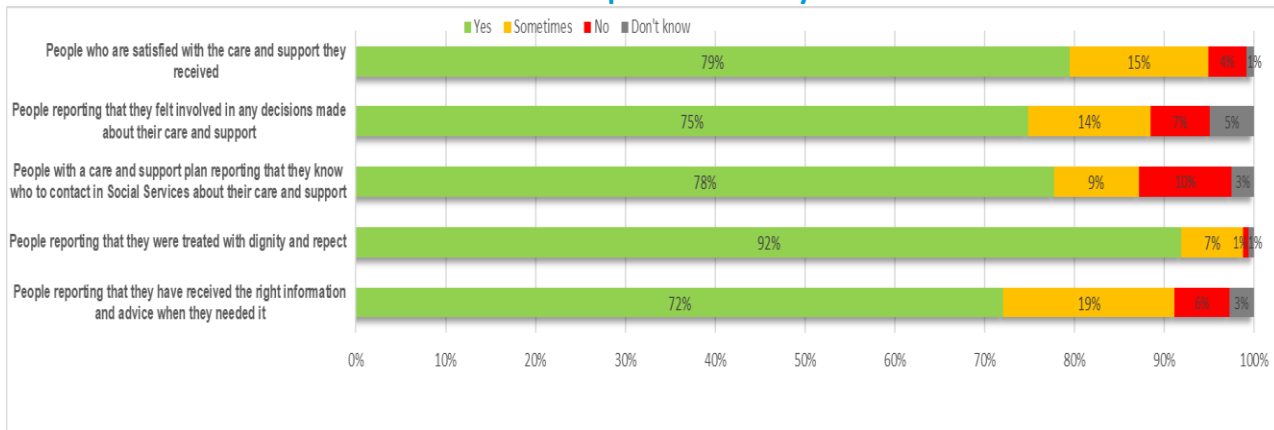
Outcomes we have achieved during the year. What difference did we make ?

- ✓ 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 <b>rights based approach</b> for adults and children in everything we do
Empower people to have choice and control over their own lives by appropriately offering <b>Direct Payments</b> to people
Enable all young people with additional learning needs to play and active and central role in planning for their <b>transition to adulthood</b>
<b>Support young carers and care leavers</b> with a range of interventions, including into-work support, assistance with transport needs and wider well-being provision
Develop a <b>Parent's Participation Charter</b> to improve our partnership working with parents
Develop and implement a <b>service for young carers</b>
Implement improvement plan for the <b>Independent Reviewing Officer service</b>
Implement the <b>new model for Community Resource Teams (CRT), including the Get Me Home Plus Service</b> , to improve and expand the provision to enable people to live good lives at home
<b>Implement the 'Discharge to Assess' model</b> 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 <b>Deprivation of Liberty Safeguards</b>

## 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)

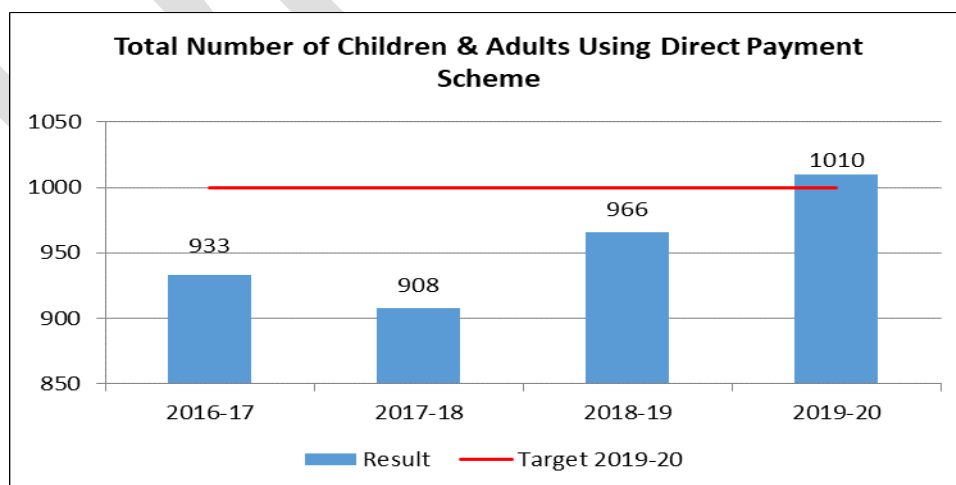
2016/17 = 86.3% (2,056 / 2,383)
- The total number of children and adults in need of care and support using the Direct Payment Scheme*

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 and 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.



## 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 ?

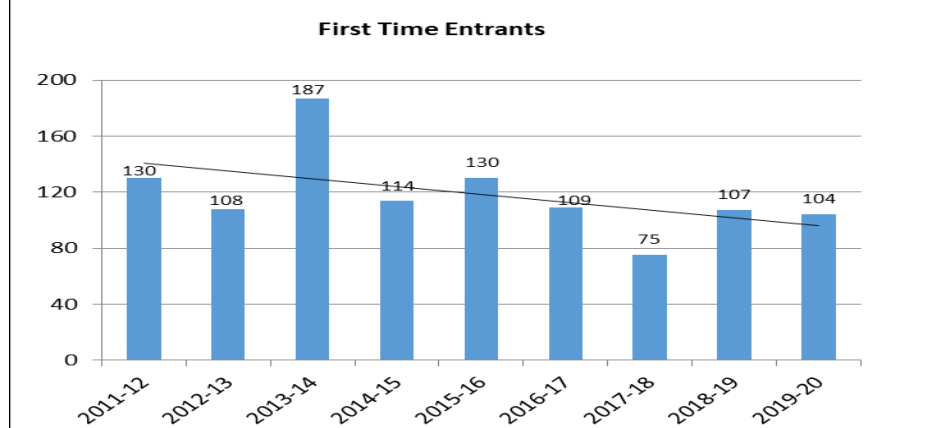
- ✓ Children receiving services in a more timely way following an improvement in the timeliness of completion of well-being assessments
- ✓ Young people experience a more consistent service following the launch of the Adolescent Service.
- ✓ Independence and well-being for people with mental health problems 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 <b>Multi-Agency Transition Planning</b> for young people with Learning Disabilities (LD) and Additional Learning Needs (ALN)
<b>Develop a place based approach to enhancing well-being and protection for vulnerable children and families</b> , trialling new ways of working in an area of the city by March 2020
Complete a service review of the <b>Youth Offending Service</b> by 2020 and review the effectiveness of interventions by the service to offending / re-offending rates
<b>Improve mental health and emotional well-being for young people</b> 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) <b>Youth Offending Service Inspection</b>
Improve integrated working for <b>children with continuing care and complex health needs</b>
Support people with learning disabilities and to be more independent by implementing a <b>Regional Learning Disabilities Commissioning Strategy</b> by March 2020
Support people with mental health issues to be more independent by implementing the recommendations of the <b>Community Services Review</b> 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 <b>community support and day opportunities for adults and young people in transition with mental ill health</b> throughout 2019/20 by extending the Ty Canna service
Identify and take forward opportunities to work with partners during 2019/20 to promote <b>Public Health</b> and reduce health inequality

#### Performance Update

- *Number of first time entrants (FTEs) into the Youth Justice system*  
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*

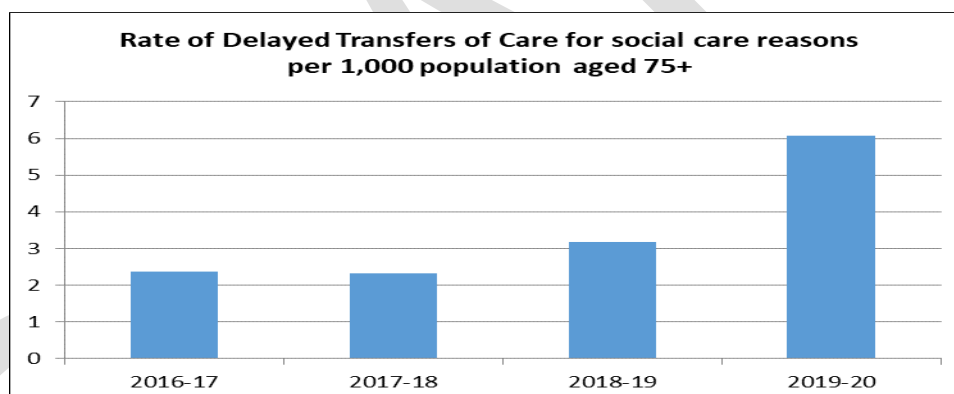
2019/20 = 6.07

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 ?

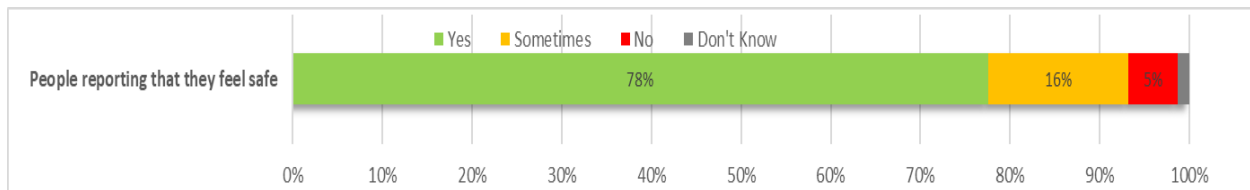
✓	Further strengthening of safeguarding by implementation of the new All Wales Safeguarding Procedures.
✓	Young people at risk of or who have experienced exploitation are better protected through exploitation training for parents and an improving understanding of different types of exploitation (e.g. 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 <b>'All Wales' Safeguarding Procedures</b> by March 2020 – in collaboration with staff and partners – to ensure that adults at risk are protected from harm
Fully embed the Council's <b>Corporate Safeguarding Policy</b> by March 2020 to ensure an effective approach to implementation across the Council
Implement an <b>Exploitation Strategy</b> by March 2020, to encompass new and emerging themes of exploitation
Ensure children and adults are protected from risk of harm and abuse by <b>raising awareness</b> among public and professionals for the duration of the plan
Embed the <b>Quality Assurance Framework</b> 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 <b>Multi Agency Safeguarding Hub (MASH)</b> to take account of the new Early Help Service
Implement fully the improvement plan for <b>adult safeguarding</b>
Implement a new system of <b>provider quality assurance</b> 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
<p>Review <b>pathways for children with sensory impairments</b> and further develop partnership working across children's and adult services and with 3<sup>rd</sup> sector sensory impairment organisations during 2019/20 to:</p> <ul style="list-style-type: none"> <li>• Improve access to information and services for children and adults with sensory loss</li> <li>• Provide clear and consistent pathways between Social Services and Education Directorates and with 3<sup>rd</sup> sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff</li> </ul>
<p>Enable more children to be live closer to Cardiff</p> <ul style="list-style-type: none"> <li>• Developing a comprehensive <b>Commissioning Strategy and Market Position Strategy</b> to map need against resources and influence local market to provide a range of provision to meet needs of CLA by September 2019</li> <li>• Increasing the number of LA <b>foster carers</b> (including kinship carers) by March 2020</li> <li>• Increasing range of <b>local residential provision</b> by commissioning 20 new placements by March 2020</li> <li>• Working with the regional adoption service to increase the number of <b>adoptive placements</b> by March 2020</li> </ul>
<p>Review the <b>Corporate Parenting Strategy</b> 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</p>
<p>As a <b>Dementia Friendly City</b>, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> <li>• Undertaking dementia friends training across the Authority with the aim of 100% compliance</li> </ul>

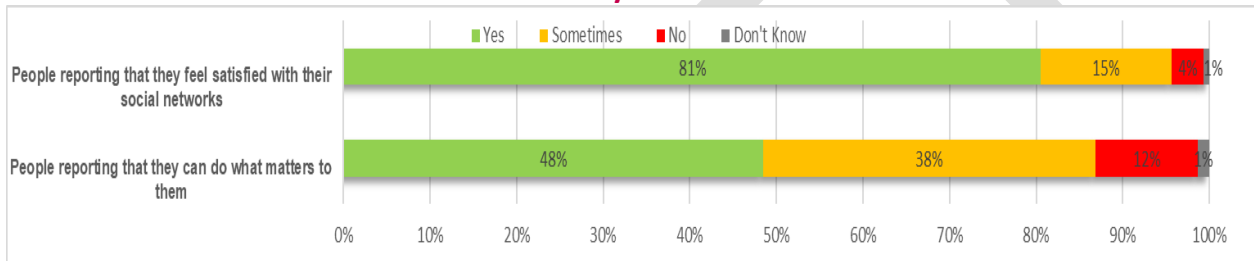
amongst Council staff by April 2021

- 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

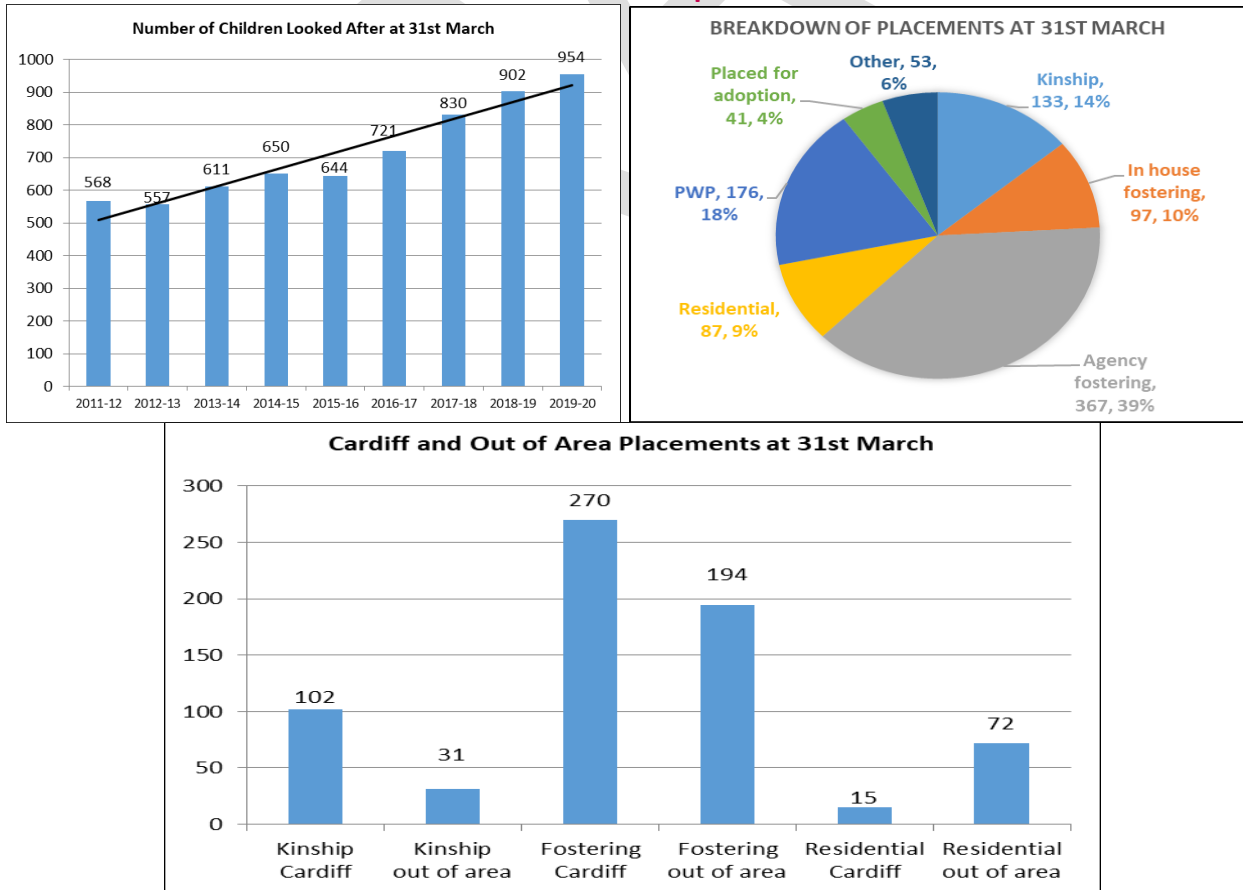
**Address social isolation and enhance quality of life of older people** by developing inter-generational working within schools, community groups, leisure centres and private sector partners

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





### 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 31 <sup>st</sup> March 2019 to 133 at 31 <sup>st</sup> 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 <b>strengths-based approach to social work practice</b> to put individuals, families and communities at the centre of their own well-being by: <ul style="list-style-type: none"> <li>• Refresh the Signs of Safety Implementation Plan to <b>embed strength based practice in partnership with families to support children to remain with families</b>, supported by a safety plan by March 2020</li> <li>• Establishing and embedding <b>strengths-based practice in adult services</b> by March 2022</li> </ul>
Implement the <b>new delivery model for an integrated early help and prevention service</b> 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"> <li>• Improving <b>care planning arrangements</b> for children looked after by reducing time taken to progress cases through the court process by March 2020</li> </ul>
Implement the <b>care planning protocol</b> by March 2020 to ensure effective care planning and risk assessing using a strengths based model
Ensure eligible <b>unpaid adult carers</b> , 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 <b>reconnect with their communities</b>

### 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*

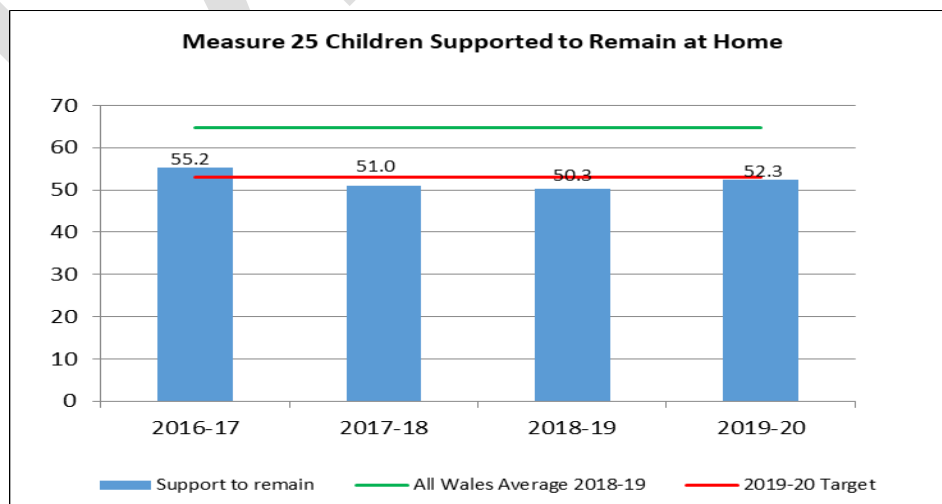
2019/20 = 52.3% (1,046 / 2,000)

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 31<sup>st</sup> 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*

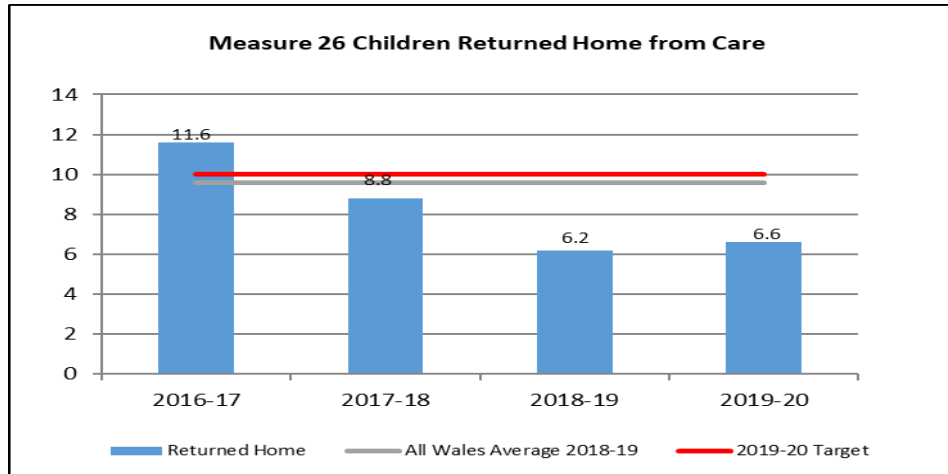
2019/20 = 6.6% (76 / 1,148)

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.



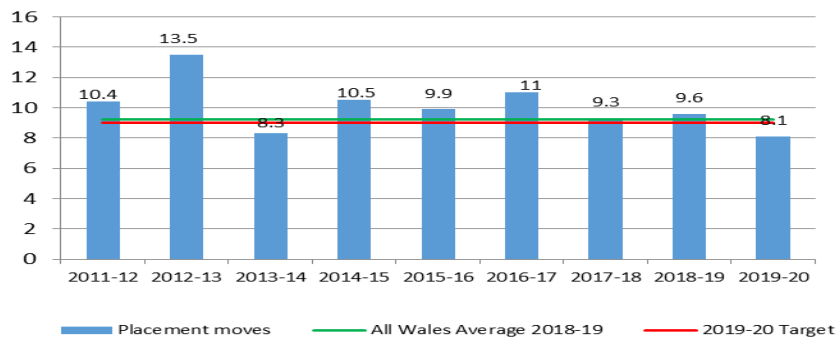
Although these indicators appear to say that fewer children are living with their families, this is not a complete picture of the trend in Cardiff because more children are living at home or returned home under the auspices of a Care Order than previously. The measure does not allow us to count these 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 31<sup>st</sup> 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.

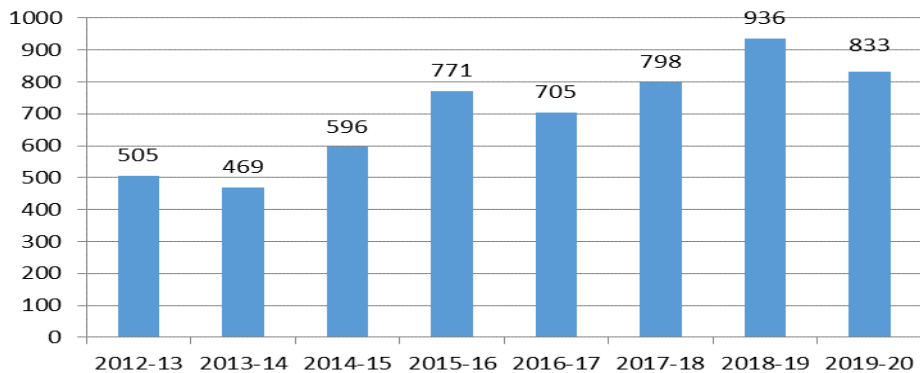


**Measure 33 Placement moves for children looked after**



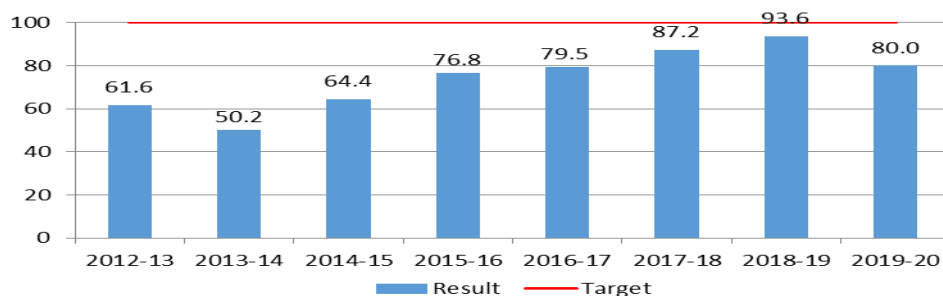
- *Number of carers assessments completed*  
2019/20 = 833  
2018/19 = 936  
2017/18 = 798.

**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.



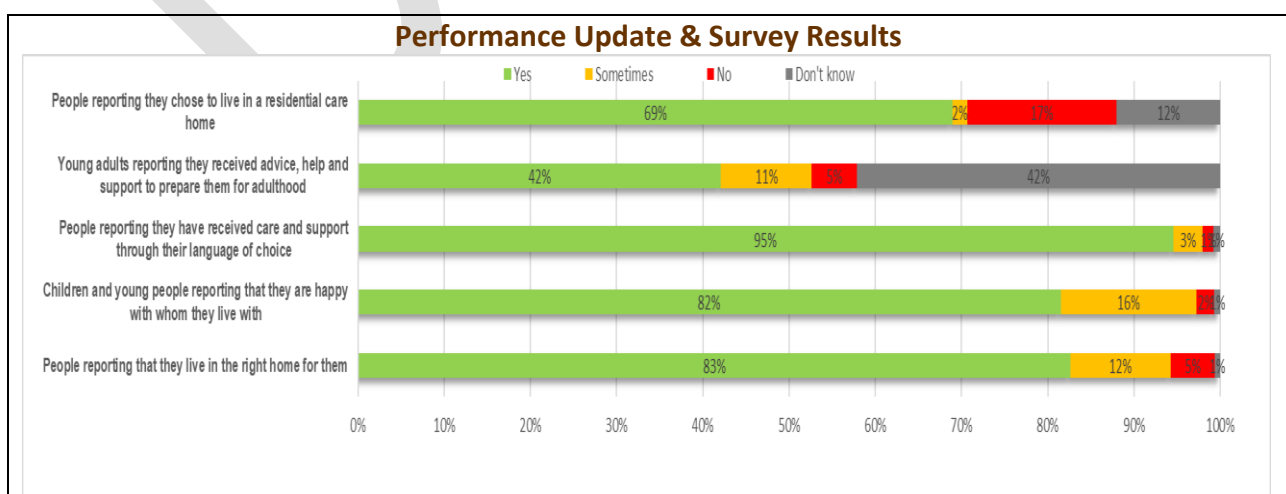
**Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs**

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

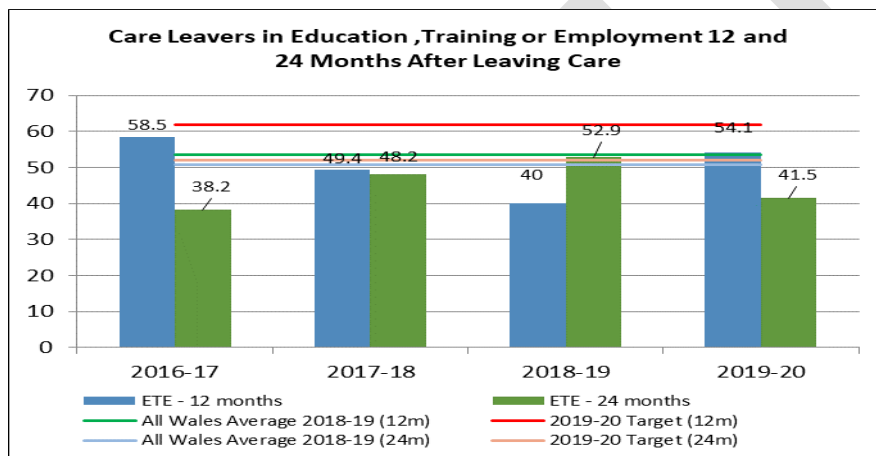
- ✓ Improved opportunities for children looked after and care leavers via the incorporation of the Bright Start Traineeship Scheme into the Into Work Service.
- ✓ Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.
- ✓ Individuals 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"> <li>• Improving <b>educational outcomes for children looked after</b> by March 2020</li> <li>• Improving <b>transition and progression into education, employment or training for care leavers</b> by March 2020</li> <li>• Increasing the <b>accommodation and support for care leavers</b> by March 2020</li> </ul>
Understand the <b>impact of poverty</b> 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 <b>Delayed Transfers of Care</b> for social care reasons during 2019/20 to support more timely discharge to a more appropriate care setting
<b>Progressively implement a new way of delivering domiciliary care</b> by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Accommodation Strategy
Develop <b>day opportunities for people with learning disabilities</b> 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.

## 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 4<sup>th</sup> highest number of Welsh speakers in Wales. The number of Welsh speakers in Cardiff has doubled since the 1991 census. The Cardiff and the Vale of Glamorgan Population Needs Assessment reports the following statistics regarding the Welsh language community profile of Cardiff.

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: <ul style="list-style-type: none"> <li>○ 10 seconded staff were on the Social Work degree course during the year.</li> <li>○ 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.</li> <li>○ 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them.</li> <li>○ Provision of peer supervision through Signs of Safety.</li> <li>○ Provision of clinical supervision within some children's services teams.</li> <li>○ 7 OMs supported to undertake Middle Manager Development Programme.</li> </ul>
✓	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 <b>implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016</b> and ensuring that all relevant professionals are appropriately qualified and registered by March 2020
<b>Implement projects resulting from additional funding</b> including transformation, Integrated Care Fund and successful pressure bids
<b>Implement new senior management arrangements</b> to ensure that we are able to meet the current and future challenges
<b>Develop an operating model</b> to ensure a 'seamless service' with the needs of people using our service having priority
Continue to develop and support the workforce by <b>delivering a reduction in agency workforce and vacancies in the children's social worker workforce</b> by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020
Put relevant and up to date <b>policies and procedures</b> 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.

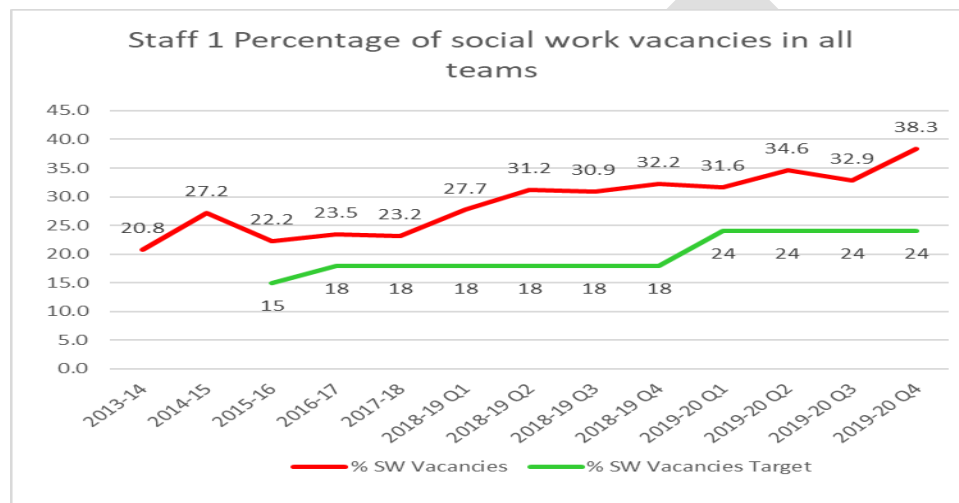
- Percentage of social work vacancies in all teams (children's services)

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 1<sup>st</sup> 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 <b>service and financial planning</b> for Adult and Children's Social Services
<b>Implement CareFinance</b> across adult and children's services to replace current finance systems that are no longer supported
<b>Develop Performance Frameworks</b> for adult and children's services to support a whole system approach to improving and monitoring performance
Implement Social Services <b>key commissioning priorities</b> through development of commissioning strategies for all children and adult services
Identify and take forward opportunities to <b>strengthen our partnerships</b> during 2019/20 to improve outcomes for people
Conclude a <b>cost of care exercise</b> 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.

DRAFT

Mae'r dudalen hon yn wag yn fwriadol

## 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 lead to a delay 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 OUTCOMES<sup>1</sup>**

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

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

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

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

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<sup>1</sup> <https://gov.wales/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 CYMRU<sup>1</sup>

### 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

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<sup>1</sup> [https://socialcare.wales/cms\\_assets/hub-downloads/Guidance-for-local-authority-annual-social-services-reports.pdf](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.

Mae'r dudalen hon yn wag yn fwriadol

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  
Tel: (029) 2087 2087  
www.cardiff.gov.uk

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 11<sup>th</sup> 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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Tudalen 93



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 (page 59) 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 blue 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**



**Neuadd y Sir**  
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CF10 4UW  
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www.caerdydd.gov.uk  
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Cardiff,  
CF10 4UW  
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www.cardiff.gov.uk

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 – 26<sup>th</sup> June 2019**

Thank you for your letter of 5<sup>th</sup> July following our attendance with the Director at the Joint Scrutiny Committee on 26<sup>th</sup> 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**

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Tudalen 97



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.

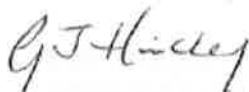
Whilst no interviews to date have cited cultural changes as the reason for leaving, recent anecdotal feedback suggests that there has been some staff turnover as a result of this. Work is being undertaken to better understand whether this applies to directly employed staff or agency staff and action 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**

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

**Table 2 – Complaint by team**

<b>Team</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
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
<b>Total</b>	<b>46</b>	<b>41</b>	<b>47</b>	<b>51</b>	<b>185</b>

**Table 3 – Complaint Outcome**

<b>Outcome</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>
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
<b>Total</b>	<b>46</b>	<b>41</b>	<b>47</b>	<b>51</b>	<b>185</b>

**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 1<sup>st</sup> 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%**

reported an improvement in resilience  
(3,853 of 4,415)

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

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

**85%**



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)

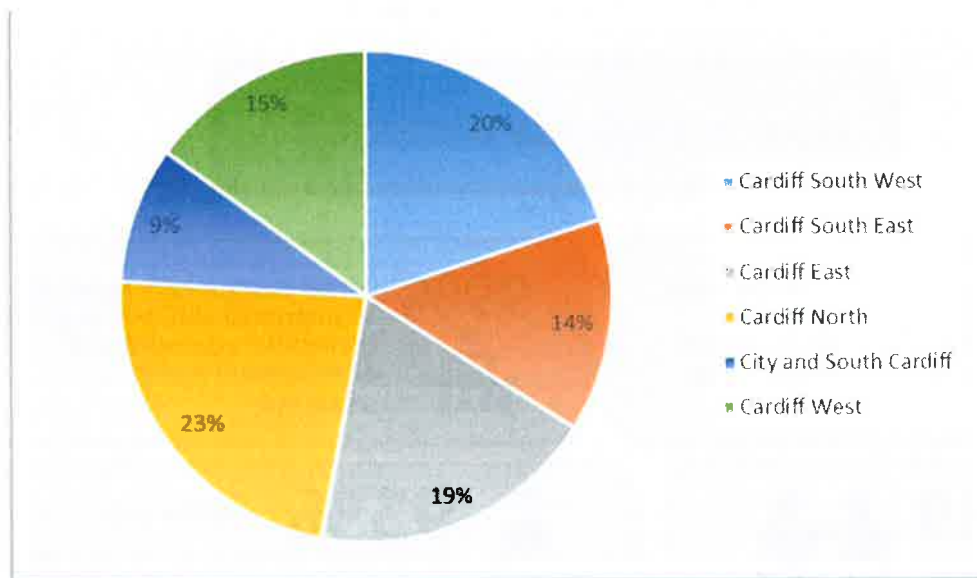
families reported an improvement in family resilience



**94%**

reported they could contribute to changes in their lifestyles behaviours  
(522 of 554)

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 11<sup>th</sup> October 2018 the Cardiff Family Advice and Support service is now operational having commenced on 1<sup>st</sup> 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**

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**

**15 SEPTEMBER 2020**

---

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE ANNUAL REPORT  
2019/20**

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**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 Children & Young People 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 as suitable priorities for future scrutiny examination. The Committee will be agreeing its work programme in the coming weeks and this will be discussed as a separate Agenda Item at this meeting.

**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 Children & Young People Scrutiny Committee Annual Report 2019/20 to be laid before Council.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**7 September 2020**



Craffu - Ymgysylltu heddiw, Llunio yfory - Scrutiny - Engaging today, Shaping tomorrow

# **A Report of: Children & Young People Scrutiny Committee**

## **Annual Report 2019 – 2020**

### **September 2020**



**City and County of Cardiff**

## CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE MEMBERSHIP



Councillor Lee Bridgeman  
(Chairperson)



Councillor Stephen Cunnah



Councillor Heather Joyce



Councillor Sian Elin  
Melbourne



Councillor Dan Naughton



Councillor Mike Phillips



Councillor Mia Rees



Councillor Kanaya Singh



Councillor Rhys Taylor

### Co-opted Members:



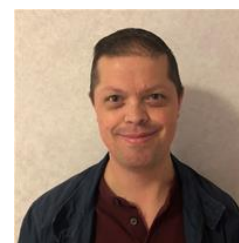
**Patricia Arlotte**  
Roman Catholic  
Representative



**Carol Cobert**  
Church in Wales  
Representative



**Karen Dell'Armi**  
Parent Governor  
Representative



**Matthew Richards**  
Parent Governor  
Representative

**Note:** The following Members and co-optees also served on this Committee during this period: Councillors P Hill-John (June – Sept 2019); Morgan (June 19 – Jan 20); Parkhill (Sept 19 – Jan 20); and Rebecca Crump, Parent Governor Rep (June 19 – Sept 19)

## CHAIR'S FOREWORD

I am delighted to present the Committee's annual report for 2019/2020. Firstly, I would like to thank both Members and co-opted members of the Committee for their hard work, knowledge, and understanding of the issues; and the support they have given me, which has made my job as Chair a whole lot easier. I would also like to thank the scrutiny officers, who offer an amazing amount of support not only for myself but for the whole of the Committee; I would particularly like to thank Martyn Hutchings, who supported myself and this Committee until his retirement earlier this year. I would also like to thank the witnesses who have spoken to the Committee, giving up their valuable free time, especially in the task and finish inquiries.

I have been proud to chair this vital Committee; new Members joined the Committee this year, and I am delighted that the Committee continues to have a full quota of councillors and co-opted members this year, and I know that there are other members who would like to participate in the Committee, if a vacancy came about. This just shows me how important this Committee is within the structure of scrutiny.

As you will see from reading this report, the Committee has been involved in scrutinising some very important decisions that affect the everyday lives of young people who live in the city. As Chair, I am keen to give young people a voice. In 2018, I invited a representative of the Youth Council to attend all future Committee meetings, and the Youth Council has continued to provide a crucial role in the work of this Committee in attending meetings, seeking advice, challenging decisions and holding decision makers to account.

The report below highlights the key work that we have undertaken from June 2019 to March 2020, where we had to stand down our work due to the Covid-19 pandemic. As ever, during the time we active, the Committee was very busy and I believe there are many fine examples of great scrutiny work within this report and I would like to think that you all agree. I look forward to chairing

the Committee again in 2020/21 because, as I have previously stated, this is a vitally important scrutiny Committee, which, most importantly, looks at the decisions made by this council and how they affect the lives of our children in our beautiful city.



**Councillor Lee Bridgeman**

**Chairperson - Cardiff's Children & Young People Scrutiny Committee**

## INTRODUCTION

The Children and Young People 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 Education, Social Care for Children, Children's Play and the Youth Service.

This report presents the Committee's main activities during 2019-20 and uses wherever possible the National Welsh Characteristics of Good Scrutiny to ensure that there are:

- Better outcomes - Democratic accountability drives improvement in public service.
- Better decisions - Democratic decision making is accountable, inclusive and robust.
- Better engagement – The public is engaged in democratic debate about current and future delivery of public services.

Between June 2019 and March 2020 the Committee has scrutinised a wide range of topics contributing to the development and improvement of services for children and young people, a list of which is set out below under the following headings:

- **Inquiries** – Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report to the Cabinet.
- **Policy Development** – Where the Committee has contributed to the Council's policy development processes by considering draft policy documents.
- **Pre-decision** - Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet

the opportunity to know Scrutiny Members' views prior to making their decision.

- **Monitoring** - Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed. The Committee has also set up a Budget monitoring panel.

### **Inquiries Reports**

- ❖ Joint with CASSC - Preventing young people's involvement in drug dealing - Cabinet Response **(26th June 2019)**
- ❖ 'Preventing Young People's Involvement in Drug Dealing' - Further response and progress **(12th November 2019)**
- ❖ Child Mental Health - Draft Inquiry Report **(21st January 2020)**
- ❖ Out of County Placements - Inquiry Report - Progress Briefing **(10th March 2020)**

### **Committee Panels**

- ❖ Children's Services Performance reporting format - completed

### **Policy Development**

- ❖ Children's Services Directorate Delivery Plan **(11th June 2019)**
- ❖ Education Directorate Delivery Plan **(11th June 2019)**
- ❖ Central South Consortium's contribution to raising standards in Cardiff **(21st January 2020)**
- ❖ Education Strategy - Cardiff 2030 **(9th July 2019)**

### **Pre-decision Scrutiny**

- ❖ 21st Century Schools Band B - Redevelopment of Cantonian, Riverbank and Woodlands Schools **(11th June 2019)**
- ❖ Cardiff Children's Services Strategy **(9th July 2019)**
- ❖ 21st Century Schools Band B: Early Years, Primary and Secondary provision to serve Adamsdown and Splott **(9th July 2019)**



- ❖ Education Strategy - Cardiff **(8th October 2019)**
- ❖ SOP 21st Century - Early Years Primary and Secondary School Provision to serve Adamsdown and Splott **(21st January 2020)**
- ❖ SOP 21st Century - New Primary School provision to serve parts of Radyr, Morganstown, Creigiau, St Fagans and Fairwater **(21st January 2020)**
- ❖ SOP 21st Century - New school provision to serve parts of Pontprennau and Old St Mellons **(21st January 2020)**
- ❖ Draft Corporate Plan 2020-2023 and Draft Proposals 2020-2021 **(18th February 2020)**

### **Performance Monitoring**

- ❖ Children's Services Quarter 4 Performance Report **(11th June 2019)**
- ❖ Joint with CASSC - Local Authority Social Services Annual Report 2018-19 **(26th June 2019)**
- ❖ Wales Audit Office report - review of corporate arrangements for safeguarding of children **(24th September)**
- ❖ Cardiff & Vale of Glamorgan Regional Safeguarding Board Annual Report - 2018-2019 **(24th September)**
- ❖ Children's Services Quarter 1 Performance Report - 24th September
- ❖ Signs of Safety **(24th September 2019)**
- ❖ Provisional Performance of Cardiff's Schools 2018/2019 **(8th October 2019)**
- ❖ New Curriculum **(8th October 2019)**
- ❖ Cardiff Child Friendly City - Progress Report **(12th November 2019)**
- ❖ Review of Fostering - Progress Report **(12th November 2019)**
- ❖ Early Help and Prevention Briefing **(17th December 2019)**
- ❖ Regional Adoption Service Annual Report **(17th December 2019)**
- ❖ Corporate Parenting Advisory Committee Annual Report 2018-19 **(17th December 2019)**
- ❖ Young Offenders Progress Report **(17th December 2019)**
- ❖ Children's Services Quarter Two Performance Report **(17th December 2019)**
- ❖ Cardiff School's Annual Report **(21st January 2020)**
- ❖ SOP - Update Report **(10th March 2020)**

❖ Children's Services Quarter 3 Performance **(10th March 2020)**

The Children and Young People Scrutiny Committee has held 9 full Committee meetings, and one joint meeting with Community and Adult Services Scrutiny Committee since June 2019. As a result of the consideration of over 35 reports, covering policy development, pre-decision scrutiny, monitoring progress and service area performance, the Scrutiny Committee Chairperson sent 27 letters to the Cabinet and officers, which included requests for additional information, comments, and observations on items considered at the Committee Meetings. A number of meetings were webcast during the year, and these attracted 112 viewers.

## INQUIRIES

### **Joint with CASSC – Preventing Young People's Involvement in Drug Dealing - Cabinet Response (26th June & 12<sup>th</sup> November 2019)**

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The meeting on the 26<sup>th</sup> June 2019 gave Members the opportunity to scrutinise the Cabinet response to the joint task & finish report titled 'Preventing Young People's Involvement in Drug Dealing'.

The Joint Committee presented its Inquiry report into Preventing Young People's Involvement in Drug Dealing to Cabinet on 15 November 2018, and a full response to the report was approved by Cabinet on 18 April 2019.

The Inquiry report included 19 recommendations, from which the Cabinet response partially accepted six recommendations, fully accepted twelve recommendations, with one recommendation response outstanding.

The Committee felt that the Cabinet provided a very positive response to the report, accepted the response and asked that the Cabinet provide a future action plan in the autumn setting out timescales and details of exactly how the recommendations would be addressed.

Following on from the scrutiny of the Cabinet response on the 26<sup>th</sup> June, the Committee received an action plan at its meeting on the 12<sup>th</sup> November 2019. This item was supported by the Cabinet Member for Housing & Communities and officers from the People & Communities Directorate, and provided a more detailed response to each of the recommendations set out in the report. During the way forward Members made the following comments on the action plan:

- The Committee welcomed the opportunity to be briefed on the progress being made in implementing the recommendations arising from the Inquiry report, and were pleased with the amount of work already undertaken.

- Members noted that several Hubs were already offering groups the opportunity to open the facilities on an out of hour / weekend basis, however, they commented that the Hubs did not cover all areas of the City. The Committee suggested that additional venues should be investigated to widen access to support to more areas of the City.
- Members asked for clarification on the number of young people who were engaged in the Make Your Mark ballot, as it was felt that 5000 was a lower number than expected.

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## Child Mental Health - Draft Inquiry Report (21st January 2020)

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The meeting on the 21<sup>st</sup> January 2020 gave Members the opportunity to review, potentially amend and approve the draft inquiry report titled 'Child Mental Health'. The Committee agreed to undertake an inquiry into "Child Mental Health Support and Services" in September 2018 and worked to the terms of reference set out below:

- *To identify procedures in to help support Education staff and Pupils who feel they have Mental Health and wellbeing concerns and reduce the number of children & young people accessing the CAHMS services.*
- *To work in partnership with the Education Directorate, Children's Services, Youth Council and the University Health Board (CAHMS)*
- *To receive evidence from stakeholders and young people on the key aspects of the policy.*
- *To present the Policy to the Cabinet, University Health Board, Youth Council and key stakeholders.*

In carrying out its work the task group received evidence from a number of witnesses, including:

- Chairman of the Welsh Government Children & Young People and Education Committee;
- Welsh Government Education Staff
- The Children's Commissioner & Policy Officer;
- The Police & Crime Commissioner and Staff Officer;
- Child & Adolescent Mental Health Service Staff;
- Representatives from Action for Children;
- Samaritans;
- Wales Mental Health Foundation;
- A Cardiff University Researcher;
- The Former Deputy Head at Monmouth Comprehensive School;
- A Parents Group representative;
- Representatives from the Cardiff Youth Council.

The report made a series of key findings and 7 recommendations designed to support Child Mental Health in Cardiff. Recommendations from the report included:

- *The Cardiff Public Services Board must prioritise the strategic overview of services and support for child mental health and well-being, to ensure the effective coordination of provision across Cardiff. The strategy must deliver an integrated approach to children and young people's emotional and mental health support. The Strategic overview must also map all services and support for child mental health to identify any gaps or duplication in provision.*
- *The Public Services Board must ensure that all partners co-ordinate effective early intervention and support, as a graduated response, to provide resilience in young people for later life. The intervention and support must be effective and sustainable and made available to all schools to ensure that all pupils are able to access the preventative and intervention support they need. In addition the Board must review and investigate the capacity of the school nurses service and access to resilience workers.*
- *The Education Well-being and Resilience Strategy being developed by the Education and Lifelong Learning Directorate must ensure that schools have appropriate capacity and resources to support the management and operation of the various mental health and well-being initiatives and programmes and to fully engage with all training and initiatives.*

## **Out of County Placements - Inquiry Report - Progress Briefing (10th March 2020)**

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The meeting on the 10<sup>th</sup> March 2020 gave Members the opportunity to receive a progress briefing on the inquiry report titled 'Out of County Placements'. The item was supported by the Cabinet Member for Families & Children, and officers from the Social Services Directorate. The Children and Young People Scrutiny Committee considered the Cabinet response to its inquiry "Out of County Placements" at its meeting on 11 December 2018, and this item provided a progress report on the implementation of the accepted recommendations.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Families & Communities that included the following points:

- With regard to fostering and the differences between Independent Fostering Agencies (IFA's) and in-house fostering, Members noted the past differences in approaches toward fostering by the authority and private companies and commended the work undertaken in addressing the disparity within this area. Members agreed with comments made that support for foster carers still required further development and was a crucial component in further addressing the disparity. In order to better understand the challenges, Members asked for a briefing note to detail the specific changes to packages for in-house Foster Carers and alliance of profits; a further breakdown of the comparative costs between IFA's and In-house fostering; and clarity on the recruitment target for foster carers over a 12 month period.
- In terms of a possible alliance with not for profit foster care providers, Members asked that this should be an avenue for further consideration, they asked for further information in terms of possible timescales and perceived benefits from such partnership working.

- In terms of the recruitment and retention of social workers, Members welcomed the comments with regard to this Committee undertaking a Task and Finish inquiry in this area, and asked for a breakdown of the known barriers within this field.
- With regard to Care Homes, Members noted and welcomed the comments made about the ongoing work, particularly around the development of an assessment unit which provides detailed multi agency assessment.

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## COMMITTEE PANELS

### Central South Consortium Scrutiny Panel

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A Central South Consortium Scrutiny panel was set up in 2017 with the Chairs and officers from the five Local Authority's Scrutiny Committees (Bridgend, Cardiff, Rhondda Cynon Taff, Merthyr Tydfil and the Valle of Glamorgan). The statutory responsibility for the performance of schools resides in individual Local Authorities together with the associated Consortium's performance, with Consortium staff in attendance, however, the scrutiny of the Consortium itself is also essential, and an appropriate scrutiny structure needs to be put in place to consider the performance of the region, share best practice and information across all five Scrutiny Committees'.

The Panel met twice during 2019/20 with meetings scheduled shortly after each meeting of the Consortium's Joint Committee. In following its terms of reference the Panel considered the following items:

- CSC work in helping to support and advise schools on the design and implementation of the new curriculum - Verbal Briefing (**3<sup>rd</sup> July 2019**)
- The work of CSC and approaches to IT and keeping learners safer on line (**3<sup>rd</sup> July 2019**)
- Update on the ISOS review and way forward - Verbal Briefing (**3<sup>rd</sup> July 2019**)
- ALN – implementation of the new ACT (**4<sup>th</sup> October 2019**)
- Wider Impact of Technology (**4<sup>th</sup> October 2019**)
- Review of Scrutiny Panel : to review the role and status of the panel to ensure that it is fit for purpose (**4<sup>th</sup> October 2019**)

## POLICY DEVELOPMENT

### Children's Services Directorate Delivery Plan (11th June 2019)

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The meeting on the 11<sup>th</sup> June 2019 gave Members the opportunity to scrutinise and comment on the Children's Services Directorate Delivery Plan 2019/20. The item was supported by the Cabinet Member for Families & Children, and the Interim Assistant Director for Children's Services. The purposed of the report was to consider the plans for the service during 2019/20 and review its performance during 2018/19.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Families & Communities that included the following points:

- Members asked for a copy of the recent letter sent to the First Minister to be sent to the Chairman;
- The Committee asked for details of children who had Sensory problems, along with details on how they were supported to attend the school of their choice;
- Members asked for a briefing papers on the outcome from the follow-up calls made to potential foster, and the development of the Young Carers strategy/plan.

## Education Directorate Delivery Plan (11th June 2019)

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The meeting on the 11<sup>th</sup> June 2019 gave Members the opportunity to scrutinise and comment on the Education Directorate Delivery Plan – 2019/20. The item was supported by the Cabinet Member for Education, Employment & Skills, and officers from the Education & Lifelong Learning Directorate. The purposed of the report was to consider the plans for the service during 2019/20 and review its performance during 2018/19.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following suggestions for the Directorate Delivery Plan:

- Included a measure and target for ethnic minority groups, as set out in the annual report;
- That the Directorate Delivery Plan did not include the measures and targets on the attendance of Looked after children.

In addition, the Committee identified some areas that they wished to scrutinise in more detail, and agreed to request briefing papers and reports on:

- Children & young people who are 'Educated Other than at School' (EOTAS), to include the definition, their attainment, makeup, numbers and number of Children being looked after.
- Work to being undertaken to help the recruitment of teachers who can teach through the medium of Welsh.

## **Central South Consortium's contribution to raising standards in Cardiff (21st January 2020)**

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The meeting on the 21<sup>st</sup> January 2020 gave Members the opportunity to scrutinise and comment on an item titled 'Central South Consortium's contribution to raising standards in Cardiff'. The item was supported by the Cabinet Member for Education, Employment & Skills, the Director for Education & Lifelong Learning and the Senior Challenge Advisers. The item allowed Members to receive a report on the impact of work in the Central South Consortium's business plan on the region, and to consider the implications that this had on Cardiff.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- The Committee welcomed the report on the performance of Cardiff's school and the positive picture that the performance indicated across all schools. The Members were pleased to see the continued improvement in results across almost all areas.
- The Members expressed concern around particular areas of disappointing performance, which the Committee thought had been addressed. They requested a detailed report on the actions and programmes put in place to address the performance in: 1) the outcomes for children being looked after, children educated other than at school and Elected Home Education; 2) the attendance levels at Primary Schools; 3) the impact of changes to funding from the Minority Ethnic Achievement Grant on the support for Ethnic Minorities and Gypsy Roma Travellers.

## **Education Strategy - Cardiff 2030 (9th July 2019)**

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The meeting on the 9<sup>th</sup> July 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Education Strategy - Cardiff 2030'. The item was supported by the Cabinet Member for Education, Employment & Skills, the Director for Education & Lifelong Learning and other officers from the Education & Lifelong Learning Directorate. The purposed of the report was for the Committee to receive a verbal briefing on the development of the Education Strategy – Cardiff 2030, and allow Members an opportunity to help in the continued development of the Strategy.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- The Members welcomed the opportunity to continue to be involved in the development of the Strategy. They also appreciated the discussions that followed the presentation, the exchange of views and ideas.
- The Committee agreed that they wished to continue to be involved in the development of a new vision for education and learning in the City, "Cardiff 2030".

## PRE-DECISION SCRUTINY

### **21st Century Schools Band B - Redevelopment of Cantonian, Riverbank & Woodlands Schools (11th June 2019)**

The meeting on the 11<sup>th</sup> June 5<sup>th</sup> June 2018 gave Members the opportunity to scrutinise and comment on an item titled '21st Century Schools Band B - Redevelopment of Cantonian, Riverbank and Woodlands Schools'. The item was supported by the Cabinet Member for Education, Employment & Skills, and the Programme Director for the School Organisation Programme. The purposed of the item was to provide Members with the opportunity to carry out pre-decision scrutiny of the report due to be received by Cabinet on the 13<sup>th</sup> June 2019.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- The Committee agreed to commend the report to Cabinet, however, Members did note that Cabinet were due to receive a subsequent report on further proposals to increase the number of special school places for primary age children with complex learning needs.
- The Committee considered that the consultation undertaken for the proposals was excellent and thanked officers for all the work that they had done to make the consultation a success.
- Members asked for assurance that the proposals for the three schools would
- provide sufficient capacity for the foreseeable future, and requested that the Cabinet ensured that the Special Schools would provide as wider scope of provision as possible.

- Members requested that the Cabinet identified the future use of the vacated school sites, as Members considered that they should continue to be of benefit to the Local Community.

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## Cardiff Children's Services Strategy (9th July 2019)

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The meeting on the 9<sup>th</sup> July 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Cardiff Children's Services Strategy'. The item was supported by the Cabinet Member for Children & Families, the Director for Social Services and the Interim Assistant Director for Children's Services. The purposed of the item was to receive and scrutinise a copy of the draft cabinet report entitled 'Strategic Plan to Deliver Excellent Outcomes for all our Children' prior to its consideration by Cabinet on the 11<sup>th</sup> July.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Children & Families that included the following points:

- Following the Members consideration of the report and answers to questions the Committee agreed to commend the report to Cabinet.
- The Committee wished to remind the Directorate that it is important at all times to ensure that young people are aware of their rights.
- The Committee was aware that Scotland had a different model for Children's Services, and the Members suggested that officers should work together to organise a fact finding mission to a Scottish Local Authority to gain an understanding of their operational models.
- The Committee requested a briefing paper for Members on the proposals for a fostering finding fee once the Directorate has completed its market research.



## **21st Century Schools Band B: Early Years, Primary and Secondary provision to serve Adamsdown & Splott (9th July 2019)**

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The meeting on the 9<sup>th</sup> July gave Members the opportunity to scrutinise and comment on an item titled '21st Century Schools Band B: Early Years, Primary and Secondary provision to serve Adamsdown and Splott'. The item was supported by the Cabinet Member for Education, Employment & Skills, the Director of Education & Lifelong Learning and the Programme Director for the School Organisation Programme. The purposed of the report was to consider

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Skills & Employment that included the following point:

- Following the Members consideration of the report and answers to questions the Committee agreed to commend the report to Cabinet. Members, however, did note that Cabinet would receive a subsequent report on the outcome of the consultation, which the Committee wanted to consider.

## Education Strategy – Cardiff 2030 (8th October 2019)

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The meeting on the 8<sup>th</sup> October 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Education Strategy – Cardiff 2030'. The item was supported by the Cabinet Member for Education, Employment & Skills, the Director for Education & Lifelong Learning, and the Assistant Director of Education & Lifelong Learning. The purposed of the report was to receive and scrutinise a copy of the draft cabinet report entitled 'Education Strategy – Cardiff 2030' prior to it being presented to Cabinet on the 10<sup>th</sup> October.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- The Committee welcomed the long-term vision for education in Cardiff (Cardiff 2030), as set out in the draft cabinet report, and acknowledged that the vision would be further developed through future Directorate delivery plans and updated policies and plans. The Committee requested that any updated policy or plans relating to the vision, were presented to Committee as early as possible to enable Members to influence their development in enhancing the vision.
- The Committee, during the way forward section of the meeting, did highlight a number of areas that Members felt should be reviewed, as early as possible, so that they form part of the future development of Cardiff 2030, namely: bullying in schools; use of Technology in education; and post 16 education.

## **SOP 21st Century - Early Years Primary and Secondary School Provision to serve Adamsdown and Splott (21st January 2020)**

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The meeting on the 21<sup>st</sup> January 2020 gave Members the opportunity to scrutinise and comment on an item titled 'SOP 21st Century - Early Years Primary and Secondary School Provision to serve Adamsdown & Splott'. The item was supported by the Cabinet Member for Education, Employment & Skills, the Director of Education & Lifelong Learning and the Programme Director for the School Organisation Programme. The purpose of the report was to provide Members with the opportunity to carry out pre-decision scrutiny of the proposals contained within the Cabinet report prior to its consideration by the Cabinet at its meeting on the 23 January 2020. The report informed Cabinet of the responses received following consultation on proposals for early years, primary school, secondary school and post-16 provision to serve Adamsdown and Splott.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Skills & Employment that included the following points:

- The Committee commend the report to Cabinet on 23 January 2020.
- The Committee noted that St Albans RC Primary School would not be discontinued, and a further report would be presented to Cabinet addressing the matter. The Committee recommended that the further report should include an assessment of the environmental impact of the proposals, together with proposals for the provision of appropriate parkland for the Community.

## **SOP 21st Century - New Primary School provision to serve parts of Radyr, Morganstown, Creigiau, St Fagans & Fairwater (21st January 2020)**

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The meeting on the 21<sup>st</sup> January 2020 gave Members the opportunity to scrutinise and comment on an item titled 'SOP 21st Century - New Primary School provision to serve parts of Radyr, Morganstown, Creigiau, St Fagans & Fairwater'. The item was supported by the Cabinet Member for Education, Employment & Skills, the Director of Education & Lifelong Learning and the Programme Director for the School Organisation Programme. The purposed of the report was to provide Members with the opportunity to carry out pre-decision scrutiny of the proposals contained within the Cabinet report prior to its consideration by the Cabinet at its meeting on the 23 January 2020. The report informed Cabinet of the responses received following consultation on proposals for early years, primary school, secondary school and post-16 provision to serve Radyr, Morganstown, Creigiau, St Fagans & Fairwater'.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Skills & Employment that included the following points:

- The Committee commended the report to Cabinet on 23 January 2020.
- The Committee noted that prior to the implementation of the proposals a further report would be provided to Cabinet on the matter. The Committee asked for this report to be made available for pre decision scrutiny.
- The Committee asked that, i) the Governing Board for the school should clearly reflect the whole school; ii) the Committee was concerned at the recruitment of staff for the School, and requested that regular updates were provided to Members on the progress being made in recruiting school staff.

## **SOP 21st Century - New school provision to serve parts of Pontprennau & Old St Mellons (21st January 2020)**

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The meeting on the 21<sup>st</sup> January 2020 gave Members the opportunity to scrutinise and comment on an item titled 'SOP 21st Century - New school provision to serve parts of Pontprennau & Old St Mellons'. The item was supported by the Cabinet Member for Education, Employment & Skills, the Director of Education & Lifelong Learning and the Programme Director for the School Organisation Programme. The purposed of the report was to provide Members with the opportunity to carry out pre-decision scrutiny of the proposals contained within the Cabinet report prior to its consideration by the Cabinet at its meeting on the 23 January 2020. The report informed Cabinet of the responses received following consultation on proposals for early years, primary school, secondary school and post-16 provision to serve Pontprennau & Old St Mellons'.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Skills & Employment that included the following points:

- The Committee commended the report to Cabinet on 23 January 2020.

## **Draft Corporate Plan 2020-2023 & Draft Proposals 2020-2021 (18th February 2020)**

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The meeting on the 18<sup>th</sup> February 2019 gave Members the opportunity to scrutinise and comment on the 'Draft Corporate Plan 2020-2023 and Draft Proposals 2020-2021'. The Cabinet Members for Finance, Modernisation & Performance; Children & Families; and Education, Employment & Skills attended the meeting and were supported by officers from the Resources; Social Services and Education & Lifelong Learning Directorates. The purposed of the item was to provide Members with context for the scrutiny of the sections of the Council's draft Corporate Plan 2020 – 23, and draft Cabinet 2020/21 Budget Proposals that relate to Directorates falling within the remit of the Committee.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Finance, Modernisation & Performance that included the following points:

- **Reliance on Grant Funding** – A Member expressed concern at the amount of grant funding that the Council relies upon to deliver vital services. His concern was what might happen if some of the grants that we currently rely on stopped. The Committee asked for assurance that contingency planning was in place to cover the running of services which are currently grant funded.

### **❖ Children & Families Portfolio - Draft Budget Proposals 2020/21**

- **New Build Council Housing / Acquisitions** – It was noted during the Corporate Overview presentation that the Council has allocated £255.5 million into the capital programme for '*New Build Council Housing / Acquisitions*' over the next five years. One of the barriers that prevents more accommodation being created for looked after children in Cardiff is the price of property. As the Council is making a substantial new investment into social housing, the Committee suggested that it should look to allocate a small part of the '*New Build Council Housing /*

*Acquisitions'* budget towards accommodation for looked after children. Given the large amount of money spent on housing children and young people in out of county placements, Members felt that this would be a sensible investment for the Council.

- **Budget Line S1 – Strength Based Practice & Commissioning Saving**
  - The £900,000 budget line S1 represented 90% of the savings target for Children's Services. Members emphasised that this had been scrutinised and relevant suggestions had been provided on how savings might be achieved in this area. Members agreed to monitor this savings proposal during 2020/21, and look forward to receiving regular updates as the year progresses. As a starting point, they asked for further detail on how the parts of this very large saving would be achieved.
- **Foster Care Information** – After the discussion about foster care numbers at the meeting, Members asked for confirmation on:
  - The current number of foster carers working for the Council, along with the number of additional foster carers that the Council is currently trying to recruit;
  - The target number of foster carers that the Council is currently looking to employ;
  - The number of children currently in foster care placements with the Council, and the number of children placed under foster care with other agencies;
  - For 2019/20, the total number of foster carers applying to work with the Council, and the number that the Council actually recruited;
  - The average length of time from initial application to actual recruitment for a Council foster carer in 2019/20;
  - Agree to include the details listed above in the bespoke quarterly monitoring report that is provided to the members of the Children & Young People Scrutiny Committee.
- **Looked After Children Placement Target** – The Council is currently working towards a Welsh Government target of placing 75% of looked

after children within a 20 mile radius of the local authority boundary. In relation to this target Members asked for details on the following:

- The total number of placements currently made by the Council;
  - The number of placements made by the Council within the 20 mile radius of Cardiff's boundary;
  - The number of placements made by the Council outside of Cardiff's boundary, but within the 20-mile radius;
  - The categories of placements made by the Council outside of Cardiff's boundary and within the 20-mile radius - to include costs per placement category, provider type and the local authority area within which they are located;
  - The number of placements made outside of Cardiff's boundaries, and which are necessary for the safety of the child / young person.
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- **Budget Risk Ratings & Contingency Funding** – The presentation highlighted that £2.17 million has been put aside in the budget as a contingency for growth in placements. This was in addition to the £4.85 million budget realignment, and £400,000 for the short stay assessment centre that had been added to the Children's Services revenue budget. At the same time the service has been asked to find £1 million in savings; £900,000 of which was risk rated 'red / amber' in terms of achievability. Given that Children's Services had struggled to achieve its savings in previous years, the Committee asked for clarification as to why a contingency has been allocated; given the risks and challenges involved Members felt that it should probably have been allocated directly into the base budget as a financial pressure for 2020/21.
  - **Social Worker Market Supplement** – It was noted that £1.106 million had been allocated within the Financial Resilience Mechanism to fund a number of temporary initiatives, including the '*Children's Social Worker market supplement*'. Members were aware that the Council had been looking at options to retain and increase the number of social workers in Children's Services, as the current shortages were contributing to workload and financial pressures within the service. The Committee



understood that social workers in neighbouring local authority areas were paid more, and that a market supplement would be a good way to bridge the financial gap, improve morale and help retain and recruit staff. The Committee emphasised that shortage of social workers was not a new problem, and Members felt that it required a longer term fix. With this in mind, the Committee asked:

- For details on how the Council planned to introduce and allocate the one-year supplement, for example, who would qualify; how many social workers would receive the payment; how much they would receive, the total value of the one year supplement; and what would happen at the end of the one year period.
- If the Council would consider making the supplement a long term arrangement by building the increase into the revenue budget for Children's Services.

#### ❖ **Education, Employment & Skills Portfolio - Draft Budget Proposals 2020/21**

- **Bus Passes Charge Increase** – Members were concerned about the 6.25% increase in the cost of a bus pass which would apply to those who live within three miles of the school and wish to take the bus to school instead of using other modes of transport. They felt that the increase contradicted other Council priorities, for example, improving air quality, active travel and the Council's modal shift targets and, along with an increase in school meal costs, placed additional financial pressure on parents – particularly for those with more than one child in school. The Cabinet Member and officers explained that the cost of the bus pass was already subsidised, and that the price increase was due to inflationary costs passed on by the bus companies. The Committee asked for a breakdown of costs for providing a bus pass, to include details of the subsidy that is applied.
- **New Youth Worker Posts** – The Committee was pleased that seven new youth worker posts had been created in the budget. A Member asked

where the new posts would be based, what they would be doing. She was told that they would be permanent, but due to the late confirmation of funding the exact roles had yet to be determined. The Committee asked for confirmation of the specific roles and responsibilities of the new posts as soon as they are agreed.

- **Educated Other Than At School (EOTAS) Performance Indicator –**  
During the meeting concern was expressed that the Council had a wide range of indicators to measure the performance of education in Cardiff, however, it did not have an indicator to measure the progress and achievements of children who were EOTAS. The Director for Education was able to see both the challenges and benefits of such an indicator, so the Committee asked the service area to draft options that could be used to measure this area, and provide feedback in the early part of the next municipal year.

## PERFORMANCE MONITORING

### Children's Services Quarter 4 Performance Report (11th June 2019)

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The meeting on the 11<sup>th</sup> June 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Children's Services Quarter 4 Performance Report'. The item was supported by the Cabinet Member for Children & Families and the Interim Assistant Director for Children's Services. The purposed of the report was to provide the Committee with an opportunity to scrutinise the Children's Services Quarter 4 Performance Report, which in turn enabled the Committee to assess the progress being made in improving outcomes for children in need and children being looked after.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Children & Families that included the following points:

- Members asked for a copy of the letter sent to the First Minister to be provided to the Committee Chairperson.
- Members asked for details of children who have sensory problems, information on how they are supported to attend the school of their choice.
- Members asked for a briefing paper on the outcome from the follow-up calls made to potential foster carers.
- Members asked for a briefing paper on the development of the Young Carers strategy/plan.

## **Joint with CASSC - Local Authority Social Services Annual Report 2018-19 (26th June 2019)**

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The meeting on the 26<sup>th</sup> June 2019 gave Members the opportunity to undertake joint scrutiny with the Community & Adult Services Scrutiny Committee on an item titled 'Local Authority Social Services Annual Report 2018-19'. The item was supported by the Cabinet Member for Social Care, Health & Wellbeing, the Cabinet Member for Children and Families and the Director for Social Services. The purposed of the item was to provide Members with an opportunity to scrutinise the draft Local Authority Social Services Annual Report 2018/19, prior to it being received by Cabinet.

Following discussion, questions and comments, the Committee sent a letter to the supporting Cabinet Members that included the following points:

- 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 noted that the format of the report is nationally prescribed, however, reiterated that some areas were repetitive. They felt the report would benefit from refinement, which in turn would improve its impact and deliver messages.

### **Children's Services**

- Members asked for the following 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).

- Given the increasing demand pressures, the report clearly sets out the future budget as a key challenge for the Directorate. 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, and the Committee wished to be actively involved in the review.
- Members requested 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.
- 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.
- At the meeting questions were raised about the complaint statistics, 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 had risen, they are resolved at any early stage. Members were pleased with the effective resolution rate, however, they requested a briefing note to provide a breakdown of the complaints received during 2018/19.
- With regard to the recruitment and retention of social workers, which was identified as a recurring area of concern across both Committees, Members emphasised the importance and possible connection of the cultural change within the workforce and staff retention. Members stated that achieving cultural change would require an intent focus and

continuous monitoring. The Committee requested an assessment on how the cultural changes being brought in are impacting on the retention of staff.

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## **Wales Audit Office Report - Review of Corporate Arrangements for Safeguarding of Children (24th September)**

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The meeting on the 24<sup>th</sup> September 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Wales Audit Office Report - Review of Corporate Arrangements for Safeguarding of Children'. The item was supported by the Cabinet Member for Finance, Modernisation & Performance, the Director of Social Services and Audit Manager. The purpose of the item was to scrutinise the inspection report that resulted from a follow-up review of corporate arrangements for the safeguarding of children during April 2019 by the Wales Audit Office.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Finance, Modernisation & Performance that included the following points:

- The Committee welcomed the progress being made in addressing the proposals for improvement as set out in the Audit Report, in particular that the Council had over the past year made significant progress on all of the recommendations from the audit reviews undertaken in 2014 and 2015.
- The Committee requested clarification that commissioning arrangements were now fully in place to ensure that external providers are compliant with their duty to safeguard and in particular the need for DBS checks and training to help minimise the risks to service users.
- The Members considered that an action plan should be produced to address all the 2014, 2015 recommendations and 2019 proposals for improvement, with clear timescales, targets and monitoring arrangements. The Committee asked for biannual monitored reports covering; training by Members, training by Officers, an update on the corporate safeguarding self-assessment, and a copy of the Annual Safeguarding Staff Awareness Survey.

## **Cardiff & Vale of Glamorgan Regional Safeguarding Board Annual Report - 2018-2019 (24th September)**

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The meeting on the 24<sup>th</sup> September 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Cardiff & Vale of Glamorgan Regional Safeguarding Board Annual Report'. The item was supported by the Cabinet Member for Finance, Resources & Performance, the Director for Social Services and Business Manager for the Cardiff & Vale of Glamorgan Regional Safeguarding Board. The purposed of the item was to receive and scrutinise the draft Corporate Safeguarding Board's Annual report 2018/19 covering all of Social Services, prior to its consideration by Cabinet.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Finance, Resources & Performance that included the following points:

- The Committee welcomed the opportunity to receive and review the draft annual report and noted that the Boards key priorities for 2018-19 were: 1. Effectiveness of Child protection system; 2. Children on the edge of the child protection system; 3. Service user engagement; and 4. Learning lessons from reviews.
- The Committee was concerned that the Annual Report did not clearly set out a judgement on the effectiveness of the corporate safeguarding arrangements. The Members noted that the Board was producing a multi-agency performance framework that would allow the Board to monitor areas for improvement and best practice.
- The Committee recommended that future reports should include a section highlighting the outcome from its work and well as an analysis of the effectiveness of the Corporate Safeguarding arrangement across Cardiff and the Vale of Glamorgan.
- The Members also noted the work being undertaken to safeguard children on the edge of the Child Protection System. The Committee felt that the



Board was expecting it's staff to support a large number of activities and suggested that the Board should focus its work on actions that impact on its strategic outcomes.

- The Members were surprised to see the low attendance of certain stakeholders at meetings of the Children's Board. Their failure to attend these meetings could call into question the effectiveness of the work of the Children's Board. The Committee recommended that the Business Unit reviewed its monitoring of attendance to ensure that any gaps are addressed immediately.
- The Committee discussed the information around Child Protection Reviews and agreed that the Committee should receive a briefing on the process together with an analysis of how lessons learnt from each review are put into practice, as part of the response to the letter.

## Children's Services Quarter 1 Performance Report (24th September)

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The meeting on the 24<sup>th</sup> September gave Members the opportunity to scrutinise and comment on an item titled 'Children's Services Quarter 1 Performance Report'. The item was supported by the Cabinet Member for Finance, Resources & Performance, the Director for Social Services and the Interim Assistant Director for Children's Services. The purposed of the item was to provide the Committee with an opportunity to assess the progress being made in improving outcomes for children in need, and children being looked after.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Finance, Resources & Performance that included the following points:

- Members welcomed the views of the Interim Assistant Director on the recent restructuring of Children's Services into a more locality based format.
- Members asked for an update and information on:
  - ❖ The implementation of the recommendations from the Committee's inquiry into out of county placements that was presented to Cabinet in July 2018.
  - ❖ Details of the turnover of Social Worker posts, and the length of time in a post for this year and the last five year to be included with the response to the letter.
  - ❖ A briefing paper to Committee later this year, on the Domiciliary Care Project.

- ❖ An update on the work being undertaken to address the lack of provision in the market to secure services for Child Mental Health & Disability Team.

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## Signs of Safety (24th September 2019)

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The meeting on the 24<sup>th</sup> September 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Signs of Safety – Progress Report'. The item was supported by the Cabinet Member for Finance, Resources & Performance, the Director of Social Services and the Interim Assistant Director for Social Services. The purposed of the report was to receive a briefing report on the continuing implementation with key partners of the "Signs of Safety" model, a strength based whole-service methodology for working with children and families in need of care and support.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Finance, Resources & Performance that included the following points:

- A key aspect for the embedding of signs of safety across the Directorate is effective training and awareness raising for all staff. The Members noted that there was concern around the limited funding for ongoing training. As a result, the Committee recommended that sufficient funding for training is made available until an assessment is made that the Signs of Safety is full embedded. It was recommended that the training should be a significant part of the induction of any new social worker and agency social worker.
- The Committee understood that it was difficult to assess the impact and outcome from the signs of safety approach, however, the Committee considered that it was essential that a framework of impact assessment was developed, along with appropriate performance monitoring using robust qualitative and quantitative data.

## **Provisional Performance of Cardiff's Schools 2018/2019 (8th October 2019)**

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The meeting on the 8<sup>th</sup> October 2019 gave Members the opportunity to scrutinise and comment on an item titled 'Provisional Performance of Cardiff's Schools 2018/2019'. The item was supported by the Cabinet Member for Education, Employment & Skills and officers from the Education & Lifelong Learning Directorate. The purpose of the scrutiny was to review and provide feedback on the information provided to the Committee, including the provisional school results briefing paper.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- The Committee noted the comments on performance across all stages, however, understood that as there had been significant changes in the assessment and reporting arrangements during the year. The Directorate was unable to provide details of progress at each stage, as in previous years.
- The Committee, during the way forward section of the meeting, agreed to request that the Scrutiny Officer work with education and consortium staff to develop a training session for the Members of the Committee so that they better understood the new assessment and reporting arrangements, and how best future performance reports should be presented to Committee.

## **New Curriculum (8th October 2019)**

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The meeting on the 8<sup>th</sup> October gave Members the opportunity to scrutinise and comment on an item titled 'New Curriculum'. The item was supported by the Cabinet Member for Education, Employment & Skills and officers from the Education & Lifelong Learning Directorate. The purposed of the report was is to enable Committee to review, assess and challenge the progress being made in the implementation of the new curriculum through to 2022.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- Members noted the considerable amount of work that has to be undertaken across the nine different reforms, and also recognised that strong leadership and good teaching were fundamental to the successful implementation of all the reforms, especially the New Curriculum.
- The Committee welcomed the suggestion to provide a more focussed report, in March 2020, following the publication of the Curriculum for Wales guidance, on the progress being made in the development and implementation of the New Curriculum. The Committee further suggested that a Head Teacher from a Pioneer School should also attend to provide feedback on the new curriculums and associated reform's impact on the school.

## Cardiff Child Friendly City - Progress Report (12th November 2019)

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The meeting on the 12<sup>th</sup> November gave Members the opportunity to scrutinise and comment on an item titled 'Cardiff Child Friendly City - Progress Report'. The item was supported by the Cabinet Member for Education, Employment & Skills, the Assistant Director of Education & Lifelong Learning and other officers from the Education & Lifelong Learning Directorate. The purpose of the item was to receive progress reports on the development of a programme for Cardiff to be globally recognised as a Child Friendly City, through participation in the Unicef UK Child Friendly City and Communities Programme.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- The Committee welcomed the briefing on the progress being made in making Cardiff a Child Friendly City. The Members were very pleased with the improvements made to date against each of the five goals set out in the Strategy.
- During the way forward the Committee highlighted that:
  - i. It was concerned to hear that some Directorates were not fully embedding Children's Rights into their decision-making processes. They asked that further efforts be made to ensure that all Directorates were fully engaged.
  - ii. Members suggested that the Children and Young People's Advisory Board should investigate the introduction of School Exclusion Zones around schools, to help reduce children's exposure to air pollution.

- iii. Members requested that a further progress report be presented to Committee next November to enable it to review the implementation of the strategy and monitor progress.

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## **Review of Fostering - Progress Report (12th November 2019)**

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The meeting on the 12<sup>th</sup> November gave Members the opportunity to scrutinise and comment on an item titled 'Review of Fostering – Progress Report'. The item was supported by the Cabinet Member for Children & Families, the Director of Social Services and the Interim Assistant Director for Children's Services. The purposed of the report was to receive a briefing on the progress being made in the redesign of the local fostering service in order to increase the number of internal foster carers, and ensure the placement policy is fit for purpose.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Children & Families that included the following points:

- Members made reference to the Committee's inquiry report in to "Out Of County Placements" and its 19 recommendations, which they had previously referred to during the presentation of the fostering briefing and draft Cabinet report. The Committee noted the Draft Strategy, together with the nine commissioning priorities, were a clear step in the Directorates programme to address some of the 19 recommendations. The Members were advised that this was only the first report addressing the recommendations. The Committee subsequently agreed to request a full progress report, providing a detailed update to each of the inquiries recommendations, to be presented to Committee, at its meeting on 10 March.

## Early Help and Prevention Briefing (17th December 2019)

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The meeting on the 17<sup>th</sup> December gave Members the opportunity to scrutinise and comment on an item titled 'Early Help & Prevention'. The item was supported by the Cabinet Member for Children & Families, the Interim Assistant Director for Children's Services and the Operational Manager for Early Help. The purposed of the item was to receive a report on the a review of the Headline Actions set out in the Directorate Delivery Plan 2019/20, with particular reference to the new delivery model for an integrated early help and prevention service for families, children and young people.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Children & Families that included the following points:

- The Committee commented that they looked forward to seeing the impact of the work of the Early Help Service on the number referrals being made to Children's Service in future months, and asked that a progress report be presented to Committee in the summer of 2020, to include performance information on the quality and effectiveness of the service's work.

## **Regional Adoption Service Annual Report (17th December 2019)**

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The meeting on the 17<sup>th</sup> December gave Members the opportunity to scrutinise and comment on an item titled 'Regional Adoption Service Annual Report'. The item was supported by the Cabinet Member for Children & Families, the Regional Adoption Manager and the Interim Assistant Director for Children's Services. The purposed of the report was to provide the Committee with a copy of the Vale, Valleys and Cardiff (VVC) Regional Adoption Collaborative's Annual Report 2018/19 so that they could undertake scrutiny of the document. The report set out key information about the Regional services, together with monthly and quarterly performance information for the period 2018/2019.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Children & Families that included the following points:

- The Committee welcomed the report and agreed to commend it to the Management Board and Joint Committee for their approval.
- During the way forward the Members requested that in future there is a need to better engage with both Faith and BME sections of society.

## **Corporate Parenting Advisory Committee Annual Report 2018-19 (17th December 2019)**

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The meeting on the 17<sup>th</sup> December gave Members the opportunity to scrutinise and comment on an item titled 'Corporate Parenting Advisory Committee Annual Report'. The item was supported by the Cabinet Member for Children & Families, the Cabinet Member for Education, Employment & Skills and officers from the Social Services Directorate. The purposed of the report was provide Members with an opportunity to review the Annual Report of the Corporate Parenting Advisory Committee for 2018/19.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Members which welcomed the report and agreed to commend it to both Cabinet and Council.

## Young Offenders Progress Report (17th December 2019)

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The meeting on the 17<sup>th</sup> December gave Members the opportunity to scrutinise and comment on an item titled 'Young Offenders Progress Report'. The item was supported by the Cabinet Member for Children & Families and officers from Social Services Directorate. The purposed of the item was to receive a briefing report on the service review of the Youth Offending service.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Children & Families that included the following points:

- The Committee welcomed the update on the work of the services and performance information, however, the Members did suggest that in future it may be more useful to compare against Core City across the UK and not just Welsh Local Authorities.
- The Committee also noted that an Adolescent Strategy was being developed and Members requested that a draft of the strategy be presented to this Committee prior to its consideration by Cabinet.

## **Children's Services Quarter Two Performance Report (17th December 2019)**

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The meeting on the 17<sup>th</sup> December 2019 gave Members the opportunity to scrutinise the performance of Children's Services for Quarter 2 of 2019/20. The item was supported by the Cabinet Member for Children & Families and officers from the Social Services Directorate. The purposed of the report was to enable the Committee to assess the progress being made in improving outcomes for children in need and children being looked after. The scrutiny of the performance of Children's Services is undertaken on a quarterly basis.

Following discussion of the Quarter 2 performance the Committee was satisfied by the information provided, and the responses to the questioned raised, therefore, no letter was submitted to the Cabinet Member on this matter.

## Cardiff School's Annual Report (21st January 2020)

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The meeting on the 21<sup>st</sup> January 2020 gave Members the opportunity to scrutinise and comment on an item titled 'Cardiff School's Annual Report'. The item was supported by the Cabinet Member for Education, Employment & Skills, and officers from the Education & Lifelong Learning Directorate. The purposed of the report was to review and assess the draft copy of the Cabinet report "The Performance of Cardiff Schools in 2018 / 19", that was due to be considered by Cabinet on 23 January 2020. The publication of the Schools Annual Report is considered best practice and is produced to help inform the public, elected Members, schools and school governors on the progress being made to improve performance across all schools in Cardiff.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- The Committee welcomed the report on the performance of Cardiff's schools and the positive picture that the performance indicated across all schools. The Members were pleased to see the continued improvement in results across almost all areas and the Committee agreed to Commend the Schools Annual Report to Cabinet.
- Members expressed some concern around particular areas of disappointing performance, which the Committee thought were being addressed. The Committee therefore requested a further more detailed report, later in the year, on the actions and programmes put in place to address the performance in:
  - The outcomes for children being looked after, children educated other than at school and Elected Home Education;
  - Attendance levels at Primary Schools;

- The impact of changes to funding from the Minority Ethnic Achievement Grant on the support for Ethnic Minorities and Gypsy Roma Travellers.

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## **School Organisation Programme - Update Report (10th March 2020)**

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The meeting on the 10<sup>th</sup> March 2020 gave Members the opportunity to scrutinise and comment on an item titled 'School Organisation Programme - Update Report'. The item was supported by the Cabinet Member for Education, Employment & Skills and officers from the Education & Lifelong Learning Directorate. The purposed of the item was to carry out pre-decision scrutiny of the report to Cabinet on the School Organisation Programme, that was due to be considered at the Cabinet at its meeting on the 19th March. The report included aspects on developing the Council's education estate in Cardiff, including the delivery of new provision under the 21st Century Schools programme in relation to the Local Development Plan (LDP), and the enhanced asset maintenance programme in relation to the existing estate.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Education, Employment & Skills that included the following points:

- Members stated that they were very pleased with progress made to date on the School Organisation Programme.
- The Committee asked for further information on how many properties sat in the 'urgent need' category for repairs, and requested further information on the additional £25 million of funding via capital receipts into the programme.
- The Committee were concerned to hear that under the current arrangements of the Mutual Investment Model (MIM) the authority had less control over building specifications and the possible implications this could have in terms of community availability.

## Children's Services Quarter 3 Performance (10th March 2020)

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The meeting on the 10<sup>th</sup> March gave Members the opportunity to scrutinise the performance of Children's Services for Quarter 3 of 2019/20. The item was supported by the Cabinet Member for Children & Families and officers from the Social Services Directorate. The purposed of the report was to enable the Committee to assess the progress being made in improving outcomes for children in need and children being looked after. The scrutiny of the performance of Children's Services is undertaken on a quarterly basis.

Following discussion, questions and comments the Committee sent a letter to the Cabinet Member for Children & Families that included the following points:

- With regard to fostering and the differences between Independent Fostering Agencies (IFA's) and in-house fostering, Members noted the past differences in approaches toward fostering by the authority and private companies and commend the work that the Council had undertaken to address the disparity within this area. Members agreed that support for foster carers still required further development and was a crucial component in further addressing the disparity.
- Members suggested that a possible alliance with not for profit foster care providers be considered, and asked for further information on the possible timescales and perceived benefits of such partnership working.
- Members welcomed the comments with regard to the Committee undertaking a Task and Finish inquiry into the recruitment and retention of Social Workers, and asked for further information to help scope this piece of work.
- With regard to Care Homes, Members noted and welcomed the comments made about the ongoing work, particularly around the development of an assessment unit which provides detailed multi agency assessment.

## 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.

At Council on the 23<sup>rd</sup> July 2020, a report was approved to restart the five standing scrutiny committees, as part of the Covid-19 restart period. It was agreed that Scrutiny Committees would undertake the following:

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

The Council is responsible for co-ordinating the production of the main strategies and plans covering service development and provision across a range of services and agencies. The Committee's future work programme could include:

- ❖ Capital Ambition
- ❖ Cardiff 2030 Strategy
- ❖ Corporate Plan and Budget
- ❖ Directorate Delivery Plans
- ❖ Cardiff Child Friendly City – update
- ❖ Corporate Safeguarding Board – progress briefing

The Committee will be identifying further issues for consideration during the autumn of 2020. It is also suggested that the Committee continues to receive the regular progress and performance reports on:

- ❖ Children's Services performance
- ❖ School performance
- ❖ Budget proposals and monitoring
- ❖ Out of County report recommendation monitoring
- ❖ Youth Justice Service Inspection
- ❖ Fostering

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Mae'r dudalen hon yn wag yn fwriadol

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**

**15 SEPTEMBER 2020**

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**WORK PROGRAMME 2020/21**

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**Purpose of Report**

1. The purpose of this report is to invite Members to start the process of constructing a work programme for the municipal year 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 now 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 in a timely fashion that maximise the impact of scrutiny.
3. 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 Education and Children's Services, a copy is attached at **Appendix A**.
4. At Council on the 23<sup>rd</sup> July 2020, a report was approved to restart the five standing scrutiny committees, as part of the Covid-19 restart period. It was agreed that Scrutiny Committees would undertake the following:
  - Pre-decision scrutiny of all Cabinet decisions, where appropriate and proportionate to do so;
  - Scrutinise any issues which are time critical and/or may have a significant adverse reputational impact on the Council; and

- Develop priorities for potential scrutiny consideration during 2020/21, in consultation with the relevant Cabinet member/s and Directors.
5. Meeting dates for the Children & Young People Scrutiny Committee are currently being finalised and will be approved at Council on the 24<sup>th</sup> September 2020.

### **Developing a work programme**

6. The work programme is normally constructed at the beginning of the municipal year and updated during the year. Following the agreement at Council (as outlined in paragraph 4 above) this year, the Committee's Work Programme will initially be led by the Cabinet's Forward Plan in mapping out the Committee's work.
7. In addition, the Scrutiny Officer will contact Cabinet Members and Senior Officers on behalf of the Chair and this Committee, requesting items for the Work Programme, and these be reported to the next meeting of this Scrutiny Committee in October 2020.
8. The Committee's Annual Report 2019/20 outlines a number of issues that could be included on the Committee's Work Programme, including:
- ❖ Capital Ambition
  - ❖ Cardiff 2030 Strategy
  - ❖ Corporate Plan and Budget
  - ❖ Directorate Delivery Plans
  - ❖ Cardiff Child Friendly City – update
  - ❖ Corporate Safeguarding Board – progress briefing
- Regular progress and performance reports on;
- ❖ Children's Services performance
  - ❖ School performance
  - ❖ Budget proposals and monitoring
  - ❖ Out of County report recommendation monitoring
  - ❖ Youth Justice Service Inspection
  - ❖ Fostering



9. In setting the work programme, Members are advised to be mindful of Wales Audit Office advice for scrutiny committees to aim to achieve committee meetings that last no longer than three hours, whilst maintaining robust and appropriate levels of scrutiny across the terms of reference, by ensuring agendas are of a manageable size and that work occurs outside committee meetings. On average, this equates to agendas consisting of no more than two- three substantial items.

## **Way Forward**

10. Members may wish to discuss a way forward to agree a calendar of meetings for the forthcoming year.
11. Members may wish to explore the best approach to developing the 2020/21 work programme. In previous years, Members have held a work programming forum to consider options for the work programme and prioritise topics for consideration. The forum's proposals are then presented to Committee for formal approval of the work programme.
12. Following the above, scrutiny officers will work to develop a calendar of items, which will then be presented to Committee at the October 2020 meeting for discussion, amendment and approval.

## **Legal Implications**

13. 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 the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person

exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.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**

14. 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.

## **RECOMMENDATION**

The Committee is recommended to:

- i. Consider the information contained in the report and attached appendix; and
- ii. Discuss and agree a way forward for the Committee's work programme for 2020/21 so that a work programme can be brought back to the Committee's October 2020 meeting for formal approval.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**8 September 2020**

## **Children & Young People Scrutiny Committee specific Terms of Reference**

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 children and young people, including:

- School Improvement
- Schools Organisation
- School Support Services
- Education Welfare & Inclusion
- Early Years Development
- Special Educational Needs
- Governor Services
- Children's Social Services
- Children & Young People's Partnership
- Youth Services and Justice
- Children's Play Services

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, Welsh Government Sponsored Public Bodies, joint local government services and quasi-departmental non-government 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.

### **Within their terms of reference, Scrutiny Committees will:**

#### **General**

- review and/or scrutinise decisions made or actions taken in connection;
- with the discharge of any of the Authority's functions;
- make reports and/or recommendations to the Council and/or the Cabinet;
- consider any matter affecting the area or its inhabitants;

- exercise the right to 'call-in', for reconsideration, decisions made but not yet implemented by the Cabinet, Cabinet Members and designated senior officers;
- Receive and consider reports from statutory external inspectors or auditors referred to them; and
- act in accordance with the Scrutiny Procedure Rules.

### **Specific functions**

Scrutiny Committees will:

- i. review and scrutinise the decisions made by and performance of the Cabinet and/or committees and employees both in relation to individual decisions and over time;
- ii. review and scrutinise the performance of the Authority in relation to its policy objectives, performance targets and/or service areas;
- iii. question members of the Cabinet and committees and/or employees about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- iv. make recommendations to the Cabinet and/or appropriate committee and/or Council arising from the outcome of the scrutiny process;
- v. review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the scrutiny committee and local people about their activities and performance; and
- vi. question and gather evidence from any person (with their consent).

### **Resources**

Scrutiny Committees may exercise overall responsibility for the resources made available to them.