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## AGENDA

**Committee** CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

**Date and Time of Meeting** TUESDAY, 13 JULY 2021, 4.30 PM

**Venue** REMOTE MEETING VIA MS TEAMS

**Membership** Councillor Lee Bridgeman (Chair)  
Councillors Cunnah, Hopkins, Joyce, Melbourne, Molik, Phillips,  
Mia Rees and Singh

Patricia Arlotte (Roman Catholic representative), Carol Cobert (Church in Wales Representative), Karen Dell'Armi (Parent Governor Representative), and Matthew Richards (Parent Governor Representative)

Mia John (Youth Council Representative)

*Time approx.*

**1 Apologies for Absence**

4.30 pm

To receive apologies for absence.

**2 Declarations of Interest**

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

**3 Minutes** *(To follow)*

To approve as a correct record the minutes of the meetings on 11 May and 15 June 2021

**4 School Organisation Planning: Expansion of Pentyrch Primary School** *(to follow)*

4.35 pm

To enable Members to undertake pre-decision scrutiny of the School Organisation Plan proposals for the expansion of Pentyrch Primary School.

- 5 School Organisation Planning: Special Resource Base Provision** 5.05 pm  
*(to follow)*

To enable Members to undertake pre-decision scrutiny of proposals in relation to the case for a specialist resource base across the city, including new provision at Moorlands Primary School, and seeks cabinet approval to consult.

- 6 Children's Services Quarter 4 Performance 2020/2021** (Pages 5 - 24) 5.30 pm

To enable Members to consider 2020/2021 Quarter 4 Performance.

**Break (10 mins)**

- 7 Local Authority Social Services Annual Report 2020/2021** (Pages 25 - 94) 6.15 pm

To enable Members to undertake pre-decision scrutiny of the Local Authority Social Services Annual Report 2020/2021

- 8 Youth Justice Service Update** (Pages 95 - 116) 7.00 pm

To provide Members with an update on the Youth Justice Service

- 9 Way Forward** 7.45 pm

To review the evidence and information gathered during consideration of each agenda item; and agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair.

- 10 Urgent Items (if any)**

- 11 Date of next meeting**

The next meeting of the Children & Young People Scrutiny Committee is on Tuesday 14 September 2021 at 4.30 pm.

**Davina Fiore**

**Director Governance & Legal Services**

Date: Wednesday, 7 July 2021

Contact: Mandy Farnham,

02920 872618, Mandy.Farnham@cardiff.gov.uk

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

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**

**13 July 2021**

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**CHILDREN'S SERVICES QUARTER 4 PERFORMANCE 2020/21**

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**Reasons for the Report**

1. To enable Members to consider and comment upon 2020/21 Quarter 4/Year end performance for Children's Services, attached at **Appendix A**.

**Issues – performance reporting**

2. The range of performance data relating to Children's Services is contained in **Appendix A** to this report. The following data is reported on:

Quarter 4

- The number of people supported through the family gateway (FAM KPI 01)
- The number of people supported by the Family Help Team (FAM KPI 02)
- The number of people supported by the Support4Families Team (FAM KPI 03)
- Percentage of children in regulated placements who are placed in Cardiff (CS LAC 58)
- Percentage of social worker vacancies in all teams (Staff 1)
- Percentage of children re-offending within six months of their previous offence (YOS 2)
- Demand – Family Gateway and MASH Phone Data
- Contact/ Referrals to MASH and Family Gateway
- Domestic Abuse at Referral and Assessment
- Caseload Breakdown Over Time
- Contacts Received by Children's Services that progressed/ did not progress to an assessment

- Percentage of Well-being Assessments completed within statutory timescales (SSWB 24)
- Percentage of children supported to remain living within their family (SSWB 25)
- Percentage of children looking after returned home from care during the year (SSWB 26)
- Face to Face and Virtual Visits
- Number and percentage of re-registrations of children on Child Protection Register during the year and within 12 months from deregistration (SSWB 27)
- Average length of time for all children who were deregistered from the Child Protection Register during the year (SSWB 28)
- Number of Children on the Child Protection Register, registrations and de-registrations
- Child Protection registration by Category of Abuse - March 2021
- % Child Protection Conferences on Time
- Looked After Starts, Ends and Total Number of Children Looked After
- Timeliness of Children Looked After Reviews – provisional data
- Agency Placements by Age
- Total children looked after by Placement type – as at 30.06.2016 (baseline number: 644)
- Total children looked after (CLA) by Placement type – as at 30.06.2016 and 31. 03.2021
- Unplanned Placement Move Requests by Age
- Supervised Contacts – Swanstaff
- Sickness – Children’s Services
- Net result of Social Workers starting and leaving Council

#### Year-end PIs and new statutory measures

- The percentage of Initial Core Groups meetings held on time
- The percentage of visits to children on the CPR held on time
- The number of children reported during 2020/21 where exploitation is a factor



- Children with 3 or more placements during 2019/20 for all Welsh LAs compared to Cardiff 2020/21
  - The Percentage of looked after children who have one or more school move in year
  - Percentage of Statutory visits held on time
  - The percentage of care leavers who have completed at least 3 consecutive months of employment, education and training
  - Percentage of Care Leavers in suitable accommodation on leaving care
3. There are a range of performance results relating to the Youth Justice Services. Members are to note that these are available for consideration under the Youth Justice Service Update, which will also be considered at this meeting.

### **Scope of Scrutiny**

4. The scope of the scrutiny of this report is for the Committee Members to review the information provided to the Committee and to provide any comments, concerns or recommendations to the Cabinet Member and Directors of the relevant Service Areas.

### **Way Forward**

5. At the meeting Councillor Graham Hinchey (Cabinet Member for Children and Families) and Deborah Driffield, (Director of Children's Services) will be in attendance to answer any questions Members may wish to ask.
6. Members may wish to review the information presented at the meeting and determine whether there are any comments, concerns or recommendations which they would like to pass on to the relevant Cabinet Members and Senior Officers.

## **Financial Implications**

7. 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**

8. 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.

## **Recommendation**

The Committee is recommended to review the information provided in the report, appendices and at the meeting and provide any comments, concerns or recommendations to the Cabinet Members and senior officers from Children's Services.

**DAVINA FIORE**  
**Director of Governance and Legal Services**

**7 July 2021**

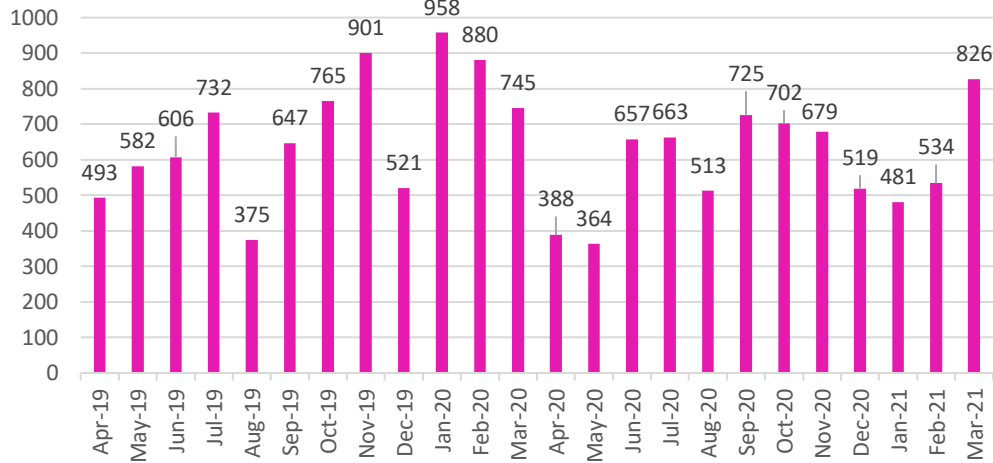
# Children's Services Performance Report

## Quarter 4 and Year End 2020/21

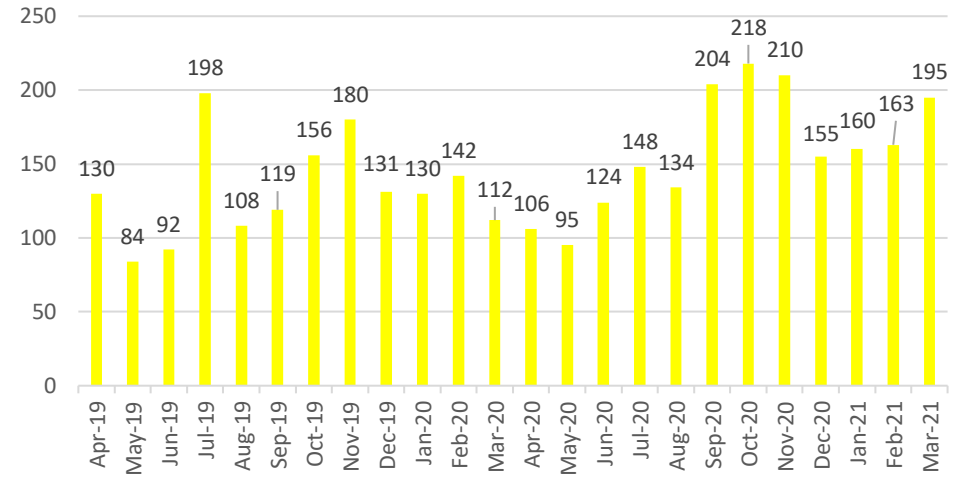


# Key Performance Indicators – Corporate Plan

FAM KPI 01 Number of people supported through the Gateway

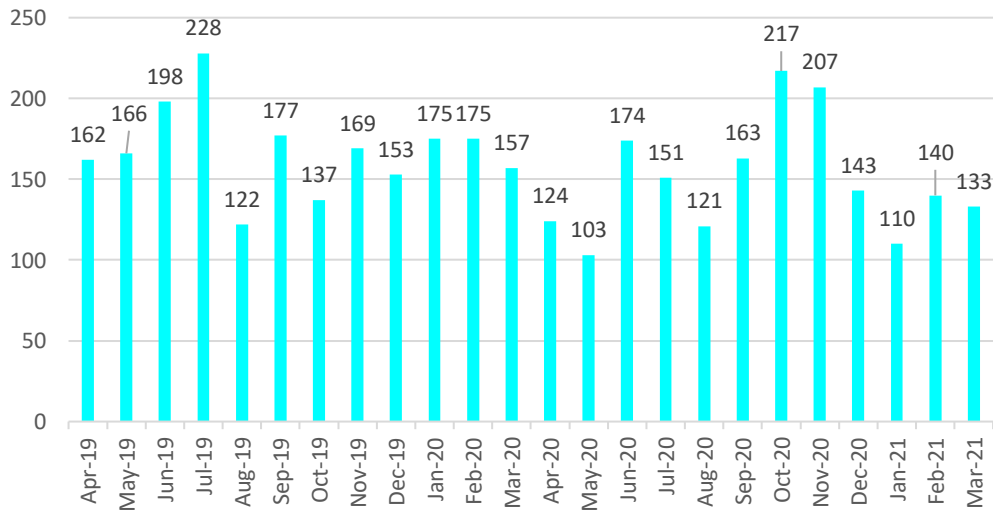


FAM KPI 02 Number of people supported by the Family Help Team



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FAM KPI 03 Number of people supported by the Support4Families Team

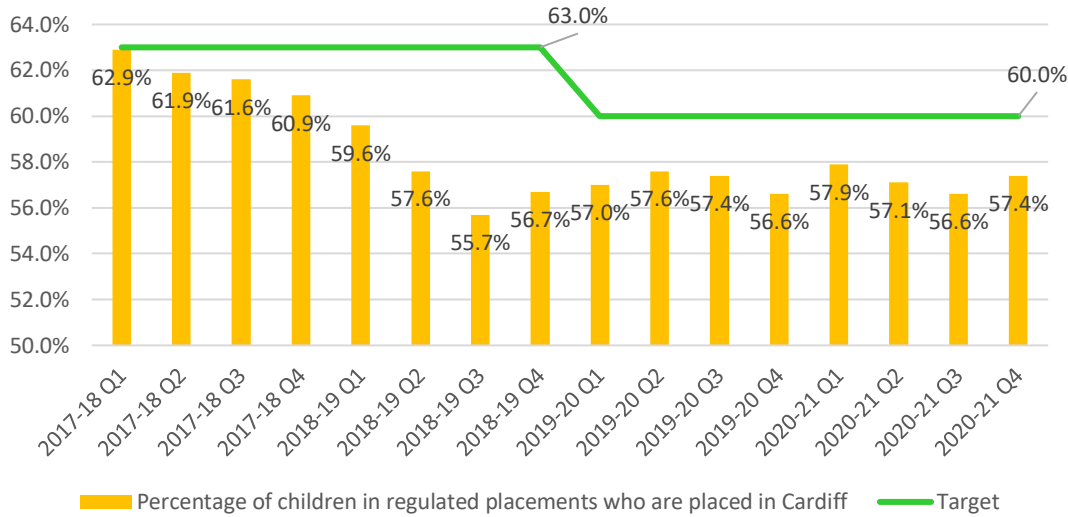


FAM KPI 01 The **number of people supported through the Family Gateway** = 1,841 during Q4. Target for 2020/21 was 7500. Result = 7051. 2019/20 = 8205  
The number of enquiries and well-being contacts.

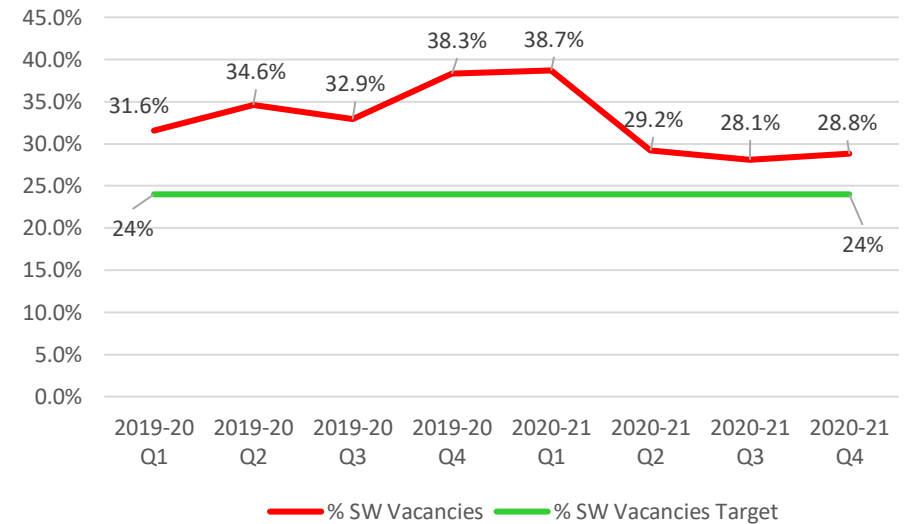
FAM KPI 02 The **number of people supported by the Family Help Team** = 518 during Q4. Target for 2020/21 was 1500. Result = 1912. 2019/20 = 1582

FAM KPI 03 The **number of people supported by the Support4Families Team** = 383 during Q4. Target for 2020/21 was 1800. Result = 1786. 2019/20 = 2019

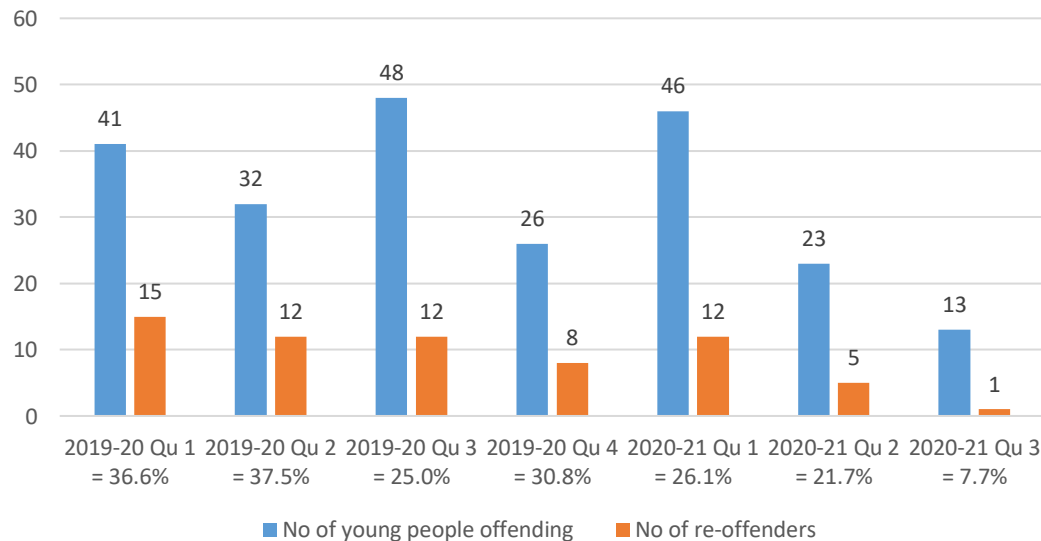
### CS LAC 58 Percentage of children in regulated placements who are placed in Cardiff



### Staff 1 Percentage of social worker vacancies in all teams



### YOS 2 The percentage of children re-offending within six months of their previous offence



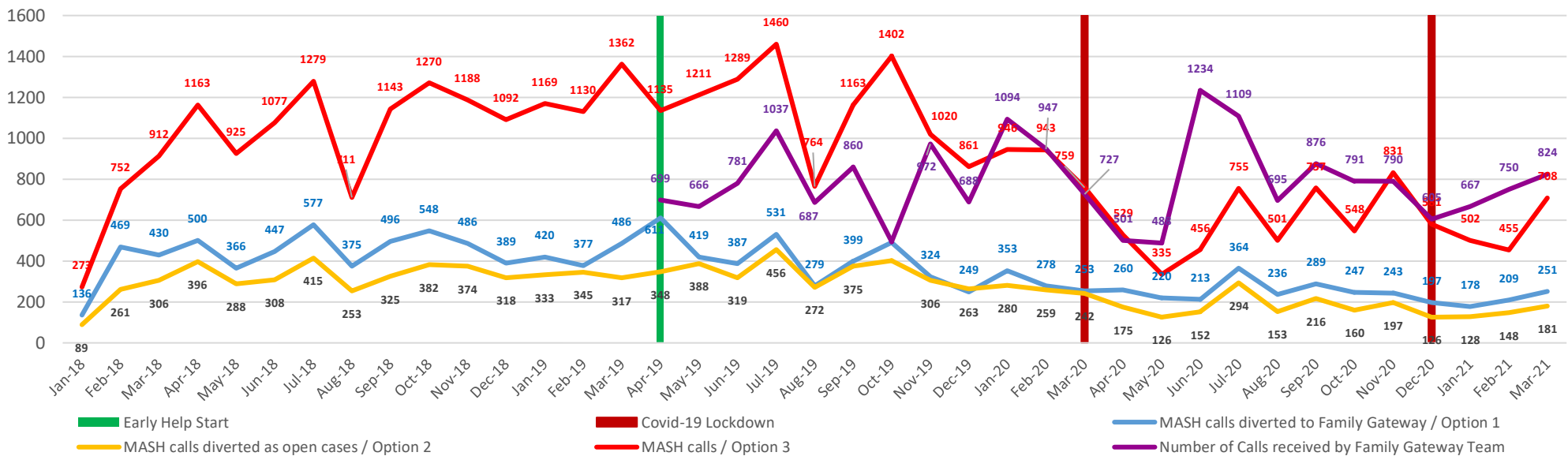
CS LAC 58 The **percentage of children in regulated placements who are placed in Cardiff** = 57.4% (413 / 720). The PI counts only children placed within the LA boundaries and excludes children placed in neighbouring authorities close to their home area and attending Cardiff schools. Please see page 11 for a breakdown of placements.

Staff 1 = 28.8% **vacancy rate** for Q4. 57.9 posts out of 200.9 posts were vacant. 143.0 posts filled. Recruitment has continued as business as usual during the COVID-19 period. During the year vacancy rate has fallen from 38.3 to 28.8. Net increase of 27.1 FTE posts, with 17 social worker appointments going through the recruitment process.

YOS 2 The **percentage of children re-offending within six months of their previous offence** = 7.7% (1 / 13). 1 out of 13 young people re-offended committing a further 2 offences. The young person re-offending committed a more serious within a week of receiving their original outcome. When compared to the same period last year there has been a reduction in the re-offending rate from 25.0% to 7.7%. Annual outturn 2019/20 = 32.0% (47 / 147 young people reoffended).

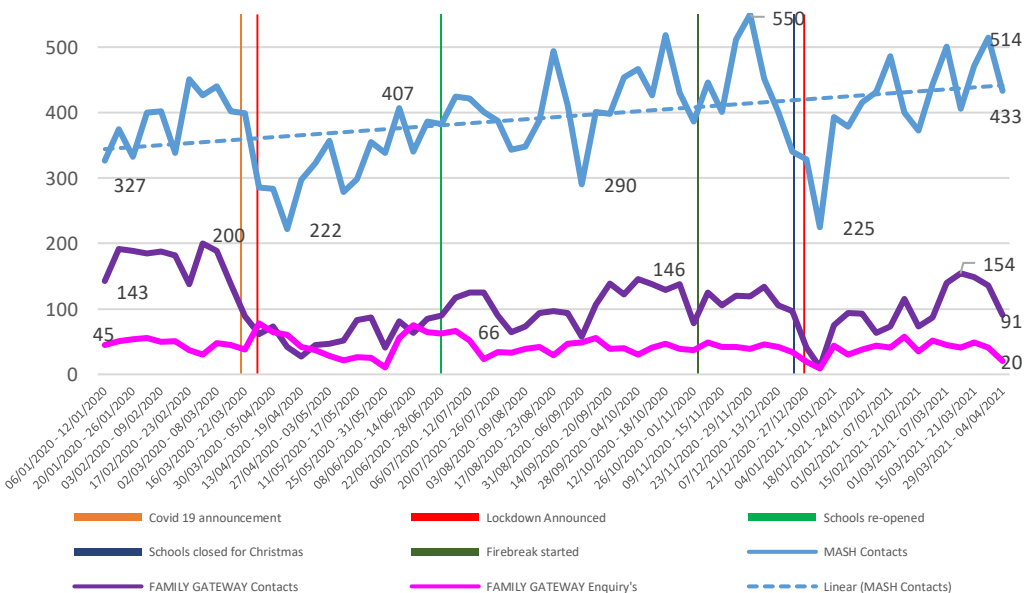
# Demand

## Family Gateway and MASH telephone data

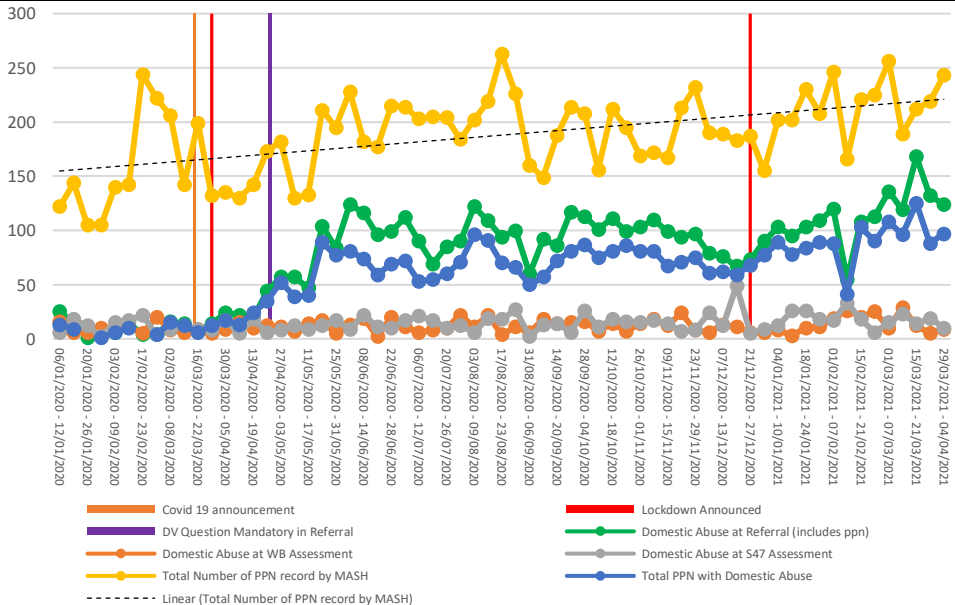


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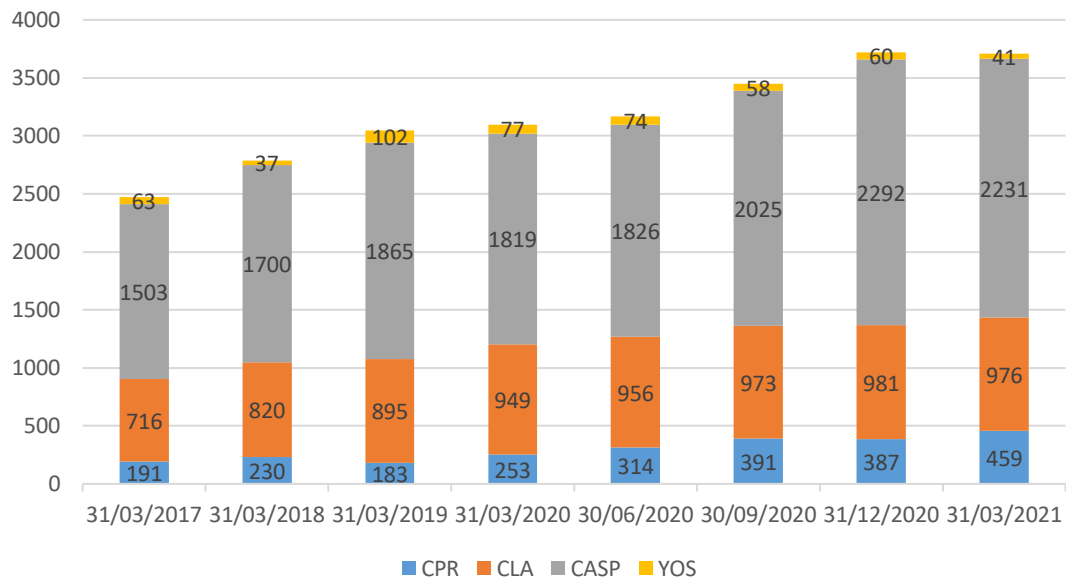
## Contact / referrals to MASH and Family Gateway



## Domestic abuse at referral and assessment



## Caseload breakdown over time



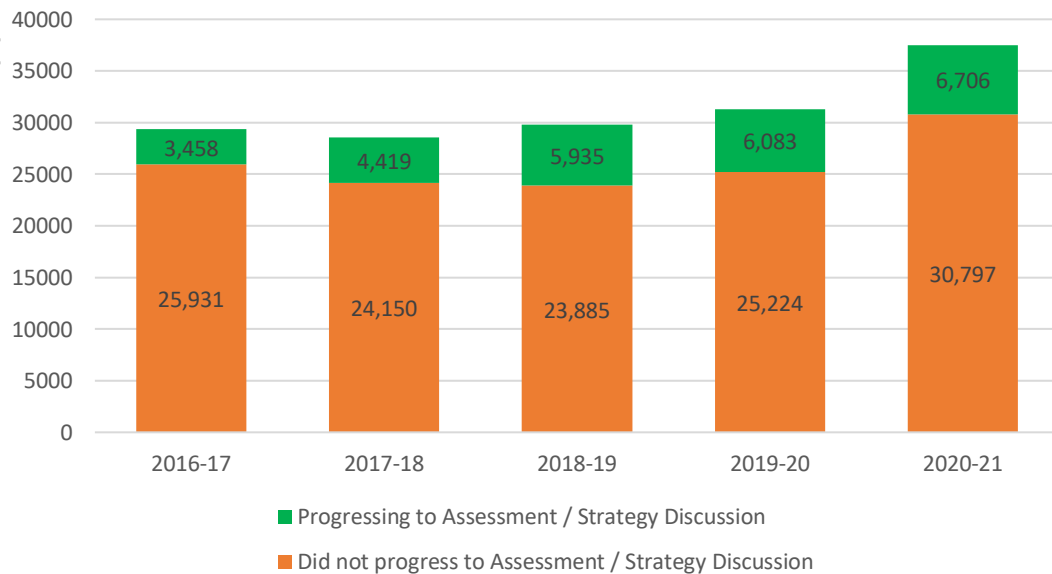
The caseload overview demonstrates the consistent rise in caseloads in all categories, over the years.

Since 31<sup>st</sup> March 2017:

- The number of children on the Child Protection Register has increased by 140% from 191 to 459.
- The number of children looked after has increased by 36.3% from 716 to 976 (please note that an additional 16 children looked after were also on the child protection register at 31st March).
- The number of other children in receipt of care and support has increased by 48.4% from 1,503 to 2,231.

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## Contacts received by Children's Services that progressed / did not progress to an assessment



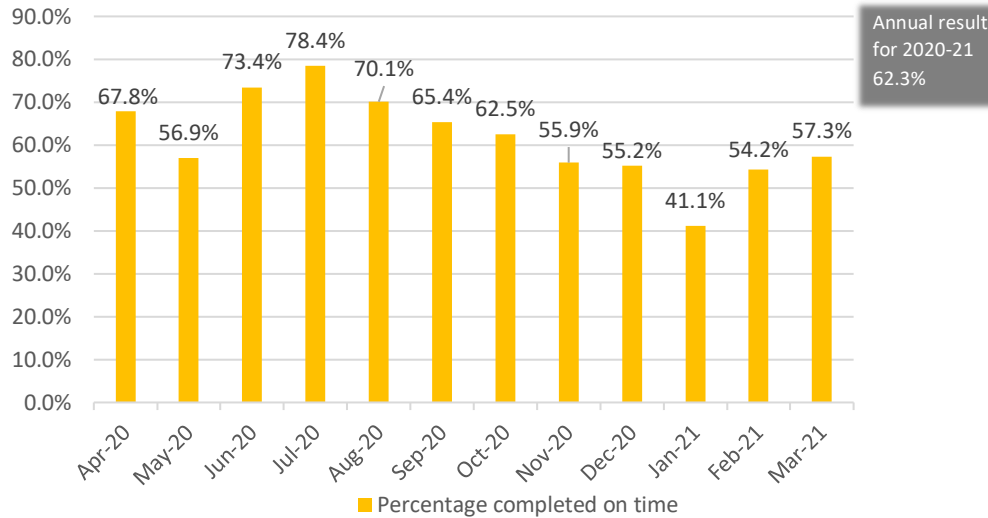
The graph to the left shows the steady increase in number of contact / referrals received each year from 28,569 in 2017-18 to 31,307 in 2019/20. If contact / referrals continued to be received at the same rate in 2020/21 we anticipated a further increase to approximately 35,000. The actual amount of contact / referrals received during 2020/21 was higher than anticipated, it was 37,503.

The proportion of contact / referrals that proceeded to assessment has also increased from 15% in 2017-18 to 19.9% in 2018-19, falling to 17.9% in 2020/21.

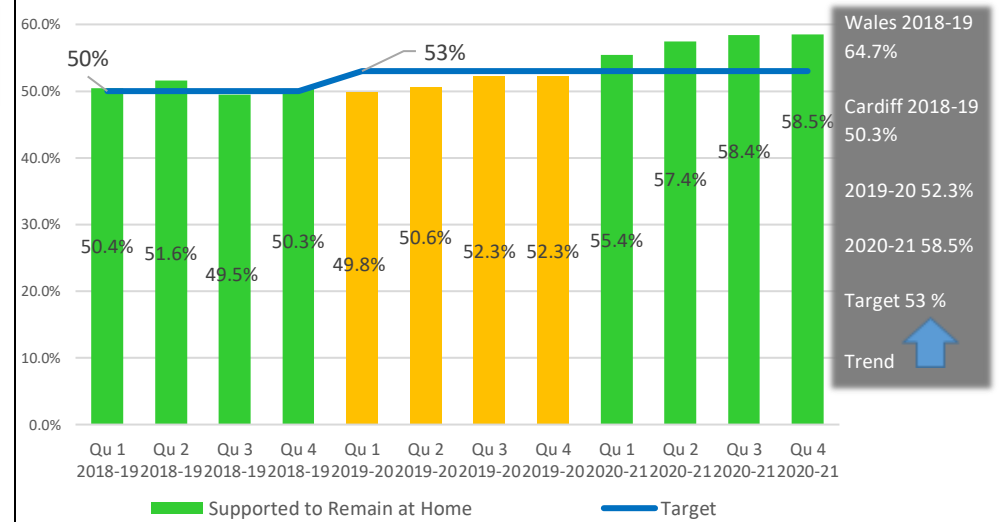
The contact / referrals graph at the bottom left of page 4 shows that referrals to MASH initially decreased but gradually increased to approximately the same level as before lockdown, and higher some weeks, peaking at 550 in the last week of November.

In relation to domestic abuse, we have improved our recording mechanisms to ensure full capture of information; the graph at the bottom right on page 4 shows that overall the number of referrals with domestic abuse as a factor has increased since lockdown.

### Percentage of well-being assessments completed within statutory timescales

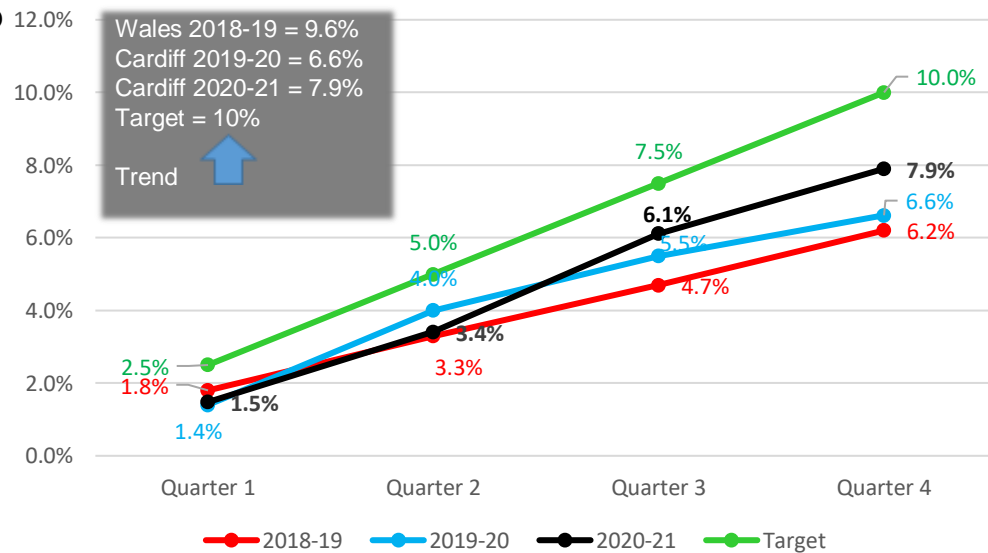


### SSWB 25 Percentage of children supported to remain living within their family



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### SSWB 26 Percentage of children looked after returned home from care during the year



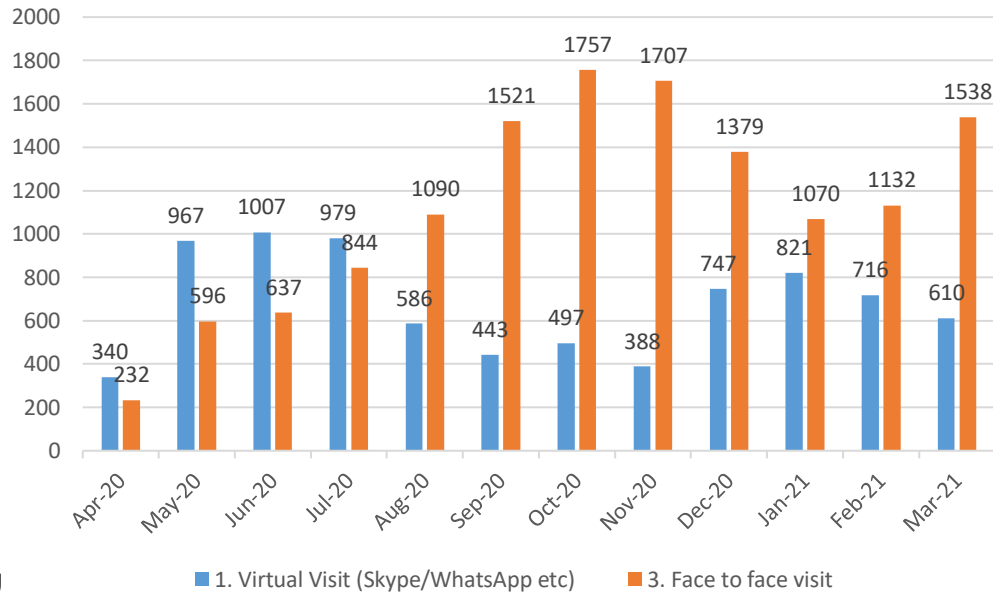
New Statutory PI = 1651 / 2,651 = 62.3% of well-being assessments were completed within statutory timescales during 2020/21

SSWB 25 Quarter 4 and annual outturn = 58.5% of children supported to remain living within their family = 1,401 / 2394. Target of 53% met. Provisional. Of the 2,394 children with a Care and Support Plan at 31st March 2021, 1,401 were being supported to live at home (ie were not being looked after).

SSWB 26 Quarter 4 and annual outturn = 7.9% of children looked after have returned home from care during this year = 97 / 1,225. Quarter 4 / annual target = 10.0%. Provisional result. Actual result will be populated from the Children Looked After Census. Of the 1,225 children who have been looked after during the year to date, 97 have returned home. This PI is cumulative and performance improves as we progress throughout the year. In addition to the 97 children who were returned home from care, 188 children were in the care of their parents, but remain subject to a Care Order, and 166 children were placed with relative carers. It is noted that our judiciary have indicated a reluctance to discharge Care Orders, and continue to make new Care Orders as opposed to other orders, e.g. Supervision Orders.



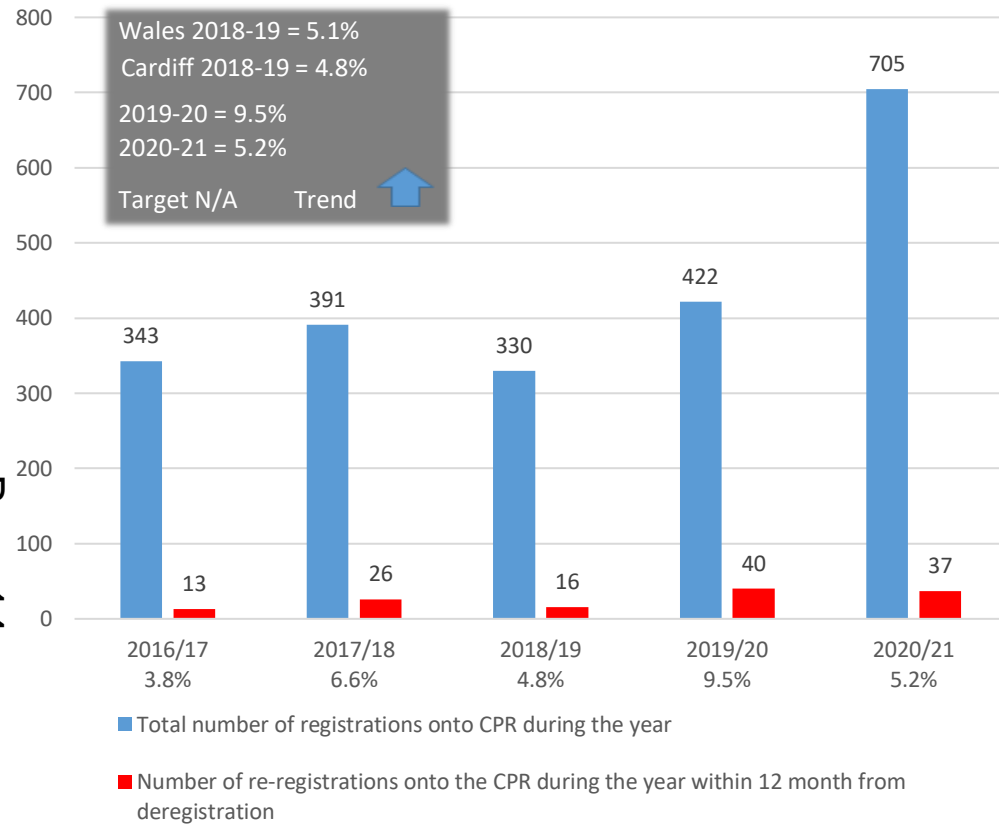
## Face to face and virtual visits



The proportion of virtual to face to face visits over time is displayed in the graph to the left. From 7th September 2020 until the start of the December lockdown, statutory visits to children on the Child Protection Register and children looked after were face to face as per business as usual requirements. During the lockdown that started in December, home visits to children on the CPR continued to be face to face, and children who were looked after and placed with their parents received face to face visits if required on the basis of risk assessment.

Face to face visits have now been reinstated for all children. Initial risk assessments need to be completed prior to face to face visits and updated to reflect any change of circumstance.

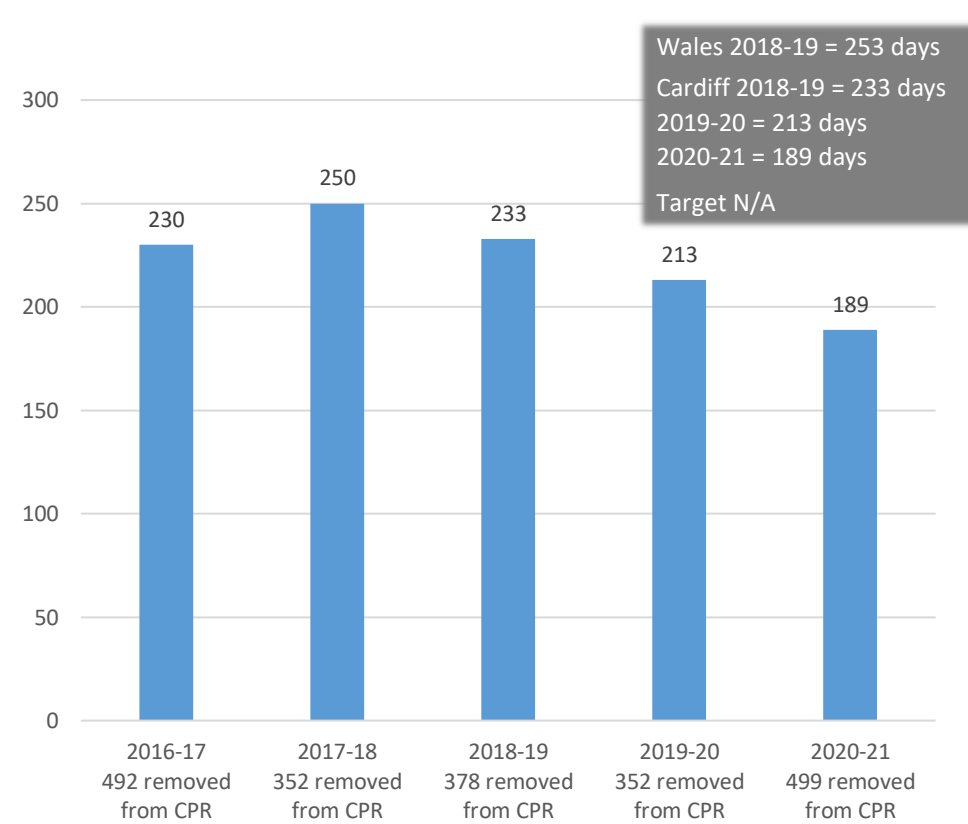
Number and percentage of re-registrations of children on Child Protection Register during the year and within 12 months from deregistration (SSWB 27)



Annual outturn for 2020/21 = 5.2%. (37 / 705) 37 of the 705 children registered during the year had been on the CPR within the previous 12 months.

This compares to the annual outturn for 2019/20 = 9.5%. (40 / 422) 40 of the 422 children registered during the year had been on the CPR within the previous 12 months.

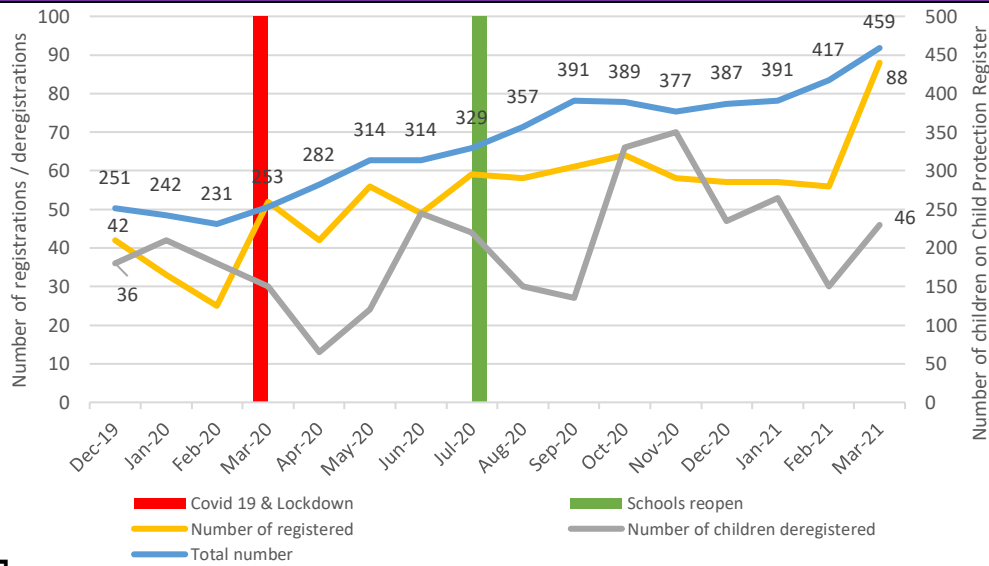
SSWB 28 Average length of time for all children who were deregistered from the Child Protection Register during the year



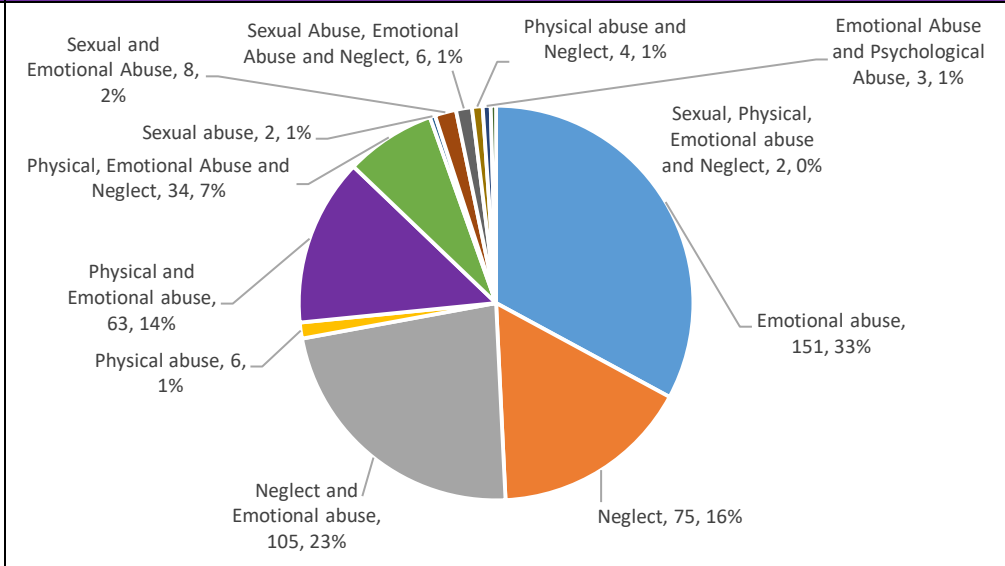
Annual outturn for 2020/21 = 189 days. The average length of time on the CPR for the 499 children who were de-registered during 2020/21 was 189 days.

This compares to the annual outturn for 2019/20 = 213 days. The average length of time on the CPR for the 352 children who were de-registered during 2019/20 was 213 days.

## Number of children on the Child Protection Register, registrations and deregistrations

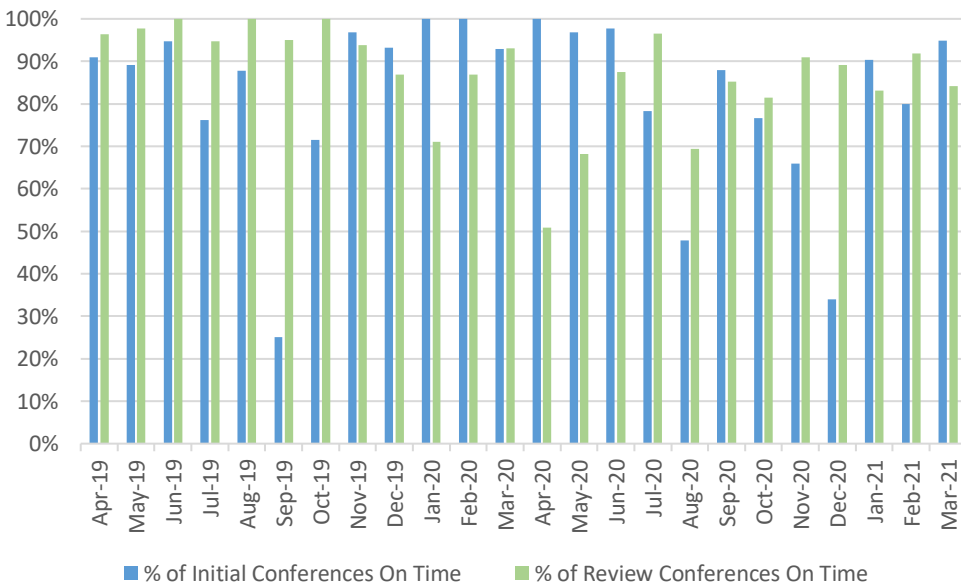


## CP Registration by category of abuse - March 2021



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## % Child Protection Conferences On Time



Over the year the number of children of the Child Protection Register has increased by 81% to 459 at 31<sup>st</sup> March 2021 from 253 at 31<sup>st</sup> March 2020. There has been an improvement in the timeliness of initial Child Protection conferences over the last quarter with 89.5% being on time, compared to 62% in quarter 3. Whilst the timeliness of review conferences has dipped slightly to 85.9% in quarter 4 from 87.4%.

The annual outturn results are as follows:

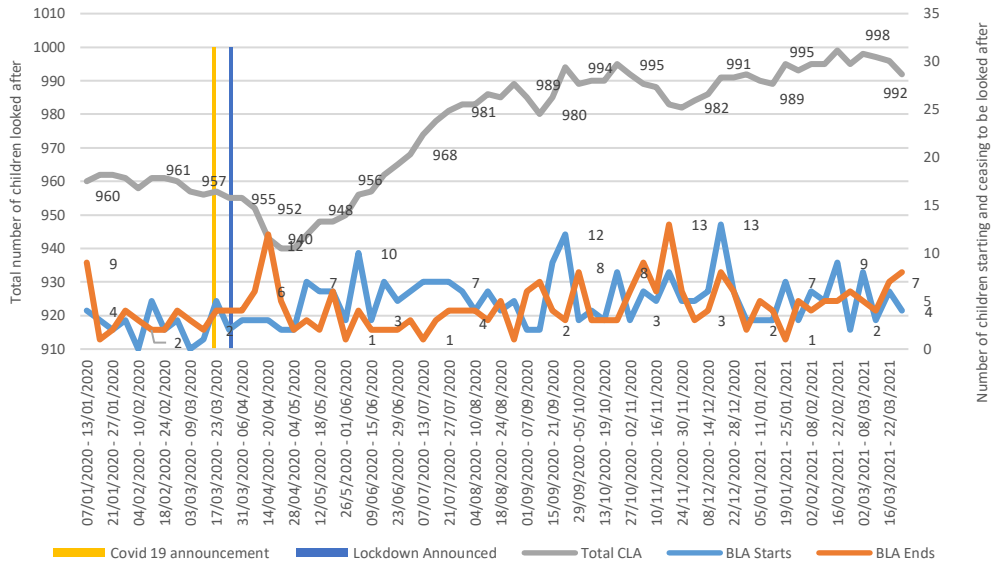
The percentage of child protection reviews held on time = 82.8% (822 / 993) for 2020/21 compared to 93.5% (657 / 703) for 2019/20.

The percentage of Initial child protection reviews held on time = 78.8% (630 / 800) for 2020/21 compared to 84.9% (423 / 498) for 2019/20.

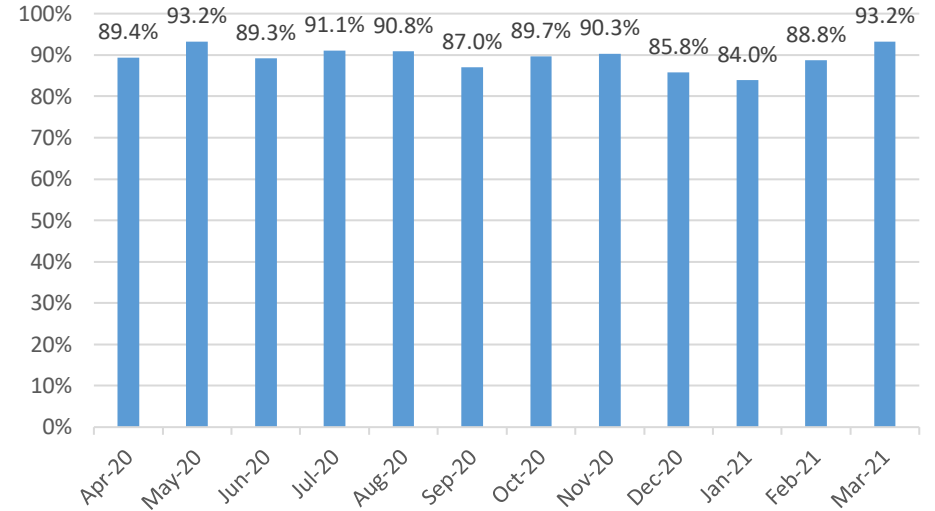
The overarching reason for the dip in timeliness is the significant and sustained increase in the number of children requiring a child protection conference and the capacity of the service and partners to respond. 616 more conferences (initial and reviews) were held during 2020/21 compared to 2019/20, an increase of 53.5%.

Welsh Government COVID guidance allows LAs to make concessions regarding timescales for child protection conferences, particularly review conferences. Cardiff Children's Services have continued to promote parental attendance at review conferences. Capacity within the Child Protection Reviewing Service is being reviewed. Additional (temporary) business support is being sourced and a business case for additional Child Protection Conference Chairs / Independent Reviewing Officers is being considered. Temporary sessional chair cover was utilised in December to assist in resourcing conferences and will be considered in the future if required.

## Looked after starts, ends and total number of children looked after (CLA)

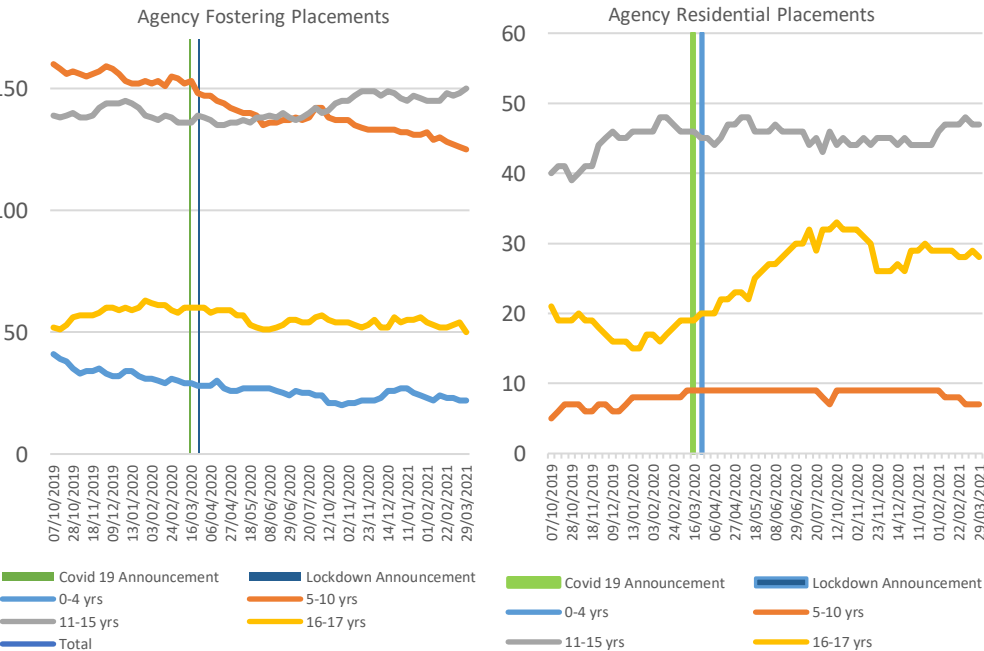


## Timeliness of children looked after reviews –provisional data



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## Agency placements by age

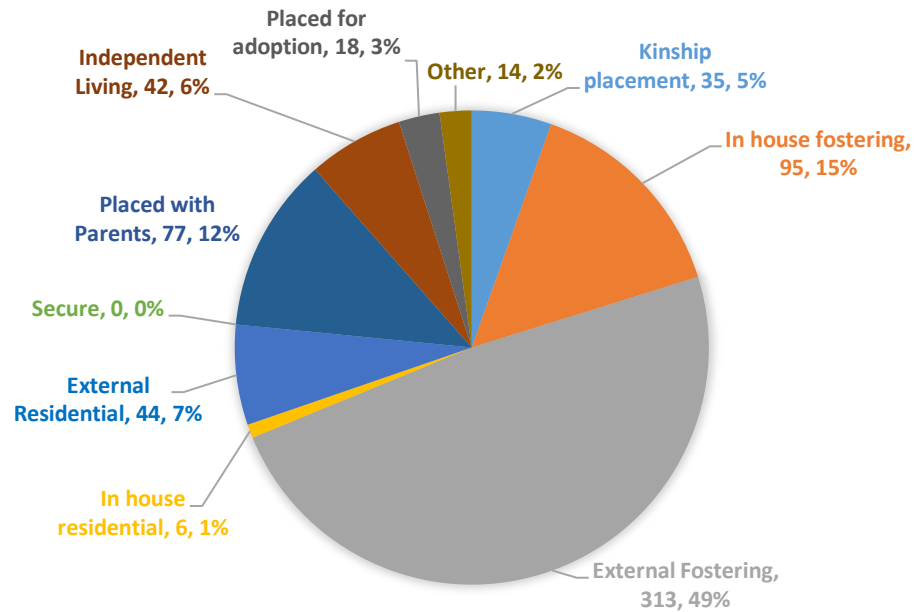


After a decrease in the number of children looked after in the early days of lockdown, a subsequent increase in new admissions led to a gradual increase from 939 at 27<sup>th</sup> April 2020 to 992 at 31<sup>st</sup> March 2021. The number of children looked after has been relatively stable since October, but is being closely monitored. 111 of the 277 children (40%) who started being looked after during 2020/21 were placed with parents on a Care Order, with family / friends or in parent and baby placements.

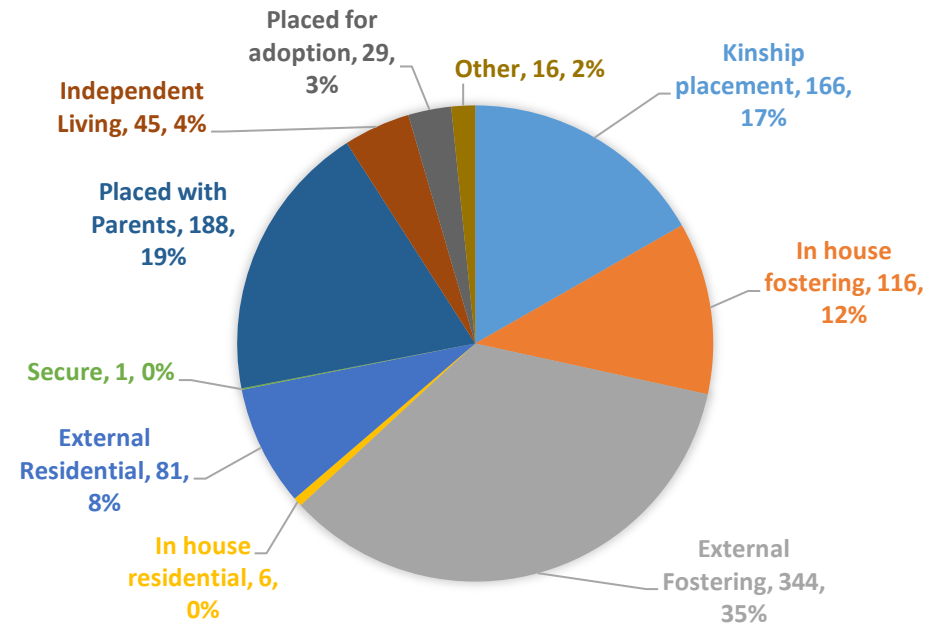
The process for children who are looked after continues as indicated in previous briefings - reviews continue to be held virtually using Microsoft Teams. To enhance and support these meetings, as well as to help ensure we are effective in reviewing plans, Independent Reviewing Officers (IROs) contact children and young people, as well as carers and family members before and/or after a review to ensure that there is an input. Children are spoken to separately to ascertain their views and wishes. A hybrid model is being developed to build on the positive elements of virtual working identified during the COVID-19 crisis. The implementation of this will take account of the latest Welsh Government position and with the Children's Services operating model. Provisional figures on children looked after reviews show that the majority of reviews are taking place on time. The small dip in timeliness in December and January noted in the last report has recovered. IROs continue to do informal work to monitor plans, including reviewing CareFirst, having virtual contact with children / young people and carers and having discussions with social workers. A small number of face to face IRO visits have taken place, where this was deemed necessary or virtual visits were impractical. COVID government guidelines have been followed. IROs have also introduced an optional midpoint review for many of the children and young people they are working with, to better track their plans.

Over the year the number of children in residential placements has increased, this is due to an increase in young people aged 16-17 due to complexities where families are no longer able to manage risk.

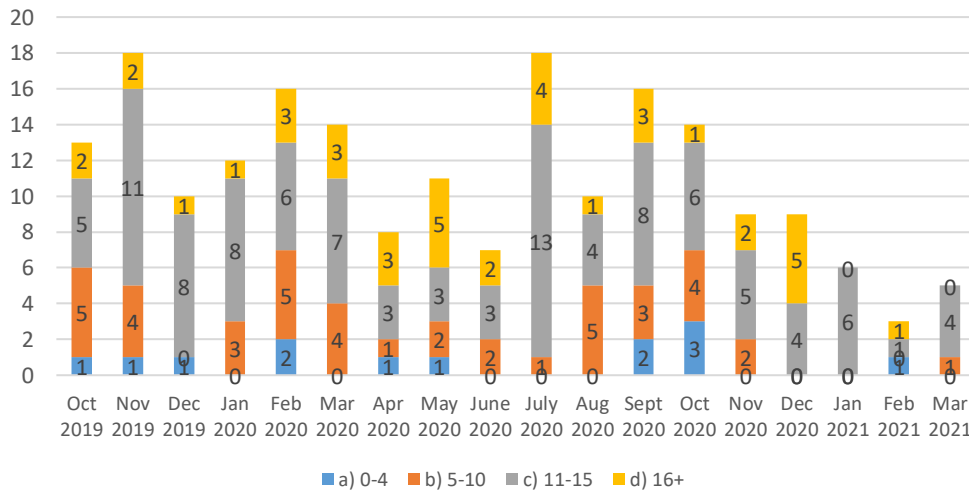
Total CLA by placement type – as at 30.06.2016 (644)



Total CLA by Placement type – as at 31.03.2021 (992)



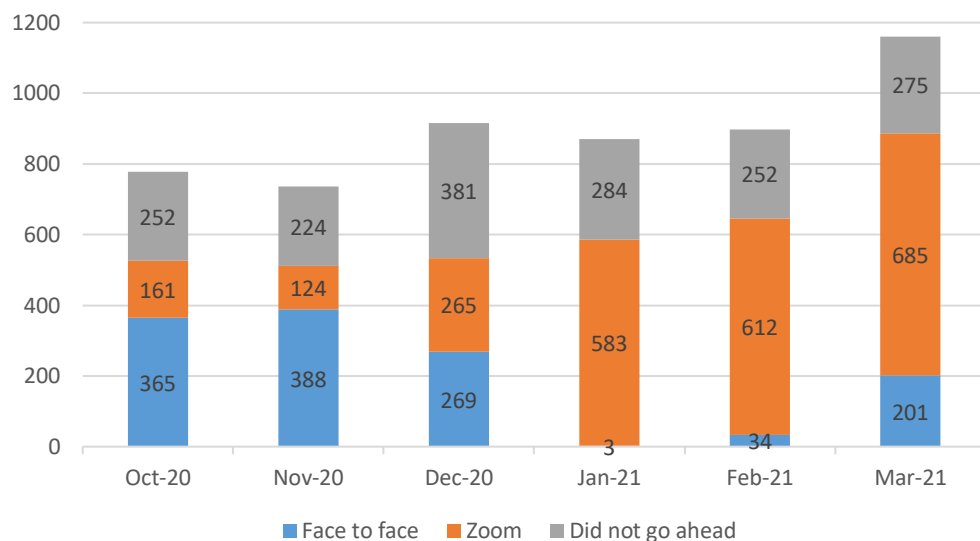
Unplanned Placement Move Requests by Age



The pie charts above show the shift in the balance of care we have achieved in recent years. The percentage of children being looked after and placed with parents on a Care Order or in kinship arrangements with family members has increased from 17% (112 / 644) to 36% (354 / 992), while the percentage of children looked after in regulated placements has reduced from 71% (458 / 644) to 55% (549 / 992).

After an increase in the number of unplanned placement move requests in the immediate aftermath of the COVID-19 announcement, the situation stabilised during Quarter 1. After an increase during Quarter 2 and the early part of Quarter 3, numbers have since fallen and remain relatively low. The majority of unplanned placement move requests are for children aged 11-15.

## Supervised Contacts – Swanstaff



Following the return of all primary school age children to school, face to face contact was reinstated for all children aged 0-5 with effect from 22nd March 2021. Supervised contact for other children has also resumed, with priority given to children who have not had contact for some time. Up to date risk assessments are required before face to face contact can go ahead. Contact will be undertaken in line with health and safety guidance and with the recognition that length and frequency will be effected by the need to follow this guidance. The graph sets out the proportion of contacts undertaken on a face to face and virtual basis, and those that did not proceed.

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## Sickness – Children’s Services

FTE Target = 13	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
Children’s Services Sickness FTE days lost per person	2.7	6.29	9.81	12.88
Children’s Services Sickness FTE days lost per person full year forecast	11.62	13.85	13.73	No forecast – final result above.

Source: Corporate HR Data

Result for Quarter 4 and the year 2020/21 = 12.88 FTE days lost per person.

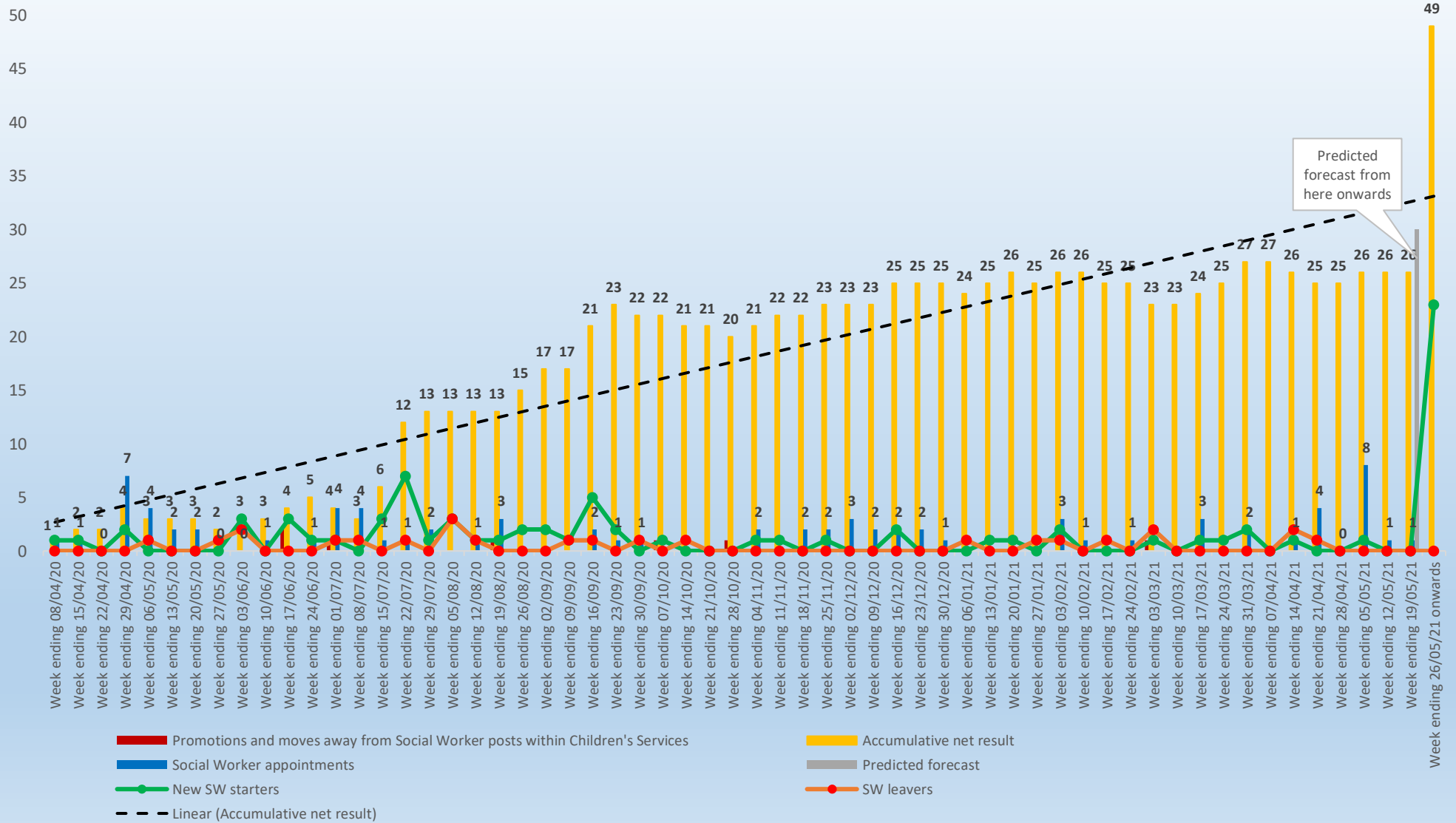
This is an improvement from 18.23 FTE days lost per person for 2019/20. It is also an improvement on the forecast after quarter 3, which was 13.73.

The target of 13 days has been met.

Sickness is closely monitored by CMT to ensure that processes are followed. Options to support staff to return to work on a phased return are explored with input from all members of the management team.

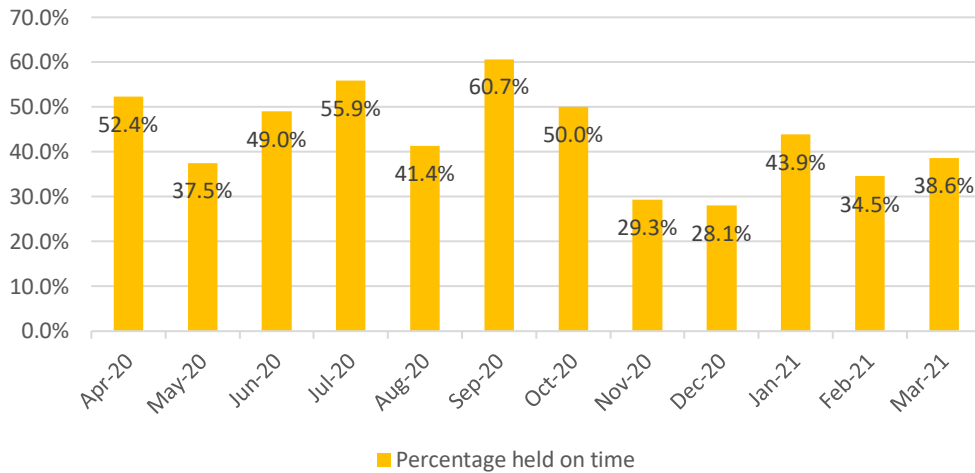
# Net result of Social Workers starting and leaving Council

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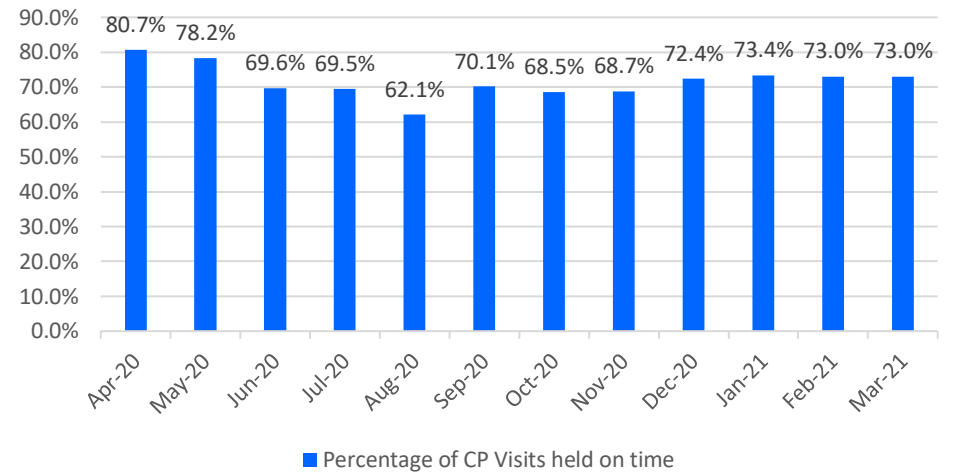


# Year End PIs and new statutory measures

## The percentage of Initial Core Groups meetings held on time

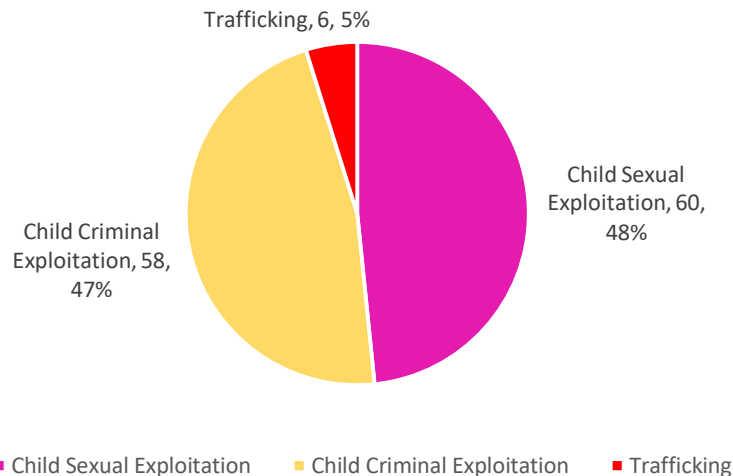


## The percentage of visits to children on the CPR held on time



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## The number of children reported during 2020/21 where exploitation is a factor



The percentage of Initial Core Group meetings held on time during 2020/21 = 43.2% (304 / 704)  
 The percentage of visits to children placed on the CPR = 71.7% (6,459 / 9,008)

The number of children reported during the year 2020/21, where exploitation is a factor = 124, breakdown shown in the pie chart opposite.

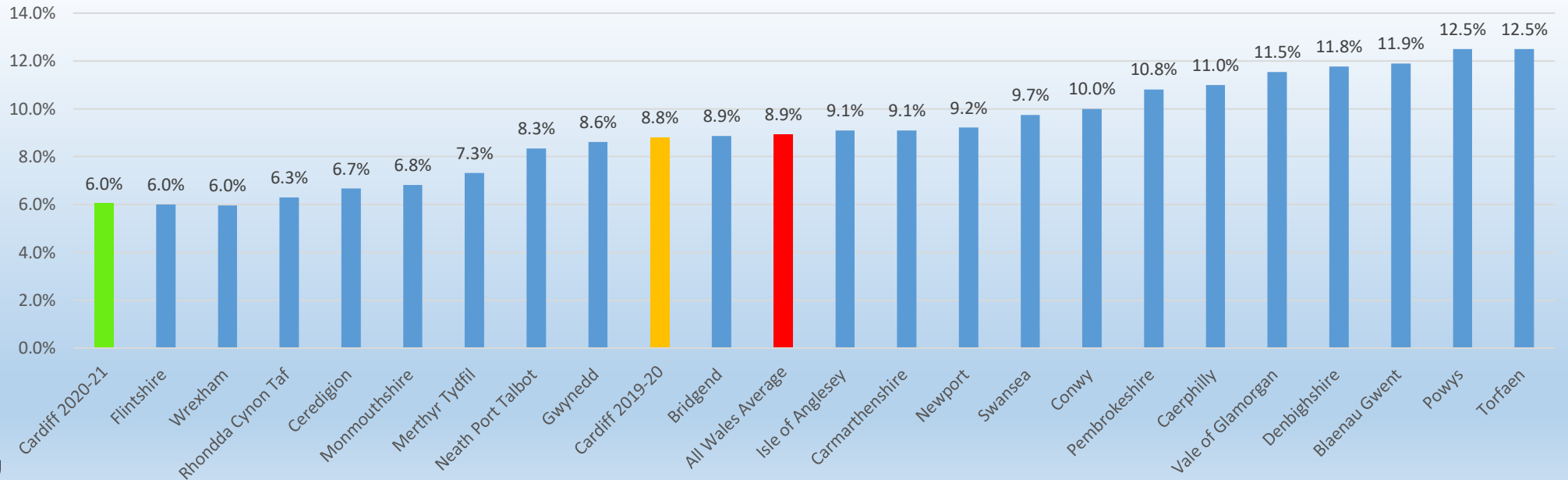
The number of children receiving Care & Support in receipt of Direct Payments =

As at 31 <sup>st</sup> March 2021	181
As at 31 <sup>st</sup> March 2020	169
As at 31 <sup>st</sup> March 2019	153

The number of contacts during the year by or for young carers is 178.  
 The number of assessments for young carers completed during the year = 112, 1 of which resulted in a care & support plan and 53 were signposted to YMCA.

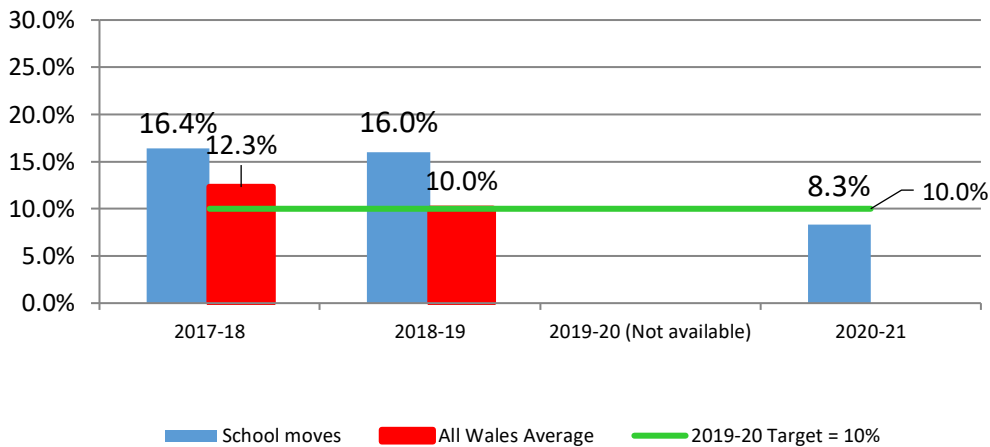


## Children with 3 or more placements during 2019/20 for all Welsh LAs compared to Cardiff 2020/21



Page 21

## The Percentage of looked after children who have one or more school move in year



Children with 3 or more placement moves during the year = 60 / 992 = 6.0%  
Target of 9% met

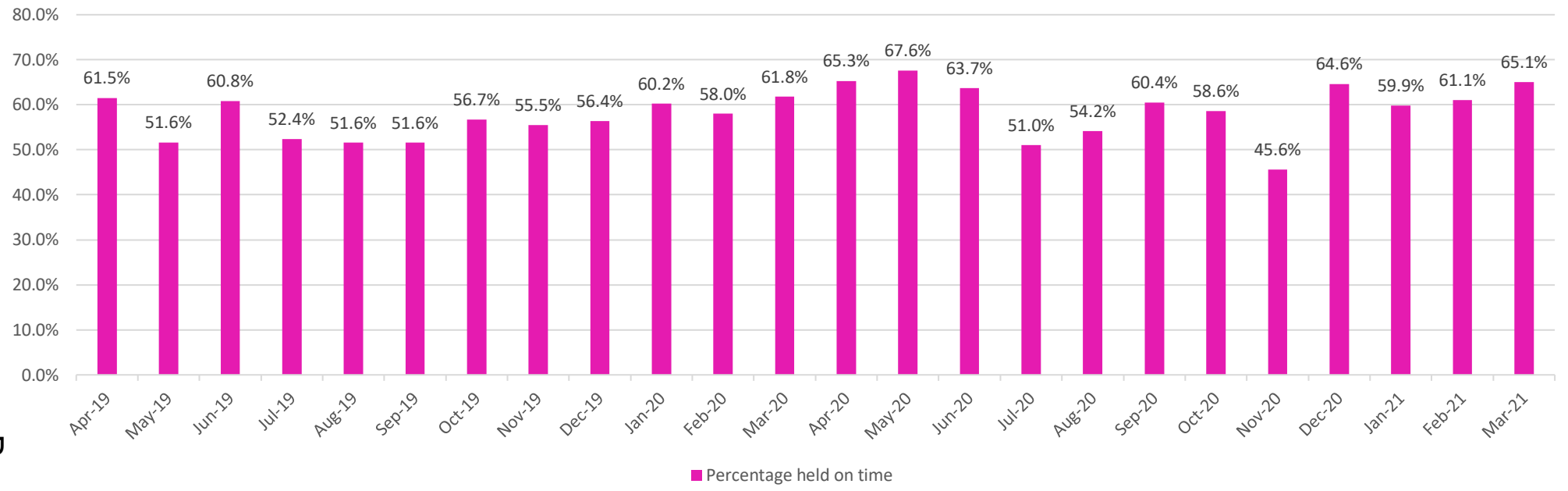
The percentage of looked after children who have one or more school move during the year = 55 / 663 = 8.3%. (Provisional result) Target of 10% met. Please note the school moves data comes from Education and therefore does not include all out of county school moves.

The percentage of statutory visits completed on time = 60.5% (2,171 / 3,589) compared to last year = 56.4% (2,307 / 4,093) - The percentage completed on time has improved since last year, this is partly due to the number of statutory visits due decreasing in line with the reduction of placement moves. Graph showing timeliness by month below.

The number of young people leaving care who moved into a 'When I am Ready' placement during the year 2020/21 = 44.

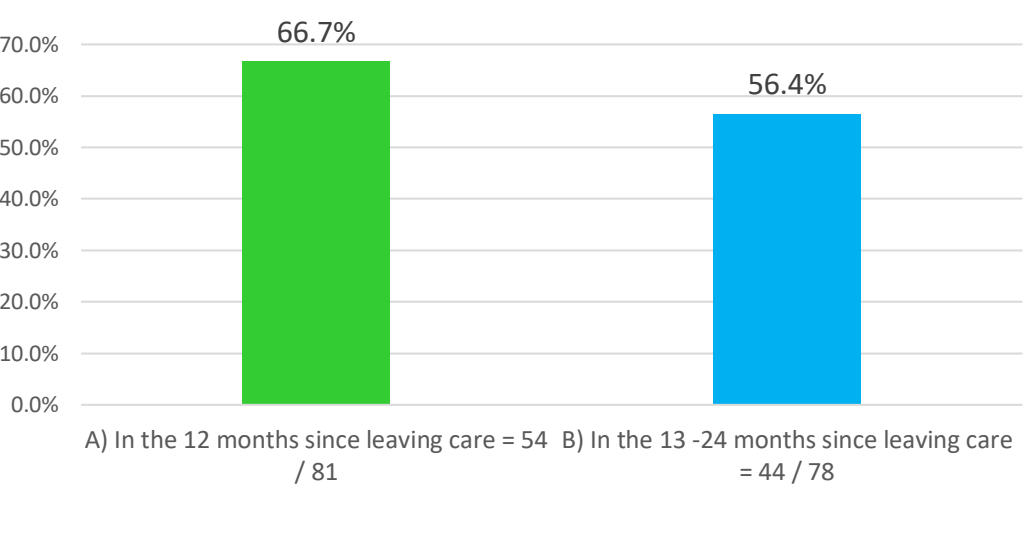
The percentage of Care Leavers in suitable accommodation on leaving care = 93.8%.

**Percentage of Statutory visits held on time**

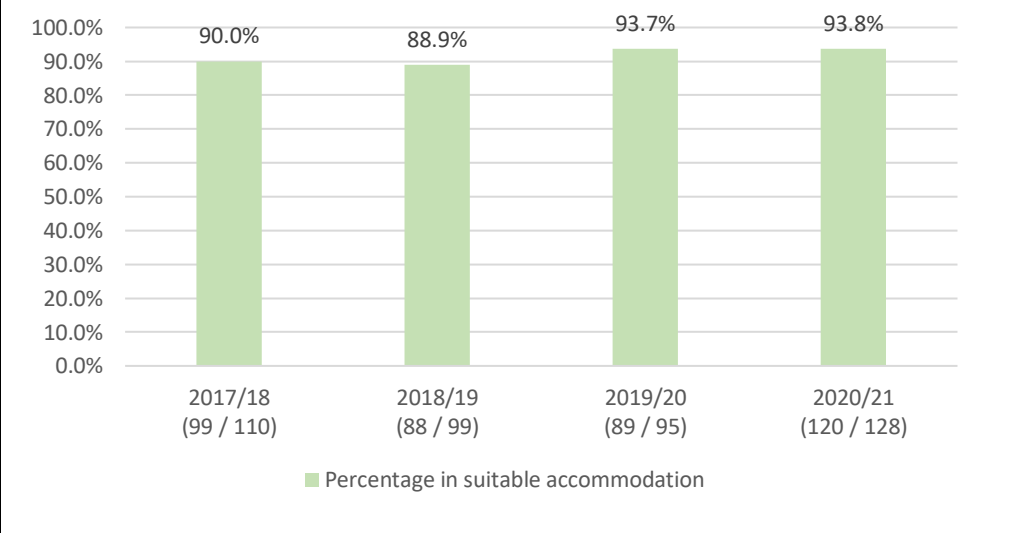


Page 22

**The percentage of care leavers who have completed at least 3 consecutive months of employment, education and training**



**Percentage of Care Leavers in suitable accommodation on leaving care**



**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**

**13 JULY 2021**

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**DRAFT LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2020/21**

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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 2020/21, 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 15 July 2021.

**Scope of Scrutiny**

2. 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 B** 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.
3. 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 7<sup>th</sup> July 2021.

### **Background Context**

4. The purpose of the Annual Report is to set out the local authority's improvement journey in providing services to people in their areas, those who access information, advice and assistance, and those individuals and carers in receipt of care and support. Under the requirements of the Social Services and Well-being (SSWB) Act, the report needs to demonstrate how local authorities have promoted well-being and accounted for the delivery of well-being standards.
5. 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.

6. The report must include details of how the Council is improving under the points raised in Paragraph 2 of this report.
7. 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.
8. The **Local Authority Social Services Annual Report 2020/21** is attached at **Appendix A**, Further guidance on what should be included in the content of the report is attached at **Appendix C**.
9. Relevant parts of the report includes:
  - a) Foreword and Introduction, including a message from Lead Members (*from Page 2 onwards*), including:
    - Children’s Services Overview (*pages 6 - 11*);
    - COVID response (*pages 14 – 15*)
  - b) Priorities for 2021/22 (*page 16*)
  - c) Inspection Outcomes (*page 18 - 19*)
  - d) How are people shaping our services (*pages 20 - 21*);
    - Quotes and Survey Outputs (*pages 22 – 24*)
    - Compliments, Complaints and Recommendations (*page 25*)
  - e) Promoting and improving the well-being of those we help (*from page 26*):  
**(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 26 – 27*);
    - ii. Working with people and partners to protect and promote people’s physical and mental health and emotional well-being (*pages 28 - 29*);
    - iii. Taking steps to protect and safeguard people from abuse, neglect or harm (*pages 30 - 31*);
    - iv. Encouraging and supporting people to learn, develop and participate in society (*pages 32 - 33*);

- v. Supporting people to safely develop and maintain healthy domestic, family and personal relationships (*pages 34 - 35*);
  - 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 36 – 37*);
  - 5. How we do what we do (*page 38 - 39*)
  - 6. Our workforce and how we support their professional roles (*pages 40 - 41*);
  - 7. Our financial resources and how we plan for the future (*pages 42 - 43*)
10. Each section, from **pages 26 - 37**, is set out as follows:
- Outcomes we have achieved during the year.
  - What went well from our 2020/21 Plan, and what is progressing from our 2020/21 Plan, with some delay?
  - Performance data
  - Case Studies
  - Priorities for 2021/22
11. Members may also wish to consider the following:
- Top Priorities for Social Services and Children’s Services (*Page 16*)
  - Details of Outcomes Achieved during 2020/21 and Priorities for 2021/22 – as set out under each of the six wellbeing objectives, workforce and financial resources, as follows:

<b>Wellbeing Objective</b>	<b>Outcomes Achieved 20/21</b>	<b>Priorities for 21/22</b>
Working with people to define and co-produce personal well-being outcomes that people wish to achieve	Page 26	Page 27
Working with people and partners to protect and promote people’s physical and mental health and emotional well-being	Page 28	Pages 29
Taking steps to protect and safeguard people from abuse, neglect or harm	Page 30	Pages 31
Encouraging and supporting People to learn, develop and participate in society	Page 32	Page 33
Supporting people to safely develop and maintain healthy domestic, family and personal relationships	Page 34	Page 35

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 36	Page 37
Workforce	Page 40	Page 41
Financial Resources	Page 42	Pages 43

## Care Inspectorate Wales Inspection Outcomes

12. Pages 18 and 19 of the Annual Report summarises the outcomes of two inspections undertaken during 2020/21. Those that fell under the Terms of Reference of this Scrutiny Committee were:

- Risk Based Inspection
- Youth Justice Service Inspection Update

The CIW Social Services Annual Performance Letter is anticipated after the annual review meeting later this year.

## Previous Scrutiny

13. This Scrutiny Committee (jointly with the Community & Adult Services Scrutiny Committee) considered the Local Authority Social Services Report (formerly known as the Director of Social Services Annual Report) every from 2012 to 2019. In September 2020, the Children & Young People Scrutiny Committee considered the Local Authority Social Services Annual Report 2019/20. The letter resulting from the meeting is attached at **Appendix D**. The Cabinet response is attached at **Appendix E**.

## Way Forward

14. Councillor Graham Hinchey (Cabinet Member for Children & Families), will be in attendance and may wish to make a statement. Sarah McGill, (Corporate Director, People & Communities and Director of Social Services) and Deborah Driffield (Director of Children's Services) will be in attendance to answer Member's questions.

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

### **Financial Implications**

16. 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**

17. 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 2020/21 and the future challenges and priorities for 2021/22.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**7 July 2021**

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# Local Authority Social Services Annual Report 2020/2021

Report on the effectiveness of Social Services



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# 1

## FOREWORD AND INTRODUCTION

### **Message from Lead Members**

This report covers the achievements of social care services in Cardiff in what has been an extraordinary year. The need to maintain existing essential services and rapidly develop new provision to tackle a range of pandemic related challenges saw the very best response from social care staff across all providers, and in all sectors. Our first task in this report is, therefore, to say thank you to everyone who played a part in keeping vulnerable individuals safe, supported and included, through this most difficult of times.

The report identifies examples of the exceptional work undertaken in response to the pandemic and some of the statistics highlighted are extraordinary – 40.5 million items of PPE delivered across the city to 159 care providers and 162 schools, 2,295 food packages delivered directly to those shielding who needed additional support outside of national arrangements, 146 staff repurposed into front line social care provision, and the incredible support of volunteers “working together for Cardiff”. The innovation and “can do” approach of staff, partners and volunteers is something we want to ensure is harnessed in the way we develop our services into the future.

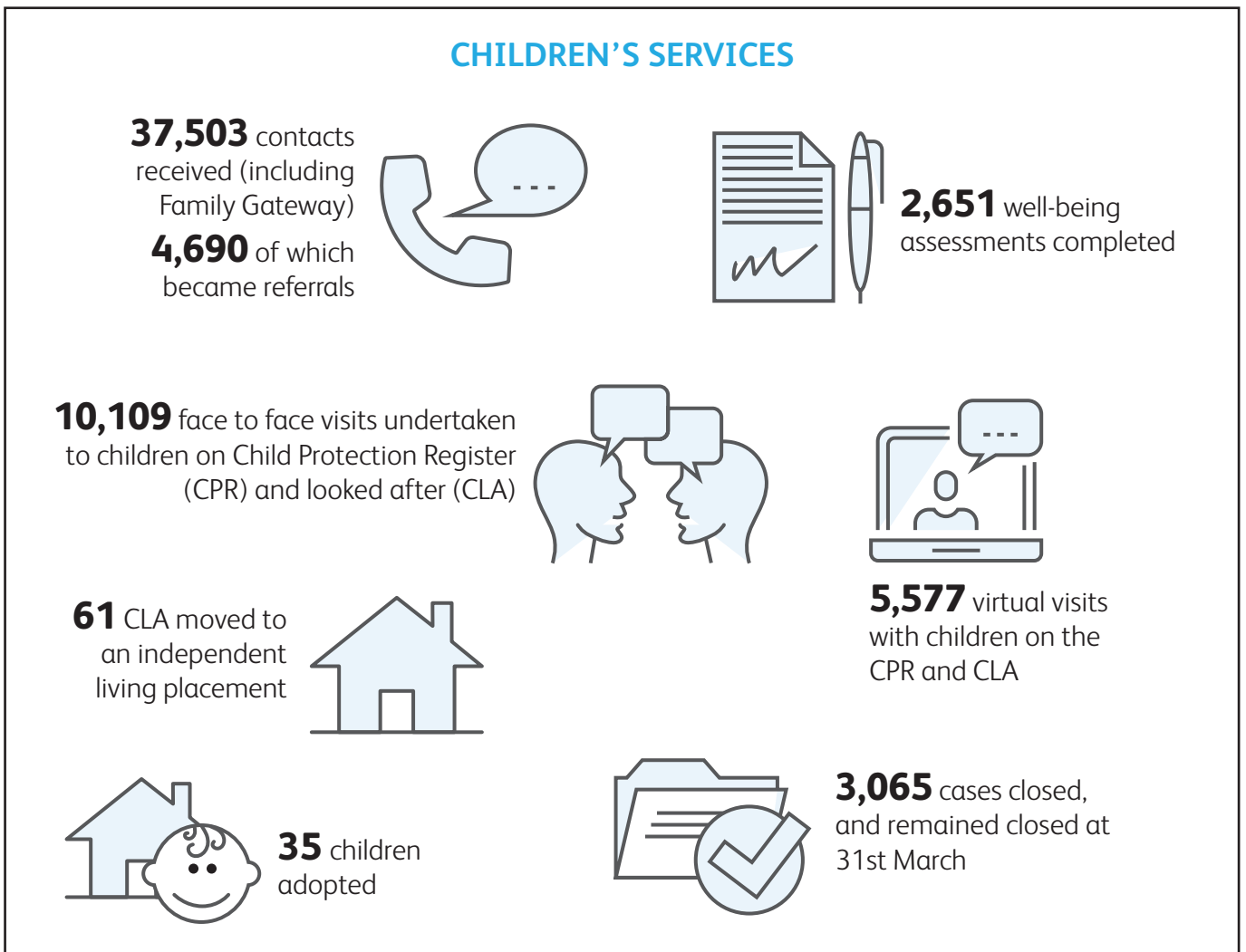
Whilst COVID-19 has necessarily had an impact on the implementation of our key strategic objectives, the report shows that we’re making progress in both Adult and Children’s Services, with great examples of developments in integrated early intervention. The shift in the balance of care towards prevention and away from a threshold based approach will continue to be a key focus in the years to come. This is particularly important as we see the potential longer term service demand impacts of the pandemic. Service demand increases, significant already in Children’s Services, and in Mental Health services across the board, will be closely monitored to ensure we respond as effectively as possible to those in need.

Care Inspectorate Wales (CIW) undertook a risk based inspection of Social Services in late 2020 and the learning from that will help guide our future service development. Again, we want to thank all staff and partners who participated in the inspection. The positive feedback received highlights the hard work, resilience, partnership and teamwork that are a feature of services in Cardiff.

Of course there is a lot still to do and we will continue to champion the raising of both expectations and standards across all services. The priorities for the coming year are shown for Children’s, Adults and Social Services as a whole, with further integration of services based around the needs of individuals, families and communities being our underlying key principle.

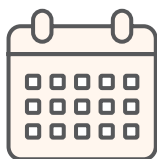
### Message from the Director of Social Services

This is my first annual report since assuming the role of statutory Director of Social Services in September 2020. 2020/21 really was a year with challenges like no other. Social Services, along with all other Council directorates, responded urgently to the initial COVID-19 lockdown and we have since been managing both ongoing and changing needs resulting from the pandemic. Our ability to respond quickly and flexibly whilst continuing to provide essential services, is testament to the commitment and dedication of the whole workforce, and I cannot thank them enough for the resilience they have shown. Some key figures to demonstrate the volume of day to day work undertaken during the year are below:



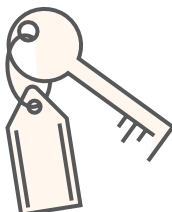
## ADULT SERVICES

**98.9%** of all adult safeguarding referrals were completed within 7 days



**26,168** contacts received through First Point of Contact

**93%** of people felt more able to live at home independently following support from Independent Living Service



**483** staff attended Manual Handling training

**567** Well-being Carers Assessments undertaken



**4,055** Care and Support Plans and

**3,656** reviews completed

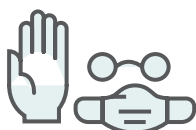


**5,500** people supported by Adult Social Services



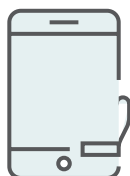
## SOCIAL SERVICES

**40.5** million items of PPE have been distributed since the start of the pandemic



**146** staff repurposed to critical roles in Social Services

**1,088** staff supported to work remotely



**2,295** food packages delivered to people shielding

**35,101** main meals delivered by Meals on Wheels throughout the year



**18,722** outgoing calls made to people shielding during the pandemic

During the year we have appointed to the newly created posts of Director of Children's Services and Director of Adult, Housing and Community Services, providing additional strategic capacity for the Council in the management of Social Services functions and enabling greater corporate service integration. The outstanding partnership work that we have seen across the public sector in response to the pandemic has provided a firm foundation for future service alignments and the two directorate Management Teams have excelled in adapting to provide continuity of service whilst also implementing significant new initiatives to improve services now and for the longer term. The key developments in Children's and Adult Services are summarised below.







# 2









## CHILDREN'S SERVICES OVERVIEW

The Delivering Excellence in Children's Services Strategy 2019-22 explains the key activities that will deliver progressive change in the balance of care for children in Cardiff – always focused on meeting the needs of children through strengths based support for them and their families. The strategy complements work across the Council and the public sector to ensure that we are able to engage with families to meet need at all levels and to support them to thrive by making available a comprehensive suite of service interventions at the right time and in the right place.

We are focussing on 3 key areas:

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

This year has seen a significant increase in demand across all Children's Services and this reinforces the need to deliver against our strategic change objectives. An overview of the increase in demand across the child's journey is set out below:

Contacts	Referrals	Well-being assessments	Strategy discussions
<b>37,503</b>  ▲ 31,323 (2019/20)	<b>4,690</b>  ▲ 2,373 (2019/20)	<b>2,651</b>  ▲ 2,218 (2019/20)	<b>4,007</b>  ▲ 3,293 (2019/20)
Section 47 enquiries	Initial child protection conferences	Added to Child Protection Register	Started to be looked after
<b>2,798</b>  ▲ 2,645 (2019/20)	<b>730</b>  ▲ 462 (2019/20)	<b>705</b>  ▲ 419 (2019/20)	<b>279</b>  ▲ 255 (2019/20)

This significant increase in demand alongside the pandemic has impacted considerably on our performance against key targets in relation to timeliness of assessments and reviews. As we begin to return to business as usual we are refocusing our energies on performance and have a number of initiatives we are implementing to improve performance in these areas.

## Practice

As a result of the almost instantaneous change in our operating model in March 2020, we have revolutionised our use of technology to enable us to maintain virtual contact with children, families, colleagues and partners. Cardiff Council was able to respond very quickly to the significant increase in demand for digital infrastructure and the many benefits of the new ways of working have been apparent from the start of the pandemic. Going forward, we will retain a hybrid model of working that builds on the advances that virtual connectivity has delivered combined with a return to face to face meetings and visits when it is safe and appropriate to do so.

Cardiff Family Advice and Support (CFAS) offer a range of information, advice and assistance for children, young people and their families in Cardiff and are the initial contact point for any professional, parent, child or young person in Cardiff where there are no safeguarding concerns. At 31st March 2021 the Family Help and Family Help Disability teams were working with 487 children and young people. During the pandemic, the Family Gateway processed 1,081 applications from critical key workers requiring childcare for pre-school children during the initial lockdown restrictions. The work of the team has been recognised during the year with the Early Help Police Community Support Officers receiving a South Wales Police recognition award for their work within Early Help and their contribution to community support. Early Help staff were chosen to appear on the Scott Mills Radio 1 show where one of our Family Help Advisors was able to share with the nation the positive work that has been undertaken by CFAS during the pandemic.

Other developments during the year include the incorporation of the Disability Team Around the Family service into Early Help and the addition of 3 Primary Mental Health Workers to the CFAS team to support practitioners in ensuring children and young people have access to appropriate support in relation to their emotional and mental health.

The Support4Families team is working well and at 31st March 2021 were working with 321 children below the threshold for statutory services. Feedback received from families about services and support provided has been really positive – particularly about the difference that they have made to families during the pandemic.



As part of the implementation of Delivering Excellence in Children's Services, a number of strategies and frameworks have been developed to support continuous improvement in practice.

The Wales Safeguarding Procedures have been launched and are being implemented following training for all staff. Links to the procedures are available for all staff and included in social worker induction. The Exploitation Strategy has been updated and work is in progress to embed developments around contextual safeguarding into existing safeguarding practice.

The Safeguarding Adolescents from Exploitation (SAFE) model is under development and a number of 'SAFE' tools have been developed in order to support the process. This model will support multi agency assessment of adolescent risk, improve joint planning for individual children and inform preventative strategies across the city.

Arrangements are in place to improve corporate oversight of exploitation and safeguarding in general with a refreshed approach implemented in March 2021 as part of the revised Corporate Safeguarding Strategy. Many of the Regional Safeguarding Board sub groups were paused during the year due to COVID-19, so the Board took the opportunity to review and refresh how they work to enable a streamlined structure which provides an effective governance, leadership, and reporting framework. A significant amount of work was done to improve the Child and Adult Practice Review process. The backlog of reviews has now been cleared and timeliness of publication of reviews has improved.

The Reunification Framework, which aims to support children to return to live with family where it is safe for them to do so, will be launched in 2021/22. A Reunification Team comprising a principal social worker, social worker and 4 support workers is being set up with the aim of the team being in place this summer. This team will focus entirely on the reunification of children to their families. In the first instance the team will work with young people subject to section 76 (voluntary care) or who have been looked after for a period of 2 and a half years.

A Quality Assurance Framework has been developed and a dedicated officer is in post to lead on Quality Assurance work across the service. In addition to this, a Practice Development Group has been established to improve engagement with staff and enable the workforce to contribute to work to improve practice. This group is taking forward a number of key workstreams including permanence planning, caseload weighting, risk management, safety planning and the development of a practice standards handbook.

We continue to implement Signs of Safety and are reviewing our implementation plans based on recent findings from research. We will then determine how we can bring together the models of practice we have been piloting (including Signs of Safety, the Reunification Framework, Family Group Conferencing and the Safe and Together model) into one cohesive practice framework that covers all aspects of assessment and care planning. The outcome of our risk based inspection by the Care Inspectorate Wales has been incorporated into our planning for continuous practice improvement.



Over the last year we have developed our relationship with local universities and have been involved in a number of research projects which will inform improvements to practice going forward.

In the coming year, Cardiff will be piloting a number of initiatives including:

- Family Drug and Alcohol Courts – a new approach to working with families with substance misuse issues going through the court process.
- National Transfer Scheme – a new approach to providing support and accommodation for Unaccompanied Asylum Seeking Children across Wales.
- National Referral Mechanism – identifying those young people at risk from exploitation and ensuring multi agency plans are in place.

The pandemic has had an impact on our ability to fully implement a number of our practice improvement plans and associated improvements in our care and support planning. We are now recommencing this workstream via the practice improvement group.



## Workforce

Recruitment and retention of social workers has continued to be a priority throughout the COVID-19 pandemic. As a result of this focused attention we have seen a net gain of 27 social workers during the year, and an additional 9 internal promotions to positions across the service.

We have implemented a market supplement providing competitive pay for social work posts that are difficult to appoint to and developed a comprehensive induction pack for new starters to ensure that they receive the support that they need during their early days with Cardiff.

Our supervision policy has been reviewed in consultation with social workers and a new format for recording supervision is being piloted. Work to develop the skill mix of teams is progressing well to promote prudent social work and support us to ensure that social workers are able to focus on doing the tasks that only social workers are able to do. This includes giving consideration to our Business Support provision to ensure that we make the best use of this resource and that social workers have the support that they need. This will also help us to ensure that the service has the capacity to meet and manage the increasing demand and complexity of work.

Age 11+ specialist exploitation workers, adoption Life Journey Workers and Care and Support Reviewing Officers have been embedded into the case management teams, and an additional 4th team has been introduced into each locality to strengthen management capacity for decision making. We are also in the process of appointing specialist workers, such as adult services social workers, domestic violence workers and substance misuse workers in support of a whole family approach to improve the lives of children and bolster expertise within the teams.

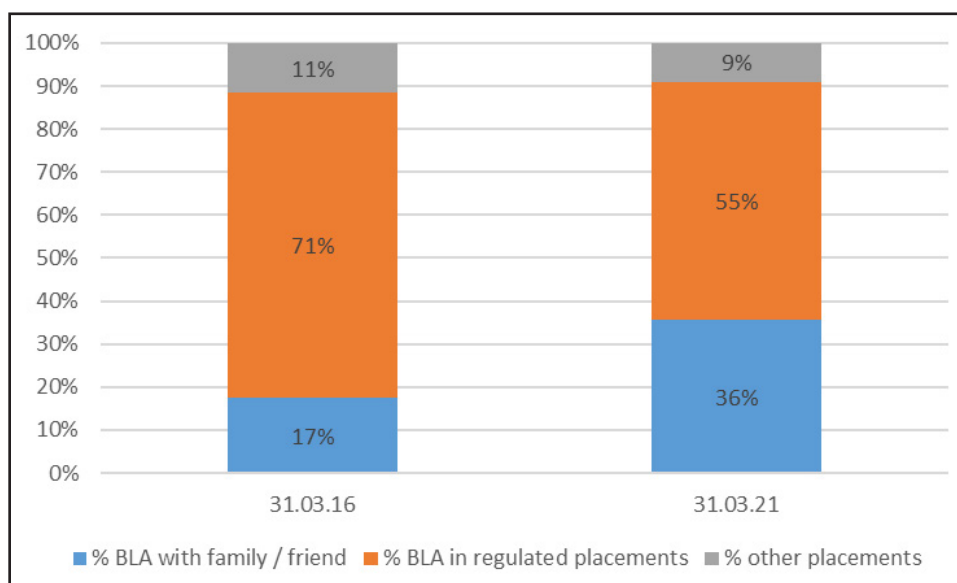
Whilst the introduction of the market supplement has had a positive impact on the recruitment and retention of our workforce, the challenge remains our ability to attract experienced social workers to work within the court and child protection arenas.



### Support in the community and a variety of homes for children

Progress is being made in our work to shift the balance of care - the number of children remaining with their families in kinship arrangements has increased, as has the number of children who are on a Care Order but placed with their parents. Further work is planned to discharge Care Orders for children who are placed with their parents where it is appropriate to do so, to ensure that we are working with families at the lowest safe level of intervention. Work to grow the in house fostering service is progressing well with the number of in house carers increasing from 90 to 104 during the year and an additional 23 full assessments in the pipeline.

During the year we have worked with local providers to grow local provision in Cardiff and the development of an in house Assessment Centre in Cardiff is progressing well – we are on track to launch this provision early in 2021/22. In addition to this, we have worked with Housing to secure additional accommodation for vulnerable young people that will come on stream in 2021/22 and we are working on a 5 year development plan to increase our in house residential provision. The chart below shows the shift in the balance of care we have achieved in recent years – the growth in proportion of children being looked after (BLA) and placed with parents on a Care Order or in kinship arrangements with family members is evident:



We have continued to experience pressures in finding appropriate homes for children in Cardiff and although we have detailed plans in place to develop council run children’s homes there will be an inevitable delay with bringing these new homes on line. We will continue to work closely with local providers to ensure we can influence and shape the market.



# 3

## ADULT SERVICES OVERVIEW

### **Developing Preventative Services**

Our Preventative Services have continued to go from strength to strength. During COVID-19 the Independent Living Service continued to support clients to remain at home with 93 % of clients saying that they felt able to live at home more independently following support from Independent Living Services. The service is now available across Cardiff hospitals.

### **First Point of Contact (FPoC) – Hospital and Community Services**

The First Point of Contact Hospital Teams (Pink Army) have expanded across multiple hospital sites to prevent and reduce delayed discharges from hospital. The team work with the individual to determine what matters to them, and seek to meet their needs through a whole systems approach, working with Health, Community, other local authority and third sector partners to support people back home. Work will now progress to further develop the collaboration between the Single Point of Access Team and the Pink Army to further reduce delayed discharge, with a further focus on preventative services.

First Point of Contact, Community saw a huge transition to home working which was previously would have been considered impossible to achieve. However, through changes to working practices and procedures this has been a success. First Point of Contact dealt with over 43,000 calls and maintaining a 99 % answer rate. FPoC Community have also had to adapt the information advice and assistance provided as people's needs changed during the pandemic. This included creating a new directory of services able to support the most vulnerable and people who were shielding, including shopping and prescription services.

### **Local Community Well-being Services**

Work has commenced to better align our services and to design them around the needs of the individual. Our Community Resource Team homecare team has moved into Independent Living Services to improve joined up service provision. Work in the coming year will take this further developing local community well-being services in partnership with health and third sector partners.

### **Independent Living Services**

Independent Living Services have taken this opportunity to embrace a more digital approach to delivering services. Our Occupational Therapy and Visiting Team have carried out assessments of citizens needs virtually, via Microsoft Teams video calling or the telephone. Community Services have also “gone digital” due to social distancing restrictions, supporting community groups to keep older citizens of Cardiff connected online, either by facilitating events or providing digital inclusion support for citizens who are less tech savvy. 25 groups were supported in 2020/21 providing regular online activities and Independent Living Services also held 2 virtual festivals providing activities, information and advice. As restrictions ease the service will continue with its digital services offering a blended virtual and face to face approach. 2020/21 also saw a significant increase in demands on the Joint Equipment Service's same / next working day delivery service, to support speedy hospital discharge, avoid hospital admissions and reduce breakdowns in care. Compared to the previous year, this service saw an increase in demand of 97 %.



## **Safeguarding Adults**

The Adult Safeguarding Team continues to work to embed the Wales Safeguarding Procedures into practice through the development of a full Adult Safeguarding Service Improvement Plan. Implementation of the plan is well underway. Performance for the team remains good with 98.9% of safeguarding referrals completed within 7 days. Joint working with the other teams in the Adults, Housing and Communities directorate has already been strengthened to ensure a joined up response to more complex cases and the service is working collaboratively with partners in the South East Wales area to address wider safeguarding issues.

## **Strength-Based Practice**

Strength-based practice has continued to be developed through the delivery of Collaborative Communication training throughout 2020/21. This has supported a change in model of social work throughout the service and has ensured better links between how we deliver social work and the requirements of the Social Services and Well-being (Wales) Act 2014. Strength-based practice is now more evident in all the work that we do with a renewed focus on delivering excellent person centred services. We have also successfully trained a number of 'trainers' within the Council to continue to support and develop this approach moving forward and a mentor group has also been developed to provide opportunities for reflection and review of best practice across all our social work teams.

## **Adult Strategy**

Work on the development of the Adult Strategy was delayed during the COVID-19 crisis, however progress is now being made to move this forward. The strategy will develop our plans for supporting citizens over the next 4 years, and will continue to be developed with input from citizens, stakeholders and staff. Work is ongoing across the directorate to build on the learning from the pandemic and to identify how we can work together to support citizens to lead independent and fulfilled lives.

## **Quality Assurance**

A new Quality Assurance Manager has been appointed to support Adult Services to continue to improve the services being provided. A new Supervision Policy has been put in place and work is underway on the development of a comprehensive Quality Assurance Framework that covers the whole of the service. Further work has been undertaken to review quality audit tools; mentor groups and a quality assurance panel have been put in place to continue this vital work into the next year. Work is also being undertaken to improve monitoring care homes identified as 'at risk' to support the improvement of quality of care as part of the Adult Services Quality Assurance Framework.

## **Liberty Protection Safeguards Legislation**

Liberty Protection Safeguards legislation will be introduced in the spring of 2022, with work to be completed across Social Services in partnership in the lead up to this. Work has begun to identify the extended cohort of staff that will be impacted by the new legislation, including colleagues within Children's Services, as young people aged 16-17 will be supported under the new legislation. An Implementation Group has been developed including partners from across the Council to support the implementation of the new legislation and funding has been sourced to support the completion of outstanding assessments under the current Deprivation of Liberty Safeguards legislation. This work will be continued throughout the year ahead of implementation in early 2022.

# 4 COVID RESPONSE

A Workforce Project was set up at the beginning of the pandemic to consider workforce issues related to resourcing front line services throughout the crisis. The project led on the repurposing of staff within Social Services as well as overseeing the recruitment of new temporary workers into Direct Services to strengthen business continuity arrangements.

A total of 146 staff were repurposed, the majority of them into the Community Resource Team (67) and Independent Supported Living (48). We are very grateful to our staff who were willing to step outside of their usual roles to enable critical services to continue to operate during the pandemic. It was also a good opportunity for these staff to learn and develop new skills.

The Social Care Training Unit adapted the majority of its face to face courses so they could continue to be delivered virtually in order for the workforce to continue with its Continuing Professional Development (CPD) during the pandemic. An induction programme for temporary staff was put in place to ensure that all temporary staff working in our Direct Services received appropriate mandatory training before they commenced service delivery.

Throughout the pandemic, weekly communications were sent out from the Director, providing information but also celebrating good practice. Staff satisfaction surveys were undertaken (please see page 24 below) and the Ambassador Group continued to meet (virtually) with the Director and Assistant Directors.

Staff have been supported to continue to work successfully from home - risk assessments have been undertaken to ensure they have safe work stations and the appropriate equipment. All staff are aware of the Care First online tools available to promote well-being. Virtual team meetings are convened on a regular basis and some teams have arranged social gatherings in line with COVID-19 regulations at lunchtime and outside of office hours to enable colleagues to stay in touch and ensure that those who live alone do not feel isolated. Those staff who are unable to work from home, including for mental health and emotional well-being reasons, are provided with safe office space that enables them to physically distance and ensures that appropriate infection, prevention and control measures are in place.

Since the start of the pandemic Cardiff Council has worked tirelessly to ensure distribution of appropriate PPE to all who need it, including social care providers. At the start of the pandemic an emergency response was quickly set up to distribute PPE from the Library Warehouse in Dominions Way. Staff were redeployed from across the council to work on PPE distribution and training was provided by Army officers from the Logistics Corps. Due to the increasing scale of operations two additional warehouses and two shipping containers were used. More recently, lateral flow tests have also been made available for the regular testing of staff via the PPE warehouse.

In total 40.5 million items of PPE have been delivered, supporting 159 care providers and 162 schools throughout Cardiff. 200,000 lateral flow tests have so far been distributed to support the testing regime and continue to be distributed through a joint task force set up across multiple Council directorates.

The care sector has faced considerable challenges during the pandemic which, overall, they have coped with well. Some care homes in particular, however, have given rise for concern both in terms of quality of care and sustainability in the longer term. Learning from some high profile cases is informing our approach to monitoring the homes and improving the quality of care will be an important part of our new Adult Service's Quality Assurance Framework. Sustainability of the care homes is also of concern given the current level of voids and the imminent end of the Welsh Government COVID-19 funding. Our regional market sustainability assessment and development of a Cardiff market position statement setting out our future commissioning intentions will help to inform our approach to this.

### **Test Trace and Protect**

In terms of our local partnership response to the pandemic, the work to keep citizens in Cardiff safe and protected has been impressive.

The Cardiff and Vale of Glamorgan COVID-19 Prevention and Response Plan, published in September 2020, set out an effective Test, Trace and Protect (TTP) response for the region. The plan was developed in response to a joint letter from the Welsh Government Chief Medical Officer / Medical Director NHS Wales, Director General Health and Social Services / NHS Wales Chief Executive and Director, Local Government. The letter made clear the need to prevent the spread of COVID-19 and lead an effective response, across a variety of settings, with an emphasis on integrated planning, shared delivery and joined-up communications. An updated version of the plan was produced in June 2021 and reflects the rapidly evolving nature of the current environment and the changing requirements of an effective response to COVID-19.

The partnership work in this area is led by Public Health and a feature of our regional response has been the sharing of responsibility for key service developments across all partners. Problem solving, rapid response and flexibility have informed the contributions of Health, Police, Council and Third Sector colleagues and it is intended that this focused approach will inform future arrangements to resolve other challenging and longstanding issues.

The specific involvement of Cardiff social care services in our evolving COVID-19 response will remain a key priority in the current and future years and for as long as such a focus is necessary.



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



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



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

# 5 PRIORITIES FOR 2021/22

## Top 5 Corporate Priorities for Social Services

1	Implementation of <b>COVID-19 Recovery Plans</b> , including management of anticipated increase in demand for social services as a consequence of the impact of the pandemic on our most vulnerable citizens
2	Progress <b>locality working models</b> and work with partners to embed services into communities and maximise benefits of community resources.
3	Ongoing implementation of <b>Quality Assurance Frameworks</b> and strengths based practice.
4	Progressing <b>action plans</b> arising from audit and inspection activity.
5	Implementation of the <b>Eclipse system</b> to replace the existing CareFirst client record system and associated review of practice and process.

## Top 5 Priorities for Children's Services

1	Continued focus on <b>shifting the balance of care</b> , including placement sufficiency and accommodation for care leavers. Develop a range of support services to ensure children can remain at home with their families when it is in their best interests to do so.
2	<b>Recruitment and retention</b> of a permanent, engaged workforce with a focus on attracting experienced social workers and embedding a mix of skills into teams in support of prudent social work so that social workers do what only social workers can do.
3	Bring together the models of practice we have been piloting (including Signs of Safety, the Reunification Framework, Family Group Conferencing and the Safe and Together model) into one <b>cohesive practice framework</b> that covers all aspects of assessment and care planning. This will include developing robust outcome focused assessment, care planning and reviewing pathways to ensure children and families receive the right help at the right time from the right people.
4	Develop a <b>Participation Charter</b> to improve our partnership working with children, young people and parents.
5	Implement the <b>actions plans arising from all regulatory inspections and audits</b> including Her Majesty's Inspectorate of Prisons (HMIP) and Care Inspectorate Wales (CIW).



## Top 5 Priorities for Adult Services

1	Development of a strong <b>strategy</b> to set out the direction for Adult Services into the future.
2	<b>Improve outcomes for individuals</b> who receive commissioned care by implementing an outcome focused, locality based approach to the delivery of Domiciliary Care and development of a cross-cutting quality assurance framework.
3	Embed <b>strength-based practice</b> in all that we do, including social work practice, team development, practice reviews and quality assurance.
4	Preparation for the implementation of the <b>Liberty Protection Safeguards</b> in April 2022.
5	Development of a seamless hospital to home service, to support discharge and admission avoidance, focussing on achieving the best <b>outcomes</b> for the people, whilst at the same time making the most efficient and effective use of resource.



# 6

## INSPECTION OUTCOMES

**Risk Based Inspection** – the risk based inspection in November / December 2020 was a follow up to the focused activity in February 2020. Inspectors considered how Social Services was progressing and how Social Services continue to help children and adults. The inspection showed that good progress had been made, with key points being:

- Senior managers and lead members have introduced a new culture of raised expectation and standards.
- Local Authority is working hard with all stakeholders to support the safety and well-being of people who use and work in services.
- Cabinet leads for both Adult Services and Children’s Services are well informed, understand the changes required and are focused on improving outcomes for people.
- Operational and strategic partnerships are working well to help people achieve their well-being outcomes.
- Throughout our inspection and monitoring activity, very high levels of engagement and cooperation from all concerned.

Areas of progress have been noted so the service can learn from what has gone well, and areas for improvement are being taken forward via an action plan and will feed into the ongoing cycle of continuous improvement. The key areas identified for ongoing development were:

- Risk identification and planning.
- Care and support and child protection plans.
- Recruitment and retention.
- Staff supervision and engagement.
- Transfers between teams.
- Communication with individuals, families and providers.
- Advocacy.
- Safeguarding adults at risk.
- Offer of Direct Payments for all.
- Carers Assessments.
- Quality Assurance.

**Youth Justice Update** – Her Majesty’s Inspectorate of Prisons (HMIP) undertook a visit to Cardiff in December to do a “stocktake” following on from the inspection in January / February 2020. HMIP noted evidence of progress against the majority of the 14 inspection recommendations and a further full inspection is planned for 2021/22. Going forward, the core elements of the “All Our Futures” Strategy will continue with a focus on governance, management, staff and service improvement.

The Youth Justice Service (YJS) continues to make good progress against its Service Development Plan with the creation of, and recruitment into an Operational Manager post to manage the service and its ongoing improvement. Much effort has been made to further develop work with partners across the Local



Authority and other sectors including much closer working with colleagues across Children’s Services, the introduction of an Out of Court Disposal model alongside South Wales Police, a re-focused YJS Management Board and sub-committee, and a redesigned Prevention Service.

Whilst acknowledging the progress made so far, there are a number of clear priorities for 2021/22 - these include embedding of Quality Assurance processes across the service in order to evidence improved assessment and interventions, in turn leading to better outcomes for children and young people; ensuring participation remains high on the agenda and clearly evidenced in all work the service does; recognising and responding to ever-increasing concerns in relation to children at risk of criminal exploitation and embedding Constructive Resettlement to ensure better outcomes for those children and young people who are entering and leaving custodial establishments.

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



# 7

## HOW ARE PEOPLE SHAPING OUR SERVICES?

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

Our ability to engage with people face to face was limited during 2020/21 due to COVID-19, however we maintained contact virtually wherever possible. Examples of how people have been engaged or involved in service development during the year include:

- **Young Carers** were involved in a Channel 4 News story on the impact of the COVID-19 pandemic on their lives. The programme addresses the increase in caring responsibilities during lockdown, juggling that with home-schooling and the absence of the usual support networks. [The young carers coping in lockdown – Channel 4 News](#)
- Young people were involved in the development of the **Young Person’s Safeguarding Strategy** in conjunction with Education during the year. As a direct result of feedback from young people, the name of the strategy was changed from the Adolescent Strategy. Young people will continue to be at the centre of delivering the goals and objectives laid out in the strategy and ensuring effective monitoring and evaluation going forward.
- A young person’s panel was involved in the **recruitment** of both the Director, Children’s Services and Director, Adults, Housing and Communities.
- A parent was involved in **interviews** for the Integrated Family Support Service during the year. She was an asset to the process and fed back to say how valued she felt and how much she got from the process.
- As part of the review of the **Corporate Parenting Strategy**, consultation sessions with young people that commenced prior to COVID-19 were completed virtually. 22 young people engaged in total aged 5-27 and in a range of care settings, including children with disabilities. Kinship carers and foster carers were also engaged.
- **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).
- The annual **Bright Sparks Award Ceremony** celebrating the success and achievements of **children looked after and care leavers** was broadcast online with a Christmas theme. Young people involved in the Bright Sparks Group contributed to planning and organising the event, including hosting the awards and announcing the winners. More than 200 individual’s achievements were recognised in areas such as education, sport, creative writing, bravery and volunteering.



- The Youth Justice Service have worked closely with UNICEF around children’s participation as we continue our work towards Cardiff becoming a **Child Friendly City**.
- Work towards the implementation of the **Mind of My Own app** is nearing completion and the app will be launched early in 2021/22. This app will support children to communicate with us and enable us to capture the views of children and young people in our care planning.
- The **Adult Services Strategy** will be underpinned by the feedback from workshops that were held with citizens, virtual engagement sessions and surveys. This feedback is supporting the development of the strategy to ensure that the voice of the citizen remains at the centre of the strategy development.
- **Learning Disability Teams** have continued to receive feedback from people supported, and their carers regarding services offered throughout the pandemic and have developed digital activity groups to continue to provide support based on feedback from individuals.
- **Test and Learn events** have continued with providers throughout the pandemic to support the partnership development of the new Domiciliary Care commissioning structure.



# QUOTES

## Child (as fed back by Personal Adviser):

*"L said that we have both changed her mind about professionals. She said she used to think that all professionals were corrupt and didn't care. She said we have totally changed her opinion on this and how much of a positive influence we are on her, the main thing she likes is our honesty and that we both would never lie to her and are always completely straight with her."*

## Parent of a child with a disability:

*"Thank you for everything you have done for me and the kids I'd hate to think where we would be if you never came along and helped to make me realise and change our lives I am so grateful that u believed in me and never gave up at my lowest points."*

## Judge in relation to a Children's Services social worker:

*The Judge commended R on progressing the matter as well as she has, whilst being in the midst of a global pandemic. She really complemented her on her understanding of the case and her relationship with the children and parent, and without that, we would not have concluded the matter today. She really did a great job on this case.*

## Care Inspectorate Wales re: Personal Adviser Team:

*Just letting you know I had a fantastic interview with C last night I ended up speaking with her mother as well. Both asked that I pass on how fantastic M (PA) is and how she is valued by both C and mother. Their words were M is always available she listens to what we say, tries to find solutions has been the best thing that has happened. C stated that M has helped her turn her life around given her focus and the confidence to change for the best.*

## Residential provider (as fed back by Operational Manager):

*I met with one of our residential providers yesterday, who took the time to compliment two of your staff. He said that J and N were brilliant social workers and couldn't praise them highly enough. Well done and great to get such positive feedback in recognition of your team's hard work and dedication.*

## Adult Services (service user) for social worker and Learning Disability Team:

*"just to let you know I look after my brother n sister who have learning disability and S has been a god send ring me every week to make sure we are coping and just talking to her and kept us in positive mood as my siblings have not been out since March and now she has sorted some respite out as well which we are so grateful so please convey this to her [...] she has kept her sane by ringing promptly at least we felt there was someone at the end of the phone if we needed some reassurance and we are thankful for that.."*

## Carer for worker in the Community Resource Team:

*"I have just received a telephone call advising that [OT] had been out this morning to Mr & Mrs G - who said that they would like to show their thanks and appreciation to all our care staff, but especially L as she was one of the first carers to go out at the beginning and set the bar to a very high standard - Mr G said she went above and beyond and showed exceptional care to them both."*

**Relative for worker in the residential Finance Team:**

*"My mother went to live in [a] Nursing Home in September 2017. She is currently receiving end of life care at the same home. I am sure that you are already aware of the valuable support that D provides for people who are on a steep learning curve and in unfamiliar circumstances. However, I wanted to express my personal appreciation of the expert help that she has provided. Also, I would like to tell you what a difference she has made to me, and I am sure to many others. When Mum needed to move in to [the home], after a fall at home, and following an extended stay in Llandough Hospital, we had no experience or knowledge of the Care system. From the very start, and again more recently, D has given valuable support. I will also be grateful for the help, knowledge and empathy that she has shown during what have been very difficult times for the family: in situations and through procedures of which we had no experience. I could always rely on D to provide her expert information with clarity, understanding and great patience. She really did walk the extra mile with me."*

**Care home manager for member of staff in Contracts Team:**

*"May I take this opportunity to thank you once again. We are so grateful for your concern, support and care for [our provision] during the most difficult and frightening time in our life. Your support and everyone in the council made our life easier to deal with the problems and you made the management and the staff feel safe in your hand."*

**Senior Health colleague regarding support to discharge people with support from the Joint Equipment Store:**

*"The service your department provides for patients being able to come home to spend their final days with loved ones in my eyes is second to none."*

**Service user to members of the Day Opportunities Team:**

*"Being able to join in with the groups that are organised by Independent Living Services has helped me make so many new friends."*

**Family member to the Community Resource Team:**

*"I would just like to say thank you to all the staff who have been looking after mum. Since her return from hospital mum has managed to get back some of the independence that she took for granted prior to her recent fall and this has been down to the care that she has received from the team looking after her."*

**Care provider regarding support provided with PPE distribution:**

*"We would like to thank the Council for all the PPE support we have been receiving – masks, aprons and visors. You have been most reactive and prompt in helping us to keep both our carers and clients safe."*

## Surveys

A survey of children and families / carers was undertaken to determine the impact of changes on people. Feedback from the survey was used to inform recovery planning. Key points were:

- Families were on the whole (70%) positive about the virtual experience with some (43%) reporting that they felt that social workers were more accessible. Some virtual visits will continue where appropriate and a hybrid model is being developed for review meetings going forward.
- New / emerging issues resulting from lockdown identified during the survey covered 6 themes – home schooling, difficult behaviours, health, safety of family, no support / clothing / therapy and miscellaneous (relating to managing medication).
- Top challenges noted by families in the survey were – home schooling, staying connected with extended family and friends, social distancing and accessing medical appointments.
- 45% of families felt that the pandemic had a positive impact on their working relationship with Children's Services.
- 79% of families found Cardiff Children's Services to be helpful during the pandemic.
- Children reported that they knew about coronavirus and how to keep safe. They stayed in touch with people primarily via phone calls and social media. Some (60%) were happy with the level of contact they have with family and friends but 40% were not. 91% were happy with the amount of contact they had with their social worker.

A staff survey was also undertaken to seek staff views on the actions taken in response to COVID-19, how well information regarding COVID-19 was shared, and checking out with staff their view on the systems in place to enable social distancing in the workplace. Key points were:

- 98% of respondents (79 / 81) agreed it was the right decision to ask staff to commence working from home on 16th March 2020.
- 81% (65 / 80) respondents rated communication with their immediate line manager as 'very good' or 'good'.
- 68% (54 / 79) respondents rated communication with senior leaders as 'very good' or 'good'.
- 67% (54 / 81) respondents reported that they took on additional work during the pandemic.
- 91% (72 / 79) respondents majority were aware of how to contact employee support / well-being services if needed.
- Opinion was split amongst respondents regarding whether they preferred remote working, with 33 that did and 34 that did not. Ability to focus on tasks without interruption or distraction, increased efficiency, no commute and better work life balances were among the positives noted. Amount of screen time, missing colleagues, parental responsibilities and lack of equipment or display screen equipment assessments were noted as negatives.
- 75% (59 / 79) respondents felt that contact with people they work with had become easier.
- 81% (63 / 78) respondents felt that they were able to manage the risks associated with their work effectively, with the limitations of virtual contact noted as an issue.



## Compliments, Complaints and Representations

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people's experience of Social Services. During 2020/21, there were 426 cases of feedback recorded for Social Services. Of these, 204 were complaints and 222 were compliments. This is an increase in both complaints and compliments received over the previous year, 2019/20. There has been a 2.9% increase in complaints received (210 complaints received during 2019/20) and a 60.9% increase in compliments (138 compliments received during 2019/20). During the course of the year there was a notable increase in the feedback received during each quarter. As both complaints and compliments increased significantly, we feel that this is indicative of a more engaged customer base, who are more likely and more able to provide feedback on their experiences. It is also likely that COVID-19 has had an impact on these figure as, in the initial stages of the pandemic feedback was unusually low, however, during each subsequent lockdown there was a marked increase in feedback.

Overall, the two main themes in 2020/21 were - a delay of service / communication, and relationships with social workers. Further information about themes will be available in the Social Services Annual Feedback Report for 2020/21. *Insert hyperlink when published*. Learning from complaints and compliments will be fed back to inform service improvement via quality assurance mechanisms.



# 8

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

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

#### Outcomes we have achieved during the year

✓	Voice of children and young people heard through meaningful engagement in the development of the revised Corporate Parenting Strategy.
✓	Improved experience for young carers due to the appointment of a permanent member of staff in a dedicated post and the development of virtual activities during COVID-19.
✓	Good understanding of the impact of COVID-19 on children and families to inform service development and improvement going forward, due to social worker and manager feedback and the results of a survey undertaken during the year.
✓	People enabled to make their own choices and take control over their care services by receiving Direct Payments.
✓	93% of social workers in Adult Services have undertaken Collaborative Communications training.
✓	87% of new assessments at First Point of Contact were resolved without onward referrals to social care.
✓	The Independent Living visiting team completed 2,921 assessments to support citizens to live independently in their own homes.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay	What we are worried about from our 2020/21 plan
Services for <b>young carers</b>	Participation Charter for Children's Services	Introduction of <b>Liberty Protection Safeguards</b>
	Young people's engagement in <b>transition to adulthood</b>	
	<b>Enabling support and care</b>	
	<b>Rights based approach</b> for adults	

## Case Study – Early Help

A mum with an 18 month old child was referred to the Cardiff Family Advice and Support service.

Mum’s mental health was declining; she was socially isolated, had no support network and was struggling to provide for her child practically and emotionally. Mum is an asylum seeker and her English is limited. The language barrier was an obstacle, but this was overcome by using language line over the phone for all interactions with the Family Help Advisor. The pandemic also created additional barriers for some of Mum’s support needs, particularly in relation to accessing clothing and toys for the child. This was overcome through liaison with the child’s Health

Visitor who was able to arrange for the items to be delivered to the family home.

Referrals were also made to Women Connect, Homestart and the Cardiff Parenting Grobrain programme, so Mum could access online groups which would help her to improve her mental health and engage with activities with her child. She was also supported to join an online gardening group. In addition, Mum was supported to engage with her GP who was able to explore options for medication to help improve her mental health and she was referred for counselling to address past traumatic experiences.

Mum’s feedback at the end of the intervention was that:

*“Sometimes you do not need to see someone to know they are a good person. I feel safer and more supported now. I really liked that you did everything you said you would do. I particularly liked the care and the interest shown towards me, almost like a member of the family. It felt like you cared and listened to me, which was so important, and you understand what I was going through. This is in addition to the services you suggested which were very helpful too.”*

Number of well-being assessments for children completed	% of people who did not contact Adult Services Information, Advice and Assistance services again within 6 months	No. of children and adults using the Direct Payments Scheme
<b>2,651</b> ▲ from 2,218 in 2019/20	<b>90.4%</b> ▲ from 81.4% in 2019/20	<b>993</b> ▼ from 1,010 in 2019/20
Evidence of active offer of Welsh for:	Evidence of active offer of Welsh for:	Evidence of active offer of advocacy for:
674 assessments in Children’s Services (12 accepted)	2,597 assessments in Adult Services (27 accepted)	336 children (255 provided)



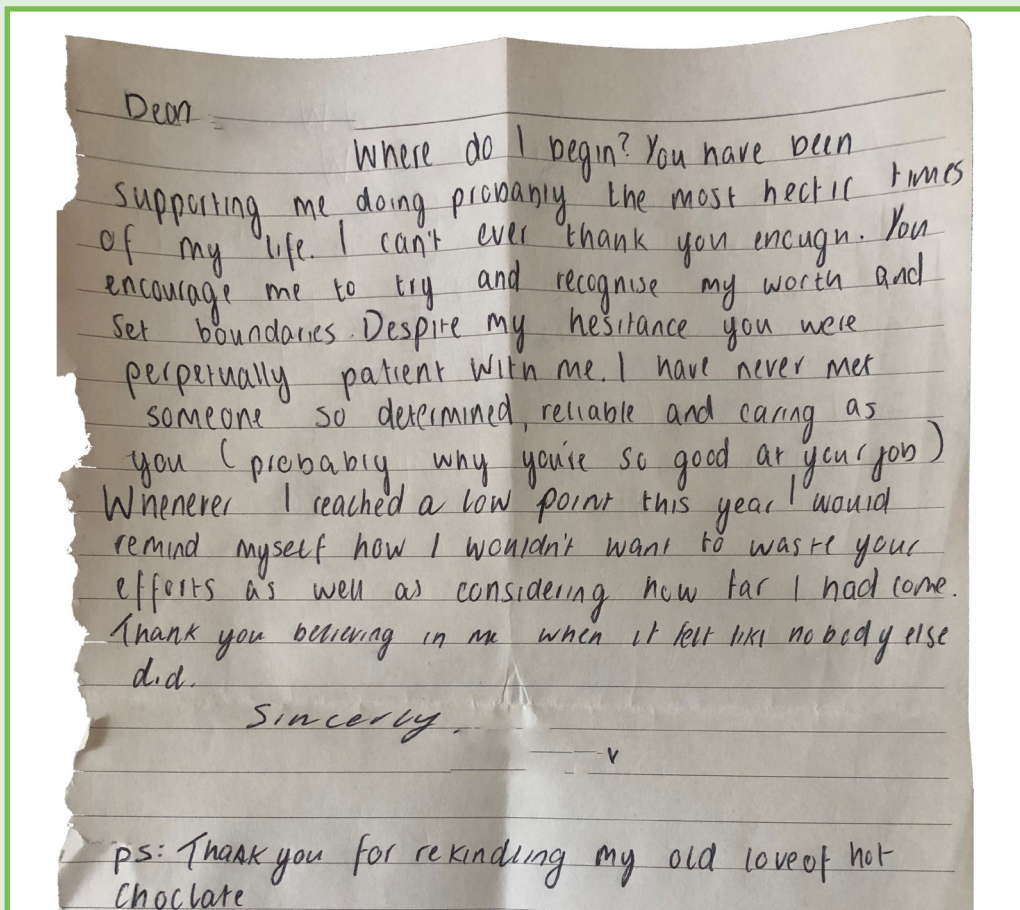
## WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE'S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING

### Outcomes we have achieved during the year

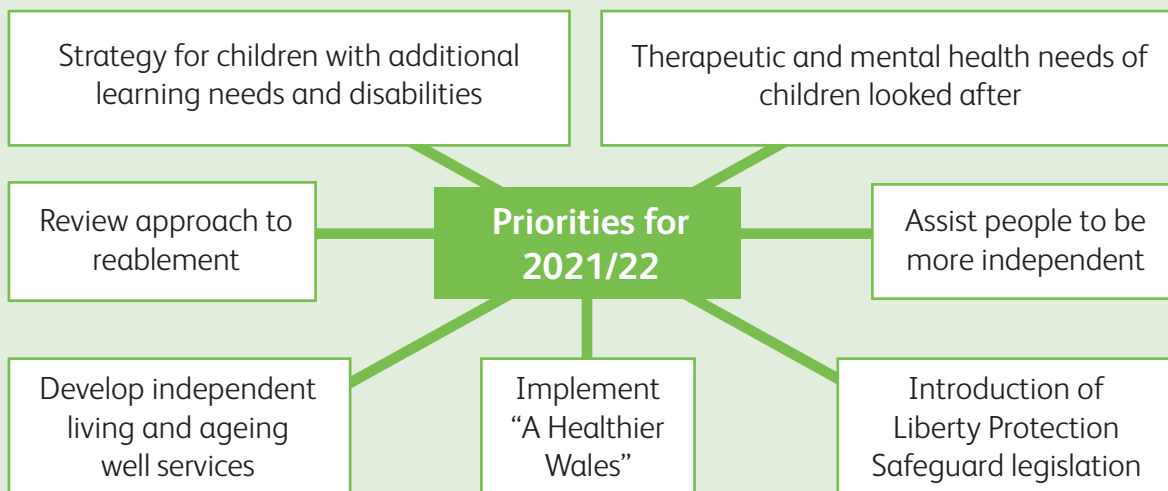
✓	Improved access to therapy for children looked after and therapeutic support for foster carers through work close partnership working with Enfys.
✓	Improved access to Health services for children and young people with Health professionals embedded into the Adolescent Resource Centre, Youth Justice Service and Early Help teams.
✓	Digital formats developed to provide therapeutic support and activity opportunities to those receiving services through the Mental Health teams.
✓	Services expanded in our First Point of Contact Teams (Pink Army) to facilitate discharge from hospital across multiple hospital sites.
✓	518 people supported through Community Resource Team to remain independent at home.
✓	1,862 people supported through discharge, supporting independence in the community by the First Point of Contact Hospital Team (Pink Army).
✓	The Occupational Therapy Team completed 304 critical assessments to avoid hospital admission, breakdown of care and support safe and timely hospital discharge.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay	What we are worried about from our 2020/21 plan
Work with Enfys to provide <b>therapeutic support</b> for children looked after	Services to <b>children with continuing care and complex health needs</b>	Determine how pathways for people experiencing <b>mental health</b> issues can be improved
Implement <b>'Healthier Wales'</b>	<b>Therapeutic</b> , mental health and well-being needs of children looked after <b>Youth Justice Service</b>	
<b>Collaborative working</b> with the Transfer Team at Dragon Heart Hospital	<b>Trauma informed practice</b> <b>Multi-Agency Transition Planning</b> <b>All age disability</b> approach	Promote <b>Public Health</b> and reduce health inequality
<b>Pink Army</b> expanding services across multiple hospital sites	Young people in <b>transition with mental ill health</b>	
	<b>Failed or delayed discharge</b> Analyse <b>Learning Disability provision</b> and demand	





Number of children on the Child Protection Register	Average age of adults entering residential care settings	Average length of stay in residential settings
<b>459</b> ▲ from 253 at 31st March 2020	<b>88</b> ▲ from 84 in 2019/20	<b>974</b> ▲ from 937 in 2019/20



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

## Outcomes we have achieved during the year

✓	Further strengthening of safeguarding by embedding the All Wales Safeguarding Procedures.
✓	Young people at risk of, or who have experienced, exploitation are better protected through our updated Exploitation Strategy, embedding of specialist exploitation workers in locality teams and improved governance and oversight of exploitation work going forward.
✓	Improved arrangements for safeguarding children and families by agreement to appoint specialist workers, such as adult services social workers and domestic violence workers to bolster the expertise within the locality teams.
✓	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 strengthening the role of 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 strengthening of quality assurance processes across Social Services.
✓	Critical assessments completed throughout the last year to reduce services pressures including: <ul style="list-style-type: none"> <li>• Urgent manual handling assessments</li> <li>• Breakdown of care</li> <li>• Hospital discharge</li> <li>• End of life arrangements</li> <li>• High end safeguarding</li> </ul>
✓	Quality Assurance Framework developed to identify 'at risk' residential care settings through improved monitoring and support.

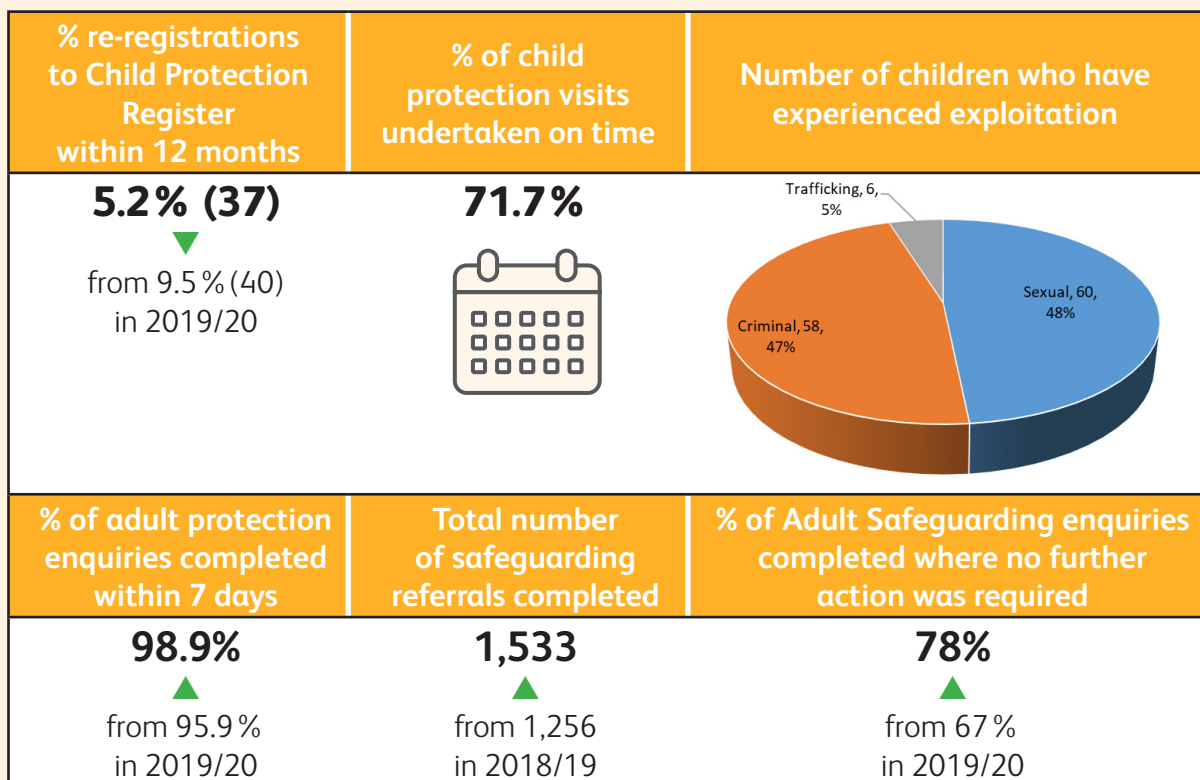
What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Embedding the <b>Wales Safeguarding Procedures</b>	<b>Corporate safeguarding</b>
	Implement the <b>Exploitation Strategy</b>
	Embed the <b>Quality Assurance Framework</b>
	Increase awareness of Violence Against Women, Domestic Abuse and Sexual Violence <b>VAWDASV Strategy</b>
<b>Multi Agency Safeguarding Hub</b>	Child Protection Conference / Independent <b>Review Service</b>
	<b>Missing Person Strategy</b>
	<b>Hybrid model</b> for reviews and conferences
	<b>Contextual approach to safeguarding</b>
	<b>Provider quality assurance</b> systems
	<b>Emergency Duty</b> <small>Progressing from our 2020/21 plan</small>

## Case Study – Adult Services

P is a younger adult living in supported accommodation who disclosed to support workers she had been conveyed to Cardiff for the purpose of Adult Sexual Exploitation. She did not want Police involvement and refused to speak to Police or make a report. During the 7 Day Enquiry, P was identified as potentially having been coerced into making the journey and these events were connected to a known group of people in Cardiff and to other similarly reported offences.

Through cross boundary working and use of the Wales Safeguarding Procedures (2019), Adult Safeguarding was able to work with P’s home authority to take immediate safeguarding actions to prevent further risk to P, to support P to make a statement to CID and attend the Sexual Assault Referral Centre (SARC) for interview, support Police disruption of organised activities and assist with evidence collection for prosecution.

P is now residing safely with appropriate care and support and has access to services to address residual trauma.



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

### Outcomes we have achieved during the year

✓	Well placed to support children to return to school through close work with Education to develop and implement a Child Friendly COVID-19 Recovery Plan.
✓	Good progress with our intention of ensuring that children receive the right support in the right place at the right time through working with providers to secure new residential provision in Cardiff during the year and work towards opening an in house residential Assessment Centre early in 2021/22.
✓	'Read About Me' introduced to all care home residents in Cardiff to promote continuity of care.
✓	Independent Living Services have delivered 2 virtual Active Body, Healthy Minds Festivals including activities, services and groups for older people to engage with.
✓	Day Opportunities transformed its regular service delivery to one using digital platforms including: <ul style="list-style-type: none"> <li>• Digital inclusion training</li> <li>• Supporting creation of online community groups</li> </ul>

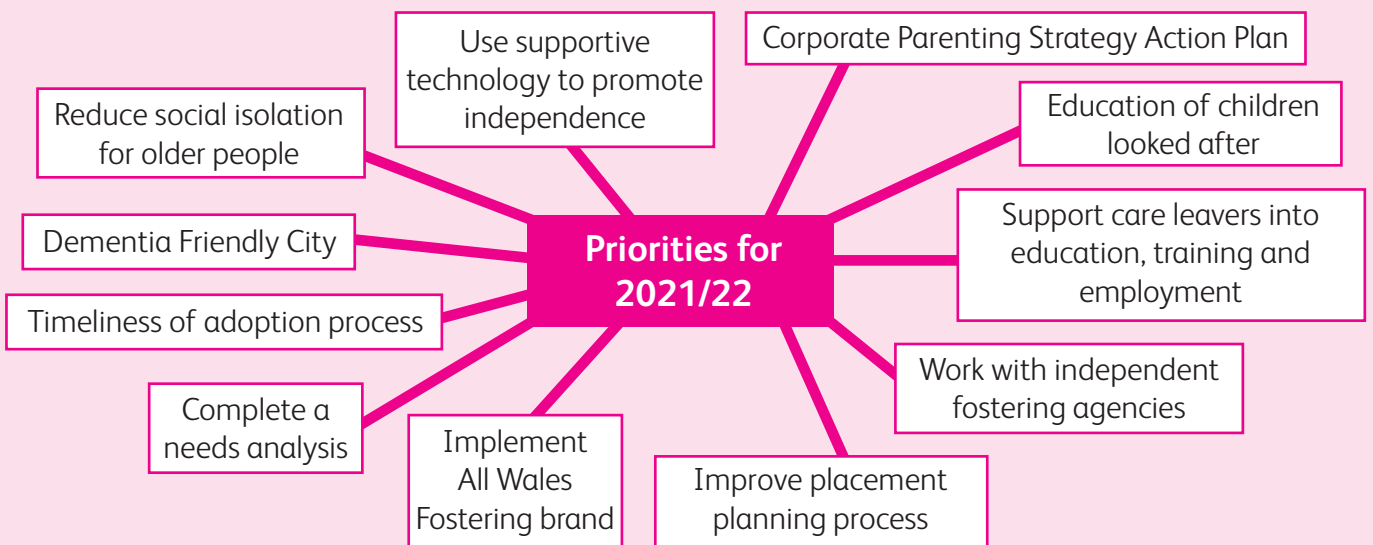
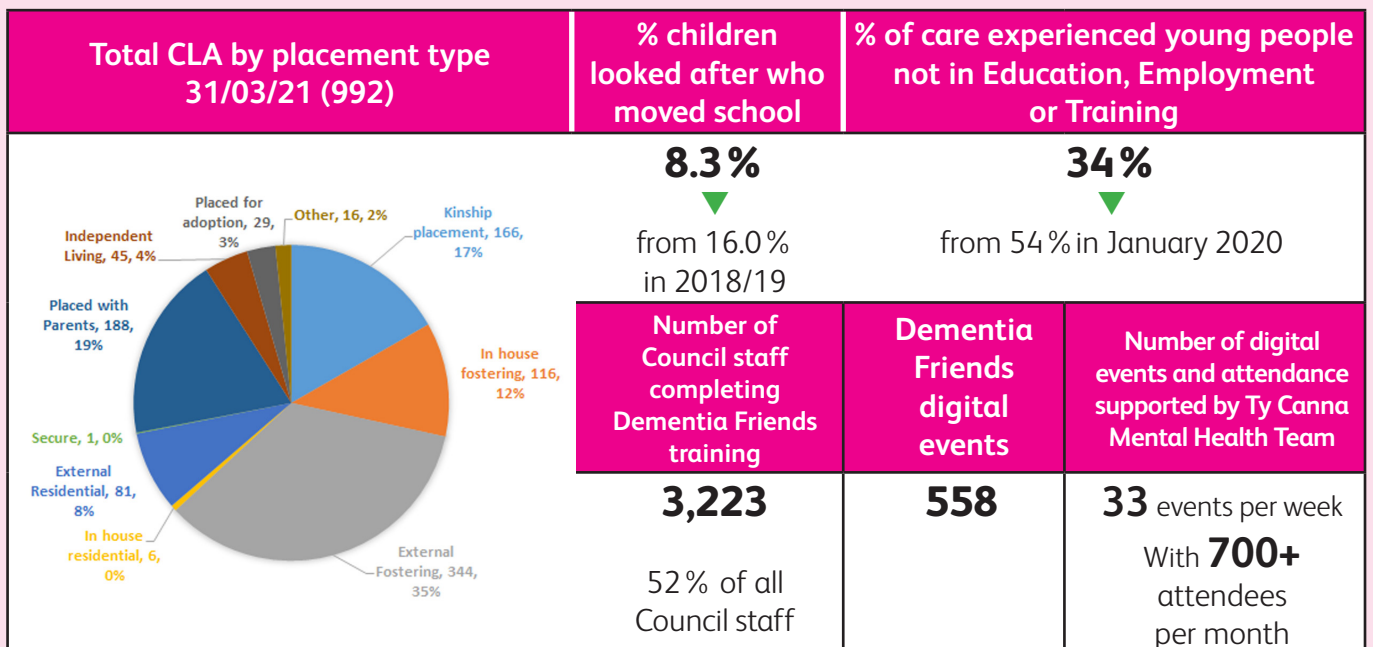
What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Increase the number of adoptive placements	Services for <b>children with additional learning needs</b>
	Redesign our <b>Local Authority Fostering Service</b>
	<b>Corporate Parenting Strategy</b> action plan to improve <b>education attainment</b> for children looked after and <b>education, employment or training</b> for care leavers
	Engagement with <b>independent fostering agencies</b>
	Complete a detailed <b>needs analysis</b>
	<b>Review the placement finding process</b>
Introduction of the <b>Dementia Friendly Cardiff</b> Website	Regional plan relating to the <b>National Fostering Framework</b>
	<b>Residential assessment home</b> for children
	Embed our <b>Dementia Friendly City</b> status
	Promote <b>Intergenerational</b> events and opportunities
	Address <b>social isolation</b> for older people
Develop expertise in the use of <b>new technology</b>	

## Case Study – Adult Services

A referral was received from the First Point of Contact team regarding a gentleman who had recently lost his wife and throughout the pandemic had become increasingly lonely and isolated. Previously they had been interested in gardening, attending lunch clubs and lawn bowls. He has some limitations regarding mobility and was only able to walk short distances which had impacted on his ability to participate in activities.

An Independent Living Service support worker worked with him to research what was available in the local area. They made contact with a local church that runs a community garden, and supported him to attend a group there. He got a lot out of the attendance; spending time outside and sharing his own knowledge of gardening with the other volunteers. He said that this has improved his mood. He is now attending regularly with support from Age Connects. Since joining the Community Garden Volunteers he has now also started regularly attending a coffee morning at a local church where he has become very social and has made new friendships within his local community. He has also started attending ElderFit, which he engages with independently and is using local bus routes to be able to attend.

The support he has received has enabled him to re-engage with his local community and to share his skills and knowledge through a local volunteer group. The engagement with the gardening group has boosted his confidence to engage in a regular coffee morning and to start attending Elderfit, improving both his physical and mental wellbeing.



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

## Outcomes we have achieved during the year

✓	More children supported to remain with their families through an increase in kinship care arrangements from 133 at 31st March 2020 to 166 at 31st March 2021.
✓	Permanence secured for children with 35 adoptions during the year.
✓	Improved support for children who are adopted and their families through improved practice, embedding Life Story Workers in the locality teams and improved timeliness of adoption processes.
✓	Regular check in calls made to people (including carers) identified as being at risk of loneliness and isolation, supported by teams throughout the Council.
✓	Online activities have been developed to support and promote development of relationships and new skills.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Family Gateway, Family Help and Family Support	Reunification Framework
	Reshape <b>respite provision</b> for children with disabilities
	Care planning processes
Family Group Conferencing	Court Improvement Plan
	Regional <b>Adolescent Resource Service</b>
	Use of <b>community resources</b> and <b>impact of poverty</b>
Support provided to reduce loneliness and Isolation	Regional <b>Carers Strategy</b>
	Review of <b>Carers Assessment</b>
	Re-opening of some <b>Day Services</b>

## Case Study – Adult Services

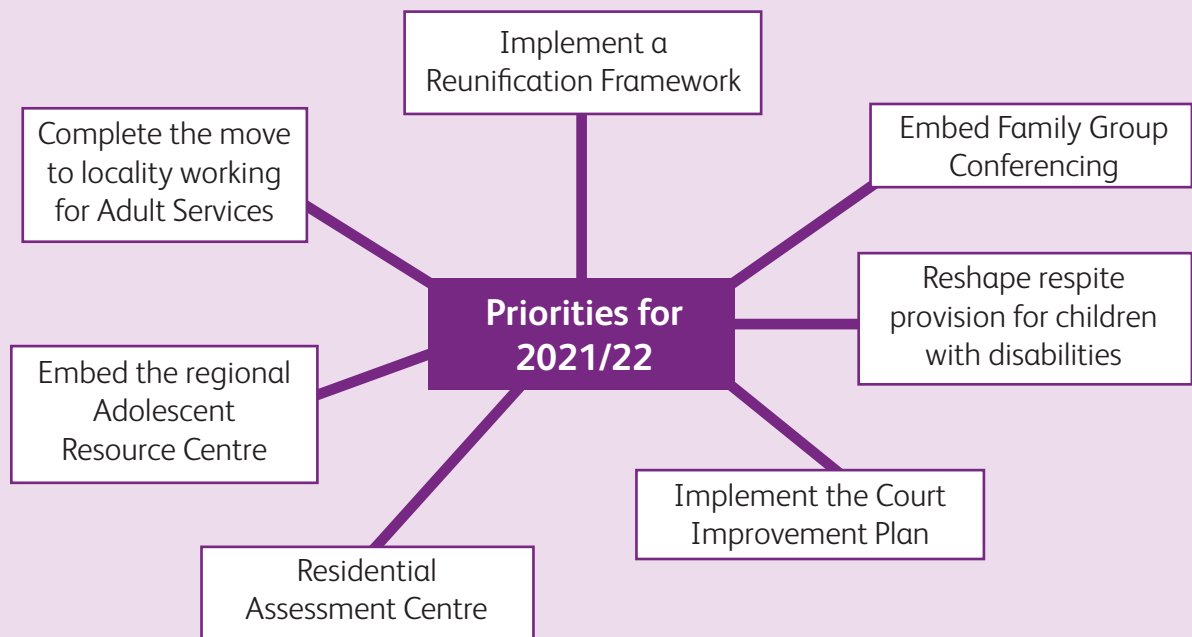
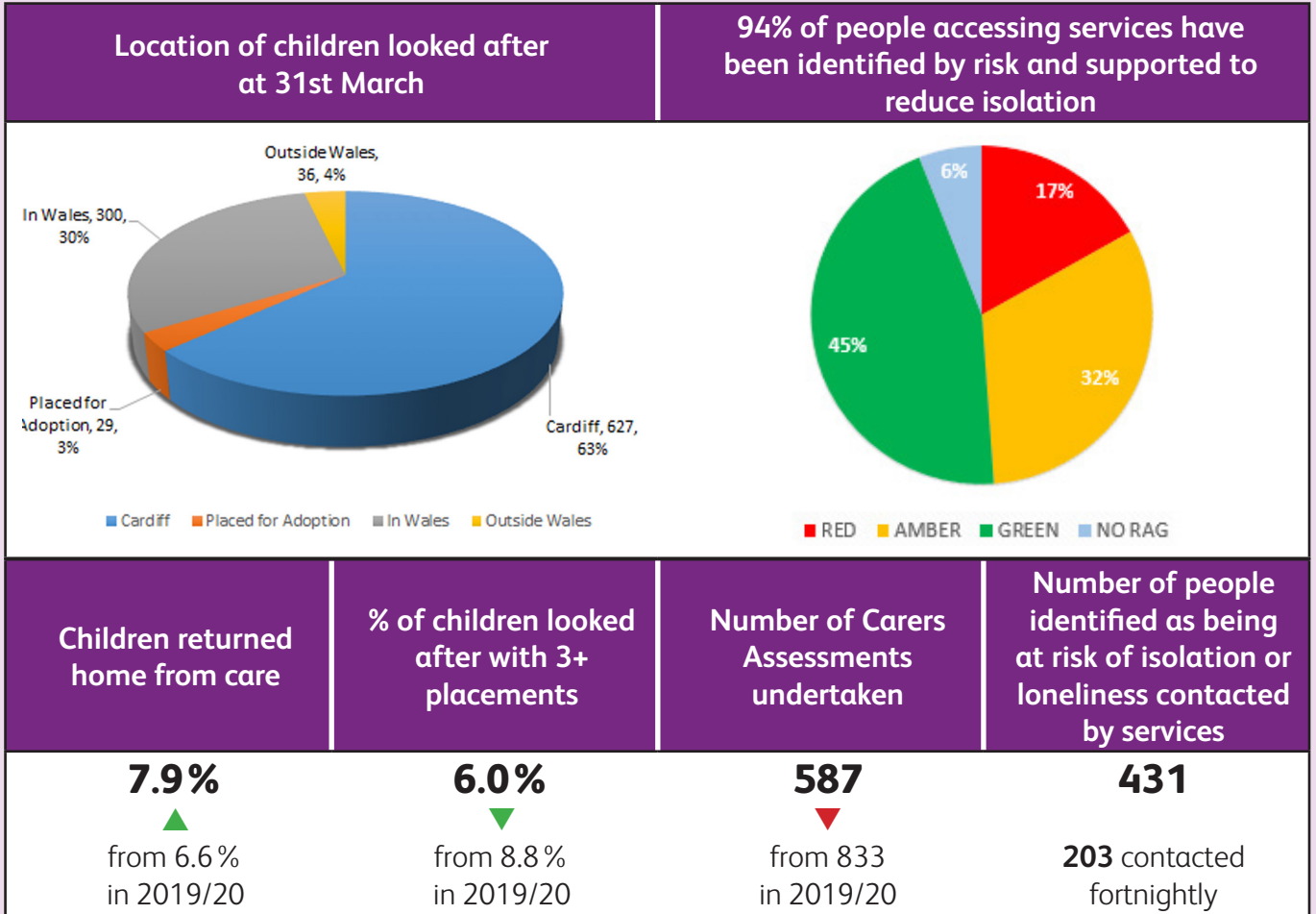
Mr X lives with a moderate learning disability and epilepsy, is hyperactive, socially vulnerable and has high levels of anxiety. He has lived in a number of foster placements and became known to the Learning Disabilities team in 2019. At the time he had moved in to an adult placement that had started well, but following a relationship breakdown between the couple he lived with, he moved into our specialist emergency accommodation at the height of the pandemic.

Mr X responded really positively to the supported living model; he enjoyed being around other young people and relished the opportunities to be involved in group activities such as sport, cooking, communal meal times and movie nights. His social worker reported that you could hear the happiness in his voice whenever they spoke.

In spring 2021 Mr X was supported to move in to a semi-independent supported living property near to the city centre. He has his own tenancy and is maintaining his property independently with minimal support from his social worker. He has been saving money, and exploring the local area and has recently started taking the bus to college, rather than a taxi, where it is reported he is doing excellently. He has developed friendships with other young people living in the flats and now regularly meets with his friends in the communal lounge.

Mr X is now making a future for himself that would not have been possible without the support from the social workers who have supported him on his journey.







# 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

<p>Improved opportunities for children looked after and care leavers via close partnership working between the Personal Adviser Service and the Into Work Service.</p>
<p>✓ <b>324</b> of these Young People are in Employment or Education ← <b>535</b> 16-24 year olds that are care-experienced in Cardiff → <b>181</b> of these Young People are NEET and need support   <b>34% NEET</b> compared with 54% in January 2020</p>
<p>✓ Well placed to improve accommodation options for young people leaving care through joint working with colleagues in Housing to secure additional accommodation based on an analysis of need.</p>
<p>✓ Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.</p>
<p>✓ Residential reablement contract awarded to support people to return to living independently.</p>
<p>✓ The Independent Living visiting team identified £1.9m in unclaimed benefits.</p>
<p>✓ 85% deliveries were made within 5 working days against a target of 76% for standard deliveries from the Joint Equipment Service.</p>

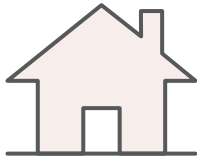
What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Develop an <b>Adolescent Strategy</b>	<b>Accommodation sufficiency</b>
<b>Support to young people</b> during pandemic – provision of laptops to assist with college studies and reduce isolation; and well-being packs to alleviate boredom.	<b>New way of delivering domiciliary care</b>
Relationships with <b>Multi-Disciplinary Teams</b> strengthened	<b>Day opportunities for people with learning disabilities</b>
<b>Residential Reablement</b> Contracts awarded	<b>Locality Working Model</b>

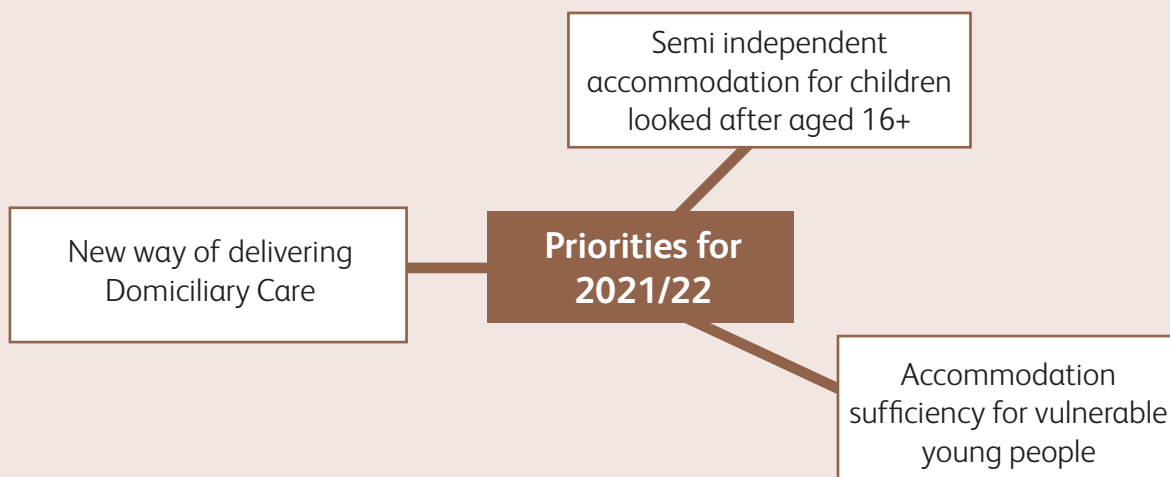
## Case Study – Children’s Services

The service is currently supporting a young person who is attending university. During the past year she experienced severe anxiety and poor mental health / suicidal ideation. This young person even considered leaving university.

With authorisation her Personal Adviser (PA) visited her in university during the COVID-19 period on a number of occasions, supporting her to access student support at her halls of residence and was also available on phone during evenings and weekends. The young person made new support networks via student support and decided to continue with her studies.

This young person with her PA are now sorting shared accommodation ready for her to begin her second year of studying. Contact remains consistent and support will remain in place for her until she finishes her studies.

Care leavers in education, training and employment	Number of care leavers in Young People’s Gateway accommodation at 31st March 2021	Number of When I Am Ready placements starting
12 months after leaving care <b>66.7%</b> 13-24 months after leaving care <b>56.4%</b>	<b>48 (14%)</b> 	<b>44</b> ▲ from 10 in 2019/20
Same / next working day equipment deliveries through the Joint Equipment Store	Number of customers receiving meals on wheels 7 days a week	Self and friends and family referrals to Telecare
<b>572</b> ▲ 97% increase from 2019/20	<b>3,253</b> ▲ 57% increase from 2019/20	<b>21%</b> ▲ from 16% 2019/20



# 9

## HOW WE DO WHAT WE DO



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

#### Welsh Language Standards Objectives for Social Services:

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

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

Although the Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has disbanded due to COVID-19, we have continued to meet with colleagues from the Vale to progress the More Than Just Words objectives as a small working party. We plan on reaching out to colleagues in Health to reinstate the forum for a more formal approach.

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

The Operational Manager, Business Systems and Transformation undertakes the role of Welsh Language Champion across Social Services. Two Welsh language coordinators were appointed at the start of the year however there was a delay in them assuming their duties. The coordinator for Adult Services has since left the organisation and we are looking to recruit another.

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

Details of the Welsh language skills of the workforce are recorded via Digigov. Service user language preference is recorded in the Social Services client record system.

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

We continue to collate information on Welsh speakers across the directorate to ensure recruitment and retention of Welsh speakers remains a key priority. Processes for allocating Welsh speaking staff have been trialled in both Children’s and Adult Services to ensure that service users requiring Welsh assessments are able to access them.

- **Objective 4: Promotion and Engagement**

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

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

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



## OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

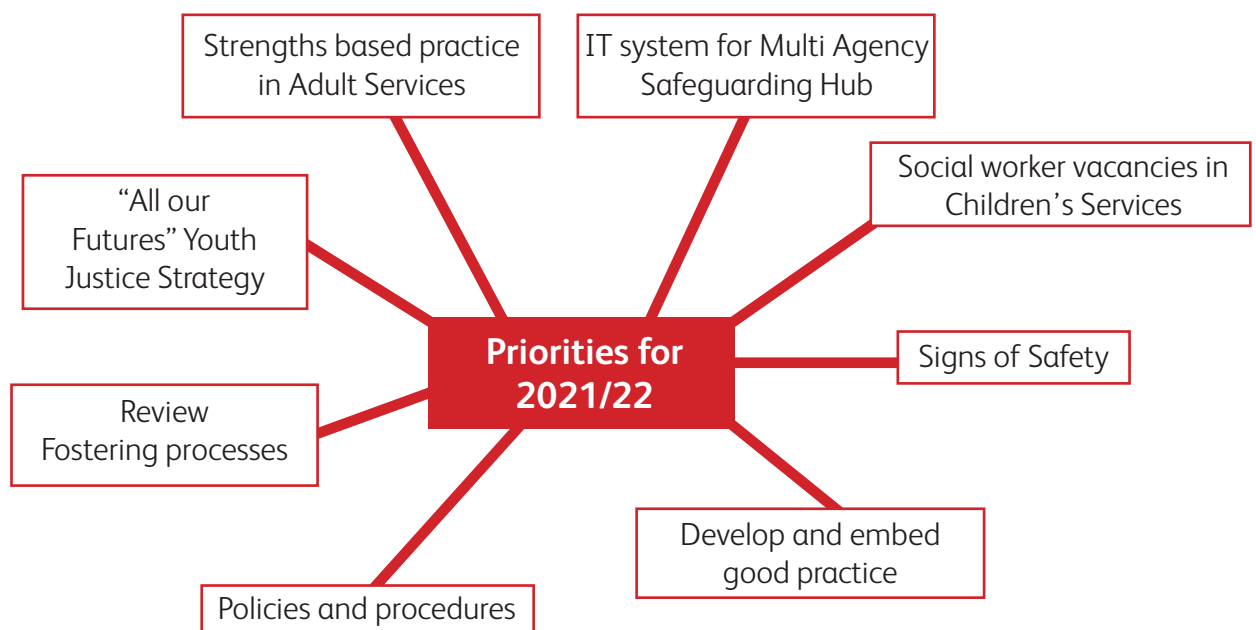
### Outcomes we have achieved during the year

✓	Strong leadership and direction with the appointment of Directors of Children's and Adult Services and permanent management teams.
✓	Improved consistency of decision making in Children's Services with management team oversight and challenge in relation to placement decisions and high risk cases.
✓	Improved support for decision making in Children's Services with the introduction of 4th teams in each of the localities.
✓	Good progress towards ensuring prudent social work in Children's Services with the introduction of multi-disciplinary teams and increasing the number of social work assistant and support worker roles to ensure that social workers are able to focus on what only social workers can do.
✓	Improved service delivery by supporting staff to be better equipped to carry out their roles: <ul style="list-style-type: none"> <li>• 16 seconded staff were on the Social Work degree course during the year.</li> <li>• 8 Enabling Practice Learning (EPL) staff (plus 2 deferred) were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year. There were also 4 Approved Mental Health Practitioner (AMHP) candidates.</li> <li>• 30 newly qualified social workers enrolled the First Three Years in Practice program with 35 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>• 2 operational managers supported to undertake Middle Manager Development Programme.</li> </ul>
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.



What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
<b>Policies and procedures</b>	<b>Signs of Safety</b> in Children’s Services and <b>strengths-based practice</b> in Adult Services
	Reduce permanent <b>vacancies in Children’s Services</b>
	Implementing <b>Regulation and Inspection of Social Care (Wales) Act 2016</b>
	Strengthening <b>Quality Assurance</b> processes to support meaningful <b>supervision</b>

Social worker vacancies Children’s Services	Full Time Equivalent sickness Children’s Services	Full Time Equivalent sickness Adult Services
<b>28.8%</b> ▼ from 38.4% in 2019/20	<b>12.88</b> ▼ from 18.23 in 2019/20	<b>19.68</b> ▼ from 21.46 in 2019/20

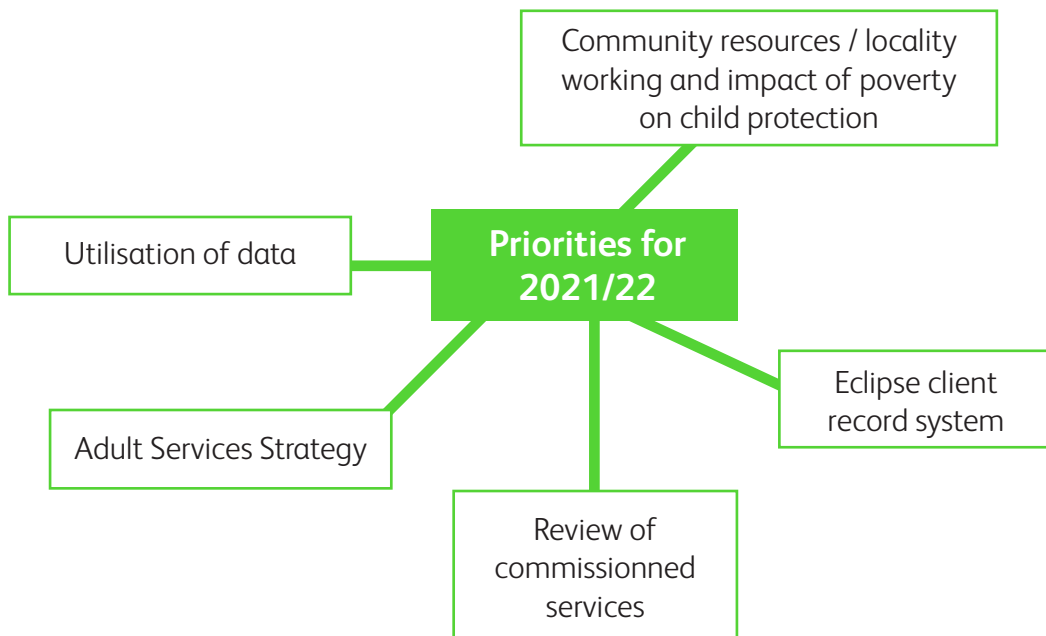
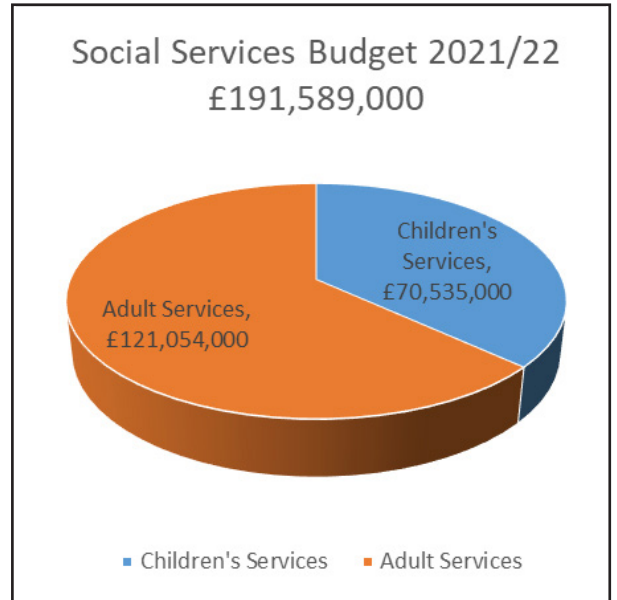
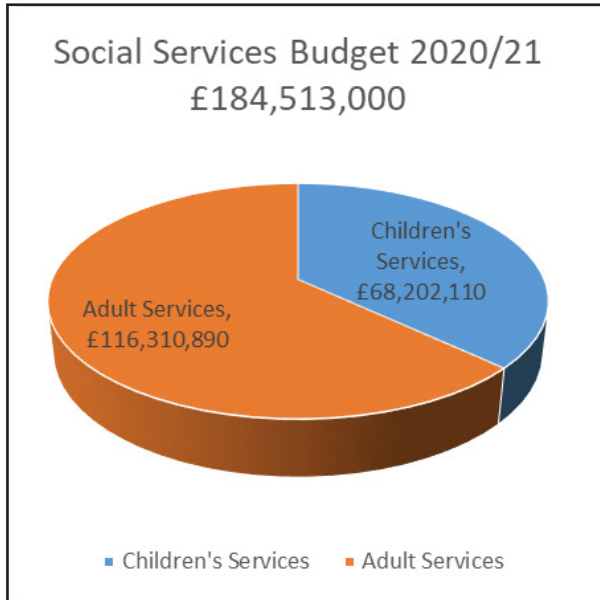


## OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

### Outcomes we have achieved during the year

✓	Clear direction for staff and citizens with the ongoing 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 value for money with increasing use of kinship arrangements and increased in house fostering provision reducing the dependency on external fostering providers.
✓	Cost of Care exercise undertaken to support future commissioning for Care Homes and Domiciliary care services to promote best value for money and quality of support and care for individuals.
✓	Through Occupational Therapy reviews £208,893 was saved on care costs through equipment or adaptations.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Continue to develop <b>Performance Frameworks</b>	<b>Financial planning</b>
	Implement the <b>Eclipse</b> client record system
Strengthen our <b>partnerships</b>	Implement <b>CareFinance</b>
	Implement the <b>Adult Services Strategy</b>
	Move to <b>locality working</b> for all adult social services
	<b>Approved Mental Health Practitioners</b>









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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## ADSS CYMRU

### The Local Authority Annual Social Services Reports Guidance

1. **Report Style and Content** - the report needs to be written in a way that can be read and readily understood by a range of audiences including:
  - service users and carers and all those whose well-being is affected by what the local authority's social services and related functions do, so that the impact of those services is explained;
  - the general public who have an interest in what their local authority is doing, how it is performing and how their money is being spent;
  - elected members and others involved in scrutiny processes;
  - the local authority's partners including both formal partners and others in the public, private and third sectors who need to understand the local authority's programme and priority objectives;
  - regulators (including the Wales Audit Office, CSSIW, Social Care Wales and the Statutory Commissioners);
  - the Welsh Government.
  
2. **Overall page and word limit** - Paragraph 88 of the Part 8 Code says that the director should ensure that "the report is not overly long and written in a clear, concise way."
  
3. **Accessibility** - As the report is a public-facing document it needs to be written in plain, every day, jargon-free English and Welsh

4. **Corporate** - Although the report must be delivered to the Council by the Director, it is the Local Authority's report on the performance of its social services functions. It needs to explain how the wider functions of the local authority such as transport, housing, education and leisure have contributed and will continue to contribute to the achievement of individuals' well-being outcomes.
5. **Timely** - Paragraph 80 of the Part 8 Code says the annual report "must be published as soon as reasonably practicable after the end of a financial year". If all the supporting processes are working well, it is recommended that local authorities publish the report by the end of July. It should be referenced that not all performance data will have been externally validated by this point.
6. **Open and Evaluative** - The report should give an open and honest account that highlights not just the successes but the challenges and priority areas for improvement identified through a rigorous, non-defensive process of self-evaluation.
7. **Improvement objectives** - From the 2017–18 report onwards, the report should set out the extent to which the planned improvement objectives have been met. There should be no gaps in the story. Where the previous year's report highlighted a priority area for improvement, the following year's report should say what actually happened in that area. Where the local authority failed, partly or wholly, to achieve its improvement objective, the report should say so and explain what is being done as a consequence. Against every quality standard the report should say:
  - what the local authority had planned to do in the previous year
  - how it succeeded
  - what difference it made to outcomes for well-being of people
  - what the priority objectives are for next year and why.



8. **Experience of Citizens** - Local authorities should reflect the experience of citizens in their self-evaluation throughout the report. It should be remembered that the Code for measuring social services performance requires that, in addition to collecting the required qualitative data, local authorities must give people “an opportunity to provide a narrative account of their experience, regardless of the method chosen to collect the data”. Such narrative accounts are intended to:

- provide an enriched account when assessing the effectiveness of care and support
- help ensure that people’s experiences drive improvement
- help local authorities identify areas of improvement and good practice
- demonstrate effective engagement with advocates and family members

9. **Measuring social services performance** - The Code on measuring social services performance sets out:

- the six quality standards that local authorities must achieve to discharge their duties under the SSWB Act
- the actions the local authority must undertake to achieve the quality standards
- the quantitative and qualitative data related to the standards that local authorities must collect, report annually to the Welsh Government and include in the annual report.

10. **Reflecting Local Circumstances** - Section 2 provides space and opportunity for local authorities to include local and regional initiatives. In responding to the annual reporting requirements, Directors could consider the following framework to reflect a national/regional/local balance:

- specific initiatives to meet local circumstances including local branding of services (e.g. urban, rural, language, etc. needs)
- regional partnership examples such as information, advice and assistance, commissioning, training, etc.
- collaboration with the local health boards and other partners
- participating in national initiatives to ensure Wales-wide consistency such as the Delivering Transformation Grant work programmes, workforce development, Dewis Cymru and the Welsh Community Care Information System.

11. **Aligning Reporting to the National Quality Standards** - The template in Section 2 of this guidance sets out the chapters for the report and the most significant section is aligning the way that local authorities report to the national quality standards for well-being:

- working with people to define and co-produce personal well-being outcomes that people wish to achieve
- working with people and partners to protect and promote people's physical and mental health and emotional well-being
- taking steps to protect and safeguard people from abuse, neglect or harm
- encouraging and supporting people to learn, develop and participate in society
- supporting people to safely develop and maintain healthy domestic, family and personal relationships
- working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

12. **Quality standards** - Chapter 4 is the substantive section of the report and requires local authorities to report their progress and plans against the six quality standards reflecting the whole range of need. This is to help to ensure that:

- the report provides clear and direct assurance that the local authority is working to the required quality standards and the supporting activities are being undertaken as the code requires
- it provides a narrative of where the local authority has reached in their improvement journey using evidence from population assessments
- where priority objectives have changed from year to year, it explains what has happened and why
- it keeps the focus on achieving well-being outcomes for individuals
- it aligns with the new CSSIW inspection framework (see para 2.8 above)
- it allows easier comparison across local authorities
- there is a clear link between the report and the National Outcomes Framework
- it makes it easier for local authorities to share good practice in the style and content of their reports.

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Date: 16 September 2020

My Ref SS/CYP/AEJ/LASSR19\_20



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

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

Councillor Graham Hinchey  
Cabinet Member for Children and Families  
County Hall  
Atlantic Wharf  
CARDIFF  
CF10 4UW

Dear Graham,

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE – 15 SEPTEMBER 2020  
– LOCAL AUTHORITY SOCIAL SERVICES REPORT 2019/20**

On behalf of the Committee, I would like to thank you for attending Committee on the 15 September 2020. I would also like to thank officers for attending and answering Members' questions in relation to the Local Authority Social Services Report 2019/20.

Firstly, I would like to take the opportunity again, on behalf of the Committee, to thank Claire Marchant for her open, transparent and honest relationship she had with myself and fellow Committee Members. We wish her all the very best in her new post.

The Committee welcomed the opportunity review the Report, and commend it to Cabinet on the 17<sup>th</sup> September 2020. Members have requested that I feed back the following comments, observations and recommendations to you, structured by theme for ease of reference.

**Recruitment and Retention of Staff**

Members acknowledged the effective practice highlighted in the report and the recognition by yourself and officers of the need to continue to address the areas for improvement. You and officers outlined the measures that have been taken to recruit and retain Social Workers, and Members acknowledge the initiatives the Service has put in place to reduce staff vacancies. Members were pleased to hear that vacancies had reduced from the time of the report (34.4%) to around 28% at Quarter 2 in 2020/21. Members agreed that this issue needs to be kept under close review, and therefore **recommend** that this information is presented to the Committee quarterly, along with the wider quarterly performance report.



## **Engagement and Consultation with Children & Young People and their Families/Carers**

Whilst Members welcomed the update in relation to consultation and engagement with young people and their families/carers, they agreed that much work still needs to be done in relation to finding innovative ways of working to improve the numbers of people engaging with the council and its partners, thus enabling this to become part of the “every day” process in information gathering going forward. This echoed the concerns of the Committee at our July meeting whilst considering the Youth Justice Service. We therefore recommend that an update on consultation and engagement with children & young people and their families/carers across Social Services be considered by this Scrutiny Committee at an appropriate time during the coming months. We would welcome an indicative date of when we are likely to receive this in your response to this letter, so we can include it in our work programme accordingly.

## **Corporate Parenting Strategy Refresh**

Members were satisfied with the response received regarding the Corporate Parenting Strategy Refresh, but would **recommend** that a timetable on the development and implementation of the Corporate Parenting Strategy refresh be submitted to the Committee setting out key milestones, so that this Scrutiny Committee can consider key stages of the refresh at the appropriate time.

## **Diversity of Foster Carers**

Members noted the response in relation to increasing the number of BAME foster carers, and welcomed the achievements made in relation to increasing the number of BAME people involved in adoption. It was stated at the meeting that the Covid-19 pandemic had had an impact in taking work forward in relation to BAME foster carers, so this Committee **recommends** that it receives an update on this issue at an appropriate time during the coming months. We would welcome an indicative date of when we are likely to receive this in your response to this letter, so we can include it in our work programme accordingly.

## **Child Protection Register**

Members welcomed information received in relation to the number of days children were placed on the child protection register and agree that this is a complex issue that requires further investigation and clarification. Members were particularly interested in the piece of work Deborah and her team are undertaking on this issue, which will include looking at the number of re-registrations on the register. It was suggested that the output from this study could be considered at a future meeting of this Committee, and therefore we **recommend** that the output report be submitted when available. We would welcome an indicative date of when we are likely to receive this in your response to this letter, so we can include it in our work programme accordingly.

## Vulnerable Groups

Members questioned you and officers on issues relating to young carers and care leavers. It was suggested that the recent presentation from the Into Work Team on these Groups could be considered by this Scrutiny Committee. I will arrange with the Scrutiny Officer to link with the Into Work Team to organise this.

## Transition Arrangements

Members noted that transition arrangements for particular groups of children and young people was highlighted as an area for improvement in the Report. We will consider this issue as part of our work programming discussions in the coming weeks. In addition, it was suggested that a visit to Ty Storrie could take place by Members of the Committee, and I will task the Scrutiny Officer to make arrangements with appropriate officers.

## Young People not in Education, Employment or Training/ Young Homeless

Members were concerned by the results of performance indicators contained within the LASSR, as follows:

- *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)*
- *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)*

Members noted the work that was being progressed in relation to this, but agreed that a better understanding of this issue is required. Therefore, the Committee **recommends** that a report on this issue be brought to a future meeting of this Scrutiny Committee at an appropriate time during the coming months. We would welcome an indicative date of when we are likely to receive this in your response to this letter, so we can include it in our work programme accordingly.

I hope you find our comments and observations useful. In summary, the Committee requires a response on the following issues;

1. It is **recommended** that information in relation to the recruitment and retention of staff, and vacancy levels is presented to the Scrutiny Committee quarterly, along with the wider quarterly performance report;
2. It is **recommended** that an update on consultation and engagement with children & young people and their families/carers across Social Services be considered by this Scrutiny Committee at an appropriate time during the coming months – please indicate an appropriate timeframe for this.
3. Provide a timetable on the development and implementation of the Corporate Parenting Strategy refresh setting out key milestones, so that this Scrutiny Committee can consider key stages of the refresh at the appropriate time.

4. It is **recommended** that this Scrutiny Committee receives an update on this issue at an appropriate time during the coming months on increasing the number of BAME foster carers - please indicate an appropriate timeframe for this.
5. It is **recommended** that the output from the study on the Child Protection Register be submitted to this Scrutiny Committee when available - please indicate an appropriate timeframe for this.
6. It is **recommended** that a report on support for NEETS and Young Homeless be brought to a future meeting of this Scrutiny Committee at an appropriate time during the coming months - please indicate an appropriate timeframe for this.

I look forward to hearing from you, with a response to the above recommendations.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'L. BRIDGEMAN', written over a light grey rectangular background.

**COUNCILLOR LEE BRIDGEMAN**  
**Chairperson – Children and Young People Scrutiny Committee**

cc. Claire Marchant, Director of Social Services  
Deborah Driffield, Assistant Director, Children's Services  
Cabinet Support Office

Fy Nghyf / My Ref: CM44366  
Eich Cyf / Your Ref: Scrutiny/Correspondence/CllrBridgeman  
Dyddiad / Date: 14th October 2020

Councillor Lee Bridgeman  
Chairperson  
Children & Young People Scrutiny Committee  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW

Annwyl/Dear Lee

**Children & Young People Scrutiny Committee - 15 September 2020  
Local Authority Social Services Annual Report 2019/2020**

Thank you for your letter dated 15<sup>th</sup> September 2020 on behalf of the Members of the Children and Young People Scrutiny Committee following its meeting on the above date, to consider the Local Authority Social Services Annual Report for 2019-20

I would like to thank Members for their constructive comments and I am pleased to provide the following response to your queries below.

1. Inclusion of additional workforce information in quarterly report to Scrutiny – this is agreed and information will be included in the Quarter 2 performance report.
2. An update on consultation and engagement will be provided to Scrutiny in January 2021.
3. In relation to the development and implementation of the Corporate Parenting Strategy refresh – work continued throughout the COVID-19 period, although not to the timescales that were originally planned due to the Directorate's focus on implementing a new operating model during the pandemic. Consultation events were held virtually with young people aged 5-27 (including children with disabilities), foster carers and kinship carers and a new suite of performance indicators has been developed. Corporate parenting good practice has been benchmarked with other authorities (Bristol, Powys and Carmarthenshire) and sessions held with CPAC members to review the Terms of Reference and performance indicators. The refreshed strategy is currently being drafted with a view to being launched before 31<sup>st</sup> December 2020 alongside a set of action plans to support implementation. A Corporate Parenting Officer has been appointed and is in post to support this work.

**GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

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

**WORKING FOR CARDIFF, WORKING FOR YOU**

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

4. The current number of BAME in house foster carers 13 (1 black – other, 2 white European and 10 who are white other). An update re: plans to increase the number will be provided to Scrutiny in December.
5. The output from the study on child protection will be available for Scrutiny in November 2020.
6. A report on NEETS and young homelessness will be presented to Scrutiny in December 2020.

Yn gywir/  
Yours sincerely



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



**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**

**13 July 2021**

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**YOUTH JUSTICE SERVICE – UPDATE**

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**Purpose of the Report**

1. In October 2020, when agreeing the Work Programme for 2020/21, the Children & Young People Scrutiny Committee agreed that it would prioritise the Youth Justice Service as a topic for scrutiny. This followed the publication of the HMIP Inspection report in 2020.
2. **Appendix A** attached to this report provides Members with an update on progress in relation to the Youth Justice Service. In addition, a range of performance results for the Youth Justice Service are attached at **Appendix B**.

**Background**

3. The Cardiff Youth Justice Service (YJS) is a statutory partnership set up under the Crime and Disorder Act 1998 to work with 10 to 18 year olds and their families, to prevent anti-social behaviour, offending and re-offending. YJS workers provide intervention and support to young people sentenced to a community penalty or custody or those dealt with by an out-of-court disposal, as well as prevention and diversion work to try to steer young people away from entering the youth criminal justice system. They also offer support to victims of youth crime and anti-social behaviour.
4. Youth Justice Service teams are required to have staff from local authority social services, education services, the Police, the National Probation Service and local health services.
5. The inspection, in January 2020, was led by HMI Probation and supported by inspectors from Care Inspectorate Wales, Estyn, Healthcare Inspectorate Wales, and HMI Constabulary and Fire & Rescue Services (HMICFRS).

6. Overall, Cardiff Youth Offending Service was rated as 'Inadequate' across all areas of work: leadership and staffing; working with partners such as health, education and police; and providing services to children and young people who have offended and to their victims. The inspection found improvement was required across all areas. The report made 14 recommendations.

### **Issues**

7. Since the Inspection, this Scrutiny Committee has monitored progress and improvements to the YJS, via bi-monthly updates. At this meeting, Members will receive an update from the Chair of the YJS Partnerships Sub Committee on improvements in relation to Partners involved in improvements to the YJS.
8. Following consideration of YJS in May 2021, the Chair wrote to the Cabinet Member stating that Members would wish to receive an update at this meeting on the following. **Appendix A** attached addresses these issues:
  - How do we use young people and family views to inform development? *(point 1 in Appendix A)*
  - What is the evidence base to judge service impact? *(point 2 in Appendix A)*
  - Partnership engagement *(point 3 in Appendix A)*
  - Budget *(point 4 in Appendix A)*
  - Staffing *(point 5 in Appendix A)*
9. A range of performance results for the Youth Justice Service are attached at **Appendix B** These are set out under the following headings:
  - Organisational Health (March – 15<sup>th</sup> May 2021)
  - Local Picture
  - Youth Justice Service and Children's Services Scorecard – April 2021 Caseloads
  - YJB Published Comparison Data
  - Feedback – Victim Engagement

## Previous Scrutiny

10. At its meeting on the 30 July 2020, CYPSC considered the YJS Inspection Report and the Council's response to it<sup>1</sup>. It was agreed that the Committee would monitor developments in relation to
- Youth Justice Board Governance and Progress
  - Performance Measures
  - Engagement and consultation with Young People and their Families/Carers
  - Improved/Joined working internally
  - Improved/Joined up working across the Partnership
11. As stated in Paragraph 1 of this report, CYPSC Members agreed that YJS be a priority topic for the Committee's work for the foreseeable future. Members have received updates across Children's Services (including YJS) at the following CYPSC meetings:
- 30 July 2020 – full briefing to Committee
  - 15 September 2020 – during the consideration of the Local Authority Social Services Annual report 2019/2020
  - 12 October 2020 – during the Children's Services Update
  - 15<sup>th</sup> March 2021 – full briefing to Committee
  - 11 May 2021 – full briefing to Committee; meeting with young people in the YJS
12. In addition to the issues highlighted in Paragraph 8, during these briefings, Members have made comments and requested evidence in relation to the following:
- Post 16 opportunities/NEETs/Young Homeless (September and October 2020)
  - Recruitment and retention of staff (September 2020)
  - Demand on Services (October 2020)
  - Staff Health & Wellbeing (October 2020)

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<sup>1</sup> [Agenda for Children and Young People Scrutiny Committee on Thursday, 30th July, 2020, 4.30 pm : City of Cardiff Council \(moderngov.co.uk\)](#)

- Role of the Judiciary (October 2020)
- Quality Assurance (March 2021)
- HMIP Inspection (March 2021)
- Early Help (March 2021)
- Impact of Strategic Partners (March 2021)
- The Voice of young people (March 2021)

## **Way Forward**

13. Councillor Graham Hinchey (Cabinet Member for Children & Families), Deborah Driffield (Director of Children's Services), Graham Robb (Independent Chair, Youth Justice Board) and Angharad Thomas (OM, YJS) will be available to answer any questions Members may have. Hannah Williams from the Probation Service and Chair of the YJS Partnerships Sub Committee will make a statement and be available to answer Members' questions.
14. Members will be able to agree any comments, concerns or recommendations that they wish to pass on to the Cabinet Member for Children & Families, Director of Children's Services and Independent Chair of the Youth Justice Board.

## **Legal Implications**

15. 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 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**

16. 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 will set out any financial implications arising from those recommendations.

### **RECOMMENDATION**

That Committee considers this report, its Appendix and information provided at the meeting and agrees any recommendations, comments or advice it wishes to offer to the Cabinet Member, Director of Children's Services and Independent Chair of the Youth Justice Board.

**Davina Fiore**

**Director of Governance and Legal Services**

**7 July 2021**

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**Scrutiny Committee report 13<sup>th</sup> July 2021**

This report responds to the letter from Cllr Bridgeman arising from Scrutiny meeting 11 May 2021.

**Introduction**

Councillors will be aware of a recent incident leading to two young people being held in custody on a charge of murder.

We will not be able to discuss this case at the meeting but as a Board and service we are undertaking the immediate safeguarding and public protection actions and review processes and will draw on this to report on any changes.

**1) How do we use young people and family views to inform development?**

The Commitment in “All Our Futures” is clear – we will use the views of children and families, including those who are victims, to inform reviews of practice, shaping of strategic decisions. But an obvious principle is that if the children do not feel they are being heard then any attempt to build a trusting relationship in case level practice is seriously limited. That is also clearly a focus on QA processes and management oversight to ensure children and families are clearly fully involved in the plans.

The Board is committed to supporting the Child Friendly Cardiff principles specifically through the engagement of young people and has made some progress through:

- Small group engagement at Board and Chief Executive level
- Scrutiny Committee engagement in May 2021
- The first surveys of victim’s views of the value of services has taken place
- ‘Have your Say’ survey sent out monthly to all young people who have been closed to the service the month prior
- Ongoing development around case planning using ‘child friendly’ planning documentation
- Prevention referrals only being accepted once ‘informed consent’ has been received
- Focus on all YJS assessments incorporating ‘self assessment’ for young person and parent/carer to capture their views/wishes/feelings

**What else?**

**2) What is the evidence base to judge service impact?**

The Youth Justice Board quarterly data usually enables us to compare progress against our ten statistically similar YOTS (based on the demographics, and caseload patterns) on the key performance indicators. For the last six months the national data has not been available.

The UHB Health needs assessment used one of these as a service benchmarking comparator.

As a Board we draw on the YJB national Resources Hub as a source of effective practice which enable us to challenge and support development.

During 2021-22 the Board with staff are reviewing practice against each of the five national Standards to secure improved evidence of impact.

Angharad Thomas is part of the network of YOT Managers Cymru which is also a source of benchmarking

The publication of HMIP Inspection reports and particularly the HMIP annual report on YOT inspections is a very good source of effective practice which informs our annual Youth Justice Plan , the Board members Handbook and briefings for Board and staff.

[hmiprobation/inspections/year2020/](https://www.hmiprobation/inspections/year2020/)

Finally our close work with YJB Cymru means we can draw on Wales wide expertise and insights for practice improvement.

### **3) Partnership engagement**

Since the arrival of Angharad Thomas as OM a series of partnerships practice developments have quickly become established:

- The Bureau for managing out of court work
- The Anti Social Behaviour Pathway with police
- Decriminalisation of Children Looked After (protocol being finalised between SWP, YJS and Childrens Services)
- Refining the YJS Prevention offer – referral pathways and intervention
- YJS Resettlement panel (as part of YJS sub-committee)
- SAFE pilot (Safeguarding Adolescents From Exploitation) – a much wider piece of work across the Local Authority

The Cardiff Youth Justice Board, during the course of the “All Our Futures” Strategy Stocktake process in January 2021 identified that the Board sub-committee should take on a focus around partnership problem solving on issues of practice – as well as keeping an overview of progress on the relevant elements of the Development Plan. This means that the right level of colleagues can be engaged in analysing and developing practice. The Sub-committee is chaired by Hannah Williams (Manager of the Probation services for Cardiff and the Vale) who is also Vice Chair of the main Cardiff YJB. This ensures clear strategic engagement and escalation routes.

The first task for the new committee was to define priorities for their work. Initially these arose from the development plan (such as work they have done on Welsh language provision) and service and partner discussions to develop the Out of court work. This work list has now been informed by the Health and Wellbeing Needs Assessment undertaken by the UHB and presented to the Cardiff YJB on 8 June and the first cut of the

Joint Strategic Needs assessment commissioned by Cardiff Council but drawing on partnership data also presented on 8 June.

The workplan over the coming year by the committee will include:

- Education – support for health and wellbeing development of children in the youth justice system
- Police – developed wellbeing work in the custody suite
- High risk of harm processes across the partnership
- Disproportionality
- Resettlement from secure estate
- Managing Transitions

Board tracks engagement in Board and committee by strategic partners and their operational colleagues on the sub-committee and the role of Chair includes to challenge non engagement. The challenge will continue to be enabling strategic buy in as well as getting the right practice colleagues in the joint decision making. We have without doubt made significant progress on this.

#### **4) Budget**

This was presented to Board on June 8<sup>th</sup>. The amount represents an increase in resourcing in 21-22 (£2,238,000) compared to 20-21 (£2,151,000 )

The following depicts the predicted spending of all grants coming into the Youth Justice Service including the YJB grant, Police and Crime Commissioner grant and PPE (Wales Government) grant, alongside contributions from partner agencies.

In the same vein as last year the Youth Justice Grant will be used to fund a number of posts within the service – the Intensive Supervision and Support Team managing the interventions of children deemed to be at the ‘highest risk; the Reparation Co-ordinator working across the service promoting and facilitating restorative interventions; two Careers Wales seconded staff engaging post 16 young people in prospective employment and training opportunities; and this year will also be funding the newly created Junior Attendance Centre (JAC) Officer in Charge post as part of our re-launch of the JAC providing intervention to children outside of the ‘usual’ working week. We will also be using the grant to fund some sessional staff as part of the JAC and to support our volunteers in their contribution to the service.

**2021/2022 Projection**

<b>Narrative</b>	<b>Estimate 2021/22</b>
	<b>£</b>
<b>Partnership Funding:</b>	
Children's Services	727,180
Health (Staffing Contribution)	95,576 * Estimate (Awaiting Confirmation)
Education (Staffing Contribution)	37,270
National Probation Service (Staffing Contribution)	44,678
South Wales Police (Staffing Contribution)	182,454 * Estimate (Awaiting Confirmation)
	<u>1,087,158</u> * Estimate
<b>Grants</b>	
<b>YJB Funded Projects:</b>	
YOS Effective Practice Funding	333,152
ISSP	120,000
Careers Wales	92,300
Junior Attendance Centre	40,000
Reparation	3,000
Sub Total:	<u>588,452</u>
<b>South Wales Police Cash Contribution:</b>	<b>20,100</b> * Estimate (Awaiting Confirmation)
<b>Police Crime Commissioner:</b>	
StaySafe - Prevention	38,700
Substance Misuse	40,000
Sub Total:	<u>78,700</u>
<b>National Probation Service Cash Contribution:</b>	<b>5,000</b>
<b>Promoting Positive Engagement Funding (WG):</b>	
Volunteer Co-Ordinator	33,059
Prevention	178,203
Victim Worker	33,059
Harmful Sexual Behaviour	30,450
Prevention Co-ordinator	54,695
Divert	130,000
Sub Total:	<u>459,466</u>
<b>Grand Total</b>	<u><u>2,238,876</u></u> * Estimate

As always the aim of the Youth Justice Grant will be to work towards continually improving our efforts regarding both national and local Key Performance indicators.

## Total Youth Justice Grant 2021-22:

YJB Funded Projects:		% of Grant
YOS Effective Practice Funding	333,152	57
ISSP	120,000	20
Careers Wales	92,300	16
Junior Attendance Centre	40,000	7
Reparation	3,000	1
<b>Total:</b>	<b>588,452</b>	<b>100</b>

The money from the PCC grant will be used to fund our StaySafe project work, involved in ongoing detached engagement with young people aiming to keep them safe and informed when out in Cardiff. The PCC grant will also fund one of the Substance Misuse workers seconded to the YJS from the Emotional and Wellbeing Service - 'Change Grow Live'. As we move out of the restrictions enforced upon us by the pandemic of 2020/21, we foresee a risk in the increase in young people coming to the attention of our service and our intent is to maximise the use of the StaySafe project to inform, educate and divert as much as possible. We also anticipate an increase in the number of substance misuse referrals within the service as young people begin to engage more with the YJS on a face to face basis and return to 'normality'. There was a decrease in referrals throughout the COVID-19 pandemic and staff have taken the time to refresh and update all staff on referral criteria for substance misuse services, referral pathways and interventions in readiness for an upsurge in referrals.

The Promoting Positive Engagement fund (PPE) money will continue to be primarily used within the Prevention and Restorative remit of the Youth Justice Service funding the Prevention case management team; one of the Victim Workers (OOC); the Harmful Sexual Behaviour worker; the contract with MAC to provide the DIVERT programme of intervention to young people committing low level first offences and also contributing to a member of the management structure with over-arching responsibility for Prevention.

Both PPE and PCC allocations are a repeat of last year where there is increased demand for front-loading resource and reflects the ever-increasing caseload and capacity of the Prevention and Out of Court remit with the ultimate aim of reducing the number of young people open to the Youth Justice Service via the statutory court route, reinforcing the 'child first' approach.

Remand spend was much higher last year than in previous years and higher than it is anticipated to be this year. This was due to a young person's trial being delayed twice due to the COVID-19 pandemic – he was remanded for 18 months prior to the conclusion of his trial.

## 5) Staffing

Regarding service re-structure – an initial proposal has been to restructure the management level of the service with a clear focus on three main areas on work:

- Assessment and case management
- Planning and Intervention
- Prevention and Partnerships

The staff who are directly affected by this proposal have been consulted with and the consultation period has now ended, however there are further discussions with Trade Unions, HR and the Local Authority legal department regarding next steps. The wider staff group have not yet been consulted on these proposed changes taking into account the sensitivity of discussion and potential impact upon the individuals involved.

GMR 22 June 21



# EIN DYFODOL NI I GYD ALL OUR FUTURES

Appendix B



## Cardiff Youth Justice Service Performance Report Quarter 4 – January – March 2021



Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board



Cardiff  
Caerdydd

Gwasanaeth Prawf  
Cenedlaethol  
National Probation  
Service



De Cymru  
Comisiynydd yr Heddlu a Throseddu  
Police and Crime Commissioner  
South Wales



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CARDIFF  
CAERDYDD

GWASANAETHAU  
CYFIAWNDER IEUENCTID  
CAERDYDD  
CARDIFF  
YOUTH JUSTICE  
SERVICES

## Organisational Health (March – 15<sup>th</sup> May 2021)

**Posts filled:** Grade 8 Social Worker (start date 12/07/2021)

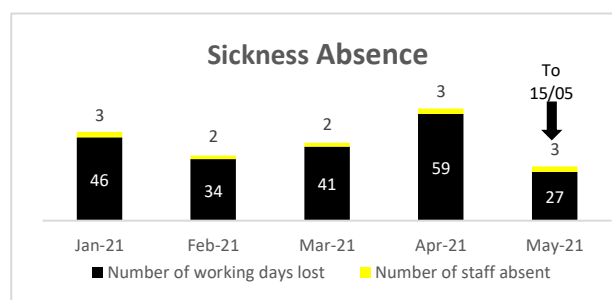
**Vacancies:** Volunteer Co-ordinator  
 Part-time Social Worker

**Leavers:** Full-time Social Worker (end of May)

**Current issues:**

**Staff sickness:** During this period **3** members of staff have been on sickness leave losing **127** working days as per the breakdown below:-

- Early Intervention -**1** member of staff was absent for a total of **28** working days
- Court and Case Management Team - **0** members of staff was absent for a total of **0** w/days
- Prevention Team - **2** members of staff were absent for a total of **99** working days



### Staff Supervision and Team Meetings:

The target is 1 supervision per month (LA staff) and every other month for partnership staff (exc. Probation). This is the % of possible supervisions carried out.

The Prevention and Court Team Manager supervises 10 Staff

- **7** staff received **24** supervision sessions, **(120%)**
- Team Meetings - 26/32 **(81%)** (inc. Prevention Team / Court Team / Stay Safe project)

The Early Intervention Team Manager supervises 8 LA staff and 5 partnership staff

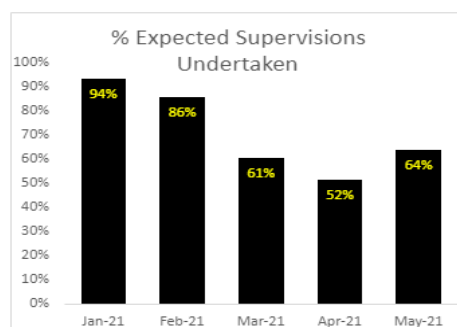
- **11** staff received **7** supervision sessions, **(29%)**
- Team Meetings – 2/3 **(67%)** (RJ Practitioner)

The Court and Case Management Team Manager supervises 8 LA staff and 6 partnership staff

- **12** Staff received **12** Supervision sessions, **(39%)**
- Team Meetings – 1/3 **(33%)**

Operational Manager supervises 5 team managers

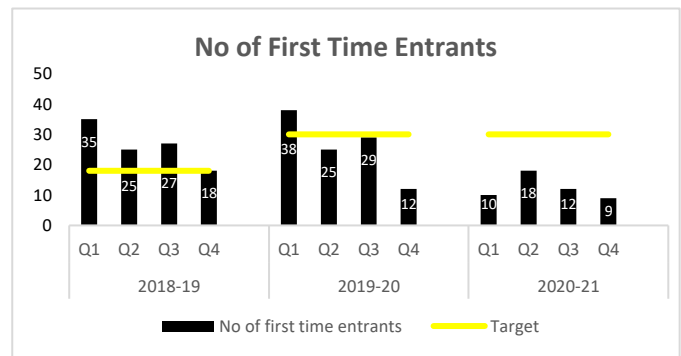
- **6** staff received **9** supervision sessions, **(82%)**
- Team Meetings – 11/11 **(100%)**



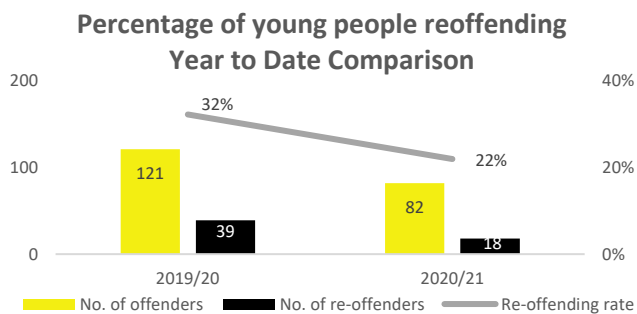
## Local Picture

### First Time Entrants

The local data shows there has been a 25% (12-9) reduction in the number of young people becoming an FTE when compared to Q3 with an annual outturn of 53% reduction on 2019/20. The graph shows an overall downward trend on previous years. This highlights the changes to overall conviction rates during the Covid pandemic.



### Re-offending



The cohort of young people receiving a substantive outcome during Apr/May/June 2020 has been tracked for 6 months to December 2020. The local re-offending rate for Q3 has reduced from 21.7% in Q2 to 7.7% where 1 of 13 young people re-offended. The trend chart shows there has been a significant reduction in the overall number of young people re-offending when compared to the same period 2019/20.

### Use of Custody

During Q4 2 young people received custodial sentences for offences including breach of statutory order and a murder charge. 3 young people were remanded into custody awaiting sentence during this period.

**Welsh Devolved Indicators – 21 young people concluded a statutory community intervention**

### Education Training & Employment

**School Age (Community) +37.7% (8).** The increase in hours offered relates to 1 young person being integrated into Greenhill and another having an increased offer of hours at St. Illtyds R.C School.

**Above School Age (Community) +26.8% (13).** 1 young person left college as they had secured employment by the end of their court order. 1 young person increased the number of hours employed. 1 young person was EOTAS and was remanded into custody by the end of their order.

### Accommodation

**% Change – Community Penalties -7.1% (21)**

7 young people aged 10-15 were all in suitable accommodation at the beginning and the end of their interventions. There was an increase in the number of young people who were 16+ in unsuitable accommodation at the end of the intervention due to 3 being remanded in custody.

**% Change – Custody Sentences – (0).**

### Substance Misuse

**% Commencing a SM assessment within 5 days of referral date – 100% (2)**

All young people referred for an assessment were assessed within 5 days.

**% Receiving Tier 1, 2, 3 or 4 Service within 10 days of assessment – 100% (2)**

All young people assessed as requiring a service and agreed to engage received it within 10 days of the assessment being completed.

9 young people were identified via the screening process as requiring an assessment, all were initially referred for a substance misuse assessment with 1 referral withdrawn by the case manager prior to assessment. 2 young people were referred onto CAMHS for assessment and 1 young person was incarcerated at the time of referral

and will be re-referred upon release. **3** young people were assessed by substance misuse staff but subsequently declined to engage with the service.

### Mental Health

#### % Commencing a MH assessment within 28 days of referral date – 0% (0)

**9** of the 21 young people concluding a statutory intervention identified mental health concerns when assessed.

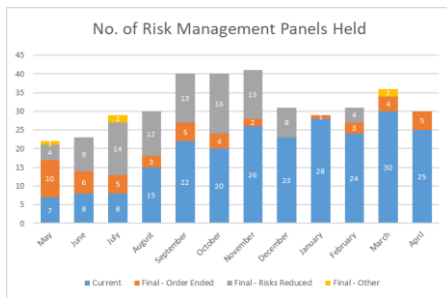
**2** young person did not meet the CAMHS threshold

**5** young people either had a diagnosis or had previously been referred to CAMHS

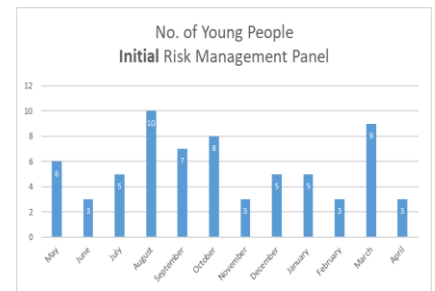
**2** referrals were made to the YJS Health Worker for a mental health assessment, however, both young people refused to engage. **1** young person refusing to engage was subsequently remanded into custody and whilst in the secure estate was referred to FACTS for Tier 4 service, a forensic assessment was completed which identified PMH engagement was appropriate. Since release from custody a referral for a neurological assessment has been completed.

## Youth Justice Service and Children’s Services Scorecard – April 2021

### Risk Management Panels (RMP)



There have been **5** referrals to RMP during April. **30** Risk Management Panels took place during April. As at end March **23%** (33/141) of all young people currently open to YJS were ongoing at the Risk Management Panels. The **5** cases concluding were under review for an average of **3.5** months

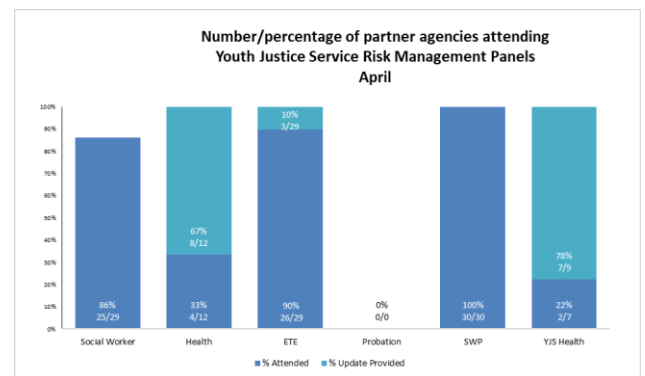


### Number / percentage of cases referred to Risk Management Multi Agency Strategy Meeting with Child Sexual Exploitation (CSE) / Child Criminal Exploitation (CCE) concerns

**70% (23/33)** of cases currently ongoing at RMP include CSE/CCE issues. **2/5** referrals made in April had CSE / CCE concerns.

### Number of cases referred to High Risk Panel

**33** young people known to YJS have been referred to High Risk Panel (since April 2020). **8** cases known to YJS currently being reviewed at HRP **5** of which are currently open. **10** cases have been re-referred and **0** cases open to YJS were referred during April

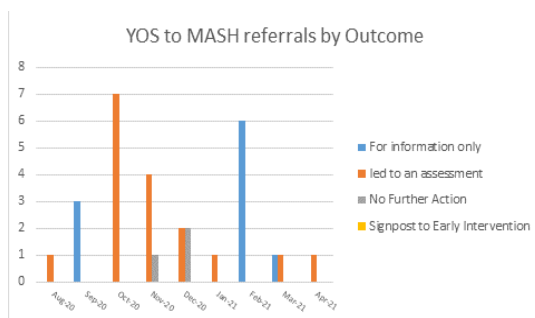


### JYS Attendance at Children's Services Statutory Meetings

Meeting Type	Invites received	No. meetings attended
Core Group	3	
Care & Support	2	2
CP Conference	5	1
CLA	2	1

Non-attendance at meetings is primarily due to cases no longer being open to the JYS and in 1 instance due to an emergency medical appointment. However, in all instances where a case has been open to the JYS a full update has been provided to the social worker involved.

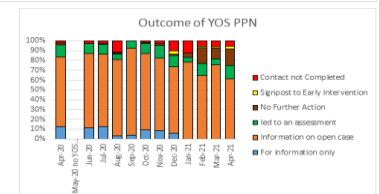
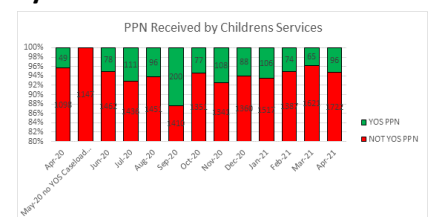
### Number / percentage of cases referred to the MASH by JYS by outcome (assessment / no further action)



There has been a reducing number of referrals from YJS to MASH which have led to an assessment since January.

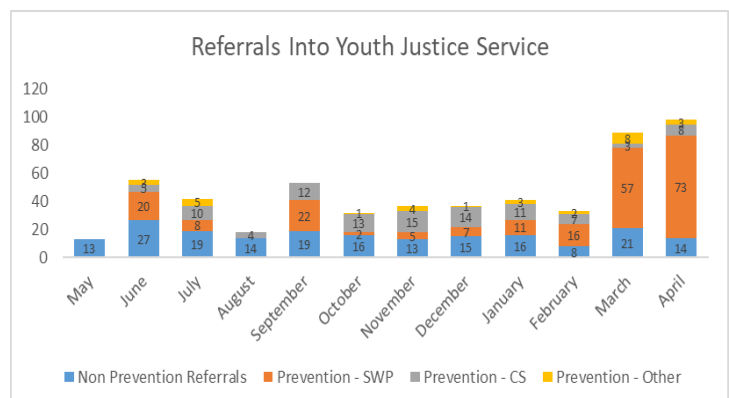
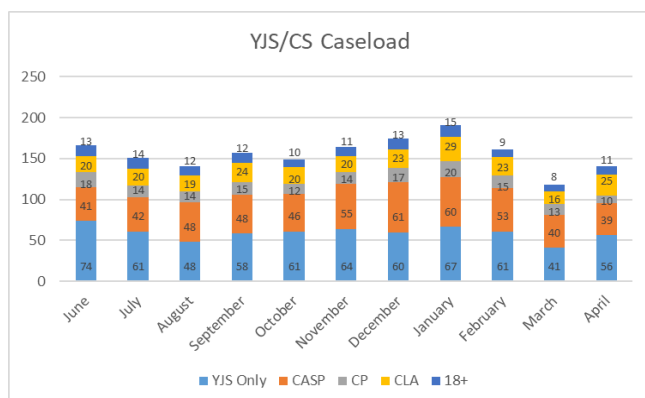
Outcomes of YJS PPN show since January none have been for information only purposes and a reducing % for information on open cases.

### Number of Public Protection Notifications (PPN) relating to YJS by outcome



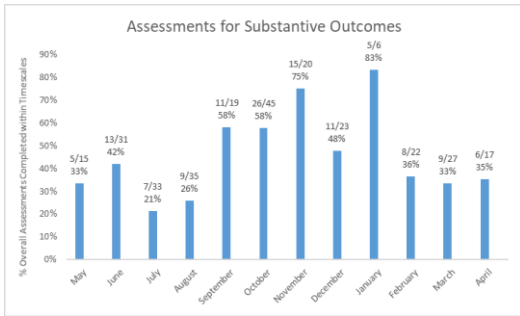
**Number of closed cases audited - A target of 2 cases per team manager per month to be reviewed after case has closed** 10/14 cases audited to date. The QA process has been reviewed and now includes a full case QA audit focussed on closed cases. Case Audit findings to date show recent training has impacted on the quality of assessments and intervention planning evidenced with the increased complexity presented by young people.

### JYS/CS Caseload and Referrals in the YJS

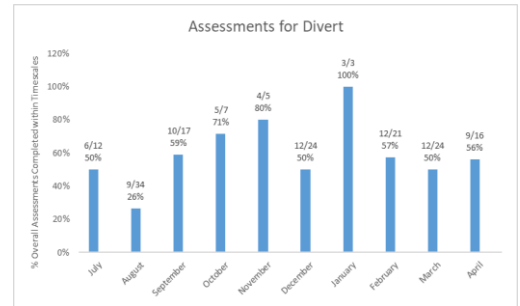




**Timeliness of ASSET+ Assessments - Standard 20 Working Days**



During April - 33 assessments ended with 45% completed within the local 20 working days standard.

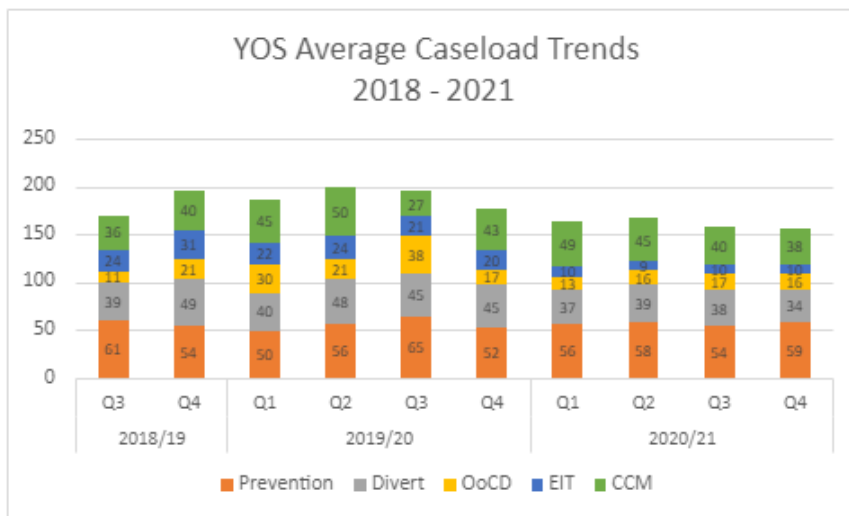


As at 01/05/2021 52 assessments were in progress with 41 in progress with the case manager and 11 awaiting countersigning.

**Average number of working days to complete assessments**

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total Avg.
2020/21	43	42	31	87	40	20	21	17	18	15	29	26	<b>32</b>
2021/22	24												

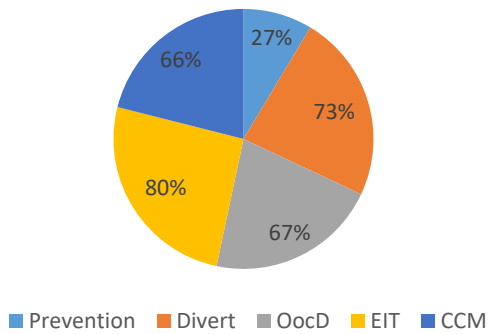
**Caseloads**



A continued reduction in average caseload numbers is apparent from the chart opposite. This in part is due to the ongoing review of the Prevention service and the impact of Covid restrictions during the fire break and lock down periods.

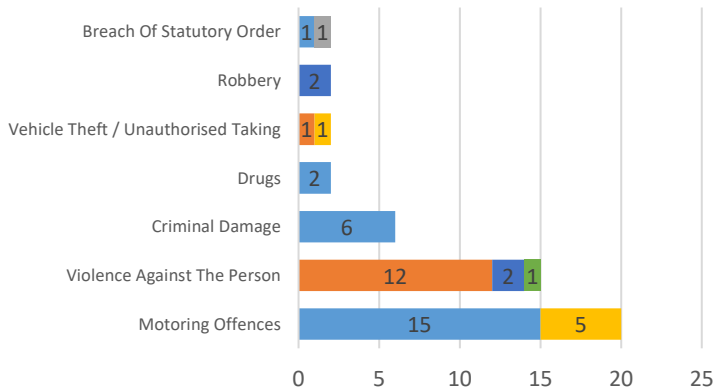


### Q4 2020/21 % Interventions Successfully Ending



67% of substantive outcomes (CCM/EIT/OoCD) successfully completed during the period. Where Prevention and Divert interventions are engaged voluntarily the successful completion rate is significantly reduced.

### Quarter 4 Breakdown of Offence Type and Seriousness



There has been a further reduction in the number of young people convicted during Q4 who have committed the same number of offences as Q3

Q3 - 26 young people committed 49 offences, average number of offences per young person = 1.88

Q4 – 22 young people committed 49 offences, average number of offences per young person = 2.23

49% of all offences had a seriousness score of 2 (1 being the lowest and 6 the highest) and 22% of offences were +5.

## YJB Published Comparison Data (data not published at time of completion)

Green arrows = improvement/static



Red arrows = deterioration



National and Welsh Indicator Performance	Cardiff 2020/21 2019/20		Wales Comparison to Cardiff YJS		S. Wales Comparison to Cardiff YJS		YOS Family Comparison to Cardiff YJS	
	Number of FTE per 100,000 population of 10 to 17 year olds	New FTE data is not available, the next update date from MoJ is to be confirmed						
Proportion of Offenders who Re-offend after 12 months (October – December 2018)	38.1%	55.6%	41.4%		46.3%		38.8%	
Reoffences per Offender after 12 months (October – December 2018)	1.38	2.36	1.61		2.18			
Reoffences per reoffender after 12 months (October – December 2018)	3.63	4.25	4.14		5.64		3.84	
Rate of Custodial Disposals per 1000 population of 10 to 17 yrs (April – March 20)	0.13	0.38	0.08		0.08		0.13	
% Change in average No. of ETE hours for school age YP at end (January – March 21)	37.7%	-66.7%	36.8%		26.2		N/A	N/A
% Change in average No. of ETE hours for 16 plus age YP at end (January – March 21)	28.3%	77.4%	23.4%		30.3%		N/A	N/A
% Change in YP in suitable accommodation by end of YOT community (January – March 21)	-14.3%	-7.1%	-3.8%		-5.2%		N/A	N/A
% Change in YP in suitable accommodation by end of YOT custodial (January – March 21)	N/A	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A
Proportion of children requiring substance misuse assessment starting in 5 days (January – March 21)	100%	100%	83%		83%		N/A	N/A
Proportion of children requiring substance misuse treatment starting in 10 days (January – March 21)	100%	100%	100%		100%		N/A	N/A
Mental health assessment within 10 days of sentence (January – March 21)	N/A	N/A	N/A	N/A	100%	N/A	N/A	N/A
Mental health service within 28 days of assessment (January – March 21)	N/A	N/A	N/A	N/A	100%	N/A	N/A	N/A

- Average figures for Welsh Indicators does not include information for Gwynedd and Ynys Mon

## Feedback – Victim Engagement

Since using Microsoft Forms as the preferred method of feedback, we have seen an increase in responses. The new feedback form has been designed to capture relevant information with regards to offers of victim advocacy and involvement in the restorative process. With this data, we will be able to identify any areas for development and recognise any trends that may occur. We will be reporting on 2 separate sets of data to help establish whether the outcome of the young person involved with the Youth Justice Service has an impact on feedback from the harmed person.

### Statutory - Harmed Person

During this reporting period, the feedback shows that the victim officer and the restorative process had a positive impact on the 4 people who fed back. This is reflected by the overall feeling prior to any involvement being 4.5/10 and increasing after involvement to an average of 8/10. The number of responses from statutory victims is smaller than compared to out of court, as the victim process for court outcomes tends to be longer, therefore responses may be returned at a later stage.

### Out of Court harmed person

During this reporting period, the feedback shows that the victim officer and the restorative process had a positive impact on the 9 people who fed back. This is reflected by the overall feeling prior to any involvement being 7.4/10 and increasing after involvement to an average of 8.4/10. We will look to compare this data to the next set of data provided to identify any trends.

