

# Social Services Scorecard 2016-2017

## Our Performance

Performance Indicator	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Threshold 2016-17	Year End 2016-17	RAG
Percentage of social work vacancies in all teams	22.2%	22.9%	24.8%	23.3%		18%	24%		R
Percentage of children supported to remain living within their family	New	59.0%	57.3%	56.5%		N/A	N/A		N/A
Percentage of looked after children returned home from care during the year	New	3.2%	6.2%	9.9%		N/A	N/A		N/A
The total number of adults in need of care and support using Direct Payments	New	633	679	707		750			A
Percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	76.8	30.1%	47.37%	61.70%		90%			A
Percentage of adult protection enquiries completed within 7 working days	NEW	97.1%	97.6%	98.2%		N/A			N/A
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	11.18	1.27	3.10	4.16 (Oct & Nov only)		10.79			G

## Delivering our Commitments (cont.)

Priority 2. Supporting vulnerable people	
Improvement Objectives	Summary of progress
2.1. People at risk in Cardiff are safeguarded	<p><b>Progress:</b> During the first six months of the financial year a total of 1,071 attendees across Cardiff and the Vale have received <b>Social Services &amp; Wellbeing (Wales) Act 2014 training</b> at an appropriate level. Changes in practice due to the implementation of the Act are becoming evident across teams in the region, however it is a long process and it is too soon to measure the impact of these changes. Training and follow-up support on outcome-focused practice have been offered to Adults' Services Contact &amp; Assessment team.</p> <p>Threshold meetings held weekly at the <b>Multi Agency Safeguarding Hub (MASH)</b> to quality assure referrals and decision-making. Remedial actions are identified and addressed by the relevant agency where appropriate.</p> <p>The <b>percentage of social worker vacancies in Children's Services</b> has reduced slightly during the quarter to 23.3% (from 24.8% in Quarter 2) and recruitment initiatives are ongoing. Vacancies rates have not reduced further due to internal promotions and transfers. Job creation has commenced in relation to the pool of additional social workers and it is anticipated that six social work posts will be filled in Quarter 1 2017-18. As a result of work to improve recruitment and retention, a more stable workforce across the service is emerging and, except where essential maternity cover is required, there is less reliability on agency staff. There are some good examples of staff achieving promotional appointments, thereby supporting career development and staff retention.</p> <p>The <b>Child Sexual Exploitation (CSE) Strategy</b> has enabled significant progress to be achieved in ensuring that children and young people are protected from CSE. The strategy has impacted as follows:</p> <ul style="list-style-type: none"> <li>Drawn all key partners together with a common objective and action plan</li> <li>Enabled an audit and analysis of service effectiveness</li> <li>Drawn more effectively on the voices of children and their families</li> <li>Promoted city-wide awareness-raising in the night time economy</li> </ul> <p>A Cardiff city-wide action plan in relation to <b>Dementia Friendly status</b> has been developed and agreed internally. It is currently being shared with partners as part of a consultation exercise.</p> <p><b>Issues:</b> Monitoring impact of outcome-focussed training and implementation of learning. MASH capacity to deal with volume of contacts and quality of referrals made to MASH from other professionals, e.g. Education, Health.</p> <p>Further reducing Children's Services Social Worker vacancies.</p> <p>Difficulties accessing a specialist service to respond urgently to support victims of CSE to break away from CSE and recover from their experiences.</p> <p>Existence of six individual district plans on dementia which would be more effective if merged into one overarching plan for Cardiff as a whole.</p> <p><b>Mitigating actions:</b> Ongoing support to be offered to Social Workers to implement learning from outcome-based practice training as part of the pilot.</p> <p>Regular presentations to all MASH agencies to raise awareness and monitoring for improvement in appropriateness and quality of referrals to MASH.</p> <p>Agency social workers continue to be used to cover Social Worker vacancies as appropriate.</p> <p>Growth bid submitted to establish a permanent specialist team to sustain the CSE Strategy.</p> <p>Consultation and discussions with the districts and Alzheimer's Disease Society to agree one overarching plan for the whole of Cardiff.</p> <p><b>Next key steps:</b> As classroom training has been poorly attended, new Social Workers will be introduced to the online e-learning modules on the SSWB Act.</p> <p>Implementation of outcome-focused training pilot.</p> <p>Briefing paper on notice period of Social Workers and managers to be presented to Service Area Joint Committee in Q4, aiming to reduce the amount of time between staff leaving and new starters being in post.</p> <p>Work on the remodelling of services and the implementation of the Workforce Strategy.</p> <p>Implement changes to CSE Multi Agency Strategic Meetings process to ensure the voice of children and their families is further enhanced.</p>

## Delivering our Commitments

### Priority 1. Better education and skills for all

Improvement Objectives	Summary of progress (encapsulating commitment outcomes)
1.2. Looked after children in Cardiff achieve their potential	<p><b>Progress:</b> Good progress has been made in delivering our priorities around prevention, and this has mitigated the potential rise in the looked after children population.</p> <p>Between March and December 2016, 47 families have been supported and family breakdown has been prevented for 93 children by the Safe Families for Children initiative; just one child has been accommodated. This is a new prevention service that works with Children's Services to link families in need with local volunteers who can offer them help and support through a crisis.</p> <p>Between April and December 2016, 57 children from 26 families have received services from the preventative Family Group Conferences initiative. Accommodation as a result of family breakdown has been avoided for nine of these children, with an estimated cost saving of £72k. Family Group Conferencing utilises the strengths of family / friends to make their own plan to support and safeguard the children. The number of children supported by the Looked After Children traineeship scheme is currently five (with a further two working with the tutor), and an additional seven apprentices within the Council. During the quarter, two young people attended the Corporate Parenting Advisory Committee for the first time and made a positive contribution to the meeting. Further consideration is being given to how the Committee can formally engage young people on an ongoing basis.</p> <p>Two social workers are now in post on a temporary basis to undertake Connected Persons assessments. These assessments consider whether a child can be placed with family members or not.</p> <p>The annual Bright Sparks Awards were held, where young care leavers and looked after children celebrate the achievements they have made in 2016. Young people and care leavers were recognised and praised for their accomplishments and given a certificate and medal in recognition of their achievements.</p> <p><b>Issues:</b> Timely and appropriate referrals to Safe Families for Children; Appropriate and timely use of Family Group Conferences; Temporary appointments to Connected Persons posts.</p> <p><b>Mitigating actions:</b> Close monitoring of referrals to Safe Families for Children; Family Group Conferences information-sharing and awareness-raising sessions happen as a matter of routine; Recruitment process for Connected Persons.</p> <p><b>Next key steps:</b> Permanent staff recruited to Connected Persons posts; Improved referral processes to Safe Families for Children.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017	G	G	G	

Corporate Commitment	Q1	Q2	Q3	Q4
Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016	G	G	G	
Improve the recruitment and retention of children's social workers ensuring the Council achieves and maintains a vacancy rate for children's social workers below 18% by March 2017	A/G	R/A	R/A	
Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017	G	G	G	
Work to make Cardiff a recognised Dementia Friendly City by March 2018	G	G	G	
Complete roll out of the second phase of a specialist training programme regarding the Social Services and Well-being (Wales) Act 2014	G	G	G	

Priority 2. Supporting vulnerable people

Improvement Objectives	Summary of progress
<b>2.3. People in Cardiff are supported to live independently</b>	<p><b>Progress:</b>                      A successful £2.54 million Intermediate Care Fund (ICF) bid is now supporting the new “<b>Disability Futures Programme</b>” to transform services for disabled children and learning disabled adults with complex needs. This has included the creation of two transition worker posts in the Adult Learning Disabilities team to work within the complex needs service supporting young adults from the age of 16.                      In relation to <b>integrated management and delivery of health and social care services</b> in adult social care, ongoing implementation of the Intermediate Care Fund (ICF) is continuing to support integration across the whole system. This includes supporting early intervention and prevention, accommodation solutions, First Point of Contact, integrated discharge teams, discharge to assess residential models, integrated autism service and a joint service for learning disabilities and complex needs.                      In relation to <b>Delayed Transfers of Care (DToC)</b>, the Cardiff and Vale Winter Plan 2016-17 was completed. Social Services Directorate worked with partners including Health and the Vale of Glamorgan Council to implement the recommendations from the review of winter 2015-16, contributing to the proposed actions for 2016-17. A Wales Audit Office review of DToC performance in Cardiff and the Vale of Glamorgan concluded that partnership working between Cardiff Council and Health had significantly improved, providing a positive platform for sustaining performance in relation to DToC in the current year and in the future. The total number of DToCs for December 2016 as reported by the Integrated Health &amp; Social Care Partnership Board is 61, compared to 78 for November 2016, with an overall decrease in the month of 22%. This number is 13% lower than the 70 delays in the same period last year. The total number of DToCs aged 75+ for December 2016 is 41, compared to 49 for November 2016; a decrease in a month of 16%. The number of bed days lost for December 2016 is 1,960, compared to 2,063 for November 2016, a decrease in a month of 5%. Therefore, the Partnership has achieved both internal DToC targets in December 2016. The DToC Performance Indicator was ragged green for Quarter 2 and also ragged green for a part result for Quarter 3 (December results are due in January). A recent Adults’ Services benchmarking report has identified a 29% reduction in Delayed Transfers of Care for Social Care Reasons when comparing October and November 2015-16 (35 delays) to October and November 2016-17 (25 delays).                      There were 651 service users on the <b>Direct Payment</b> scheme during Quarter 3 (707 year to date), with 45 people working towards the scheme. During Quarter 3, 20 service users started Direct Payments and 30 ceased (of which, the main reasons were deceased and care home / respite admission). A Project Group has been established to consider all Direct Payment models for the future service and procure a new model for 2017-18. During Quarter 3 61.7% of <b>carers</b> were offered an assessment (2,054 offers for 3,329 carers), compared to 62.5% for the same period last year (2,054 offers for 3,289 carers). The number of completed Carers Assessments during Quarter 3 is 154 (517 year to date) compared to 139 for the same period last year and is therefore on course to exceed target. Recruitment to the outstanding Carers Assessment Workers (CAWs) posts started in November and is ongoing.</p> <p><b>Issues:</b>                      Difficulty in recruiting to transition worker posts in Adult Learning Disabilities and impact on capacity to undertake additional development work.                      Funding for pilot transition service ceases at the end of March 2017.                      Domiciliary care and residential / nursing home capacity.                      Carer offers have reduced which has had an impact on the referrals received by the Carers Team and subsequently completion of Carers Assessments.</p> <p><b>Mitigating actions:</b>                      It is anticipated that appointments to transition worker posts will be made following recent interviews.                      Identified resource for transition pilot within ICF.                      Business Analyst identified to progress joint transitions document work.                      Health and Social Services partners to develop capacity to care for older persons in the winter period. This relates to both in-hospital capability as well as pre- and post-hospital services.                      Those carers who have not received Carers Assessments offers in the last 12 months will be contacted directly by the Carers Team.</p> <p><b>Next key steps:</b>                      Support to Child Health &amp; Disability to identify next steps in developing transition services.                      Evaluate transition pilot services within the ICF programme to inform and design future delivery.                      Address potential funding shortfall in relation to transition for 2017-18.                      Review collated transition protocols and agree way forward.                      Complete Cardiff and Vale of Glamorgan Integrated Market Position Statement and agreement of ICF funded schemes for 2017-18.                      Commence Discharge Support Team that will incorporate the discharge lounge alongside a team of staff to support the wards with the transfer of patients to their transport or to the discharge lounge, prepare the bed space for the next patient and then collect the new patient.                      The Directorate will be seeking authorisation of the new Direct Payment model and service from Cabinet on 19<sup>th</sup> January 2017.                      Recruit, induct and train CAWs in permanent posts.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	G	A/G	R/A	
Explore with the UHB the feasibility of an integrated model for the management and delivery of health and social care services in adult social care	G	G	G	
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017	R/A	G	G	
Continue to increase the uptake of direct payments as an alternative to direct provision of care for Cardiff adult residents with care and support needs in line with the Social Services and Well-being (Wales) Act by 2017	R/A	A/G	A/G	
Offer a Carers Assessment to all eligible adult carers who are caring for adults	G	G	A/G	