

SOCIAL SERVICES DIRECTORATE DELIVERY PLAN 2018-19

Purpose of Report

1. To provide Members with an overview of the People and Communities: Social Services Directorate Delivery Plan 2018-19, to facilitate the scrutiny of the Plan, attached at **Appendix A**.

Scope of Scrutiny

2. The Committee's Terms of Reference give responsibility for scrutinising a range of services that fall within three Directorate Delivery Plans. The Social Services Directorate Delivery Plan 2018-19 will be considered at this meeting and is attached at **Appendix A**. At last month's Scrutiny Committee meeting, Members considered the People and Communities Delivery Plan. The relevant sections of the Resources Delivery Plan which relate to the crime and disorder/community safety parts of this Committee's Terms of Reference will be circulated outside of Committee for Members' information¹.
3. This item will enable the Committee to pass comments to the relevant Cabinet Member and senior officers to consider before they finalise the Directorate Delivery Plan.

¹ This Plan is subject to scrutiny by the Policy Review and Performance Scrutiny Committee.

The Council’s Strategic Planning Framework

4. The Council’s integrated strategic planning framework (see diagram below) sets out the “golden thread” in meeting the Council’s four key priorities of:

- Working for Cardiff
- Working for Wales
- Working for the Future
- Working for Public Services



5. The Delivery Plan follows a standard format, which is:

- Corporate Introduction
- Directorate Profile
- Directorate Self-Assessment of Performance 2017/18.
- Moving Forward: Context, Opportunities and Challenges
- Contributing to Cardiff's Well-Being Objectives
- Delivering Welsh Language Standards
- Strategic Directorate Priorities

Social Services Directorate Delivery Plan 2018-19

6. The Plan is attached at **Appendix A**. Members are reminded that some of the work of this Directorate falls outside the remit of this Committee i.e. Children's Services.

To assist Members, listed below are the pages relevant for each key section:

- a. Directorate Profile – **page 3** of the Plan
- b. Directorate Self-Assessment of Performance 2017/18 – **pages 4-8** of the Plan
- c. Moving Forward: Context, Opportunities and Challenges – **page 9** of the Plan
- d. Contributing to Cardiff's Well-Being Objectives – **page 9** of the Plan
- e. Delivering Welsh Language Standards – **pages 9-10** of the Plan
- f. Strategic Directorate Priorities – **pages 11-65** of the Plan, which includes
 - Summary of Priorities
 - Risk Management
 - Dependencies
 - Key Actions

7. The Directorate's **Self-Assessment of Performance during 2017-18** (pages 4-8) sets out what the Directorate has done well, what the Directorate could/should have done better and what opportunities and challenges the Directorate faced. Within the terms of reference of this Scrutiny Committee. The Directorate set this out under the following headings:

Key Achievements

- 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
- Our workforce and how we support their professional role
- Our financial resources and how we plan for the future

What we could have done better

- Development of a Safeguarding Vision and Strategy across the Directorate and work to strengthen Adult Protection procedures.
- Further progressed the restructure of the Youth Offending Service.
- Further progressed the Community Services Review with Health colleagues.
- Development of a Social Services Quality Assurance Framework to bring together the quality assurance and learning elements of key activities in the Directorate.
- Increasing Directorate capacity to deliver bilingual services.
- Accelerating the reduction of the vacancy rate for social workers in Children's Services.
- Further developed Strategies for Learning Disability Day Opportunities and Older People's Housing with colleagues.
- Further progressed review of Supported Living commissioning process for adults with mental health issues with Health colleagues.

9. The **Moving Forward: Context, Opportunities and Challenges Section** on page 8 and 9 of the Plan sets out issues that the Directorate must take into account in planning future delivery. This highlights:

Opportunities

- Funding Flexibilities – Welsh Government grant funding advice
- Further integration work
- Re-designing services
- Working towards achieving Child Friendly City status
- Working towards achieving Dementia Friendly City status
- Agile mobile working
- Strengthen the social care client record system

Challenges

- Implementing and embedding strengths based approaches across the Directorate.
- Demand and budgetary pressures and the volume and complexity of case work across the Directorate.
- Health agenda – Welsh Government focus on social care integration.
- Smooth transition to new senior management arrangements.
- Implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 and impact on wider social care sector.
- Managing the increasing number of looked after children and the impact of this upon service delivery and resources.
- Recruiting to vacant and newly created social worker posts.
- Raising the profile of Adult Services, with particular focus on learning disability, sensory impairment and mental health services.
- Fragility of the domiciliary and nursing care market - limited capacity in the market remains a concern for Cardiff because it reduces the ability to start new packages of care. This leads to increased waiting times and delays in hospital discharge.

- Challenges regarding Continuing Health Care (CHC) funding - we need to better equip Social Workers with the skills and confidence to address the challenges in negotiating funding responsibilities with Health partners in relation to individual packages of care.

10. The **Strategic Directorate Priorities** Section from page 11 onwards sets out in detail, under each Strategic Directorate Priority the following:

- Summary of Priorities
- Key Performance Indicators
- Risk Management
- Dependencies
- Key Actions - Individual Headline Actions, with
 - Start/End Date
 - Responsible Officer
 - Key Milestones for each quarter in 2018/19
 - Link to Equality Objective

11. The key actions (from page 14 onwards) relevant to this Scrutiny Committee are:

- | | | |
|-------------|--------------|-------------|
| • CP17 – SS | • DP11 – SS | • DP4 – AS |
| • CP6 – SS | • DP2 – AS | • DP9 – AS |
| • CP7 – SS | • DP3 – AS | • CP13 – SS |
| • DP5 – SS | • CP11 – AS | • CP14 – SS |
| • DP7 – AS | • DP1- AS | • CP15 – SS |
| • CP1 – SS | • DP12 – AS | • DP14 – SS |
| • DP8 – SS | • DP 18 – AS | • DP15 – SS |
| • CP3 – SS | • CP2 – SS | • DP16 – AS |

Way Forward

12. Councillor Susan Elsmore (Cabinet Member Social Care, Health, and Well Being) has been invited to make a statement. Sarah McGill (Corporate Director for People and Communities), and Kim Brown (Service Manager, Policy & Performance) will give a presentation and answer Members' questions.

13. Whilst the majority of the content of the Social Services Delivery Plan falls within Councillor Elsmore's Portfolio, Councillor Lynda Thorne (Cabinet Member, Housing & Communities) has been invited to make a statement on issues that cross-over into her portfolio, including DP12-AS (page 38) "*Implement the Older People's Housing Strategy.....*" and DP18-AS (page 39) "*Work with Communities..... to tackle social isolation*"

14. Members may wish to explore the following areas:
 - a. How the Directorate is supporting delivery of the Council's Key Priorities (*paragraph 5 of this report*) and Cardiff's Well-Being Objectives (*paragraph 10 of this report*) via the commitments detailed in the Strategic Directorate Priorities Section (*page 14 of the Plan onwards*);
 - b. How the Directorate's priorities were identified and what criteria were used;
 - c. Whether the milestones and timescales for commitments are appropriate and achievable;
 - d. What the arrangements are for monitoring the implementation of the Delivery Plan commitments;
 - e. Whether the performance measures are appropriate and fit for purpose;
 - f. The Directorates' resource levels and whether these are sufficient to resource the commitments in Strategic Directorate Priorities Section;
 - g. The key challenges facing the Directorate and how they are planning for the future; and
 - h. The Directorate' key achievements during 2017/18.

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

Financial Implications

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/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. consider the information in this report and the Plan attached at **Appendix A**;
- ii. decide whether it wishes to make any comments or recommendations to the relevant Cabinet Member and Officers on the Directorate Delivery Plan; and
- iii. discuss whether any of the issues considered should be built into the Committee's work programme for 2018/19.

DAVINA FIORE

Director of Governance and Legal Services

10 MAY 2018