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Director of Social Services  
Annual Report  
2015/16

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# MESSAGE FROM CABINET MEMBERS

**City of Cardiff Councillor Sue Lent, Deputy Leader and Cabinet Member for Early Years, Children and Families**

**City of Cardiff Councillor Susan Elsmore, Cabinet Member for Health, Housing and Wellbeing**

We very much welcome this the 7th Annual Report of the Director of Social Services. As Cabinet Members with direct responsibility for Social Services, those who need care and support in our city are our first priority, and this is reflected in the importance given to Social Services by the Cabinet and the Council as a whole.

This report reflects the growing coherence, strength and effectiveness of Social Services in Cardiff, with a particular focus on the previous year, whilst acknowledging the scale and challenge of the journey ahead. We believe it important that the Director's Annual Report provides a publicly accountable picture of Social Services that recognizes strengths and weaknesses, and which enables us to know what we must focus on over the next three years in order to improve further; this report provides that balanced insight. It tells us that we have reason for greater confidence about the future but must remain resolutely focused on improving what we offer to those in our community who need care and support.



# FOREWORD

## **As the Council's Statutory Director of Social Services it is part of my job to report to you annually on how well I think the Council's Social Services are performing overall.**

The report that follows relates to the 2015/16 year and is the result of a process of detailed analysis on a service by service basis, undertaken by Operational Managers in the Social Services Directorate. Each Operational Manager's analysis was then subject to a process of challenge that included testing out with staff teams.

I am pleased to be able to report that the City of Cardiff Council continues to improve in key areas of Social Services despite severe financial pressures. Services for vulnerable adults and children remain a clear priority for the City of Cardiff Council and the Council continues to afford Social Services a degree of budget protection.

These services are provided in a context of significant and continuing rises in demand and this presents real challenges in terms of ensuring consistency in the quality and standard of service in some key areas. 2015/16 has been marked by the amalgamation of the Adults and Children's Directorates into a single Social Services entity providing the opportunity for greater coherence in policy and practice and for more effective delivery. Our detailed planning in preparation for the Social Services & Wellbeing (Wales) Act 2014 has initiated a tangible cultural shift in our approach to the delivery of care and support. Finally, our strong strategic focus on service improvement has brought about the kind of results in terms of inspection outcomes that increase confidence about the prospects for even better performance in the future.

At the time of writing the new Social Services Directorate is in effect only seven months old and although much work needs to be done to unify services to children and adults around the new Social Services & Wellbeing (Wales) Act 2014, good early progress has been achieved in refocusing the Directorate senior management team around **3 Key Commitments and strategic aims:**

- **Home First** – we will maximise opportunities to support children and adults in their homes where it is safe to do so, avoiding unnecessary intervention or care.
- **What Matters to Me** – we will ensure that what is important to those who may need care and support is at the centre of our needs assessment approach and all individual plans. The voices of children, adults and their carers and families will be treated with respect and will drive everything that we do so long as this is consistent with the safety of those in need of care and support.
- **Affordable Futures** – we will ensure that our longer term strategies, commissioning and service design maximises the affordability of care and support provision so that we can continue to support the most vulnerable in the community in the context of a reducing budget base.





Although technical in nature the report also highlights key messages about how we are performing. A more accessible executive summary will be produced for publication and dissemination.

## Headline Volumes in Context

Cardiff has a population of **354,294** (as at 2014) with **73,087** children and young people aged 0-17 and **281,207** adults aged 18 and over. Of these, **2,539** are in receipt of services from Children's Services and **7,771** are in receipt of services from Adult Services at any one time; many thousands cross our threshold during a given year. Thousands are helped to achieve better outcomes through the provision of short term support or who, as a result of a period of care, go on to live independent lives.

**Young person quote:**

*"Thank you very much for being there for me when times go pear shaped."*

**Family interview feedback from Inspection:**

*"The father was very happy with the service he had received. He believed that he had been treated fairly and with respect he was kept well informed of decision making and planning for his son. The rehabilitation plan was well implemented which was clear from the young child's evident wellbeing."*

**Social worker quote re: foster carer:**

*"I can't fault the standard of care that T and S have provided F with during my time as her keyworker ... I would be happy to place another child in their care and look forward to working with them again in the future."*

**Children's Services social worker quote:**

*"It's been a really positive experience as a newly qualified social worker in Cardiff; I feel well supported and am staying here for the foreseeable future."*

**Professional quote (Solicitor):**

*"Please would you pass on my gratitude and praise to Senior Management for the quality of the social work undertaken by R. R also presented her evidence in a clear, concise and reasoned manner which was no doubt appreciated by the Court."*

**Adult Services user quote:**

Age Connects - Healthy Active Partnerships (HAPS) Feedback  
*"I discovered I still had a voice."*

**Adult carer quote:**

*"Identifying the needs of my husband and, putting in place services that help improve both his and my quality of life."*

**Adult Services user quote from Inspection:**

*"Staff listened" and offered choice; "cannot praise them enough".*



Children's Services received **30,747** contacts in 2015/16, of which **3,872** became referrals. **644** children were being looked after at 31<sup>st</sup> March 2016, and **341** were included on the Child Protection Register.

Adult Services received **7,898** enquiries and **460** Protection of Vulnerable Adult referrals during 2015/16. **8,285** adults were assessed or reviewed during the year and **7,771** were in receipt of services as at 31<sup>st</sup> March 2016, of which **1,074** were receiving residential and nursing care, **3,464** were living at home with social care packages and **3,233** were receiving other services including:

- People in referral, assessment or care planning stage who are yet to be in receipt of a package of care.
- Adults in receipt of a package of care commissioned by health and social services involvement including Continuing Health Care packages.
- Carers known to social services who receive support, carers' assessment and reviews.
- People open to the occupational therapy teams and hospital teams.
- Adults in receipt of input from a support worker where community activities have been set up and monitored.
- Cases pending closure on the client record system.

## Views of Service Users

Children and young people were directly consulted on the content of a draft version of the report. Six regional and Cardiff wide organisations representing a cross section of Adult Services users were invited to complete a challenge survey.

Taken together, the overall responses from adults and children / young people to the consultation welcomed the opportunity to comment and the majority of respondents found the report accessible and informative with some recommendations for extending opportunities to consult more fully in future.

For further information please see [Appendix 7 Views of Service Users](#) on page 69.



# CARDIFF SOCIAL SERVICES PERFORMANCE

In relation to **Children's Services**, during 2015/16 the focus continued to be on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children. Those selected for this focus are based on guidance agreed between the Association of Directors of Social Services (ADSS), the Care & Social Services Inspectorate, Wales (CSSIW) and the Welsh Local Government Association (WLGA). The annual outturn demonstrated overall improvement against these PIs, with some exceptions, and the overall trend is positive.

Across the Directorate as a whole, performance against a number of national PIs that are designated as National Strategic Indicators (NSIs) and Performance Accountability Measures (PAMs) was encouraging. Of the 13 indicators that saw a decline in performance in 2014/15, 10 improved in 2015/16. Areas for improvement have been identified and include the following:

- **Rate of delayed transfers of care** - declined from 10.92 in 2014/15 to 11.18 in 2015/16 and did not meet target of 5.92. However, at the end of the year there was a 24% reduction in the number of Delayed Transfers of Care, when compared to the previous year. The Community Resource Teams moved to a 7 day working week to enable weekend discharges, and our Housing resettlement officers continued to support discharges from hospital.
- **Rate of older people (aged 65 or over) supported in the community** - declined from 44.06 in 2014/15 to 41.53 in 2015/16 and did not meet target of 47. We originally selected this performance measure to demonstrate supporting people in the Community. However, the Council's Policy now focusses on a preventative agenda, signposting service users to community based independent living solutions as opposed to traditional packages of care. We launched the First Point of Contact (FPOC) in October 2015, and 1,052 cases were resolved at FPOC where alternative outcomes for Independent Living were identified to allow people to remain within their own home.
- **Percentage of statutory visits to looked after children due in the year that took place in accordance with regulations** - declined from 88.9% in 2014/15 to 86.6% in 2015/16 and did not meet target of 92%. Regular monitoring reports for managers in the Looked After Children Service were introduced in January and the benefit of this is evident in the Quarter 4 result. It is anticipated that the ongoing provision of these reports will support continued improvement in 2016/17 as this area of work is receiving close scrutiny and monitoring by managers on a weekly basis.
- **Percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19** - declined from 91.2% in 2014/15 to 85.7% in 2015/16 and did not meet target of 96%. 9 young people were not considered to be in suitable non-emergency accommodation at 19, 4 of whom were in custody. In all other instances where a young person is in accommodation that is deemed unsuitable, Personal Advisers work with them to offer accommodation options that resolve this situation. However, ultimately, the young people





make their own choices and often refuse options that are deemed to be more suitable. The new accommodation project (Young Person's Housing Gateway) that was initiated as part of the Organisational Development Programme in 2015/16 has improved accommodation offers for young people and we would expect this to impact more significantly for this group of young people during the forthcoming year.

- **Percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment (EET) at the age of 19** - declined from 56.1% in 2014/15 to 52.4% in 2015/16 and did not meet target of 58%. The Looked After Children Trainee Scheme has gone from strength to strength. Over the year 31 young people have had experience of work through Cardiff Council as trainees compared with 5 in 2014/15. This year corporate apprenticeships were offered to 2 young people as a result of their work as trainees and a total of 15 staff across the Council have been trained as youth mentors. It is anticipated that the impact of this scheme for care leavers at 19 will become evident as the young people benefitting from the scheme reach the age of 19.

As a result of the Social Services & Wellbeing (Wales) Act 2014 the NSIs and PAMs have been replaced by a new set of quantitative measures that will be complemented by a set of qualitative measures. As in all Social Services Directorates across Wales, 2016/17 will be a benchmarking year for the Directorate and performance during 2016/17 will set a baseline for targeting in future years.

Whilst performance against a proportion of indicators was below target and behind performance across Wales and in the benchmarking group (Swansea, Newport, Caerphilly, Bridgend, Neath Port Talbot and Torfaen), it is encouraging to see that when compared to the 2014/15 outturn, 30 performance indicators (PIs) evidenced improvement in 2015/16. That said, it is not yet as good as it needs to be and the Social Services Directorate will need to build on this platform to ensure much stronger performance in 2016/17 and for the future.

We are convinced that many of these challenges, financial, performance or otherwise can be responded to more effectively by joining forces across Council Directorates and combining resources to support the vulnerable in new ways. There are many examples where we have initiated new projects or secured real progress already during the year, including joint strategies in relation to housing and accommodation, smarter approaches to new technology, modernising working practices, integrated public access points or 'gateways' and engaging partners more productively. Nevertheless, these will take time to make a direct impact and improve delivery for citizens and children. As our performance figures suggest below, there is encouraging progress but this needs to be accelerated and in some cases markedly so.



NATIONAL PERFORMANCE INDICATORS – ALL SOCIAL SERVICES				
Cardiff performance 2015/16 compared to local targets	19 on target	14 below target; above threshold for manager intervention	12 below threshold for manager intervention	9 not appropriate for target setting
Cardiff performance 2015/16 compared to 2014/15	30 improved	8 static	13 declined	3 not appropriate for comparison
Cardiff performance 2015/16 compared to Benchmark Group 2014/15	16 above	6 the same	28 below	4 not appropriate / available for benchmarking
Cardiff 2015/16 compared to Wales Average 2014/15	19 above	3 the same	28 below	4 not appropriate / available for benchmarking

## SERVICES FOR ADULTS

NATIONAL PERFORMANCE INDICATORS – ADULT SERVICES				
Cardiff performance 2015/16 compared to local targets	2 on target	1 below target; above threshold for manager intervention	1 below threshold for manager intervention	3 not appropriate for targeting
Cardiff performance 2015/16 compared to 2014/15	4 improved	0 static	1 declined	2 not appropriate for comparison
Cardiff performance 2015/16 compared to Benchmark Group 2014/15	3 above	0 the same	2 below	2 not appropriate for benchmarking
Cardiff 2015/16 compared to Wales Average 2014/15	3 above	0 the same	2 below	2 not appropriate for benchmarking

**KEY MESSAGE** – Services for vulnerable adults remain a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. We are particularly committed to enhancing prevention to maximise the opportunities for people to live as independently and safely as possible.

During 2015/16 the main focus of Adult Services has been to help people to live independently, enabling vulnerable people to develop the skills they need to live on their own, supporting them with reasonable adaptations to their homes and providing services in a way that meets their needs and outcomes.



This focus included:

- Number of adults in receipt of Direct Payments increased from 550 as at 31<sup>st</sup> March 2015 to 615 as at 31<sup>st</sup> March 2016.
- Percentage of people helped back to independence without ongoing services, through short term intervention was 72.6% (488 / 672) exceeded the target of 65%.
- Number of carers (of adults) aged 18 or over known to social services who were offered an assessment or review of their needs increased from 64.4% (2,079 / 3,229) in 2014/15 to 76.8% (2,735 / 3,562) in 2015/16.
- Number of completed carers assessments increased from 596 in 2014/15 to 771 in 2015/16.
- Rate of older people whom the authority supports in care homes per 1,000 of population as at 31<sup>st</sup> March 2016 met the target of 18 – the result for 2015/16 was 17.6 (859 / 48,789).

## SERVICES FOR CHILDREN

NATIONAL PERFORMANCE INDICATORS – CHILDREN’S SERVICES				
Cardiff performance 2015/16 compared to local targets	17 on target	13 below target; above threshold for manager intervention	11 below threshold for manager intervention	6 not appropriate for target setting
Cardiff performance 2015/16 compared to 2014/15	26 improved	8 static	12 declined	1 not appropriate for comparison
Cardiff performance 2015/16 compared to Benchmark Group 2014/15	13 above	6 the same	26 below	1 not appropriate / available for benchmarking
Cardiff 2015/16 compared to Wales Average 2014/15	16 above	3 the same	26 below	2 not appropriate / available for benchmarking

**KEY MESSAGE** – Children’s Services remains a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. During 2015/16 the service has focussed on progressing key areas of strategic development, particularly around prevention and integration whilst sustaining work to improve practice on the ground.

2015/16 was a year of significant activity within Children’s Services with the launch of the Early Help Strategy and development of a Child Sexual Exploitation Strategy and Corporate Parenting Strategy. In addition to this, progress has been made towards the implementation of a Multi Agency Safeguarding Hub (MASH) in 2016/17 and the groundwork has been made towards moving to a new model of service delivery in 2017/18. The overall picture is one of improvement, with improved performance reported against 26 national performance indicators.

Areas that were prioritised during the year include:

- Timeliness of initial assessments - increased to 77.3% (2,754 / 3,561) from 50.6% (2,044 / 4,042) in 2014/15.
- Timeliness of core assessments - increased to 76.6% (1,444 / 1,886) from 61.0% (1,392 / 2,281) in 2014/15.
- Timeliness of initial child protection reviews – increased to 94.4% (526 / 557) from 90.7% (486 / 536) in 2014/15.
- Timeliness of looked after children reviews – increased to 94.5% (1,676 / 1,774) from 88.3% (1,571 / 1,779) in 2014/15.

During the year there was a continued focus on recruitment and retention – the percentage of social worker vacancies reduced to 22.2% from 27.2% in 2014/15. The recruitment campaign is ongoing and agreement has been reached that when all vacancies have been filled, Children’s Services will continue to recruit to a “pool” of additional social workers. This will enable the service to maintain consistency of service provision and caseloads whilst managing healthy staff turnover without needing to rely on expensive agency social workers.

## INSPECTION OUTCOMES

More significant was the whole service inspection by the Care and Social Services Inspectorate Wales (CSSIW) of **Children’s Services** that was undertaken during January 2016. Given the scale and depth of the challenges we faced in the previous two years, this inspection was to be a significant test of our improvement programme. The outcome of the inspection provided a strong and reassuring endorsement of our overall approach and direction. As the following summary of key messages indicates, the inspectorate’s judgement also reinforces the need to continue the journey and strengthen the focus in important areas.

### Inspection Context - Summary of Findings



#### Providing Direction

- Strong corporate support for Children’s Services.
- Scrutiny arrangements had been strengthened.
- Partner agencies were well engaged strategically.
- Clear strategic direction articulated for Children’s Services.

#### Delivering Social Services

- Investment in workforce planning had resulted in improvement in the ability to recruit suitably qualified and experienced staff.
- Staff morale was generally positive.
- Performance management was well embedded; QA was inconsistent.

#### Shaping Services

- High demand for family support services & volume of contacts to CS was marked.
- Corporate & senior officers evidenced good strategic preparation for SS&W Act.

#### Access Arrangements

- Arrangements for managing contacts and referrals were well organised and mainly effective.

#### Assessment & Care Management

- Needs of the child were kept at the forefront of assessments but recording of children’s and families’ views was inconsistent.

## Inspection Context - Summary of Key Recommendations

- Continue the strong political and corporate support for Children's Services.
- Fully implement the Workforce Strategy.
- Consider how to increase opportunities to engage staff in development and transformation of services; and for the voices of children and families to be included in service planning.
- Systematically implement the Quality Assurance Framework.
- Review arrangements to ensure services can meet the needs of children and young people, particularly for those being subjected to domestic violence.
- Develop a range of user-friendly information and make it easily accessible for families, children and young people.
- Work with partners to agree a shared understanding of the threshold for statutory services.
- Review arrangements for Children's Services staff to access information held on parents who are users of Adult Services.
- Improve quality of plans - to be more outcome-focused.
- Complete work to agree a model of risk assessment.
- Give more emphasis to recording views of children, young people and families.
- Review the use of written agreements.



### Youth Offending a 3 Star Service

Within the same 3 month period Her Majesty's Inspectorate of Probation undertook a whole service inspection of our Youth Offending Service and judged it to be a 3 star service overall, including the following key messages and challenges:

- **Reducing re-offending** – good quality work.
- **Protecting the public** – good court work but more focus on assessing risk of harm to others.
- **Protecting children** – good assessments and joint work but Child and Adolescent Mental Health Services (CAMHS) too limited.
- **Ensuring sentence is served** – good support to children; good attention to diversity but bilingual support needs attention.
- **Governance** – good partnership services and practitioners but need to strengthen partnership governance.

“A good basis for the future” – Lead Inspector.

### Domiciliary Care

Messages from CSSIW in relation to **Adult Domiciliary Care** were similarly encouraging and included the following headlines both in terms of both strengths and weaknesses:

In relation to commissioned care:

- Good provider relationships.
- High user satisfaction.
- Matrix delivering benefits in terms of efficiency and quality.
- Increasing demand and shrinking supply.
- Workforce recruitment and retention problematic.

In relation to the Council's In-House Service:

“People using the service receive reliable and improving service that will meet their needs”.

“Staff listened” and offered choice; “cannot praise them enough”.

- Care ‘not rushed’ – able to talk.

- Focused on outcomes and independence.
- Competent and confident staff.
- Clear leadership structure and good communication.

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



The introduction of the Welsh Language Standards has resulted in more corporate responsibility for ensuring provision of bilingual services both in social care and the council as a whole. The legislation behind the Welsh Language Standards has helped to reinforce the important requirements of Mwy na Geiriau. The new Follow-on Strategy for Mwy na Geiriau and its action plan for 2016-19 links each of its objectives to the relevant part of the Welsh Language Standards. This leaves the Social Services Directorate to focus on the importance of language need and the active offer in the field of social services, with an emphasis on supporting the staff to be able to meet the requirements of both the Mwy na Geiriau and the Welsh Language Standards.

## Achievements over 2015/16

- ✓ Communication of corporate guidance on the Welsh Language Standards to all Social Services Staff and to managers with specific responsibilities.
- ✓ Delivered half day training sessions on Welsh Language Awareness with an emphasis on Mwy na Geiriau / More than Just Words to 45 managers from Adult and Children’s Services (totalling 85 Social Services managers over two years).
- ✓ Delivered presentations to independent care provider managers on the expectations of the Strategy and the Welsh Language Standards. Also, held sessions on the importance of Welsh Language need in social care, with undergraduates on the social work degree course at Cardiff University and Cardiff Metropolitan University.
- ✓ Welsh Language Skills assessments have been completed for staff in Adult Services and we are working towards full completion in Children’s Services.
- ✓ Worked with an independent Welsh tutor to put together a training programme of basic Welsh for care staff in domiciliary care.
- ✓ Work undertaken on electronic record system (CareFirst) to ensure that language preference can be recorded and progress made towards recording the Active Offer.
- ✓ Working with the commissioning team to ensure that the use of Welsh language is now included in the monitoring of care homes. Monitoring already exists for domiciliary care services through customer satisfaction surveys. We are currently looking at the legal implications of the independent sector compliance and the wider issues of commissioning for all care services.

The key priority for 2016/17 will be working towards the completion of awareness raising for all staff in Social Services.

## **FUTURE CHALLENGES**

### **Top challenges facing Cardiff Social Services:**

- 1** Implementation of the Social Services & Wellbeing (Wales) Act 2014.
- 2** Realisation of identified savings.
- 3** Progressing key areas of integrated development on a regional basis with the Vale of Glamorgan, the University Health Board and partners.
- 4** Implementing the Multi Agency Safeguarding Hub.

### **Top challenges facing Children's Services:**

- 1** Implementing the Early Help Strategy.
- 2** Implementing and embedding a Quality Assurance Framework.
- 3** Achieving a shift in culture towards the preventative agenda.
- 4** Strategic commissioning agenda.
- 5** Managing and implementing change whilst maintaining workforce stability – including Social Services & Wellbeing (Wales) Act 2014, remodelling Children's Services, Multi Agency Safeguarding Hub, Agile Mobile Working.

### **Top challenges facing Adult Services:**

- 1** Making integration with Health partners a reality in the delivery of services to vulnerable adults in the community.
- 2** Agreeing and implementing a coherent, systemic solution to Delayed Transfers of Care pressures.



## SUMMARY OF ACHIEVEMENTS 2015/16

Much has been achieved by committed staff teams in all service areas at a time of increasing demand and pressure. These are some of the highlights:

- ✓ Launch of Early Help Strategy to ensure timely services are provided at the lowest possible level to meet need.
- ✓ Development of Corporate Parenting Strategy to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children.
- ✓ Creation of strategic roles in relation to Child Sexual Exploitation and Change Management providing focussed resource to support the implementation of change in key areas.
- ✓ Commitment and stronger / more transparent approach to integration – Multi Agency Safeguarding Hub, children with disabilities – to improve services to children and families.
- ✓ Improved achievement of permanency for children (timeliness of finalising cases in proceedings) in order to improve stability and provide children with a sense of security, continuity, commitment, identity and belonging.
- ✓ Work towards mobilisation of social work services to enable social workers to access information and systems regardless of time or location. Mobilisation reduces the limitations of office based working and the requirement to return to the office, thereby improving the way services are delivered and reducing the time taken to put services in place. This ultimately improves the customer's journey and experience.
- ✓ Corporate support for Foster Carer Recruitment Strategy to increase the pool of in house foster carers in Cardiff. The intended impact is to enable more looked after children to be placed in Cardiff and reduce reliance on expensive out of area agency placements.
- ✓ Achievement of Looked After Children Traineeship Scheme offering work placement opportunities to looked after children and care leavers.
- ✓ A very positive whole service inspection outcome for Children's Services providing a strong platform for taking the service to the next level.
- ✓ Two positive inspections of Domiciliary Care – commissioned and in house.
- ✓ Improvements in the percentage of known carers aged 18 and above who were offered an assessment of need in their own right, providing support to carers in their task.
- ✓ Increase in the number of people supported to live independently in their own home enabling potentially vulnerable people to develop the skills they need to live on their own, supporting them with reasonable adaptation to their homes and providing more preventative services before their needs become critical.
- ✓ Reconfiguration of Assessment, Case Management and Review teams to maximise capacity to ensure staffing is at an appropriate level for each team and that demand can be met.





- ✓ Community Work Project established by the Assessment and Reintegration in the Community Service to help service users maintain and build on their independence, by collaborating with local people who can connect them to existing opportunities.
- ✓ New build scheme started in 2015/16 as an extension of the existing Dol Y Hafren accommodation and care scheme to create additional units of housing. Once completed care and support will be offered from the on site care team 24 hours a day, 7 days a week.
- ✓ Currently providing a Mental Health Floating Support service to 8 individuals to enable people to live independently while being supported toward recovery.
- ✓ 8 people have been returned via the 'Closer to Home Project' enabling them to remain in their own homes and communities.
- ✓ The successful retendering of the external Supported Living Service contract and the smooth transition of 294 Learning Disability service users transferring onto the new supported living contract was completed in August 2015. The new contract award has met identified needs and delivered high quality provision at a lower overall cost.
- ✓ The Substance Misuse team has worked closely with Health to develop and establish an integrated approach for people with Alcohol Related Brain Damage (ARBD).
- ✓ Contributed to, implemented and delivered the ongoing Regional Collaboration Fund and Intermediate Care Fund Projects with Health and the Vale of Glamorgan including Single Point of Access, Preventative Interventions, Accommodation Solutions and Discharge to Assess.
- ✓ Delayed Transfer of Care (DToC) Improvement Group established with key partners to improve patient flow. A 56% reduction in the number of delayed transfers between January 2015 and January 2016.
- ✓ Community Resource Teams moved to 7 day working in November 2015 to provide a weekend discharge service.
- ✓ Strategy for Older People's Day Opportunities completed and agreed by Council in February 2016 developed in partnership with Housing colleagues. The Strategy aims to prevent social isolation by enabling older people to achieve their chosen outcomes by providing information, assistance and in some cases supporting the most vulnerable through high quality specialist day services.
- ✓ Commissioning of a pilot project managed by Age Connects (Healthy Active Partnerships) to deliver a volunteer-based model of service to address the issue of social isolation and to support older people to be more engaged within their communities.
- ✓ Adult Social Care Commissioning Opportunities Board established with the regular monitoring of status reports allowing robust and ongoing scrutiny of commissioning savings.

# OUTCOME 1 – SAFEGUARDING

## Children and adults are protected from significant harm and are empowered to protect themselves

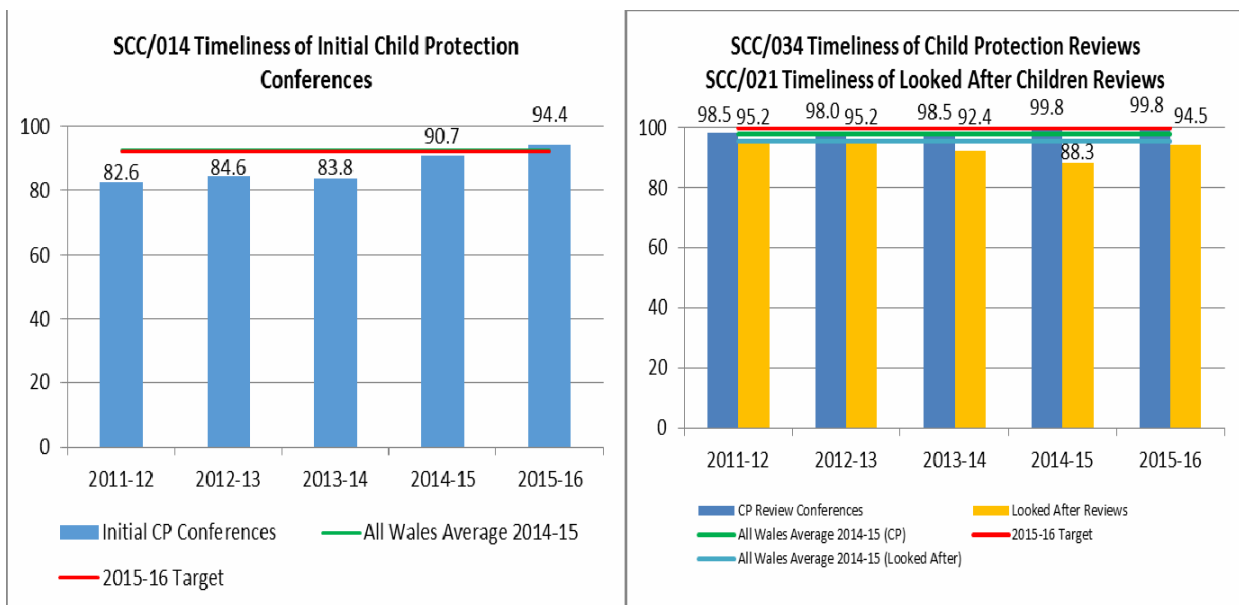
Outcomes achieved:

- ✓ Children in need of protection receive a timely and effective service to keep them safe
- ✓ Early recognition and intervention in response to Child Sexual Exploitation
- ✓ Adults receive improved quality nursing and domiciliary care

Despite challenges around senior management stability during the year, staff across the three disciplines (Children’s Services, Adult Services and Education) remained consistently committed to improving outcomes for children and adults. This is reflected in the improvement in timeliness of initial child protection conferences and looked after children reviews.

### How much and how well did we do?

- Number of initial child protection conferences due = 557
- Number of child protection reviews due = 1,019
- Number of looked after children reviews due = 1,774



The recent Care & Social Services Inspectorate, Wales (CSSIW) inspection report regarding Childrens Services reported that children in need of protection receive a timely and effective service to keep them safe.



## Child Sexual Exploitation (CSE)

The number of CSE referrals accepted and considered at CSE strategy meetings has increased from 4 in October 2015 to 10 in March 2016 as a result of training for frontline staff. The low numbers are not a reliable basis for fully understanding the picture, but the increase suggests that staff are recognising CSE and promoting early intervention more effectively.

## Escalating Concerns Procedures

Appropriate application of Adult Services escalating concerns procedures during 2015/16 supported improvement in the quality of care in nursing and domiciliary care. One (domiciliary) provider successfully implemented an action plan to improve quality and was taken off the escalating concerns process. No providers had their registration removed, and seven were ongoing at 31<sup>st</sup> March 2016. A consequence of placing providers on escalating concerns is that capacity in the market is reduced for the duration of the process.

For further information on Safeguarding, please refer to Appendix 1 – Safeguarding Detail.

## Priority Improvement Actions for 2016/17

- Implement the Cardiff Child Sexual Exploitation (CSE) Strategy in collaboration with partners by March 2017 to do everything possible to prevent CSE, protect and support those affected by CSE and tackle perpetrators.
- Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016.
- Implement and embed the Early Help Strategy during the 2016/17 financial year working with schools and other agencies to ensure that:
  - Referrals are directed to the appropriate agency
  - Children are supported at the earliest opportunity
  - The number of looked after children and the overall rate of looked after admissions begins to reduce.
- Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society.
- Implement the new requirements of the Social Services & Wellbeing (Wales) Act 2014 with regard to Adult Safeguarding by:
  - Implementing new Adult Protection and Support Order(s) and
  - Establishing a new Safeguarding Adults Board.



# OUTCOME 2 – PREVENTION & INDEPENDENCE

**Children, young people and adults are supported to live safely within their families and communities, with the lowest appropriate level of intervention**

Outcomes achieved:

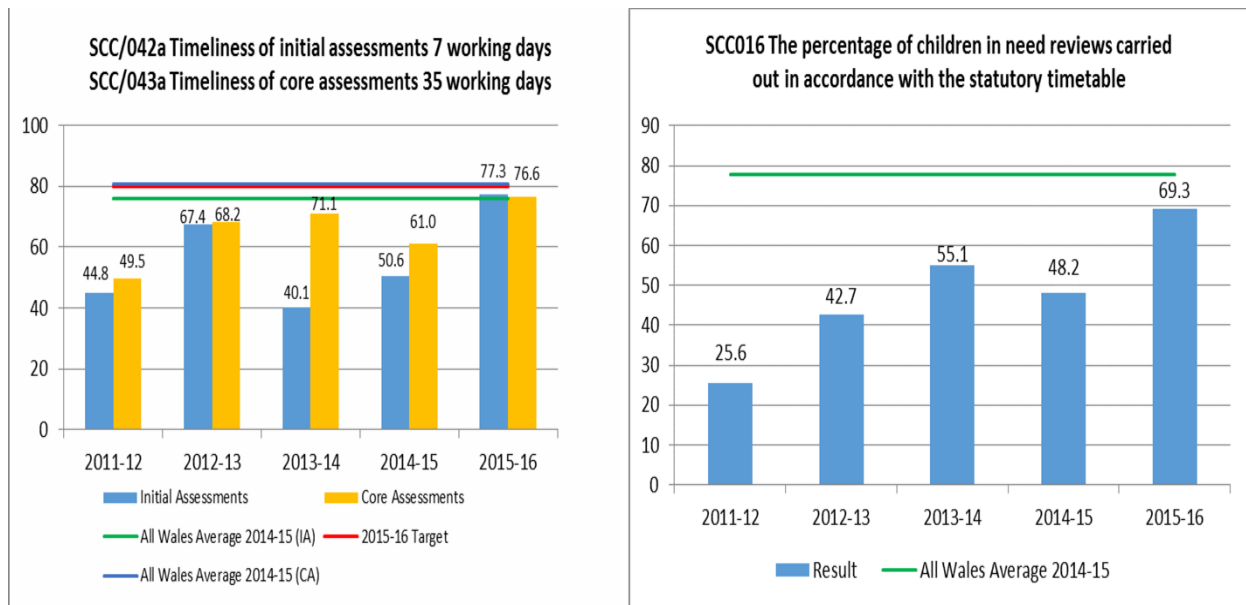
- ✓ Children receive more effective interventions which prevent delay and lead to better outcomes for children
- ✓ Early Help Strategy developed with partners and launched to ensure timely services are provided at the lowest possible level and at the right time for families wherever they live in Cardiff
  - Rapid Response pilot prevented 21 children from becoming looked after in September 2015 with estimated savings of up to £78k.
- ✓ 1,052 people receiving support at the appropriate level by being diverted from Social Services intervention
- ✓ 76% of people helped back to independence without ongoing care services, through short term intervention
- ✓ People using the Council's in house domiciliary care service receive a reliable and improving service that will meet their needs
- ✓ 65 more people experiencing greater control over their lives and the opportunity to make their own decisions about how their care is delivered via Direct Payments
- ✓ 56% reduction in number of delayed transfers of care between January 2015 and January 2016
- ✓ Carers needs are better understood by the service and by the carers themselves, enabling the needs to be met more effectively
- ✓ People with dementia receive better support

## Children and Young People

As a result of focussed attention from staff and managers there was significant improvement in relation to key performance indicators in this area over the course of the year. The improved timeliness of initial assessments, core assessments and child in need reviews will allow for more effective intervention which will prevent delay and lead to better outcomes for children.

### How much and how well did we do?

- Number of initial assessments = 3,561
- Number of core assessments = 1,886
- Number of child in need reviews = 3,220



## Early Help Strategy

The Early Help Strategy was developed with partners and launched in October 2015 to ensure timely services are provided at the lowest possible level and at the right time for families wherever they live in Cardiff. This was the culmination of the work of the multi-agency Early Intervention & Prevention Steering Group.

The focus of the Strategy is on identifying and working with children in need of support before they become eligible for statutory interventions. For children already within Social Services remit the aim is to prevent them becoming looked after or to return them home in a timely way.

The Joint Assessment Family Framework (JAFF) is a vehicle to help agencies to assess need and respond in a timely way. The JAFF is currently being piloted with a number of schools and voluntary agencies. Lessons learned from pilot will shape future JAFF and Family Plan.

Significant work has been undertaken within the context of the Early Help Strategy to design and develop an Adolescent Resource Centre. This project aims to design a scheme that targets 11-16 year olds who are on the brink of becoming looked after. The approach will offer parenting support as well as behaviour support to young people using evidenced-based interventions. There will be a focus on prevention or reduction of offending behaviour, achieving better education outcomes and promoting positive leisure opportunities such as the Duke of Edinburgh Award. The scheme will offer an intensive phase that prevents the young person becoming looked after and a longer-term maintenance phase that will support the young person and their parents or carers to sustain the positive changes they have made. Premises have been secured, post creation commenced and a model for psychology input has been agreed with Health.

A “Rapid Response” project was piloted during the year which focused on intervening early to prevent children becoming accommodated. This project prevented 21 children from becoming



looked after in September 2015 with estimated savings of up to £78k. As a result, the pilot has been extended into 2016.

Through our relationship with Disability Team Around the Family (DTAF) we are taking an early intervention approach to supporting our disabled children through the Early Help Strategy. This is to ensure that disabled children receive support at the right time to prevent them from needing Social Services intervention.

## Adults

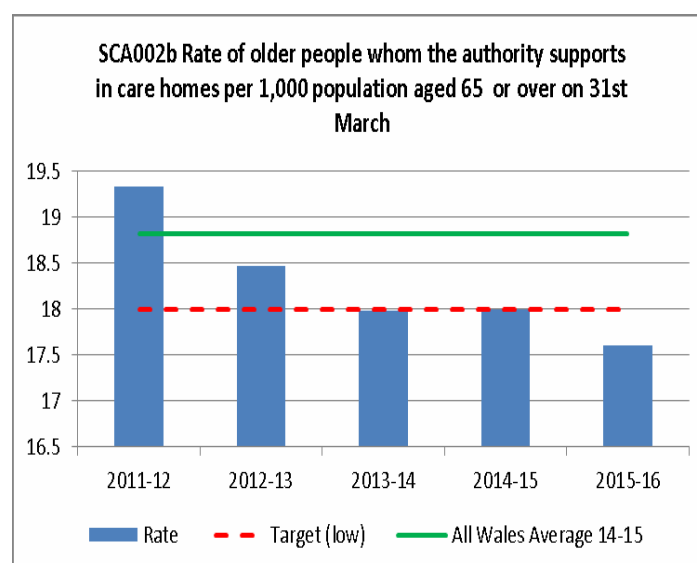
### Increasing the number of people who are able to remain at home

First Point of Contact was launched on 1<sup>st</sup> October 2015 to respond to enquiries in the Independent Living Services, Health and Social Care. First Point of Contact works within the Social Services & Wellbeing (Wales) Act 2014 as a telephony triage service that is the first stage in finding alternative solutions via outcome focussed conversations. The service resolved 1,052 cases including low level issues through the provision of signposting, information and advice, as well as more complex cases that are referred to Independent Living Officers who are able to provide holistic assessments, thereby diverting these people from Social Services interventions.

During 2015/16 the number of people supported to live independently in their own home in receipt of community based services was 7,630. A new Gateway for the Independent Living Service was established employing a holistic approach and enabling service users to remain independent and in their own homes.

The recent Care & Social Services Inspectorate, Wales (CSSIW) report regarding domiciliary care reported that people using the Council's in house domiciliary care service receive a reliable and improving service that will meet their needs.

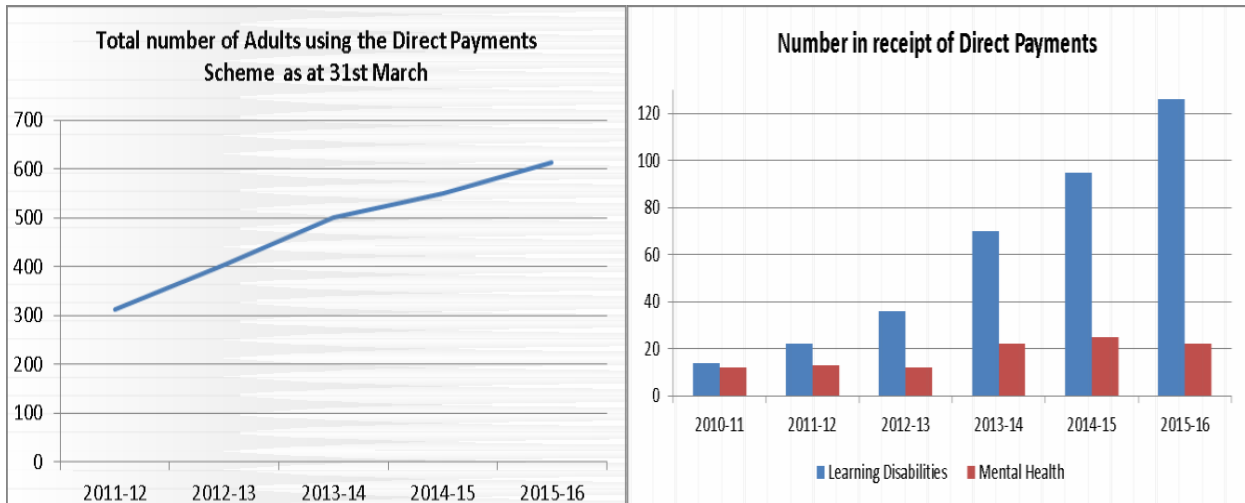
76.2% of people who received reablement did not require a social care package.





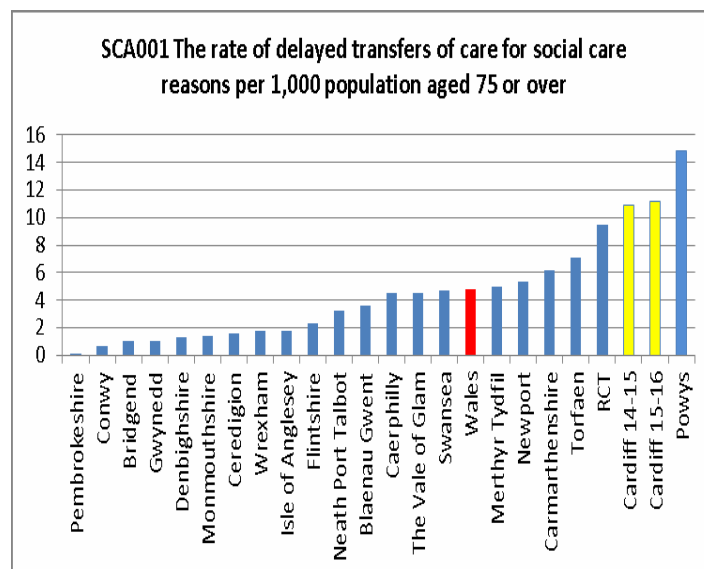
## Increase the uptake of Direct Payments

Overall take up of Direct Payments by adults has improved over the year increasing by 11.8% to 615 as at 31<sup>st</sup> March 2016. This is a 23% increase in take up over the last 3 years (from 501 in 2013/14). During 2015/16, 197 people started Direct Payments and 83 ceased (of which, the main reasons were deceased and admission to care homes).



## Work with our health partners to reduce Delayed Transfer of Care

The total number of Delayed Transfers of Care (DToc) for 2015/16 was 263 compared to 254 for the same period in 2014/15. DToc remains a national issue as the low capacity within the domiciliary care market remains a challenge for many Local Authorities across Wales. This problem has been further compounded during 2015/16 where the authority (following statutory guidance) has had concerns / issues relating to the operation of a care agency or home and as a result provision has been suspended, further reducing supply in the market. The Directorate will continue to hold workshops with providers and market place events to stimulate interest and capacity in the market.





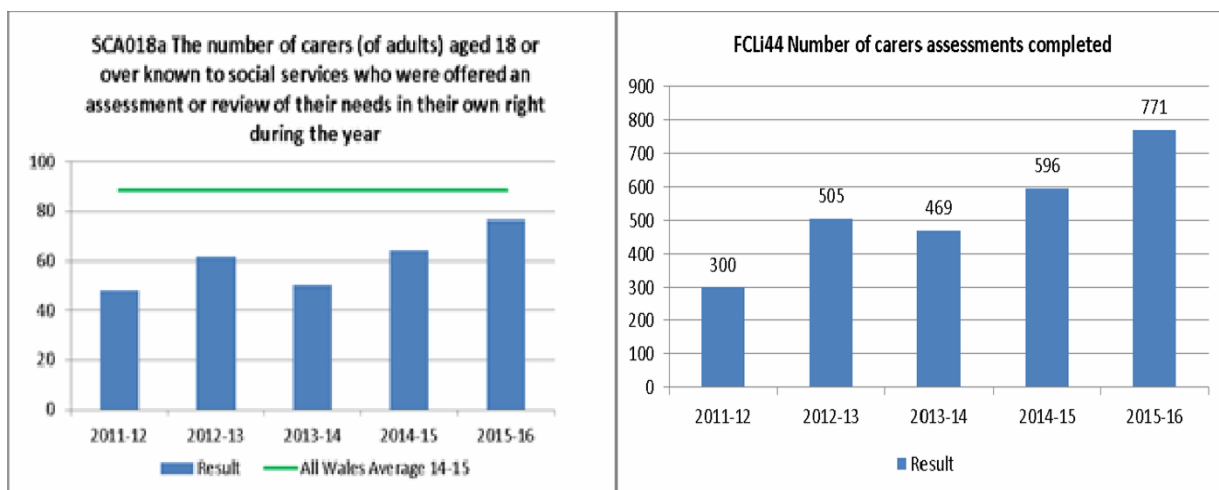
During 2015/16 the existing partnership with the University Health Board matured allowing a whole systems approach to be adopted through the establishment of the Delayed Transfers of Care (DToC) Improvement Group and implementation of the 'Home First' action plan to improve patient flow and increase domiciliary choices following discharge from hospital. There has been regular close monitoring of the plan throughout 2015/16 and a further DToC summit meeting took place in January 2016. Additional home care managers and workers were procured through the Primary Care Fund to increase capacity and facilitate a smoother and quicker discharge home in the Community Resource Teams. As a result the Community Resource Teams moved to 7 day working in November 2015 to provide a weekend discharge service.

During 2015/16 Adult Services worked with Commissioning and Procurement and Business Wales to meeting with a number of domiciliary care providers face to face to explore opportunities to improve capacity in the market. Findings from these meetings were discussed at a workshop held at the end of 2015, and a further workshop is scheduled for early in 2016/17. However, significant capacity issues remained throughout 2015/16 and culminated in the inability of a major private sector domiciliary provider to maintain the delivery of care to a large number of service users during December 2015.

In February 2016, the Brokerage team received an increased number of requests to source providers for domiciliary care packages, from 108 in January 2016 to 122 in February 2016, an overall a rise of 13%. This increase included requests for care packages to enable discharge from hospital and requests for care packages to free-up capacity within the community reablement teams. This increase in demand continued into March 2016 with 120 requests being received.

## Adult Carers

Carers remain a priority for Adult Services and whilst we have not achieved our target we continue to implement positive changes in this area. There was a significant improvement at the end of Quarter 4. Towards the end of Quarter 4 the two Carers Assessment Workers and social work teams targeted carers assessments. The total number of completed carer assessments show a marked increase of 28% compared to 2014/15. The % of known carers who have had an assessment offer has increased to 76.8% at end of Quarter 4 2015/16 compared to 64.4% in 2014/15; year on year, the number of carers offered an assessment has increased by 30%.







## Implement the dementia reablement training programme

54 home care staff (internal and external) have been trained since the end of September 2015. Occupational Therapists and Occupational Therapy Assistants had completed the training at the end of 2015/16. The programme will be rolled out into the 2016/17 financial year.

For further information on Prevention & Independence, please refer to Appendix 2 – Prevention & Independence Detail.

## Priority Improvement Actions for 2016/17

- Implement and embed the Information, Advice and Assistance function with partner agencies by March 2017 to enable people to identify their own needs and achieve their own outcomes.
- Progress the remodelling of services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan by December 2018 to improve effectiveness and efficiency of services and outcomes for young people and their families.
- Plan and implement a new model for the delivery of children's social services and social work intervention by March 2017 to improve the effectiveness and efficiency of services by implementing an agreed, accredited and evidence based practice methodology based on:
  - Signs of Safety
  - Restorative Practice.
- Reduce the rate of re-offending during the 2016/17 financial year by improving the effectiveness of Youth Offending Service (YOS) prevention and intervention work alongside an enhanced commitment from partner agencies.
- Develop a multi-agency disciplinary service by September 2016 to prevent teenagers becoming looked after.
- 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 & Wellbeing (Wales) Act 2014 by March 2017 to enable people to make their own choices and take control over the care services they receive.
- Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by March 2017 to allow a more timely discharge to a more appropriate care setting.
- Offer a Carers Assessment to all eligible adult carers who are caring for adults during the 2016/17 financial year to ensure that they receive the help and support they need, in the ways they need it.



- Agree with the University Health Board a feasible model for the integrated management and delivery of health and social care services in adult social care during the 2016/17 financial year to enable service users to receive the right care, at the right time, in the right place through joint working and improved efficiencies.
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# OUTCOME 3 – CARE & SUPPORT

**Adults and looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them**

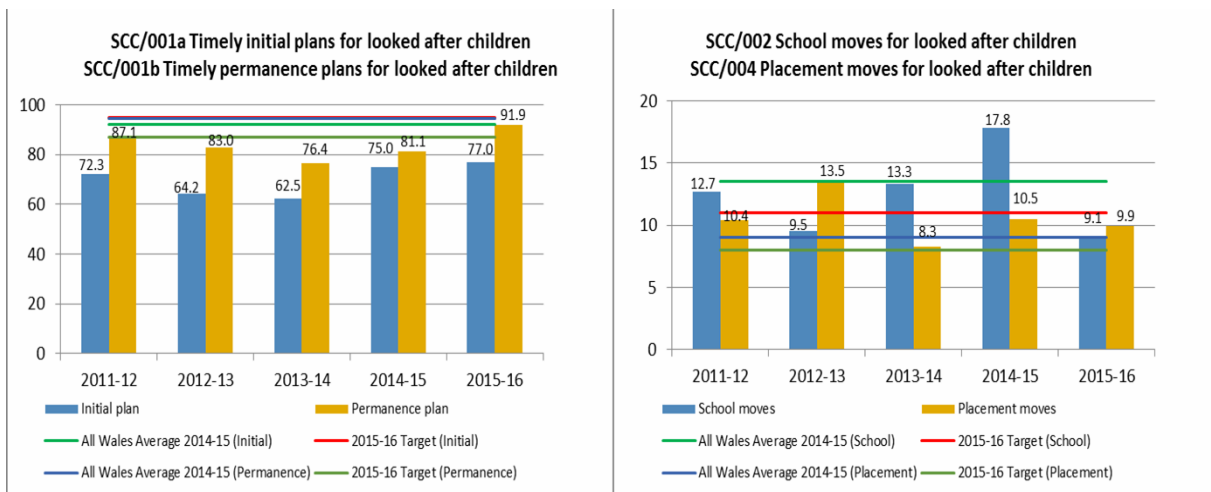
Outcomes achieved:

- ✓ 7 children returned to Cardiff from high cost out of area placements, returning children closer to their families and schools and achieving an estimated saving of £316,000
- ✓ Increased likelihood of rehabilitation home for children as a result of improved timeliness of planning
- ✓ Voice and aspirations of children and young people more consistently captured
- ✓ Improved responses for looked after children with Special Educational Needs
- ✓ Reduced anxiety for young people who find themselves homeless
- ✓ Increase in the number of people able to live in their own community as independently as possible by learning or re-learning the skills necessary
- ✓ Improved quality of life for vulnerable young adults
- ✓ 8 vulnerable young adults returned to Cardiff closer to their families and communities

## Children and Young People

During the year one of our focal points has been on identifying, supporting and maintaining the best possible placements - 7 of children have been successfully returned from high cost out of area placements at an estimated saving of £316,000.

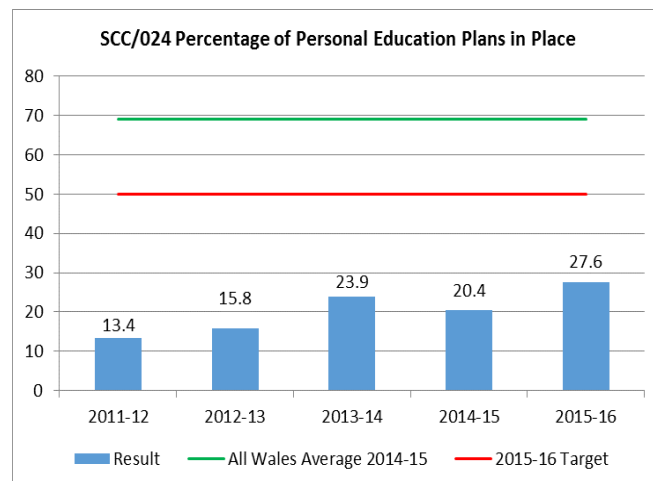
All staff have undertaken training in Best Practice regarding recording and care and pathway planning – as well as developing those documents to reflect best practice. As a result, plans for looked after children better reflect their voice and capture their aspirations.





## Partnership Working with Education

Children’s Services work closely with Education to improve education outcomes for looked after children and care leavers. During the year a new Personal Education Plan (PEP) process was launched to improve performance re: timely completion and quality of PEPs. A thematic Estyn inspection looked at the education of looked after children. The Inspector commented on the PEP documents and the Looked After Children Traineeship Scheme as two areas of good practice – both will be highlighted in the report as case study information. The PEP documents were designed in consultation with young people and are “child-friendly documents that better support children and young people to engage in the process of developing their PEP and ensure their voice is heard. Following concerns raised in Quarter 2, and the introduction of information for managers to enable proactive monitoring of PEPs, there was a small improvement in performance regarding timely completion of PEPs in 2015/16 (27.6% from 20.4% in 2014/15). It is acknowledged that further improvement is required and information to enable proactive monitoring of PEPs is now being provided to enable Operational and Team Managers to prioritise improvement. Operational Managers for relevant services are continuing to re-enforce the need to ensure that staff give high priority to completing the PEP when children become looked after.



Joint workshops regarding Special Educational Needs were held during the year and have enabled social workers to expedite work on education plans in a much more timely way as they better understand the process and know who to contact for advice and action – in turn this improves the situation for looked after children and young people as we can resolve matters more effectively and more quickly.

## Youth Gateway Accommodation Scheme

In recognition of the need to ensure that young people aged 16 and above who find themselves homeless are supported appropriately, in partnership with Communities and Housing Directorate, we have developed a single gateway for young people aged 16 or above to access direct housing, advice and support. The service has a number of tiers which are designed to meet varying levels of needs. The Gateway has been a very positive development for young people needing to access accommodation and for the staff supporting them to do so. The service is very accessible, reduces anxiety for young people and reduces homelessness.



## **Increasing the number of people who are able to remain at home**

A Community work project was established by the Assessment and Reintegration in the Community service during 2015/16. This service is provided through Physical Disability Day Services and is designed on an ethos of supporting and encouraging people to maintain or build their independence. The essential aim for staff facilitating community groups has been to enable people in the group to make informed choices and lead the decision making. The service has worked effectively and collaboratively with local people to connect them to existing opportunities, encouraging them to make connections with third sector organisations working in Cardiff and particularly within their area in order to help them live in their own community as independently as possible by learning or re-learning the skills necessary to achieve this. The Community work project also researches what is available in and around Cardiff and directly affects the opportunities promoted to people going through the Assessment and Reintegration in the Community process. 43 people have benefitted from the Assessment and Reintegration in the Community service during 2015/16, with 25 directly benefiting from the project work. The majority of these people required no further input from social services after our intervention. The service was expanded during 2015/16 to include Older People.

## **Expand the range of supported accommodation options for vulnerable young adults**

Adult Services has developed a Floating Support service for adults with mental health illness living in their own homes, to enable people to live independently while being supported toward recovery. The service offers people more choice, control and independence in their lives in the community. It improves quality of life, minimises social problems, provides opportunity to maximise independence and increases involvement in decision making. We currently support 6 individuals and continue to maintain regular contact and attend review meetings with our commissioners to discuss the development of the project and ways in which we can promote it further. We have completed an evaluation with service users and case managers for constructive feedback.

### **Floating Support**

The successful retendering of the external Supported Living Service contract and the smooth transition of 294 Learning Disability service users transferring onto the new supported living contract was completed on the on 1<sup>st</sup> August 2015. As at 31<sup>st</sup> March 2016, 8 people have been returned to Cardiff via the Closer to Home Project. We also anticipate a further 5 returning during the beginning of the new financial year.

For further information on Care & Support, please refer to Appendix 3 – Care & Support Detail.



## Priority Improvement Actions 2016/17

- Embed the Corporate Parenting Strategy in collaboration with partners by March 2017 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children.
  - Develop a joint working protocol between the Health Service and Children's Services by March 2017 that meets the health needs of looked after children.
  - Deliver improvements to Day Care services across all Adult Services client groups by March 2017 to maximise independence.
  - Review Advocacy provision, working with the Vale to ensure a consistent approach across all service areas by March 2017.
  - Improve the quality of residential care to support improved care for people in residential homes by March 2017.
-



## OUTCOME 4 – TRANSITION

### Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence

Outcomes achieved:

- ✓ Young people supported to develop skills within their own community, to become independent without the need for additional statutory support services
- ✓ Young people received the right level of services based on initial presenting needs
- ✓ Improved experience for disabled young people and their families going through transition
- ✓ Enhanced experience of disabled young adults going into college locally
- ✓ Improved support and planning for care leavers enabling a smoother transition to adulthood
- ✓ Increase in opportunities for young people as a result of the Looked After Children Traineeship Scheme

Working with our third sector providers Children's Services have identified this year a number of young people who can be supported through non-statutory services to develop their skills and independence through access to services within the community. This has enabled some young people to develop skills within their own community and support them to become independent without the need for additional statutory support services. These young people have transitioned successfully between services.

### Step down Cases – Transition to the Disability Team Around the Family (DTAF)

During the year, 47 disabled children and young people were assessed by Children's Services as having needs which could be met outside of the services of the local authority. Of these 47 referrals, 31 young people with additional needs were initially referred into Children's Services but were redirected to receive services from the DTAF. The links between these services allow for young people to receive the most appropriate level of assessment and support based on their initial presenting needs and allows a smoother transition between services when needs change through the use of the Joint Assessment Family Framework approach.

The experience of families with disabled young people going through the transition of leaving Children's Services and moving into Adult Services has clearly improved over the last year. With allocated permanent staff to lead on transition within both the Children's and Adult Services teams this has enabled better communication and timely discussions to prompt planning at an earlier stage.

## Pathway Planning for Disabled Children

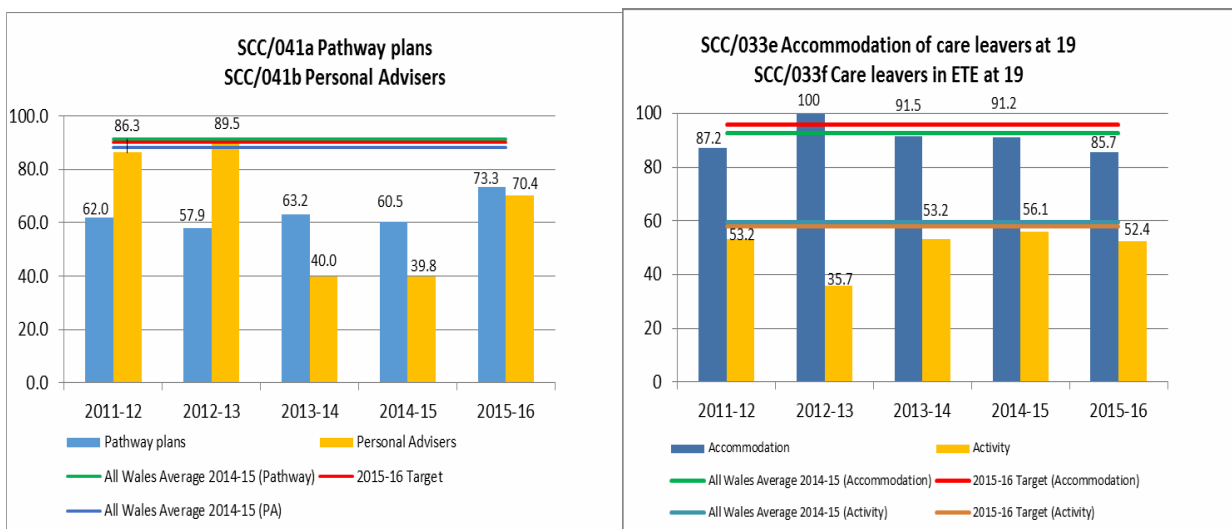
Over the coming year we will embed a process that underpins holistic transition for young disabled people, which will be supported by relevant practitioners from Health, Social Services and Education and spans across both Children’s and Adult Services. This will ensure that relevant information will be shared in a timely way and at the earliest opportunity, enhancing the experiences of families, young people and young adults. To achieve this Cardiff Social Services will work together in partnership with all agencies and regionally with colleagues within the Vale of Glamorgan.

Social Services have worked closely with Careers Wales and Cardiff & Vale College to enhance the experience of disabled young adults going into college locally. This has helped to reduce the need for disabled young adults to access a residential provision out of area away from their homes and families and improved the access and range of provision from the local colleges. This year 7 disabled young adults were able to access a local college placement successfully.

## Pathway Planning for Care Leavers

Pathway Planning documents for care leavers were reviewed during the year and as a result are more user friendly for social workers and more reader friendly for young people. This, in turn, has enabled social workers to undertake and record more robust analysis of the needs of young people. Further developments will be undertaken in 2016/17 in response to the requirements of the Social Services & Wellbeing (Wales) Act 2014.

In relation to the Looked After Children Traineeship Scheme - 38 Trainee opportunities were secured within the Council and 19 young people were successful at interview.



For further information on Transition, please refer to Appendix 4 – Transition Detail.





## Priority Improvement Actions 2016/17

- Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood by implementing a regional Transition Protocol across Cardiff and the Vale of Glamorgan by March 2017 to ensure a smooth transition to adulthood.
  - Implement and embed the When I Am Ready Scheme to support young people in transition from fostering to independence by March 2017.
-



# OUTCOME 5 – WORKFORCE

## Cardiff is the destination of choice for committed social work and social care professionals

Outcomes achieved:

- ✓ Strengthened collaborative working and maximisation of available resources
- ✓ Reduction in the percentage of social worker vacancies in Children's Services
- ✓ Improved quality of service provision in Children's Services by reducing caseload averages

The formation of the regional Social Care Development Partnership has enabled both partner authorities to strengthen collaborative working and maximise available resources.

During the year there has been a reduction in the percentage of social worker vacancies in Children's Services from 27.2% in 2014/15 to 22.2% in 2015/16, following a programme of successful recruitment. This was despite an increase in the turnover of social workers in Children's Services from 14.8% in 2014/15 to 19.6% in 2015/16.

### Caseload Averages in Children's Services

The reduction in caseload averages in 2014/15 has continued in 2015/16 with overall averages reducing to 17.9 on 31<sup>st</sup> March 2016 compared with 19.7 at 31<sup>st</sup> March 2015. Despite the increase in demand and the increase in the complexity of work in the case management teams, caseloads remain relatively stable with some peaks being experienced. These have been mitigated by manager support and senior management oversight on particularly complex cases. Fluctuations in vacancies across the service have contributed towards some caseloads being higher than others, but overall indications are that stability in the workforce is becoming evident in some areas – this in turn is contributing to the service's ability to maintain caseload averages at a reasonable level.

For further information on Workforce, please refer to Appendix 5 – Workforce Detail.

### Priority Improvement Actions for 2016/17

- Complete roll out of the second phase of a specialist training programme to support local implementation of the Social Services & Wellbeing (Wales) Act 2014 by March 2017 to support staff to be compliant with new legislation.
- Embed the Regional Workforce Development Partnership and agree a sector-wide Workforce Strategy 2017-2020 to meet statutory requirements by March 2017.



- Develop a Social Services Workforce Strategy by March 2017 to improve workforce planning, recruitment, retention and staff learning and development.
  - Put processes in place by March 2017 to support the health and wellbeing of the Social Services workforce.
  - Increase Directorate capacity to deliver bilingual services during the 2016/17 financial year.
  - Improve the recruitment and retention of children’s social workers, ensuring the Council achieves and maintains a vacancy rate below 18% by March 2017 to raise standards and drive the quality and competency levels of staff through effective workforce development in order to enable those with care and support needs to achieve what matters to them.
  - Undertake a campaign in 2016 with Private Sector Domiciliary Agencies to attract more employees into the social care sector to increase capacity and improve quality.
-



# OUTCOME 6 – RESOURCES

## Social Services are provided on the basis of the most efficient and effective use of resources

Outcomes achieved:

- ✓ Improved efficiency of staff resources resulting from reduced travel time
- ✓ £6.208m savings achieved across the Directorate during the year

### Mobilisation of Social Workers

The Agile / Mobile Working project aims to undertake a review of staff working methods and to support staff to operate in a more agile / flexible manner through the introduction of mobile devices. Significant progress has been made during the year and staff have been issued with mobile devices. The new technology has enabled social workers to be more flexible in their approach and allows them to spend more time with children and families by reducing the amount of time spent travelling. There are early indications of improved morale and a positive impact on performance.

In 2015/16 savings of £6.208m were achieved across Adult and Children's Services, though £1.451m related to unachieved savings carried forward from 2014/15.

In 2015/16 Social Services received £7.2m in realignments and additional growth for demographic pressures. They also received £1.74m in relation to specific identified pressures.

For further information on Resources, please refer to Appendix 6 – Resources Detail.

### Priority Improvement Actions for 2016/17

- Achieve 2016/17 savings proposals and develop the medium term financial plan by March 2017 to identify 2017/18 savings proposals.
- Implement the Agile / Mobile Working Strategy across Social Services by March 2017 to effectively mobilise the Social Services workforce.
- Develop and implement a strategic approach to commissioning for the Directorate by March 2017 to achieve value for money and better outcomes for people.
- Optimise opportunities for working collaboratively across the region and more widely where there is potential to deliver more effective services during the 2016/17 financial year.



- Develop a Quality Assurance Framework for Social Services to bring together the quality assurance and learning elements of key activities in the Directorate by March 2017.
  - Develop and implement an integrated Social Services Business Unit by March 2017.
  - Benchmark service performance with core cities, or relevant benchmark organisations, by March 2017 in order to drive better outcomes for citizens, businesses and visitors.
  - Establish Improvement Board and deliver the improvement plan for Adult Services by March 2017.
-

# APPENDICES

## APPENDIX 1 – SAFEGUARDING DETAIL

### Children and adults are protected from significant harm and are empowered to protect themselves

This appendix provides further information about progress made during the year in relation to the Safeguarding outcome.

The Independent Safeguarding and Reviewing Service has been subject to some significant changes in management and leadership during the year and this has necessitated close intervention and support from the Assistant Director of Children’s Services to ensure that the overall plans and performance remained effective.

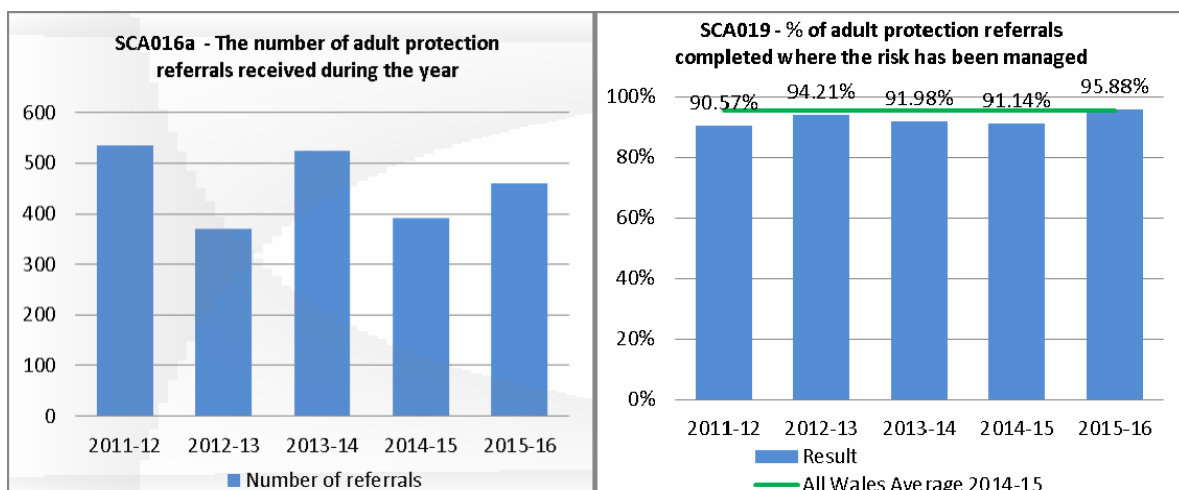
The Independent Safeguarding & Review Service is currently developing a suite of performance indicator to further develop the performance information we already collate.

The statistical information for Protection of Vulnerable Adults (POVA) is currently in the process of being reviewed to ensure compliance with the reporting requirements of the Welsh Government in line with the new Social Services & Wellbeing (Wales) Act 2014. We consistently follow Adult Protection Safeguarding Procedures in accordance with the guidance and are in the process of reviewing all elements to ensure they are in accordance with the Social Services & Wellbeing (Wales) Act 2014.

### How much and how well did we do?

Total number of adult protection referrals received = 460

Percentage of adult protection referrals where the risk has been managed: 95.9%





## Child Sexual Exploitation (CSE)

Child Sexual Exploitation remains high on the local and national agenda. Consequently, Cardiff has been effective in developing a strategy for how we will tackle child sexual exploitation across the city. The Cardiff Child Sexual Exploitation Strategy was approved by the Cardiff and Vale of Glamorgan Safeguarding Children Board (LSCB) in its role as the statutory body to which all agencies are accountable and this has provided the basis for Directorate and partner activity both in developing a strategic response to CSE and in ensuring effective operational interventions when necessary. More broadly the Directorate has been working very actively with South Wales Police as the key lead agency in relation to CSE overall and this strong local relationship in Cardiff is reflected both in the Strategy and in joint operations on the ground.

A significant contribution to the joint development of a strategic approach has been the area wide Problem Profile undertaken by the Police which has enabled us to focus interventions more effectively in specific areas of concern where risks were found to be higher, whether these are location based (certain areas of the city) or related to behaviour patterns e.g. children engaging in a range of risky behaviours including going missing or staying out all night, consuming alcohol, attending the homes of older males and travelling around with males they have only just met but do not perceive this is putting themselves at risk.

Above all it is important to be assured that whenever individuals are identified as being at risk, appropriate immediate action is taken to safeguard their wellbeing. We are fortunate in Wales to have the benefit of real expertise in the application of the best practice Sexual Exploitation Risk Assessment Framework (SERAF) which was developed in Wales. In all cases where a SERAF assessment identifies risk of sexual exploitation, appropriate multi-agency plans have been put in place to protect those individuals.

## Escalating Concerns Procedures

The Children's Services process for escalating concerns raised by Independent Reviewing Officers (IROs) and Child Protection Conference Chairs in relation to care planning and case management has been refreshed during the year. Where those concerns have not been dealt with satisfactorily, IROs and Child Protection Conference Chairs have used the IRO Protocol and escalated the concerns to the Assistant Director resulting in Protocol Meetings being held and concerns being addressed.

Adult Services have robust governance arrangements for Escalating Concerns Procedures and work in partnership with Health and the Care and Social Services Inspectorate Wales (CSSIW) in the appropriate application of this process to ensure quality of care across the residential, nursing and domiciliary market.

## Adults at Risk

Internal Audit reviewed Adult Protection procedures during 2015/16 to ensure compliance with the introduction of the Social Services & Wellbeing (Wales) Act 2014. The review identified areas for improvement and changes required to be compliant with the Act, as well as promoting



good practice. The audit found that key controls were generally in place, with varying degrees of compliance. An Action Plan which aims to enhance internal control and provide greater assurance in relation to good governance is in place. A formal event is planned for the beginning of the new financial year when the new Quality Assurance Officer takes up post.

## Licensing

As part of its overall remit the Safeguarding Unit also monitors a significant amount of activity in the City related to the entertainment industry. During the year, licences were issued to 480 child performers, there were 14 body of person approvals (covering over 2,000 children) and 50 chaperones registered.

## Multi Agency Safeguarding Hub (MASH)

During the year, significant progress has been made towards introducing new inter-agency arrangements for managing referrals and demand at the front door to ensure that vulnerable children and adults requiring help and protection are given a robust multi-agency response as soon as concerns for their safety and welfare are raised. There is a project team in place and plans are being progressed with a view to MASH going live in July 2016. The MASH will also process referrals relating to the Protection of Vulnerable Adults. Inclusion of all Adult Services referrals will follow in phase 2.

Work is also ongoing to engage effectively with schools and other agencies to ensure that referrals are appropriate and of high quality. For example:

- Arrangements are being made for Headteachers to visit the Children's Access Point (CAP) and Intake & Assessment (I&A) to observe processes and shadow the team to support learning and gain further understanding, knowledge and stronger professional working relationships with enhanced practice.
- Children's Services attend the Education Service Fair Access Panel to support better understanding of the process for referral and the information required by the local authority to support decision making for children and young people at risk.
- The Team Around the Family (TAF) services and Children's Access Point (CAP) worked together to provide a joint approach to responding to initial needs and enhancing the interface between statutory services and third sector providers.

## Learning from Child Practice Reviews

During the year to 31<sup>st</sup> March 2016, two Child Practice Review learning events and a Multi-Agency Professional Forum were held and the learning used to produce improvement actions plans in response to significant incidents where abuse or neglect of a child was known or suspected. Progress against delivery of these plans will be reported back to the LSCB. Additionally, briefings reflecting the key learning points will be made available via the LSCB website, and shared with the Regional Safeguarding Boards across Wales.





## **Cardiff and Vale of Glamorgan Safeguarding Children Board (LSCB)**

Work has continued to outline opportunities for integrated working across the City of Cardiff and the Vale of Glamorgan Councils and the Cardiff & Vale University Health Board in order to support change and development in the way services for children and young people are delivered across the two local authority areas. A Change Manager has been recruited and areas of priority have been agreed, encompassing services for disabled children, the Child and Adolescent Mental Health Service (CAMHS), and remodelling 'front door' referral management at the Children's Services threshold, in order to support the development of a Multi-Agency Safeguarding Hub (MASH).

## **Cardiff and Vale of Glamorgan Safeguarding Adults Board (LSAB)**

Newly established in 2014/15, the Cardiff and Vale of Glamorgan Safeguarding Adults Board (LSAB) has been engaged in an externally facilitated strategic review of its role and function in light of its first year of operation and the new statutory duties in respect of adult safeguarding arising from the Social Services & Wellbeing (Wales) Act 2014.

The partnership consensus emerging from that review includes:

- Recognition of the importance of effective board functioning and the need to focus on a smaller number of key strategic outcomes and priorities.
- Broad agreement to enable strategic governance through an Executive and Main Board structure to enable the Main Board to focus on thematic development and performance review.
- The clear need for a new Safeguarding Business Unit to combine administrative, business planning and co-ordination activities of the Safeguarding Children and Adults Boards.

A workshop is scheduled for summer 2016 to enable the Board to embed these arrangements.

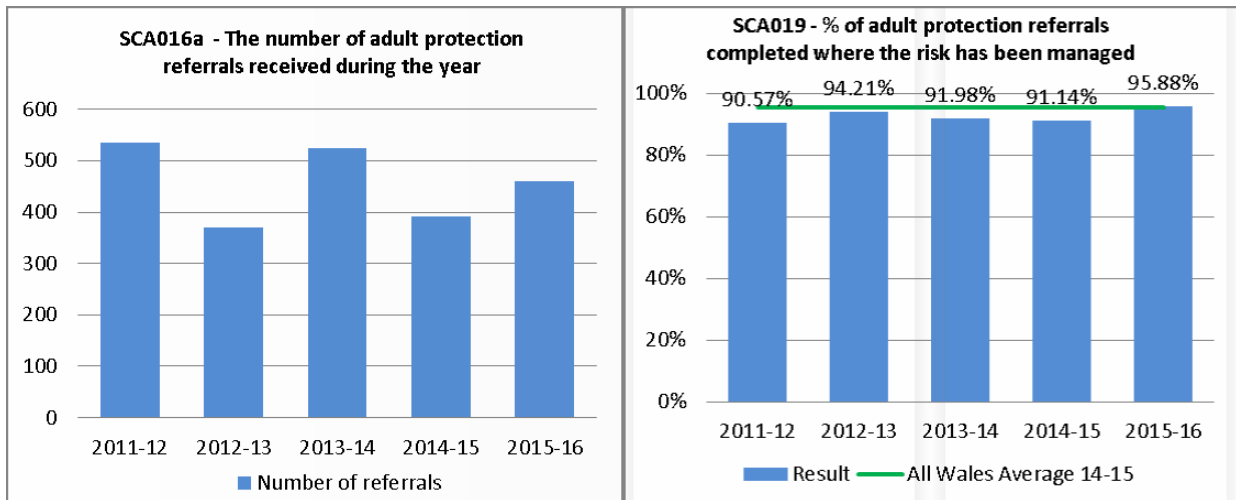
## **Quality Assurance Framework**

Adult and Children's Services Quality Assurance Frameworks were developed during the year. They identify common areas (e.g. definitions, compliance and governance) and service-specific areas. Further work is planned in 2016/17 to bring the draft frameworks together to produce a final overarching Social Services Quality Assurance Framework.

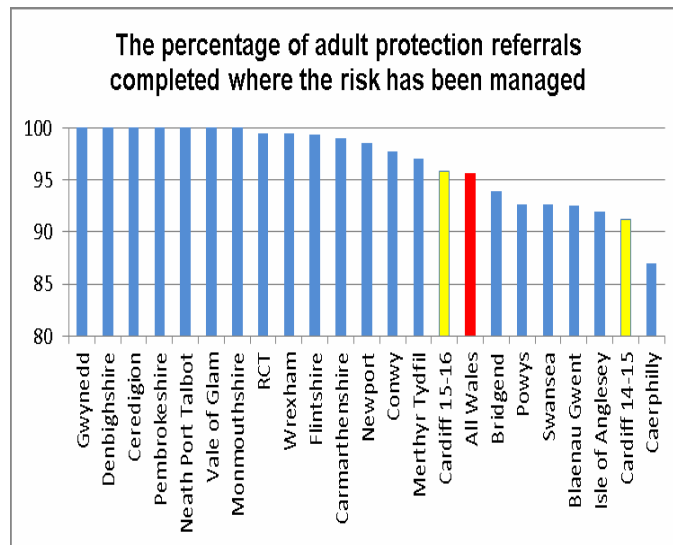
## **Safeguarding Requirements of the Social Services & Wellbeing (Wales) Act 2014 in Relation to Vulnerable Adults**

### **How much and how well did we do?**

- 95.9% of adult protection referrals completed where the risk has been managed.
- 460 Protection of Vulnerable Adult Referrals.



Local authorities play a vital role in ensuring that the most vulnerable people in our communities are protected from harm. During 2015/16 the risk to the individual was managed in 95.9% of adult protection referrals received, compared to the 2014/15 All Wales figure of 95.6%. Other local authority performance in 2014/15 ranged from 100.0% in Gwynedd, Denbighshire, Ceredigion, Pembrokeshire, Neath Port Talbot, the Vale of Glamorgan and Monmouthshire to 83.1% in Torfaen.





# APPENDIX 2 – PREVENTION & INDEPENDENCE DETAIL

**Children, young people and adults are supported to live safely within their families and communities, with the lowest appropriate level of intervention**

This appendix provides further information about progress made during the year in relation to the Prevention & Independence outcome.

## Children and Young People

### Remodelling of Services for Disabled Children

A project to remodel services for disabled people aged 0-25 years in the Cardiff & Vale University Health Board area is ongoing - working with partners to improve access to community based support; reduce dependency on high cost care placements; and optimise the use of resources. The project also aims to improve young people's experiences of their transition to adulthood and to engage parents more effectively in the planning and design of services.

An integrated Operational Change Manager is in post and a programme brief and plan have been developed in partnership with Heads of Services in Cardiff, the Vale of Glamorgan and the University Health Board. This has been presented to the Local Safeguarding Children Board with priority areas being agreed for progression. These include:

- Progressing a register for disabled children and young people resident in Cardiff.
- Developing a regional approach to supporting transition arrangements for disabled young people and adults.
- Developing proposals to implement regional integrated services for disabled children and young people.
- Exploring possibilities to work collaboratively with our partners to commission outcomes based services for disabled children and young people.

An opportunity presented via the Intermediate Care Fund and an application based on the agreed priority areas has secured £2.5m to progress with the immediate delivery of integrated services earlier than planned, and for the first time has created an exciting opportunity for Children's and Adult Services in the Vale of Glamorgan, Cardiff and in the University Health Board, to work collaboratively across the whole age range.



## Direct Payments for Children with Disabilities

There has been an increase in take up of Direct Payments for children – with 147 in receipt of Direct Payments at 31<sup>st</sup> March 2016, compared with 110 at 31<sup>st</sup> March 2015.

## Legal Surgery

The Legal Surgery was successfully introduced in 2014/15 to avoid drift and delay in relation to care planning. In 2015/16 it has proven its effectiveness in ensuring that appropriate care planning is in place, determining what was done to prevent accommodation and identifying what themes / trends are emerging. The Legal Surgery has proven particularly beneficial for intervening with unborn / pre-birth cases and has resulted in a proactive rather than reactive approach in assessment and planning. The key to this has been a protocol between the Integrated Family Support Team (IFST) and Children's Services regarding intervening in a timely way. Staff report attendance as a positive experience in enhancing their practice. The format of the Legal Surgery was reviewed during the year and in 2016/17 will be relaunched as the Care Planning and Legal Meeting.

## Proposed Model for the Delivery of Children's Social Services

A decision has been taken to work with families adopting a Restorative Approach which is consistent with our partners who work within early intervention and prevention services, but to complement this approach with the Signs of Safety Framework. Meetings are underway with the Signs of Safety training provider to plan the delivery of training and a Risk Assessment framework has been agreed for implementation in Quarter 1. Evaluation of OM roles has been completed and a proposed structure has been developed. Discussions are underway with Trade Unions to agree position prior to proceeding with re-structure. Subject to agreement being reached, it is anticipated that OM appointments will be completed by end of Quarter 1 2016/17.

In line with the Social Services & Wellbeing (Wales) Act 2014 we have commenced the development of a function for the provision of Information, Advice and Assistance for children and families to enable people to identify their own needs and achieve their own outcomes.

## Young Carers

During the year a single inter-agency Carers Strategy was developed across the City of Cardiff Council, Vale of Glamorgan Council and the Cardiff & Vale University Health Board. The Strategy provides clarity, consistency and accessibility in relation to joint policy commitments across the region and integrates strategic planning for Young Carers, Young Adult Carers and Adult Carers into one document.

A work programme designed to increase awareness and support the identification of Young Carers across Cardiff and the Vale of Glamorgan was delivered, including the development of an eLearning tool for professionals and its introduction in schools, raising awareness and strengthening the ability of teaching staff to recognise and identify Young Carers.



The percentage of known Young Carers who were provided with a service in 2015/16 was 60% (compared with 83.3% in 2014/15). Of the 8 young carers who did not receive a service, 5 did not wish to receive a service, 1 received support through Adult Services and another's circumstances changed quickly so she received services but was no longer a young carer.

## Youth Offending Service (YOS)

Consideration has been given to exploring the potential for further cohesion between the Early Help Strategy and the YOS Prevention Policy and Practice Guidelines in the context of a YOS restructure and collaborative working with the Vale of Glamorgan. However, the absence of any certainty about the future of local authority boundaries until the recent publication of the Local Government (Wales) Bill has been an obstacle to progress. Added to which, the Youth Offending Service (YOS) was subject to a comprehensive external inspection during Quarter 3.

The inspector report was published in May 2016. Rated as a 'three star' service across all areas of operational delivery, there are six criteria by which Youth Offending Services are judged:

- Reducing reoffending
- Protecting the public
- Protecting children and young people
- Ensuring the sentence is served
- Governance and partnerships
- Interventions

Cardiff YOS scored 75% compliance in five out of the six criteria and 50% in one (governance and partnerships). A draft action plan is in place to respond to nine recommendations aimed at further enhancing the quality of work undertaken by the service.

The Chief Executive and Police & Crime Commissioner commissioned a review of YOS governance which has now made recommendations for improvement. A refresh of the governance arrangements is now underway with the Chief Executive as Chair of the Management Board. Progress in relation to a merger will be considered in that context.

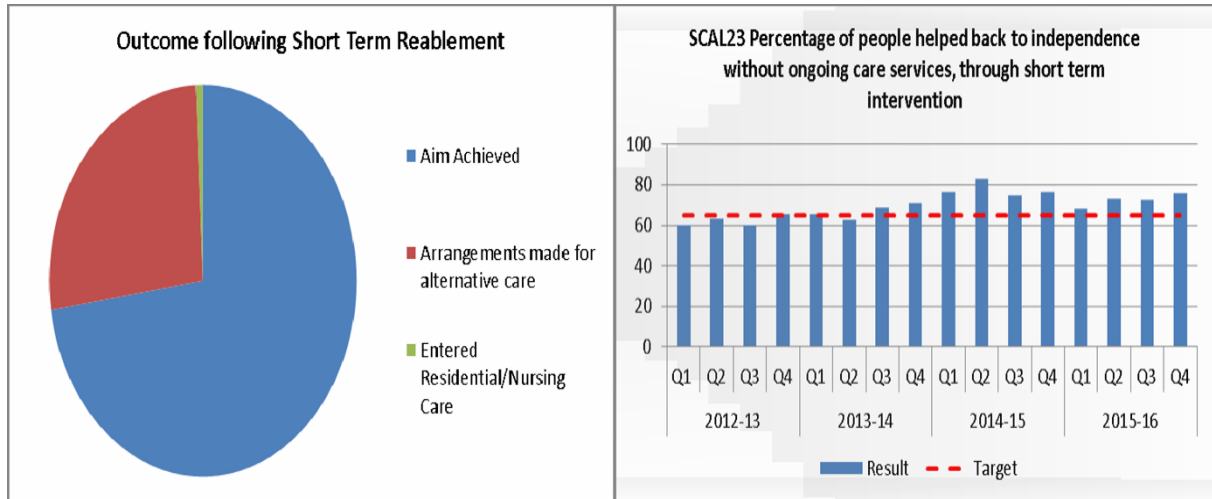
## Adults

Developing a better understanding of the needs of individual service users and communities and reshaping services in response will be crucial to placing an increased focus on preventative work. Adult Social Services aims to help people to live independently, enabling vulnerable people to develop the skills they need to live on their own, supporting them with reasonable adaptations to their homes and providing services in a way that meets their needs and outcomes. Service delivery has continued to move from a dependency model, changing the emphasis to what people can do, rather than what they cannot do.

Our services are key to delivering the Council's commitment to safeguarding adults from significant harm or exploitation.

## How much and how well did we do?

- Less than 1% of people require residential or nursing care following short term reablement.
- 72.6% of people who received reablement did not require a social care package.



From the 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016 1,797 reablement assessments were planned with 1,719 (82%) completed and 1,388 resulting in a service. 409 did not result in a service as either the assessment was cancelled e.g. Hospital Discharge cancelled, the person was not suitable for the service assessed or the service user refused / declined the service.

We exceeded the target for the percentage of people helped back to independence without ongoing care services through short term intervention.

The Care and Social Services Inspectorate Wales’ (CSSIW) recent inspection of City of Cardiff Council’s Homecare Service found that people using the service receive care from competent and confident staff who treat them with dignity and respect. The service works closely with members of the health team to provide support that is responsive to changes in people’s care needs. Feedback from service users included “I cannot praise the staff enough”, “everyone was really good” and “staff who listened”.

## Increase the uptake of Direct Payments

### Direct Payments – Customer Satisfaction Feedback

*‘Listening, advice, especially about Diverse Cymru, Caring, and Regular Communication at all times. The social worker was and is excellent and I look forward to continuing working with her.’*  
*‘I am very happy with my personal assistant, ‘X’.*

## Direct Payments Case Study

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*Miss F is a 30 year old woman who was previously with an agency via traditional package of care. Due to her needs Miss F required more flexibility. Miss F is an independent woman and likes to get out and about socialising. She is registered blind (with a guide dog) and has difficulty with meal preparation and some aspects of her personal care. Miss F also has a history of mental health issues (depression / anxiety) so her motivation varies on a day to day basis and she needs more encouragement some days. She prefers to have regular carers as she feels more comfortable with people she knows. She changed to Direct Payments in August 2015 and employs a Personal Assistant (PA). Since changing she has found it much better as she and her PA arrange the hours as needed and she is able to change them at short notice with the PA. She finds it better having one person providing and*

## Adult Carers

### Carers Case Study:

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*Ms C.H 62 – carer for her mother, Mrs G.H (90 years old), was referred for a carers assessment, due to ongoing and increasing stress levels and friction in their relationship. Mrs G.H is affected by established Alzheimer’s disease. Ms C.H had broken her leg, resulting in her mobility declining to an extent that she was unable to egress her property, and was reliant on her mother to complete simple tasks for her. Ms C.S & Mrs G H were both being supported by the North West Community Resource Team. Due to both Ms and Mrs H being unable to gain respite from each other, there was an increasing risk of total breakdown in their relationship. Mrs H had a lack of insight into her daughter’s condition and needs, and Ms H was unable to employ her previous method of reducing stress in their relationship by leaving the property for a time, to allow the situation to cool in the event of an argument. Disagreements were building to an extent that Ms C.H was breaking down in tears. Due to the short term nature of her condition, Ms C.H was not eligible for services in her own right through the community care budget, and Mrs G.H would not engage with services that would support her. A short term socialisation call was able to be arranged for Ms C.H to support her to access the community, and gain respite from her mother, until she was able to complete this independently, through the carer budget.*





## Carers – Customer Satisfaction Feedback

*'You did everything you said you would do and more very helpful. Thank you.'*  
*'Offered support with my mum's needs.'*

## Mobile Working & Scheduling Project

The Mobile Working & Scheduling Project aims to improve efficiency and service delivery in the Home Care service. Roll out commenced in January 2016, with a phased approach across the city. Staff will use the system on mobile devices to replace paperwork and streamline working processes, providing true mobility for the entire workforce and delivering a wide range of financial and productivity benefits, e.g. reduction in travel time.

## Reablement – Customer Satisfaction Feedback

*'The Occupational Therapist listened to us, she was knowledgeable and helpful as was the engineer who fitted the grab rails in the shower room although my disability is major (amputation of left leg) my needs were limited as we installed our own ramp at front doorway.'*  
*'Gave an overall picture of what equipment was available and what would be useful for me. Once decided the equipment was fitted promptly and efficiently by very pleasant staff.'*

## Reablement Case Study

**Mr. R** is an 85 year old man who was referred to Community Resource Team (CRT) for support on discharge from hospital. Mr. R had several health issues, but the overriding concern was his general wellbeing, he was suffering from low mood following his wife of 60 years being admitted to a nursing home. Mr. R was neglecting himself with regard to all his daily living tasks including not taking his medication. Initially Mr. R was very reluctant to accept support, for the first two weeks Mr. R did not engage with the staff. During this period the staff tended to prepare his meals, and converse in very general terms. Over a short period Mr. R began to gain confidence, he began to engage with the staff, and discuss the issues that he was finding it difficult to cope with, mainly not being able to visit his wife in the nursing home, and his reluctance to accept support. It was suggested that a taxi could be organised on a regular basis to take and collect him from the nursing home, this carried on for several weeks, until sadly Mrs. R died. Due to Mr. R's improved health and wellbeing he felt better able to cope with the loss, his health continued to improve and he maintained a nutritional balanced diet. Initially Mr. R was on medication 4 times a day, a medication assessment was completed and the medication reduced to once a day. Mr. R will now receive a permanent service once daily to support with personal care, meal planning and medication.





## Consider more effective and efficient ways of commissioning services

The Adult Social Services Strategic Commissioning Project was established in 2015/16 and aims to:

- Establish overarching medium to long term commissioning intentions and priorities which meet the requirements of the Social Services & Wellbeing (Wales) Act 2014.
- Oversee a fundamental review of how service user needs are met and outcomes achieved which maximises use of existing Council, partner and community resources including consideration of locality based support provision.
- Identify short, medium and long term opportunities to deliver budget savings through reducing demand and improving supply side arrangements.

Adult Services is currently developing a 'Statement of Strategic Intent', setting out the vision for the commissioning of adult social care in Cardiff for the long term.

2015/16 also saw the agreement of the Older People's Commissioning Strategy alongside the Meaningful and Purposeful Lives: Framework for Older People, Cardiff and the Vale of Glamorgan 2014-19 – a partnership document supporting a five-year plan for older people.



# APPENDIX 3 – CARE & SUPPORT DETAIL

## **Adults and looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them**

This appendix provides further information about progress made during the year in relation to the Care & Support outcome.

### **Children and Young People**

The Looked After Children's Service has been in existence since July 2014. All staff chose to join the specialist service and since that time the teams have remained mainly stable with very little turnover. This in turn has had a positive impact upon looked after children and young people having an allocated social worker with whom they can build a relationship. Staff now have the opportunity, training, support and encouragement to focus upon the key issues and outcomes for looked after children.

During the year our focus has been on:

- Undertaking robust assessments and developing meaningful relationships with children and young people.
- Identifying, supporting and maintaining the best possible placements - 7 of children have been successfully returned from high cost out of area placements at an estimated saving of £316,000.
- Supporting family contact and social networks.
- Promoting educational, employment and training opportunities and achievements - the Council Looked After Children Traineeship Scheme has been developed and two dedicated Apprenticeships for looked after children / care leavers have been created.
- Helping young people to develop life skills.

We are committed to building upon newly established relationships with Health colleagues to develop therapeutic services for children and young people. The University Health Board is currently commissioning a new service for children and young people with risky behaviour that sits below the specialist Child & Adolescent Mental Health Service (CAMHS). This new service tackles the gap that currently exists for looked after children and other young people known to Children's Services who do not have a diagnosed mental illness, and therefore are not eligible for specialist CAMHS, but who display behaviour that gives significant cause for concern regarding their own safety and the safety of others. In addition to this, a joint workshop has been arranged with Health for early in 2016/17 to determine joint aspirations for therapeutic services for looked after children, including the role of a psychologist to be employed by Health to solely focus on looked after children.



## How much and how well did we do?

- Number of looked after children = 644 at 31<sup>st</sup> March 2016 compared with 650 at 31<sup>st</sup> March 2015. The figure has fluctuated somewhat over the course of the year, peaking at 662 in June 2015, and dropping to 625 in December 2015.
- Delivery of the Brighter Futures Personal Education Plan (PEP) best practice training to 150 social workers, over 30 teachers and more than 50 foster carers completed.

We have focussed upon placement stability and challenged placements that do not provide the best opportunities for children and young people – this can reflect as poor performance if multiple moves have taken place.

During the year we have developed a meaningful Performance Report for managers in the Looked After Children's Service.

## Partnership Working with Education

Joint work was undertaken with Education to develop the Virtual School Tracking system, to deliver workshops to share knowledge and practice, and to raise the profile of looked after children within schools. Regular meetings have been established to track individual children and young people. Joint sessions have had a very positive effect upon working relationships between Children's Services and Education which benefits children and young people. More joint sessions are planned. Monthly meetings promote opportunity for timely intervention coordinated approaches.

## Corporate Parenting Strategy

The City of Cardiff Council aims to make the experience of being looked after or leaving care the best that it can be within resources. A Corporate Parenting Strategy has been developed to promote stability, enable children to form secure and permanent attachments, and (in collaboration with Education and others) improve their life chances and outcomes. The Strategy will be considered by Cabinet in Quarter 1 2016/17 and the launch will follow shortly thereafter.

## Improving the Health of Looked After Children and Care Leavers

A joint workshop is being arranged with colleagues in Health to identify and prioritise the health needs of looked after children and care leavers and to plan how these needs can best be met. This will contribute to work planned for 2016/17 to agree a joint working protocol with Health and to develop services to meet these needs.

## Supervised Contact Service

A tender exercise to procure the service has been undertaken and a decision to award the contract made. The service will be launched early in Quarter 1 2016/17.



## Enhanced Fostering Scheme

Following concerns raised during the year about the capacity of the provider to deliver on its commitments, the decision was taken to end the contract due to a lack of suitable placements. The following actions are being taken as a result:

- Plan in place to address financial implications.
- Engagement with alternative provider and three promising models under consideration.
- Work undertaken with Legal and Procurement to terminate the current contract and put in place a new contract for an individual placement for the one young person who was placed within the scheme and remains in placement.

## Kinship Care

We have a dedicated social worker with the Child in Need Service whose role is to complete Special Guardianship assessments. We have recruited three temporary social workers who are based within our Fostering Service and are piloting the Connected Persons Assessments when assessing prospective foster carers. The outcome of the pilot will inform how we progress in the future.

## Fostering Service

At the time of writing, there were approximately 119 children placed with 125 fostering households approved by the service. This included:

- 21 children placed in kinship placements
- 104 children in mainstream placements

Over the past year the service has retained a core group of experienced staff and foster carers and provided suitably matched and stable placements for children.

These are some of the improvements made during the year:

- A range of initiatives had been employed to improve engagement between the foster carers and the local authority including task and finish groups around mentoring, recruitment.
- A Foster Carer Association was formed by carers with the support of the service.
- The launch of our new Fostering recruitment campaign has provided us with a platform to raise the profile of our Fostering Service. The media coverage of the campaign was unprecedented and certainly challenged the myth that good news doesn't sell papers.
- We welcomed 21 new carers to the service this year and 6 carers started their QCF qualification.
- A small group of carers and young people completed the "Let's Get Cooking" training, which proved to be a great opportunity for foster carers and young people to learn together in partnership with one another.



- A review was undertaken in respect of the quality of the Fostering Panel and training was provided for panel members and Fostering social workers.

The following are areas of improvement that will be taken forward in the 2016/17:

- Establishment of more robust systems to monitor review and improve the quality of care given to children. Completion of the new Foster Carer Handbook for children that includes information about their placements and their rights and entitlements.
- Establishment of systems for monitoring the educational attainment, progress and school attendance of children placed with foster carers approved by the Fostering Service.
- Review risk assessments to determine what areas of care that foster carers provide need to be routinely risk assessed (e.g. when they take children for regular weekend breaks to a caravan / abroad on holiday) and determine who is best placed to lead in respect of the risk assessments – the supervising social worker for the carer or the childcare social worker.
- Continue to improve the opportunities for engaging with children to better understand their views about their care and any improvements they feel could be made.

## Residential Care

The team at Crosslands continues to provide a very high quality of care for children and young people. The group of young people has remained stable as has the staff team, with limited turn over in the team during the year. A new Deputy Officer in Charge has joined the management team of the home and creates the opportunity for further development.

Managers and staff gave a presentation to the Corporate Parenting Advisory Committee regarding the Connect Model of Care and demonstrated the type of tools used for direct work with young people.

## Regional Adoption Service

The Vale, Valleys and Cardiff Adoption Collaborative (VVC), which brings together the adoption services of Rhondda Cynon Taff County Borough Council (CBC), Merthyr Tydfil CBC, the City of Cardiff Council and the Vale of Glamorgan Council, became operational on 1<sup>st</sup> June 2015. This merger of adoption services within the region was the culmination of much co-ordinated effort and joint working on the part of all regional partners in progressing the plan to implement the service.

Since implementation considerable work has been undertaken to establish a clear governance structure for the Collaborative, establishing a sound workforce and staff resource and ensuring services are maintained and delivered with minimal disruption for service users. Other priorities have included establishing mechanisms to effectively engage with local authority colleagues and engaging and consulting service users at a local level.

Work has been undertaken to streamline and standardise processes, particularly in relation to the referral and decision making process for children and the recruitment and assessment of



prospective adopters. A Joint Adoption Panel for the four authorities was established in October 2015. Work is ongoing in the other areas of service.

The level of demand for the service has remained high. The Collaborative receives a large number of enquiries from prospective adopters (202 in 2015/16) and has a significant number of children being referred for adoption (132 from 1<sup>st</sup> June 2015 to 31<sup>st</sup> March 2016). These areas have been prioritised in terms of service delivery to reduce delay and ensure that timely placements for children requiring adoption can be made. The service has also seen considerable growth in the number of referrals for Adoption Support services (51 from 1<sup>st</sup> June 2015 to 31<sup>st</sup> March 2016) which is posing challenges in terms of delivery. Some short term proposals have therefore been agreed to address the backlog of work in this area.

Performance monitoring and maintenance is a key priority for the National Adoption Service (NAS) and the Collaborative. VVC reports against a range of nationally agreed performance indicators on a quarterly basis. During 2015/16 the Collaborative placed 70 children for adoption and although this represents some reduction to the previous year, this also reflects the overall national downturn in the numbers being placed for adoption. The service has improved performance in respect of the timeliness of the adoption process for children and in the numbers waiting for adoptive placements. The region has also performed well in respect of the approval of adopters, approving per head, 109 adopters in the past year. Assessments of prospective adopters were completed well within the national timeframe.

Improvements have also been made to the birth parent counselling service and actions are being put in place to address the shortfall in respect of those performance indicators which remain the responsibility of the individual local authority, namely the provision of Later Life material for children placed for adoption.

The establishment of the Collaborative has represented a significant organisational change to the way adoption services were formerly delivered, which has created challenges but also provided opportunities to develop services differently. Collaborative working is now begun to show benefits in terms of providing a clearer picture of need and resource highlighting areas of deficit. The priority for the Collaborative in the coming year is therefore to build upon what has been achieved to date and to further develop the service to ensure that performance levels are maintained and enhanced in those key areas.

## Adults

The City of Cardiff Council is committed to prioritising services that support those who are most vulnerable. Population growth and the current climate of austerity mean that more people than ever will need access to support. In order to support people in vulnerable situations and promote their well-being, the Council recognises the need to focus on the development of a range of more effective services to prevent the need for vulnerable adults to be cared for away from their homes and families. Adult Services advises, informs and supports citizens through a range of interventions which include community care services for adults who need care and support.



Our aim is to achieve the following outcomes for service users and their carers:

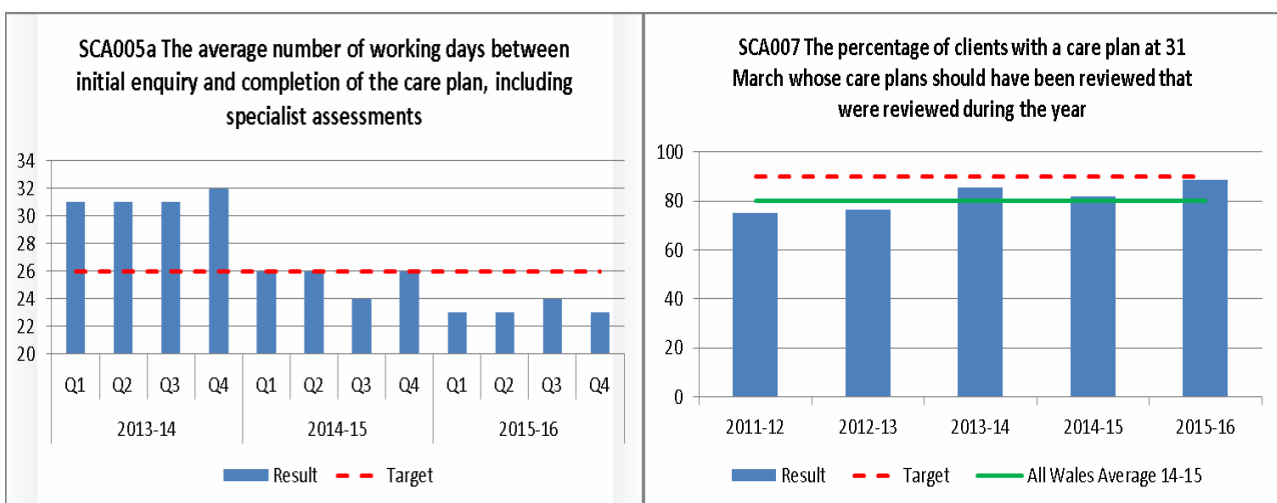
- Developing a better understanding of the needs of individual service users and communities.
- Expand and improve integrated working through collaborative work with Health.
- Listening to our customers and providing prompt and effective services within their localities.
- Promote and maintain wellbeing.
- Reduce hospital admission.
- Support service users to achieve their full potential.

Responding to the budget and demand pressures that the Council faces will mean thinking differently about how many services are designed, delivered and commissioned. Increased partnership working, with communities, third sector, public services and other local authorities will be required to provide more cohesive and integrated services that can be responsive to demand. It will also mean being more focused on prevention and when and where services are deployed and delivered.

## How much and how well did we do?

Adult Services received 7,898 enquiries and 460 Protection of Vulnerable Adult referrals during 2015/16. 8,285 adults were assessed or reviewed during the year and 7,771 were in receipt of services as at 31<sup>st</sup> March 2016, of which 1,074 were receiving residential and nursing care, 3,464 were living at home with social care packages.

Demand	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	2015/16
AS Referrals	2,115	1,866	1,855	2,108	2,069	7,898
AS Assessments	2,151	1,916	1,982	2,054	1,910 **	7,862
AS Open Cases	7,549	7,662	7,858	7,756	7,771	7,771



Adult Services have made considerable progress in improving the timeliness of reviews for older people during 2015/16 compared to 2014/15. The overall result for 2015/16 for the percentage



of clients with a care plan at 31<sup>st</sup> March 2016 whose care plans should have been reviewed that were reviewed during the year was 88.8% compared to an overall result of 82.0% for 2014/15.

## Increasing the number of people who are able to remain at home

A new build scheme started in 2015/16 as an extension of the existing Dol Y Hafren accommodation and care scheme to create additional units of housing. It was initially intended just for young people with physical impairments but we have had agreement to offer tenancies to older people as well. The site comprises 13 flats and 2 bungalows. Once completed the tenancies will be offered to those who require care and support and this support will be offered from the on-site care team, 24 hours a day, 7 days a week.

Our Visual Rehabilitation Officers are helping people with a visual impairment to maintain their independence. During 2015/16 Adult Services contributed to a joint project run by Cardiff University School of Optometry and the third sector organisation Sight Support to estimate the effect of a Rehabilitation Officer intervention on self-reported functional, psychological and quality-of-life (QoL) outcomes in elderly individuals with low-vision. The following evaluation was received from one of our service users *'X gained my trust at the outset and has dealt with my condition in a very relaxing and professional manner. X has the ability to be able to listen and understand whilst still focussing on the job in hand. X's suggestions were discussed jointly between us, this enabled me to understand the reasons and how it would help me.'* The research been completed and a report will be submitted for publication.

## Review of Day Services

The Day Opportunities Strategy for Older People was submitted to Cabinet in March 2016. The Strategy aims to prevent social isolation by enabling older people to achieve their chosen outcome by:

- Providing information, advice and assistance to encourage independent access to social activities and engagement opportunities.
- Providing assistance to those who need it to access community services and activity through targeted intervention and support.
- Supporting the most vulnerable through high quality specialist day services.

## Case studies from the Draft Strategy for Older People's Day Opportunities

**Mr. Q** is a 99 year old man who is cared for by wife. Both feel that regular respite by day centre attendance 3 days a week is holding things together and is the only service they wish to receive.

**Mr. P** is an 82 year old man who receives a care package 7 days a week. He requires a great deal of reassurance and supervision. Regularity and consistence of day centre attendance 5 days a week helps to sustain his wife's carer role.





**Mr. H** is an 84 year old man who attends a day centre 1 day a week. This enables his daughter, with whom he lives and who is his main carer, to have a regular break from her carer role and prevents the need for a care package.

As part of the Day Opportunities Strategy, Adult Services commissioned a pilot project from Age Connects (Healthy Active Partnerships) to deliver a volunteer-based model of service to address the issue of social isolation and to support older people to be more engaged within their communities. There currently 148 volunteers currently involved with the project and its evaluation will inform the commissioning of a service going forward from April 2016.

## Age Connects - Healthy Active Partnerships (HAPS) Feedback

*'I feel like a normal person...she's taken me to the museum and out for a cup of tea'.  
'It has been very helpful...we go to Roath Park and have a cup of tea and I cannot go out alone'.*

## Floating Support Case Study

**Ms. C** has a long standing history of schizophrenia which has been complicated in the past by non-compliance with medication and alcohol dependency with paranoia and low motivation. She had been living in a residential care setting for 12 years but expressed a wish to live independently.

Ms. C was referred to the Gofal Floating Support Project in July 2015 in order to support her with this transition – they met with her for one hour each week, in order to establish a working relationship as well as to support her with her application for housing through Cardiff Council Housing Resettlement Panel.

Ms. C was offered a property and Gofal FSS staff supported her with the initial viewing and signing for the tenancy – this ensured all her thoughts and concerns were addressed appropriately with the Housing Officer. Gofal FSS increased support hours in order to reflect Ms. C's needs regarding preparation for the move and during the initial two weeks of the new tenancy. Gofal FSS staff applied for funding for financial support towards the move and for furniture for the new property via the Discretionary Assistance Fund. In addition, staff supported Ms. C to set up utilities and register with local health professionals, also linking her into the new Community Mental Health Team (CMHT). Gofal FSS worked closely with Ms. C's CMHT to ensure all her needs identified within her Care and Treatment Plan were appropriately met. Gofal staff are currently supporting Ms. C to take her medication, to compile a budgeting plan and encouraging her to manage her income and outgoings appropriately. They have acknowledged Ms. C's wish for support in identifying and accessing activities in her new local community, such as the gym, crafts classes, etc. Feedback from Ms. C and from her CMHT is very positive about the support that Gofal FSS have and continue to offer.

## Customer Satisfaction feedback - Floating Support

*'I'm thankful to all the staff who have supported me.'  
'I can't fault [the staff] they make it about me which it should always be about. Staff team are excellent. Well done all!'.*



## Closer to Home Case Study

*Mr. B is a young man aged 19 with a moderate learning disability, communication difficulties and Attention Deficit Hyperactive Disorder (ADHD). He had been subject to a Care Order which ended when he turned 18 years. Mr. B had experienced several placement changes, both with education and fostering since initially being accommodated in 2001. He was described as exhibiting behaviors which were challenging and unpredictable. He was living in Cornwall with a foster carer when he was assessed by the Transition social worker. Mr. B was very keen to live as independently as possible, post foster care and was very keen to move back to Cardiff. He was born in Cardiff, spent his formative years here and was keen to see family more often and to rekindle some family relationships. Several foster placements had broken down. Mr. B was keen to remain living in a supported environment to gain confidence. He was keen to develop his daily living skills and to access education. Mr. B was proposed for a new Closer to Home Supported Living Scheme in Llanrumney, Cardiff via the Closer to Home & Move On process in August 2014 and moved in the October 2014. Mr. B has taken some time to settle since being back in Cardiff. The damage from difficult family background and of having experienced a series of broken down foster placements was evident. He has pushed boundaries with his support staff, educators and co-tenants. However, with close multi-disciplinary input from his Case Manager, his Support Provider and from the Learning Disability Health Team he is now starting to feel safe and secure. His support needs and his emotional needs are being well met and his boundary pushing behaviors are depleting. He has regained contact with several family members, which has not always been easy; but this has allowed Mr. B to feel a sense of history and belonging which he had struggled with for a long time. Mr. B is proud to have a tenancy and is developing into the young adult he wanted to be.*

## Develop an integrated approach with the Community Addictions Unit

The Substance Misuse team has worked closely with Health to develop and establish an integrated approach for people with Alcohol Related Brain Damage (ARBD). The first joint ARBD session for staff took place in September 2015 and looked at specific service users and suggestions about their care plans. The aim is to establish these joint meetings on a monthly basis and provide additional 'refresher' training.

The Ty Cornel was a project set up in February 2015 with partners and funded by Cardiff County Council to provide supported accommodation for 6 adults with alcohol dependency. The Substance Misuse team worked with partners to develop a modern, well equipped house to accommodate adults who had become unresponsive to alcohol treatment programmes but who were vulnerable and unable to cope with life. The staff team at Ty Cornel support the personal development of the tenants by promoting the importance of personal care and hygiene as well as a balanced diet and a controlled approach to use of alcohol. Alcohol Concern in London visited the project in January 16 as part of identifying and researching good practice models with Change Resistant Drinkers.



## Complex Needs House - Ty Cornel Case Studies

**Mr. D** – Mr. D is a 67 year old man who has been known to the City Centre Social Work Team since January 2013. He came to our attention when he was evicted from Grange Lodge Residential care home which he had been in for 2+ years. He was evicted for alcohol related behaviour, verbal and physical aggression. Prior to this he was renting from a private landlord and evidence suggests he was being financially exploited and plied with alcohol. Historically Mr. D has sustained a head injury, 1 major stroke and several mini strokes. The effects of these have had significant effect on his speech, language and general ability to communicate. Mr. D is unable to undertake most daily living tasks and requires significant support to ensure his basic needs are met. For example, Mr. D cannot ensure he has regular nutrition; he cannot ensure he has clean clothing or maintain good standards of personal hygiene, it is important to note he is regularly incontinent. In the past Mr. D had numerous and extended periods in hospital, frequently attending A&E. Since moving to Ty Cornel Mr. D's mood and drinking has stabilised, he maintains a good diet, engages with staff and regularly goes out to socialise. Any hospital admissions have been planned. Mr. D states he is happy living at Ty Cornel and this is apparent in his behaviour; staff regularly state he is a pleasure to have in the house.

### Client Record System (CareFirst) Improvements

The Adult Social Care Performance Reporting and Data Cleansing Project Group was established during 2015/16 to improve the quality of data held on the CareFirst System. An audit of 2,120 client records has taken place and 588 have been updated to ensure the correct information is held. In addition all 1,158 Residential and Nursing records have been updated with only five still requiring clarification from the Case Manager. The cleansing of core data will ensure the correct and timely reporting of data.



## APPENDIX 4 – TRANSITION DETAIL

### Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence

This appendix provides further information about progress made during the year in relation to the Transition outcome.

There have also been very positive developments with regard to education, employment and training from the Looked After Children Traineeship Scheme – see above.

### How much and how well did we do?

During the year, 37 young people have turned 18 and transitioned on from Children's Services. 35 of these young people moved through into Adult Learning Disability Services, and 2 young people left Children's Services with their care and support needs being met within their local communities.

### Case Study – Step down transition

*Mr. C is a young person receiving teen scheme via Child Health & Disability team payments – Receiving support from the Disability Team Around the Family has been better than I thought it would be. I can still access the services I need for my teenage son, and he loves attending the teen scheme. He can still be around his friends and the same people who have been supporting him for the last year.*

New working relationships have been established this year between the Disability Team Around the Family and the Child Health and Disability Team, so that families and young people who transition between services do not experience disruption or have to repeat their story. This joint working approach has enabled shared assessments, open communication and a joint approach to meeting needs more effectively and at the right time.

### Step down Cases – Transition to the Disability Team Around the Family

During the year, 47 disabled children and young people were assessed by Children's Services as having needs which could be met outside of the services of the local authority. Of these 47 referrals:

- 3 were young people who had made improvements since being open to Child Health & Disability Teams (CH&D) and who went on to receive their support via the Disability Team Around the Family Service (DTAF). Throughout the year, these 3 young people have not



required any subsequent support from CH&D, 2 of the young people continue to receive support via the DTAF Service.

- 31 young people with additional needs were initially referred into Children's Services but were redirected to receive services from the DTAF. This approach has ensured that young people have received the right level of services based on initial presenting needs.
- 13 young people have been stepped down from Children's Services to the DTAF Service whose needs have been best met within the generic Team Around the Family Service.

As a result of the creation of the DTAF we expect to be able to map the progress of these young people and the hope for the future is that young people whose needs can be met within community based services, will not need to then be further supported by statutory social services.

## Case Study – Child Health & Disability / Adult Learning Disability / Health

*Miss A had multiple planning meetings between Children's and Adult Services with the family which supported a clear assessment of needs and future needs. All agencies were involved in the information provision which ensured that there would be no disruption to service provision or to the young person. The family felt well informed through the transition between services, and felt involved and valued from the beginning with a clear understanding of who was working with their family and why. It was then easier to discuss their daughter's care planning including the need for a Decision Support Tool assessing her eligibility for Continuing Health Care funding.*

## Case Study – Child Health & Disability / Adult Learning Disability

*Miss B transitioned into Adult Services at a time when her social worker from Children's Services was absent from work. This made the transition process for the parent and Adult Services social worker difficult as the parent had to repeat themselves and assessment information wasn't readily available. Whilst this did not impact on the services the young person received, the experience of the family and the social workers could have been improved and the ongoing working relationship could have started better.*

As a result, transition planning and introductions will start earlier, to better plan for future needs, but also to prevent a more difficult transition through unforeseen circumstances.

In relation to the Looked After Children Traineeship Scheme:

- 60% of young people reported positive experiences in the scheme.
- 11% of young people reported better outcomes after involvement with the scheme.
- 26% of managers reported feeling supported by the scheme.
- 54% young people have finished in placement before 3 months.



## **Transitional Support for Disabled and Vulnerable Children Approaching Adulthood**

The Remodelling Services for Disabled Children and Young Adults project aims to remodel services for disabled people aged 0-25 years in the Cardiff & Vale University Health Board (UHB) area, working with partners to improve access to community based support; reduce dependency on high cost care placements; and optimise the use of resources. The project also aims to improve young people's experiences of their transition to adulthood and to engage parents more effectively in the planning and design of services.

An Integrated Operational Change Manager is in post and a draft Project Brief and Project Plan have been developed in consultation with Heads of Services in Cardiff, Vale of Glamorgan and UHB, providers of services and parents.

Work to ensure young people with disabilities are identified as needing transitional arrangements has included:

- First meeting on Transitional Planning held between relevant Operational Managers. The group will link with the Looked After Children Service and plan to view the Vale model for transitional planning to establish whether or not it is appropriate for use across both authorities as it appears to work in practice for the Vale.
- Principal social worker in the Child Health & Disability team to take the lead on work related to timely and appropriate transitional planning. This work will be undertaken in close liaison with Adult Services.

## **Pathway Planning for Disabled Children**

Over the coming year we will embed a process that underpins holistic transition for young disabled people, which will be supported by relevant practitioners from Health, Social Services and Education and spans across both Children's and Adult Services. This will ensure that relevant information will be shared in a timely way and at the earliest opportunity, enhancing the experiences of families, young people and young adults. To achieve this Cardiff Social Services will work together in partnership with all agencies and regionally with colleagues within the Vale of Glamorgan.

## **Pathway Planning for Care Leavers**

The 'When I Am Ready' Scheme (post-18 living arrangements which allow young people to continue living with their foster carers beyond the age of 18) is an expectation that all local authorities will set up in line with the guidance during 2015/16, ready for when their new duties under the Social Services & Wellbeing (Wales) Act 2014 come into force in April 2016. The Scheme was implemented and tested in Cardiff in advance of the statutory deadline.



# APPENDIX 5 – WORKFORCE DETAIL

## Cardiff is the destination of choice for committed social work and social care professionals

This appendix provides further information about progress made during the year in relation to the Workforce outcome.

The delivery of excellent services through a well-qualified, skilled, engaged and motivated staff group is fundamental to the success of all public sector organisations. In the City of Cardiff Council, we are fortunate to have high quality committed staff that play a vital role in the delivery of quality services to the people in Cardiff.

An overall profile of the workforce is required to shape the commissioning of integrated services going forward. Better / improved workforce planning will help us better align the needs and priorities of the Directorate with those of its workforce to ensure that it can meet legislative, regulatory and service requirements and organisational objectives. It will ensure that we have the right people with the right skills in the right place at the right time.

We have continued to ensure that the workforce has access to relevant qualification and have explored ways in which our in-house QCF facilities can be expanded to offer qualifications across the region.

We have also continued to develop the knowledge and understanding of the workforce in order to implement the new Social Services & Wellbeing (Wales) Act 2014 and have carried out work to expand the E-learning portfolio working in partnership with the Learning Pool.

We have built on existing manager forums to strengthen information sharing and have started to develop opportunities for this to be rolled out across the region. Good lines of communication are in place to ensure that available resources such as the Care Council for Wales Hub on the Social Services & Wellbeing (Wales) Act 2014 are maximised by our social care workforce.

Examples of ways in which effectiveness and quality are measured are as follows:

- Evaluation sheets for training are completed by participants providing an indication of the quality of the training provided and whether it has met expectations.
- The Training Unit undertakes exit interviews for Children's Services social workers who are leaving the Authority and provides a feedback loop to the management team in order that lessons can be learned.





## How much and how well did we do?

- There has been a comprehensive programme of development compiled by the relevant training officers that was based on the responses to training needs analysis sent to Social Services teams. It covered a wide range of subjects from safeguarding, outcome based accountability to toxic trio training and many more.
- It ensured that key changes to legislation, regulation, policy and practice are covered in the annual programme of development. This would include such things as the Social Services & Wellbeing (Wales) Act 2014, More Than Just Words and the Dementia Strategy for Cardiff & the Vale of Glamorgan.
- In order to facilitate the development of practice knowledge and skills across the workforce a robust training plan has been produced which has resulted in the number of attendees at training being 5,135 during 2015/16.
- We supported three staff on the Social Work degree programme following a rigorous selection programme that was endorsed by senior managers. During 2015 we have supported a total of five secondees at various stage of their social work journey.
- We continue to offer Qualifications and Credit Framework (QCF) qualifications to both internal and external staff through a mixture of in-house provision from our own QCF accredited centre to working in partnership with two local colleges. The number of learners registered in 2015 was in excess of 150 and they have a three year time frame in which to complete their award. During 2015/16, 25 completed their awards across all levels.
- A team manager programme has been set up to deliver a range of training / information sessions to all team managers in Children's Services. This came about as an identified need from the Assistant Director in Children's Services that some managers have not engaged in training for a period of time. The programme is offered as Continuing Professional Development and upskilling to ensure a progressive pathway and as part of a maintenance programme for existing managers.

## Workforce Strategy

A Children's Services Workforce Strategy has been agreed during the year to improve workforce planning, recruitment, retention and staff learning and development. An action plan has been developed and a task group set up to oversee implementation of the plan in 2016/17.

Engagement with Adult Services has commenced regarding next steps towards a developing an overall Social Services Workforce Strategy.

We have enabled staff to access a wide range of learning opportunities delivered using various learning methodologies that include gaining qualifications e.g. social work degree offered via a secondment programme, QCF Diplomas in Health & Social Care and Approved Mental Health Practitioner (AMHP) - a progression qualification.





Staff have also accessed external training programmes, such as a team manager development programme delivered by the Social Services Improvement Agency.

Alongside these there is a complete calendar of learning opportunities that are delivered using an interactive method of learning that ensures the audience is able to transfer this knowledge back to the work place.

We have supported the planning for the remodelling of Children's Services by developing a workforce plan that addresses the training and professional development needs of staff as the service area embarks on implementing a new approach and service model (Signs of Safety / Restorative Practice).

## **Rationalise the Social Care Workforce Development Partnership**

We have established a regional Care and Support Workforce Board consisting of statutory, third sector, independent, private sector and academic institution members. The board is responsible for leading key strategic developments to re-skill the whole social care sector workforce in order to respond to the requirements of the new Social Services & Wellbeing (Wales) Act 2014. An Operational Group will take forward the detailed delivery plan and a project group is also taking forward a commitment to regionalise the two Council's training units into a single unit in collaboration with Cardiff Academy.



# APPENDIX 6 – RESOURCES DETAIL

## **Social Services are provided on the basis of the most efficient and effective use of resources**

This appendix provides further information about progress made during the year in relation to the Resources outcome.

### **Children's Services**

The outturn position for Children's Services for 2015/16 shows an overspend of £2,013m compared with £2,312m in 2014/15. Despite a reduction in the number of looked after children during the year (from a high of 662 in June 2015 to 644 at 31<sup>st</sup> March 2016) the commissioning mix for placements has become more costly. This is because there has been an increase in the proportion of children presenting extremely complex challenges who need externally purchased placements with very high support ratios. In spite of this however, there is also a significant shortfall (£1.1m) against the £2.7m savings target set for the service as part of the 2015/16 budget which is attributable principally to the failure of a provider to deliver services in support of a new Payment by Results initiative. Nevertheless, there has been a continued focus on returning children placed in high cost out of area placements to Cardiff that has been successful in returning 7 children to Cardiff at an estimated saving of £316,000.

### **Adult Services**

The projected outturn position for Adult Services for 2015/16 shows an overspend of £3.3m. Total savings of £4.4m are projected against the £8.4m savings target, leaving a shortfall of £4m in the financial year. This reflects the number of unachieved savings in the Directorate outturn position. There are offsetting underspends in areas where greater growth was anticipated in 2015/16, notably in domiciliary care and in areas impacted by deprivation of liberty regulations.

There are ongoing pressures on externally commissioned services for older people, notably in relation to domiciliary and nursing care, where there has been a significant increase in the unit price. It also reflects an increase in the level of care hours delivered via Direct Payments across the service. As indicated above, growth in domiciliary care has been less than in previous years, reflecting ongoing reablement and preventative measures.

Responding to the budget and demand pressures that the Council and its public sector partners face during 2016/17 will mean redesigning the delivery and commissioning of services for the future.



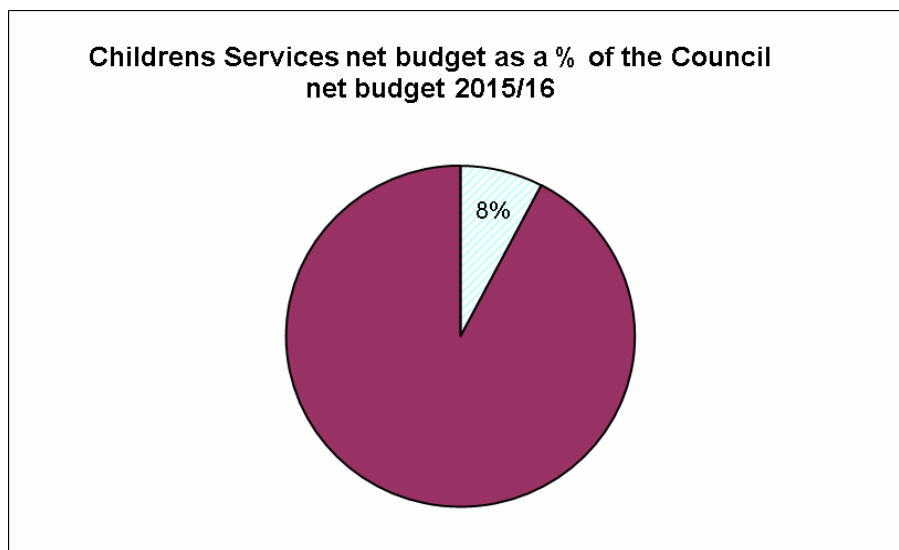
## Supplementary Financial Information

There are 350 full time equivalent established posts in Children's Services providing services to 2,539 service users.

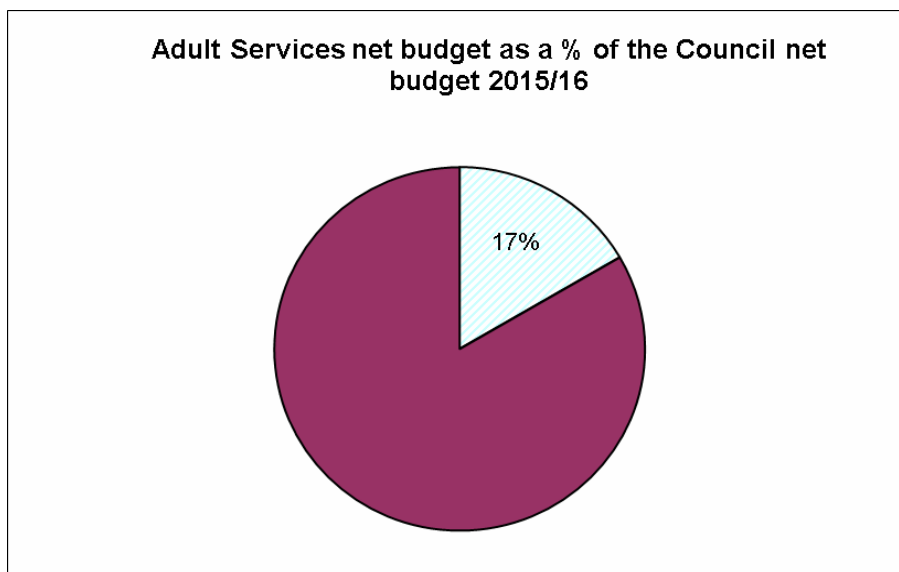
There are 650 full time equivalent established posts within Health & Social Care managing 7,771 case allocations.

The charts below show the budgets for these service areas as a percentage of the overall Council budget.

Children's Services net expenditure budget 2015/16= £45,620,000.



Adult Services net expenditure budget 2015/16 = £95,654,000.



Total Council net expenditure budget (all services) £570, 219,000.



## Benchmarking

As part of our 2015/16 corporate commitments, Social Services were required to evidence how we 'benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors'.

An exercise was undertaken to compare the 2014/15 Children's Services outturn with the 2014/15 all Wales average. This gives an overview of how Cardiff is performing in comparison to other Welsh authorities and is also used to inform target setting. Work is undertaken on a quarterly basis to consider quarterly performance against the 2014/15 all Wales average to monitor continuous improvement. Work to compare performance data between Cardiff and English authorities comes with inherent difficulties relating to differences between overall datasets, detailed PI definitions and legislative differences. The top 10 most comparable English cities have been identified, but a decision has been taken to put this work on hold following the release of new performance reporting requirements under the Social Services & Wellbeing (Wales) Act 2014. The Director has recently joined peer Directors in a Social Services Core Cities network (principally relating to Children's Services) where best practice and comparative performance work can be furthered.

Adult Services benchmarks extensively, liaising with other authorities in support of specific actions such as policy decisions, strategy development, and commissioning services, as well measuring ourselves against them on an ongoing basis through our performance management framework. In 2015/16 we have benchmarked in the areas of Direct Payments, Meals on Wheels, Drug and Alcohol Social Work provision, Extra Care commissioning, Transitions for Care Leavers, Adult Placement commissioning, the Unison Ethical Care Charter and Advocacy commissioning.

Consideration is being given to working with other Welsh authorities during the development of the new PIs in 2016/17 which is being treated as a benchmarking year for the authority due to changes in performance reporting requirements.

In relation to referrals / the Multi-Agency Safeguarding Hub (MASH) - there has been learning from Cwm Taf in relation to their developments for the MASH. This includes:

- Barriers and challenges that they faced during development.
- Having the right people on the project board for decision making and consistency.
- Staffing capacity and resource availability.

The MASH Project Manager has also been in contact with other Local Authorities (such as Staffordshire and Gloucester) regarding the development of Information Sharing Protocols.

In relation to complaints, information regarding the approach to commissioning Stage 2 Complaints Investigations has been collated. During 2015/16 meetings and discussions took place with Commissioning and Procurement to consider the outsourcing of Stage 2 investigations to improve efficiency within the complaints process. Further work is planned as one Directorate in 2016/17 to carry this work forward.



## APPENDIX 7 VIEWS OF SERVICE USERS

If service users and carers are involved in planning and reviewing social care services, those services are more likely to meet their needs. Social Services believe it is important to involve and consult with service users and carers so that their views are listened to. Some examples of this during 2015/16 include:

### Children

Children's Services held two consultation events with children and young people – a Listening Event in March and a face to face challenge session with young people based upon their own analysis of this report. Feedback from both these events was:

- Young people would like to be consulted more about their looked after reviews – including where the reviews take place and how the experience was for them. Young people have asked to be involved in work to update the Looked After Review Consultation Document.
- Young people requested that contact arrangements are more sensitive to individual circumstances and more reflective of family life.
- Although concerns were raised about the number of Personal Advisers, very good feedback was received from a number of young people about the quality of support received from the Personal Adviser Service, which they value highly.
- Young people would like a user friendly version of this report.

In addition to this:

- Children and young people were consulted during the development of the Corporate Parenting Strategy.
- Young people were also involved in the interview process for Personal Advisers during the year, and there are plans to expand on this in 2016/17.

### Adults

Adult Services approached a number of stakeholder organisations regarding the challenge process and they responded positively, being keen to engage and provide feedback. Common themes emerging from the feedback were:

- The report is lengthy.
- Suggestions that there be an 'Easy Read' format / version.
- Case studies are good and valuable.
- Suggest more service user / carer quotes.



- Feel in some areas we 'under play' the challenges e.g. Delayed Transfers of Care and the instability of the Domiciliary Care market.
- Partnership working could be expanded upon.
- All were grateful that they had been consulted and for the opportunity to comment.

In addition to this:

- The Day Opportunities Strategy for Older People was completed during 2015/16 with a consultation period of approximately 3 months. 213 written consultation responses were received and fed into the draft strategy, which was submitted to Cabinet in March 2016.
- Providers who wish to provide Home Support Services to the City of Cardiff Council are accredited by the Council and enrolled on the online Approved Provider List (APL). This system aims to increase capacity in the market and whilst monitoring and improving the quality of services. Every offer submitted is evaluated using a quality:price ratio of 50:50. The quality 50% aspect is made up of service user feedback obtained from completed domiciliary care customer satisfaction surveys. Any negative comments of formal complaints are also followed up as part of this process.
- The Adult Services Customer Satisfaction framework came to an end on the 31<sup>st</sup> March 2016 with the introduction of the Social Services & Wellbeing (Wales) Act 2014. As part of the implementation plan for the Act, a Performance Management Task and Finish Group was set up in 2015/16 to ensure we have a consistent approach across the region. Recently a Cardiff and Vale of Glamorgan subgroup has been formed to look at the collation of qualitative data. This qualitative data will include asking people about their experience of Social Services and whether this has contributed to improving their wellbeing.



# APPENDIX 8 COMPLAINTS AND REPRESENTATIONS

The current arrangements for managing complaints separately in relation to children and adults receiving social services do not effectively support a coherent approach to quality assurance across social services as a whole and this hinders effective learning from their outcomes. Performance in relation to complaints is variable as a result. These arrangements are currently under review and a single integrated function will be introduced in 2016/17 as part of a wider Social Services Business Unit.

## Children

Children's Services received 135 complaints during 2015/16, a 44% decrease on the 195 complaints received during 2014/15. 20 complaints were received direct from children and young people (or an advocate) during the year compared with 26 in 2014/15.

There were 9 Stage 2 investigations initiated in 2015/16 compared with 12 in 2014/15 and there were no Stage 3 Review Panels, compared with 1 in the previous year. There were 4 referrals to the Public Service Ombudsman for Wales, compared with 1 in 2014/15.

Stage 1 complaints are resolved effectively which means that only a small percentage of complaints – 7% (9 / 135); proceed to Stage 2, Stage 3 or the Public Service Ombudsman for Wales.

## Adults

Adult Services received 75 complaints during 2015/16, a 25% increase on the 60 complaints received during 2014/15.

There were 3 Stage 2 investigations in 2015/16 compared with 5 in 2014/15, and there were no Stage 3 Review Panels, compared with 1 in the previous year. There were 2 investigations by the Public Service Ombudsman for Wales, the same as in 2014/15.

Stage 1 complaints are resolved effectively which means that only a small percentage of complaints – 4% (3); proceed to Stage 2 or the Public Service Ombudsman for Wales.

## Themes

From the complaints received during 2015/16, the following themes were identified in relation to children and adults:

- Complaints are around quality of care e.g. service delivery / missed calls.



- Case management and review e.g. unhappy with service provided by social worker and / or assessment outcome.
- Other - examples from Children's Services include:
  - Financial matters relating to Special Guardianship Orders.
  - Issues relating to contact between looked after children and their families.
- Other - examples from Adult Services include:
  - Learning Disabilities services where college placements have not been funded.
  - Time taken to undertake assessment and decision making process.





# APPENDIX 9 GOVERNANCE AND ACCOUNTABILITY

## Council Values and Priorities

Supporting and protecting vulnerable people remains one of the Council's 4 Top Priorities and this is reflected in the continued and direct support provided to Social Services during 2015/16. In the context of significant Council wide financial challenges; the Council has realigned Social Services' budgets to the value of £7.2m and identified additional funding both for demographic growth and for specific pressures to the value of £1.74m. Taken together with the Council's other three priorities and the refresh of the Council's Core Values, Social Services provision is seen as playing an essential strategic role in improving outcomes for citizens, families and communities across the city.

The Children & Young People and Community & Adult Services Scrutiny Committees play a significant role in supporting the drive towards improved performance across Social Services. Both Committees have undertaken discrete inquiries in order to strengthen the corporate profile of key challenges that impact on vulnerable people.

## Strengthening Social Services as a Unified Entity

Since July 2013, services for children and adults benefited from dedicated but separate Director leadership during a period where it was necessary to focus on critical areas of improvement. In 2014/15, the Council concluded that it was timely, particularly in light of the Social Services & Wellbeing (Wales) Act 2014 and to enable better strategic integration, to establish a single Social Services Directorate under a single Director with effect from 2015/16. This is intended to secure a stronger focus on 'whole family' / whole system approaches and on stronger integration with partners, taking advantage of opportunities to share innovations, resources and costs more effectively.

## Robust Improvement & the Organisational Development Programme

The Children's Services Improvement Board, chaired by the Chief Executive and supported by an external Independent Support Team, continued to play a critical role in challenging practice, ensuring progress against an agreed Improvement Plan and unblocking in-Council barriers to change. The Children's Services Improvement Plan was also given close consideration throughout the year by the Council's Challenge Forum, chaired by the Leader and supported by a range of external peers and 'critical friends'. Along with Education, Children's Services were the first Directorates in the Council to participate in the newly established Challenge Forum and to benefit from the growing organisational learning culture that flows from it.

Given the progress achieved in year in Children's Social Services it was agreed that the Children Services Improvement Board could be stood down and the improvement agenda is now



integrated on a business as usual basis. This allowed us to turn our attention to the creation of a wholly different and city wide approach to supporting children and families on a universal basis rather than the more narrow and inward focus on the statutory service alone. Together with senior partners and chaired by the Chief Executive, it is our belief that real change for children more broadly and in terms of preventing the need for statutory intervention, will only come when the whole community prioritises children and enables their growth and development as the basis of all our futures. The Council and its partners have therefore, committed to work towards making Cardiff a 'Child Friendly City'.

These developments have been further extended by the Chief Executive's Organisational Development Programme which is designed to strengthen performance management, innovation, cross-Directorate working and transparent accountability. As part of that a Vulnerable Children and Families Board chaired by the Director of Social Services, was established incorporating all relevant statutory and third sector partners. This enabled the strategic objectives of partners and other Council Directorates to be more effectively aligned so that a shared commitment to better outcomes for children can be translated into tangible programmes of change. Importantly, this has led to a stronger commitment to release funding into a shared resource, to enable the changes to take place, including joint funded posts. The new partnership played a key role in progressing Multi Agency Safeguarding Hub developments, the development of an Early Help Strategy, and the development of new solutions to accommodation for independent living for young people and care leavers.

An Adult Services Improvement Board similar to the Children's Services predecessor was established in the Autumn, again chaired by the Chief Executive. The Director and the Board were supported in their improvement agenda by an independent 'diagnostic' that was undertaken by a Welsh Local Government Association (WLGA) associate and presented to the Community & Adult Services Scrutiny Committee and to the Challenge Forum. This enabled the early development of an improvement plan that focused on the key ingredients of success and included the Social Services & Wellbeing (Wales) Act 2014, an overall structure for the new Directorate, Integration, Performance and Budget. In addition the improvement plan has enabled better 'grip' on the development of new models of delivery. Again the Organisational Development Programme played a significant role in supporting this agenda.

In addition, all Directorates are subject to challenge at regular 'Star Chamber' meetings which focus on high level performance issues and this will be further facilitated by the newly integrated Social Services Directorate.

## **Staff Engagement**

The key factor for the successful development of new ways of delivering services to the community is the active engagement of staff. In addition to good engagement by Directorate staff in Chief Executive led roadshows, the Directorates continued to engage directly with front-line staff utilising different media, including newsletters; work shadowing by the Director; staff shadowing the Director for a day; facilitated staff workshops with the Director; regular management team development forums with Team Managers.



## **Corporate Parenting Advisory Committee (CPAC)**

2015/16 was the first full year of the newly constituted committee, having replaced the previous panel and strengthened the Council's commitment to good Corporate Parenting. CPAC managed a highly active work programme during a year which included the production of the Council's first Corporate Parenting Strategy. This comprehensive strategy binds partners together around a well-articulated set of strategic priorities for Looked After Children and Children in Need of Care and Support. In addition to its monitoring activity and consideration of regulatory reports and a quarterly complaints report, the Committee considered the experiences of adopters and adopted children; the impact on outcomes of the new Gateway Housing service for Young People; the progress achieved in relation to Care Leaver training and employment placements; the work of the Advocacy Provider; and the key work being undertaken to strengthen educational attainment for looked after children. A number of Committee members visited front line teams and spent a day at a 'listening event' with young people to get a better understanding of their perspectives and needs. A separate Annual Report has been prepared for consideration by Cabinet and Council.

## **Social Services & Wellbeing (Wales) Act 2014 (SSWB)**

Good regional governance and project management arrangements were in place to maximise readiness for the Act in April 2016. These have built on the pre-existing arrangements established to promote health and social care integration. A wide range of staff and managers have been involved in national consultation events as the tranches of draft guidance have been issued. Although significant numbers of staff have engaged in SSWB awareness training, this and the consultation events have been taken up in the knowledge that the time available between the issue of new guidance issue and in-house preparatory work to enable effective implementation is highly challenging. We have established a regional post to facilitate implementation and engaged similar support to align this with the Workforce Development dimension, for which the Director of Social Services in Cardiff is the regional lead Director.

## **Corporate Safeguarding Board**

The Corporate Safeguarding Board was established in March 2015. Reflecting the significance of its corporate remit, the Cabinet Member for Corporate Services and Performance took over the role of Chairperson at the Board's July meeting. The Terms of Reference and overall purpose include:

- Ensuring the compliance of all Council Directorates with key safeguarding requirements in relation to children and vulnerable adults.
- Promoting effective cross-Directorate safeguarding practice particularly in terms of information sharing and data collection, front-line operational awareness, staff training and wider partnership engagement.

A separate Annual Report of the work of this Board is due for consideration by Cabinet.



## APPENDIX 10 PARTNERSHIP WORKING

Children's Services have undertaken some good examples of strategic partnerships during the year. These are referenced throughout the report and include:

- Development of an Early Help Strategy
- Continuation of work within the Cardiff and Vale of Glamorgan Safeguarding Children Board
- Remodelling services for disabled children
- Development of a Multi Agency Safeguarding Hub
- Implementation of Regional Adoption Service
- Social Care Workforce Development Programme

In Social Services, the Cardiff & the Vale of Glamorgan Integrated Health and Social Care (IHSC) Partnership submitted a number of investment proposals for older people, adults with learning disabilities and children with complex needs at the beginning of 2016 via the Intermediate Care Fund. This was to include a Discharge to Assess project for domiciliary care. An outline implementation plan was included in the proposal. The overall aim of this work is to allow:

- Individuals aged 65 years plus the opportunity to leave hospital at an earlier stage, with access to an appropriate assessment of need within their own home environment as opposed to a ward environment and provide them with improved access to a reablement service where potential improvement is identified.
- Reduce the number of delayed transfers of care associated with community assessment / arrangements across Cardiff and the Vale.
- Ensure clarity of referral pathway for patients returning home, where currently there is confusion as to whether the Integrated Discharge Service or Community Resource Team is the correct route to follow.
- Ensure robust assessment of individual needs and ultimately more prudent use of social care / health resources.
- Avoid the unnecessary placement of individuals into institutional care, thus maximising care home capacity for those who really need it.

If funding is agreed the scheme will commence from the 1<sup>st</sup> April 2016.

The IHSC Partnership continues to monitor the delivery of work funded for adults through the Intermediate Care Fund and namely the following four projects - Single Point of Access, Preventative Interventions, Accommodation Solutions and (as mentioned above) Discharge to Assess. In December 2015 the Welsh Government confirmed the arrangements in relation to the remaining Intermediate Care funding (ICF) for the 2015/16 financial year. The focus of the remaining fund was to reduce the number of people who are delayed from returning home following admission to hospital. Cardiff and the Vale were allocated an additional £190k.

This is the final year of a three-year Regional Collaboration Fund Grant. This year the programme has been scaled down to reflect the reduction in the budget. It is focussing on two projects - Enhanced Reablement Services and Enhanced Services for People with Learning



Disabilities. The projects delivered in years 1 and 2 are either completed or have become business as usual. The projects in their third year continue to trial new models of working ensuring that these are delivered collaboratively across two or more of the partner organisations. The projects are working towards outcomes in line with the criteria set out in the grant bid.