

Local Authority Social Services Annual Report 2018/2019





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INTRODUCTION

MESSAGE FROM CABINET MEMBERS

We very much welcome this, the 10th Annual Report of the effectiveness of the Local Authority's Social Services. As Cabinet Members with direct responsibility for Social Services, people who need care and support in our city are our priority, and this is reflected in the importance given to Social Services by the Cabinet and the Council as a whole.

We would like to express our most heartfelt thanks to the wonderful social care workforce who work with the City's most vulnerable people, often at the most difficult times of their lives. In our experience, our workforce are highly committed to working in a person-centred way, with children, young people, families, adults and their carers. Their compassion and passion for making a difference, and doing what matters shines through. We are in awe of the ability of our workforce to embrace changes and continuously improve their practice, through working in a strength based way, responding to emerging issues such as exploitation whilst not being detracted from getting the basics right.

Amidst all the busyness and intensity it is important that we spend time with our frontline workforce time to celebrate what is going well. There have been some excellent opportunities to do this in the last year. The Signs of Safety Celebration Event, the Care Workers Awards, the Safeguarding Awards, the Ty Canna Volunteer Awards, are a small number of highlights. It is gratifying to see that the good practice in Cardiff has been recognised by regulatory bodies too. The inspection report of Crosslands Children's Home was exemplary and their focussed activity in our First Point of Contact and Independent Living Services was very positive.

It is also important we pay tribute to the people with care and support needs, and their carers, that Social Services in Cardiff work alongside. We have celebrated the achievements of the children for whom we are corporate parents in our Bright Sparks awards, and of our care leaver apprentices in our Bright Starts awards. To see young people who have overcome major challenges to achieve really positively is both moving and inspiring. We have seen the development of peer support in Ty Canna and the development of the volunteer workforce and the direction that people with learning disabilities have brought to our Learning Disability Commissioning Strategy. The impact of really good Social Services support which enables people to fulfil their potential and shine is the reason, despite all the challenges, we feel we have the best Cabinet portfolios!



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



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

The challenges facing children's and adult's social services across the UK, and within Wales, have received increasing attention in the last few years. The impact of austerity on people, communities and local government budgets mean that the challenges of deprivation and disability can result in an increasing need for Social Services care and support. We have seen this particularly in children's services where we have evidenced concerning increases in the number of children looked after, albeit the highest proportion of those increases are in children who live with their own parents or extended families. In adult services, we have been more effective at mitigating the impact of an ageing population and austerity as we have invested in prevention and early intervention services and approaches. We are connecting people to resources in their own communities, and providing information, advice and assistance which is enabling more and more people to live their lives without statutory social care support. We have been able to make these investments, in significant part, because of targeted investment from Welsh Government through the Integrated Care Fund and in the last year the Transformation Fund. We are building on the success of early intervention and prevention for adults and have approved as a Cabinet a new model for children and families. Despite pressure on Council budgets, we have prioritised investment in these services, and it is also encouraging that Welsh Government are now investing Integrated Care Fund in services for children. It is important to emphasise that there remains an urgent need for a long-term sustainable funding solution for child and adult social care. Short term transformative investment is very welcome but the risks when it comes to an end are significant for organisations and most importantly for the people who are supported by the services it funds.

There is really much to be proud, and reflect positively on in this annual report.

Earlier this year we welcomed the publication by Welsh Government of the first national plan for health and social care Healthier Wales. We are delighted that the Cardiff and Vale Regional Partnership Board was the first in Wales to have our transformation proposals supported by Welsh Government, reflecting that we are well-placed to deliver the seamless services at the heart of the Healthier Wales vision. We have built on our successes in prevention by extending the First Point of Contact to work with people in hospital and support their timely discharge, through the Get Me Home service. We have also worked to expand and modernise our support for people with long term care needs on discharge from hospital through the Get Me Home Plus service and a review of the Community Resource Team. We should continue to celebrate the low levels of delayed transfers of care in Cardiff, particularly when compared with other parts of Wales.

Dementia Friendly Cardiff has made significant progress in the last year. More colleagues working for the Council and partners are dementia friends, and more of our Cardiff businesses are working towards Dementia Friendly status. We are incredibly proud of our new integrated day service in Grand Avenue, developed in partnership with Cardiff and Vale University Health Board. This service has been designed and is being operated to enhance the well-being of people with dementia. It has already been visited by the Community Health Council who reflected the positive impact it is having on the people who use the service.

There have been really positive developments in Children's Services – the impact of the Adolescent Resource Centre and Think Safe in supporting children and young people at the edge of becoming looked after and at risk of exploitation is very encouraging. We have evidenced reduced numbers of children becoming looked after across all age ranges at the end of this year as a result of the further embedding of strength based practice through our Signs of Safety model. It is heartening to see the progress being made to implement Signs of Safety across all Children's Services teams. There are also excellent examples of strength based working in Adult Services, particularly in mental health and learning disability services, particularly through our community day opportunities in Ty Canna and Tremorfa.

We welcome the honest and transparent approach to strengths, areas for improvement and priority actions within this report. We are committed to addressing the challenges in respect of recruiting and retaining our workforce in Children's Services and the direct care workforce in Adult Services. We are enhancing prevention and early intervention for children and young people. We are worried about the low numbers of children and young people who are leaving the looked after system and are committed to implementing a reunification framework. We are concerned about the supply and quality of accommodation and support for our children looked after and the number who live outside of Cardiff and neighbouring authorities. We are implementing new services closer to home to support more children to live in Cardiff when it is in their interest to do so. We are concerned about the impact of exploitation on people and are working with partners to proactively prevent and protect.

Whilst there will always be challenges in delivering such complex services in a diverse and growing city, this report demonstrates clarity of purpose, strong corporate leadership and a granular understanding of the issues we face. Progress is clearly being made and our direction of travel is clear. We look forward to building on our strengths and addressing the challenges we face in the year ahead.

The next year is about a positive and sustainable future for social services in Cardiff and with the continued support of our workforce, the Council, partners, people and communities, we are well placed to rise to the challenge.



DIRECTOR'S FOREWORD AND ANALYSIS OF PERFORMANCE

BUILDING ON OUR STRENGTHS, BEING OPEN ABOUT, AND ADDRESSING, OUR AREAS FOR IMPROVEMENT



Claire Marchant,
Director of Social Services

INTRODUCTION AND SUMMARY

As the Council's Director of Social Services it is one of my most important duties to report annually to Council on the quality and performance of Social Services in Cardiff. This is my first annual report as Statutory Director of Social Services with Cardiff Council, having taken up my position in July 2018. It is both a privilege, and a considerable responsibility, to start to understand, provide leadership to, and shape the improvement of outcomes for the most vulnerable people in our City. Alongside me, Deborah Driffield and Louise Barry have also joined the Social Services Management Team in the last year as Assistant Director of Children's Services and Assistant Director of Adult Services. As a new management team we have had the opportunity through fresh eyes to understand the strengths, challenges and opportunities facing Social Services in Cardiff.

This annual report is an analysis of the strengths, areas of concern and priorities for improvement. Social Services is a core responsibility of local government in Wales. We work alongside people – children, young people, adults and carers - facing significant challenges in living the lives they want to live. We are responsible for working with our partners in the Council, across public services and beyond to safeguard, protect, and improve outcomes and opportunities for our most vulnerable citizens.

Like many other local authorities, Cardiff is faced with the twin challenges of declining budgets and an ageing population. Cardiff is unique in the Welsh context in that the population of children, young people and working age adults is also growing which means we need to meet more needs across all parts of Social Services. Against this backdrop doing more of the same is not an option; nor is doing the same things differently. We are building an evidence base in Cardiff that doing different things, better, and for the right reasons, is also more cost effective and by far the best way forward if we are to manage up to another £17 million reduction in the Council's budget.

Having committed to strength based working, it is important that this annual report takes that strength based approach to evaluating the performance and impact of Social Services in Cardiff in the last year. Whilst there is much that is strong, there are areas that evidence shows we need to improve. What is important is that we:

- Are clear on the evidence used to give a rounded evaluation of performance (quantitative and qualitative data, feedback from complaints, compliments and comments, Member queries, engagement with children, young people and adults with care and support needs and feedback from regulators, partners and providers of service).
- Celebrate our strengths and understand what good looks like.
- Are open and transparent in respect of the areas where we need to improve.
- Have clear, prioritised and evidence based plans to address the areas where improvement is needed.

This foreword is my personal analysis of where we are – this summary is supported by the analysis of quality and performance detailed in the rest of the report. Overall, there is much to be proud of:

In Adult Services:

- Preventative services for adults are well developed.
- There are very low delays in transfers of care between hospital and community.
- We have leading edge integrated dementia services in Grand Avenue.
- There is evidence of strength based working in mental health and learning disability services which are supporting more people out of traditional day services.

In Children's Services:

- There is clear evidence of developing strength based practice as all areas strive to embed signs of safety.
- There is excellent practice in working with teenagers at risk of becoming looked after or exploited through the Adolescent Resource Centre (ARC) and the work of the Think Safe team.
- There are excellent internal services in Crosslands.

There is also evidence of areas where we need to improve. Particularly we need to:

- Move away from reliance on agency workers in Children's Services.
- Implement a new approach to early intervention and prevention.
- Support more children to end their period of being looked after more quickly.
- Urgently address issues in respect of sufficiency and supply of the right accommodation and support services for children.
- In Adult Services, we need to implement strength based practice and move towards outcome focussed, locality commissioning.

There is much to do, and risks to manage, but overall the priorities for improvement are understood and have the right corporate political and partnership arrangements. We have a mantra in Social Services 'doing the right thing is also the most cost effective thing to do'. This seems obvious in many ways. Invest in reabling people to keep them independent and they will need less long term care; invest in in-County fostering provision and fewer children are in expensive placements away from home and thus losing

connection with their local community. It is clear, however, that this ethos will be severely tested in the coming year – the challenges of reducing public finances, a social care sector which needs to realign the way it works to secure the right workforce, the demographics of a growing population, the growing risks of exploitation to children and adults will prove a real test of professional and political leadership. This may seem daunting, but by aligning priorities with our culture, partnerships, practice and systems we are well placed to continue to do the right thing.

This next year is about a positive and sustainable future for Social Services in Cardiff and with the continued support of our workforce, Council, partners and communities we are well placed to rise to the challenge.

Social Services at the heart of a corporate and partnership approach to improving outcomes for our most vulnerable citizens

Success in Social Services is as much dependent on the centrality of Social Services in Cardiff to the whole authority priorities, and the quality of corporate leadership and support, as it is of the professional Social Services leadership. The positioning of Social Services in Cardiff as an important part of the wider People and Communities Directorate means the right connections are being made to strategically and operationally connect early intervention and prevention, accommodation, care and support and safeguarding.

Addressing the needs of the most vulnerable people in the City is at the heart of the Council's Capital Ambitions priorities. The investment in prevention and early intervention, and strong localities and communities, is essential to mitigate the barriers that are experienced by the children and families, adults with ill health and disabilities and older people who we work with. Cardiff Council demonstrates this through policy commitments and the priority afforded to prevention and Social Services within budgets even in the most austere of times.

The Council has also committed to developing strong, resilient and delivery focussed partnerships at every level – the Public Service Board, the Regional Partnership Board and partnerships connecting people and communities. These partnerships provide the joined up system leadership, interventions and approaches needed to address complex issues such as substance misuse, homelessness, poverty and mental ill health and exploitation which impact disproportionately on people with care and support needs.

Clear purpose which drives strategy and operations

Much of the focus in the last year of the new Social Services leadership team has been to develop a clear vision and purpose supported by strategic delivery plans.

In Children's Services our commitment is to support children to live safely and well with their families wherever possible. We are committed to understanding what is important to children and families, promoting their rights and participation, and having the right range of services and interventions when additional support is needed. Our model of practice, Signs of Safety, recognises the strengths in every family situation, even when the risks are too great for a child to remain with their family for a period of time.

We are committed to shifting the balance of care and to achieving the following outcomes:

- Supporting more families to become kinship carers.
- Supporting more families to become special guardians.
- Recruiting more local authority foster carers.
- Working differently with Independent Foster Agencies.
- Supporting more children and young people at home on well-being, care and protection plans.
- Supporting more families, children and young people through early help and preventative services.
- Reducing the number of children and young people placed in residential settings and the length of time they are there.
- Reviewing all children and young people on a Care Order living with their parents and considering whether any can step down to Supervision Orders.
- Developing a reunification framework to support this strategy.

In Adult Services, there is an articulated purpose and underpinning principles, which guide strategy and practice. The purpose and underpinning principles are:

- **What Matters? (Person-Centered Care)**
 - o Information, advice and assistance should be easily accessible and tailored to the needs of individuals and their communities.
 - o Services should build outwards from the strengths of the individual, their family and their community.
- **Home First (Preventative Approach)**
 - o Social care packages should support people to remain part of their communities and remain close to their social and cultural networks.
 - o Services should be planned around an individual with support put into place before crisis point so that their quality of life can be protected for longer.
- **Sustainable Communities & Resources (Localities)**
 - o Services should be planned, designed and provided in partnership with individuals and organisations to ensure the most joined up approach possible at point of delivery.
 - o Support should be available locally and make the best use of assets in the community.

Priorities to deliver against this purpose are reflected in the Directorate Delivery Plan. We will work with people with care and support needs, carers, communities and partners to develop a 3 year strategic plan for adult Social Services and well-being in Cardiff in the next year.

Rights and Participation – Nothing about me without me

One of the most important actions of the Council and partners, in the last year was the approval of the *Child Friendly Cardiff Strategy*. The Council and public service partners are working with Unicef to create a Child Friendly City. We are the first Welsh Council to do this and the 3-year programme is embedding children's rights in governance, policy and practice. In creating and sustaining places where the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions, there is a real focus on improving outcomes for our most vulnerable children and young people.

Child Friendly Cardiff aligns completely with the 3 year strategic plan for Cardiff Children's Services '*Delivering Excellent Outcomes*'. The strategy has been developed with engagement with children and young people from the Bright Start Forum, 11 Plus Team and the Adolescent Resource Centre. We recognise there is more work to do fully embed rights and participation in everything we do from practice to strategy and to communicate effectively. To this end we are implementing the *Mind Of My Own* app which will give young people an instant and convenient way to express their views, wishes and feelings, and social workers a smart way to record them.

There has also been significant progress in the roll out of *Dementia Friendly Cardiff*. An e-module for training all Council staff has been developed and we are consulting on a dementia friendly website. Businesses continue to sign to the dementia pledge. Dementia cafes are running in all community hubs.

The Cardiff and Vale of Glamorgan Joint Learning Disability Commissioning Strategy which was approved by Cardiff's Cabinet in May 2019 was developed with people with learning disabilities and parents and carers and the priorities reflect what matters to people. This strategy now sets the standard for all strategic and policy developments to be developed meaningfully with people from the outset. The development of a strategic plan for adult Social Services is a priority for the next year and will be developed co-productively with people and communities.

Seamless working in action – delivering Healthier Wales

Healthier Wales, the first national plan for health and social care in Wales, was published in June 2018. *Healthier Wales* sets out the vision of a 'whole system approach to health and social care' which is focused on health and well-being, and on preventing physical and mental illness. This is the first time Welsh Government has set out a shared plan for health and social care. The plan focuses on 'providing more joined-up services, in community settings', and the aim is to see 'a shift from healthcare which focuses on treating people when they become unwell, to one that provides services which support people to stay well, lead healthier lifestyles and live independently for as long as possible'. A £100 million Transformation Fund was set up to support the implementation of the plan.

Partners across Cardiff and the Vale of Glamorgan provide leadership to health and social care across the region through the Regional Partnership Board (RPB) chaired by Councillor Susan Elsmore. The Cardiff and Vale RPB was well placed in progressing transformation in Wales and was the first region in Wales to have its transformation fund proposals approved by Welsh Government. The investment has enabled the continued development of services which operate at the interface between hospital and community, particularly 'Get Me Home' and 'Get Me Home Plus' which are supporting people to leave hospital more quickly with preventative services or with care at home, reducing the disabling impact of longer hospital stay or the risk of moving into a care home. The transformation programme is also supporting the development of resilient communities in South Cardiff through an evidence based approach to developing compassionate communities. Social prescribing is being rolled out in partnership with primary care across the City. Seamless locality working between the Council and NHS partners is also developing and we have established an integrated leadership team to provide system leadership between Social Services and the Cardiff and Vale University Health Board primary, community and intermediate care team.

A second transformation proposal has been developed with a strong focus on integrated working to meet the needs of children, young people and families. Whilst this proposal has not yet been approved by Welsh Government, the vision it sets is being progressed by a newly developed regional partnership for children, young people and families. The aim of this partnership is to ensure that the same focus on community, early intervention, prevention and strength based practice is implemented with partners in the region as is proving transformative in the lives of adults and particularly older people.

Partnerships for prevention committed to doing what matters for people

Strong and effective partnerships are also in place with other statutory and non-statutory providers, to join up services to improve outcomes and transform lives for both children, young people and adults.

Services which intervene early, prevent escalation of need, and connect people to their communities have continued to have a significant impact on the lives of adults in Cardiff in the last year. Significant new developments include:

- First Point of Contact (FPoC) became the primary point of contact for Health's Stay Steady, Stay Safe project, providing information, advice and assistance on falls prevention.
- Independent Living Service (ILS) introduced locality working encouraging greater collaboration with primary care for social prescribing and also developed a falls prevention service in partnership with Public Health.
- Day opportunities reduced waiting times from referral to first contact and expanded community connections through the community co-ordinator role.
- The Occupational Therapy Service has worked in partnership with disabled facilities to introduce the fast track ENABLE scheme, speeding up assessments and delivery of adaptations and also worked with the Innovate Trust to pilot use of smart speaker technology in supporting independent living.
- The Disabled Facilities Service has introduced a fast track service for hospital discharge, supporting the preventative agenda.

In the last year we have built on the strength around information, advice and assistance and preventative services for adults, to review arrangements for children, young people and families. In October, Cabinet approved a new delivery model for integrated early help and prevention. There has been extensive work throughout 2018/19 so that the service is in place from April 2019. The service development recognises that the Multi Agency Safeguarding Hub, because of its focus on high risk safeguarding and protection, was not best placed to provide information, advice and assistance. The development also recognised that there were excellent services and considerable resources invested but that a better, more holistic approach to children and families could be achieved through a single point of access which co-ordinates a wide range of resources to meet the needs of children, young people and families outside of statutory safeguarding and protection.

Building on strengths, addressing concerns, in practice and strategy

Cardiff Social Services is committed to strength based working. We are investing in our people, our systems, and our practice and developing our culture to understand what is strong, what we are worried about, and what we need to do to next to build on strengths and put in place a range of actions to address concerns. In Children's Services we are now in the third year of implementing Signs of Safety as our model of practice. We have committed to implementing strength based working in Adult Services working through investing in collaborative communications, understanding what matters and agreeing outcomes with people.

We have reviewed our approach to systemically embedding strength based practice across all teams. The leadership commitment is to support front line practice, addressing system issues and align resources. There is extensive support through training. Sustaining and embedding strength based working is being achieved through continuing to develop preventative approaches, mentoring, action learning, quality assurance, supervision and commissioning differently.

A real highlight of the year was the Signs of Safety Celebration event that took place in January 2019. It was excellent to reflect on how teams across Children's Services are making a difference to the lives of children and young people and families by working in this way with participation and rights central to the way teams are working. A key message from this report is that whilst there will always be further to go to fully embed Signs of Safety in practice in Children's Services, there is strong commitment and reasons to be optimistic about progress. There has been a focus on refreshing the implementation plan and building in mechanisms which support effective safety planning and management of risk. We have started to evidence a reduction in the number of children becoming looked after as a consequence of supporting collective decision making and reflection. Numbers of children who are ceasing to be looked after are, however, the lowest in Wales and numbers of children on the Child Protection Register are also low. We are prioritising work to review the care plans of children who are looked after but live with their parents and implementing an evidence based framework for reunifying children with their birth families. Positively, we have seen a significant increase in the number of children supported to live with wider family networks (kinship carers) as a result of understanding the strengths that exist within wider families.

Strength based practice in Adult Services is at an earlier stage of implementation, but there are examples of this ethos underpinning the way we work alongside people, through the work of Independent Living Service, the First Point of Contact, Adult Mental Health Services and Learning Disability Services. Listening to the person, doing what matters, and developing services which enable people to live the lives they want to live, connecting them to some care and support is evident in these services through case studies and feedback. An 18 month programme to systematically implement strength based working in all parts of Adult Services commenced in early 2019. A comprehensive training programme, Collaborative Communications, is being delivered and is supported by a systematic approach to embedding strength based practice through supervision, positive risk taking, quality assurance and commissioning.

A fit for purpose social care workforce

The greatest asset of Social Services is our workforce. Cardiff benefits from a highly committed workforce who frequently go above and beyond to safeguard, protect and support the well-being of the people we work with. Our workforce is hugely committed to the work they do. The Council has invested significantly in supporting the transformation of Social Services through training, development and system development. Our workforce needs the same direction, development and aligned systems to do the job they strive to do. We have the building blocks, with a new collaborative leadership structure across Social Services, to deliver whole service excellence we aspire to for all our citizens.

There are also significant challenges. Workforce development is a major priority in Adult and Children's Services, although the issues are different. A fit for purpose senior management structure is being implemented which will provide the right leadership across the whole of Social Services.

In Children's Services retention and recruitment of social workers is the highest priority. The numbers of social worker positions filled by agency workers is too high. Engagement with social work students and other potential recruits reflects that people who have placements in Cardiff have a positive and supportive experience. There are concerns regarding salary levels and recruitment processes. A recruitment and retention strategy has been developed, skill-mix is being reviewed across teams, and processes to support effective recruitment have been reviewed to ensure they are as efficient as possible. Relationships with the universities are being strengthened. The number of internal secondees to social work courses has been increased from 2 to 8. The career pathway, development opportunities and opportunities to specialise are being pulled together as the workforce offer.

In Adult Services there is a high degree of workforce stability and low levels of agency workforce. There is a priority need to develop career pathways to support the implementation of strength based working and to develop a workforce plan which optimises skill mix throughout all teams. There are some challenges in retaining and recruiting to specialist posts, particularly Approved Mental Health Practitioners (AMHP) which require an approach similar to the Children's Services strategy – particularly in supporting the internal workforce to develop as AMPHs.

As Director of Social Services, I have responsibility for workforce leadership across the whole social care sector. The Regulation and Inspection of Social Care (Wales) Act 2016 requires all care workers to register

with Social Care Wales. The register for domiciliary care workers opened in 2018 and their registration is mandatory from 2020. Registration has been slow in the last year and there needs to be an accelerated pace and focus in the work with providers and education and training providers will continue to be a major priority in the next year. Working with Social Care Wales, and regional partners, we will be promoting care as a career, linked to the wider strategy to develop career pathways, training and development and practice standards. This work is also linked to better commissioning of care and the opportunity presented by the Welsh Government policy set out in Prosperity for All through its identification of social care as one of five areas which have the greatest potential contribution to long-term prosperity and well-being of Wales.

Delivering flexible services which enable people to live the lives they want to live

We are committed to developing a range of internal and commissioned services which are high quality and flexible enough to deliver outcomes which improve people's lives. There are excellent services both provided by the Council, and external providers which have an amazing impact on the lives of the people they work with.

In Children's Services the Council's children's home, Crosslands, received a very positive regulatory report which highlighted how strength based working is being used to support the children and young people who live there. We have developed services, such as the Adolescent Resource Centre (ARC) and Think Safe which work with children and young people who are at high risk of becoming looked after or exploited. Support4Families is working with other early help services, which has developed strength based working with families outside of statutory services. Numbers of Cardiff foster carers are comparatively low compared to the rest of Wales so we have reviewed the way we work to recruit, retain and support foster carers. The sufficiency and quality of the right type of residential provision is a concern.

In Adult Services, strategically we have worked with partners across the region to develop the first Cardiff and Vale of Glamorgan Joint Commissioning Strategy for People with Learning Disabilities, which reflects what is important to people living with a learning disability. An Older Person's Accommodation Strategy was also approved by Cabinet which sets out clearly the accommodation people want to have available to them if their need for care and support increases as they grow older.

There are excellent day opportunities for people with learning disabilities and mental health services which connect people to community resources, into volunteering and work opportunities and maintain well-being through peer support, occupation and therapy. There is a high quality of supported living for people with learning disabilities and a range of different accommodation and support options for people across the life course. The current system of domiciliary care commissioning has successfully increased capacity across Cardiff, and has been a significant factor in the low levels of delayed transfers of care for people discharged from hospital when compared to the difficulties experienced in other parts of Wales.

Building on these strengths, there are also areas where we need to accelerate improved internal service development and commissioning arrangements.

A Children's Commissioning Strategy is being developed which will drive an accelerated improvement in the quality and sufficiency of the right accommodation and support services. There are currently significant challenges in securing the right services at the right time resulting in children being in placements which do not fit fully with their care plan. The Council has committed to reducing the number of young people who receive accommodation, care and support outside of the Cardiff area where it is not in their best interest. To do this we are working internally, and with external providers to develop fostering and residential provision. We are also expanding edge of care services to younger children and their families building on the success of the ARC for teenagers and implementing a range of services to support reunification of children and young people with their families. We are working with our partners in the regional adoption collaborative to increase the number of Cardiff children who are successfully adopted and to improve adoption support.

In Adult Services, we are working with care home providers to undertake a comprehensive cost of care exercise which will result in a comprehensive understanding of the cost of providing residential care in Cardiff. This will address current inequities in the fees that are paid for similar care home services across the City. We are working with regional partners to agree a new contract with care homes which will ensure we are contracting for quality.

In October 2018, Cabinet approved a new approach to domiciliary care commissioning to be in place from November 2020 which will see a focus on locality working. We will be trialling new ways of working in the next year. The improved commissioning of domiciliary care is being progressed in parallel to the implementation of a review of the Community Resource Team which is supporting the redesign of the service to support more people, on discharge from hospital and in the community, to receive reablement support to maximise their independence. We are also implementing residential reablement which provides a step between hospital and home for people who may otherwise be at risk of requiring long term care.

Monitoring and reviewing the quality of care that is provided has been a key focus in 2018/19; there has been effective work to manage significant concerns to safeguard and protect people when there are provider performance issues. We need to work differently to intervene earlier with providers when there are early signals that support is needed to improve.

In Learning Disabilities, work is underway to develop strategy implementation plans. There is a major piece of work to recommission supported living services. We are also continuing to develop mental health and learning disability day opportunities. The Council is investing in transition workers in Ty Canna to work with young people with mental ill health. Learning Disability Services are strengthening connections with Into Work to maximise opportunities for people to achieve their employment, education and training outcomes.

Working in partnership to keep people safe

Safeguarding children and adults at risk is the highest priority for the Council and partners. Cardiff works with partners in a Multi Agency Safeguarding Hub (MASH) to receive and respond to safeguarding concerns. The development of the MASH was a positive development in sharing information, managing

risks and making timely decisions. Significant work has taken place over the last year to improve the quality and timeliness of decision-making and to improve working between MASH and Intake and Assessment teams in Children's Services. We have also reviewed the timeliness and effectiveness of adult safeguarding and are progressing an improvement plan to improve the timeliness and effectiveness of decision making and investigations. A major priority for adult and children's safeguarding and protection in the next year will be the implementation of new All Wales Safeguarding Procedures. This work has been led by the Cardiff and Vale of Glamorgan Regional Safeguarding Board on behalf of all safeguarding boards across Wales.

We have also worked to develop practice in the work of the Independent Reviewing Officer and conference chair service. We are striving to improve system and process issues within the services, and ensure we have the right capacity as the number of children looked after has increased. The prominence of the voice of children and young people, and young people leading their own reviews has developed throughout the year.

We have strengthened governance and leadership of safeguarding from both a Council and a partnership perspective. Membership of the Corporate Safeguarding Board, chaired by the Cabinet Member for Resources, is at Director level and progress to embed corporate safeguarding in the last year has been recognised by Internal Audit and the Wales Audit Office.

We have developed, with partners, a Local Operational Group for Safeguarding, chaired by the Chief Executive and reporting to the Regional Safeguarding Board to ensure enhanced understanding of key safeguarding risks facing the city and a multi-agency, evidence based approach to addressing those risks. There has been significant progress in multi-agency work to strategically and operationally address the risk of exploitation to children, young people and adults. Progressing this work will continue to be a significant priority in the next year.



Inspection Outcomes

The Care Inspectorate Wales (CIW) report on **Crosslands Children's Home** published in December 2018 concluded: "We found that young people are well cared for by consistent staff and management team. Young people are supported by a well trained staff team who use "Signs of Safety" as the underpinning model of care alongside restorative justice, individual plans and risk assessments. Care is taken to involve young people in education, health, social, and leisure activities and to maintain positive family links in line with individual care plans. We found that young people were making progress."

Links Community Mental Health Team (CMHT) Inspection – Joint Health Inspectorate Wales / Care Inspectorate Wales inspections found evidence that The Links CMHT provides safe and effective care and that service user satisfaction was high. Some areas for improvement were identified, most notably the environment which is run down, with actions identified within environmental risk assessments requiring implementation to ensure all risks are being appropriately managed. There were systems in place to promote safe and effective care, from referral, assessment, care and treatment planning, through to discharge. The inspection found a number of proactive initiatives being developed to help improve service users' experience of services. Generally record keeping was also of a good standard. However, aspects of record keeping, medicines management, safeguarding practice and integration of advocacy services required improvement. Overall, the inspection found management and leadership to be effective and staff told us they felt supported. There were good opportunities for more specialist training and staff had access to supervision and performance reviews.

Focused activity in Adult Services First Point of Contact (FPoC) – Care Inspectorate Wales (CIW) visited the First Point of Contact in April 2019. The feedback received was really positive and demonstrated that staff who worked within or alongside the FPoC were enthusiastic and felt that the co-location made a real difference in terms of collaborative work. CIW noted that "We found staff treated people with respect and provided people with a positive first point of contact. The staff we spoke with were enthusiastic and positive about working collaboratively with other disciplines and the small sample of people we spoke with who had been in contact with services were positive about the response they received".

Focused activity in the Family Support Service (Children's Services) - CIW visited the Family Support Service in April 2019. The feedback received in the annual letter from CIW noted that "early help preventative measures had undergone significant development over the past 12 months ... We observed a team culture where the voice of the child is central to practice. We heard about work with families where positive outcomes were achieved, and saw examples of extremely positive feedback from families who had received interventions."

CIW Performance Review meeting – the annual performance review meeting with CIW was held during the year and was a positive meeting. The response from CIW noted that “the local authority’s social services directorate has had a number of changes at senior management level over the last 12 months. The directorate has used these changes as an opportunity to build on good practice and review areas for development across the whole service. Consequently, the directorate has achieved a good understanding of its own strengths and areas of challenge in both adult and children’s services.”

Adult Services took part in a national self assessment in relation to older adults. The response from CIW was pending at the time of writing.

Challenge process

The analysis and judgements in this report were subject to a process of challenge that included testing out and gathering feedback from staff teams via the Staff Ambassador Network. Challenge events were held with Cardiff Third Sector Council (C3SC) and a feedback event was held separately for children looked after and care leavers. Taken together, these engagement sessions enabled us to strengthen our evaluation and amend this report accordingly. A planned session with citizens did not proceed due to low numbers, but consideration is given to an event being held later in the year to gather feedback on the design and format of the report in order to ensure that future reports are as reader-friendly as possible.

FUTURE CHALLENGES

Top challenges facing Cardiff Social Services:

1	Recruiting, retaining and developing a permanent social care workforce with the right values, skills and experience and eliminating the need for agency workers.
2	Delivering a three year plan that combines service and financial planning based on robust evidence and business cases.
3	Delivering a rights based approach across Adult and Children's Services
4	Implementing an Exploitation Strategy to encompass new and emerging themes of exploitation.
5	Implementing work resulting from successful transformation bid proposal and progressing additional transformation proposal bids.
6	Implementing an all age approach to disability that works with children, young people, adults and families across the life course to provide continuity of workforce, culture, practice and services.
7	Implementation, with partners, of new All Wales Safeguarding Procedures .

Top challenges facing Children's Services:

1	Implementing and embedding early help services to reduce demand on more intensive services.
2	Achieving the cultural change required to consistently embed use of the Signs of Safety model of practice across Children's Services and with partners.
3	Commissioning sufficiency of the right type of services in Cardiff to meet the needs of children looked after effectively and cost effectively, alongside safely reducing the number of children who need to be looked after.
4	Working with Councillors and Members to ensure that the Council is fulfilling its corporate parenting responsibilities for the increased number of children looked after.
5	Moving to locality working to enable staff to work closely in partnership with school clusters, early help services, health services and police to promote the well-being and protection of children, along with reducing the need for handoffs between teams.

Top challenges facing Adult Services:

1	Achieving the cultural change required to embed a strengths based approach to social work with adults.
2	Sustainability of the domiciliary and nursing care market – working with providers to implement the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016.
3	Developing locality working which connects people with care and support needs to community assets reducing the need for long term social care support.
4	Developing integrated working with public service partners.

3

HOW ARE PEOPLE SHAPING OUR SERVICES?

Cardiff Social Services is committed to creating the conditions that promote and embed **effective** and **meaningful** engagement with people at the heart of all our service development and review activities. By offering **a range of different engagement and participation activities** we aim to place people at the heart of our decision making, ensuring that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to get involved at a level and in a way that suits them.

To ensure that engagement is **planned, meaningful** and **carried out in a timely manner** we have drawn together all of our communication and engagement activities under one overarching Citizen Engagement Framework. This framework presents Social Services commitment to engagement. It includes our **engagement objectives**, our rationale for involving citizens in decision making, and the different approaches we are using to ensure engagement of all who wish to be involved.

We are also, in conjunction with the Vale of Glamorgan Council, developing a Community Engagement and Co-Production Policy and that outlines the approaches that will be taken to community engagement and co-production at a strategic, operational and individual level. The principles outlined in the Mental Capacity Act will also apply.

Examples of how people have been engaged or involved in service development during the year include:

- Development of **Digital Stories** where citizens have an opportunity to share on film their experiences of receiving services. A digital stories has been produced for the Adolescent Resource Centre (https://youtu.be/B1Uu8_sOILc) and stories for Community Resource Team, Learning Disabilities, Supported Living, Day Opportunities for Older People and Think Safe will follow in 2019/20.
- **Qualitative Survey** sent out to citizens, seeking feedback on the services they received.
- Support citizens to participate in our **recruitment** process for staff in line with our **Safe Recruitment Procedure** as interview panel members. An example of a recruitment process that included citizens during the year is the involvement of young people in recruitment to Independent Reviewing Officer posts.
- **Bright Sparks Group** - this well-established group of children looked after and care leavers engages in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS).
- **Bright Sparks Annual Award Ceremony** celebrating the success and achievements of **Children Looked After & Care Leavers** organised and hosted by children and young people

- Building on the 2018 **Think Safe Ambassador's Programme**, a further event was held in March 2019 with 30 Ambassadors from 8 schools in attendance. The Ambassadors Programme aims to:
 - o Raise awareness with young people of the various forms of exploitation, the signs to spot and how to keep safe.
 - o Reduce the risk of children being exploited.
 - o Empower young people and utilise their passion and enthusiasm to deliver the key messages to young people across Cardiff.
- The Disability Futures Programme engaged with families and children who attend Ty Gwyn in order to assist with the development of **services out of school for children with complex needs**. Activity included discussion and engagement with families to regarding current service provision and developing a number of pilot schemes for children with Autism Spectrum Disorder, challenging behaviour and Profound Multiple Learning Disabilities.
- A young person serves as an **advisor to the Corporate Parenting Advisory Committee**.
- **Young people receiving Youth Offending Service (YOS) interventions** have been encouraged to participate in strategic YOS processes. Young people were part of the evaluation process when we procured the Divert Service, and a young person was involved in the recruitment process for volunteers during the year.
- Plans being developed for young people to be engaged in the development of the **Children's Services Strategy**.
- Commissioned support for **families caring for a relative with a learning disability** to engage in service consultation and evaluation.
- Supported Living for Vulnerable Adults – Substance Misuse – people were engaged in the **review and model of supported living**.
- **Learning Disability Supported Living** – a consultation through the Learning Disability Partnership Board and Supported Living Team collated information on people's thoughts / comments on current and future service.
- **Learning Disability Joint Commissioning Strategy** – a professional and family poll was carried out by the Institute for Public Care (IPC).
- **Respite for Adults with a Learning Disability** – people were engaged in the design of future respite accommodation.

A selection of quotes which illustrate people's experience when we get things right is provided below:

- **Daughter of Community Resource Team user:**

"Thank you so much to each and every one of you for helping my mum to live at home safely following time spent in UHW and Llandough Hospital. We are both deeply grateful for your assistance and appreciate all that you've done for her."

- **Parent:**

"I want to thank my social worker for all the support she has given me, supporting me every step of the way and checking to see how I am. Last year I went through a very hard time, you helped me through my court case and gave me a lot of courage and confidence, I was lucky you were by my side. I was very rude to you at the start which I am truly sorry for, but even then you were calm and patient with me. You have done so much for me and my son, I respect you more than anyone, now it's time to say goodbye I will miss you a lot"

- **Judge to Social Worker from Children Looked After Service:**

*"A sterling example of what should be presented to the court".
At the end of the hearing the judge stated that the social worker had
"done everything possible".*

- **Learning Disability Support Living (service user):**

*"People used to talk to me like I was a child and that winds me up.
The staff here listen to me and respect me."*

Work on the third national survey under the Social Services and Well-being (Wales) Act 2014 was undertaken. The results are referenced in the relevant chapter throughout this report.

- Adult Services issued 3,393 questionnaires.
 - o Response rate was 33 % for adults in need of care and support and 36 % for carers.
- Children's Services issued:
 - o 835 questionnaires to children over the age of 7.

- o 741 questionnaires to parents.
- o 250 surveys to young people aged 18+.
- o Response rate was 15 % for children, 9 % for parents and 5 % for young people aged 18+.

‘LEARNING THE LESSONS’ - COMPLAINTS AND REPRESENTATIONS

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people’s experience of Social Services.

Children’s Services

- Received 185 complaints during 2018/19; increase from 124 in 2017/18.
- 21 complaints were received direct from children and young people (or an advocate) compared with 8 in 2017/18.
- The 185 complaints equates to 6 % of the children receiving services from us at any given time during the year.
- 6 Stage 2 investigations initiated in 2018/19
- Decreased from 8 carried out in 2017/18.
- Further reduction in referrals from the Public Services Ombudsman for Wales - 2 received in 2018/19 compared with 6 in the previous year; the Ombudsman made the following decisions:
 - o 1 case required no action to be taken.
 - o 1 case was recommended to progress to Stage 2 before any further involvement with the Ombudsman.

Adult Services

- Received 70 complaints during 2018/19; small increase on 68 received in 2017/18.
- The 70 complaints equate to 1 % of the adults receiving services from us at any given time during the year.
- 4 Stage 2 investigations in 2018/19.
- Decreased from 7 in 2017/18.

- 2 referrals from the Public Service Ombudsman for Wales. Of these 2 referrals:
 - o 1 case is awaiting an outcome.
 - o 1 case was recommended to progress to Stage 2 before any further involvement with the Ombudsman.

Themes from Complaints

- Residential nursing homes closing and citizens having to move to another home.
- Safeguarding of children where concerns raised did not appear to be acted upon.
- Other examples from Children's Services include:
 - o Decisions made by social workers.
 - o Lack of communication / returning telephone calls and sharing information contained in assessments.
 - o Inaccurate information presented to Court.
 - o Negative decisions following Viability Assessments.
 - o Fathers not being consulted during Well-being Assessments and information in assessments inaccurate.
 - o An increase in complaints from children looked after via advocacy.
- Additional examples from Adult Services include:
 - o Unhappy with services, e.g. internal supported living (learning disabilities).
 - o Access to respite services.
 - o Changes to care plans following reviews.

What have we done as a consequence of complaints received ?

Each complaint investigation report is considered at a learning event and an action plan developed to address the issues raised. Actions arising from complaints result in changes at a system, policy and practice level as well as in individual cases. It is important that there is reflection and learning even if complaints are not upheld.

Compliments

Children's Services received 99 compliments during 2018/19, a 71 % increase on the 58 received during 2017/18.

Adult Services received 32 compliments during 2018/19, a 68 % increase on the 19 received during 2017/18.



4

PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

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

Outcomes we have achieved during the year:

- ✓ Children and their families are enabled by the implementation of Signs of Safety across Children's Services to identify their own strengths, worries and changes needed to achieve their goals.
- ✓ Children's voices are heard and children's rights are becoming embedded in everything we do.
- ✓ Young people have been involved in decisions about staff recruitment through having a say in recruitment in some Children's Services teams.
- ✓ Young people with disabilities are able to inform their transition plan.
- ✓ People enabled to make their own choices and take control over the care services and more are receiving Direct Payments.
- ✓ Voices of people are heard, better listened to and taken into account as a result of work towards implementing a strengths based approach when working with adults.
- ✓ People are better supported to experience a timely discharge from hospital and given information and advice about Council services and activities in their communities as a result of the Get Me Home and Get Me Home Plus service.

What did we plan to do last year ?

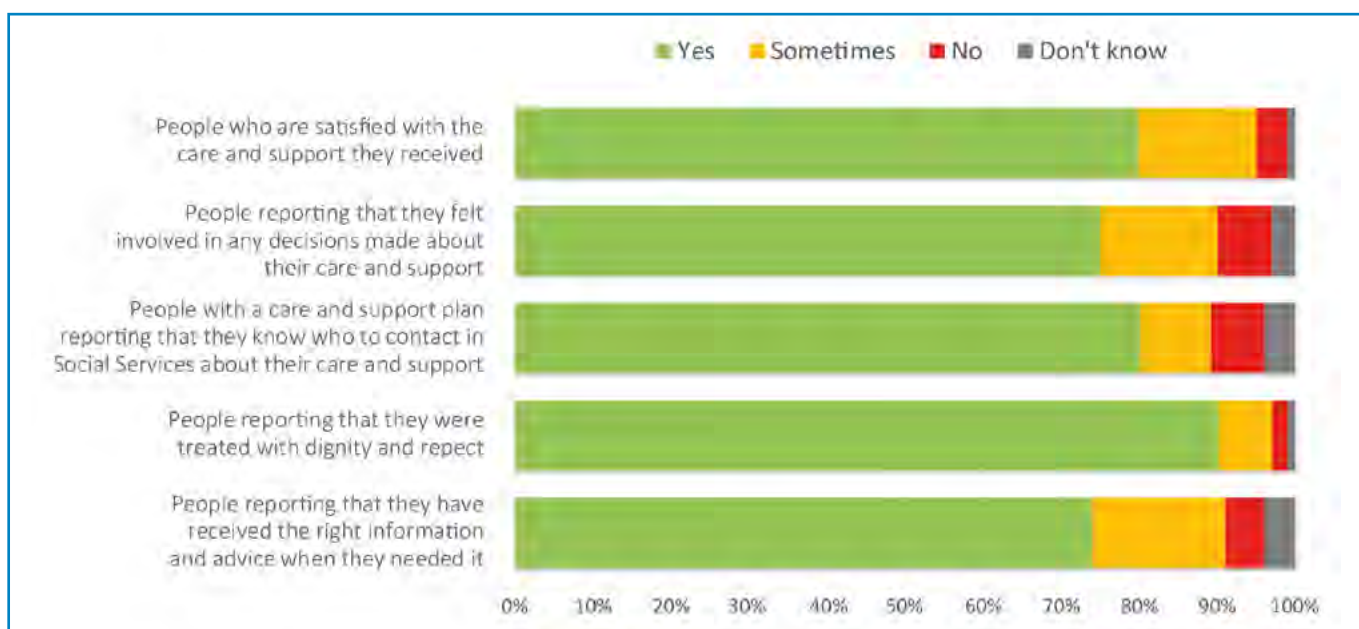
What did we plan to do last year and RAG status
<ul style="list-style-type: none"> • Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living by: <ul style="list-style-type: none"> o Promoting the First Point of Contact service to prevent unnecessary hospital admissions. o Developing a First Point of Contact to support people to leave hospital safely and in a timely manner. o Extending Direct Payments to more people. o Establishing reablement as the unifying model for the provision of community based domiciliary care.

- Embed the **Disability Futures Programme** by March 2023 to develop and implement remodelled services for disabled children, young people and adults across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families.
- **Ensure children and adults are protected from risk or harm and abuse by:**
 - o Continuing implementation with key partners of the “**Signs of Safety**” model, a **strengths-based whole-service methodology** for working with children and families in need of care and support; target completion 2022
 - o Designing and implementing a **parallel model in adult services** by 2022.
- Raise awareness during 2018/19 of the entitlement of **young carers** to have an assessment of their unique needs and ensure that there is appropriate provision to meet assessed needs.

How far did we succeed? What difference did we make ?

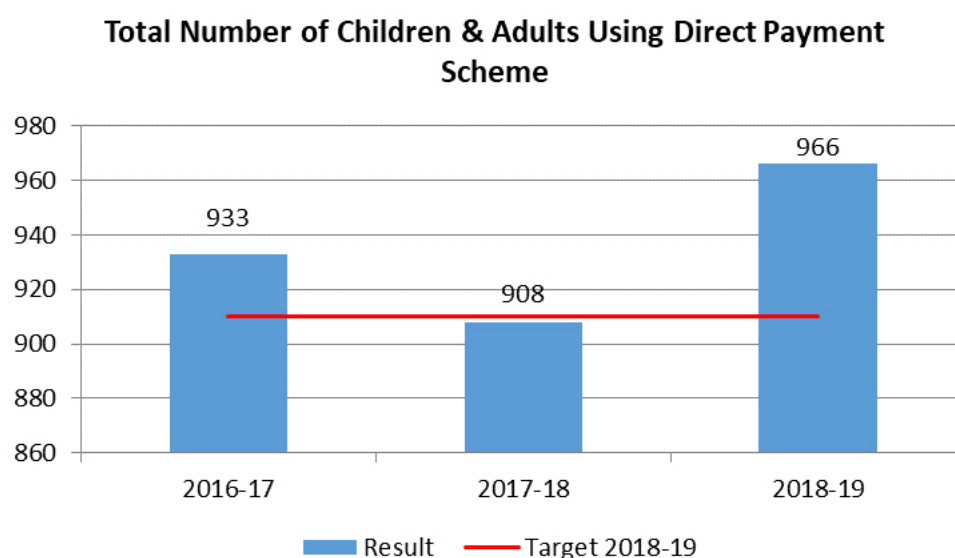
The change we want to see

Performance Update & Survey Results



- *The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year*
 2018/19 = 81.1 % (1,790 / 2,207)
 2017/18 = 83.6 % (1,947 / 2,329)
 2016/17 = 86.2 % (1,333 / 1,547)
- *The percentage of assessments completed for children within statutory timescales*
 2018/19 = 70.1 % (2,020 / 2,940)
 2017/18 = 75.7 % (1,983 / 2,618)
 2016/17 = 86.3 % (2,056 / 2,383)
- *The total number of children and adults in need of care and support using the Direct Payment Scheme*
 2018/19 = 966
 2017/18 = 908
 2016/17 = 933

The number of children and adults in receipt of direct payments during the year is 966 (192 children and 784 adults).



Key Successes

- Expansion of the existing model for First Point of Contact to Adult Services to include people accessing services from hospital piloted during the year. This is known as the **Get Me Home scheme**. Initial outcomes are that people are being supported to return home earlier and with less support. Plans are being developed for the pilot to be fully implemented in 2019/20 as part of the phased implementation of the new well-being pathways which support people without the need for social work involvement. We are taking a holistic approach to facilitate safe and timely hospital discharge, promoting independence and people going home wherever possible with well-being services where they need them.
- A review of the **Community Resource Team (CRT)** model was undertaken during the year. The outcome of the review is improved partnership working to implement community reablement provision that addresses the needs of those with a higher level of need, including widening access to the service to people with dementia. The principle is that everyone should have the opportunity to be reabled to maximise their independence.
- Cardiff Council commissions Dewis Centre for Independent Living (CIL) to deliver the **Direct Payments** Support Service. This service provides the person in receipt of a Direct Payment with control over the choice of people who provide their care and the flexibility to organise their lives to reflect their needs holistically. We want to enable people to maintain and sustain independent living; building their confidence in the effective management and control of their financial resources and in their role as an employer and purchaser of services. We have seen a significant increase in the number of people with care and support needs receiving their support via a Direct Payment.
- Work has been undertaken during the year to prepare for the **Integrated Respite Service for children** (Ty Storrie) to transfer into the local authority in 2019/20. The service supports children and young people with complex learning disabilities and challenging behaviour and matching these two groups of children to receive support from the same service is challenging. We want children and young people to receive a seamless service which is co-ordinated and responsive from assessment of need through to delivery of respite.
- We are working with partners in the Vale of Glamorgan Council and the Cardiff and Vale University Health Board to **integrate disability services**. The positive impact of change is evident with parents experiencing a seamless approach to the continuing care process with reduced duplication and timely decision making across services.
- A **Joint Commissioning Strategy** for people with learning disabilities has been developed with the Vale of Glamorgan Council and the Cardiff and Vale University Health Board. The strategy outlines the vision over Health and Social Services across the region for the next five years. The priorities of the strategy reflect what is important to adults with disabilities and their carers,

needs and demand, current provision and finance. The strategy 'Promoting Independence and Improving Lives' will be launched during Learning Disability Week in June 2019.

- The **Cardiff and Vale Disability Index** continues to work well across the region for the people of Cardiff and the Vale of Glamorgan. Parents of children with disabilities are informed of services available across the region and anecdotal evidence suggests there has been a reduction in social isolation via a connected network.
- The **Attention Deficit Hyperactivity Disorder (ADHD) Parenting Service** continues to be commissioned (via Cardiff) to deliver a regional service working in collaboration with the Cardiff and Vale University Health Board Neurodevelopment Team, with contract arrangements in place until March 2020. There is an improved understanding of ADHD across education settings and a reduction in social isolation of parents with children with ADHD.
- The **Ymbarel Parents with Learning Disabilities Services** is commissioned (via the Vale of Glamorgan) delivering a regional service in collaboration with Cardiff and the Vale Children's Services, with contract arrangements in place until March 2021.
- A **Transition Service** across Child Health and Disability and Adult Learning Disability has been developed during the year. Children and young people now have an allocated transition worker and pathway planning is much clearer. We want to embed these new operational processes to ensure that all young people experience a seamless transition from Children's to Adult Services. We also want to focus on stakeholder engagement with schools and engagement with parents to ensure that the voices of people are heard and taken account of in the process of developing service.
- The **Signs of Safety** (SoS) model, a strengths-based whole-service methodology for working with children and families in need of care and support is being more widely applied with progress including using plain language that can be readily understood by families, using tools to engage children and young people and spending the necessary direct contact time with children in families. All early help staff, including partners, are being trained in SoS so that the approach from partners right at the start follows the same principles and practice. We want to ensure that SoS is implemented consistently with partners and that social workers have the time to apply the approach as thoroughly as they would wish.

'Great to celebrate achievements and see how well SofS is working across the board. Well covered in various areas. Definitely be taking some ideas forward.'

- We are working with Social Care Wales to introduce **strength-based approaches** to working based on understanding what matters to people in living their own good life.
- During the year we have started the process of determining the level of need and gaps in provision for **young carers**. We want young carers to be prioritised as a distinct group with a new pathway that supports the identification and assessment of young carers through our early help and statutory front doors and through our universal services e.g. schools and GPs.
- **Advocacy for children and young people** continues to be provided by the National Youth Advisory Service (NYAS) under regional arrangements with the Vale of Glamorgan. NYAS has worked with children and young people both within looked after and child protection systems providing them with support in relation to a range of issues such as representation at meetings, contact, placement, education, and leaving care. We want to increase the number of active offer referrals made to ensure accessibility for all children and young people eligible for the active offer of advocacy. Work to achieve this has started and as a result referrals are increasing.
- Cardiff Council Social Services and the Vale of Glamorgan Council Social Services, and the Cardiff and Vale University Health Board are jointly commissioning an Advocacy Gateway. The partners have developed a contract with Promo Cymru. The service acts as the Single Gateway to all **Adult Advocacy Services** in Cardiff and the Vale of Glamorgan and makes referrals onto approved advocacy providers according to the co-produced screening tool.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Timeliness of Deprivation of Liberty Safeguards (DoLS) assessments.
- Consistency of strengths based practice across all teams in Adult and Children's Services.
- Assessments and services for young carers.
- Low numbers of children and young people taking up the offer of advocacy, although the number of active offers made has increased during the year.
- Design of services to change - proactively seek to keep people well rather than respond in a crisis.
- Challenges in the Independent Reviewing Officer service as number of children looked after increase.

Case Study – Community Resource Team

Mr.R – aged 85 – suffering from well-being issues such as isolation and low moods

Mr.R began to neglect his daily living tasks after his wife of 60 years moved into a nursing home. This included reluctance to take daily medications.

Community Resource Team officers recognised a need for a regular taxi to be arranged for Mr.R's visits to and from his wife in the nursing home.

Following intervention, Mr.R reported improved health, an ability to maintain a balanced diet and an increased ability to cope with isolation and loss.

The reablement intervention offered has resulted in Mr.R receiving a long term care package of just one call per day for medication and meal preparation.

Case Study – Transition

The mother / primary carer of a young person with disabilities was finding it extremely difficult to cope without any family to support and was at breaking point. She felt isolated and exhausted. Joint working was undertaken with Occupational Therapy, the local health board Continuing Health Care team and an external care provider. Throughout the project, the transition social worker was able to work with mum to relieve the pressures of caring and enable the young person to increase her friendship circle and physical activities which are important for her cerebral palsy. The young person is now more fulfilled, more independent and has an improved quality of life.

Mum was exhausted, isolated, stressed and on the cusp of burnout and didn't know who / where to turn. Through the project we have really been able to flip that on its side and mum is now considering going back to work which is something she envisioned as it is important to her. The family are very happy they can spend quality time together.



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

The introduction of the Welsh Language Standards Act has strengthened the gradually improving position regarding the provision of bilingual services both in social care and the council as a whole. The Act has helped to reinforce the pre-existing social services requirements set out in Mwy na Geiriau for bilingual social services.

Social Services in Cardiff recognise the importance of meeting Welsh language need as part of routine assessment and care and are committed to providing and developing Welsh language services.

Welsh Language Standards Objectives for Social Services:

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

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

Progress during the year has included:

- A Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has been formed to take forward the objectives of More Than Just Words. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- The regional forum has met several times during the year, sharing practice and learning across our three organisations. The group has begun to discuss the following themes under the More than Just Words (MTJW) objectives and will collectively be taking associated actions forward during 2019/20:
- **Objective 1: National and Local Leadership, and National Policy**
Increasing the profile of the group and the MTJW objectives, through appropriate organisational and partnership governance structures.
- **Objective 2: Mapping, Auditing, Data Collection and Research**
Understanding sources and limitations of available data.
Work towards developing a community and workforce profile during 2019/20.
- **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning and Objective 4: Promotion and Engagement**
Attracting and developing the Welsh language workforce, and strengthening links to organisations Workforce Strategies.
Evaluating what works and what can be developed in staff language skill training.
Understanding how and which standards to communicate to contracted providers.

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

Welsh language training opportunities continue to be regularly promoted across the Council and service, from beginner to proficiency training.

Awareness training is a compulsory element of induction training in social care and forms part of the social work placement induction programme and a mandatory element of the First Three Years in Practice training programme.

- Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups. 10 Social Services staff have undertaken welsh language training during the year.
- Positive examples of social workers who are sensitive to identifying Welsh language needs during their casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.
- A meeting is planned with Cardiff social care providers (pending advice from Legal) to clarify with them their duties around the Welsh language, and where necessary support them to change.
- 130 Welsh speakers (to varying degrees of proficiency) in the Directorate.

Even though the percentage of Welsh speakers is relatively low, the numbers (likely now to be over 40,000) means that Cardiff is the local authority with the 4th highest number of Welsh speakers in Wales. The number of Welsh speakers in Cardiff has doubled since the 1991 census. The Cardiff and the Vale of Glamorgan Population Needs Assessment reports the following statistics regarding the Welsh language community profile of Cardiff.

The proportion of people of all ages who can speak Welsh in Cardiff is 11.1 % - significantly below the all Wales average of 19 %, but represents 36,735 people.

Over 1 in 4 young people aged 15 and under speak Welsh in Cardiff (26.7 %) although this is still below the Wales average for that age group (37.6 %).

What are our priorities for next year and why?

- Embed a **rights based approach** for adults and children in everything we do
- Empower people to have choice and control over their own lives by appropriately offering **Direct Payments** to people
- Enable all young people with additional learning needs to play an active and central role in planning for their **transition to adulthood**
- **Support young carers and care leavers** with a range of interventions, including into-work support, assistance with transport needs and wider well-being provision
- Develop a **Parent's Participation Charter** to improve our partnership working with parents
- Develop and implement a **service for young carers**
- Implement the **new model for Community Resource Teams (CRT), including the Get Me Home Plus Service**, to improve and expand the provision to enable people to live good lives at home
- **Implement the 'Discharge to Assess' model** by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services
- **Progressively implement a new way of delivering domiciliary care** by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Accommodation Strategy
- Implement improvement plans for **Deprivation of Liberty Safeguards** and the **Independent Reviewing Officer service**

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

Outcomes we have achieved during the year:

✓	Better placed to provide continuity of accommodation and support that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff.
✓	Better outcomes for young people engaged with the Youth Offending Service through the pilot of the Enhanced Case Management project (psychologically informed model).
✓	Better addressing parent well-being and improved family planning through the Reflect Service that works with parents to support them to make positive changes to their lives to avoid becoming repeat visitors to the family court.
✓	More people with mental health problems are being supported in the community following the expansion of Ty Canna.
✓	People are experiencing timely discharge from hospital to a more appropriate care setting as evidenced by the low number of delayed transfers of care for social care reasons (110 in 2018/19 which is the same as in 2017/18 – one of the lowest levels in Wales).
✓	Quality of care experienced by older people and their relatives in care home settings substantially improved by effective application of the Escalating Concerns procedure.

What did we plan to do last year?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> Enhance Early Help by March 2022 to support children and families before their needs escalate to the point that they require statutory interventions by agreeing a refreshed Early Help / Preventative Strategy
<ul style="list-style-type: none"> Prevent children entering the criminal justice system and work with children already in the criminal justice system to reduce their re-offending through the interventions delivered by partners in the Cardiff Youth Offending Service by March 2019
<ul style="list-style-type: none"> Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) Youth Offending Service Inspection
<ul style="list-style-type: none"> Identify and take forward opportunities to work with partners during 2018/19 to promote Public Health and reduce health inequality
<ul style="list-style-type: none"> Implement the recommendations of the Community Services Review in collaboration with the University Health Board, regarding the future model of Community Mental Health Services in order to effectively support and deliver community based mental health services by March 2020
<ul style="list-style-type: none"> Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting.

How far did we succeed? What difference did we make?

The change we want to see

Performance Update

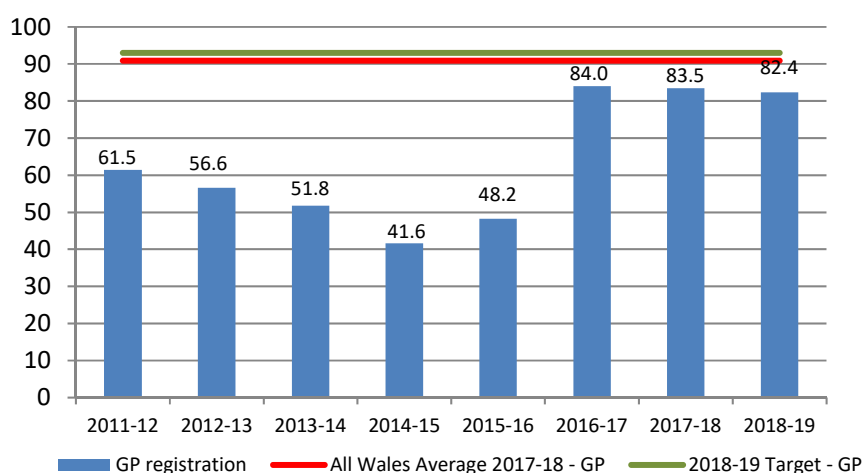
- *The percentage of children seen by a registered dentist within 3 months of becoming looked after*
 2018/19 = 35.2% (62 / 176)
 2017/18 = 59.6% (96 / 161)
 2016/17 = 48.4% (89 / 184)

Performance is thought to reflect the need to improve the recording of this information and as a result, systems have been put in place for gaps in recording to be monitored by the Children's Management Team on a regular basis.

- *The percentage of children looked after registered with a GP*
 2018/19 = 82.4% (332 / 403)
 2017/18 = 83.5% (348 / 417)
 2016/17 = 84.0% (321 / 382)

As above, performance is thought to reflect the need to improve the recording of this information and systems have been put in place for gaps in recording to be monitored by the Children's Management Team on a regular basis.

Measure 31 GP registration for looked after children

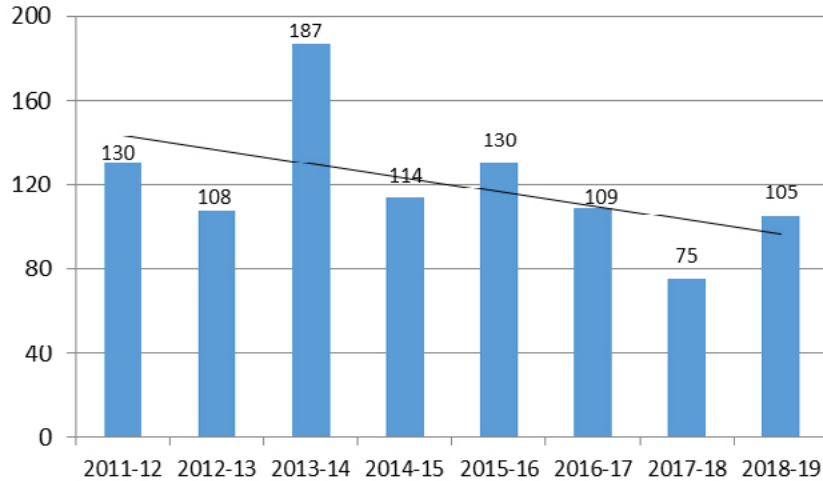


- *Number of first time entrants (FTEs) into the Youth Justice system*

During the year there was an increase in FTEs to 105 from 75 in 2017/18. The reasons for the increase include:

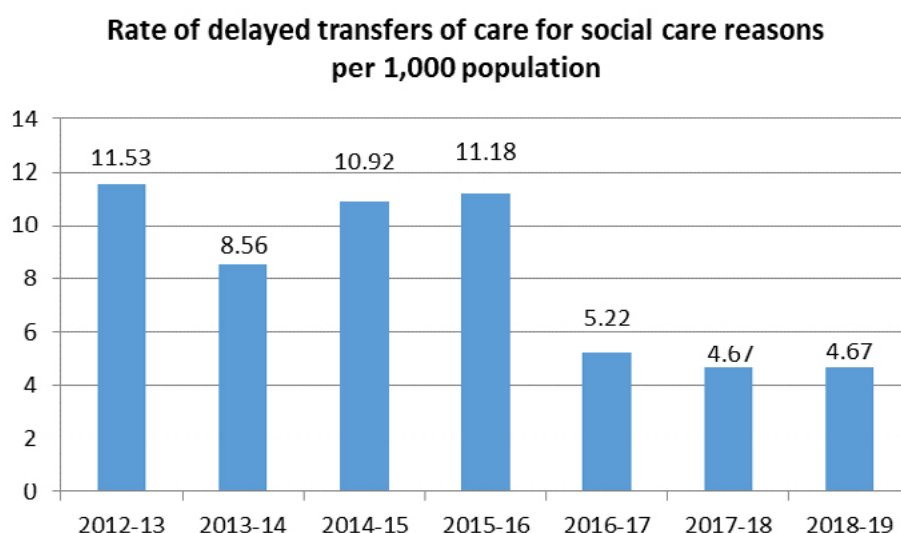
- o A gap between the Triage contract ending and the Divert contract starting at the beginning of the year. This service received referrals as a diversion from the criminal justice system and the delay affected 6 young people.
- o Increase in the number of arrests and subsequent convictions for possession of offensive weapons resulting from an ongoing operation to combat knife crime.
- o Some young people could not be diverted from becoming an FTE because they had previously been referred to the Divert Service or the offences committed were either too serious or for an offence that is automatically sent to court such as motoring offences.

First Time Entrants



- *Rate of delayed transfers of care for social care reasons per 1,000 of the population aged 18 or over*
2018/19 = 4.67
2017/18 = 4.67
2016/17 = 5.22.

Total number of delays for social care reasons aged 18+ = 110 which is stable from 110 in 2017/18 maintaining the improvement from 123 in 2016/17. Performance has remained stable at 4.67 in 2018/19 and 2017/18 from 5.22 in 2016/17 and 11.18 in 2015/16 (when the total number of delays for social care reasons aged 18+ was 263).



- *The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over*
2018/19 = 3.18
2017/18 = 2.33
2016/17 = 2.38

The total number of delays for social care reasons aged 75+ = 75 from 55 in 2017/18 as a result of winter pressures.

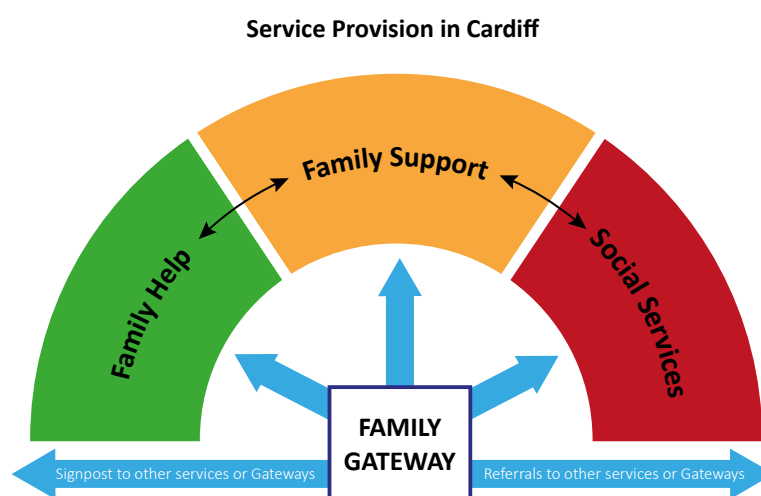
- *The percentage of adults who completed a period of reablement and:*
- *have a reduced package of care and support 6 months later*
2018/19 = 83.9% (678 / 808)
2017/18 = 85.3% (656 / 769)
2016/17 = 66.7% (10 / 15)
- *no package of care 6 months later*
2018/19 = 76.9% (621 / 808)
2017/18 = 77.2% (594 / 769)
2016/17 = 83.4% (251 / 301)

Key Successes

- Early Help Preventative measures have undergone significant development and change over the past year. A new delivery model for **Family Help and Support Services** in Cardiff has been developed in readiness for implementation in 2019/20. We want to bring together existing services to create three new family support services that will provide the right support at the right time to families, children and young people:

Cardiff Family Advice Service

- **Family Gateway Service** - the primary route-in for all referrals and requests for help
- **Family Help Service** - will provide a rapid response to families needing short term intervention
- **Family Support Service** - will work with families facing more complex or severe issues



- Despite an increase in the number of first time entrants to the **Youth Offending Service (YOS)** early in the year, numbers decreased throughout the year as a result of a range of work undertaken to address offending and reoffending rates. This includes the Divert Service (that diverts young people out of court process so they do not enter the Criminal Justice system), widening the scope of the referrals into the prevention service (meaning that the team have been able to provide more interventions responding to low level anti social behaviour in the community) and piloting the Enhanced Case Management (ECM) approach for our most complex cohort. Over the period of the pilot 10 high risk re-offenders have worked to this model which is informed by psychological input. Although not formally evaluated, early indications are that this has had a positive impact on our most significant reoffenders. We want to continue our focus on prevention and build on significant improvements that have been made with regard to sharing information and joint working between the YOS and Children's Services.

- We continue to work to **promote public health** and work has begun between Grand Avenue Day Centre and Windsor Clive School in Ely to develop a programme with primary school aged children. An intergenerational party was held at the Grangetown Hub to introduce older members of the community to the younger Hub users. We want to develop connections between generations to reduce the isolation of older adults and help them feel a greater sense of purpose and fulfilment. Other initiatives to promote public health include an **Intergenerational Walking Football** event (run by the Independent Living Service) for men with restricted mobility and pupils from Grangetown Primary School, **Dementia Action Week** to celebrate work taking place to improve the lives of people affected by Dementia and the new **Reading Well For Dementia scheme** available at all Cardiff libraries and hubs to help people's health and well-being.
- The rate of **Delayed Transfers of Care** (DToc) remains at one of the lowest levels across Wales. We want to ensure safe and timely hospital discharge, promoting independence and returning individuals to their homes wherever possible.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Management of demand and complexity of caseloads in Children's Services.
- Low proportion of contacts to Children's Services resulting in an assessment.
- Members have written to the Director of Operations for the Mental Health Clinical Board Cardiff and Vale University Health Board recommending that a strategy and/or action plan be developed and implemented to give focus to the Community Services Review.

What are our priorities for next year and why?

- Update guidance on **Multi-Agency Transition Planning** for young people with Learning Disabilities and Additional Learning Needs
- Implement the **new delivery model for an integrated early help and prevention service** for families, children and young people by June 2019 that brings together a variety of multi-agency provision across three distinct services; Family Gateway, Family Help and Family Support with the aim of reducing the impact of adverse childhood experiences on well-being
- **Develop a place based approach to enhancing well-being and protection for vulnerable children and families**, trialling new ways of working in an area of the city by March 2020

- Complete a service review of the **Youth Offending Service** by 2020 and review the effectiveness of interventions by the service to offending / re-offending rates
- Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) **Youth Offending Service Inspection**
- Improve integrated working for **children with continuing care and complex health needs**
- Support people with learning disabilities and to be more independent by implementing a **Regional Learning Disabilities Commissioning Strategy** by March 2020
- Support people with mental health issues to be more independent by implementing the recommendations of the **Mental Health Community Services Review** in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community-based mental health services by March 2020
- Continue to develop and enhance **community support and day opportunities for adults and young people in transition with mental ill health** throughout 2019/20 by extending the Ty Canna service
- Identify and take forward opportunities to work with partners during 2019/20 to promote **Public Health** and reduce health inequality

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

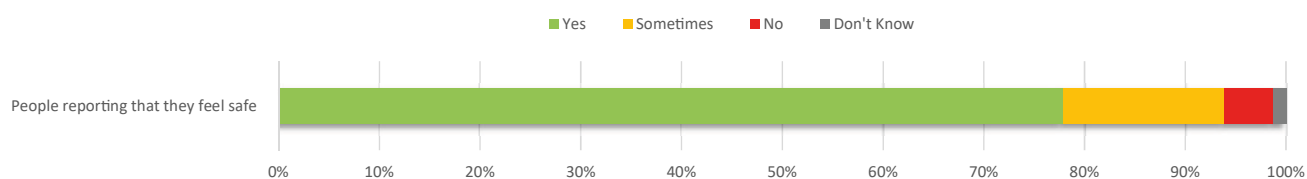
Outcomes we have achieved during the year:

✓	Children are better protected from Child Sexual Exploitation (CSE) as a result of the impact of the CSE Strategy and the Think Safe! Team.
✓	Peer education in schools has better enabled children to identify when their friends are in danger of Child Sexual Exploitation and / or peer exploitation and know where to go for help (trained Think Safe! ambassadors in 14 schools to deliver peer education).
✓	Joint working with the Think Safe! Team and schools has given boys a better understanding of power, control, consent and the law and they are able to better keep themselves safe.
✓	Partners in education and health have increased understanding of their safeguarding responsibilities and when they should refer a professional for safeguarding concerns.
✓	Improved awareness of safeguarding in some communities by the provision of a comprehensive safeguarding policy and associated training.
✓	Further strengthening of safeguarding for adults by implementation of the outcome of a service review.
✓	Further strengthening of safeguarding with the regional development of a new escalating concerns process in Adult Services and the development of a new children's escalating concerns process to strengthen arrangements for addressing provider performance in order to achieve better outcomes.
✓	Consistent application of the Council's Escalating Concerns Procedure for adults.
✓	Improvement in awareness of safeguarding across the Council by introduction of a new Corporate Safeguarding Policy and mandatory e-learning module on Safeguarding Awareness.
✓	Improved safeguarding partnership arrangements through the Regional Safeguarding Boards and development of the local Safeguarding Operational Group for Cardiff to address emerging issues in the City in a timely way.

What did we plan to do last year?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> • Ensure the Council's Corporate Safeguarding Strategy is implemented
<ul style="list-style-type: none"> • Ensure children and adults are protected from risk of harm and abuse by raising awareness among public and professionals for the duration of the plan
<ul style="list-style-type: none"> • Ensure children and adults are protected from risk of harm and abuse by revising the Child Sexual Exploitation Strategy by March 2019 to encompass new and emerging themes of child and adult exploitation
<ul style="list-style-type: none"> • Renew the safeguarding vision and strategy across the Directorate by March 2019 in order to take account of new national policy and practice guidance currently under development
<ul style="list-style-type: none"> • Embed the Quality Assurance Framework in Children's Services and adapt for implementation Directorate-wide by March 2019 to ensure that children, families and adults benefit from the highest possible standard of service within resources
<ul style="list-style-type: none"> • Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub in consultation with the Regional Safeguarding Children Boards and consider recommendations for change / improvement with a view to implementing changes by March 2020
<ul style="list-style-type: none"> • Review and develop mechanisms to improve engagement with communities at large and faith communities in particular by March 2019 to improve the safeguarding of children across the various communities in Cardiff
<ul style="list-style-type: none"> • Embed strengthened Adult Protection procedures in consultation with staff and partners by March 2019 to ensure that adults are protected from harm

How far did we succeed? What difference did we make? The change we want to see



- The percentage of re-registrations of children on local authority child protection registers*
 2018/19 = 4.8% (16 / 330); 2017/18 = 6.6% (26 / 391); 2016/17 = 3.9% (13 / 343)
 Of the 330 children who were added to the Child Protection Register (CPR) during the year, 16 had been on the CPR during the previous 12 months.
- The average length of time for all children who were on the child protection register during the year*
 2018/19 = 233 days (88,115 / 378); 2017/18 = 250 days (87,985 / 352); 2016/17 = 230 days (113,250 / 492)
- The percentage of adult protection enquiries completed within statutory timescales*
 2018/19 = 84.0% (1,052 / 1,253) from 97.9% (1,400 / 1,430) in 2017/18.
 A review of adult safeguarding has taken place following concerns regarding timeliness of decision making in the first half of the year. The strengthened management that followed has resulted in performance improving in the second half of the year, but it continues to be closely monitored by the Operational Manager via weekly reports.

Key Successes

- The events of the National Safeguarding Week in November 2018 were a resounding success in **raising awareness of safeguarding** and demonstrated the effective work achieved by the Communication and Engagement sub-group of the Regional Safeguarding Board (RSB) and the Business Unit of the Boards.
- Cardiff is well positioned across the whole of the UK, in terms of being a forward thinking Local Authority in all matters relating to **Child Sexual Exploitation** and the exploitation agenda, proactively developing child focussed practice to address the elimination of the exploitation of children. We are developing an Exploitation Strategy for Cardiff and the Vale of Glamorgan (that focuses on both child and adult exploitation) to raise awareness of the forms, risks and effects of exploitation and ensure an effective multi-agency strategic response to the identification and safeguarding of children and adults who may be at risk of exploitation.
- A report on the mapping and analysis of support for children exhibiting **Harmful Sexual Behaviour** was completed during the year and a commissioning process undertaken in order to agree the services available to support children exhibiting Harmful Sexual Behaviour. These are now in place and overseen by the Think Safe! Team manager. Children are receiving timely and appropriate support interventions to ensure their safeguarding.
- A new process for dealing with concerns around **Female Genital Mutilation** (FGM) has been developed and agreed by multi-agency partners. An FGM toolkit has been developed nationally and is being trialled by Cardiff Multi Agency Safeguarding Hub to ensure that all FGM referrals are screened and prioritised appropriately.
- A **Quality Assurance Framework** for Children's and Adult Services is in place and will help formalise all quality assurance activity across the Directorate. We want to ensure a robust and consistent approach to quality assurance across the Directorate.
- A review of the **Multi Agency Safeguarding Hub** (MASH) was finalised and actions are being taken to improve the capacity and efficiency of referral management and risk assessment systems in collaboration with key partners. The establishment of the Cardiff Family Advice Service will present opportunities to further develop the MASH model with the aim of reducing the 'handoffs' between MASH and Children's Services.
- A new specialist **violence against women, domestic abuse and sexual violence** (VAWDASV) service has been established in Cardiff (RISE) so we can provide a tailored response dependent upon level of risk, level of need, age and impact of domestic abuse. Dedicated social work support at RISE will ensure that any escalation to a statutory response is managed and provide specialist and direct liaison with the RISE service.

- The Mosque Safeguarding Policy is now embedded and training has been completed for all Mosques across the city. A series of training sessions have been undertaken with volunteers in the city who are supporting families who are part of a Syrian Refugee Resettlement programme. These events have ensured that the communities and faith sectors understand the safeguarding expectations and the protection of children. The next phase of **engagement with communities** will ensure that similar policies and events are developed across other faith sectors and communities across the city.
- A threshold document has been agreed and is being developed to support staff in identifying clear rationale for decision making within **adult safeguarding**. Following a dip in performance on 7 day enquiries, an improvement plan has ensured safeguarding is now screened consistently and in a timely manner, thus ensuring that the most urgent cases are prioritised and responded to effectively and in line with the expectations of the Act.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Ensuring consistency of quality assurance processes to support practice improvement.
- Transition of cases between Multi Agency Safeguarding Hub and Intake and Assessment.
- Full implementation of adult safeguarding improvement plan.
- Quality of some provider services evidenced by the number being managed through the escalating concerns processes.

Case Study – Think Safe Team

M was 15 when she was referred to Children's Services due to significant CSE. M had a complex and traumatic childhood. She was living with her aunt who was committed to her. M was functioning significantly younger than her age. M had links with the homeless community due to her childhood. Adults were giving M drugs, taking her around the city (trafficking) and it is strongly suspected she was sexually exploited. M was regularly missing.

A multi-agency plan was put in place and regularly reviewed. M learnt about CSE, how to keep safe and what a healthy relationship is. M is now safe; she didn't experience any further CSE and is looking forward to college.

Case Study – Adult Safeguarding

The Adult Safeguarding team received a referral for Mrs. B from her mental health outreach support worker during the year. It detailed possible financial and psychological abuse. Initial steps were taken to set up a multi-disciplinary meeting and consultations were made with the police and the relevant Community Mental Health Team. We advised them to take Mrs. B to Housing Options who also provide debt advice. This proved to be hugely beneficial and with minimal intervention a significant difference was made in this case.

What are our priorities for next year and why?

- Implement the new **All Wales Safeguarding Procedures** by March 2020 – in collaboration with staff and partners – to ensure that adults at risk are protected from harm
- Fully embed the Council's **Corporate Safeguarding Policy** by March 2020 to ensure an effective approach to implementation across the Council
- Implement an **Exploitation Strategy** by March 2020, to encompass new and emerging themes of exploitation
- Ensure children and adults are protected from risk of harm and abuse by **raising awareness** among public and professionals for the duration of the plan
- Embed the **Quality Assurance Framework** in Adult and Children's by March 2020 to ensure that children, families and adults benefit from the highest possible standard of service within resources
- Implement new arrangements within the **Multi Agency Safeguarding Hub** to take account of the new Early Help Service
- Implement fully the improvement plan for **adult safeguarding**
- Implement a new system of **provider quality assurance** to intervene earlier when there are early signs of quality concerns



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

Outcomes we have achieved during the year:

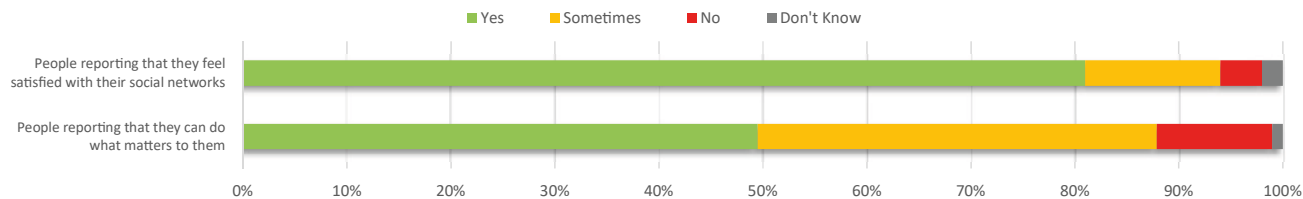
✓	The Bright Start Traineeship Scheme continues to support children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
✓	Better enabled young offenders above school age to reach their potential by improving engagement in education, training and employment by 2.3 hours per week (33.3 %) for young people above statutory school age throughout the duration of their involvement with the Youth Offending Service.
✓	Achievement of educational outcomes for children looked after with 91.4 % (32 / 35) of children looked after achieving the Core Subject Indicator at Key Stage 2 (reaching Level 4 in Science, Mathematics and English or Welsh) compared with 56.8 % (50 / 88) of all children who need care and support.
✓	The voice of young people who receive care and support from Children's Services has been heard through Child Friendly Cardiff work.
✓	More children engaged with preventative services to prevent anti social behaviour from escalating in communities.
✓	Life experience for children and adults with visual impairment, hearing loss or dual sensory loss is enhanced by access to appropriate information, equipment and services to facilitate the independence of individuals.
✓	The voice of people with dementia continues to be heard in achieving 'working towards' Dementia Friendly City status. Staff and business awareness of dementia improved through corporate training programme.
✓	Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

What did we plan to do last year?

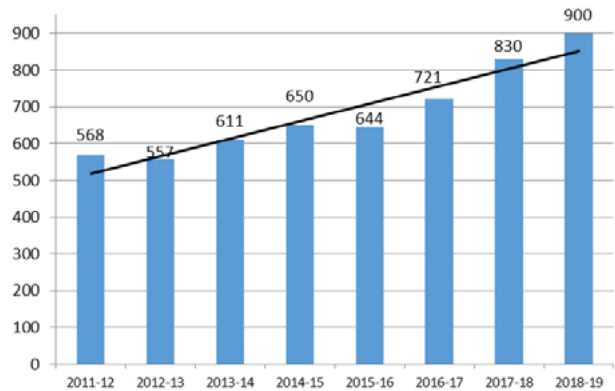
What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> Review pathways for children with sensory impairments and further develop partnership working across Children's and Adult Services and with 3rd sector sensory impairment organisations during 2018/19 to: <ul style="list-style-type: none"> Improve access to information and services for children and adults with sensory loss. Provide clear and consistent pathways between Social Services and Education Directorates and with 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff
<ul style="list-style-type: none"> Ensure the best outcomes for children and young people for whom your Council becomes responsible by embedding the Corporate Parenting Strategy across the Council and partners by March 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children
<ul style="list-style-type: none"> Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the Council's capacity to commission and provide high quality cost effective placements within the Cardiff area, reducing the need for children looked after to be placed out of area by March 2023
<ul style="list-style-type: none"> Consolidate Cardiff's status as a recognised Dementia Friendly City during 2018/19 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include: <ul style="list-style-type: none"> Refurbishing existing day centres to provide dementia support Establishing a specialist dementia day service in partnership with the University Health Board
<ul style="list-style-type: none"> Work with Communities during 2018/19 to tackle social isolation

How far did we succeed? What difference did we make? The change we want to see

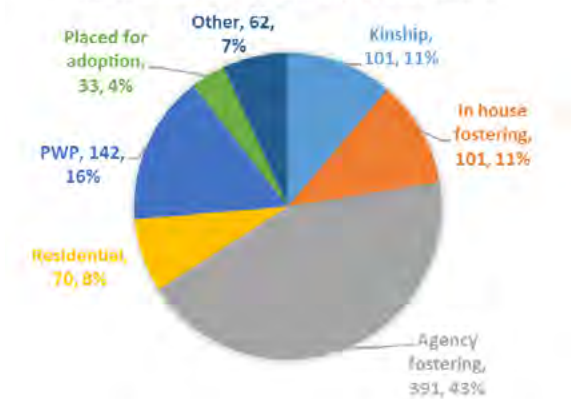
Survey Results



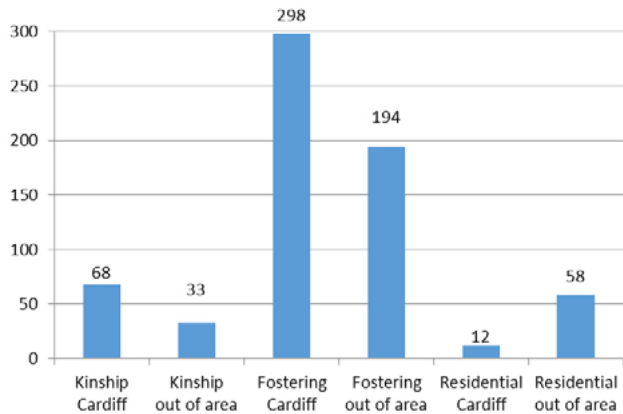
Number of Children Looked After at 31st March



BREAKDOWN OF PLACEMENTS AT 31ST MARCH



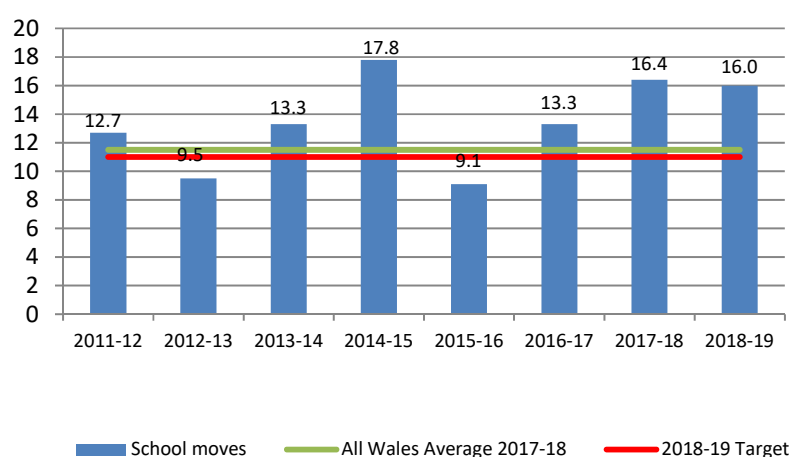
Cardiff and Out of Area Placements at 31st March



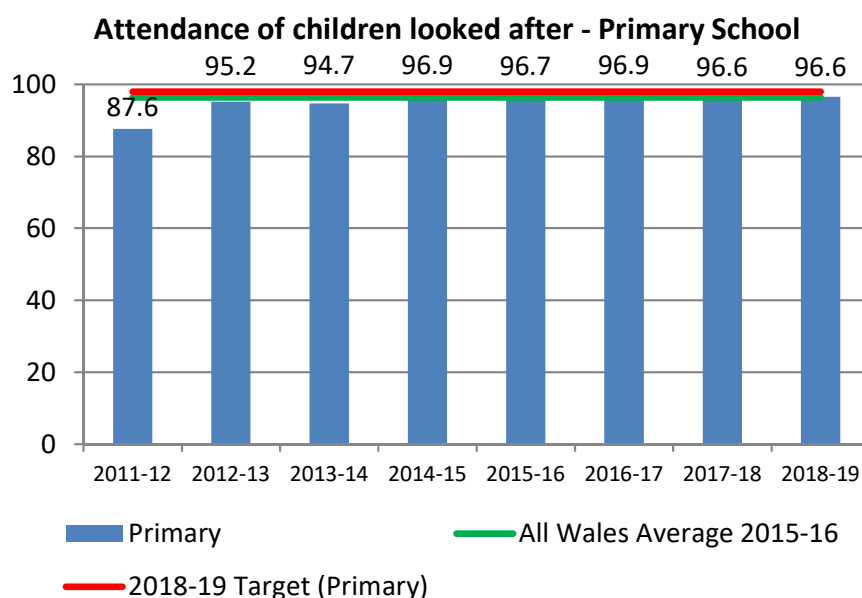
Performance Update

- Percentage of children achieving the core subject indicator at key stage 2
 2018/19 = 56.8% (50 / 88)
 2017/18 = 50.0% (41 / 82)
 2016/17 = 50.0% (39 / 78)
- Percentage of children achieving the core subject indicator at key stage 4
 2018/19 = 13.5% (10 / 74)
 2017/18 = 12.0% (9 / 75)
 2016/17 = 18.4% (16 / 87)
- Percentage of children looked after who, during the year to 31st March have experienced 1 or more changes in school during periods of being looked after that were not due to transitional arrangements
 Performance remained stable at 16.0% (91 / 570) compared with 16.4% (81 / 494) in 2017/18. This reflects concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate.

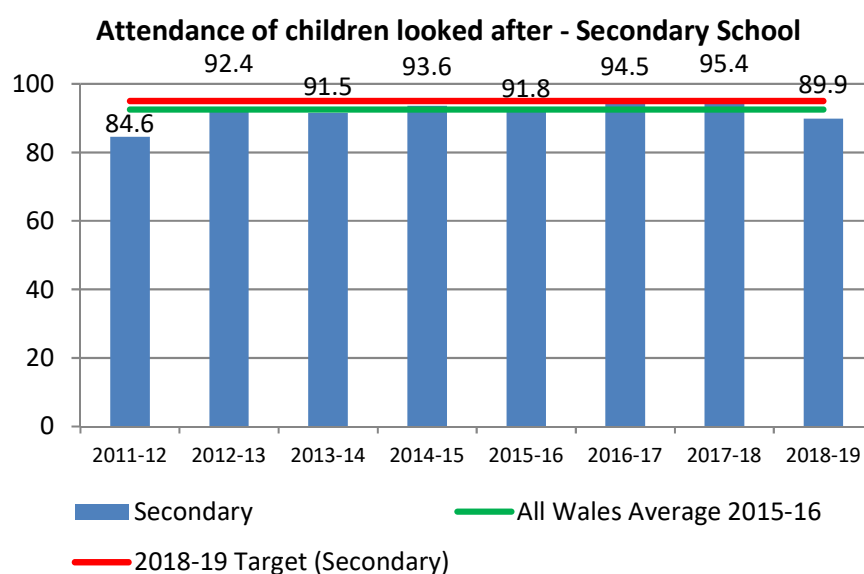
Measure 32 School moves for children looked after



- The percentage attendance of looked after pupils whilst in care in primary schools
Performance remained stable at 96.6% from 96.6% in 2017/18.



- The percentage attendance of looked after pupils whilst in care in secondary schools
Performance reduced to 89.9% from 95.4% in 2017/18.



Key Successes

- Work with Cardiff and Vale University Health Board (UHB) Audiology Department, third sector organisations and other Council Directorates is developing **pathways for children with sensory impairments**. A single point of access has been established for children and adults to receive Certificates of Visual Impairment from Cardiff and Vale University Health Board.
- During the year the Elected Members of the **Corporate Parenting** Advisory Committee undertook focussed activity in key priority areas. This included work in the areas of prevention services, the experience of children looked after and outcomes, education and the role of the Corporate Parent within the Council. We will be reviewing our Corporate Parenting Strategy in the coming year to develop and embed the role of the corporate parent.
- We have been undertaking work to develop a Commissioning Strategy for children looked after and this will provide us with the underpinning knowledge we need to understand the needs of our children looked after and how best we can meet these needs. It is intended that the Commissioning Strategy will assist Children's Services in identifying the full range of services needed to **shift the balance of care for children looked after** in order to meet current and future needs.
- A **Fostering Service Review** was initiated during the year with the aim of developing an effective business model to enable the in-house fostering service to grow and take the lead position in the provision of fostering services in Cardiff. Funding has been granted to fostering services for the marketing, recruitment, support and development of foster carers to improve the foster carer offer. The improved offer is consistent with the principles of the National Fostering Framework and aims to attract and thus increase the number of in-house foster carers for Cardiff.
- Throughout the year engagement has been undertaken with private providers who have expressed an interest in setting up **new residential homes in Cardiff**. Two external providers are on course for registering and opening new children's homes in Cardiff early in 2019/20. This will increase placement availability in Cardiff and placements will be available for spot purchase on a needs led basis.
- A proposal is being developed to support the opening of additional **regulated in house residential provision** for 16 – 19 year olds.
- Good progress is being made to complete a multi-agency delivery plan, to bring Cardiff's **Child Friendly City Strategy** into action. Cardiff wants to be a **Child Friendly City**; that is, a city in which the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions.

- Cardiff is working towards being a **Dementia Friendly City**. A considerable amount of work has taken place across the Council to support the development of services and events which support those affected by dementia and their families. Achievements include the increasing take up of Dementia Friends Training and the appointment of Inclusion Officers in the Hubs who will co-ordinate engagement.
- **Social isolation** is also being addressed by increasing use of the excellent new day opportunities for individuals with a dementia to develop a social context and relationships. This provides respite for carers to have social contact.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Low rate of child protection registrations with high numbers of children looked after.
- Low numbers of children looked after returned home from care during the year.
- Processes to step children down from being looked after need further development.
- The availability and quality of placements for children looked after has been a significant concern in the last year, resulting in an increased number of children being placed outside of Cardiff and neighbouring authorities.
- High numbers of children looked after placed with parents.
- Lower numbers of kinship carers than we would like (although the number is rising).
- Reduction in numbers of Local Authority foster carers during the year.
- Permanency planning for children and young people.
- High numbers of children waiting for adoption 12 months after Placement Order made (56; 31 of whom are not yet placed).
- Improving educational attainment for children at key stage 4.

Case Study – Feedback from a Young Person at the End of Leaving Care Services

Thank you so much for the following :

T - the times that could have been my darkest of days both physically and mentally and not giving up on me while i was going through crisis

H- having faith in me that i could be the best i could be when even i could not see my potential

A- anything i needed you would be there. in crisis many of your staff have dropped what work they had and come and support me and i could nkt be more thankful of them

N-now that my time with your incredible survive is coming to an end i feel like you have toirght me all the relivdnt skills i need to live a more stable and managable life

K- k is going to be a hard for me to think of somthing to say but think of my time with leaving care as a car journey andchow far we have come if you eete to tell me at the start i would be budgeting my utility bills finding things to do with my time ie going to college looking for hosing i would say never in a billion years but together we have travelled nany 1000s of kilometres mentaly and we have achieved so many things i dont thonk i would have done on my own

Y- years have past but every time they do your incredible support just gets better and in years to come I will remember every single time you've helped me in supported me and I just wish that people would not have the bad connotations to go with social services because they are a fantastic organisation and I cannot be more proud of with the staff they have there and to be honest with you I'm such a lucky person to have gone through the service and I met so many fantastic people

O - o is for onwards and upwards for me because of your fantastic support no more will I be getting myself into trouble and I just want to say thank you for supporting me to get to where I am right now because I feel like I can now move on with my life and forget the past put that behind me but not forgetting how extraordinary has been to me

U - unbelievably so thankful that you have supported me the way you have and I just feel like I've got to somehow thank you because I've just feel so lucky to have met so much extraordinary people and thank you so much for your hard work in me because I now believe that the skills you have taught me will lead me on to greater things My Life

What are our priorities for next year and why?

- Review pathways for children with sensory impairments and further develop partnership working across Children's and Adult Services and with 3rd sector sensory impairment organisations during 2019/20 to:
 - o Improve access to information and services for children and adults with sensory loss
 - o Provide clear and consistent pathways between Social Services and Education Directorates and with 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff
- Enable more children to live closer to Cardiff by:
 - o Developing a comprehensive Commissioning Strategy and Market Position Strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of children looked after by September 2019
 - o Increasing the number of Local Authority foster carers (including kinship carers) by March 2020
 - o Increasing the range of local residential provision by commissioning 20 new placements by March 2020
 - o Working with the regional adoption service to increase the number of adoptive placements by March 2020
- Review the Corporate Parenting Strategy by December 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children, addressing the areas where outcomes are not as they should be in education and accommodation
- As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:
 - o Undertaking dementia friends training across the authority with the aim of 100% compliance amongst Council staff by April 2021
 - o Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020
 - o Encouraging businesses to become Dementia Friendly by March 2020
 - o Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia
 - o Delivering locality-focused dementia awareness events
- Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners
- Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a 'Healthier Wales' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible



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

Outcomes we have achieved during the year:

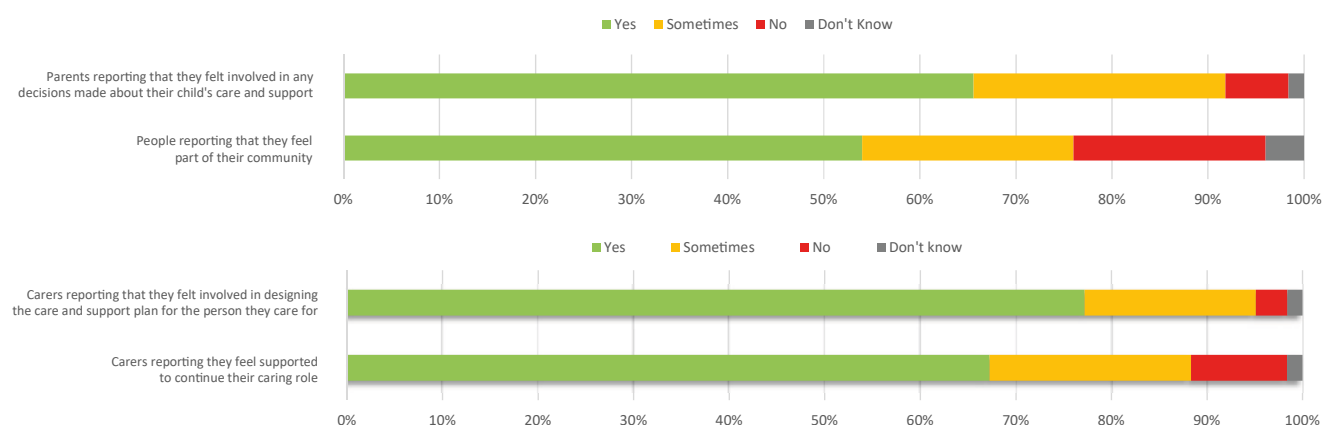
✓	More families receive the right support at the right time through the implementation of the Support4Families Service.
✓	Admission to care prevented for 53 children and young people by the Adolescent Resource Centre.
✓	Admission to care prevented for children and young people by Rapid Response workers.
✓	More children supported to remain living with family members through an increase in Connected Persons assessments (of connected people / family and friends who wish to foster or be special guardians) undertaken internationally (including China, Albania, Czech Republic, Portugal and Romania).
✓	Low level Sexually Harmful Behaviour is better addressed by the provision of a specialist post in the Youth Offending Service.
✓	Permanence secured for children with 42 adoptions during the year.
✓	Better meeting the complex needs of older and people with learning disabilities in their local community by developing specialist targeted Day Opportunities. Positive impact on people and carers reported following opening of Grand Avenue Day Centre.
✓	Reduced likelihood of carers reaching crisis point by development of improved processes that will provide a better quality service.

What did we plan to do last year ?

What did we plan to do last year and RAG status ?
<ul style="list-style-type: none"> • Increase public awareness of the requirement to report Private Fostering arrangements to the local authority by March 2019 in order to ensure that children subject to these arrangements are known and appropriate support is provided
<ul style="list-style-type: none"> • Ensure all eligible unpaid adult carers who are caring for adults during the 2018/19 financial year receive the help and support they need, in the ways they need it
<ul style="list-style-type: none"> • Embed the new model of Day Opportunities during 2018/19 to ensure that people get the care and support they need, while offering respite to their carers

How far did we succeed? What difference did we make? The change we want to see

Performance Update & Survey Results



- The percentage of children looked after reviews carried out within statutory timescales during the year 2018/19 = 82.0% (1,913 / 2,333)
2017/18 = 93.0% (2,129 / 2,289).
Performance has reduced from 93.0% (2,129 / 2,289) in 2017/18, in part due to capacity to undertake reviews in the context of increasing numbers of children looked after.

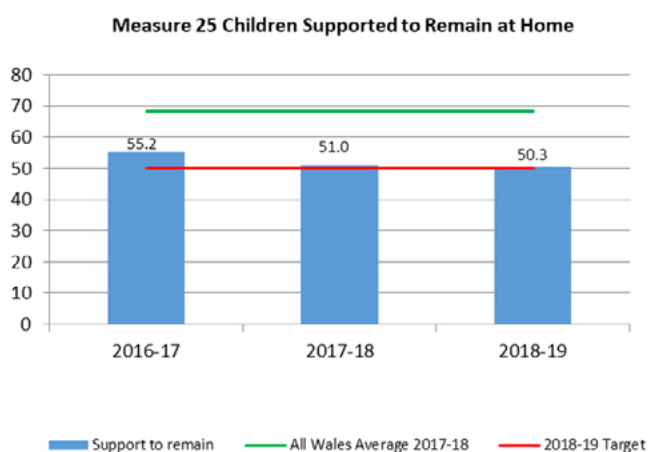
- *The percentage of children supported to remain living with their family*

2018/19 = 50.3 % (910 / 1,810)

2017/18 = 51.0 % (864 / 1,694)

2016/17 = 55.2 % (894 / 1,619)

Of the 1,810 children with a Care and Support Plan at 31st March 2019, 908 were being supported to live at home (i.e. were not being looked after).



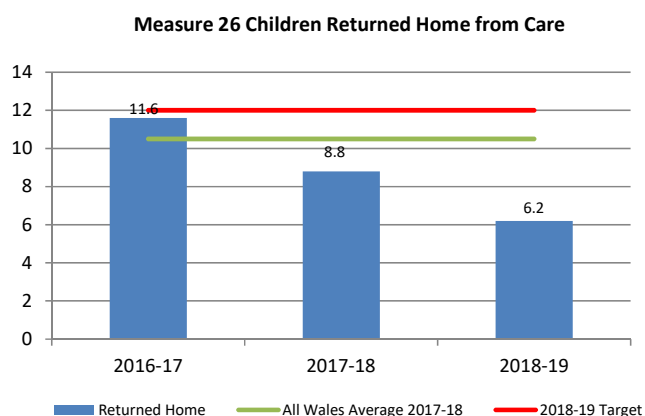
- *The percentage of children looked after who returned home from care during the year*

2018/19 = 6.2 % (68 / 1,093)

2017/18 = 8.7 % (91 / 1,042)

2016/17 = 11.6 % (116 / 982)

Of the 1,090 children who have been looked after during the year, 64 have returned home.

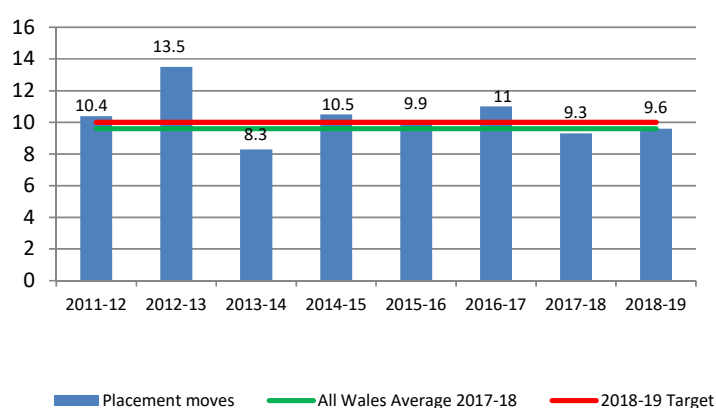


Although these indicators appear to say that fewer children are living with their families, this is not a complete picture of the trend in Cardiff because more children are living at home or returned home under the auspices of a Care Order than previously. The measure does not allow us to count these children in the cohort. In addition to the 68 children who were returned home from care, 142 children were actively placed in the care of their parents, but remain subject to a Care Order, and 101 children were placed with relative carers. These figures reflect our strong emphasis on children living with family and managing risk under the terms of a Care Order. A review of children looked after is being undertaken and this will consider whether it is safe to revoke the Care Orders of any of these children.

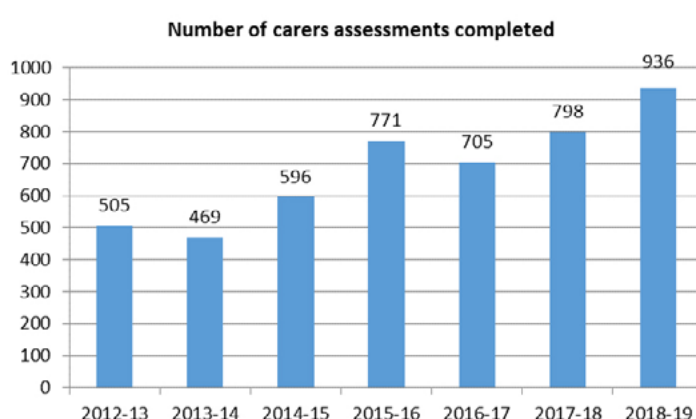
- *The percentage of children looked after on 31st March who have had 3 or more placements during the year*

Performance remained relatively stable at 9.6% (86 / 900) from 9.0% (75 / 830) in 2017/18 and the 10% target was met. This strong performance has been achieved despite concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means that some children have been moved as a proactive action - not due to placement breakdown - to a placement better suited to meet their long term needs / or to return from out of area.

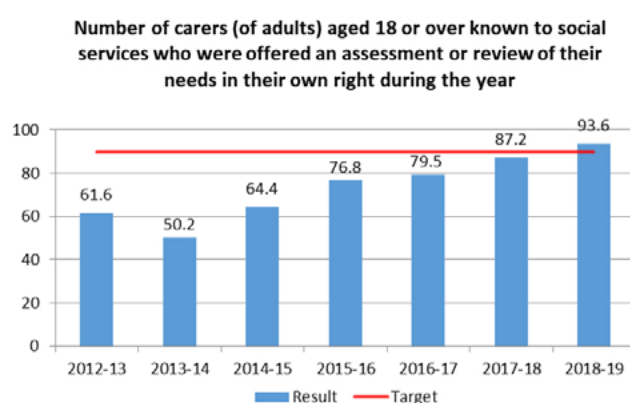
Measure 33 Placement moves for children looked after



- *Number of carers assessments completed*
2018/19 = 936; 2017/18 = 798.
Performance improved to 936 from 798 in 2017/18.



- *The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year*
2018/19 = 93.6% (3,139 / 3,353)
2017/18 = 87.2% (2,899 / 3,326)
2016/17 = 79.5% (2,833 / 3,563)



Key Successes

- There are currently 4 **private fostering arrangements** known to the Local Authority. A campaign to raise awareness was undertaken during the year.

- We are developing our practice and systems to **shift the balance of care** to ensure the right young people are in the right placements for the right period of time by setting up a series of decision making panels, introducing more Signs of Safety reflection meetings, family network meetings and by introducing a Family Reunification Framework.



- For children who are on the edge of care we utilise the rapid response service who provide advice and support to parents to **enable children to remain at home** where it is safe and appropriate. The service also undertakes direct work with children in relation to the consequences of their behaviours and supports them to moderate and change their responses.
- The **Integrated Family Support Team** work with children and families across Cardiff and the Vale of Glamorgan where there is a risk of family breakdown due to parental substance misuse, mental health and/or domestic abuse. Strength based interventions are primarily focused on building coping strategies and skills that enable people to resolve the crisis.
- During the year we have opened up the referral process for **Adult Carers** so carers can access the Carers Support Team directly, without having to be referred by a social worker. **Carer advice clinics** have been held in the Hubs since September 2018, but they have not been as successful as hoped. We will continue to analyse the benefit of attending each Hub to inform how we best develop the service. **Accessing social groups** such as Parkinsons and Goldies has been far more successful and we will continue to build on this good work. We have started work on running the advice clinics in GP surgeries and it is hoped that this will be a more effective means of reaching carers.
- A **specialist dementia day service** developed as an integrated service in partnership with Cardiff and Vale University Health Board was established during the year and opened at Grand Avenue Day Centre. The atmosphere within the day centre everyday seems to be creating a more relaxed and comfortable setting and environment into which to welcome people and families who call in. Work to refurbish Fairwater Day Centre has commenced and will also be based on dementia friendly design principles because we want to enhance the delivery of good quality care and support to citizens.



- The **intergenerational work** at Minehead Road Day Centre has been followed with work supported by the contractor's outreach team for Grand Avenue to share construction and design principles with the children from the local primary school. Other inter-generational projects have taken place within the Hubs and Community Living Schemes. All of this has represented exciting and imaginative partnership working opportunities, with the Council playing an important role in that partnership working.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Improving awareness of private fostering arrangements.
- Relatively low numbers of kinship carers.
- Low number of Special Guardianship arrangements.
- High numbers of children on Care Orders living with their parents.

Case Study – Grand Avenue Day Centre

J's level of dementia while she was at Fairwater Day Centre had progressed and when Grand Avenue became operational, we felt we could best meet J's needs there.

The main impact of attending Grand Avenue has been the lowering of J's anxiety levels, so much lower now – one of the benefits of this is she is more sociable so, for example, joins in conversations, loves a good sing along which previously she could never do. The physical environment at Grand Avenue works really well for her – including the opportunity to have personal space when she wants and opportunity to join in activities when she wants. The décor and furnishing all add to the atmosphere and calmness of the environment which for J has been shown to decrease her anxiety levels.

Case Study – Feedback from parent who was supported by the Integrated Family Support Team (IFST) in 2013 - children were 3 and 5 at the time.

It's painful to acknowledge this but we lived in literal squalor. There was rubbish, mould, filthy clothes piled up around the house. My kids shared a bedroom - their beds had no proper bedding and were filthy, one was far too small and clothes were just in a pile on the floor. At the time we lived with their dad who it later transpired had been abusive to them and possibly other children. Their father and I also had crack and heroin habits and I was repeatedly arrested for shoplifting and had mental health admissions due to suicide attempts too.

The IFST intervention was the start of the rest of our lives. You were the first to take an interest in me as a person, to encourage me to see myself as a person with strengths, talents and potential. You were the first to consider my aspirations. You were transparent, honest, subtle, skilled and motivating. Now, my kids and I have a life I never dreamed possible for us. The work you do has saved my children from a life of neglect and abuse. Thank you.

What are our priorities for next year and why?

- Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:
 - o Refresh the Signs of Safety Implementation Plan to embed strength based practice in partnership with families to support children to remain with families, supported by a safety plan by March 2020
 - o Establishing and embedding strengths-based practice in Adult Services by March 2022
- Ensure the best outcomes for children and young people for whom the council has a responsibility by improving care planning arrangements for children looked after by reducing time taken to progress cases through the court process by March 2020
- Implement the care planning protocol by March 2020
- Ensure eligible unpaid adult carers, caring for adults, during the 2019/20 financial year are supported to work towards achieving their personal outcomes
- Develop new day opportunities in Fairwater
- Develop day opportunities for people with learning disabilities, improving opportunities for volunteering and Into Work services

WORKING WITH AND SUPPORTING PEOPLE TO ACHIEVE GREATER ECONOMIC WELL-BEING, HAVE A SOCIAL LIFE AND LIVE IN SUITABLE ACCOMMODATION THAT MEETS THEIR NEEDS

Outcomes we have achieved during the year:

✓	The Bright Start Traineeship Scheme continues to support children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
✓	Better placed to provide more continuity of support that better meets the needs of young people as a result of the recommissioning of accommodation and support in Cardiff (commencing early in 2019/20).
✓	Care leavers are better supported through higher education by the provision of equipment through the St. David's Day grant (19 care leavers in higher education, including 6 new entrants).
✓	Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.
✓	Better placed to enable more people to remain as independent as possible in their own homes through our commissioning activity. For example, during the year we commissioned supported living accommodation for vulnerable adults with substance misuse and we commenced the procurement process for the recommissioning of supported living accommodation for adults with a learning disability.
✓	Better placed to increase the range of accommodation options to meet the needs of older people with physical frailty and dementia issues with the development of the Older Person's Housing Strategy.

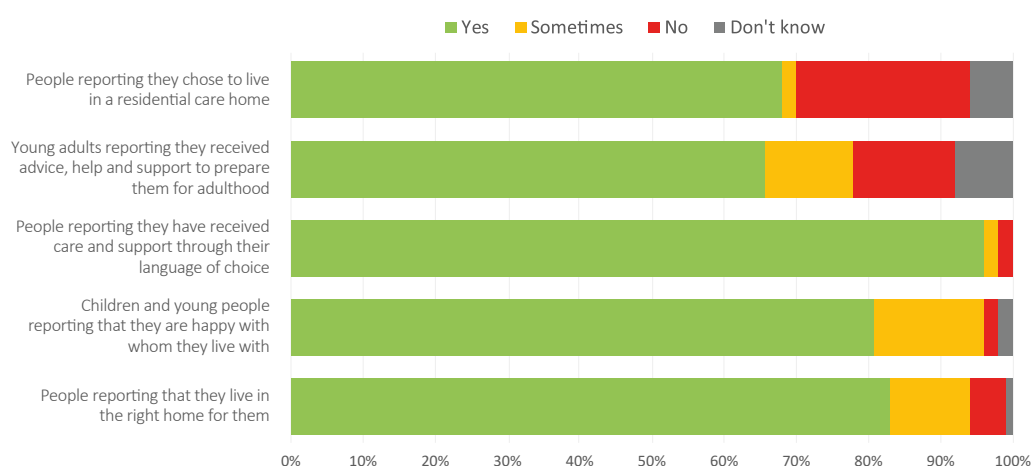
What did we plan to do last year?

What did we plan to do last year and RAG status?

- Implement the elements of the **Social Care Wales Care & Support At Home Strategy** that are relevant to the Local Authority, by March 2021 in order to support people to remain in their own homes for as long as possible
- Ensure the best outcomes for children and young people for whom your Council becomes responsible by improving the reach and effectiveness of support to care leavers by strengthening the **Bright Start Traineeship Scheme** during the 2018/19
- Implement the **Older People's Housing Strategy** in partnership with Communities during 2018/19, to ensure that the housing elements that are necessary to support those with care and support needs are available in the right numbers, at the right level and in the right places across the City

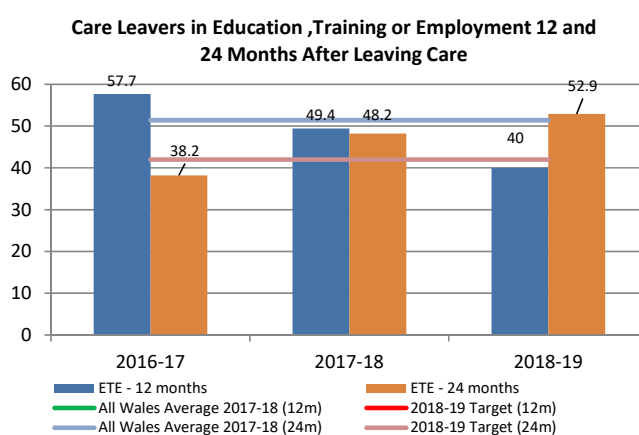
How far did we succeed? What difference did we make? The change we want to see

Performance Update & Survey Results



- *The percentage of all care leavers who are in education, training or employment at 12 months after leaving care*
 2018/19 = 40.0% (38 / 95)
 2017/18 = 49.4% (43 / 87)
 2016/17 = 58.5% (55 / 94)

- The percentage of all care leavers who are in education, training or employment at 24 months after leaving care
 2018/19 = 52.9 % (45 / 85)
 2017/18 = 48.2 % (41 / 85)
 2016/17 = 38.2 % (39 / 102)



- The percentage of all care leavers who have experienced homelessness during the year
 2018/19 = 19.9 % (65 / 327)
 2017/18 = 21.0 % (69 / 328)
 2016/17 = 17.3 % (56 / 324)
 This indicator includes all care leavers aged up to 21 or above if they are in full time education. It counts any period of homelessness during the year and includes a variety of situation, such as bed and breakfasts, moving frequently between friends and leaving prison without a home to go to. Although young people may not have been homeless at the time they left care, this PI reflects any difficulties they experience in the following years
- Average age of adults entering residential care homes
 2018/19 = 84; 2017/18 = 81; 2016/17 = 82
- Average length of time adults (aged 65 or over) are supported in residential care homes results
 2018/19 = 937 days; 2017/18 = 1,014 days; 2016/17 = 1,067 days

Key Successes

- **The Social Care Wales Care & Support At Home Strategy** has assisted us in our work with the domiciliary care sector. Promoting their work as a skilled, knowledgeable, valued and rewarding job has been one of our priorities that is ongoing.
- An **annual celebratory event** was held to commend the work of the care sector and recognise achievements in qualifications - 76 people attended the event and received certificates for a range of levels of Health and Social Care qualifications. There are currently 63 learners enrolled and at various stages of acquiring their QCF diplomas.
- The **Bright Start Traineeship Scheme** continues to support positive outcomes for children looked after and care leavers to access traineeship opportunities within Cardiff Council. 42 young people gained work experience via traineeships in 2018/19 and 3 of these trainees went onto paid employment opportunities. The scheme has been highlighted as an area of good practice by ESTYN.
- The approval of the **Older People's Housing Strategy**.
- New supported accommodation gateway commissioned.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Improving the number of care leavers in Education, Training and Employment.
- Improving outcomes related to homelessness.

Case Study – Bright Start Traineeship Scheme

Background of P, a Bright Start Trainee

P and siblings were accommodated due to risk of physical and sexual abuse and neglect. P was referred to the traineeship scheme and gained a placement in the Libraries team in February 2018.

P has shown growing confidence in interacting with his peers in this format as well as developing a trusting relationship with Bright Start staff. Following help with interview skills, P was successful in gaining a Paid Traineeship role on a new Traineeship Scheme. P turns 18 this year and will not need to claim benefits and will have a smooth transition into his new accommodation.

What are our priorities for next year and why?

- Ensure the best outcomes for children and young people for whom the Council has a responsibility by:
 - o Improving **educational outcomes for children looked after** by March 2020
 - o Improving **transition and progression into education, employment or training for care leavers** by March 2020
 - o Increasing the **accommodation and support for care leavers** by March 2020
- Understand the **impact of poverty** and routinely use advice and into work services to maximise income and resolve family income and housing issues
- Work with partners to maintain the reduction in **Delayed Transfers of Care** for social care reasons during 2018/19 to support more timely discharge to a more appropriate care setting



5

HOW WE DO WHAT WE DO

OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes we have achieved during the year:

✓	Improved workforce planning in Adult Services following involvement in Workforce Planning pilot.
✓	Improved workforce planning in Children's Services following implementation of Workforce Strategy.
✓	Improved support for decision making and the sharing of risk by the introduction of a Resource Panel and Public Law Outline Panel.
✓	<p>Improved service delivery by supporting staff to be better equipped to carry out their roles:</p> <ul style="list-style-type: none"> o 10 seconded staff were on the Social Work degree course during the year. o 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year. o 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them. o Provision of peer supervision through Signs of Safety. o Provision of clinical supervision within some Children's Services teams. o 7 Operational Managers supported to undertake Middle Manager Development Programme.
✓	Staff are better equipped to work with families using a strength based approach following Signs of Safety training.
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.
✓	Commencement of strength based training in Adult Services.

What did we plan to do last year?

What did we plan to do last year and RAG status?
<ul style="list-style-type: none"> Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 to ensure that all relevant professionals are appropriately qualified by 2020
<ul style="list-style-type: none"> Contribute to the development of a coherent regional response to the Parliamentary Review of Health and Social Care in Wales in order to facilitate early implementation of an integrated programme of change at pace
<ul style="list-style-type: none"> Improve recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate below 18 % by March 2019 to raise standards and drive the quality and competency levels of staff through effective workforce dev in order to enable those with care and support needs to achieve what matters to them

How far did we succeed? What difference did we make? The change we want to see

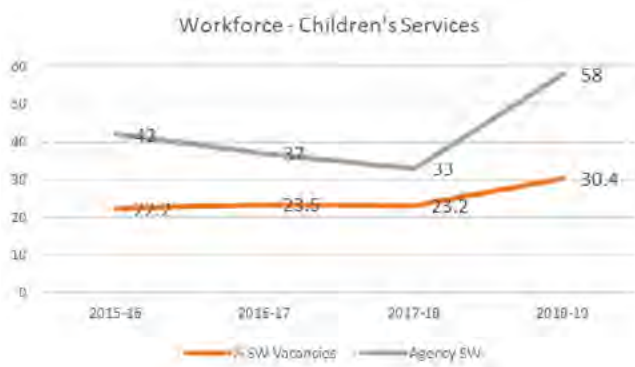
Performance Update

- Percentage of Personal Performance and Development Plans initiated within required timescale*
Performance was 95 % compared with 96 % in 2017/18; the 90 % target was met.
- Percentage of Personal Performance and Development Half Yearly Reviews completed within required timescale*
Performance was 89 % from 98 % in 2017/18.
A consistent message regarding the importance of the Personal Reviews continues to be given by senior managers.
- Average full time equivalent sickness days lost per member of staff*
2018/19 = 16.9; 2017/18 = 16.5.
Sickness levels have increased slightly from 16.5 in 2017/18.
Early indications suggest a slight increase in sickness levels in Children's Services towards the end of the year. The Assistant Director will be reviewing cases with managers and a remedial action plan will follow.
The particular challenge in relation to sickness in Adult Services is the risk of contracting diarrhoea and vomiting (D&V) due to the delivery of personal care by Home and Day Care services. Public Health policy stipulates that employees must be off for 72 hours following D&V and a local policy will be developed to ensure that the Council adheres to this guidance.

- Percentage of social work vacancies in all teams (Children's Services)

2018/19 = 30.4 %; 2017/18 = 23.2 %.

Children's Services social worker vacancies increased during the year to 30.4% from 23.2% in 2017/18. The primary reason for the increase is the creation of a number of new posts from successful financial pressures bids and additional funding. This additional resource is a positive development as it is enabling us to develop and improve services. A number of these new posts were filled by existing staff, leaving their substantive posts vacant, and hence increasing the vacancy rate. Addressing the vacancy position continues to be a priority and a significant amount of work has been undertaken during the year to achieve this. Improvement is expected as newly appointed staff take up post early in 2019/20. It is important to note that vacancies are covered by agency social workers.



Key Successes

- Considerable work has been undertaken to raise awareness of **Regulation and Inspection of Social Care (Wales) Act 2016** (RISCA) requirements to ensure that the sector is RISCA ready. For those eligible under confirmed competency, assistance is offered by the training team as well as Social Care Wales to support the process.
- A Workforce Project Group was established during the year working to an action plan to address **recruitment and retention in Children's Services**. The plan is divided into three priorities: Recruitment, Retention and Career Development. We want to recruit passionate and innovative social workers into the service by highlighting the amazing opportunities available, plus emphasising the benefits of working for Cardiff Council. The ambition is to support the workforce by reducing caseloads so that social workers can do what they do best; work directly with children, young people and their families. A review of skill mix is also being implemented in Children's Services.

- Staff feedback shows that our **mentoring programme** is working well:

“Learning was in depth and thought provoking rather than just information providing”

“Over the series lots of tools that I can implement within my work and enable me to have a better understanding of others”

- 2 people successfully completed the **social work traineeship** following the launch of the scheme in 2018 – one individual has now gone on to a seconded post as a Social Work Assistant, the other is seeking a post in Social Services in order to gain further experience. Both are hoping to undertake the Social Work degree in the near future.
- During the year, the Director and senior managers met with all final year **social work students** on placement in Cardiff. Feedback was positive around the support they have received and they are keen to seek permanent employment in Cardiff. There are also plans for the Director and Assistant Director to meet with students who are in placements outside Cardiff to discuss the Cardiff offer with them. We have created 8 secondment opportunities for current staff to undertake a Social Work degree at three local Universities.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) which requires all domiciliary care workers to be registered by 2020 - registration remains slow with a reported reluctance amongst staff to pay the registration fee and 102 Care Workers registered in Cardiff.
- Reducing the level of vacancies in Children’s Services, resolving recruitment and retention issues and reducing reliance on agency workers - 58 social workers (33 %) are agency staff.
- Improve exit interview data - good progress has been made on developing mechanisms to gather relevant information, and some intelligence has proved useful. However, further work is required to ensure supportive systems are in place in order to be fully informed.
- Impact of sickness levels in key service areas.
- Implementation of new senior management structure with minimal disruption for workforce and services.
- Policies and procedures require updating, and procedures for care planning require development.

What are our priorities for next year and why?

- Continue to develop and support the workforce by **implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016** and ensuring that all relevant professionals are appropriately qualified and registered by March 2020
- **Implement projects resulting from additional funding** including transformation, Integrated Care Fund and successful pressure bids
- **Implement new senior management arrangements** to ensure that we are able to meet the current and future challenges
- Continue to develop and support the workforce by **delivering a reduction in agency workforce and vacancies in the children's social workers** by implementing a recruitment and retention strategy and refreshed workforce plan by March 2020
- **Develop a locality operating model in Adult and Children's Services** to ensure a 'seamless service' with the needs of people using our service having priority
- Put relevant and up to date **policies and procedures** in place to ensure that we meet our statutory duties and responsibilities



OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

Outcomes we have achieved during the year:

✓	Adult Services achieved budget underspend of £1.362 million against a budget of £111.368 million by supporting more people at home, strengthening care planning for those who need care and aligning this to more cost-effective provision and by maximising value for money in the commissioning and procurement of residential and domiciliary packages.
✓	Improved effectiveness of screening of new referrals and signposting to appropriate well-being services in the Adult Services First Point of Contact.
✓	Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government. £1.737 million in 2018/19 across Cardiff, Vale of Glamorgan and University Health Board for children with complex needs and adults with learning disabilities; £3.743 million in 2018/19 for older people.
✓	Clarity of direction and improved monitoring of performance with the development of a Children's Services Strategy and associated Performance Framework based on the child's journey.
✓	Successful transformation bid to Welsh Government by Regional Partnership Board being used to further develop prevention and resilient communities.
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

How far did we succeed? What difference did we make? The change we want to see

Key Successes

- The budget outturn shows the shift to **early intervention and prevention in Adult Services** has enabled a balanced budget to be achieved.
- Actions by the Directorate throughout the year to implement a **sustainable finance and service delivery strategy** include:
 - o Detailed proposals approved to enhance early help and support for children and families.
 - o A Children's Commissioning Strategy is currently being developed.

- o A strategic plan – ‘Delivering Excellent Outcomes for all our Children’, will be presented to Cabinet in July 2019.
- o A strategic plan – ‘Connecting People and Communities’ for adults will be presented to Cabinet in January 2020.
- o Learning Disability Commissioning Strategy approved.
- During the year, the management of **Children’s and Adult Services complaints** was brought together and aligned alongside corporate complaints functions in the wider People and Communities Directorate.
- To further align the ‘preventative’ and early help services, governance for the Welsh Government **Families First Programme** is aligned with Supporting People, Flying Start and other preventative grant funding streams. In April 2018 the recommissioning of the new services had been completed with many of the newly commissioned services becoming operational. These commissioned services will now form an integral part of the Cardiff Family Advice Service delivery. Alignment of Families First with Flying Start enables us to extend the provision of parenting services across the city and address the gaps that existed in early years parenting outside of the Flying Start catchments. Alignment of Families First with Supporting People supports a more cohesive service offer in respect of Domestic Violence services. Over the next year, further alignment of Families First funding with Supporting People funding and core funding will be used to develop a one stop shop for young people. The delivery plan for the **Flexible Funding Pilot** also provides opportunities for innovative locality working in respect of early help. Work to develop the Cardiff Family Advice Service will consider how the use of flexible funding arrangements can ensure that appropriate levels of funding is targeted at the right services in order to provide the best outcomes for families.
- In September 2018, the Council began two comprehensive consultation exercises to inform the development of an **evidence based methodology to care fee setting**, one with providers of care home services and one with providers of domiciliary care services. The aim of this consultation was to gain a thorough and detailed understanding of how they operate and specifically, the cost pressures they face. The longer term objective is to create respectful, supportive and transparent relationships with providers in each of these sectors to aid future working arrangements.

Key Challenges and Risks

Whilst there are a number of strengths, analysis of performance has evidenced the following areas where we need to improve:

- There continues to be pressure in Children’s Services particularly relating to sufficiency of the right accommodation, care and support, and reliance on agency social workers to fill an increasing establishment. A significant increase in demand for residential and foster care placements for children looked after with insufficient range and availability of placements in Cardiff, provided by

the Council and other providers, has increased the number of children being cared for outside of Cardiff and neighbouring authorities and has resulted in a significant overspend on the Children's Services budget during 2018/19. Plans are in place in Children's Services to align service and financial planning through shifting the balance of care. The significant overspend demonstrates that those plans are at an earlier stage of implementation.

- Finance system is end of life and needs to be replaced.
- Implementation of new fee setting methodologies needs to be agreed with providers to ensure financial and service sustainability.

What are our priorities for next year and why?

- Deliver a three year plan that combines **service and financial planning** for Adult and Children's Social Services
- **Implement CareFinance** across Adult and Children's Services to replace current finance systems that are no longer supported
- **Develop Performance Frameworks** for Adult and Children's Services to support a whole system approach to improving and monitoring performance
- Implement Social Services' **key commissioning requirements** through development of commissioning strategies for all children and adult services
- Conclude a **cost of care exercise** with care home providers to support evidence based fee setting methodologies for commissioned services



OUR PARTNERSHIP WORKING, POLITICAL AND CORPORATE LEADERSHIP, GOVERNANCE AND ACCOUNTABILITY

Partnership Working

Social Services in Cardiff is at the centre of successful and developing strategic and operational partnerships. Collaborative partnerships remain a fundamental pre-requisite for effective services. These include:

- Implementation of the Cardiff Family Advice Service.
- Consolidating the effectiveness of the Multi Agency Safeguarding Hub.
- Developing and implementing the Exploitation Strategy.
- Ongoing development of the Regional Partnership Board, sponsoring an active programme of workshops, strategic development sessions board meetings.
- Substantial progress with the regional Disability Futures Programme across health, education and social services in both councils.
- Development of a Regional Learning Disabilities Commissioning Strategy with the Vale and Cardiff and Vale University Health Board.
- Work of the Regional Safeguarding Boards and development of local sub groups.
- Work to realise the implementation of Regional Pooled Budgets in support of Part 9 of the Social Services and Well-being (Wales) Act 2014.

Regional Partnership Board

The Regional Partnership Board submitted detailed transformation proposals to the Welsh Government during the year to deliver the '**Healthier Wales**' policy across the region. The 'Me, My Home, My Community' proposals sought to access Welsh Government's transformation fund and, were successful in securing £6 million worth of investment in the region over 2 years. This will be used to further develop prevention and resilient communities to deliver the policy commitments in Healthier Wales for seamless locality based services which keep people independent and connected as long as possible. This includes discharge to assess models that build on the success of the First Point of Contact by enabling more people to be discharged safely through the development of night care services. The impact of the transformation fund in transforming culture and practice at the interface between hospital and community is already evident one quarter into the new services being implemented. The next periods will be about evaluation and embedding.

Regional Safeguarding Boards

2018/19 has been a significant in terms of setting both the Adults and Children's Regional Safeguarding Boards on a stronger footing. The Board has also made positive progress in leading the revision of the All Wales Child and Adult Safeguarding Procedures and in developing a regional Exploitation Strategy across all partners. We have strengthened the Regional Safeguarding Board by establishing a Local Operational Group for Safeguarding in Cardiff which is able to effectively manage multi-agency safeguarding between Cardiff partners and report on key issues to the full Board as necessary.

Staff Involvement

A key factor for the successful development of new ways of delivering services to the community is the active engagement of staff. During the year we continued to engage with our staff ambassadors around key issues affecting the Social Services and the Council as a whole. We refreshed our ambassador group and they were actively involved in communicating / engagement activity within their staff teams.

As Director, I frequently meet with groups of staff in whole service meetings, team meetings and drop in sessions to address particular issues. This two way involvement as we progress significant changes is very important in ensuring that we work in an empowering way and develop a culture where everyone knows they have a vital role to play in delivering the vision for social services in Cardiff.

What are our priorities for next year and why?

- Identify and take forward opportunities to **strengthen our partnerships** during 2019/20 to improve outcomes for people

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ACCESSING FURTHER INFORMATION AND KEY DOCUMENTS

Further information can be obtained from the following sources:

Page 18	Links Community Mental Health Team Inspection Report
Pages 14 & 31	Regional Joint Commissioning Strategy 'Promoting Independence and Improving Lives'
Page 36	Population Needs Assessment report
Page 59	Corporate Parenting Strategy

Performance Indicator Guidance
Performance Reports
Scrutiny Reports
Corporate Parenting Advisory Committee Reports