

**CITY & COUNTY OF CARDIFF**

**DINAS A SIR CAERDYDD**

**JOINT CHILDREN & YOUNG PEOPLE and COMMUNITY & ADULT SERVICES  
SCRUTINY COMMITTEES**

**29 JULY 2015**

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**DRAFT 'DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2014-15'**

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### **Purpose of Report**

1. To provide Members with background information to enable Members to scrutinise the draft Annual Report, attached at **Appendix A**, prior to consideration by the Cabinet and Council. Members will be able to send any comments, observations or recommendations for consideration prior to submission of the report to Cabinet.

### **Scope of Scrutiny**

2. The scope of this scrutiny is to review the draft Director's Report and to:
  - a. gain an overview of performance issues relating to the delivery of social services in 2014-15;
  - b. check whether the picture presented in the Annual Report reflects the Committees' view of Social Services in 2014-15;
  - c. check whether the process for preparing the Annual Report has been robust, evidence-based and inclusive of service users' views;
  - d. check whether the proposed improvement actions have been effectively prioritised and will deliver the sought-after change;
  - e. check whether the processes proposed for monitoring the implementation of improvement actions are robust;
  - f. provide recommendations on how to make the Annual Report more user-friendly; and
  - g. discuss whether further scrutiny is required, within each Committee's work programme.

## Background Information

3. In 2010, the 'Annual Council Reporting Framework' (ACRF) replaced the Care and Social Services Inspectorate Wales' (CSSIW) system of an annual review of social services performance. The ACRF requires the Director of Social Services to provide an Annual Report, which enables authorities **to report openly and promptly on the effectiveness of social care services and link this to planned and continuous improvement**. The requirements for the format and content of the Annual Report are set out in Statutory Guidance<sup>1</sup> and in a Social Services Improvement Agency (SSIA) Toolkit.
  
4. The Statutory Guidance sets out the core responsibilities of Directors of Social Services, which are:
  - a. Providing clear professional leadership across social services;
  - b. Having direct access to and advising the Chief Executive and Councillors on social services matters and on the direction and actions the authority should take in fulfilling its social services responsibilities;
  - c. Ensuring that strong performance management arrangements are in place across social services, and reporting at corporate level and to Councillors on the authority's performance in respect of these;
  - d. Ensuring that the authority has proper safeguarding to protect vulnerable children and young people, adults and older people, and reporting at a corporate level and to Councillors on their effectiveness;
  - e. Fulfilling overall responsibilities for social services workforce planning, training and professional development; and
  - f. Ensuring that there are adequate arrangements in place for social services to work effectively with others, both within and outside the authority, in fulfilling its social services functions and in contributing to the achievement of wider policy objectives.
  
5. The Statutory Guidance states that the format for the report will be a matter for each Council but it must:
  - a. 'be published as soon as possible after the end of the financial year to which it refers;
  - b. report performance and risk and set out plans for improvement in relation to:

**GETTING HELP**

**SHAPING SERVICES**

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<sup>1</sup> The Statutory Guidance on the Role and Accountabilities of the Director of Social Services (Welsh Assembly Government, June 2009)

Access to services  
Assessment  
Care management and review

Planning and partnerships  
Commissioning and contracting  
Resources

**THE SERVICES PROVIDED**

Range of services provided  
Quality of services provided

**DELIVERING SOCIAL SERVICES**

Workforce  
Performance management

**THE EFFECT ON PEOPLE'S LIVES**

Protecting vulnerable people  
Promoting independence and social  
Inclusion.

**PROVIDING DIRECTION**

Leadership and culture  
Corporate and political support and  
Scrutiny.

- c. take into account the views of service users and their families as well as other key stakeholders;
- d. report the full set of social care (adults) and social care (children) performance information (including performance indicators) that is integral to the Wales Programme for Improvement;
- e. take account of all Inspection, Review and Regulatory work undertaken; and
- f. include reference to all client groups.’<sup>2</sup>

6. The Social Services Improvement Agency (SSIA) Toolkit states that the Annual Report is:

*‘fundamentally a requirement on authorities, members as well as officers, to tell local citizens and key stakeholders how well they think their arrangements for delivering social care are working’ and*

*‘The Report is the Director’s Report in the first instance, but once accepted by the authority, it becomes the authority’s report’.*

7. The SSIA Toolkit puts forward a model for an Annual Report which includes an overview report, backed up by detailed analysis, an evidence trail and details of how improvements will be delivered. The overview report must contain:

- a summary of the Director’s judgement of the authority’s effectiveness;
- information about the top 10 to 15 priorities for improvement and confirmation that there are other improvement targets which have a lower priority;
- brief information about how to access the other parts, and

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<sup>2</sup>Statutory Guidance on the Role and Accountabilities of the Director of Social Services – June 2009 – Welsh Assembly Government

- brief information about the business plans and managerial strategies that will deliver improvement.

### **Director of Social Services Annual Report 2014-15**

8. The Director of Social Services Annual Report 2014-15, attached at **Appendix A**, is structured in the following way:
  - a. Foreword (pages 3-8)
  - b. Future Challenges (pages 9-10)
  - c. Summary of Achievements (pages 11 -12)
  - d. Safeguarding (pages 13-15)
  - e. Supporting Carers (pages 16-18)
  - f. Services to Children and their Families (pages 19-30)
  - g. Services for Adults (pages 31-39)
  - h. The Organisational Context (pages 40-46)
  - i. Appendix (page 47).
9. The Annual Report provides comparative analysis of performance, summarised on Page 5 for all Social Services, Page 6 for Adult Social Services and Page 7 for Children's Services.
10. Within each section, from Pages 13 – 46, the report identifies areas for development in 2015/16. The report also details the challenges for Social Services for 2015/16, on pages 9-10. To assist Members, **Appendix B** provides a comparison of the challenges identified for 2015/16 with those identified for 2014/15.

### **Care and Social Services Inspectorate Wales (CSSIW)**

11. Following publication of the Annual Report, the Care and Social Services Inspectorate Wales review the report, drawing on the findings of relevant audits and inspection and their work with the local authority. The CSSIW use this to inform their judgements regarding the key strengths and areas for development and improvement in both Health and Social Care and Children's Services, which are published in an Annual Review and Evaluation of Performance, which is issued 31 October and is publically available via their website.

12. The CSSIW Annual Review and Evaluation of Performance 2013/14 highlighted the following areas for improvement, which should be evident in the Annual Report 2014-15:

**Overall**

- a. Take forward plans to recruit to agreed senior leadership and management posts within the department.

**Children's Services**

- b. Continue improving the availability of direct payments to children
- c. Work with health colleagues to ensure that children and young people with mental health needs receive appropriate CAMHS services to meet their needs.
- d. Ensure children in need reviews are undertaken in accordance with statutory timescales.
- e. Improve the inconsistencies in the quality of assessments for looked after children.
- f. Continue to raise awareness of the availability of direct payments.
- g. Improve performance in the number of statutory reviews for looked after children.
- h. Improve performance in ensuring personal education plans are in place for looked after children.
- i. The retention of social workers.

**Adult Services**

- a. Continue to reduce the number of delayed transfers of care.
- b. Continue improving the availability of direct payments to adults.
- c. Continue to reduce the number of delayed transfers of care.
- d. Improve the number of adult carers assessments.
- e. Review the commissioning of services for adults with mental health needs.
- f. Continue to raise awareness of the availability of direct payments.

**Previous Scrutiny**

13. In September 2014, a joint Children & Young People Scrutiny Committee and Community & Adult Services Scrutiny Committee considered the Director of Social Services Annual Report 2013-14. Members largely focussed their scrutiny on testing the robustness and accessibility of the Director's Report as well as on whether the

picture presented in the report reflected the position as evidenced to both Committee's during the past year.

14. The letter resulting from the Joint Committee included a number of recommendations to make the report more robust and accessible, together with a number of requests for further information. A full copy of the letter sent from the joint Committee is attached at **Appendix C**. The Cabinet response, which is attached at **Appendix D**, details the reasoning behind the response to each recommendation.

## **Way Forward**

15. Tony Young, Director of Social Services, will give a presentation on the Draft Annual Report, attached as **Appendix A**. Councillor Sue Lent, Cabinet Member for Children's Services & Deputy Leader, and Councillor Susan Elsmore, Cabinet Member for Health, Housing and Wellbeing, will be in attendance and may wish to make statements. Officers from Children's Services and Health & Social Care will be in attendance. The panel of witnesses will be available to answer any questions that Members may have relating to the Draft Annual Report.
16. The scope of this scrutiny is set out at Point 2 of this report and provides a useful check list of the areas which Members may wish to scrutinise. In addition, the SSIA toolkit lists the following questions that may be of use:
  - a. **Do managers in key positions have a clear model of what makes an effective service or function?**
  - b. **Are managers ensuring that all the necessary activities are being carried out consistently and comprehensively across the organisation?**
  - c. **Are there good mechanisms for assessing the impact of what is being done?**
  - d. **Is there good feedback on the actual experience of users rather than user engagement in planning etc.?**
  - e. **How well have users' views been established?**
  - f. **Is there evidence of users' views influencing service delivery and development?**
  - g. **What plans are there for improving understanding of users' views?**

## **Financial Implications**

17. There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. These financial implications will need to be considered before any changes are implemented.

## **Legal Implications**

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **RECOMMENDATIONS**

The Committee is recommended to:

- I. Consider the contents of the report, appendices and presentation, and report any comments, observations and recommendations to the Cabinet prior to its consideration of the report;
- II. Consider the way forward for the future scrutiny of the issues raised in the Annual Report 2014-15 and the future challenges and areas for development highlighted for 2015- 16.

**MARIE ROSENTHAL**  
**Director of Governance and Legal Services**  
**22 July 2015**