

City of Cardiff Council

Director of Social Services

Annual Report

2014 / 2015

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FOREWORD

As the Council's Statutory Director of Social Services it is part of my job to report to you annually on how well I think the Council's Social Services are performing overall. The report that follows relates to the 2014/15 year and is the result of a process of analysis on a service by service basis, undertaken by Operational Managers (OMs) in the previously separate Children's and Health & Social Care Directorates. Each OM's analysis was then subject to a process of challenge that included testing out with staff teams.

We have built on the changes to format and approach in preparing the report that were introduced in the last report, again with an emphasis on greater transparency. Although technical in nature the report also highlights key messages about how we are performing. A more accessible executive summary has been produced for publication and dissemination.

Headline Volumes in Context

Cardiff has a population of 354, 294 (as at 2014) with 73,087 children and young people aged 0-17 and 279,269 adults aged 18 and over. Of these, 2,557 are in receipt of services from Children's Services and 4,644 are in receipt of services from Health & Social Care at any one time; many thousands cross our threshold during a given year. Thousands are helped to achieve better outcomes through the provision of short term support or who, as a result of a period of care, then go on to live independent lives.

Young person quote:

"You are really annoying like an itch, but when I get to you - you're lovely!"

Parent quote:

"Without the hard work, understanding and support of the Social Worker I could not have made the changes required."

Family quote:

Thanks for all the help, support, advice and everything else you have done for me and the kids. You are amazing 😊 and we are going to miss you."

Foster carer quote:

"Thank you so much for tonight the boys loved it. I have never met a social worker which has put so much care and work into children you're one in a million. A big thanks for dropping them home and C stayed in your car which is a step forward. They're all very positive tonight and their rooms look fab."

Professional quote (primary school Child Protection Co-ordinator):

"Thank you ... for the advice and support ... offered this afternoon - the social worker helped me to feel confident in dealing with different child protection issues which presented within the school this afternoon. I had a really positive experience ringing you this afternoon and wanted to pass on my thanks."

Health & Social Care service user quote:

“You helped me regain my independence on discharge from hospital. I was very frail and unable to even wash. Your ladies helped me back to where I was before my last hospital stay.”

Health & Social Care service user quote:

“Provided a professional service throughout. All staff members have been very friendly and considerate and have endeavoured to provide a complete care and support facility at all times.”

Children’s Services received 28,354 contacts in 2014/15, of which 4,195 became referrals. 650 children were being looked after at 31st March 2015, and 255 were included on the Child Protection Register.

Health & Social Care received 7,440 enquiries and 392 Protection of Vulnerable Adult referrals during 2014/15. 8,082 adults were assessed or reviewed during the year and 4,644 were in receipt of services as at 31st March 2015 (1,078 receiving residential and nursing care and 3,566 receiving community based services).

CARDIFF SOCIAL SERVICES OVERALL

I am pleased to be able to report that the City of Cardiff Council continues to improve in key areas despite severe financial pressures. These services are provided in a context of significant and continuing rises in demand and this presents real challenges in terms of ensuring consistency in the quality and standard of service in some key areas. Services for vulnerable adults and children remain a clear priority for the City of Cardiff Council and the Council continues to afford social care services a high degree of relative protection. I nevertheless share with fellow Directors of Social Services, a very troubling concern that continued reductions in local government finances overall, threaten the sustainability and viability of community based services that contribute significantly to wellbeing. We also know that there are areas of social care services that require additional attention to improve, some significantly so. Our strong strategic focus on service improvement has enabled us to create the conditions for success in those areas, but again the financial context makes this all the more challenging.

Whilst performance against a proportion of indicators was below target and behind performance across Wales and in the benchmarking group (Swansea, Newport, Caerphilly, Bridgend, Neath Port Talbot and Torfaen), it is encouraging to see that when compared to the 2013/14 outturn, 25 performance indicators (PIs) evidenced improvement in 2014/15. That said, it is not yet as good as it needs to be and the new Social Services Directorate will need to build on this platform to ensure much stronger performance in 2015/16 and for the future.

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

figures suggest below, there is encouraging progress but this needs to be accelerated and in some cases markedly so.

NATIONAL PERFORMANCE INDICATORS – ALL SOCIAL SERVICES				
Cardiff performance 2014/15 compared to local targets	17 on target	15 below target; above threshold for manager intervention	17 below threshold for manager intervention	9 not appropriate for target setting
Cardiff performance 2014/15 compared to 2013/14	25 improved	10 static	22 declined	1 not appropriate for comparison
Cardiff performance 2014/15 compared to Benchmark Group 2013/14	19 above	4 the same	33 below	2 not appropriate for benchmarking
Cardiff 2014/15 compared to Wales Average 2013/14	20 above	5 the same	31 below	2 not appropriate for benchmarking

A Stronger Focus on Strategic and Transformational Change

This year's report evidences a shift of focus in favour of strategic change in the way in which we deliver services whilst continuing the progress achieved 2013/14 in terms improving stability and service quality overall. This includes the establishment of a cross-cutting Corporate Safeguarding Board; extensive engagement by Children's Services and Health & Social Care in a range of integrated projects designed to re-shape services and in a growing and effective regional programme of greater service integration.

In Children's Services this includes substantial work on the development of an Early Help & Preventative Strategy; work to establish a Multi-Agency Safeguarding Hub; the initiation of a stronger approach to Quality Assurance; and the engagement of managers in the development of a new Workforce Strategy.

In relation to Adults much progress has been made in putting new Gateway arrangements in place; establishing a smarter and more effective commissioning methodology for domiciliary care; electronic tendering for residential care to enhance choice; new developments with the third sector to connect isolated and vulnerable people with volunteers; a programme of dementia training; and strengthening assessments for those with sensory impairments.

A New 'Social Services Directorate'

We have seen much progress over the last 2 years in securing a better overall position for a range of Adult and Children's Social Services. It is now clear that there is even more to gain by bringing together the two separate Directorates into a single integrated entity. This is particularly evident in relation to young people's transitions in adulthood, whole family approaches to addressing vulnerability and disadvantage and shared access and referral arrangements. The arguments in terms of bringing workforce development, performance, quality assurance and strategic development capacity under unified and singular professional leadership are also compelling. We are confident in light of these issues and the advent of Social Services & Wellbeing (Wales) Act 2014, that the timing is now right to establish a single Social Services Directorate under a single Director.

“More than Just Words”

Significant progress has been made during 2014/15 including:

- The Welsh Language Co-ordinator has designed and delivered a training session to all managers in Health & Social Care and is continuing to develop the programme for other groups. The session comprises of Welsh Language awareness, presentation of the Mwy Na Geiriau framework with an action plan for managers to include skills assessments for all staff in the Directorate.
- Asking service users if they had the opportunity to communicate with social care staff in Welsh, is now a mandatory question in the customer satisfaction feedback exercise with all service users.
- Language need is included in the weighting of service provision within the bidding processes used in Cardiff for the commissioning of domiciliary care and residential and nursing care.
- The Welsh Language Co-ordinator met Independent sector providers to look at Mwy Na Geiriau requirements and also their activity co-ordinators to suggest ways to include Welsh in their events and activities with service users.
- We have installed the Gofalu trwy'r Gymraeg app on the mobile devices which will be issued to all home care staff in a new home care initiative due to be launched in July 2015. We are planning to deliver Welsh Language awareness training to care staff to support this.
- We now have a corporate objective in our Directorate Business Plans to 'Assess your team's capacity to deliver a Welsh bilingual service'.

There is much still to do and we have strengthened our programme of activity so that the progress can continue into 2015/16 and sustain the Action Plan for Year 3 of the Strategy.

SERVICES FOR ADULTS

NATIONAL PERFORMANCE INDICATORS – HEALTH & SOCIAL CARE				
Cardiff performance 2014/15 compared to local targets	1 on target	3 below target; above threshold for manager intervention	5 below threshold for manager intervention	2 not appropriate for targeting
Cardiff performance 2014/15 compared to 2013/14	3 improved	1 static	7 declined	0
Cardiff performance 2014/15 compared to Benchmark Group 2013/14	3 above	0 the same	7 below	1 not appropriate for benchmarking
Cardiff 2014/15 compared to Wales Average 2013/14	4 above	0 the same	6 below	1 not appropriate for benchmarking

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

During 2014/15 the Health & Social Care Directorate's main focus has been on managing the increasing demand on already pressurised services. As a result, service delivery has continued to move from a dependency model, changing the emphasis to what people can do, rather than what they cannot do. The main priorities have been to increase access to universal services whilst reducing dependency through prevention and early intervention to improve capability and maximise skills.

This greater focus has included:

- A new Independent Living Service to provide a holistic service to our over 60 residents to enable them to remain independent and in their own homes.
- Supporting more people to live independently within their own home – reaching a total of 3,324 in receipt of home care and residential packages at the end of Quarter 4.
- Exceeding our target of 65% with people who we have helped back to independence due to the increase in numbers accessing reablement services.
- Increasing the number of completed carers' assessments during by 27%.
- Improving uptake of Direct Payments by 9.8%.
- Quarter on quarter increases in the number of Telecare users compared with 2013/14.

CHILDREN'S SERVICES

NATIONAL PERFORMANCE INDICATORS – CHILDREN'S SERVICES				
Cardiff performance 2014/15 compared to local targets	16 on target	12 below target; above threshold for manager intervention	12 below threshold for manager intervention	7 not appropriate for target setting
Cardiff performance 2014/15 compared to 2013/14	22 improved	9 static	15 declined	1 not appropriate for comparison
Cardiff performance 2014/15 compared to Benchmark Group 2013/14	16 above	4 the same	26 below	1 not appropriate for benchmarking
Cardiff 2014/15 compared to Wales Average 2013/14	16 above	5 the same	25 below	1 not appropriate for benchmarking

KEY MESSAGE – *Children’s Services remains a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. The continued focus on improvement during the year has secured a much more stable service and created the conditions for future success. This has allowed the service to turn its attention to significant progress in key areas of strategic development, particularly around prevention and integration whilst sustaining work to improve practice on the ground.*

2014/15 was a year of significant activity within Children’s Services with realignment of services, the establishment of an integrated Safeguarding Unit and the establishment of a National Adoption Service. The overall picture is one of improvement, with improved performance reported against 22 national performance indicators. Areas that were prioritised during the year include:

- Timeliness of initial assessments (50.6% from 40.1% in 2013/14).
- Timeliness of initial child protection reviews (90.7% from 83.8% in 2013/14).
- Care plans in place at start of being looked after (75.0% from 65.2% in 2013/14).

During the year there was a focus on recruitment and retention – the percentage of social worker vacancies reduced from 30.1% in Quarter 1 to 24.8% in Quarter 4. Alongside this, the number of social workers employed via an agency from reduced from 55 to 32 and our turnover of staff decreased from 20.3% in 2013/14 to 14.8% in 2014/15. This, along with the improvements noted above lays the foundations for continued improvement in 2015/16.

FUTURE CHALLENGES

Top 4 Challenges facing Cardiff Social Services:

1. Reduce the cost of delivering social services in the context of a shrinking budget base.
2. Ensure strategic and operational alignment with the requirements of the Social Services & Wellbeing (Wales) Act 2014, paying particular attention to improved outcomes for citizens, children and young people.
3. Maximise the contribution of partners in the delivery of effective social care for children, young people and adults.
4. Sustaining and developing an effective workforce that is able to respond to the expectations associated with the Social Services & Wellbeing (Wales) Act 2014.

Top 7 challenges for Children's Services:

1. Finalise and implement a refocused Early Help & Prevention Strategy with partners to ensure timely services are provided at the lowest possible level to meet need.
2. Develop and implement new inter-agency arrangements for managing referrals and demand at the front door to ensure appropriate referrals are received.
3. Prepare a Looked After Children Strategy that aims to make the experience of being looked after or leaving care the best that it can be within resources; promotes stability; enables children to form secure and permanent attachments; and in collaboration with Education and others, improves their life chances and outcomes.
4. Resolve a coherent inter-agency Child Sexual Exploitation Strategy that protects and empowers children and young people and that confronts and tackles perpetrators effectively.
5. Develop and conclude a proposed model for the delivery of children's social services and social work intervention to improve the effectiveness and efficiency of services.
6. Progress the remodelling of services for disabled children across Cardiff to improve effectiveness and efficiency of services.
7. Extend and improve services to children and young people experiencing early emotional behaviour / mental health difficulties.

Top 7 challenges for Health & Social Care:

1. Deliver better integrated housing support and social care with health services to improve outcomes for those who need support to live independently.
2. Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital.

3. Increase the uptake of Direct Payments as an alternative to direct provision of care for Cardiff residents.
4. Support Carers by ensuring that all Carers are offered a Carer Assessment and increasing the number of Carer Assessments undertaken by 2016.
5. Expand the range of supported accommodation options for vulnerable young adults.
6. Work in partnership with other stakeholders to protect vulnerable adults from harm through developing a coordinated programme of training and awareness for all front line staff.
7. Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood.

1. SUMMARY OF ACHIEVEMENTS 2014/15

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

1. Integrated Safeguarding Unit across Children's Services, Health & Social Care and Education established.
2. Cardiff hosted National Adoption Service established.
3. Realignment of Children's Services.
4. Successful recruitment of social workers to Children's Services.
5. Improvement in timeliness of initial assessments in Children's Services from 40.1% in 2013/14 to 50.6% in 2014/15.
6. Reduction in average social worker caseloads in Children's Services case management teams from 24.5 at 30th June 2014 to 19.7 at 31st March 2015.
7. Positive LAC Inspection report.
8. Progress towards implementation of Enhanced Fostering Scheme in 2015/16.
9. Introduction of weekly Legal Surgery to avoid drift or delay in care planning for children and young people.
10. Secured joint funding with the Vale of Glamorgan Council and the Cardiff & Vale University Health Board for senior change manager capacity.
11. Strengthened corporate parenting governance arrangements through the establishment of a Corporate Parenting Advisory Committee.
12. Secured more effective provision for Advocacy.
13. Delivery of best practice training re: looked after children to 208 staff.
14. Delivery of training re: Child Sexual Exploitation and Human Trafficking to 115 staff.
15. Secured senior commitment to the establishment of a Multi-Agency Safeguarding Hub (or similar model).
16. Refreshed partnership governance in relation to children and families.
17. Successful delivery of Integrated Assessment implementation on 30th April 2014.
18. Implemented 'Proactis' (Electronic Tendering System) in August 2014 to improve the care and nursing home market position for older people.
19. Commenced introduction of the 'Matrix' APL system to improve the commissioning of Domiciliary Care for all service user groups in July 2014.

20. Deployed 2 Carer Support Officers in hospitals funded through the Carers' Measure.
21. Implemented a more effective operational process for transition from Children's Services to Health & Social Care.
22. Third Sector partnership contract awarded to "Age Connects" in October 2014 for a 12 month pilot project, which is mapping available third sector resources available to older people in communities and will inform future commissioning plans.
23. Developed a Dementia Reablement Training Programme to ensure that staff working in community settings are fully equipped with the knowledge and skills necessary to support people with dementia.
24. Co-located 2 Community Resource Teams (CRT's) in Cardiff in partnership with the Cardiff & Vale University Health Board (C&V UHB) at the end of March 2014.
25. Worked closely with the C&V UHB to develop Mental Health deaf services during 2014/15.
26. Worked in partnership with the C&V UHB and the Vale of Glamorgan Council to improve the governance through the Deprivation of Liberty Safeguards (DoLS) Partnership Board and to analyse demand, prioritising action to deliver Deprivation of Liberty Safeguards Assessments following the Supreme Court Judgement.
27. Joint Autistic Spectrum Disorder (ASD) Steering Group developed a robust action plan to deliver the ASD Strategy in collaboration between Cardiff Council, Vale of Glamorgan, C&V UHB, third sector, parents and service users.
28. Day Opportunities Strategy for Learning Disability 2014-17 delivered and number of meaningful daytime opportunities based on the 'progression' model increased.
29. Community Alcohol and Drug Team (CADT) established a service for 5 homeless individuals in February 2015.
30. Implemented and delivered the Regional Collaboration Fund and Intermediate Care Fund Projects.
31. Extended the Assessment and Review customer satisfaction survey to include the Learning Disability Teams and the Mental Health Services for Older People Teams. This year we have started to use the information from the surveys to inform the Provider Quality Scores for Domiciliary Care.

2. SAFEGUARDING

The Independent Safeguarding and Review Unit was set up in October 2014, and follows the establishment in October 2013 of the regional Cardiff and Vale of Glamorgan Local Safeguarding Children Board (LSCB), which provides strategic governance in relation to the effectiveness of multi-agency safeguarding arrangements for children.

The role of the newly established safeguarding unit is principally one of Quality Assurance and encompasses three main elements.

1. Providing independent advice, review, monitoring and challenge concerning safeguarding practice in relation to children and vulnerable adults in Cardiff.
2. Providing Independent Review at regular statutory intervals of every Looked After Child's Care Plan and its delivery and ensuring appropriate attention to the needs of each child in keeping with the Care Plan; providing the same role in relation to care leavers' Pathway Plans.
3. Providing a leadership and guidance role to the wider council in support of corporate safeguarding governance.

As such it is operationally responsible for:

- Statutory Independent Reviewing Officer functions and Child Protection Case Conference arrangements for children.
- Statutory processes and practice to support the protection of vulnerable adults (POVA).
- Statutory safeguarding duties in relation to children in education, or affected by licensing and chaperoning.
- Hosting the Regional Safeguarding Children Board and associated infrastructure.
- Supporting the functioning of the Corporate Safeguarding Board.

2.1 Keeping Vulnerable Children Safe

The roles of Case Conference Chair and Independent Reviewing Officer have been merged, increasing capacity.

Two further posts have been established to strengthen safeguarding - an Integrated Family Support Services (IFST) Reviewing Officer and Pathway Plan Reviewing Officer. Funding was secured in addition to undertake key auditing, investigative and development work in relation to Child Sexual Exploitation (CSE).

A Corporate Safeguarding Board was established and developed an action plan to significantly strengthen corporate safeguarding compliance and respond to the improvement proposals made in the October 2014 Welsh Audit Office report following its study of corporate safeguarding arrangements in the Council.

Considerable work was undertaken with partners and particularly the police to develop a coherent Child Sexual Exploitation (CSE) Strategy in response to national concerns arising from Rotherham, Oxfordshire and elsewhere. This key inter-agency strategy is on target for final sign off by Cardiff and the Vale Safeguarding Children Board in July 2015 and by the Council's Cabinet. Meanwhile a number of specific initiatives were undertaken to strengthen operational effectiveness. These included a revision of the Children's Services database to enhance intelligence gathering and developing new panel arrangements to

quality assure and oversee all Children's Services cases where CSE vulnerability is identified.

The Director has been substantially involved in the work of the South Wales Regional Safeguarding Forum in considering a range of strategic developments to strengthen safeguarding including the regional and national response to CSE.

Cardiff and Vale of Glamorgan Local Safeguarding Children Board

Having been established in December 2013, the new Board has been able to consolidate its partnership working and refocus on joint safeguarding priorities including its key role in undertaking Child Practice Reviews; quality assuring practice through case audit; ensuring an effective and dynamic training programme for all professionals; and linking with the wider national agenda. The Board also agreed, in the absence of an appropriate regional forum for focusing on effective developments in relation to services for children to provide support to a strategic development programme that includes:

- The establishment of a Multi-Agency Safeguarding Hub in Cardiff.
- Remodelling Services for Disabled Children.
- Remodelling Services for Children with Emotional & Mental Health Difficulties.

Areas for Development in 2015/16

- Finalise and commence implementation of the inter-agency Child Sexual Exploitation Strategy.
- Clarify and strengthen governance arrangements in relation to safeguarding concerns that currently 'straddle' Council Directorates or multi-agency partnerships, e.g. honour-based violence, forced marriage, trafficking and radicalisation.
- Develop a Social Services Quality Assurance Framework to bring together the quality assurance and learning elements of key activities in the Directorate.

2.2 Keeping Vulnerable Adults Safe

A regional Cardiff and Vale of Glamorgan Safeguarding Adults Board was established in February 2014 and held its inaugural meeting in March 2014. The Safeguarding Adults Board provides strategic governance in relation to the effectiveness of inter-agency arrangements for the protection of vulnerable adults across Cardiff and the Vale of Glamorgan. During the year, the new board has been able to establish appropriate sub-groups, initiate developments to support effective performance management and develop an effective work programme to promote coherently integrated governance. A new quarterly activity report to support the board in its decision making has also been developed. The implementation of the Social Services & Wellbeing (Wales) Act 2014 (implementation 2016) will place the protection of vulnerable adults on a similar statutory footing as children, and this will strengthen the profile addressing the risks to vulnerable adults.

A number of developments to improve the commissioning of quality care services for citizens were initiated including:

- Introducing quality assurance frameworks / programmes to improve commissioning of domiciliary care and residential care for all service user groups commenced in July 2014. The objective of these new models of procurement commenced in

November 2014 with the introduction of the new Dynamic Purchasing System (DPS) and Proactis, and accredited provider list, is to drive up quality of care services for the safety and wellbeing of all those service user groups.

Monthly Joint Quality Monitoring Meetings (JQMM) are attended by representatives across health, social care and the inspectorate. The JQMM allows the attendees to address and prioritise concerns about service providers and can be a precursor to the invoking of the local authorities escalating concerns process. A Protection of Vulnerable Adults business plan which sets key priorities including work to strengthen risk assessment thresholds for invoking safeguarding actions, service user inclusion and satisfaction, and the mechanism / process for raising professional concerns.

Areas for Development in 2015/16

- Develop an effective suite of vulnerable adult monitoring reports regarding key safeguarding requirements to ensure that compliance is monitored and recorded.
- Develop a Social Services Quality Assurance Framework to bring together the quality assurance and learning elements of key activities in the Directorate
- Ensure that the implementation of the new safeguarding requirements of the Social Services & Wellbeing (Wales) Act 2014 in relation to vulnerable adults is effectively rolled out.

3. SUPPORTING CARERS

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

The changes that will result from the Social Services & Wellbeing (Wales) Act 2014 will mean that:

- Carers will have equal status to service users.
- Carers will be entitled to services in their own right.
- The Council must provide a point of information and advice to which carers can be signposted.

3.1 Young Carers

Young Carers are generally children and young people under the age of 18 years who provide, or intend to provide, care, support or assistance to a family member. However it is recognised that the Young Carers concept extends up to the age of 25. The person with care needs may have a physical illness, or disability, mental health problems a sensory impairment, learning difficulties or may be misusing substances. The majority of Young Carers care for a parent, but the person with care needs may be a sibling, grandparent or any other family member.

There are a range of universal and targeted services for Young Carers across the city. Those Young Carers who meet the thresholds for Children's (Social) Services are also able to access the range of additional services. Children's Services has identified key officers in the Intake & Assessment Service, Family Intervention and Support Service and Child Health & Disability teams to lead on Young Carers' issues in order to strengthen the identification of Young Carers.

The significant focus for Cardiff Children's Services in developing the age-wide strategy was to ensure that it appropriately highlighted the specific impact that undertaking caring responsibilities for family members has on Young Carers and to link the strategy to obligations contained in the United Nations Convention on the Rights of the Child (UNCRC).

Work continued in 2014/15 to develop a range of materials such to increase awareness and support the identification of Young Carers across Cardiff and the Vale of Glamorgan. The most significant piece of work to come out of this work stream has been the development of an e-learning tool for professionals to enable them to identify and support Young Carers. The module has been actively promoted amongst Cardiff schools staff via the Education Psychology Service and to date it has been very well received. The introduction of this e-learning module in Cardiff schools has made a considerable contribution to awareness-raising and has strengthened the ability of teaching staff to recognise and identify Young Carers. However, this has not as yet had a significant impact on the number of Young Carers referred to Children's Services for an assessment of their needs.

The service remains committed to changing the arrangements for assessing the needs of Young Carers so that although these arrangements continue to sit with the Intake &

Assessment Service we are confident that integrating this within the Youth Service would be less stigmatising for Young Carers and stimulate an increase in referrals for support and help. Meanwhile, all Young Carers who became known to the service were assessed in 2014/15 and 83.3% were provided with a service, compared with 68.4% in 2013/14.

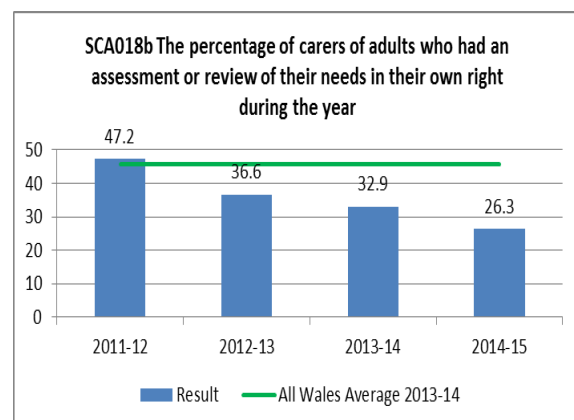
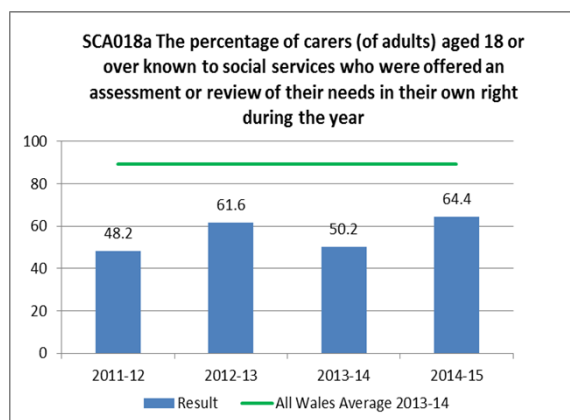
Areas for Development in 2015/16

- Develop and implement new arrangements for Young Carer Assessments.
- Roll out e-learning module for Social Workers and Social Care staff in Children's Services.

3.2 Adult Carers

Respite remains the most requested service to support carers and continues to be provided, usually through a package of care for the service user. We have also improved information provided to carers and made it more accessible by having it available through the Community Hubs.

We have improved the offer of a Carers Assessment to known carers (aged 18 or over) during the year (64.4% of known carers were offered an assessment of need in their own right compared with 50.2% 2013/14). There has also been an increase in the number of carers who had a completed Carers Assessment recorded (547 in 2014/15 from 454 in 2013/14). However, the rate of completion reduced to 26.3% (from 32.9% in 2013/14) and this is an area that requires further attention.



The Carers Planning and Strategy Group has developed an interim Carers Strategy to be put in place with development of a longer term strategy starting once the Regulations and Guidance for the Social Services & Wellbeing (Wales) Act 2014 with regard to Carers are known.

Joint working with both the Vale of Glamorgan Council and Cardiff & Vale University Health Board has continued to improve, e.g. the holding of joint events for Carers Week and Carers Rights Day. This has also included the extension of the two Carers Support Officer posts in hospitals (funded through the Carers' Measure) who have supported 175 carers this year by providing advice and information or signposting to relevant organisations. They have also completed 76 Carers Assessments.

A review of all commissioned Carer services has been undertaken and resources are being realigned to reflect the most effective and sustainable way of delivering services that meet our current statutory obligations to carers in 2015/16.

The intended impact of the above is to support carers to enhance their quality of life, outside of their caring role, by providing a range of services to them and the person they care for.

Areas for Development in 2015/16

- Ensuring that all carers are offered a Carers Assessment.
- Significantly increase the completion rate of Carer Assessments.

4. SERVICES TO CHILDREN AND THEIR FAMILIES

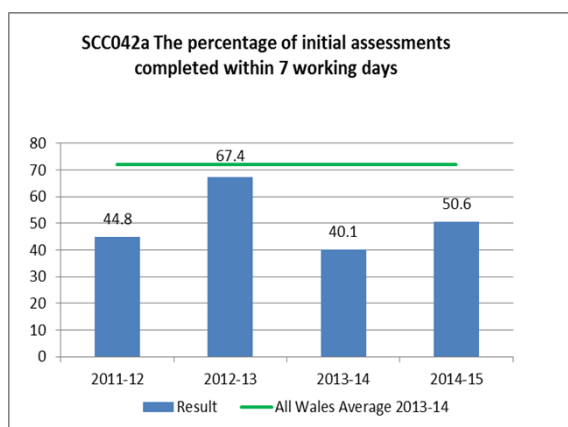
4.1 CHILDREN IN NEED

Services to children in need are provided by the Intake & Assessment Service and the Child in Need Service. As at 31st March 2015, Children's Services were working with 255 children on the Child Protection Register and 1,624 children in need.

The Intake & Assessment (I&A) Service provides a single point of contact to Cardiff Children's Services for professionals and members of the public via the Children's Access Point (CAP). The service undertakes initial assessments that determine whether or not the child meets the criteria for further assessment or provision of services. The Integrated Family Support Team (IFST) has been realigned with the Intake & Assessment Service - this has enabled early identification of families in crisis and allowed early intervention to avoid possible family breakdown.

Discussions in early 2014/15 concerning the establishment of a Multi-Agency Safeguarding Hub (MASH) accelerated in the final quarter following a visit to the Cwm Taf MASH. Key partners have now committed to this direction and joint funding has been agreed between the Council and the Police to progress implementation as a key priority for the Joint Local Service Board.

Performance in relation to the timeliness of initial assessments increased from 40.1% in 2013/14 to 50.6% in 2014/15. The 2014/15 outturn was adversely affected by very poor performance in the first quarter and inadequate performance in the second quarter, much of which was preoccupied with clearing backlogs. Under new leadership, significantly improved performance in the second half of the year gives us confidence that we can achieve performance in excess of the Welsh average in 2015/16.



An Early Help & Preventative Strategy has been developed in readiness for sign off by the Vulnerable Children and Families Board. The aim of this strategy is to provide the right level of support at the right time for families wherever they live in Cardiff.

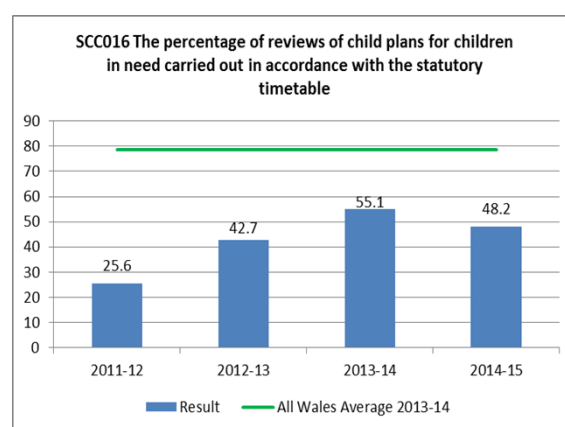
The Child in Need Service delivers case management services to children in need (including children with disabilities), children on the Child Protection Register or those who are within the Court arena.

An electronic tracker system has been introduced for any child subject to Court proceedings in order to ensure that all Court directed deadlines are adhered to. A "Legal Surgery" scheme has been introduced with the objective of avoiding delay in assessments

and care planning. It is anticipated that by adopting a proactive approach with regard to early intervention, assessments and care planning, only those children whose circumstances require legal intervention will be presented before the Court.

The Child Health & Disability teams have been realigned to sit within the Child in Need Service with the aim of significantly improving services for children with additional needs. The number of children accessing Direct Payments has increased by 45% to 110 at 31st March 2015, from 76 at 31st March 2014.

48.2% of Child in Need reviews were held on time on 2014/15 compared with 55.1% in 2013/14. Team Managers report that reviews are held which suggests that there are issues around how they are recorded and difficulties with reporting. The general view is that the figures are not an accurate representation of performance so work will be undertaken to improve recording and reporting in order that reported performance reflects reality.



Areas for Development in 2015/16

- Finalise proposals and implement new inter-agency arrangements for managing referrals and demand at the front door to ensure appropriate referrals are received (MASH).
- Develop a programme of work to engage effectively with schools and other agencies to ensure that referrals are appropriate and of high quality.
- Implement a refocused Early Help & Preventative Strategy with partners to ensure timely services are provided at the lowest possible level to meet need.
- Progress the remodelling of services for disabled children across Cardiff to improve effectiveness and efficiency of services.
- Review Legal Surgery pilot and implement lessons learned to avoid drift and delay in care planning.

4.2 LOOKED AFTER CHILDREN

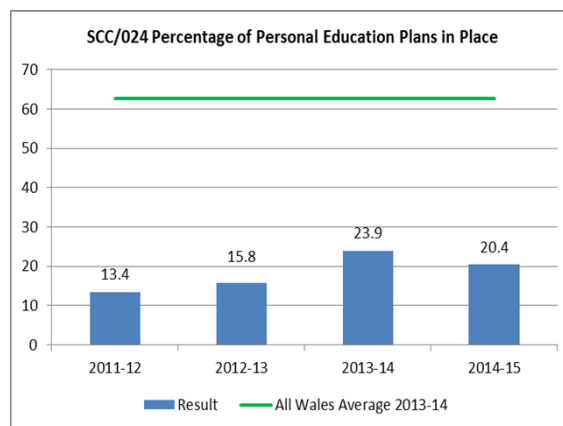
The Looked After Children (LAC) Service provides case management services to looked after children and young people leaving care. As at 31st March 2015, Children's Services were working with 650 looked after children and 330 care leavers and asylum seeking children.

During 2014/15 progress was made in the following areas:

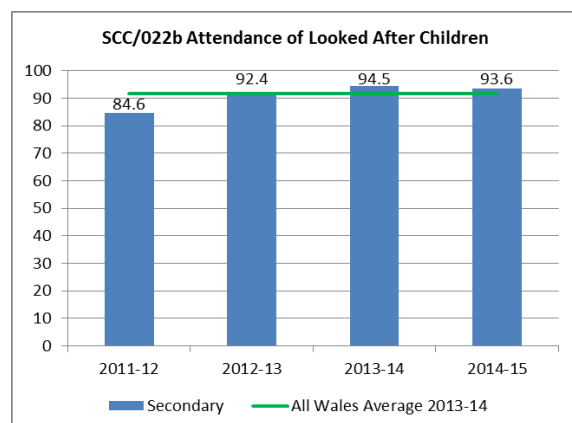
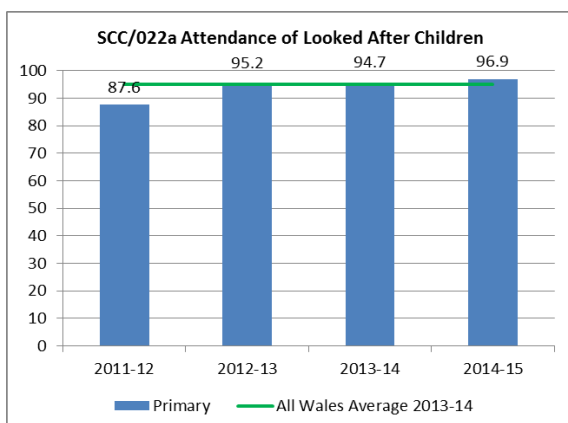
A National Inspection of Safeguarding and Care Planning of Looked After Children and Care Leavers Who Exhibit Vulnerable or Risky Behaviours, was undertaken by the Care & Social Services Inspectorate, Wales (CSSIW) in May 2014. No major concerns were raised and areas of good practice in Cardiff were cited in the local and national report; arrangements for safeguarding LAC were deemed to be reasonable. The impact of both the Inspection experience and the report was positive for practitioners in terms of recognition of good practice and recommendations for further development.

Educating LAC

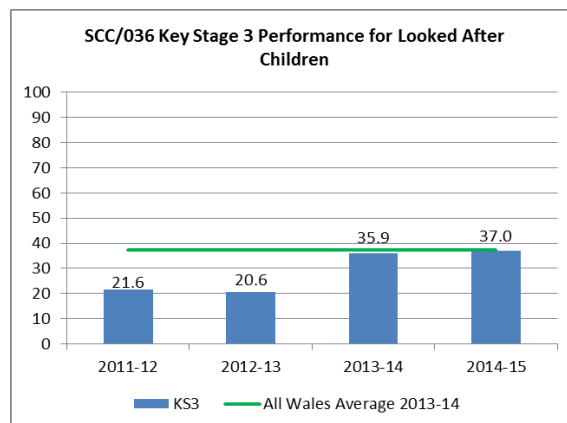
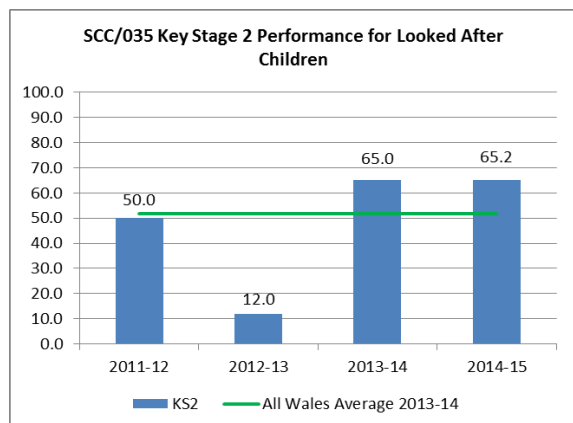
The process for completing timely Personal Education Plans (PEPs) was reviewed and adjusted in order to simplify and speed up the process to enable social workers to have a more realistic chance of completing the process within required timescales. Briefings were provided to social workers, teachers and foster carers jointly, in readiness for implementation on 1st May 2015. The impact of both the change and the briefings is to enable social workers to improve performance, for all stakeholders to have a better understanding of the process and of working together, all of which should have a positive impact upon children and young people and their education. This impact was not evident in the 2014/15 outturn (20.4% compared with 23.9% in 2013/14) as the change will not be introduced until early in 2015/16.



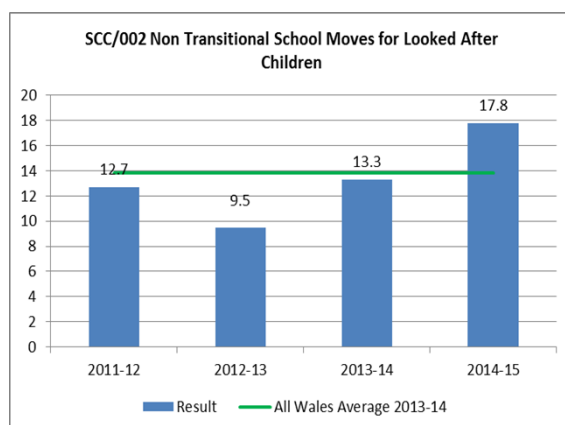
In 2014/15 Children's Services continued to work closely with Education to improve education outcomes for looked after children. Attendance rates for looked after children in primary and secondary school improved to 96.9% from 94.7% and 93.6% from 91.5% respectively. There were no permanent exclusions for the 4th consecutive year and the average number of fixed term exclusion days reduced to 4.9 from 6.6.



In relation to attainment, achievement of the Core Subject Indicator (Mathematics, Science and English / Welsh) at Key Stage 2 remained static at 65%, while performance at Key Stage 3 improved to 37.0% from 35.9%.



However, the number of non transitional school moves for looked after children increased to 17.8% from 13.3% in 2013/14. Due to the rise in the number of looked after children during the year, there was an increase of 51 looked after children of compulsory school age. We are also aware that an additional 26 children were placed for adoption or adopted during the year, so some of these moves will have been for positive reasons.



Best Practice Training

The practitioner led development of a new suite of CareFirst exemplars for looked after children was completed, and Best Practice Training (again practitioner led) was delivered. The impact of the developments and training has been very positive upon practitioners as they valued the changes and learning about them from the people who 'do the job'. The expected impact for looked after children is that recording will be of a far better quality. The Best Practice Training was highlighted at the All Wales Looked After Children Summit in Quarter 4. Work is almost complete on a further suite of documents related to Pathway Plans and further practitioner led training will be delivered.

Strengthened Placement Monitoring

The LAC Service Management Team continues to review cases of children placed in residential care or out of area on a monthly basis to ensure that new placements are found for any child or young person whose needs can be better met by returning them to a Cardiff area or fostering placement. In 2014/15 the service was successful in returning 6 children from out of area placements and in addition realised £365,000 savings. Managers are also undertaking monitoring visits to placements to strengthen our

assurance arrangements in terms of placement suitability, safeguarding and value for money.

Enhanced Fostering Scheme

Key staff within the LAC Service have been involved in the commissioning and tendering process for the Enhanced Fostering Scheme. The scheme will become operational early in 2015/16. The impact for the staff involved was an ownership of the scheme which is vital for the scheme to succeed. The expected impact for children and young people is the opportunity to 'step down' from residential care / not enter residential care and to live closer to home in a family setting with wrap around support. The expected impact for the service is to realise significant savings in the budget.

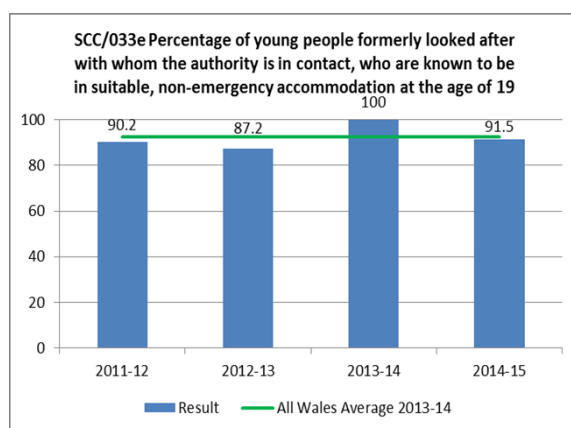
The LAC 14+ Team Managers arranged and delivered two development days for staff in the whole service and one jointly with the Personal Adviser (PA) Service, both of which had a very positive impact upon morale and practice.

Council LAC Traineeship Scheme

The Council Traineeship Scheme for looked after children became fully operational, with a Coordinator appointed in Quarter 4. The scheme has already had a very positive impact upon the 5 young people enjoying placements, with 20+ youngsters awaiting placements. Council Directorates have been very encouraging and supportive of the scheme and the young people. 56.1% of care leavers aged 19 were in education, training or employment in 2014/15, compared with 53.2% in 2013/14.

Housing and Accommodation – New Initiatives for LAC

Key staff in the LAC 14+ team were integral in progressing work with Housing to develop the range of accommodation available to care leavers and homeless young people. There has been a really positive impact in terms of savings, and in reducing the use of bed and breakfast places to zero, which can only have a positive impact upon young people. There is a broader positive impact for staff in terms of morale as the relationship between the two service areas has dramatically improved, and this in turn has a knock on effect for young people. 91.2% of care leavers were in suitable, non-emergency accommodation in 2014/15, compared with 91.5% in 2013/14.



Recognising LAC Achievement

Once again the service delivered the 'Bright Sparks' Awards Ceremony celebrating the achievements of looked after children and young people and recognising the contributions of key stakeholders in improving the lives of those youngsters. The event has a very positive impact upon all those who attend.

Areas for Development in 2015/16

- Further develop partnership working with Education to improve education outcomes for looked after children and care leavers.
- Prepare a Looked After Children Strategy that aims to make the experience of being looked after or leaving care the best that it can be within resources; promotes stability; enables children to form secure and permanent attachments; and in collaboration with Education and others, improves their life chances and outcomes.
- Contribute to the joint development of proposals with Health and other partners to support and improve the health of looked after children and care leavers.
- Improve the effectiveness of Pathway Planning to ensure that young people are supported in their transition to adulthood.

4.3 RESOURCES – CHILDREN’S SERVICES

The Strategy, Commissioning and Resources section of the Directorate is made up of a range of internally provided direct support services such as Fostering, Adoption, Supported Lodgings, Family Support and Intervention Services and the Personal Adviser Service.

The service area also provides a range of services that support Children’s Services key functions such as Staff Learning and Development, Business Support, Placement Finding for looked after children (LAC) and Policy & Performance.

Additionally the service area is responsible for commissioning a range of externally provided services for LAC, such as independent fostering and residential placements (via the internal Placement Unit), Independent Advocacy and Independent Visitor Schemes, Enhanced Fostering Scheme and Supervised Contact Service, and sessional support and overnight respite services for disabled children.

During the year we became the first local authority in Wales to commission a Payment by Results Enhanced Fostering Service for LAC who are placed in high cost, externally residential provision outside Cardiff. This has been an innovative approach to commissioning involving a confidence panel of professionals / service users as part of the evaluation process. The new LAC Project takes the form of an Enhanced Fostering Scheme with wrap around therapeutic support and it will be operational in the first quarter of 2015/16.

We re-commissioned the Advocacy Service and Independent Visitor (IV) Service during the year and the change in provider brought with it opportunities to strengthen participation work within the service.

Adoption

Work with Rhondda Cynon Taf (RCT), Merthyr and the Vale of Glamorgan to develop a Regional Adoption Service has progressed significantly during the year with a launch date of 1st June 2015 for the new Vale, Valleys & Cardiff Regional Adoption Services (VVC) hosted by the Vale of Glamorgan.

The externally imposed deadline for establishing the service was challenging and unavoidable delays were encountered in the new regional adoption collaborative becoming operational. This had an unsettling effect on the service, with some staff deciding to seek alternative employment but this was been considerably mitigated by the use of two very experienced agency adoption managers who have had a very positive and steadying effect on the team. In terms of performance, the team continue to work hard to improve outcomes and more children have been placed for adoption and more prospective adopters recruited than in the previous year, despite the disruption caused by the move to a regional arrangement.

Cardiff was successful in its bid to host the central elements of the National Adoption Service (NAS) which included appointment to 4 posts in the central team, including the Director of Operations, commissioning of the website and implementation of the performance framework. Despite hugely challenging timescales for implementation, we were proud to launch the service on 5th November 2014, meeting all the Welsh Government's requirements.

Positive media coverage of the launch of the National Adoption Service (NAS) exceeded expectations and the achievements related to the launch of the NAS reflected well on the City of Cardiff Council's ability to host such a prestigious national service. We are beginning to see the positive impact that the central elements of the NAS is having – particularly in relation to the promotion of partnership working between the regions and the Voluntary Adoption Agencies and through the positive media attention on adoption that the NAS has been able to promote. On a local level, this has had a significant impact on the numbers of people expressing an interest in becoming adopters since the NAS was launched in November 2014.

Fostering

Our Fostering Service was inspected by the Care & Social Services Inspectorate, Wales (CSSIW) in February 2015. The inspection report noted the following improvements since the last annual inspection:

- The management team had strengthened.
- Children had been consulted during foster carer support visits.

It also identified the following areas that the service does well:

- Retained an experienced group of foster carers.
- Benefitted from a motivated and experienced staff group.

Whilst some progress has been made to evidence the quality of the service provided and the impact on children and young people, it is acknowledged that there remains much to do in order for the Fostering Service to develop a robust outcomes based performance framework and this will be a priority for 2015/16.

Work has continued on the Fostering recruitment campaign and the branding was strengthened this year by using stories of real foster carers and how they had made a positive difference to the lives of the looked after children they cared for. It is disappointing that the campaign has not generated a spike in recruitment figures and at the time of writing this review, the Fostering Service had recruited 5 mainstream foster carers and had received 86 expressions of interest. 2 carers were being assessed at the time of writing. At the same time the number of children placed in external foster placement has increased. Additionally the Fostering Service approved 2 kinship foster carers in addition to its main stream carers.

It should be acknowledged that in addition to recruiting and supporting / supervising mainstream foster carers, the Fostering Service undertakes considerable work on assessing the viability of family members becoming kinship foster carers. 80 joint viabilities have been undertaken with Case Management social workers and a specific viabilities assessment project was undertaken in this year in conjunction with one of the Child in Need (CiN) Teams. This was challenging given the demands placed on the Fostering Service with no additional resources. The Fostering Service undertook 17 full viabilities during the pilot project. Between 1st April 2014 and the 31st March 2015 there were also 13 new notifications received regarding potential private fostering arrangements. The Fostering Service completed 4 full Private Fostering assessments and at the time of writing this summary had 5 Private Fostering cases open.

It is acknowledged that continuing improvements need to be made in respect of raising awareness, as the number of Private Fostering arrangements that are currently known to the Cardiff Fostering Service are lower than would be expected. It is expected in the future that a planned, consistent and sustained approach by the City of Cardiff Council to ensure that Private Fostering is positively and publicly promoted across its target audience will further raise the awareness of Private Fostering and that this will begin to be reflected in the figures given in the Private Fostering Annual Report for 2015/16.

Prevention

Within the Cardiff Partnership, Children's Services has continued to lead on the development of an Early Help & Prevention Strategy. During the year, the well-established multi-agency Steering Group has developed a framework that promotes intervening early and as soon as possible to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems. The Strategy is expected to be launched in September 2015 following sign off by the Council and partner organisations who are represented on the Vulnerable Children and Families Programme Board.

The Early Help & Prevention Strategy recognises that for children whose needs and circumstances make them more vulnerable a coordinated multi-disciplinary approach is usually best, and work has been undertaken to develop an *Early Help Pathway* for accessing services and an *Early Help Assessment and Planning Process* with a Lead Professional to work closely with the child and family to ensure they receive all the support they require. The approach relies on a range of *Targeted Services* being available to support these interventions (e.g. Flying Start, Families First). The approach recognises that *Specialist Services* will be provided where the needs of the child are so great that statutory and/or specialist intervention is required to keep them safe or to ensure their continued development. It is therefore expected that following its implementation, the Strategy will improve outcomes for families by intervening early. It is also expected that the Strategy's impact will result in a reduction of referrals to Children's Services and a reduction of 55 in Cardiff's LAC population over the first 3 years that the Strategy is operational.

Strategic Partnership Development Work

Work has been undertaken within the context of the Local Safeguarding Children Board (LSCB) to outline potential opportunities for integrated working across Cardiff and the Vale of Glamorgan Councils and the Cardiff & Vale University Health Board (C&V UHB) in order to support change and development in relation to the way that services for children and young people are delivered across the two local authority areas. Discussions between the two local authorities agreed the areas considered by the LSCB Executive in November

2014 and it has been agreed that tri-partite funding will be made available to establish a Business Change Manager post at OM level to progress the following priorities of the 3 statutory partners:

- **Disabled Children** - to take the development of a new service model on to the next stage based on the key concepts associated with a 0-25 year old service model.
- **Child & Adolescent Mental Health Service (CAMHS)** - to lead implementation of service change as part of the Cardiff and Vale Emotional and Mental Health improvement project to facilitate multi-agency change and integration of services for Children and Young People.
- **Front Door** - Remodelling front door referral management at Children's Services threshold - to support development of a Multi-Agency Safeguarding Hub or similar model.

Family Intervention and Support Service

This has been a challenging year for the Family Intervention and Support Service (FISS) as the future of the service was made vulnerable by the financial pressures on the Directorate for current and future years. The uncertainty of the future for FISS has meant that a key management post could not be filled during the year and gaps in management capacity has limited the amount of developmental work that the service has been able to undertake. Likewise the decommissioning of bespoke external family support services in 2014/15 put additional pressure on the in-house service to close some of the gaps arising from the loss for example of a Family Group Conference Service, a Specialist Service for Black and Minority Ethnic Families and specialist parenting Service for Parents with learning Difficulties. The proposal to externally commission the supervised contact service in 2015/16 has also posed challenges for the maintenance of the current service ahead of the service going out to tender. The newly developed Early Help & Preventative Strategy is designed to refocus partners on ways to address these gaps more effectively.

Despite the challenges, FISS continue to be responsive to the needs of families, providing evidence-based parenting interventions, supervised contact and an out of hours on call service that is managed via the Emergency Duty Team (EDT). There is evidence of the positive impact that FISS interventions have had on families to prevent breakdown, support placement stability for foster placements and promote re-unification of families where children have become looked after. Feedback received from families identified the positive impact that FISS interventions have had on family relationships and statistical data suggests a level of success in reducing the need for statutory interventions such as children's names needing to be placed on the Child Protection Register (CPR) or remaining on the CPR.

FISS have also undertaken key pieces of work to develop the LATCH Service and its hosting of LATCH Social Worker posts and the transfer of LATCH Social Worker posts from Child Health & Disability teams to FISS has been a significant achievement this year and one that has strengthened relationships with the LATCH Charity and has increased its confidence in Children's Services to be able to appropriately meet its needs.

Care Leavers

Significant work has been undertaken with the LAC 14+Team, Care Leaver's Resources, Housing colleagues, and external partners to develop an accommodation pathway for care leavers and vulnerable homeless young people and a programme that will support vulnerable young people to develop the skills they need to successfully live independently. Unfortunately, this work has not progressed as quickly as we would have liked during the year as a result of conflicting pressures and a lack of officer capacity. It is expected that

this work will get back on track in the last quarter of 2014/15 as relationships are rejuvenated and strengthened with colleagues from Housing – a key partner in this work.

The Joint Young Person's Accommodation Project had a new lease of life in February 2015 when it was re-launched as a project within the Vulnerable Children's Programme. Rapid progress is expected now that the status of the project has been elevated. It is also expected that closer work with colleagues from Housing will provide opportunities for Children's Services to benefit from resources such as Supporting People Funding. For example, a business case has been developed to utilise a small amount of Supporting People funding to enhance capacity in our Supported Lodging's Scheme. This will enable us to step down more care leavers and vulnerable homeless young people from expensive regulated placements in a more timely way, whilst ensuring that they receive the support they require via a supported lodgings arrangement, to prepare them for independent living.

The Personal Adviser (PA) Service has worked hard to recruit to vacant posts and increase its capacity during the year. The appointment to two new senior PA posts was a great success and this has strengthened the management arrangements within the team. Whilst recruitment is ongoing it is anticipated that the team will be fully staffed and able to offer a service to all of the young people who are entitled to a PA by Quarter 2 2015/16.

Feedback provided by young people during the LAC inspection that was undertaken during the year, provided evidence that on the whole, young people are satisfied with the service they receive from their PA and that they value the relationship they have with their PA and the support that they receive.

As a result of work undertaken by the Corporate Parenting Panel during the year concerning Transitions, Cabinet agree to increase the grant payable to care leavers on leaving care from £1,200 to £2,000.

Advocacy

Indications are that the new Advocacy service is operating well. It's remit is extended to provide advocacy for all children in need who require it in addition to looked after children and care leavers and the organisation has worked hard to raise awareness of the new scheme so that professionals and children and young people are aware of the advocacy and Independent Visitor entitlement and maximise the use of the service.

Areas for Development in 2015/16

- Re-commission the supervised contact service to better meet the level and range of need.
- Implement the Enhanced Fostering Scheme to increase the range of services in Cardiff and the surrounding areas for looked after children with challenging behaviour.
- Expand the range of supported accommodation options for vulnerable young adults in conjunction with Communities to increase choice for young people and optimise financial efficiencies.
- Optimise opportunities for working collaboratively across the region and more widely where there is potential to deliver more effective services.

4.4 CHILDREN IN THE CRIMINAL JUSTICE SYSTEM

The Youth Offending Service (YOS) aims to prevent and reduce offending and re-offending by young people. At 31st March 2015 the YOS was working with 216 young people under the age of 18.

During the year YOS has supported a reduced number of first time entrants (FTEs) – 133 from 187 in 2013/14. 130 children started statutory Court Orders, 97 children started Cautions and Conditional Cautions and 15 children went to custody, compared with 146, 137 and 19 respectively in 2013/14.

During 2014/15 the YOS has trained 20 new volunteers and delivered 3 training evenings to Justice's of the Peace. 14 staff have obtained AET accreditation to deliver education modules to young people.

A Remand Strategy has been agreed with Children's Services case management services.

The National Thematic Inspection of Community Safeguarding and Public Protection Incidents visited Cardiff in December 2014, having visited 30 sites in England and Wales in total. The focus of the inspection was to consider Cardiff's application of an Extended Learning Review (ELR) following the suicide of a young person in February 2013. Feedback included the following:

- Recognition that the process had demonstrated strong partnership working between Children's Services and YOS.
- Recognition that the process was appropriately sighted and owned by the YOS Management Board and Local Safeguarding Children Board.
- Recognition that all of the above was underpinned and evidenced by a clear audit trail at each point and site of governance.
- Cardiff was alone amongst the 30 sites visited nationally in applying best practice in relation to the ELR.

All of the above has assisted in overall improvement of performance against the YOS key performance indicators particularly the FTE's following some adjustments in operational practice.

Areas for Development in 2015/16

- Explore the potential for further cohesion between the Early Help & Prevention Strategy and the Youth Offending Service (YOS) Prevention Policy and Practice Guidelines.
- Conclude a YOS restructure in the context of opportunities to further progress collaborative working and potential merger with the Vale of Glamorgan.
- Examine the way in which the YOS works with girls and young women and identify a range of gender specific resources.
- Complete this year's Youth Justice Board (YJB) audit in respect of prevention work and victim related work and identify any learning from the exercise.
- With the assistance of the information that the YJB re-offending toolkit will offer us from 1st April, explore how best to reduce re-offending rates.
- Integrate the arrangements associated with assuming responsibility for the Cardiff young person's Attendance Centre, into YOS management arrangements.

4.5 SUPPORTING DISABLED CHILDREN IN TRANSITION TO ADULTHOOD

It is widely acknowledged that the period of transition from childhood to adulthood is a potentially more challenging experience for a young person with a learning disability and/or physical sensory impairment. The emphasis is on making the transition as smoothly as possible, to ensure it is a positive experience at a time of significant change. Health & Social Care provide or arrange a range of support services during this period of change including social work support, advice and information and liaison with health services.

In 2014/15, 40 cases were transferred across from Children's services to Health and Social Care.

We have implemented a more effective operational process for transition from Children's Services to Health & Social Care by:

- Streamlining the operational transition group to ensure all intelligence is shared for future transition cases. Transition cases are identified and regular operational meetings take place to review the transfer of these across both Directorates.
- Conducting and completing a whole systems review of the transitions process. Recommendations to continue to improve the pathways for young people will be taken forward in a shared plan between the Directorates.
- Working with colleagues in Careers Wales, Cardiff and the Vale College and Child Health & Disability teams to help support those who wish to remain in local further education.

The intended impact of this is that the young person and their family / carer(s) are fully supported to make the right choices during this fundamental period of change.

Areas for Development in 2015/16

- Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood to ensure a smooth transition to adulthood.

5. SERVICES FOR ADULTS

5.1 ASSESSMENT & CARE MANAGEMENT

The Assessment & Care Management (ACM) teams (in partnership with Health, the Vale of Glamorgan Council and the third sector) ensure the delivery of an effective assessment and care management service to individuals and their families, ensuring access to services to meet their social needs. This includes commissioning a range of services to meet eligible need, e.g. domiciliary care and supported living.

As at 31st March 2015 the Health & Social Care Directorate supported 7,626 people, of which 3,566 people were living at home with social care packages. 1,078 people had their residential or nursing care placements organised by us.

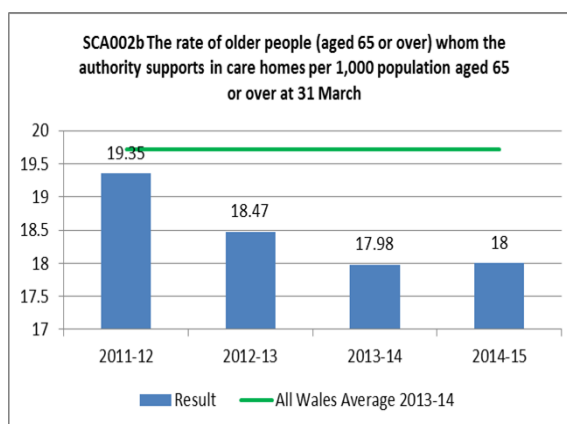
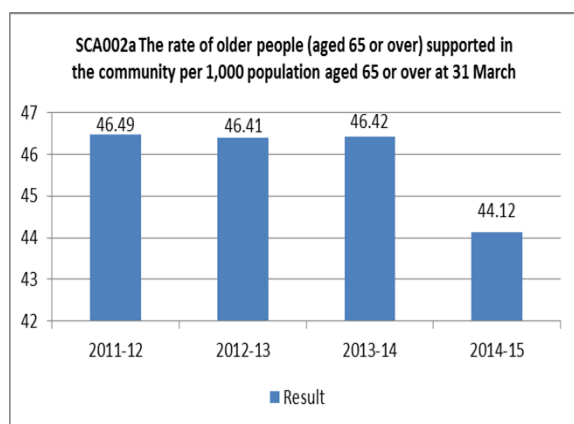
New monthly Assessment & Care Management (ACM) activity monitoring reports have been implemented and have been used for operational improvement and strategic planning.

5.1.1 Services for Older People and Older People with Mental Health Illness

Provides an assessment and care management function and social work intervention for service users, where there are complex ongoing needs and multidisciplinary support to older people with mental health needs, including dementia. The teams consist of social workers, nurses and psychiatrists.

The number of people supported aged 65 or over as at 31st March 2015 was 3,427, this included 537 older people with mental health illness.

The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over as at 31st March 2015 was 44.12. Please note that this PI has been identified by the Wales Audit Office (WAO) being as unsuitable for benchmarking due to local authorities applying different guidance. The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over as at 31st March 2015 was 18.00.



To ensure that the service continued to meet its service delivery expectations during 2014/15 we have:

- Successfully delivered Integrated Assessment implementation on 30th April 2014. This has resulted in a simplified and streamlined assessment process for older

people.

- Reconfigured the assessment case management and review teams in November 2014 to maximise capacity.
- In October 2014 a Third Sector partnership contract was awarded to “Age Connects”. This project has had great success in identifying and recruiting volunteers who are then matched with individuals in the community to help address social isolation.
- With regards to progressing with plans for the integration of health and social care services for older people with complex needs; during 2014/15 and in partnership with the Social Services Improvement Agency (SSIA), Health and the Vale of Glamorgan the Council developed a dementia training programme for reablement staff to support them when working with people with dementia.
- The service has also contributed to the 3 year dementia plan and continues to implement its Older Persons Strategy.

The intended outcome of the above is to continue to deliver a quality assessment process which meets peoples’ needs and keeps people safe - including focussing on individuals with dementia.

Areas for Development in 2015/16

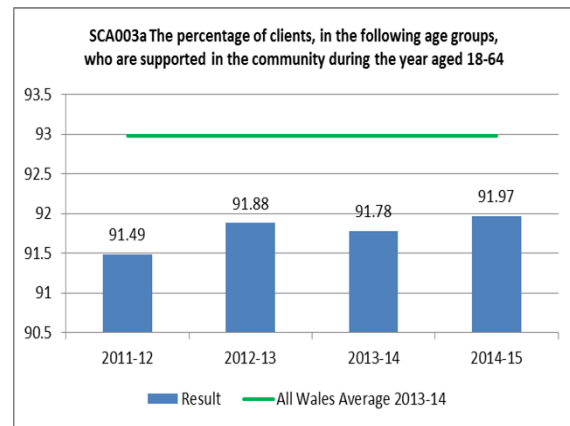
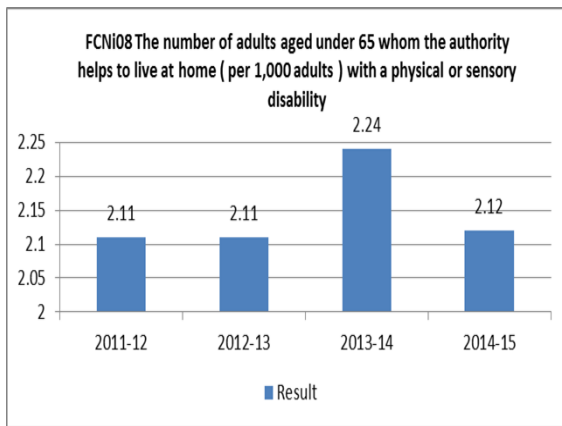
- Increasing the number of people who are able to remain at home, living independently and safely, with the minimal intervention, to promote their dignity.
- Work in partnership with other stakeholders to protect vulnerable adults from harm including developing a coordinated plan of training and awareness and continuing the strategic work programme of the regional Safeguarding Adults’ Board.

5.1.2 Services for People with a Physical and Sensory Impairment

Provide social work intervention for service users, where there are complex ongoing needs, including people with a sensory loss affecting their sight, hearing, or both sight and hearing.

The number of people supported aged 18–64 with a physical impairment as at 31st March 2015 was 1,069. The number of people supported with a sensory impairment aged 18 years old and over was 626.

The percentage of users who were supported in the community during the year aged 18-64 was 91.97% as at the 31st March 2015. The rate of adults aged under 65 whom the authority helps to live at home (per 1,000 adults) with a physical or sensory disability was 2.12.



From July to September 2015 and in partnership with Action on Hearing Loss and the Royal National Institute of Blind People (RNIB) we recruited and trained Sensory Loss Workers, who then began actively working in the hospital setting between October and November 2014. The role of the Sensory Loss Worker is to support people with sensory loss (hearing loss or sight loss, or both) who are in hospital, so that they return home able to manage their sensory loss better and live more independently as a result.

Health & Social Care also worked closely in 2014/15 with the Cardiff & Vale University Health Board to develop Mental Health deaf services to improve access for British Sign Language (BSL) signers to both Community Mental Health Teams (CMHTs) and in-patient hospital provision.

The intended outcome of the above is to continue to deliver a quality assessment process which meets people needs and keeps people safe - including focussing on individuals with a sensory loss.

Areas for Development in 2015/16

- Increasing the number of people who are able to remain at home, living independently and safely, with the minimal intervention, to promote their dignity.
- Work in partnership with other stakeholders to protect vulnerable adults from harm including developing a coordinated plan of training and awareness and continuing the strategic work programme of the regional Safeguarding Adults' Board.
- Client Record System (CareFirst) improvements.

5.1.3 Services for people with Mental Health Illness

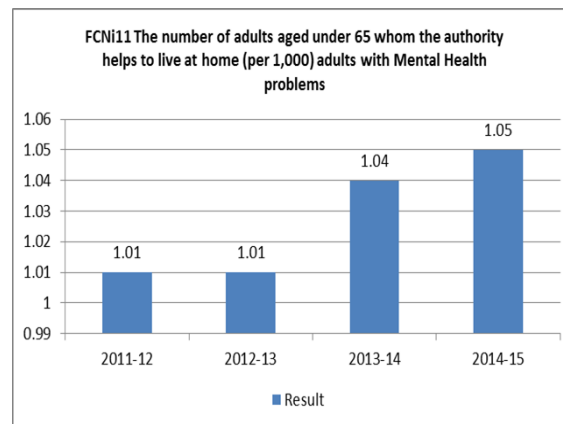
The City of Cardiff Council Health & Social Care Directorate works with the Cardiff & Vale University Health Board to deliver mental health services to adults of work age through 5 Community Mental Health Teams (CMHTs) and a Community Forensic Mental Health Team.

The CMHTs offer a multi-disciplinary care and treatment plan to adults of working age living with serious mental illness and rapid assessments and interventions for adults experiencing a mental health crisis.

The number of people supported with mental health illness as at 31st March 2015 was 1,411. Each CMHT receives an average of 80 referrals per month mostly from General

Practitioners and hospital wards. 70% to 80% of the people referred to the CMHTs have their needs met during the assessment phase of the team's interventions and are safely referred back to primary health care for ongoing treatment and monitoring. The remaining 20% to 30% require more in-depth specialist secondary mental health care and treatment from the CMHTs.

The rate of adults aged under 65 whom the authority helps to live at home (per 1,000) adults with mental health illness was 1.05 as at the 31st March 2015.



During the year we have continued to strengthen the working relationships with the many GP practices across Cardiff through a series of Team Open Days.

We have also tendered for a new Floating Support service for adults with mental health illness living in their own homes that will enable people to live independently while being supported toward recovery.

We have revised an existing service agreement with a local Third Sector organisation to improve the service we can offer to carers and families of people with mental health illness.

The intended outcome of the above is to continue to deliver a quality assessment process which meets people needs and keeps people safe - including focussing on a recovery model to improve mental wellbeing.

Areas for Development in 2015/16

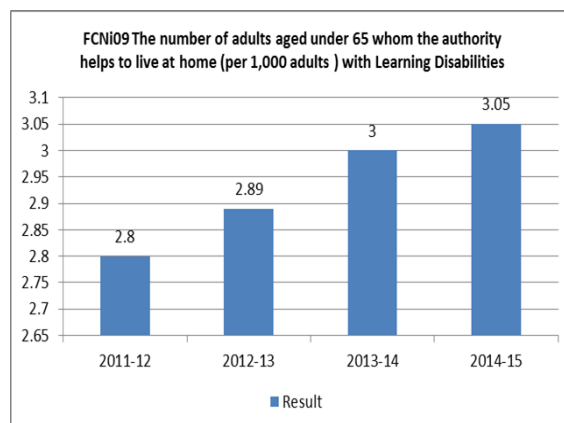
- Expand the range of supported accommodation options for vulnerable young adults.
- Work in partnership with other stakeholders to protect vulnerable adults from harm including developing a coordinated plan of training and awareness and continuing the strategic work programme of the regional Safeguarding Adults' Board.

5.1.4 Services for People with a Learning Disability

The Learning Disability Service is a multi-disciplinary service with social work, nursing and therapy staff supporting adults with a learning disability from the age of 18. The service also supports the transition process of young people moving into adult social care from Children's Services.

The number of people supported with Learning Disability as at 31st March 2015 was 1,122.

The rate of adults aged under 65 whom the authority helps to live at home (per 1,000 adults) with Learning Disabilities was 3.05 as at 31st March 2015.



During the year Service Planning and collaborative working processes have been strengthened with the establishment of the multi-agency Cardiff and Vale of Glamorgan Learning Disability Implementation Group, with the remit to deliver the strategic priorities of the Learning Disability Strategic Board.

The joint Autistic Spectrum Disorder (ASD) Steering Group has developed a robust action plan to deliver the ASD Strategy in collaboration between The City of Cardiff Council, Vale of Glamorgan, Cardiff & Vale University Health Board, third sector, parents and service users.

The Day Opportunities Strategy for Learning Disability 2014-17 has been delivered and we have increased a number of meaningful daytime opportunities based on the 'progression' model.

A contract award in relation to the supported living provision for adults with a learning disability was secured.

The intended outcome of the above is to continue to deliver a quality assessment process which meets people needs and keeps people safe - including focussing on continuity of service, increased choice and quality.

Areas for Development in 2015/16

- Expand the range of supported accommodation options for vulnerable young adults.
- Work in partnership with other stakeholders to protect vulnerable adults from harm including developing a coordinated plan of training and awareness and continuing the strategic work programme of the regional Safeguarding Adults' Board.

5.1.5 Services for People with Substance Misuse Issues

The service offers interventions for people with drug and alcohol problems and their families. The number of people supported by the Community Alcohol and Drug Team (CADT) as at 31st March 2015 was 55.

During the year we continued to be stakeholders in the Entry to Drug & Alcohol Services (EDAS) consortium. Our priority during 2014/15 was to ensure the 'journey' from EDAS was as seamless and secure as possible.

The CADT established a service for 5 homeless individuals in February 2015. This was achieved with a Registered Social Landlord in identifying suitable accommodation. This suitable accommodation has assisted in improving the outcomes for these individuals.

The intended outcome of the above is to continue to deliver a quality assessment process which meets people needs and keeps people safe - including focussing on support and counselling.

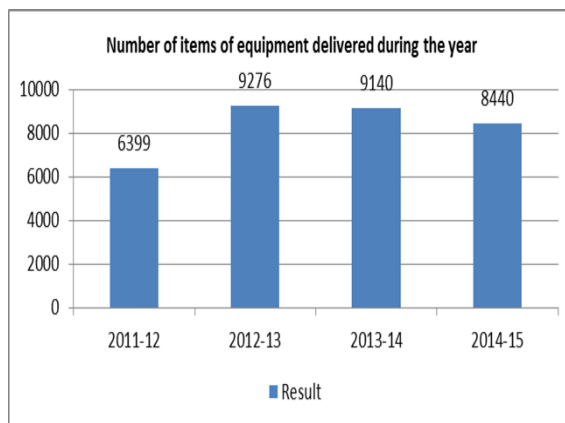
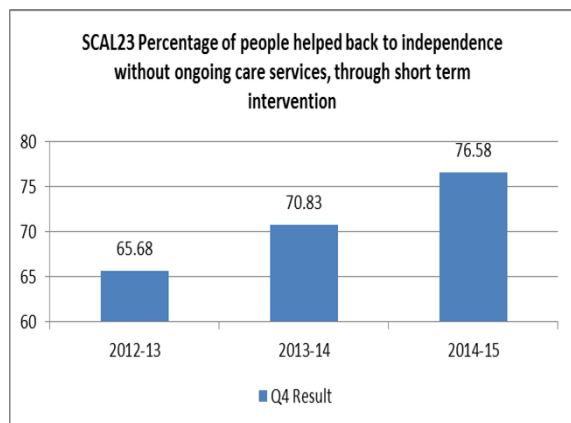
Areas for Development in 2015/16

- Work in partnership with other stakeholders to protect vulnerable adults from harm including developing a coordinated plan of training and awareness and continuing the strategic work programme of the regional Safeguarding Adults' Board.

5.2 REABLEMENT SERVICES FOR PEOPLE

Reablement is a short and intensive service, usually delivered in the home to help people who have experienced deterioration in their health and/or have increased support needs. The aim of the team is to help people regain skills or learn alternative ways of doing things that will keep them safe and independent at home.

The Council's Reablement service increased the percentage of people achieving full independence following reablement, to 76.6% in Quarter 4 2014/15 from 70.8% in Quarter 4 2013/14. There were 8,880 equipment deliveries during 2014/15 and 337 people received ongoing Telecare support.



With regards to Delayed Transfer of Care all regional partners (Vale of Glamorgan Council, Cardiff & Vale University Health Board) are meeting at senior strategic level early in 2015/16 to progress plans to continue to deliver on admission avoidance and to agree process redesign so that faster discharge can be facilitated.

A state of the art 'Smart House' has been developed. The Smart House provides a unique training facility which demonstrates a range of rehabilitation and re-ablement equipment as well as aids that promote and sustain independent living. The official launch will be in June 2015.

The co-location of 2 Cardiff Community Resource Teams (CRTs) in partnership with the Cardiff & Vale University Health Board was achieved in 2014/15 and work continues to improve the integration of services. The CRTs are a multidisciplinary service consisting of social care and health professionals who support Cardiff citizens to live safely at home after an initial assessment.

Six flats have been remodelled as 'step-down' accommodation. The flats are located in Nelson House, Minton Court and Lydstep Flats. This project is aimed at alleviating problems associated with delayed discharge and transfers of care within hospitals.

The intended outcome of the above is timely discharge and increasing independence at home.

Areas for Development in 2015/16

- Increasing the number of people who are able to remain at home, living independently and safely, with the minimal intervention, to promote their dignity.
- Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital.
- Implement the dementia reablement training programme.

5.3 CROSS CUTTING SERVICES

5.3.1 Integration and Working with Partners

To meet our challenges we must deliver what we do more efficiently. This includes collaborative working with our partners at the Cardiff & Vale University Health Board (C&V UHB), the Vale of Glamorgan, South East Wales region and the Third Sector. This has already created exciting opportunities, e.g. the successful bid and implementation of Cardiff & the Vale 'Gateway for Independent Living' Project.

During the year we have worked in partnership with other stakeholders to protect vulnerable adults from harm through our continued contribution and commitment to the strategic work programme of the regional Safeguarding Adults' Board.

The City of Cardiff Council worked in partnership with the Vale of Glamorgan Council, C&V UHB and Third Sector partners to produce the Dementia 3 Year Plan in conjunction with service users and carers. The Plan was launched in July 2014 at the Cardiff Metropolitan University.

We worked in partnership with Age Connects to help address social isolation and provide support to small community groups.

A new leadership group has been established to tackle Delayed Transfer of Care, consisting of Cabinet Members from the Vale of Glamorgan Council and the City of Cardiff Council, the Chair of the C&V UHB and other relevant officers.

During 2014/15 and in partnership with the Social Services Improvement Agency (SSIA) we developed a Dementia Reablement Training Programme to ensure that staff working in community settings are fully equipped with the knowledge and skills necessary to support people with dementia. The Council will deliver a Dementia Reablement Training

Programme (for health and social care professionals and domiciliary care staff) from April / May 2015 onwards.

The co-location of 2 Community Resource Teams (CRTs) in Cardiff with the C&V UHB has improved partnership working between the organisations, enabling decisions to be made more efficiently.

During 2014/15, the Health & Social Care Directorate continued to further integrate Learning Disability services through the direction and priorities of the Learning Disability Strategic Board, and also worked with the C&V UHB to develop a model of Community Mental Health Care to improve efficiencies within the teams.

The Independent Living Fund (ILF) is due to close on 30th June 2015. We have worked closely with both Welsh Government and the ILF during the transition period and support has been given to ILF recipients, by designated social workers leading on the work.

We have worked in partnership with the C&V UHB and the Vale of Glamorgan Council to improve governance through the Deprivation of Liberty Safeguards (DoLS) Partnership Board and to analyse demand, prioritising action to deliver DoLS Assessments following the Supreme Court Judgement.

We have implemented and delivered the Regional Collaboration Fund (RCF) and Intermediate Care Fund Projects (ICF) projects, and we have begun work to implement a more effective operational process for transition from Children's Services to Health & Social Care for individuals with learning disabilities.

The intended outcome of the above is to work with people and partners to design, deliver and improve services.

Areas for Development in 2015/16

- Improve collaborative working with partners.

5.3.2 Commissioning

During 2014/15 we have implemented the 'Proactis' (Electronic Tendering System) to improve the care and nursing home market position for older people.

The 'Matrix' accredited provider list (APL) system to improve the commissioning of domiciliary care for all service user groups was introduced in July 2014 and will deliver more personalised care services and a broader choice of services available for each citizen.

We have retendered the external supported living service contract for people with a Learning Disability, and in addition to this the Day Opportunities Strategy for Learning Disability 2014-17 has been agreed and Year 1 delivered.

The Older Peoples Commissioning Strategy was agreed in 2014 and is working alongside 'Meaningful & Purposeful Lives: Framework for Older People; Cardiff & the Vale of Glamorgan 2014-24. This is a partnership document supporting a 5 year plan for Older People.

The Physical and Sensory Strategy continues to be delivered through its 3 year action plan.

We have not been able to complete the development of a Mental Health Commissioning Strategy during 2014/15 but have worked closely with the Cardiff & Vale University Health Board in developing the Cardiff and Vale 'Together for Mental Health Strategy' and Delivery Plan which sets out the achievements and priorities for mental health services across a wide stakeholder group.

In October 2014 a Third Sector partnership contract was awarded to "Age Connects" for a 12 month pilot project, which is mapping available third sector resources for older people.

The intended outcome of the above is improved outcomes for people - value for money, better quality and more choice.

Areas for Development in 2015/16

- Carry out a review of Day Services that delivers a sustainable service that meets the needs of users.
- Review and analyse the benefits of the previous year's procurement projects to consider more effective and efficient ways of commissioning services in 2015/16.

5.3.3 Direct Payments

Direct Payments are regular payments made to people with care needs or to a named suitable person, so that individuals can make choices about the way they receive their care and take control of their care services directly.

Overall take up has improved over the year increasing by 9.78% from 2013/14; especially for people with learning disabilities where the increase for this group has been 35.71%. As at the 31st March 2015, the total number of adults using Direct Payments was 550, with an additional 51 people confirmed as 'Working towards Direct Payments'.

During the year we worked closely with our Direct Payments support provider to ensure people have the information and help they need to manage their Direct Payments. Discussions are ongoing with our support provider to agree service improvements, e.g. a formal system of a Personal Assistant Matching Service (PAMS) which makes available a relief pool of Personal Assistants to Cardiff citizens already on the Direct Payment scheme that can be suitably matched to their needs to cover contingency plan situations.

The intended outcome of the above is that people are empowered to have greater control over the care and support they receive, to help them live more independently.

Areas for Development in 2015/16

- Increase the uptake of Direct Payments as an alternative to direct provision of care for Cardiff residents.

6. THE ORGANISATIONAL CONTEXT

6.1 FINANCE

6.1.1 Children's Services

The outturn position for Children's Services for 2014/15 shows an overspend of £2,312,000 compared with £570,000 in 2013/14. The change largely reflects increases in external placements, Leaving Care support costs, higher external legal costs and court fees, additional Adoption fees and allowances, and the cost of the extension of the externally managed social work service (£225,000). During the year, Children's Services achieved £2.516 million of savings.

There has been an unprecedented growth in the number of children entering the looked after system with 37 more children requiring fostering during the year at an average placement cost per placement of £37,000 a year. There was also a gradual increase in residential placement numbers in 2014/15 (59 at 31st March 2015 compared with 52 at 31st March 2014).

The overspend on adoption reflects an increase in allowances and fees following a significant increase in the numbers placed for adoption in 2013/14 and 2014/15 - 45 children were placed in 2014/15, compared to 29 in 2013/14 and 16 in 2012/13. The increased expenditure on adoption has however prevented additional expenditure on more expensive forms of care.

6.1.2 Finance – Health & Social Care

The outturn position for Health & Social Care for 2014/15 showed an overspend of £5.242 million. Total savings of £3.229 million were achieved against the £6.213 million savings target, leaving a shortfall of £2.984 million in the financial year. This is reflected in the Directorate outturn position.

The overspend reflected pressures on externally commissioned services for older people, people with learning disabilities, people with physical disabilities and mental health services. It also reflects an increase in the level of care hours delivered via Direct Payments across the service (10%+) during 2014/15, albeit the combined growth of domiciliary care and Direct Payment hours was less than in previous years.

Responding to the budget and demand pressures that the Council and its public sector partners face during 2015/16 will mean redesigning the delivery and commissioning of services for the future.

Areas for Development in 2015/16

- Fully integrate the Directorate Business Plans, related improvement plans and key preventative strategies more effectively with the Medium Term Financial Plan.
- Realise 2015/16 savings commitment.
- Ensure no further growth in the number of children entering the looked after system.
- Ensure measures are in place to mitigate demand pressures in relation to adult social care.

6.2 WORKFORCE

Cardiff has continued to work closely with a wide and long-standing range of partners, as well as developing new initiatives with others such as Supporting Public Services Innovation using Design in European Regions (SPIDER). The Cardiff training manager has recently been appointed to the strategic Social Care in Partnership South East (SCIPSE) board.

In 2014/15 there was a re-alignment of staff within the training centre to streamline functions and consolidate resources. The training centre continued to facilitate a very wide range of ongoing and new programmes as follows:

- A robust and highly collaborative Local Safeguarding Children Board (LSCB) training and development programme.
- Joint training and development programme with the Vale of Glamorgan to optimise resources including the Integrated Family Support Team (IFST); Mental Health Teams; Cardiff & Vale University Health Board; joint Social Services & Wellbeing (Wales) Act 2014 (SSWB) training; Person Centred training; training development to support the newly established Cardiff and the Vale Safeguarding Adults Board; a new joint Fostering Induction Programme.

Strengthening regional collaboration across South East Wales also continues to play a significant role including the delivery of Parent Assessment Manual (PAM) training and Court Skills and Public Law Outline (PLO) / Family Justice Review training.

In an exciting development this year we have been working with the Social Services Improvement Agency (SSIA) in developing a dementia training resource for re-ablement to ensure that staff working in community settings are fully equipped with the knowledge and skills necessary to support people with dementia.

In addition, training delivery within the Directorates has supported key programmes of development including:

- Implementation of the 'All Wales Approach to streamlining Unified Assessment' for all relevant Health & Social Care staff.
- Supporting the delivery of the Children's Services Recruitment and Retention Strategy, particularly in relation to promoting Cardiff with hosted students, recruitment fairs and academic partners.
- Social Worker training secondment (12 students).
- SSIA Team Managers Development Programme.
- Social Worker Consolidation Programme (12).

Performance in relation to Personal Performance & Development Reviews (PPDRs) has improved with 88% and 84% compliance with finalisation of objective sheets and 83% and 87% compliance with 6 monthly reviews achieved by Children's Services and Health & Social Care respectively, at the time of writing. We recognise that there is room for even better performance and that the quality and content of PPDRs requires attention to ensure that objective setting is meaningful and aligned more effectively with strategic priorities.

We have strengthened our links with Cardiff Academy over the year making available an online booking system for external customers and expanding the use of e-learning training by Directorate staff.

As part of our role in sustaining the community wide social care sector we have made our training available and accessible to organisations outside of the Council, e.g. third sector and independent providers – 2,726 attendees from outside the Council accessed our training in the year to 31st March 2015. We recognise however that it is now timely to reinvigorate the Social Care Workforce Development Partnership and Strategy and the Director of Children’s Services took on the role as Regional Workforce Director for Cardiff and the Vale of Glamorgan.

Areas for Development in 2015/16

- Develop a Regional Workforce Strategy for Cardiff and the Vale of Glamorgan to support delivery of the Social Services & Wellbeing (Wales) Act 2014.
- Rationalise the Social Care Workforce Development Partnership on the basis of the regional footprint and in collaboration with Cardiff Academy.
- Develop a Quality Assurance Framework for Social Services to bring together the quality assurance and learning elements of key activities in the Directorate.
- Identify the key staff training and development requirements to enable social work services to be more effectively mobilised.
- Assess training needs to deliver a Welsh bilingual service.
- Extend the training elements of the Children’s Services Recruitment and Retention Strategy.

6.3 COMPLAINTS AND CUSTOMER SATISFACTION / PARTICIPATION

6.3.1 Complaints

It is clear that the current arrangements for managing complaints separately in relation to children and adults receiving social services do not effectively support a coherent approach to quality assurance across social services as a whole and this hinders effective learning from their outcomes. Performance in relation to complaints is variable as a result. The advent of a newly integrated Social Services Directorate provides an ideal opportunity to address this and establish a single integrated function in 2015/16.

Children

Children’s Services received 195 complaints during 2014/15, a 33% increase on the 150 complaints received during 2013/14. Complaints from children and young people during the year remained the same at 26.

There were 12 Stage 2 investigations in 2014/15 compared with 6 in 2013/14 and there was 1 Stage 3 Review Panel, compared with none in the previous year. There was 1 investigation by the Public Service Ombudsman for Wales – the first since 2009.

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

Adults

In relation to adults, in 2014/15 we received 56 formal complaints - a decrease of 14 compared to the previous year. Three of these complaints, were withdrawn at the service user’s request.

Themes

From the complaints received during 2014/15, the following themes were identified in relation to children and adults:

- Requirement for care providers to improve quality.
- Poor communication.
- Social Workers responding to calls.
- Delays in providing information or services.
- Service users unhappy with the outcome of assessments.

Areas for Development in 2015/16

- Examine systems to identify areas for improvement, in particular focussing on timely responses to queries and concerns during 2014/15.
- Creation of an integrated Social Service Complaints Unit.
- Development of good practice guidance for managers responding to complaints.

6.3.2 Customer Satisfaction / Participation

Overall the Council is highly committed to enhanced participation by children and young people in shaping the Council's priorities and overall agenda. Our success as a whole Council in this regard was acknowledged by the Welsh Government following a visit by the Department for Local Government and Communities who commented as follows:

"We were very pleased with the level of pro-active commitment to participation demonstrated in Cardiff and particularly with the level of engagement evident at a strategic level and with Members. It was clear to see that you have certainly moved on since the changes to Cabinet and that the profile and work around children and young people's participation is very much a priority for your authority. There were many excellent examples of good practice and innovative work demonstrated ...".

Although not exclusively concerned with children in receipt of social services support, this progress provides an excellent framework for embedding participation in the work of the Social Services Directorate, and significantly enables a whole Council approach to the empowerment agenda inherent in the Social Services & Wellbeing (Wales) Act 2014.

Adults

During year ending 31st March 2015, 3,572 questionnaires were issued, 1,141 responded giving a response rate of 32%. 96% of respondents (range 75% to 100%) agreed that they were satisfied with the overall care and support they received.

The rolling programme of Customer Satisfaction surveys has continued during 2014/15. This year, seven surveys were included in the rolling programme: Advice & Information (C2C), Assessment & Review (for Older People, Physical and Sensory Impairment Teams), Community Resource Team, Carers Assessment, Community Alcohol and Drugs Team, Protection of Vulnerable Adults and the Occupational Therapy Team. The annual survey for the Emergency Duty Service was also undertaken.

We have extended the Assessment and Review customer satisfaction survey to include the Learning Disability Teams and the Mental Health Services for Older People Teams. This year we have started to use the information from the surveys to inform the Provider Quality Scores for Domiciliary Care.

Children

During the year, the Cabinet responded to a Listening Event held by the Children & Young People Scrutiny Committee. The following recommendations were made, and accepted:

- The Cabinet must ensure that decision makers regularly engage with looked after children (including those aged 11 and under) wherever possible to ensure that their views are heard during the development and implementation of all social care strategies, policies and plans and individual care plans.
- Children's Services should consider this format of listening event as an effective forum for looked after children aged 11 and under, to express their views. Children's Services will utilise this approach for the future at regular intervals
- The Children & Young People Scrutiny Committee and / or Corporate Parenting Advisory Committee should continue to hold regular listening events with different groups of looked after children to help understand their perspective on areas for improvement in social care.
- Children's Services should develop additional methods of engagement with younger looked after children, to enable them to be made aware of, and actively involved in, LAC reviews, meetings and decisions that affect them.

In relation to this Director's Report, the Director and senior managers, alongside members of the Corporate Parenting Advisory Committee, engaged in a face to face challenge session with young people based upon their own analysis of the report. This was a positive and mutually beneficial experience and some of the key messages emerging from young people were:

- Young people want to be consulted and want their opinions to be considered.
- Contact is a key issue for young people, and they need to understand the reasons behind agreed contact arrangements (e.g. when contact is supervised / frequency of contact).
- Young people do not like the acronym "LAC" as it suggests they are lacking something.
- The Pathway Plan is an important document.

Areas for Development in 2015/16

- To extend the surveys to users of Mental Health Services in 2015/16.
- To develop more regular and systematic methods for routinely gathering feedback from looked after children and from children in need and their families.

6.4 CORPORATE AND POLITICAL LEADERSHIP AND SUPPORT

Council Values and Priorities

Supporting and protecting Vulnerable People remains one of the Council's 4 Top Priorities and this is reflected in the continued and direct support provided to Social Services during 2014/15. In the context of significant Council wide financial challenges; the Council has realigned budgets to the value of £10.89m to meet increases in demand in relation to both children and adults during 2014/15. Taken together with the Council's other three priorities and the refresh of the Council's Core Values, Social Services provision is seen as playing an essential strategic role in improving outcomes for citizens, families and communities across the city.

Strengthening Social Services as a Unified Entity

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

Robust Improvement & the Organisational Development Programme

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

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

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

Staff Engagement

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

Enhanced Corporate Parenting

Following a review led by the Children & Young People Scrutiny Committee it was agreed that a new Corporate Parenting Advisory Committee (CPAC) be established as a sub-committee of Cabinet, chaired by the Deputy Leader and replacing the previous Corporate

Parenting Panel, in order to give greater priority to the needs of looked after children and children in need.

The work of the panel now focuses on ensuring greater transparency and accountability with all external evaluations and reports, complaints reports and advocacy feedback, being given close and regular consideration. Of equal significance is the championing role of CPAC. In this context, CPAC has considered a wide range of complex issues affecting children and has actively championed change in relation to services for care leavers, including an £800 increase in the care leavers grant; set higher expectations in relation to a more structure approach to direct engagement with looked after children; a more proactive programme of member development is under CPAC sponsorship for roll-out in 2015/16.

All of this work is further enhanced by member visits to front line teams, which in 2014/15 included visits by the Leader and Deputy Leader and by members of the Children & Young People's Scrutiny Committee.

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

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

Corporate Safeguarding Board

A new Corporate Safeguarding Board was established in the fourth quarter, involving strong representation from all directorates and supported by a comprehensive action plan, focusing in particular on the improvement recommendations arising from the September 2014 report of the visit of the Welsh Audit Office in March 2014. This board will be chaired by the Cabinet Member for Corporate Services and Performance and will enable transparent quality assurance concerning the Council's corporate safeguarding arrangements, supported by an Annual Corporate Safeguarding Report.

Areas for Development in 2015/16

- Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors.
- Establish the newly integrated Social Services Directorate at the earliest opportunity.
- Take steps to further integrate services internally where relevant and with health or other partners.
- Refresh and re-provide Corporate Parenting Member development.
- Further strengthen direct engagement with children.

7. APPENDIX

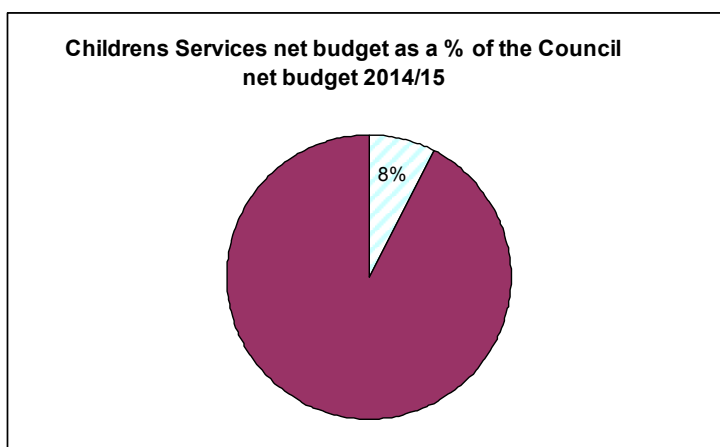
APPENDIX 1: SUPPLEMENTARY FINANCIAL INFORMATION

There are 383 full time equivalent established posts in Children's Services providing services to 2,557 service users.

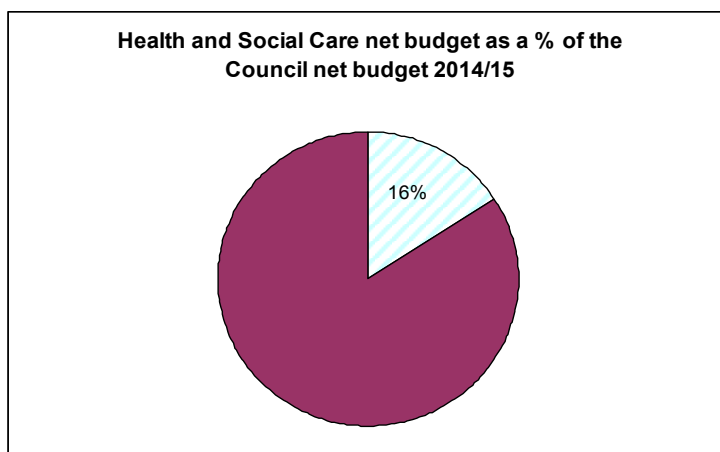
There are 691 full time equivalent established posts within Health & Social Care managing 4,644 case allocations.

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

Children's Services net expenditure budget 2014/15 = £44,921,000



Adult Services net expenditure budget 2014/15 = £95,145,000



Total Council net expenditure budget (all services) £585,288,000