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Mae'r ddogfen hon ar gael yn Gymraeg

1. INTRODUCTION

MESSAGE FROM CABINET MEMBERS



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



Councillor Graham Hinchey, Cabinet Member for Children and Families

We would like to start this year's annual report with a massive THANK-YOU to everyone working in social care in Cardiff. We are always really proud to be Cabinet Members for social services as it means we witness the care and support that front line social workers and care workers provide, frequently in very challenging services. That challenge has never been as great as the global pandemic that we have faced since March 2020. Our most vulnerable citizens were at risk from both the direct impact of the virus, and from implications of long periods of lockdown during which many of the services which kept them safe, well and connected were not able to operate. Social work, and social care services, kept going, however, throughout the crisis, available when needed. Many services were available 24 hours a day, 7 days a week. The workers who provided these services did so selflessly and undoubtedly kept many people safe, protected, well and connected in the most extreme difficulties.

The positive support for the work of social care during and after the COVID-19 crisis is something that we are determined to build upon, highlighting the fantastic work that happens day in day out to safeguard, care for and support children, adults, families and carers in our city. Celebrating the achievements of the sector, and our workforce, was something we had planned to do in advance of the COVID-19 crisis. Rhod Gilbert's work experience as a care worker in Cardiff and the Vale of Glamorgan was an important opportunity to promote care work. The production of this programme had strong involvement from our Regional Workforce Partnership, hosted by Cardiff Council, working in partnership with BBC Wales and Social Care Wales. As Rhod said in the programme, working in social care is "98% joy". Working with and alongside people experiencing illness, disability, extreme stress and challenge to support positive change and quality of life is a huge privilege. Listening to the individual stories of people who have experienced our services is so important in celebrating and building on what we do well, and being open to improvements when they are needed.

Whilst the end of the year was about COVID-19, it is important to highlight and celebrate the many other achievements throughout the year. The annual care workers awards were a great opportunity to celebrate the achievements of frontline workers who had successfully gained their qualifications in care. The Bright Sparks awards is always a special evening at which the achievements of children and young people, social workers, foster carers and care providers are

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recognised. Cardiff teams were recognised at the Regional Safeguarding Awards, including the Adolescent Resource Centre and the Older Adult Mental Health team. The Signs of Safety Celebration Event was a real highpoint with over 100 workers from across children's services coming together to celebrate the many achievements in improving the way we work with and alongside children and families.

We have seen significant new service developments in the last year – these are important not just because they are the culmination of so much work, but because of the impact they have on the lives of people with care and support needs. The launch of the Cardiff Family Advice Service heard directly from young people and families who had had their lives turned around by the service. The YMCA young carers service was launched this year and has provided much needed support for young carers during the lockdown.

In adult services, the 'pink army' and the new integrated single point of access for discharge are together supporting more people to be discharged from hospital in a timely way. The new carer's gateway is providing a single point for information, advice and assistance for adult carers in the region. New day services for people with dementia were opened in Fairwater to compliment the service in Grand Avenue. Ty Canna has continued to develop services for people with mental ill health, including a new service for young people transitioning to adult services. Day opportunities for people with learning disabilities have been evaluated by independent experts as leading edge in the UK in the way they support people to be independent and live fulfilled lives in the community.

It is important to celebrate when services are developing and improving. It is also important to reflect services which have not been performing well and to provide political leadership to the improvements needed.

The inspection into the Cardiff Youth Justice Service highlighted significant deficiencies in the service which required investment and swift action to address. We are confident that the new governance arrangements, the enhanced leadership of youth justice not just from the Council, but partners who accountable with us for delivery, and a forward looking strategy and action plan, mean we are far better placed for future inspections. And most importantly that our young people will received more joined up services and better outcomes.

The retention and recruitment of social workers to children's services has proved a significant challenge in the last year. The Council budget for 2020/21 reflected the need to invest in a market supplement for teams working in the most difficult to recruit areas and we are starting to see the impact of this action, alongside other recruitment and retention plans. There has also continued to be challenges in meeting the needs of Cardiff children and young people for accommodation, care and support. The commissioning strategy approved by Cabinet in November 2019 sets out the range of actions needed to improve sufficiency and quality of services in the city and it is encouraging to see the additional homes for children developing locally.

In adult services the areas for improvement have not received such a high profile as children's services but we are certainly not complacent about the need to continuously improve. Improvements are progressing in adult safeguarding and in respect of the deprivation of liberty

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safeguards to improve the timeliness and quality of our work. The recommissioning of domiciliary care is progressing well, having been carefully co-produced with providers, and concluding this work is a major priority for the next year. We need to continue to modernise intermediate care services as part of the move locality working and ensure the voice of people and carers are at the heart of everything we do. The impact of the COVID-19 crisis on vulnerable residents, and on the business models of many social care providers, has been significant. 2020/21 will be a year of stability and reconstruction so we continue to have the right range of services to intervene early and support people to live good lives in a very changed world.

We are proud of the progress made, but not complacent about what needs to be done, to continue to develop social services in Cardiff to be of the highest standards, to support our workforce and safeguard, protect and improve outcomes for our most vulnerable citizens. The support and understanding of the whole Council and partners is critical to success. A successful social services offer is the foundation of a successful Council and a healthy, thriving city.

We will continue to ensure that the well-being of our most vulnerable citizens is front and centre of our Capital Ambition.

Cllr Susan Elsmore
Cllr Graham Hinchey

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DIRECTOR'S FOREWORD AND ANALYSIS OF PERFORMANCE

Building on our strengths, being open about, and addressing, our areas for improvement



Claire Marchant, Director of Social Services

Introduction and Summary

This is my second and final report as Statutory Director of Social Services. The production of an annual report to the Council is one of the most important statutory duties of a Director of Social Services. The Director must set out a clear and evidenced analysis of the effectiveness of social services in the authority, highlighting what we have done well and what we could do better. Social services is a large and important part of the Council's business. A significant proportion of the Council's budget is invested in the services which support the most vulnerable children, families, adults and carers. The Council is responsible for assessing needs, safeguarding and protecting as well as providing or securing services for children and adults with care and support needs. The Council is a corporate parent to an increasing number of children and care experienced adults. The Council is required to put in place a range of preventative and well-being services as well as social care services to ensure that children and adults with care and support needs are able to live well and safely.

This report covers the period April 2019 to March 2020. March 2020 onwards has been dominated by the COVID-19 pandemic. Social care has been central to the public services response to the virus in Cardiff. The immense effort of the whole Council, and the whole social care sector to support the most vulnerable children and adults in Cardiff has been humbling and a privilege to be part of. The value of social care, and the impact it has on people's lives, with a focus on saving lives, and keeping people safe, has been celebrated. There is now a real opportunity to build on this positivity, whist acknowledging and planning for the significant challenges that will arise in the short, medium and longer term as a consequence of the crisis. We anticipate, and already are seeing an increased need for social care services. The carefully constructed plans to 'shift the balance of care' prior to the COVID-19 pandemic are now being reviewed, and assumptions revised as we move through a period of stabilisation and reconstruction.

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COVID-19 impacted disproportionately on the most vulnerable people in our communities; people with mental ill-health, disabilities, people who are older and frailer. The economic downturn also impacts disproportionately on people who are vulnerable and the connection between poverty and increased need for social service support is well established. The work across the whole Council, and with partners, to mitigate these impacts has never been more important. For example, into work services for example, and timely information, advice and assistance are all crucial to sustainable social services. Social services in Cardiff, had to adapt and adjust very quickly to COVID-19 to make sure that people were kept safe, protected and well during the crisis. There has been significant modernisation in the way we support people and deliver services as a consequence of the necessity to do things differently:

- Keeping in touch with people via the telephone and using digital technologies has been really effective in supporting people to keep connected.
- New partnerships with public protection and public health colleagues as well as community health services have supported care providers enabling them to keep their workforce and people they support safe and well.
- Management of risk at an individual and service level has developed considerably as all services have focussed on ensuring the most vulnerable are supported.

Summary of Strengths and Areas for Improvement in 2019/20

Prior to the COVID-19 pandemic, 2019/20 had been a year of many developments, some real highs, and some significant challenges. Highlights include:

Involvement and Engagement

- Service design and delivery has been led by people who experience the impact of services. 2 key examples are:
    - The Think Safe team held successful Ambassadors days with local schools, helped young people to produce an award winning peer led video about Child Sexual Exploitation. The team developed and deliver the Professional Interest Networking Group (PING) held quarterly in St Teilo's school.
    - The Regional Commissioning Strategy for People with Learning Disabilities was co-produced with people with learning disabilities and carers. The implementation of the strategy and action is being taken forward with full involvement of people with learning disabilities.



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- The Bright Sparks group is facilitated by NYAS and provides an effective forum for ensuring the voice of children and young people drive everything we do. The Bright Sparks Awards Ceremony is an annual celebration of the achievements of care experienced young people and highlights the fantastic relationship between young people, social workers, care providers and schools.

Early Intervention and Prevention

- The development of the Cardiff Family Advice Service which has brought together well-being and preventative services for children, young people and their families.




- The impact of a new Single Point of Access for Discharge and the Get me Home and Get me Home + services has supported timely hospital discharge. People have timely access to well-being support from a 'pink army' of workers, or care and support when needed. Delayed Transfers of Care have been at historically low levels over the last 3 years as practice has improved at the interface between hospital and community.

Strength Based Practice

- We have continued to embed strength based practice in children's services and a fantastic first year of roll out of strength based practice in adult services. The Signs of Safety celebration event demonstrated real progress in all teams across children's services.



- In their focussed activity in children's services, the Care Inspectorate Wales (CIW) noted the positive practice of children's social workers, working with and alongside families, following the signs of safety model of practice: "*Most staff told us they found the model gave them the tools to engage effectively with children and families, confidence to capture the child's voice and do their job well. Social workers we interviewed and case files we reviewed reflected that workers knew what mattered to the children and families they worked with."*

Leadership

- The successful recruitment to a new social services leadership team – bringing together a team of motivated, highly skilled leaders who have developed their careers in Cardiff, and others who bring experience from across England and Wales - means the service is well set for the future.

Locality Working

- Implementation of the locality operating model in children's services and move towards locality working in adult services, providing the basis for improved connections between social services and other partners to develop joined up, integrated working to meet people's needs in the communities they live.

Person Centred Services

- Strong relationships between the Council and social care providers in adult services continue to develop. Achievements include completion of a fee setting strategy for care homes based on an open book approach to the cost of care, the recommissioning of supported living and the co-production of new commissioning arrangements for domiciliary care providers. These relations meant there was a really joined up response to the COVID-19 crisis between the Council and frontline providers which kept people safe, well and as connected as possible.

- Care Inspectorate Wales (CIW) noted in their annual performance letter that the domiciliary care, which is the cornerstone of any system of social care, is well developed in Cardiff which contrasts with fragility in many other parts of Wales and the UK. There are over 50 providers providing care and support.

- Independent quality assurance work in relation to learning disabilities has highlighted that that Cardiff has leading edge practice, particularly in the way supported living is provided and the community based day opportunities.

- Grand Avenue Day Service was opened in 2019. The integrated day service provides high quality health and social care services for people with dementia in a person centred environment. Fairwater day service has also been refurbished and provides a high standard of support.

- In November 2019 the Cabinet agreed a new commissioning strategy called 'Right Homes, Right Support'. This emphasised nine commissioning priorities to improve our response to the needs of our children looked after. Key priorities included; being closer to Cardiff, the

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development of additional local capacity and a focus on better mental health and well-being support for our children looked after.

- Ty Storrie respite home was successfully transferred into the Council from an external provider in June 2019. Whilst there have been challenges in relation to staff recruitment the additional investment in the respite home has meant that at full staffing capacity, the home is able to offer and additional 480 nights of respite per year.

- The Council has worked in partnership with residential care providers for children to develop their services in Cardiff. There have been 18 new residential beds in the city since 2018 with a further 11 in the independent sector planned by the end of 2020/21. We will also have 5 additional Council provided beds (Oakway and St Fagans) in 2020/21.

Developing the Workforce

- There has been a high degree of registrations of care workers under the Regulation and Inspection of Social Care (Wales) Act 2016 meaning the sector is well placed to continue to provide sustainable services into 2021.

- An innovative recommissioning of domiciliary care is progressing and will be implemented by April 2021. Work has been undertaken with domiciliary care providers through test and learn to ensure the new model of provision is genuinely co-produced with providers.

Dementia Friendly Cardiff

- The bilingual Dementia Friends training module has been launched, making Cardiff the first Authority in the UK to make Dementia Friends training mandatory. There have also been Dementia Friendly City events held throughout the City. The dementia website launched, which was co-produced with people with dementia and carers; 2,485 Council staff have completed dementia friends training and 794 Dementia Friendly City events have been held.

Supporting Carers

- The regional carer's gateway was launched in March 2020 and provides information, advice and assistance and to carers. The gateway supports people to access carers assessments, services and in the COVID-19 crisis carers are being supported to access Personal Protective Equipment (PPE).

- Due to a new partnership between Cardiff Council and the YMCA earlier this year, the referral process for young carers to receive support has improved. The Young Carers project which started just before the COVID-19 crisis struck, has developed a number of online activities and support groups for young carers and their families during COVID-19. There are online activities such as cooking, fitness and internet safety briefings and quizzes to name a few. The sessions are daily and are available through a number of different social media platforms including Facebook and Instagram. Families can also access the resources on YouTube and the links are sent out via text and e-mail ensuring that there are as accessible as possible.

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Safeguarding and Protecting People

- Performance in adult safeguarding has been positive in respect of both quality and timeliness. There has been a qualitative audit of over 500 cases in 2019/20 which has shown that safeguarding systems are keeping people safe.

- New 'Wales Safeguarding Procedures' launched in partnership with Welsh Government and Cardiff and Vale Regional Safeguarding Boards during National Safeguarding week in November. The safeguarding training module has been added as mandatory for all Council employees.

- Improvements in the operation of multi agency safeguarding arrangements both operationally and strategically. The Regional Safeguarding Board developed an Exploitation Strategy and has a new performance framework in place, whilst a Local Operational Group for Safeguarding, chaired by the Chief Executive brings Cardiff partners together to address the urgent safeguarding issues on the ground. The Cardiff Council Corporate Safeguarding Board is now chaired by the Cabinet Member for Resources and all Council directorates have undertaken self-evaluations of corporate safeguarding.

There were a number of challenges faced by Cardiff Social Services in 2019/20. The improvement priorities in this report for 2020/21 set out the actions needed to continue to address these challenges. The most significant were:

- Ensuring social services is at the fore of an immediate response, along with other statutory partners, to the improvements required in Cardiff Youth Justice Service which were evidenced by an inspection led by Her Majesty's Inspectorate of Probation (HMIP) undertaken in January 2020. This inspection highlighted significant deficiencies in all aspects of youth justice in Cardiff – governance, leadership and management and practice. Communication between Cardiff children's services and the youth justice service was not as good as it should have been and as a consequence outcomes for children and young people were not always as good as they should have been. The leadership of the Chief Executive and all key partners to address the deficiencies has been acknowledged by the HMIP and Youth Justice Board in their responses to the Cardiff response. Refreshed governance arrangements, the appointment of an independent chair, new service management arrangements a clear strategy with the voice of young people at the centre and a focussed action plan have been developed. There remains significant work to improve performance and outcomes which will require strong leadership and management, support and appropriate scrutiny challenge and focus, at every level.

- Ensuring there is sufficient capacity within the children's social work workforce and accommodation, care and support provision to address the challenges of meeting the needs of children and families in Cardiff. The Council approved a market supplement for social workers in frontline teams in setting its 2020/21 budget and Cabinet approved a commissioning strategy in November 2020 which set out the range of service developments needed to ensure sufficiency and quality social care provision. The need for these to impact has been highlighted by challenges in meeting need in a timely way in the COVID crisis. The impact of this crisis on the most vulnerable children and families, in the medium as well as the short term, requires an ongoing focus on addressing workforce and

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service capacity within children's services, improving workforce planning, reviewing the skill mix across services and developing new services at scale and pace where gaps are identified.

- Improving the way that the most vulnerable adults are safeguarded when they are deprived of their liberty. There have been delays in the regional service, and the COVID crisis has restricted personal contact with people in care homes. Improvements in timescales and practice are progressing as we move to new Liberty Protection Safeguards.

- More work in adult services to ensure that the locality model of intermediate care services, provided by the Council and the Health Board, is of the highest quality provision of service and meets all regulatory requirements under the Regulation and Inspection of Social Care (Wales) Act 2016. This includes the full registration of the care workforce and the embedding of quality assurance systems. The work to implement new ways of working in the Community Resource Team, which was delayed due to the COVID-19 emergency operating model, needs to conclude.

- Improving arrangements for the transition to adulthood, learning from the experiences of some young people and families whose experience is that planning has not started early enough and their voices have not been heard strongly enough. The new all age all disability service will develop a partnership commissioning strategy to deliver sufficient high quality services, including more local options to enable young people coming through transition to lead the lives they want to lead in Cardiff communities.

Overall Analysis

My analysis as Director is that social services in Cardiff is effective in some areas but requires improvement in others. The leadership team is relatively new in place, and have had to contend with the unprecedented challenges of a global pandemic during a time when they were in a formative stage. This has accelerated positively the way the team works together. Social services in Cardiff will continue to use independent evaluation as well as self- evaluation to assess how well improvements are progressing – for example the Institute of Public Care will be reviewing practice in children's services a year following the approval of the 3 year service strategy. A culture of openness and transparency which supports visibility of both strengths and areas of improvement is developing. A focus on reflection, learning and review is central to continuous improvement. Most importantly, the experience of those who use services should be even stronger in driving improvements. We need to make sure there are the right range of mechanisms in place for engagement and involvement at every level – operationally and strategically. Relationships with the rest of the Council, and with partners, will be strengthened further in 2020/21 as all partners commit to deliver what matters to the children and young people for whom the Council exercises corporate parenting responsibilities. The commitments and actions, of leisure, education, employment and training, housing, health and well-being services will be as important to children and young people as that of social services.

In order to be highly effective, social services need all of the following to be in place:

- Clear strategy which drives continuous improvement.

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- Strategy and operations to be driven by understanding what matters to people with care and support needs, their rights and the outcomes they want to achieve
- Strong political, corporate and service leadership.
- A motivated, competent, well supported, engaged and stable social care workforce.
- Effective partnership arrangements – within the Council and with other statutory and non - statutory partners working together to improve outcomes for vulnerable citizens.
- Strength based practice by social work professionals and social care providers who work with adults and children with care and support needs.
- An excellent and sufficient range of services – both directly provided and commissioned from third parties.
- High standards of safeguarding, adult and child protection which bring together partners to keep people safe and protected.

Overall, there is a clear vision, strategy and plans that support high standards of operational delivery and improvement in areas where it is needed. This analysis is supported by that of Care Inspectorate Wales in their Annual Performance letter and in the improvement priorities set out in this report. In Children's Services there is a clear 3 year service strategy – Delivering Excellence in Children's Services – which was approved by Cabinet in July 2019. A Commissioning Strategy for Children's Services was approved in November 2019. Finalisation of a strategy for adult services was delayed by COVID 19 is a key priority for 2020/21.

CIW in their annual performance letter recognised the strength of corporate and political support for social services. The priority given to social services in the Council's budget reflects this support in a very tangible way. The Council has also invested in preventative services, supporting the development of the Cardiff Family Advice Service and the ongoing support for independent living services for adults. There is strong corporate leadership of services which prevent escalation of need to social services through the network of community hubs and wellbeing services. Joint working between education and children's services to support the most vulnerable learners has improved during the COVID-19 period. Building on this strength to support children and families as schools restart will continue to be a priority. There is a strong relationship, and joint management team meetings, between the Corporate Director of Resources and the Director of Social Services. There is high support and high challenge which is supporting the alignment of service and financial planning.

A key corporate priority for 2020/21 will be the finalisation of the refreshed Corporate Parenting Strategy. The Council approved a motion in January 2020 to engage with an independent expert to review corporate parenting arrangements and the role of the Corporate Parenting Advisory Committee. The work to conclude the review, and refresh the strategy for children looked after and care leavers has enabled far greater involvement of children and young people in setting priorities for the Council and partners to consider as corporate partners. It has also facilitated all parts of the Council, and partners, to set out their commitments to our children and young people. There are some excellent strengths to build on, such as the support by Economic Development for all children known to children's services to visit Winter Wonderland at Christmas 2019. The rights of all Cardiff children to have the very best childhood, supported by all officers and Members as corporate parents will be at the heart of the new strategy. The delivery of the commitments in the new strategy will make a significant difference to the lives of children and young people over the next 3 years.

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Well-developed preventative services have made a real impact on the lives of adults across the city for a number of years through the First Point of Contact and Independent Living Service. The extension of this approach to support people on discharge from hospital has been a really positive development in 2019/20. Preventative services for children and families benefited in 2019/20 from the development of a the Cardiff Family Advice Service which provides a single point of access for children and families and support to families who need some early help and support. Support for families is a social work led part of the service, providing intensive support to families whose needs may otherwise escalate and require the involvement of social services. The development of this joined up approach to prevention is a really positive development; more work will be needed in 2020/21 to embed this new service, improve the way it works with the Multi Agency Safeguarding Hub, and ensure the resources and support it can offer is accessed by the most vulnerable children and families to prevent the escalation of needs.

The high level of agency workforce in children's services represented a considerable challenge in 2019/20. Workforce churn in children's services meant a lack of continuity of social worker for some children, young people and families. Change of worker impacts on the quality of relationships that can be developed and the outcomes achieved. There are also occasions when the right service is not immediately available and the service has to respond to a crisis by drawing on a range of resources to keep a young person safe. There are many positive examples of continuity of worker, and time is taken to carefully plan a service around a child or young person and in those circumstances the outcomes are positively life changing for the young person. Reducing practice variability with an increasingly stable workforce is a major priority. Ensuring sufficiency and quality of workforce and services against the backdrop of increased needs and demands following the pandemic period is the highest priority for children's services.

There is also excellent practice and good outcomes when strong relationships are formed in adult services. A coherent approach to implementing outcome focused practice across the whole workforce has enabled huge strides to be made. This has been the first year of full implementation and it will take longer embed fully this way of working not only in social work teams, but also the whole social care across the city. Transition between children's and adult services can be a really challenging time for young people and their families. Whilst some improvements have been made in multi-agency transition arrangements, there is some further work to do across all partners to ensure that detailed planning work starts as early as possible with all children and young people. The COVID 19 period has been particularly challenging for some people with disabilities as the services which kept them well and connected did not operate for a time and some transition planning was delayed. A single Operational Manager is now responsible for the Child Health and Disability Team and Adult Learning Disability Team and this unified leadership is starting to impact on the quality of practice. There is an urgent need to improve the range of services available to children and families with disabilities and priorities will be set out in a commissioning strategy.

Commissioning and service provision in adult services is well developed and there is a sufficient range of services which are well developed to meet needs. An independent review of learning disability services in Cardiff identified that day opportunities and supported living is at the leading edge of good practice. There is well developed community provision for adults with mental ill health, including the services provided by Ty Canna which is highly successful in peer led

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approaches to supporting people who are mentally ill to keep well. The domiciliary and care home sectors are well developed in Cardiff and there is excellent joint working between Council officers and independent providers to improve quality of care. Extensive work has been undertaken to develop really strong relationships with providers, with a focus on the quality of care and openness and transparency regarding the cost of care reflected in a fair fee setting strategy.

Commissioning and provision of services for children and families is more variable 2019/20 was the first year that there has been a dedicated commissioning resource for children's services. The production of a commissioning strategy with clear, resourced priorities has been an important development. The Council has successfully provided residential care for children for a number of years and the standards are very high. In the last 2 years there has been positive work with independent sector care home providers to develop services in Cardiff which has resulted in a significant increase in provision in the City. There are advanced plans for additional Council provided residential services which will come to fruition in 2019/20. 2019/20 saw significant success in the number of families and friends supported to become carers as connected persons or 'kinship carers'. Work to improve recruitment to the Council's in-house fostering service has not yet resulted in a significant increase in capacity in the Cardiff Fostering Service.



Looking to the Future

As for all of us personally, the whole of society, public services and social services, 2021/22 and beyond will represent a period of stabilisation and reconstruction for Cardiff Social Services. There is a strong leadership team in social service and across the Council that mean the service is well placed to continue to improve. Priorities will be really clearly focussed on the workforce, prevention, practice, and social care provision. A culture of continuous improvement will support ongoing improvements in practice, whilst recognising workforce stability is essential to sustained improvements as relationships are at the heart of good practice. The impact of the COVID-19 crisis on the children, families and adults with care and support needs needs to be understood and planned for in a service response which continues to develop capacity – workforce and services – to support people in a timely and effective way.

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Notwithstanding what may happen with future waves of the COVID-19 virus, 2020/21 is the year when many plans will come to fruition: particularly realising the benefits of a highly motivated and engaged social services leadership team, increasing social care provision in the city, stabilising the children's services workforce and focus on strong relationships with children, young people, adults, families and carers at the heart of practice. There is much to do, and risks to manage, but overall the improvement journey is established, well-led, and with the right continued support corporately and politically, this progress is sustainable.

Social services in Cardiff has demonstrated it is well placed for future challenges by the way it has responded to the COVID-19 crisis so well and most importantly there is evidence when we get things right we are actively transforming lives. There are fantastic examples of innovation and transformation – particularly in the areas of prevention, day opportunities, supported living and domiciliary care in adult services. The challenge for adult services is to continue to be vigilant and outward looking, to address the most significant risks at pace, to improve quality assurance systems, to achieve consistently good practice across all teams.

There are real strengths to build on in both adult and children's social services in Cardiff. There are also things we need to improve in both parts of social services. In this report I have recognised particularly the need to improve the retention and recruitment of the children's workforce to achieve consistency of practice. There is also a need to address critical issues in the timely availability of care (particularly foster carers and residential provision for children).

I would like to conclude my report by thanking everyone across the Council partners and social care sector in Cardiff I have met over the last 2 years in Cardiff who are so compassionate in their values and passionate about the actions needed to improve outcomes for the people we work with and alongside. Many of you have challenged me as Director, always from the right place. So many colleagues, partners and citizens advocate for, and champion the rights of, people with care and support needs, and the social services that are so critical to their lives. The most important challenges we all collectively hear are from the children, young people, adults, families and carers whose lives we impact on. It is always humbling to listen to and understand direct experiences of social services and to make sure all voices are at the centre of everything that social services does. I know Cardiff Council, through corporate and political leadership, commitment and professionalism of the workforce, the resilience and creativity of providers and the strength of partnerships and people is well placed to continue to improve outcomes for all the city's citizens.

Claire Marchant
Director of Social Services

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Top 5 Corporate Priorities for Social Services

1. Align capacity and resources to address the **anticipated increase in need for social services** as a consequence of the impact of the COVID-19 on the most vulnerable citizens.
2. Finalise the new **Corporate Parenting Strategy,** ensuring that all partners commit to delivering what matters to children and young people.
3. Strengthen joint working between **preventative services for children and families** and multi-agency safeguarding arrangements.
4. Promote a **culture of openness, learning and development** to improve understanding of the work that social services and the risks managed within the service.
5. Enhance **workforce planning and development** to support achievement the right workforce to support the highest quality practice and outcomes for people.

Top 5 Priorities for Children's Services

1. Ensuring that the **child's lived experience** is at the centre of all we do.
2. **Recruitment** and retention of a permanent, engaged workforce with sufficient capacity and mix of skills and experience to meet need and demand.
3. Shifting the **balance of care** and placement sufficiency, including accommodation for care leavers.
4. **Improving practice**, including emerging themes, e.g. contextual safeguarding.
5. Progressing **action plans** arising from audit and inspection activity.

Top 5 Priorities for Adult Services

1. Finalise **Adult Services Strategy** which includes all of the following:
2. Progress the community services transformation for intermediate care services: **Community Resource Team**.
3. Progress the **all age disability** programme of work to include the Child Health & Disability commissioning strategy.
4. Progress the **locality model** - which includes service re-structure across all adult services teams, complete and implement strengths based programmes, such as Quality Assurance.
5. Deliver **key commissioning priorities** – re-commissioning of domiciliary care.

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Inspection outcomes

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

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

Youth Justice Service Inspection - the Youth Justice Service was subject to inspection by HMIP during Quarter 4 and was subsequently rated as inadequate. An action plan to address identified issues has been developed and is being implemented. The management resource has been strengthened by the appointment of a Service Manager, additional Team Manager and an Operational Manager is also to be appointed. The improvement journey will be undertaken with the full engagement of the wider children's services teams.

Focussed Activity in Children's Services - this activity focused on care and support (protection) planning in locality teams. Areas of strength noted include that senior managers have a clear strategic vision. The vision is grounded in a strength based approach with service design structures, which reflect children's journeys through the social care system. All professionals are committed to delivering strength based practice and most were familiar with and using the signs of safety model. Areas for improvement included that implementation of the vision has not been systematically managed or well communicated. Lack of capacity in the workforce and high level reliance on agency social workers has undermined the quality of practice. As a consequence children and families are experiencing delays in assessment and drift in the provision of planned care and support. Implementation of improvement actions is being tracked via an action plan.

Social Services Annual Performance Letter – CIW published its annual performance letter into Cardiff Social Services on 3 August 2020. The letter is fair and balanced. It is positive about progress in adult services and is balanced in respect of children's services, highlighting the areas we know ourselves require further attention: impact of the youth justice inspection, embedding the new management structures, retention and recruitment of social workers, numbers of children looked after and placement sufficiency. There are some very pleasing strengths of practice noted in children's services which balance out the areas for improvement and provide real strengths for the service to build upon, particularly that practitioners understand what matters to children and families. The letter acknowledges the positive work in adult services to

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implement strength based practice and the stability of the care sector. It notes it is too soon to say whether improvements in adult safeguarding have been fully embedded.

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3. HOW ARE PEOPLE SHAPING OUR SERVICES ?

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

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

- Development of **Digital Stories** where citizens have an opportunity to share on film their experiences of receiving services. Digital stories have been produced for Support4Families https://www.dropbox.com/s/twh53t9bjzg3xpj/Support%20for%20Families%20draft.mov?dl=0 and Think Safe (sexual exploitation) https://www.dropbox.com/s/nf9bfif6xe8chzw/Think%20Safe%20new%20edit.mov?dl=0. A story for young carers will follow in 2020/21.

- Regular meetings have been held with the local community in relation to **Female Genital Mutilation**.

- Support citizens to participate in our **recruitment** process for staff in line with our **Safe Recruitment Procedure** as interview panel members. An example of a recruitment process that included citizens during the year is the Adolescent Resource Centre manager post in children's services.

- **Bright Sparks Group** - this well-established group of children looked after and care leavers engages in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS).

- **Bright Sparks Annual Award Ceremony** celebrating the success and achievements of **Children Looked After and Care Leavers** organised and hosted by children and young people.

- Plans were in place to involve children in the review of the **Corporate Parenting Strategy**, however this will be rolled over to 2020/21 due to COVID-19.

- A **foster carers consultation event** was held in February 2020. The event was run in a Signs of Safety way to establish the house of worries, house of dreams and house of good things for foster families and then we asked for commitments that they wanted from children's services, education, police and other services.

- Young people were engaged in the development of the **Children's Services Strategy** and the **Adult Services Strategy** was co-produced with citizens.

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- A significant amount of consultation / engagement was undertaken as part of the **recommissioning of domiciliary care services**. This included questionnaires for families and practitioners, a focus group with Diverse Cymru, working group meetings, regular meetings with providers, Test and Learn sessions, workshops with staff and community engagement from various panels representing the Black, Asian and Minority Ethnic (BAME) community.

- **Learning Disability** – feedback from people and parents and carers about experience of services; heard from views of young people who have been supported into employment; heard views of parents with learning disabilities about their experience of Social Services; liaised with parents of adults with learning disabilities.

- **Additional Learning Needs** Learning Event - parent speakers provided feedback on experiences of early years services for a child with additional learning needs.

- Regional workshops including carers were held to inform the development of the **Carer Strategy** - this included engagement with **young carers** to inform the service specification. The Training Unit also engaged with **carers** in relation to **training provision** and how to improve **communication** with carers.

Quotes

- **Child:**

"Thanks for being here and helping us out with our problems."

- **Parent:**

"Thank you for everything you have been amazing we have enjoyed spending time with you each week and helping us with any worries we may have.
We love how open and honest you are with everything it's a great quality you have. Always have a listening ear without judgement. Know that you will be missed by us and the children even R doesn't want you to go because "beautiful and lovely to other people with a kind personality" how R describes you".

- **Guardian in relation to a children's services case subject to Court proceedings:**

"The Guardian gave evidence and…She commended the social worker for the high quality of her written and oral evidence. She confirmed her agreement to the amended final care plans and the safety plan."

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- **Adult services (service user):**

"Mrs L called, she wanted to send you her thanks, she said your help has been amazing and you really looked after her, she also wanted to thank S and D for their help in the last 30 days. Mrs. L emphasised that she really wanted you to know how amazing you have been in supporting her."

- **Daughter of Adult services service user:**

"I spoke to Mrs B's daughter last night as she reported that her mother was going into hospital for her operation. She thanked all the Carers for their unconditional care, but especially wanted me to pass on their huge thanks to you as she said you were especially amazing. She mentioned that if she could have you looking after her mother forever, she would."

Surveys

Work on the fourth national survey under the Social Services and Well-being (Wales) Act 2014 was undertaken. The results are summarised in the detail of the report.

- Adult services issued 3,071 questionnaires.
    - Response rate was 21% for adults in receipt of care and support and 26% for carers.

- Children's services issued:
    - 1,189 questionnaires to children over the age of 7.
    - 1,365 questionnaires to parents.
    - Response rate was 12% for children and 6% for parents.

Compliments, Complaints and Representations

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people's experience of Social Services. Please see the Social Services Annual Feedback Report for 2019/20 *[hyperlink to be inserted when published]* for further information.

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4. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

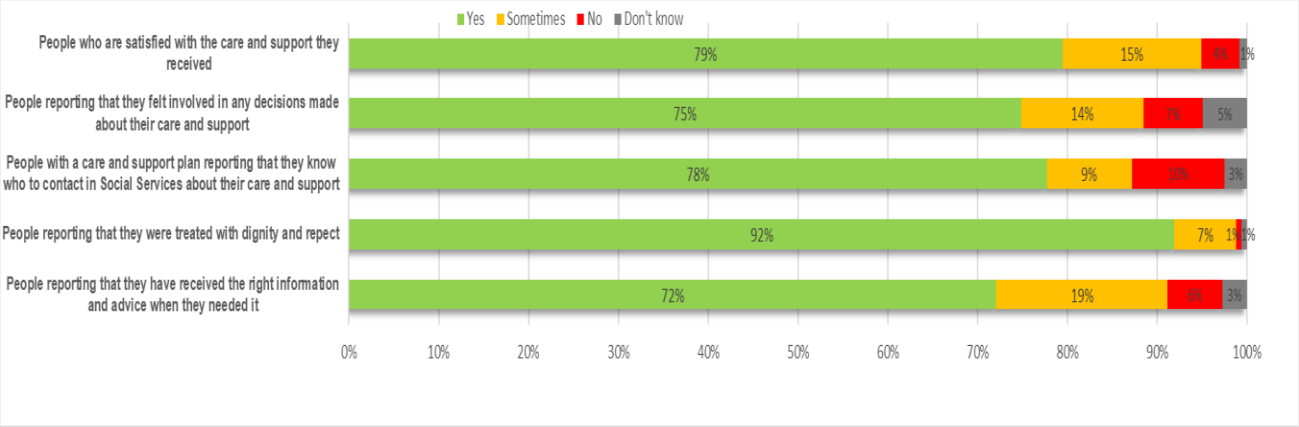
Outcomes we have achieved during the year. What difference did we make ?

- ✓ Children and their families are increasingly enabled by the implementation of Signs of Safety across children's services to identify their own strengths, worries and changes needed to achieve their goals.
- ✓ Improved experience for young carers due to the development of clear pathways and their involvement in service development.
- ✓ Improved experience of transition for young people with disabilities due to their involvement in the development of their transition plan and the creation of an all age disability service.
- ✓ People enabled to make their own choices and take control over the care services and more are receiving Direct Payments.
- ✓ Voices of people are heard, better listened to and taken into account as a result of the implementation of a strengths based approach when working with adults.

What did we plan to do last year ? How far did we succeed ?

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

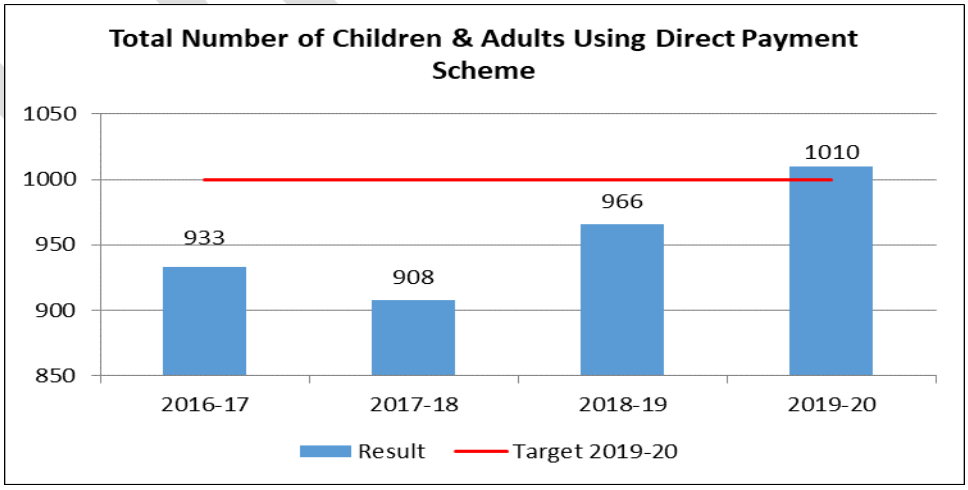
Performance Update & Survey Results



- *The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year*
  2019/20 = 81.4% (1,959 / 2,408)
  2018/19 = 81.1% (1,790 / 2,207)
  2017/18 = 83.6% (1,947 / 2,329)
  2016/17 = 86.2% (1,333 / 1,547)

- *The percentage of assessments completed for children within statutory timescales*
  2019/20 = 79.7% (3,077 / 3,861)
  2018/19 = 70.1% (2,060 / 2,940)
  2017/18 = 75.7% (1,983 / 2,618)
  2016/17 = 86.3% (2,056 / 2,383)

- *The total number of children and adults in need of care and support using the Direct Payment Scheme*
  2019/20 = 1,010
  2018/19 = 966
  2017/18 = 908
  2016/17 = 933



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The change we want to see. What are our priorities for next year and why?

- Develop a **Participation Charter** by March 2021 to improve our partnership working with children, young people and parents.
- Enable all young people with additional learning needs who are known to Social Services to play and active and central role in planning for their **transition to adulthood** during the year.
- Implement a new service to support **young carers** by March 2021.
- Fully implement **enabling support and care** using a new model of intermediate tier care and support by March 2021 to include:
    - New model of Community Resource Teams.
    - Single point of access.
    - New model of residential reablement.
- Prepare for the introduction of the **Liberty Protection Safeguard legislation** (once the new code of practice released) which replaces the current Deprivation of Liberty Safeguards to implement a new system for authorising deprivations of liberty in care.
- Embed a **rights based approach** for adults in everything we do during the year.

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Working with people and partners to protect and promote people's physical and mental health and emotional well-being

Outcomes we have achieved during the year. What difference did we make ?

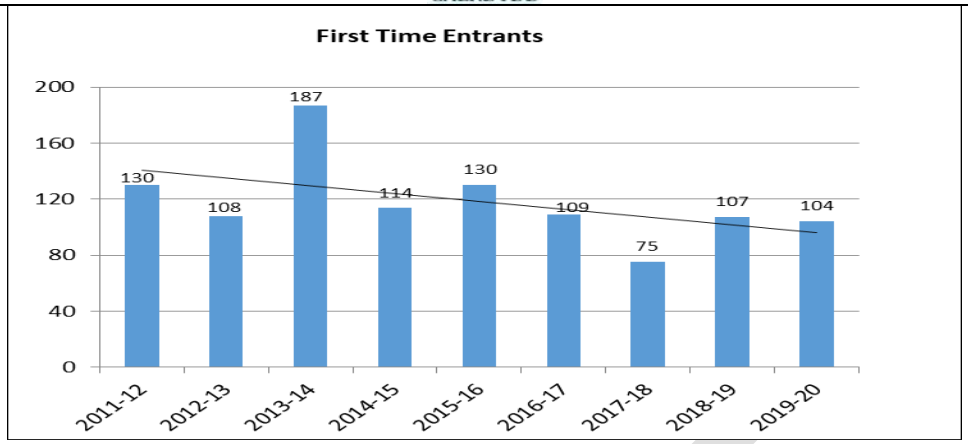
✓ Children receiving services in a more timely way following an improvement in the timeliness of completion of well-being assessments
✓ Young people experience a more consistent service following the launch of the Adolescent Service.
✓ Independence and well-being for people with mental health problems maximised by developing alternative accommodation options to enable 'step down' from 24 hour care – Pentyrch Street Housing Project.

What did we plan to do last year ? How far did we succeed ?

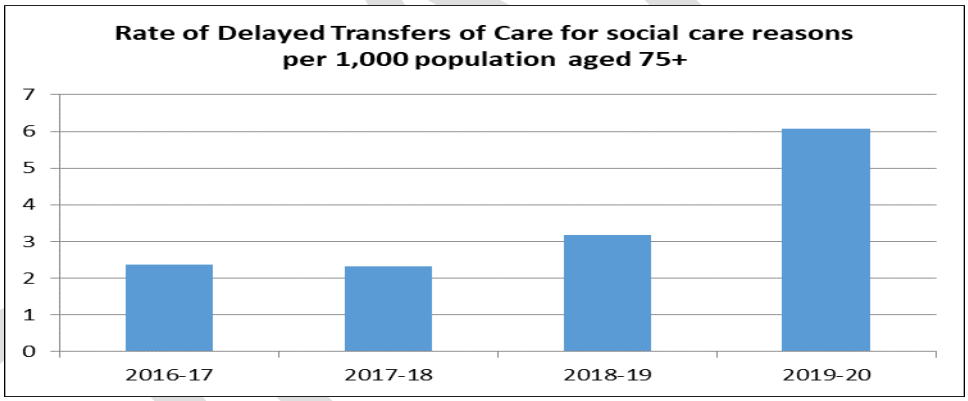
What did we plan to do last year and RAG status
Update guidance on **Multi–Agency Transition Planning** for young people with Learning Disabilities (LD) and Additional Learning Needs (ALN)
Develop a place based approach to enhancing well-being and protection for vulnerable children and families, trialling new ways of working in an area of the city by March 2020
Complete a service review of the **Youth Offending Service** by 2020 and review the effectiveness of interventions by the service to offending / re-offending rates
Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to Children and Young People Emotional and Mental Health Support
Review progress against the key improvement priorities identified as a result of the 2015 Her Majesty's Inspectorate of Prisons (HMIP) **Youth Offending Service Inspection**
Improve integrated working for **children with continuing care and complex health needs**
Support people with learning disabilities and to be more independent by implementing a **Regional Learning Disabilities Commissioning Strategy** by March 2020
Support people with mental health issues to be more independent by implementing the recommendations of the **Community Services Review** in collaboration with the University Health Board, regarding the future model of Community Mental Health Services, in order to effectively support and deliver community-based mental health services by March 2020
Continue to develop and enhance **community support and day opportunities for adults and young people in transition with mental ill health** throughout 2019/20 by extending the Ty Canna service
Identify and take forward opportunities to work with partners during 2019/20 to promote **Public Health** and reduce health inequality

Performance Update

- *Number of first time entrants (FTEs) into the Youth Justice system*
  The number of first time entrants to the Youth Justice system remained stable at 104 in 2019/20 compared with 107 in 2018/19.



- *The rate of Delayed Transfers of Care for social care reasons per 1,000 of the population aged 75 or over*
  2019/20 = 6.07
  2018/19 = 3.18
  2017/18 = 2.33
  2016/17 = 2.38
  The total number of delays for social care reasons aged 75+ = 143 in 2019/20 from 75 in 2018/19 as a result of winter pressures running over into spring and summer months.



The change we want to see. What are our priorities for next year and why?

- Implement guidance on **Multi–Agency Transition Planning** for young people with Learning Disabilities and Additional Learning Needs.
- Continue to develop and enhance **community support and day opportunities for adults and young people in transition with mental ill health** throughout 2020/21 by extending the Ty Canna service.
- Build on already established integrated working to improve services to **children with continuing care and complex health needs** by March 2021.
- Respond to the **therapeutic and mental health** and well-being needs of children looked after, their parents and carers through the development of a range of therapeutic services with partners by December 2022.

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- Strength governance and delivery arrangements in the **Youth Justice Service** by May 2020, and implement new approaches to reduce offending and re-offending rates by June 2021.
- Work with partners to commence the implementation of **trauma informed practice** (Adverse Childhood Experiences) approach to the work that we do by March 2021.
- Continue the work on complex hospital discharge with partners through an integrated multi-agency approach to **reduce the number of people experiencing failed or delayed discharge** during the year.
- Develop and deliver enabling support and care by supporting people with disabilities and mental health issues to be more independent by embedding an **all age disability** approach by March 2021.
- Analyse **Learning Disability provision** and current demand levels to inform future commissioning and build programmes by October 2020.
- Work with the Police and Crime Commissioner to determine how pathways for people experiencing **mental health** issues can be improved by March 2021.
- Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a '**Healthier Wales'** by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible and promote productive partnerships.
- Identify and take forward opportunities to work with partners during 2020/21 to promote **Public Health** and reduce health inequality.

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Taking steps to protect and safeguard people from abuse, neglect or harm

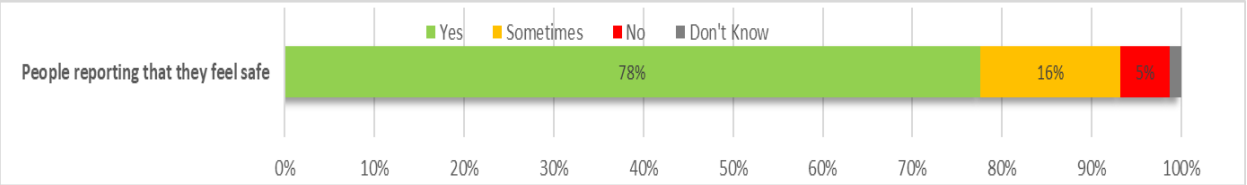
Outcomes we have achieved during the year. What difference did we make ?

- ✓ Further strengthening of safeguarding by implementation of the new All Wales Safeguarding Procedures.
- ✓ Young people at risk of or who have experienced exploitation are better protected through exploitation training for parents and an improving understanding of different types of exploitation (e.g. criminal exploitation) and contextual safeguarding.
- ✓ People are better protected due to partners in education and health having an improved understanding of safeguarding responsibilities and when they should refer a practitioner for safeguarding concerns.
- ✓ Improved safeguarding of adults at risk across Cardiff by improving processes and making the service more accessible to those who wish to report a concern.
- ✓ Improved response to corporate safeguarding responsibilities by further strengthening the role of the Designated Safeguarding Lead Officer and Members through refreshing and delivering safeguarding training.
- ✓ Learning culture of continuous improvement and development promoted for our in-house regulated services through a strengthening of quality assurance mechanisms in regulated services for adults and children.
- ✓ Ongoing support to improve safeguarding through strengthening of quality assurance processes across Social Services.

What did we plan to do last year ? How far did we succeed ?

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

Performance Update & Survey Results



- *The percentage of re-registrations of children on local authority child protection registers*
  2019/20 = 9.5% (40 / 422)
  2018/19 = 4.8% (16 / 330); 2017/18 = 6.6% (26 / 391); 2016/17 = 3.8% (13 / 343)
  Of the 422 children who were added to the Child Protection Register (CPR) during the year, 40 had been on the CPR during the previous 12 months.

- *The average length of time for all children who were on the child protection register during the year*
  2019/20 = 213 days (75,051 / 352)
  2018/19 = 233 days (88,115 / 378); 2017/18 = 250 days (87,985 / 352); 2016/17 = 230 days (113,250 / 492)

- *The percentage of adult protection enquiries completed within statutory timescales*
  2019/20 = 95.9% (1,467 / 1,530)
  2018/19 = 84.0% (1,052 / 1,253) from 97.9% (1,400 / 1,430) in 2017/18.

The change we want to see. What are our priorities for next year and why?

- Make significant progress across all Council directorates to address actions identified in **corporate safeguarding** self evaluations by March 2021.
- Ensure children and adults are protected from risk of harm and abuse by embedding the new **Wales Safeguarding Procedures** in consultation with staff and partners – to ensure that adults and children at risk are protected from harm
- Ensure children and adults are protected from risk of harm and abuse by implementing the **Exploitation Strategy** to encompass new and emerging themes of child and adult exploitation by March 2021.
- Embed the **Quality Assurance Framework** to improve quality of practice and outcomes across Social Services by March 2022.
- Understand and agree the requirements of the **Multi Agency Safeguarding Hub** and its integration with early help and partners to enable us to determine the future structure and commence work towards implementing the new structure by March 2021.
- Increase awareness of the **VAWDASV Strategy** within children's services by March 2021 so social workers understand the implications of the strategy on practice.
- Review demand in the **Child Protection Conference Chair / Independent Reviewing Officer Service** and put arrangements in place to manage demand and improve timeliness by March 2021.

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- Develop a **Missing Person Strategy** by March 2021 in conjunction with key partners to support a local multi agency response to missing persons.
- Implement a **hybrid model for reviews and conferences** during the year based on learning from our response to the COVID-19 crisis.
- Develop a **contextual approach to safeguarding** to address and respond to extra-familial risk by March 2022.
- Develop **provider quality assurance** systems for externally commissioned regulated services across adult and children's services to support new arrangements for securing services.
- Implement **Emergency Duty improvement plan** by March 2021, to ensure an effective joint approach is embedded across Cardiff and the Vale.

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Encouraging and supporting people to learn, develop and participate in society

Outcomes we have achieved during the year. What difference did we make ?

- ✓ Improved opportunities for children looked after and care leavers via the incorporation of the Bright Start Traineeship Scheme into the Into Work Service.
- ✓ Improved information and offers to individuals providing support from the most suitable organisation at the right time following the development and implementation of new pathways between children's services, education, adult services and health.
- ✓ Better placed to improve local placement sufficiency through working differently with Independent Fostering Agencies and residential providers to maximise local placement opportunities for Cardiff children and by developing our in-house fostering and residential placement provision with the ultimate intention that Cardiff children looked after are provided with the best opportunity to receive the right support in the right place at the right time with the implementation of the Children's Commissioning Strategy.
- ✓ Improved quality of life for people with dementia through the development of specialist day opportunities and working towards Dementia Friendly City status.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status
Review **pathways for children with sensory impairments** and further develop partnership working across children's and adult services and with 3rd sector sensory impairment organisations during 2019/20 to: • Improve access to information and services for children and adults with sensory loss • Provide clear and consistent pathways between Social Services and Education Directorates and with 3rd sector sensory impairment organisations to support children and adults with sensory impairments in Cardiff
Enable more children to be live closer to Cardiff • Developing a comprehensive **Commissioning Strategy and Market Position Strategy** to map need against resources and influence local market to provide a range of provision to meet needs of CLA by September 2019 • Increasing the number of LA **foster carers** (including kinship carers) by March 2020 • Increasing range **of local residential provision** by commissioning 20 new placements by March 2020 • Working with the regional adoption service to increase the number of **adoptive placements** by March 2020
Review the **Corporate Parenting Strategy** by December 2019 to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children, addressing the areas where outcomes are not as they should be in education and accommodation
As a **Dementia Friendly City**, support those affected to contribute to, and participate in, mainstream society by: • Undertaking dementia friends training across the Authority with the aim of 100% compliance

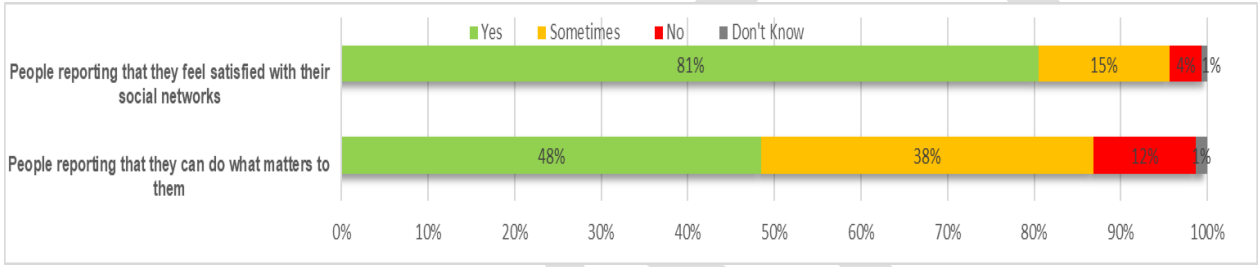
amongst Council staff by April 2021

- Developing e-module training in collaboration with the Alzheimer's Society that will be delivered through the Cardiff Academy by March 2020
- Encouraging businesses to become Dementia Friendly by March 2020
- Developing a dementia-focused website by March 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia
- Delivering locality-focused dementia awareness events

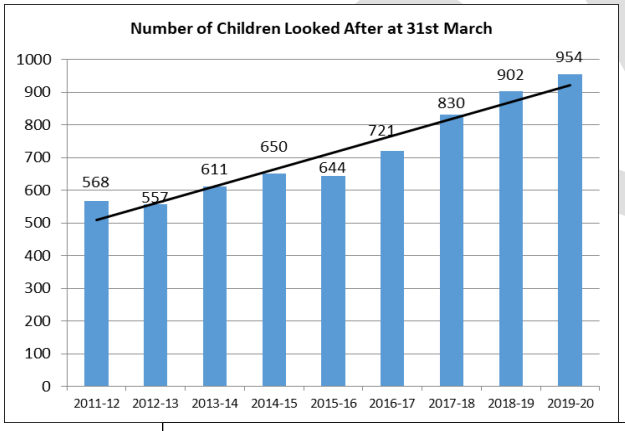
Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners

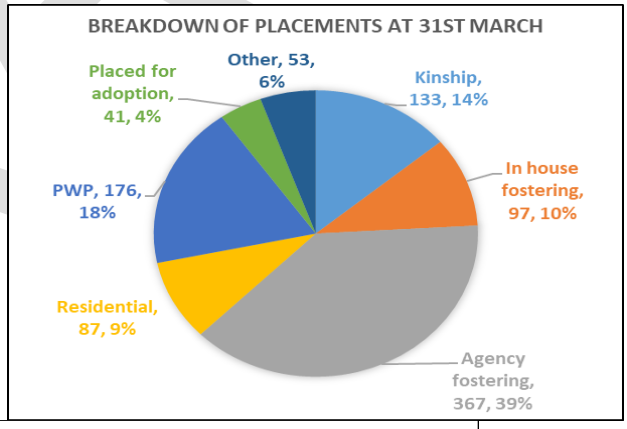
Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a **'Healthier Wales'** by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible

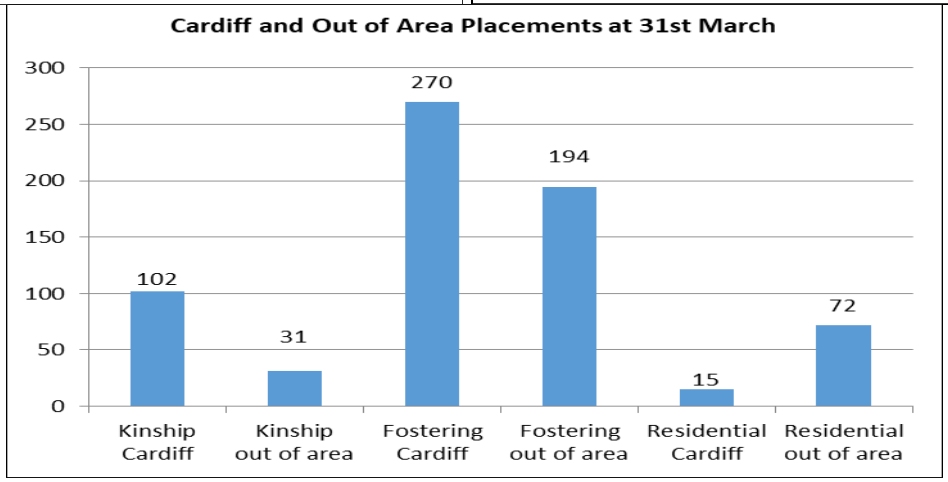
Survey Results



Performance Update







The change we want to see. What are our priorities for next year and why?

- Development of an integrated pathway across the partnership to improve services for **children with additional learning needs** by March 2021
- Redesign our **Local Authority Fostering Service** by March 2021to increase our numbers of Cardiff foster carers homes for children.
- Implement the renewed **Corporate Parenting Strategy** action plan by March 2023 to improve outcomes and well-being for children looked after by:
    - Developing partnership arrangements around access to education and **education attainment** for children looked after.
    - Improving transition and progression into **education, employment or training** for care leavers by March 2021.
- Increase the availability of local placements by December 2022 through our collaborative market engagement with **independent fostering agencies** to shape provision to better meet the needs of our children and young people.
- Further develop our **understanding of the needs** of children and young people by completing a detailed **needs analysis**.
- **Review the placement finding process** by December 2020 in order to ensure that children are placed in the right placement for them.
- Implement the regional plan in response to recommendations in the **National Fostering Framework** by March 2021.
- Develop a **residential assessment home** for children in Cardiff by March 2021.
- Develop an effective recruitment plan with the Regional Adoption Service to increase the number of **adoptive placements** by March 2021.
- As a **Dementia Friendly City**, support those affected to contribute to, and participate in, mainstream society by:
    - Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021.
    - Developing a school engagement programme including requiring school staff to undertake the e-module training.
    - Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council's awareness and engagement programme
    - Developing a dementia-focused website to support those with dementia, carers, families as well as businesses who want to better support those with dementia.
- Address **social isolation** and enhance quality of life of older people by developing community co-ordination, enhancing inter-generational working with schools, Hubs, community groups, and private sector partners during the year.
- Develop expertise in the use of **new technology** to enhance the quality of life for people with Learning Disabilities during 2020/21.

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Supporting people to safely develop and maintain healthy domestic, family and personal relationships

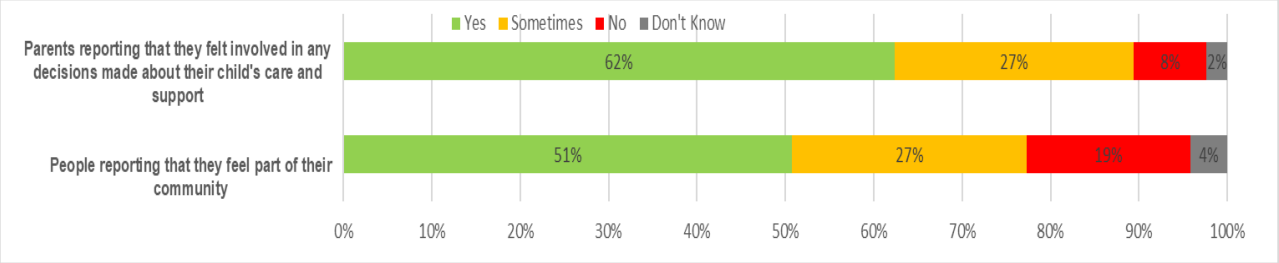
Outcomes we have achieved during the year. What difference did we make ?

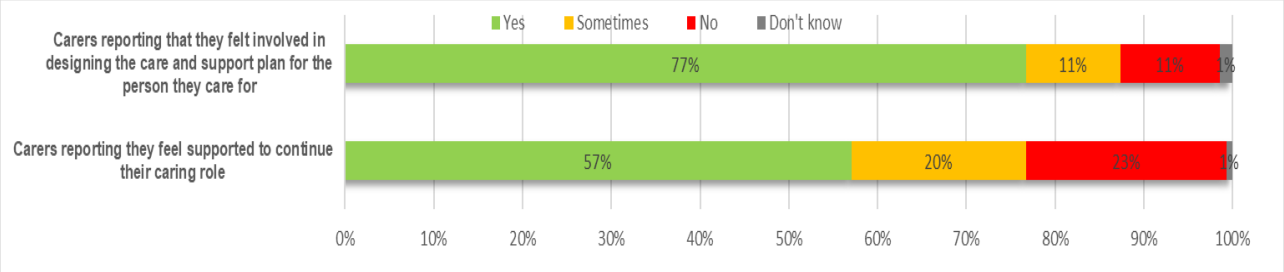
- ✓ More families receive the right support at the right time following the implementation of the Support4Families Service.
- ✓ Better placed to support families and make best use of community resources and partners following the implementation of the new locality working model in children's services.
- ✓ More children supported to remain living with family members through an increase in kinship care arrangements from 102 at 31st March 2019 to 133 at 31st March 2020.
- ✓ Permanence secured for children with 44 adoptions during the year.
- ✓ More timely and beneficial access to day opportunities with more successful outcomes for individuals and carers following the introduction of improved pathways
- ✓ Improved carers recognition, ensuring that carers receive the right information when they require it and the right support to promote their capacity to care and to have a life beyond caring as a result of the development of a strategic approach to carers across the region.
- ✓ Reduced likelihood of carers reaching crisis point by working with primary and secondary colleagues to identify carers at an earlier stage in their caring role.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status
Continue the implementation of a **strengths-based approach to social work practice** to put individuals, families and communities at the centre of their own well-being by: • Refresh the Signs of Safety Implementation Plan to **embed strength based practice in partnership with families to support children to remain with families,** supported by a safety plan by March 2020 • Establishing and embedding **strengths-based practice in adult services** by March 2022
Implement the **new delivery model for an integrated early help and prevention service** for families, children and young people by June 2019 that brings together a variety of multi-agency provision across three distinct services; Family Gateway, Family Help and Family Support; with the aim of reducing the impact of adverse childhood experiences on well-being
Ensure the best outcomes for children and young people for whom the council has a responsibility by: •Improving **care planning arrangements** for children looked after by reducing time taken to progress cases through the court process by March 2020
Implement the **care planning protocol** by March 2020 to ensure effective care planning and risk assessing using a strengths based model
Ensure eligible **unpaid adult carers**, caring for adults, during the 2019/20 financial year are supported to work towards achieving their personal outcomes
Ensure individuals are given the opportunity to **reconnect with their communities**

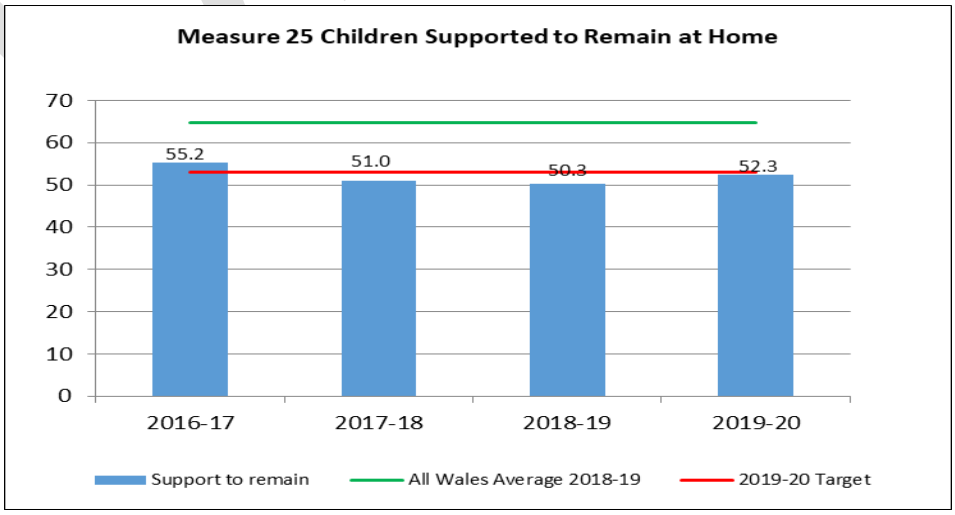
Performance Update & Survey Results





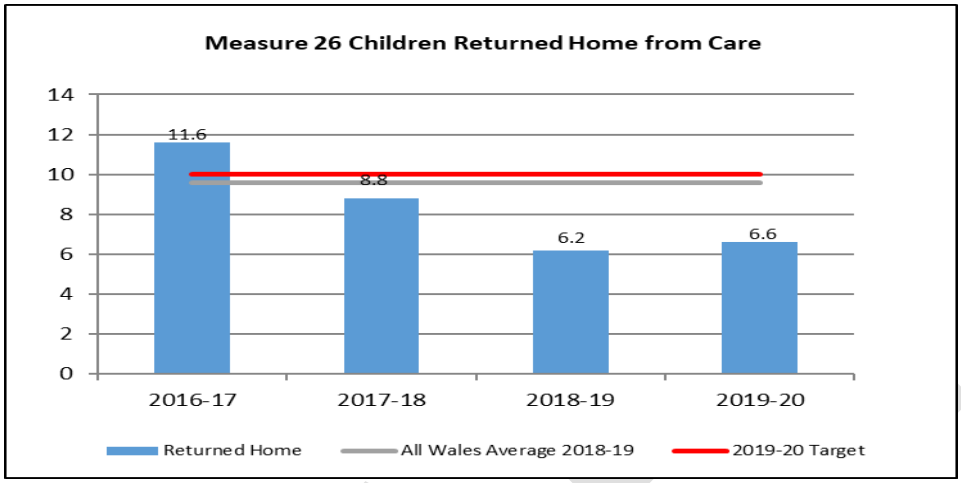
- *The percentage of children looked after reviews carried out within statutory timescales during the year*
  2019/20 = 87.6% (2,201 / 2,512)
  2018/19 = 81.8% (1,910 / 2,335)
  2017/18 = 93.0% (2,129 / 2,289)
  Performance has improved in 2019/20, despite the increase in the number of children looked after.

- *The percentage of children supported to remain living with their family*
  2019/20 = 52.3% (1,046 / 2,000)
  2018/19 = 50.3% (910 / 1,810)
  2017/18 = 51.0% (864 / 1,694)
  2016/17 = 55.2% (894 / 1,619)
  Of the 2,000 children with a Care and Support Plan at 31st March 2020, 1,046 were being supported to live at home (i.e. were not being looked after).



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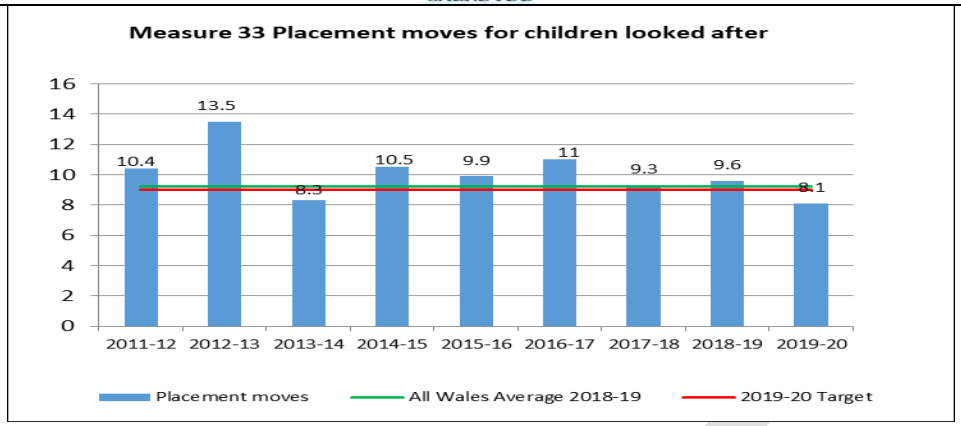
- *The percentage of children looked after who returned home from care during the year*
  2019/20 = 6.6% (76 / 1,148)
  2018/19 = 6.2% (68 / 1,093)
  2017/18 = 8.8% (92 / 1,042)
  2016/17 = 11.6% (114 / 982)
  Of the 1,148 children who have been looked after during the year, 76 have returned home.



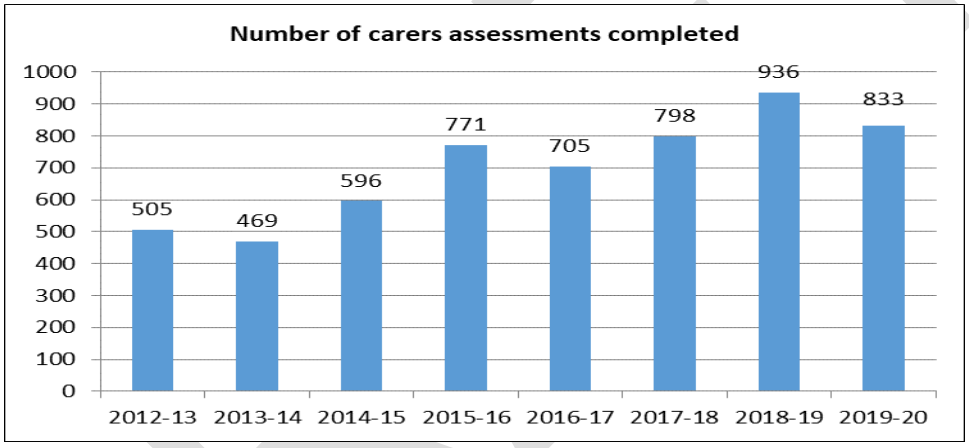
Although these indicators appear to say that fewer children are living with their families, this is not a complete picture of the trend in Cardiff because more children are living at home or returned home under the auspices of a Care Order than previously. The measure does not allow us to count these children in the cohort. In addition to the 76 children who were returned home from care, 176 children were actively placed in the care of their parents, but remain subject to a Care Order, and 133 children were placed with relative carers. These figures reflect our strong emphasis on children living with family and managing risk under the terms of a Care Order. A pilot is ongoing with the Child and Family Court Advisory Support Service to accelerate the discharge of Care Orders where parents are in agreement. The intention is for children who are looked after under Placement with Parent Regulations to cease being looked after where it is safe and appropriate to do so.

- *The percentage of children looked after on 31st March who have had 3 or more placements during the year*
  Performance improved to 8.1% from 9.6% in 2018/19 and the 9% target was met. This strong performance has been achieved despite concerted efforts to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means that some children have been moved as a proactive action - not due to placement breakdown - to a placement better suited to meet their long term needs / or to return from out of area.

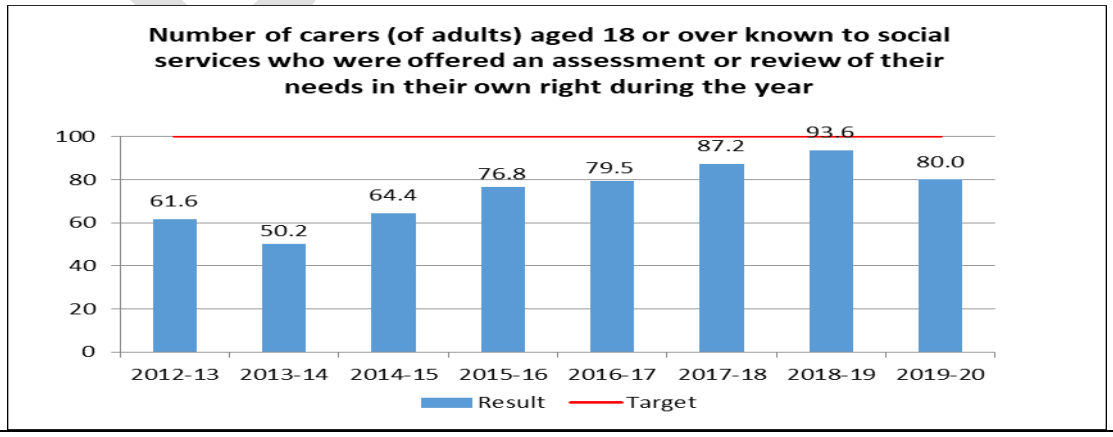
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- *Number of carers assessments completed*
  2019/20 = 833
  2018/19 = 936
  2017/18 = 798.



- *The percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year*
  2019/20 = 80.0% (2,847 / 3,556)
  2018/19 = 93.6% (3,139 / 3,353)
  2017/18 = 87.2% (2,899 / 3,326)
  2016/17 = 79.5% (2,833 / 3,563)



The change we want to see. What are our priorities for next year and why?

- Continue to reduce the impact of adverse childhood experiences on their well-being by:
    - Developing new ways to review and monitor progress and **impact of the Family Gateway, Family Help and Family Support** teams by March 2021.
- Support children to return safely to their own homes during the year using a **Reunification Framework**.
- Embed the use of **Family Group Conferencing** by March 2021 prior to children becoming looked after to prevent the escalation of needs and reduce the need for alternative homes.
- Re-shape our **respite provision** by March 2021 to offer flexible short-break opportunities including emergency provision for children with disabilities.
- Ensure that clear **care planning processes** are in place by March 2021 and that practice is robust.
- Implement the **Court Improvement Plan** by March 2021 to improve practice in the PLO and court arenas.
- Implement a **regional Adolescent Resource Service** by March 2021 to align approaches across the region.
- Following the implementation of the new **locality working model** in children's services, ensure we make best use of **community resources** and partners to better support families during the year, including to understand and address the **impact of poverty** on child protection.
- Support the implementation of the **regional Carers Strategy** by March 2021 to ensure adult carers receive the right support at the right time so they may continue their caring role and have a life outside of caring.

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Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

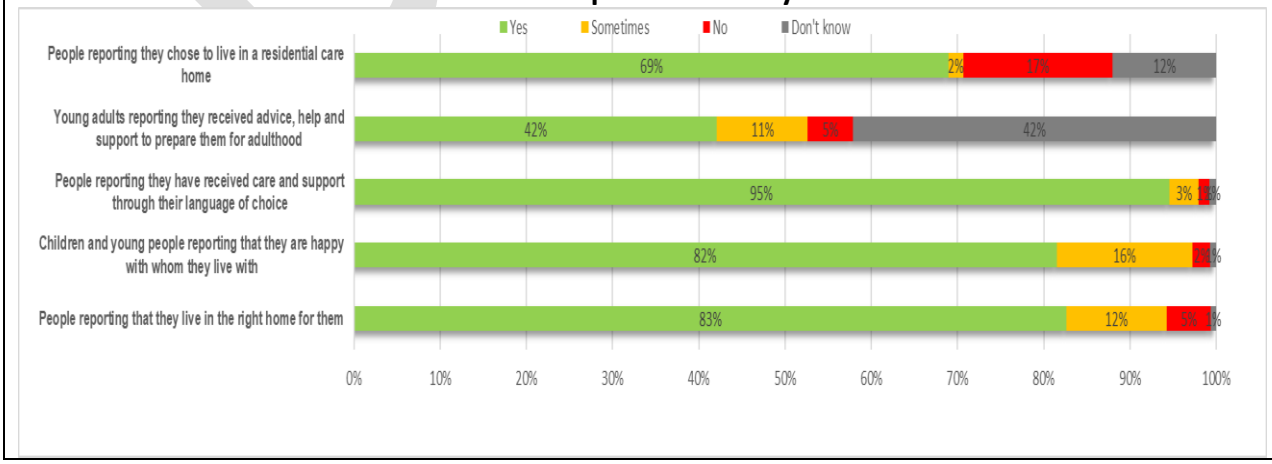
Outcomes we have achieved during the year. What difference did we make ?

- ✓ Improved opportunities for children looked after and care leavers via the incorporation of the Bright Start Traineeship Scheme into the Into Work Service.
- ✓ Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.
- ✓ Individuals who require care at home have the best possible opportunity to achieve what matters to them through the development of a locality-based model that is outcome-focussed and promotes the future sustainability of the provider market

What did we plan to do last year ? How far did we succeed ?

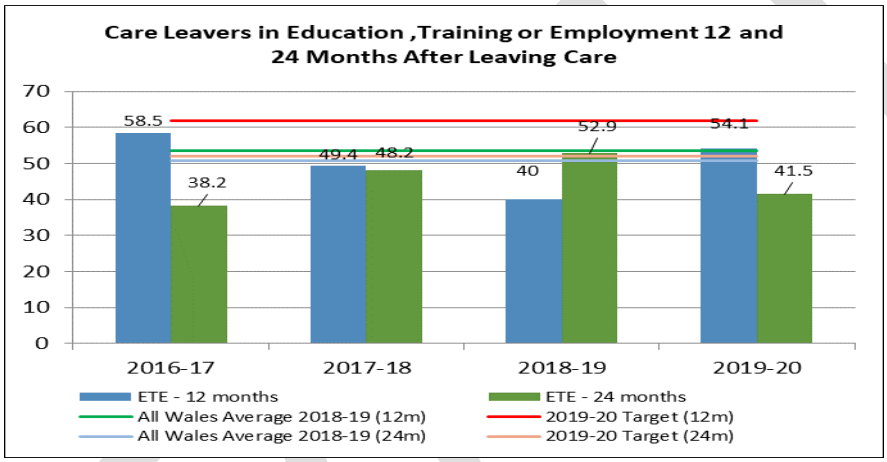
What did we plan to do last year and RAG status
Ensure the best outcomes for children and young people for whom the council has a responsibility by: •Improving **educational outcomes for children looked after** by March 2020 •Improving **transition and progression into education, employment or training for care leavers** by March 2020 •Increasing the **accommodation and support for care leavers** by March 2020
Understand the **impact of poverty** and routinely use advice and into work services to maximise income and resolve family income and housing issues
Work with partners to maintain the reduction in **Delayed Transfers of Care** for social care reasons during 2019/20 to support more timely discharge to a more appropriate care setting
Progressively implement a new way of delivering domiciliary care by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Accommodation Strategy
Develop **day opportunities for people with learning disabilities** improving opportunities for volunteering and Into Work services

Performance Update & Survey Results



- *The percentage of all care leavers who are in education, training or employment at 12 months after leaving care*
  2019/20 = 54.1% (40 / 74)
  2018/19 = 40.0% (38 / 95)
  2017/18 = 49.4% (43 / 87)
  2016/17 = 58.5% (55 / 94)

- *The percentage of all care leavers who are in education, training or employment at 24 months after leaving care*
  2019/20 = 41.5% (39 / 94)
  2018/19 = 52.9% (45 / 85)
  2017/18 = 48.2% (41 / 85)
  2016/17 = 38.2% (39 / 102)



- *The percentage of all care leavers who have experienced homelessness during the year*
  2019/20 = 21.4% (77 / 360)
  2018/19 = 19.9% (65 / 327)
  2017/18 = 21.0% (69 / 328)
  2016/17 = 17.3% (56 / 324)
  This indicator includes all care leavers aged up to 21 or above if they are in full time education. It counts any period of homelessness during the year and includes a variety of situation, such as moving frequently between friends and leaving prison without a home to go to. Although young people may not have been homeless at the time they left care, this PI reflects any difficulties they experience in the following years.

- *Average age of adults entering residential care homes*
  2019/20 = 84
  2018/19 = 82
  2017/18 = 81
  2016/17 = 82

- *Average length of time adults (aged 65 or over) are supported in residential care homes results*
  2019/20 = 926 days

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2018/19 = 937 days 2017/18 = 1,014 days 2016/17 = 1,067 days

The change we want to see. What are our priorities for next year and why?

- Develop **accommodation sufficiency** by December 2022 for vulnerable young people and those leaving care.
- Develop an **Adolescent Strategy** in consultation with partners by September 2020.
- Develop **day opportunities for people with learning disabilities**, improving opportunities for volunteering and Into Work services.
- Commence the phased implementation of the **new way of delivering domiciliary care** by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.

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5. HOW WE DO WHAT WE DO

"More than Just Words" / "Mwy na Geiriau"



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

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

Welsh Language Standards Objectives for Social Services:

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

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

Progress during the year has included:

- A Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has continued to meet take forward the objectives of More Than Just Words. This will enhance the coordination of Welsh language activity within the service, with partners, and will be key to resolving difficulties / issues in a coordinated way.
- The Regional Forum has met several times during the year, sharing practice and learning across our three organisations. The group has begun to discuss the following themes under the More than Just Words (MTJW) objectives and will collectively be taking associated actions forward during 2020/21:
    - **Objective 1: National and Local Leadership, and National Policy**
      Increasing the profile of the group and the MTJW objectives, through appropriate organisational and partnership governance structures.
    - **Objective 2: Mapping, Auditing, Data Collection and Research**
      Understanding sources and limitations of available data.
      Work towards developing a community and workforce profile during 2020/21.
    - **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning** and **Objective 4: Promotion and Engagement**

Attracting and developing the Welsh language workforce, and strengthening links to organisations Workforce Strategies. Joint work with Cardiff and Vale College to produce a Health and Social Care recruitment film around the value of using Welsh Language skills.
Evaluating what works and what can be developed in staff language skill training.
Understanding how and which standards to communicate to contracted providers.

- **Objective 5: Education** and **Objective 6: Welsh in the Workplace**
  Welsh language training opportunities continue to be regularly promoted across the Council and service, from beginner to proficiency training in the Welsh Language. In addition, Awareness Training is a compulsory element of induction training in social care and forms part of the social work student placement induction programme and a mandatory element of the First Three Years in Practice training programme for newly qualified social workers. Staff have a choice of completing the e-learning module or face to face training which is offered in-house (Social Services). A total of 48 Social Services staff and 30 social work students have completed the face to face training this year.

- Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups e.g. domiciliary care staff. 5 Social Services staff have undertaken Welsh language training during the year.
- Positive examples of social workers who are sensitive to identifying Welsh language needs during their casework with positive results. Further work is required to identify how well this is being done across the service and by non-Welsh speaking social workers.
- A meeting is planned with Cardiff and Vale independent social care providers to clarify with them their duties around the Welsh language, and where necessary support them to change.
- 130 Welsh speakers (to varying degrees of proficiency) in the Directorate.

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

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

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

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OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes we have achieved during the year. What difference did we make ?

- ✓ Strong leadership and direction with new senior management arrangements in place.
- ✓ Delivery of good quality care, by a competent and confident workforce supported by a comprehensive staff training and development programme including secondments to the Social Work degree, mentoring for newly qualified social workers and managers programmes for more experienced practitioners.
- ✓ Improved support for decision making and the sharing of risk by the introduction of decision making panels.
- ✓ Improved service delivery by supporting staff to be better equipped to carry out their roles:
  - 10 seconded staff were on the Social Work degree course during the year.
  - 27 staff were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year.
  - 26 newly qualified social workers enrolled the First Three Years in Practice program with 16 experienced staff trained as mentors to support them.
  - Provision of peer supervision through Signs of Safety.
  - Provision of clinical supervision within some children's services teams.
  - 7 OMs supported to undertake Middle Manager Development Programme.
- ✓ Staff are better equipped to work with families using a strength based approach due to ongoing Signs of Safety training and support.
- ✓ Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

What did we plan to do last year ? How far did we succeed ?

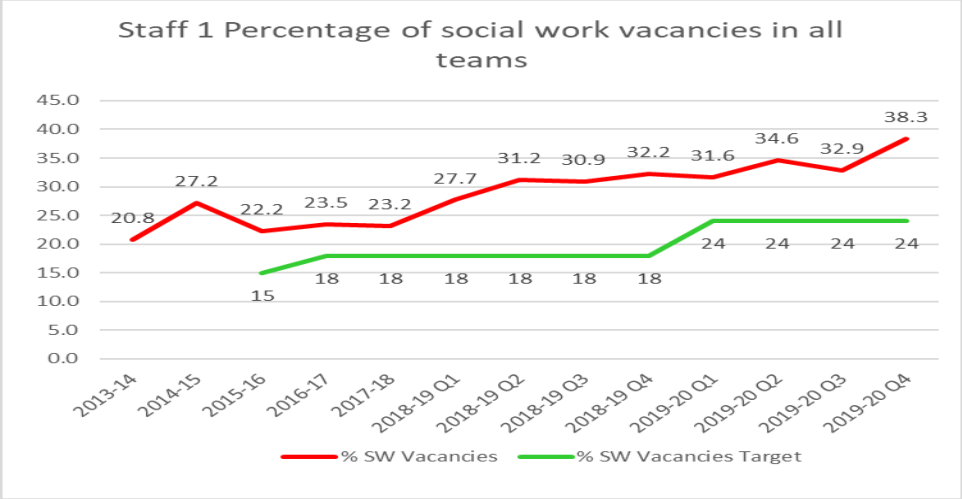
What did we plan to do last year and RAG status ?
Continue to develop and support the workforce by **implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA)** 2016 and ensuring that all relevant professionals are appropriately qualified and registered by March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

Performance Update

- *Average full time equivalent sickness days lost per member of staff*

2019/20 = 19.4
2018/19 = 16.9; 2017/18 = 16.5.

- *Percentage of social work vacancies in all teams (children's services)*
  2019/20 = 34.4%
  2018/19 = 30.4%; 2017/18 = 23.2%.
  Children's services social worker vacancies increased during the year to 34.4% from 30.4% in 2018/19. Workforce leads were identified to enable a continued focus on recruitment during the COVID-19 period, the positive result of which will be seen in 2020/21. Agreement to implement a market supplement with effect from 1st April 2020 was achieved and it is anticipated that this will have an impact on recruitment and retention.



The change we want to see. What are our priorities for next year and why ?

- Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:
  - Continuing to implement **Signs of Safety** to embed a strength based / safety focussed approach to practice in partnership with families to support children to remain at home, by March 2022.
  - Striving for excellence in practice by establishing and embedding **strengths-based practice** in adult services by March 2022.
- Continue to develop and support the workforce by reducing permanent **vacancies in the children's social services workforce** by implementing a recruitment and retention strategy and refreshed workforce plan by March 2022.
- Put relevant and up to date **policies and procedures** in place by March 2021 to ensure that we meet our statutory duties and responsibilities.
- Continue to develop and support the workforce by implementing the requirements of the **Regulation and Inspection of Social Care (Wales) Act 2016** and ensuring that all relevant professionals are appropriately qualified and registered.

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OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

Outcomes we have achieved during the year. What difference did we make ?

- ✓ Clear direction for staff and citizens with the implementation of the Children's Services Strategy and development of the Adult Services Strategy.
- ✓ Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government.
- ✓ Improved / enhanced services in place as a consequence of Integrated Care Fund and other targeted investment (e.g. commissioned a Family Group Conference service to support more children and young people to remain with their birth family.
- ✓ Commissioning of Care Homes For Older People will provide best quality for individuals who receive care and best value for money for the Council, whilst promoting financial sustainability for providers due to the completion of a Cost of Care Exercise for and the approval of the corresponding Fee Setting Strategy.

What did we plan to do last year ? How far did we succeed ?

What did we plan to do last year and RAG status ?
Deliver a three year plan that combines **service and financial planning** for Adult and Children's Social Services
Implement CareFinance across adult and children's services to replace current finance systems that are no longer supported
Develop Performance Frameworks for adult and children's services to support a whole system approach to improving and monitoring performance
Implement Social Services **key commissioning priorities** through development of commissioning strategies for all children and adult services
Identify and take forward opportunities to **strengthen our partnerships** during 2019/20 to improve outcomes for people
Conclude a **cost of care exercise** with care home providers to understand the true cost of service provision and inform future fee setting exercise

The change we want to see. What are our priorities for next year and why ?

- Incorporate **financial planning** into Adult and Children's Services Strategies by March 2021.
- Implement Eclipse as the CareFirst **replacement system**.
- Implement **CareFinance** across adult and children's services to replace current finance systems that are no longer supported.
- Continue to develop **Performance Frameworks** for adult and children's services during the year to support a whole system approach to improving and monitoring performance.
- Put relevant and up to date **policies and procedures** in place by March 2021 to ensure that we meet our statutory duties and responsibilities.
- Implement the Adult Services Strategy by 2023 to ensure that needs of our city's **diverse communities** are met.

- Move to **locality working** for all adult social services by 2023, aligning with primary, community and third sector services
- Ensure **sustainability of the workforce** across the sector by include growing our own Approved Mental Health Practitioners and working with Cardiff Works to increase capacity in the direct workforce.
- Identify and take forward opportunities to **strengthen our partnerships** during 2020/21 to improve outcomes for people.

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