

Director of Social Services Executive Summary

> 2015 / 2016





MESSAGE FROM CABINET MEMBERS

EXECUTIVE SUMMARY

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

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

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

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

FOREWORD

As the Council's Statutory Director of Social Services it is part of my job to report to you annually on how well I think the Council's Social Services are performing overall. The report that follows relates to the 2015/16 year and is the result of a process of detailed analysis on a service by service basis, undertaken by Operational Managers in the Social Services Directorate. Each Operational Manager's analysis was then subject to a process of challenge that included testing out with staff teams.

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

These services are provided in a context of significant and continuing rises in demand and this presents real challenges in terms of ensuring consistency in the quality and standard of service in some key areas. 2015/16 has been marked by the amalgamation of the Adults and Children's Directorates into a single Social Services entity providing the opportunity for greater coherence



in policy and practice and for more effective delivery. Our detailed planning in preparation for the Social Services & Wellbeing (Wales) Act 2014 has initiated a tangible cultural shift in our approach to the delivery of care and support. Finally, our strong strategic focus on service improvement has brought about the kind of results in terms of inspection outcomes that increase confidence about the prospects for even better performance in the future.

Headline Volumes in Context

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

Young person quote:

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

Family interview feedback from Inspection:

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

Social worker quote re: foster carer:

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

Children's Services social worker quote:

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

Professional quote (Solicitor):

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

Adult Services user quote:

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

Adult carer quote:

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

Adult Services user quote from Inspection:

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



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

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

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

CARDIFF SOCIAL SERVICES PERFORMANCE

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

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

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

SERVICES FOR ADULTS



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

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

This greater focus included:

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

SERVICES FOR CHILDREN

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

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

- Timeliness of initial assessments - increased to 77.3% (2,754 / 3,561) from 50.6% (2,044 / 4,042) in 2014/15.
- Timeliness of core assessments - increased to 76.6% (1,444 / 1,886) from 61.0% (1,392 / 2,281) in 2014/15.



- Timeliness of initial child protection reviews – increased to 94.4% (526 / 557) from 90.7% (486 / 536) in 2014/15.
- Timeliness of looked after children reviews – increased to 94.5% (1,676 / 1,774) from 88.3% (1,571 / 1,779) in 2014/15.

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

INSPECTION OUTCOMES

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

Inspection Context - Summary of Findings



Providing Direction

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

Delivering Social Services

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

Shaping Services

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

Access Arrangements

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

Assessment & Care Management

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

Inspection Context - Summary of Key Recommendations



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

FUTURE CHALLENGES

Top challenges facing Cardiff Social Services:

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



4 Implementing the Multi-Agency Safeguarding Hub.

Top challenges for Children's Services:

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

Top challenges for Adult Services:

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

Cardiff Social Services Key Outcomes

Meanwhile however, in light both of the new outcome based performance framework that will be implemented during 2016/17 as part of the Social Services & Wellbeing (Wales) Act 2014 and feedback in 2015 from the Council's Joint Scrutiny Committee, we have taken the opportunity to prepare this report on the basis of 6 key outcomes. Although not directly taken from the Act these are the 6 outcomes that have shaped much of the Directorate's work during 2015/16 and provide the basis for driving the 2016/17 Social Services Business Plan. This report is structured around, and focusses on, these outcomes. Additional information for each outcome is provided in the Appendices that start on page 36 of the main report.

OUTCOME 1 – SAFEGUARDING

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

Outcomes achieved:

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

- ✓ Adults receive improved quality nursing and domiciliary care

OUTCOME 2 – PREVENTION & INDEPENDENCE

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

Outcomes achieved:

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

OUTCOME 3 – CARE & SUPPORT

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

Outcomes achieved:

- ✓ 7 children returned to Cardiff from high cost out of area placements, returning children closer to their families and schools and achieving an estimated saving of £316,000
- ✓ Increased likelihood of rehabilitation home for children as a result of improved timeliness of planning



- ✓ Voice and aspirations of children and young people more consistently captured
- ✓ Improved responses for looked after children with Special Educational Needs
- ✓ Reduced anxiety for young people who find themselves homeless
- ✓ Increase in the number of people able to live in their own community as independently as possible by learning or re-learning the skills necessary
- ✓ Improved quality of life for vulnerable young adults
- ✓ 8 vulnerable young adults returned to Cardiff closer to their families and communities

OUTCOME 4 – TRANSITION

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

Outcomes achieved:

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

OUTCOME 5 – WORKFORCE

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

Outcomes achieved:

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

OUTCOME 6 – RESOURCES

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

Outcomes achieved:



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