



Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

Performance Evaluation Report 2014–15

Carmarthenshire County Council
Social Services

October 2015

This report sets out the key areas of progress and areas for improvement in Carmarthenshire County Council Social Services for the year 2014–15

Annual Review and Evaluation of Performance 2014 - 2015

Local Authority: Carmarthenshire County Council

This report sets out CSSIW's evaluation of Carmarthenshire County Council's performance in delivering its social services functions.

1. Summary

- 1.1. Carmarthenshire County Council has continued to deliver social care services to children and adults effectively throughout the year, with a number of performance indicators showing improvements. The council continues to build upon its vision of integrated health and social care services for older people, with evidence showing that people are being effectively supported to remain in their community. In children's services there has been a strengthening of the development of preventative services, with a number of key services implementing a more refined multi-agency approach to working.
- 1.2. The council's annual improvement plan 2015-16 sets out the vision of the council that social services, *"enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities."* The council recognises the challenges ahead in meeting the demands for services within the financial constraints. It has set out how it will meet its budget reduction of £45 million over the next three years; with an integrated approach to the delivery of services a key priority. The council has developed a five year Integrated Community Strategy which sets this vision, with children and adults services business plans aligned to the councils overall strategy.
- 1.3. During the year there have been changes in senior officers with the previous statutory director retiring and the two heads of adult social care also retiring. These senior officers have had a significant impact on service developments in the council and have left a positive legacy for their successors. A new statutory director commenced in November, and it's evident that they have continued to ensure effective delivery of the key strategic priorities. The director's annual report provides an accurate account of the council's performance and sets out its strategic priorities for the next twelve months. A key aim is to further improve performance with new measures to ensure performance is measured effectively and that data is used to improve performance. The officers of the council in adult and children services continue to provide effective leadership. They are clear on their priorities and the performance of the council continues to be amongst

the best in Wales.

2. Response to last year's areas for improvement

Identified improvement last year	Progress in 2014-15
Development of services to people with Autistic Spectrum Disorder.	The council has strengthened the service within children's services, by increasing the provision of support offered within the residential support service. Further work is required to ensure that people have access to a range of services. This is particularly relevant for transitional services.
Strengthening the preventative strategy for families with children who have emotional difficulties and challenging behaviour.	Families can now access a psychologist through the Team Around the Family service (TAF).
Improve the delayed transfer rates in adult's social care.	The council has slightly improved the rate of delayed transfer of care.
Develop better arrangements for the commissioning of domiciliary care services in adult services.	A review of the commissioning and contracting arrangements regarding domiciliary care has taken place within the council. It is intended that this will improve access and increase the capacity of domiciliary care within the council.
Improve the number of reviews in adult's social care.	There have been improvements in performance during the year.
Ensure that referrals into children's services are evaluated to ensure thresholds are appropriate and responsive.	The council has commissioned an external evaluation of the referral process, and they continue to monitor threshold decisions through quality assurance processes.
Statutory reviews for looked after children.	The council has improved on its performance in this area.
Foster carer reviews.	Improvements in performance have been noted.
The integration of IT within adult	The council is part of the community care

services to support effective multi agency working.	information procurement project and is working with its partners to ensure an integrated case management system is implemented.
The development of a unified access to services for children and young people with disabilities.	The council is realigning its resource allocation to strengthen access to all children in need.
Improved access to mental health services.	The council is currently reviewing working arrangements, and looking at ways of improving multi agency working.
Adult safeguarding.	The council is currently reviewing the arrangements, however, there continues to be issues regarding consistency in thresholds and decision making.
Review the arrangements for looked after children who present with risky behaviours.	Strengthened arrangements are in place, and assessments are being conducted and monitored by senior managers and head of service. A risk management panel is being developed to manage the cases of individual children who present with risk taking behaviors.
The placement strategy and matching process for looked after children needs to be strengthened.	A placement strategy has been developed and implemented.
Staffing vacancies are filled within a timely timeframe to ensure the minimum disruption to services.	It is reported that timescales have improved, with managers planning more effectively to ensure vacancies are highlighted to avoid unnecessary delay.
Maintain stability within adult social care as the director and head of service retire.	This has been maintained and strengthened.

3. Visits and inspections undertaken during the year

3.1. Site visits provide CSSIW with an opportunity to speak with people who use the services, their families and staff who manage and work within the services. During 2014-15, site visits were made to:

- Day services to people with learning disabilities.
- Convalescence service.
- Multi-disciplinary community teams.
- Hospital discharge services; rapid response team.
- Home visit to a service user.
- Dementia services.
- Multi-agency assessment service hub (MASH).
- 'Flying Start' service.
- Team around the family service (TAF).

The chief inspector and area manager also visited the following services:

- 'West Wales Shared Lives' adult placement service.
- Crossroads service.

3.2. CSSIW also met with senior officers of the council throughout the year to review social services performance and discuss progress with the areas for improvement identified in last year's performance evaluation. The council were helpful in their engagement with CSSIW and readily facilitated access to enable site visits to take place.

4. Areas for follow up by CSSIW next year

4.1. A number of specific areas for improvement have been identified in the body of this report. The council's progress in relation to these will be discussed with the council during regular engagement meetings in the coming year. Specific areas for follow up will include:

- The ongoing implementation of the service changes in readiness for the Social Services and Wellbeing (Wales) Act 2014.

- The collaborative work undertaken in relation to the mid and west Wales health and social care collaborative.
- Adult safeguarding.
- Extra care provision in adult services.
- The child and family unit (CFU).
- Housing options for care leavers.
- Follow up visit to the transition service.
- Carers' assessments.

5. CSSIW Inspection and review plan for 2015-16

5.1. CSSIW is also undertaking the following thematic inspections and services during the forthcoming year, Carmarthenshire may be selected for fieldwork:

- National review of domiciliary care.
- National review of services for people with learning disabilities.
- National review of care planning for looked after children.

6. The extent to which the experiences and outcomes for people who need care and support are improving their wellbeing.

Adults

Overview

6.1. The council continues to work effectively with Hywel Dda Health Board through the Section 33 agreement and is looking to strengthen these arrangements through a pooled budget for community services for older people. As with other councils in Wales, Carmarthenshire is faced with significant challenge in meeting the needs of its ageing population, with more than a third of people aged over 65 and 18,500 people over 75, and this number predicted to grow by 18% by 2020. To help address these significant challenges, in the autumn the council will publish an older people's strategy which will set out its priorities.

CSSIW will monitor progress and implementation of this document and the outcome for people.

- 6.2. Improvements have been made in meeting targets during the year, despite an increase in the number of people accessing services. A key improvement is the reduction in the average length of time from referral to first contact from nearly eight days to just over four. Further improvements are noted on the reviewing of care plans, with a total of 2,581 reviews being completed with an increase of 611 (32%) reviews undertaken during the year. This is a significant achievement, but should remain an area of priority for the council to ensure effective oversight of adult care planning. CSSIW inspections of care homes found improvements in care planning and review, with a clearer emphasis on ensuring care plans were person centred, and that the service provided continued to meet peoples assessed needs.
- 6.3. The council continues to actively engage with service users and their families through a variety of means and has strong representation within the carers' forum. This year had seen an increase in people using the direct payments scheme, demonstrating the council's commitment to ensuring that people are encouraged and supported to take control of the support they require. The carers' forum continues to be well supported by the council. A meeting with this group facilitated by Crossroads Care demonstrated that carers are an active and supportive group who are advocating well on behalf of their families. However, the group did raise some issues regarding the timeliness of carer's assessments. This matter has been followed up with the council, who have implemented a new process to ensure a more streamlined and timely response.
- 6.4. The council has reviewed and looked at better ways of working to ensure the adult safeguarding process is managed appropriately and in line with 'In Safe Hands' guidance. Significant concerns have remained throughout the year in the application of thresholds and the timeliness of decisions. Whilst assurances have been provided by the council and it is in the process of redesigning the safeguarding process, this remains a concern which CSSIW will continue to monitor. The Carmarthenshire adult safeguarding board may wish to assure itself of its adult safeguarding processes, and to ensure it is satisfied with the arrangements in place.
- 6.5. In March 2014 a case heard in the UK Supreme Court, known as the Cheshire West judgement has resulted in higher thresholds being applied when people's human's rights are being restricted under The Mental Capacity Act 2005. This has resulted in councils across Wales seeing a significant increase in Deprivation of Liberty Safeguards

applications. In 2013-14 the council processed 57 applications; in 2014-15 they received 856 applications. In addressing this significant increase the council has increased the number of best interest assessors and put in place a risk management process, which has been approved by health and social care scrutiny committee.

- 6.6. The council faced some challenges during the year in meeting the 24 hour adult mental health practitioner (AMHP) cover, specifically in the provision of the out-of-hours standby rota. Whilst these concerns have been resolved through an improved service the council needs to continue to monitor this to ensure a consistent and responsive service is available to this vulnerable group of people.
- 6.7. The visit to the 'West Wales Shared Lives' adult placement service informed that this was seen as a well-run and valuable service providing people with learning disabilities and mental health with a range of positive life enriching opportunities. Staff were clearly committed to providing an effective service and carers spoke highly of the support they received.

Key National Priorities

Preventative and early intervention services

- 6.8. Services to people with dementia have continued to improve with the dementia strategy 'A Positive Future', and the Pontyberem community initiative, informing service developments across communities. People are also benefiting from improved diagnosis and better access to services. The Alzheimer's Society is offering a range of services to people and their families in Carmarthenshire. A visit to the service, confirmed that this is a well-managed service with effective links with social services and Hywel Dda Health Board, ensuring a coordinated approach to the delivery of the dementia services.
- 6.9. The reablement service continues to demonstrate that people are benefiting from intervention and regaining their independence, with 45% of people no longer requiring any further support services. The council through their joint working arrangements offer Postural Stability Instruction programmes, including the 'Otago' strength and balance programme. This programme is delivered within people's homes, aiming to improve people's strength following a hospital admission and aiding them to gain their independence. Discussions with a service user and observations of this programme being delivered confirmed that the service was instrumental in assisting them to return home independently.

- 6.10. Whilst the council continues to deliver services through its ethos of supporting and maintaining people to live fulfilled lives in the community, there has been an increase during the year of people moving into residential placements. The council advise that this is mainly attributed to an increase in the number of people with complex needs, who can no longer be supported at home. The council are currently moving to new models of care and are decommissioning their traditional residential services in collaboration with Family Housing Association. The new extra care housing model will ensure sustainability of service and will provide better quality facilities with apartment style living. How it continues to meet complex needs of people will be a future challenge for the council. The council will need to think about how it will monitor the quality of these services, as they do not currently fall under the same regulatory framework as registered care homes, and therefore, do not afford people with the same level of safeguards.
- 6.11. Visits to day centres for people with learning disabilities and mental health needs confirmed that generally people participate in meaningful daily activities, with staff demonstrating a commitment to providing a range of opportunities within the centres. A restructure of day services has taken place which involved consultation with stakeholders and a 'statement of intent' was produced by the mid and west Wales health and social care collaborative. In the development of this service the council needs to consider how it can foster better partnerships to increase the number of people accessing employment opportunities.

Integration of health and social care services for older people with complex needs

- 6.12. The council continues to be well placed in providing social care service for older people with complex needs. Services are well aligned and ensure an integrated approach to service delivery through the Section 33 agreement with Hywel Dda Health Board. A review of hospital admissions and the discharge process has taken place. There is an emphasis on preventing admissions to hospital and for those who do require admission, a real focus on getting people home with community support in place. A rapid response domiciliary care service has been established to respond immediately to prevent hospital admissions and to facilitate early hospital discharges. This service has seen a rapid growth with a 70% increase in a five month period.
- 6.13. A site visit to the transfer of care, advice and liaison service (TOCALs) based in Prince Phillip Hospital demonstrated that there is a commitment to work within an integrated approach, between the medical and social care model. Discussions with professionals

identified a number of innovative practices, that full consideration is given to utilising the community resources, and that home is a real alternative to hospital care. This integrated and targeted approach has seen some slight improvement in the council's rate of delayed transfers of care, from 6.6% for the year 2013-14 to 6.2% for the year 2014-15.

- 6.14. The Welsh Government intermediate care fund has been used to strengthen multi agency support services and the three locality-based multi-agency community resource teams continue to work well. The teams' work focuses on holistic assessments and utilising community support services which are facilitated through the third sector broker scheme. The aim is to build community resilience, reduce dependency and improve independence. Discussions during a site visit confirmed that this approach is having a positive impact. Staff were committed to multi-disciplinary working within an outcome focused, solutions based approach. It was clear that they were committed to providing coordinated individual packages of care to improve people's general wellbeing and facilitate independence in their community.

Areas of progress

- Improvements in meeting performance indicators.
- More effective multi agency arrangements.
- A focus on person centred care planning.
- Improvements in people accessing the direct payment scheme.
- Dementia care services.
- The development of day care services.
- Hospital discharge process.

Areas for improvement

- Adult safeguarding.
- Continue to improve opportunities for people attending day care services to access work based employment opportunities.

Children and young people

Overview

- 6.15. Children's services continue to benefit from strong, strategic and operational leadership, with clear plans that focus on delivering preventative services to support families within their communities. A key strength of the council is that children's social care and education are aligned, with a corporate director for children. This has enabled the department to develop and integrate innovative preventative services. The council is ensuring growth and development in its preventative services to ensure statutory intervention is only taken when necessary. Statutory services are also being remodelled to improve on their safeguarding arrangements for children, and are working in a more coordinated and methodical way to ensure timely and responsive decisions. The performance indicators across children's services are showing continued improvements despite an increase in the number of children being referred.
- 6.16. There are effective initial screening and assessment processes in place despite an increase in referral rates. The council has seen a growth in its referral rate to the assessment team over a five year period. In 2010-11 there were 1,132 referrals, with a slight reduction in 2012-13 at 1,090. However, the figures over the last two years have been increasing with 1,572 referrals for 2014-15. Referrals to the department result in 98% proceeding to initial assessment. Despite these increases the council continues to perform well on its initial screening and assessment process, with 99.5% of referrals having a decision made within one working day. Of those referrals just over 86% of initial assessments were completed within seven working days, a steady increase demonstrated since 2010. A positive increase is also noted in the completion of core assessments with just over 90% of assessments being completed within 35 days as opposed to 86% for 2013-14. However, it is noted that there has been an increase this year of referrals that did not proceed to allocation for initial assessment from around 2% to just over 4%. Quality assurance measures need to continue to ensure appropriate thresholds and decisions are being applied.
- 6.17. A multi-agency service hub (MASH) has been piloted. The hub is based in Dyfed Powys Police headquarters. It is evident from performance data and a visit to this co-located service, that it is providing a consistent, timely approach to safeguarding referrals. The direct access to agencies electronic recording system is enabling safeguarding decisions to be made almost immediately. The MASH team have a wealth of knowledge and experience in the field, as well as an

understanding of the demographics of Carmarthenshire. This is ensuring that initial assessments are based on a range of information from a variety of sources and that risk is managed having considered all the relevant information.

- 6.18. Improvements are noted in the child protection conference process with initial conferences taking place within 15 working days at 99.5%, an increase from last year when it was just over 97%, and the review of conference at around 99%. Core group meetings are also being managed effectively with over 92% of meetings taking place within ten days as required, a noted improvement from last year which was just under 88%.
- 6.19. Improved arrangements are in place for consultation with children and young people and the council has developed a contract with Tros Gynnal to provide independent advocacy services for vulnerable children and young people. This service is reported to be well received with an increase in referral rates. The young carers' service continues to develop. This group of young people is actively involved in awareness-raising through training, and the development of a young carers' charter. The mid & west Wales regional safeguarding board CYSUR, has developed a junior safeguarding board safeguarding network uniting generation. The council's participation service in partnership with Voices from Care has been working to ensure children and young people are fully involved in decision making and service development.
- 6.20. Services to disabled children and their families continue to be developed. The council is moving forward with its development of the transition service, and plan to establish a transition operational group in order to ensure effective planning for children and young people as they move between services. The council has also taken forward the recommendation from 'Unlocking the Potential' document. However, it is noted that there has been a slight decrease in the number of reviews of child in need plans, from around 85% to just over 82% and the council need to ensure more effective oversight of these cases, specifically those that step down from the child protection register.

Key national priorities

Preventative and early intervention services

- 6.21. The council continues to build and develop its preventative strategies and visits to these services have confirmed that there are effective and innovative arrangements in place, with a key focus on developing services that are sustainable. The council has reviewed the services provided under the 'Families First' initiatives, in order to ensure that

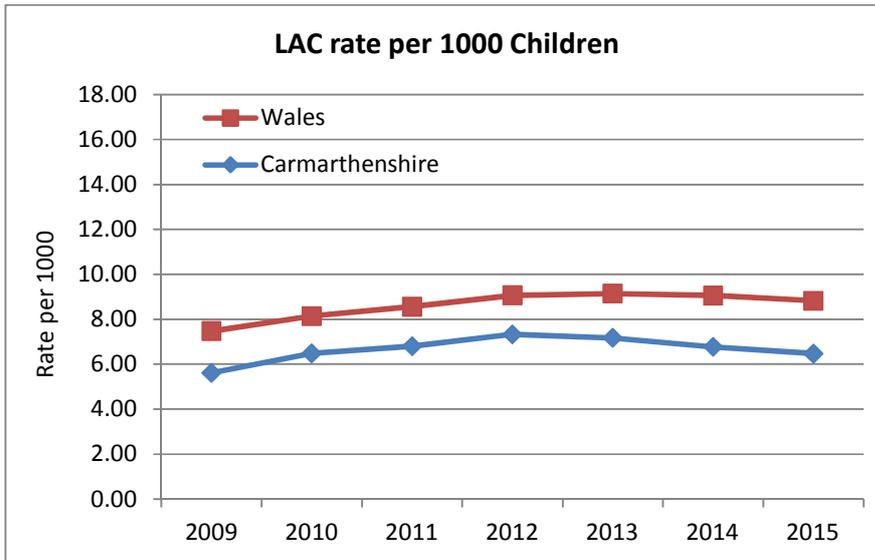
services meet the required specifications and are in line with the council's early intervention strategy.

- 6.22. The visit to the 'Flying Start' service demonstrated that this is a well-run service, with managers providing a sound strategic lead on service delivery with a clear focus on ensuring effective multi-disciplinary working. The service has expanded during the past twelve months with nine new areas, with a total of 17 'Flying Start' communities. This has significantly strengthened the preventative services available to families in line with the Welsh Government's child poverty strategy. Key developments have included strengthening the programmes and support to families with children under one, and there is now better alignment between schools and the 'Flying Start' service.
- 6.23. Families have access to a wide range of support services however, it is reported that there are shortfalls in parents accessing a mental health pathway to address their emotional needs. It is recommended that this is looked at as part of the mid & west Wales regional collaborative. There are positive outcomes for families and children who have received this service, with evidence from reviewing the child's journey through the service. Whilst the council is looking at developing outcome focused measures, it is a priority for the management board to ensure that performance data identifies the difference the service makes to families in Carmarthenshire.
- 6.24. A new initiative has been the development of a school based clinic within a primary school, providing better access to support and community links. The referral process has been refined with a single point of access. Officers reported this was working well, with a timely response leading to a multi-agency assessment. However, whilst this holistic approach to assessments is working well a standardised assessment tool to measure neglect is not being used. The mid & west Wales safeguarding board should consider implementing a neglect assessment tool.
- 6.25. The team around the family service is being strengthened with newly recruited staff appointed to deliver this model across preventative services; including young people aged 16 to 25 years. Consultation and development days have taken place aiming to improve on the current process, the joint assessment family framework has been revised and updated. It noted that the TAF approach to working has seen some positive outcomes, and working in collaboration with the education welfare service using a targeted approach, school attendance rates have significantly improved for the year.

- 6.26. The council has strengthened its preventive services and is developing a clear model of service delivery based on the solution focussed strengths approach in working with families. It is critical that families are aware of the referral pathways and that preventative services complement one another to avoid duplication and strengthen multi-agency working arrangements.

Looked after children

- 6.27. The council has made progress in addressing the recommendations from the national review of looked after children with complex and risky behaviours, and have developed a number of new strategies to ensure that better risk management processes are in place. This includes more effective quality assurance arrangements, with increased oversight by senior managers to ensure children are better protected by the systems in place.
- 6.28. The council have a good record of maintaining looked after children within their authority and currently have five children with complex needs placed within residential settings out of county. However, the national review of looked after children with complex and risky behaviours identified that on occasions the decision to keep children in county resulted in those who had complex needs experiencing a high number of placement moves. This is not in children's best interests, and the council have been working on developing a more effective placement strategy to improve placement choice and stability. This continues to be an area of concern with the percentage of three or more placement moves remaining high at just under 12%. This should remain a focus for the council in order to ensure children are placed appropriately and that foster carers have the skills and support required to maintain children in their placement. Significant improvements have been made in maintaining looked after children in the same school during the year with 5.4% of children experiencing one or more school moves in 2014-15, compared to 14.5% for 2013-14. The number of children and young people looked after by the council fell slightly during the year from 251 in 2013-14 to 240 children in 2014-15. The rate of children looked after is 6.47 per 1000 population with the Welsh national average at 8.82.



- 6.29. Care planning and review for looked after children have seen slight improvements of reviews taking place, from 94% in 2013/14 to 95% in 2014-15. Improvement is noted in statutory visits to children and there continues to be an upward trend in personal education plans being drafted, with an increase again this year from just above 73% for 2013-14 to almost 86% for 2014-15. In general, outcomes for looked after children have improved. This is reflected in enhanced school attainment level and better school attendance rates are linked to this improved outcome.
- 6.30. The council in partnership with the independent sector is developing better housing options for care leavers. Despite these developments there has been a decrease in care leavers who are known to be in suitable non-emergency accommodation from around 94% for 2013-14 to just over 88% of young people in 2014/15. It is also noted that there has been a significant decrease in the number of care leavers who are engaged in education, training or employment from 87.5% in 2013-14 to almost 65% in 2014-15. It is the council's intention to review the arrangements for care leavers due to the increase in this group next year. In doing so they must ensure effective oversight of this vulnerable group of young people.
- 6.31. The council has the lead role in the regional adoption service. It is reported to be working well, offering better placement choice across the region with these pooled resources. Regional policies and procedures have been developed and information supports that this collaborative approach is working effectively to ensure children receive timely permanent placements.

Areas of progress

- Improved safeguarding arrangements following the review of the intake and assessment team and the implementation of the MASH.
- The council are developing better opportunities to ensure children and young people are engaged in service developments, in order to ensure the voice of the child is heard.
- Further developments have taken place regarding the transition service.
- Increase in the number of 'Flying Start' communities.
- The integration and coordination of preventive services to ensure effective multi agency working with a focus on developing sustainable services.
- Better working in partnership arrangements with families through the implementation of the solution focussed strengths approach model of support.
- Improved outcomes for looked after children.
- The implementation of the regional adoption service.

Areas for improvement

- Performance outcome measures are developed for preventive services.
- The council ensure improvements are made in placement stability for looked after children, and that this is monitored by the corporate parenting group.
- The support to care leavers is reviewed to ensure young people are receiving appropriate support.

7. The extent to which leadership, governance and direction for the council is promoting improvement in outcomes and wellbeing for people who need care and support.

- 7.1. As part of its savings the council has looked at how services are delivered across the authority and have restructured a number of corporate departments, including adult social care. The department now

incorporates social care, health, housing and leisure. This will strengthen the current arrangements and place the council in a strong position come the implementation of the Social Services and Well-being (Wales) Act 2014 in 2016. Whilst this structural review has taken place interim arrangements remain for the two heads of adult care. One post covering older peoples' services has only recently been made vacant, and an interim head for the other post which includes responsibility for learning disability and mental health has been in post since August 2014. The council must ensure these arrangements are moved to a more permanent basis.

- 7.2. The council's leadership and governance arrangements are working effectively and the new statutory director has a clear vision on the council's priorities and is developing plans and structures accordingly. Effective oversight is in place regarding children and adults services with the statutory director and the director of children services working collaboratively with clear oversight of service delivery plans.
- 7.3. The council is committed to ensuring they have a skilled and competent workforce and has invested throughout the year in providing training and learning opportunities. This has included ensuring the workforce will be geared to the implementation of the Social Services and Well Being (Wales) Act 2014. Staff turnover in social services is low, with adults at 1% and children at just over 2%. In children's services a higher percentage of social workers leaving is said to be attributed to promotion opportunities. This has resulted in the skill mix of some teams inclined towards there being more inexperienced social workers; however, the council is looking at ways to redress the imbalance. This will be a priority for 2015-16.
- 7.4. Scrutiny arrangements continue to work well with elected members providing clear oversight and direction. Council officers are providing elected members with good information to support effective decision making, in order to ensure services offer best value and are delivered effectively to the citizens of Carmarthenshire. The council continues to demonstrate a strong political commitment to improving social care services.
- 7.5. Effective oversight continues to ensure commissioned services meet the required standards. The commissioning and contracting team continue to work well, with robust monitoring and oversight of adult care services. The council continues to administer the Welsh Government's escalating concerns process well, and there is good collaborative working between Health, Social Services and CSSIW to ensure people receive good quality services. A review of the domiciliary care commissioning

arrangements have taken place, this will improve standards by setting workforce requirements and offer better choice of services.

- 7.6. In its work with the council the Welsh Audit Office (WAO) in its annual improvement report for 2014, found that the "council supports its citizens well". In a review they undertook into the governance arrangements to support safeguarding of children found "great strength in safeguarding children centres on the combined Education and Children's Service which allowed for alignments of policies and closer working between the various areas of these two services" However, it found that the council lacked some key areas specifically in their corporate responsibilities. The council has developed an action plan in respect of this matter.
- 7.7. The mid and west Wales health and social care collaborative is working well and building on the effective multi agency working arrangements that were in place in Carmarthenshire. Innovative projects are being developed across the region which will strengthen service delivery and ensure sustainable development of services for the future.

Areas of progress

- The structure of adult social care, social care, health, housing and leisure, has placed the council in a strong position for the implementation of the Social Services and Well-being (Wales) Act 2014.
- Robust commissioning arrangements.
- The mid and west Wales health and social care collaborative is improving and developing sustainable multi agency working and the development of a coordinated approach to service delivery.

Areas for improvement

- The council needs to make permanent arrangements for the heads of adult social care.
- Corporate oversight of safeguarding for children.