

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**



**COUNCIL: 29 JANUARY 2015**

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**CABINET PROPOSAL**

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**ANNUAL COUNCIL REPORTING FRAMEWORK - DIRECTOR OF SOCIAL SERVICES REPORT 2013-14**

**Reason for this Report**

1. The purpose of this report is for the Council to receive the fifth Annual Report of the Director of Social Services (Appendix 1) as required by the Welsh Government. The requirement is outlined in the document 'Statutory Guidance on the Role and Accountabilities of the Director of Social Services' issued under Section 7 of the Local Authority Social Services Act 1970.

**Background**

2. From 2009-10, the Statutory Director of Social Services in each council in Wales has been required to produce and publish an Annual Report on the effectiveness of their social care services. This requirement was introduced as part of an Annual Council Reporting Framework (ACRF) for social services that replaced and built on the previous annual social services performance evaluation that was undertaken by the Care and Social Services Inspectorate for Wales (CSSIW).
3. The Report and the systems and processes established to inform its production have been refined and developed in 2013-14 to take account of learning from previous years. Feedback and comments received on the report this year will be taken into consideration during the preparation of future reports.
4. The Report was prepared following an in-depth analysis of the effectiveness of social care services. The resulting judgments and identification of improvement priorities are supported by performance information.
5. The report has been submitted to the Care & Social Services Inspectorate, Wales (CSSIW). CSSIW has undertaken a review and analysis of the Report, including evidence from other relevant inspections.
6. Their analysis will inform the development of an individual Inspection and Review Plan for each council, in addition to any other themed reviews or inspections included in the inspectorate's annual programme.

7. The Social Services Improvement Agency (SSIA) supported the introduction of the ACRF and produced a 'toolkit' for use by authorities that provides guidance on the areas to be covered in the Report.
8. The priorities for action identified in the Annual Report are reflected in the Business Plans for Health & Social Care and Children's Services Directorates for 2014-15.

## Issues

9. Although significant improvements were made to the process for preparing this report, it is clear that the report would have benefited from much earlier consideration by Scrutiny and Cabinet. The plan for the 2014-15 process therefore, is to deliver the final report to Cabinet before the 2015 summer recess.
10. A new development this year is the production of an Executive Summary suitable for wider public circulation (Appendix 2).
11. As required by the ACRF the report was finalised as a result of engaging managers and staff in a structured challenge process.
12. There is a clear need to improve the opportunity for citizens who use or are eligible for social services, to engage in some level of challenge prior to finalising the report and lessons learned from this year will be incorporated in actions designed to improve the process for future years.
13. The CSSIW analysis of the report was received on 31<sup>st</sup> October and has provided positive feedback that clearly confirms overall improvement in securing the conditions for better performance; the report - "CSSIW Annual Performance Evaluation 2013-14" is attached as Appendix 3. The key messages from that analysis include:
  - 0 A significantly stronger strategic approach.
  - 1 Clear leadership and a positive management culture.
  - 2 Strong corporate support for Social Services.
  - 3 A vision for Children's Services.
  - 4 Established partnership arrangements to deliver health and Social Services Integration.
  - 5 A more proactive re-ablement service.
  - 6 Recognition of the 'More than Just Words' framework for services in the Welsh language.
  - 7 Good inspection results for Adoption and Fostering services and a good children's home inspection.
  - 8 Effective responses to previously stipulated improvement areas.
  - 9 Good citizen engagement.
  - 10 Improved educational attainment for looked after children.

In addition there are recommendations for improvement which include:

- 11 Reducing delayed transfers.
- 12 Increasing direct payments.

- 13 Improving Child and Adolescent Mental Health Services.
- 14 Improving Initial Assessment timeliness.
- 15 Review of commissioning for mental health.
- 16 Improve assessment quality.
- 17 Improve effectiveness in relation to Personal Education Plans for looked after children.

### **Scrutiny Consideration**

14. The draft Director's Report was considered at a joint meeting of the Children & Young People and Community & Adult Services Scrutiny Committees on 10<sup>th</sup> September 2014 and has been amended in light of feedback from members.

### **Reasons for Recommendations**

15. To receive the Annual Report of the Director of Social Services for 2013-14 in order to fulfil the responsibilities required by the Welsh Government in the document entitled 'Statutory Guidance on the Role and Accountabilities of the Director of Social Services'.

### **Legal Implications**

16. The legal requirements to which the report relate are referred to earlier in the report. Further advice has been received which confirms that the report should be presented to full Council, following consideration and approval by Cabinet. There are no other legal implications directly arising from the report.

### **Financial Implications**

17. There are no direct financial implications arising from this report.

### **CABINET PROPOSAL**

Council is recommended to approve the Annual Report of the Director of Social Services for 2013-14.

### **THE CABINET**

11 December 2014

*The following Appendices are attached:*

- Appendix 1: Director of Social Services Report 2013-14
- Appendix 2: Director of Social Services Report 2013-14 Executive Summary
- Appendix 3: CSSIW Annual Performance Evaluation 2013-14

*The following Background Papers have been taken into account: -*

- Statutory Guidance on the Role and Accountabilities of the Director of Social Services
- Social Services Improvement Agency Annual Council Reporting Framework Toolkit

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# **City of Cardiff Council**

## **Director of Social Services**

### **Annual Report**

**2013 / 2014**

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## FOREWORD

As the Council's Statutory Director of Social Services it is part of my job to report to you annually on how well I think the Council's Social Services are performing overall. This report has been prepared in conjunction with the Director of Health & Social Care.

The report that follows relates to the 2013/14 year and is the result of a process of analysis on a service by service area, undertaken by Operational Managers (OMs) in the Children's and Health & Social Care Directorates. Each OM's analysis was then subject to a process of challenge that included testing out with staff teams.

The format and approach in preparing the report has changed significantly from previous years with an emphasis on greater transparency in relation to the challenges that require attention in key areas. Although technical in nature the report also highlights key messages about how we are performing. A more accessible executive summary is being prepared for publication and dissemination.

### Headline Volumes in Context

Cardiff has a population of 348,493 (as at 2012) with 71,669 children and young people aged 0-17 and 276,824 adults aged 18 and over. Of these, 2,950 are in receipt of services from Children's Services and 4,693 are in receipt of services from Health & Social Care at any one time; many thousands cross our threshold during a given year. Thousands are helped to achieve better outcomes through the provision of short term support or who, as a result of a period of care, then go on to live independent lives.

Child:

*"My social worker has made a difference to my life."*

17 year old father:

*"I think I'm growing up more, and I'm willing to do a lot more."*

Parent:

*"I'm much more confident as a parent and I spend more time with my child."*

Foster carer:

*"The most rewarding part is seeing the difference you can make."*

Health & Social Care service user:

*"I was helped to get my independence back, I had lived with my daughter for 3 years and then been in hospital. So it was my first time on my own for some time and I would like to thank the carers for helping me overcome my fear of being on my own."*

Health & Social Care service user:

*"The team helped me to get my confidence back after my operation and to get mobile again and were a pleasure to have in my home."*

Children's Services received 25,865 contacts in 2013/14, of which 4,531 became referrals. 611 children were being looked after at 31<sup>st</sup> March 2014, and 314 were included on the Child Protection Register. The number of referrals requiring initial assessment rose by 35% during the year.

Health & Social Care received 7,387 enquiries and 480 Protection of Vulnerable Adult referrals during 2013/14. 8,019 adults were assessed or reviewed during the year and 4,693 were in receipt of services as at 31<sup>st</sup> March 2014 (1,052 receiving residential and nursing care and 3,641 receiving community based services).

## CARDIFF SOCIAL SERVICES OVERALL

I am pleased to be able to report that overall the City of Cardiff Council provides a good range of effective social services that promote good outcomes for adults and children. However, these services are provided in a context of significant and continuing rises in demand and this presents real challenges in terms of ensuring consistency in the quality and standard of service in some key areas. Services for vulnerable adults and children are a clear priority for the Council. We know those areas that require additional attention to improve and our strong strategic focus on service improvement has enabled us to create the conditions for success in those areas.

Whilst performance in Cardiff appears to have lost some marginal ground relative both to the targets we set last year and to our 'benchmark group' (Swansea, Newport, Caerphilly, Bridgend, Neath Port Talbot and Torfaen), it is very encouraging to see that when compared to the 2012/13 outturn, 31 performance indicators (PIs) evidenced improvement last year. Both the Children's and Health & Social Care Directorates are committed to building on this solid platform to ensure stronger performance in 2014/15 and for the future.

NATIONAL PERFORMANCE INDICATORS – ALL SOCIAL SERVICES			
Comparative Performance	No. Better	No. Very Close	No. Worse
Cardiff performance 2013/14 compared to local targets	19	8	23
Cardiff performance 2013/14 compared to 2012/13	31	13	13
Cardiff performance 2013/14 compared to Benchmark Group 2012/13	20	13	24
Cardiff 2013/14 compared to Wales Average 2012/13	24	9	24

### “More than Just Words”

The City of Cardiff Council recognises that local authorities have a key role to play in the implementation of “More Than Just Words: the strategic framework for Welsh language services in health, social services and social care”. The Health & Social Care Directorate has led our response to the national strategy. We have established a Welsh Language Champion at senior management level and Welsh speaking staff who are committed to driving this forward over the next year. Children's Services recognises the need to respond more effectively to the needs of Welsh speakers and will be better placed to embrace the strategy once the service's fundamental stabilisation and improvement plan embeds during 2014/15.

Our Action Plan includes:

- Mapping of services, resources and need across the city.
- Assessment and recording of Welsh Language skills of staff and service providers.
- Rolling out Welsh Language awareness training for all staff.
- Building on current best practice and planning, commission and provide care based services on an 'active offer' of a service through the medium of Welsh.



## SERVICES FOR ADULTS

NATIONAL PERFORMANCE INDICATORS – HEALTH & SOCIAL CARE			
Comparative Performance	No. Better	No. Very Close	No. Worse
Cardiff performance 2013/14 compared to local targets	4	2	3
Cardiff performance 2013/14 compared to 2012/13	6	1	4
Cardiff performance 2013/14 compared to Benchmark Group 2012/13	2	1	8
Cardiff 2013/14 compared to Wales Average 2012/13	5	0	6

**KEY MESSAGE** – *Services for adults are a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. We are working to enhance the way we deliver services for adults, to promote proactive, positive and preventative services via the development of a universal Gateway”. We are commissioning more services within the third sector to ensure that people live in “resilient” communities and neighbourhoods, where they can access a range of support with advice and information enabling us to manage the demand. This will enable the minimum intervention in peoples’ lives to support them to live as independently and safely as possible.*

During the year the Directorate has reviewed its priorities for delivering assessment and care management services across all adult social care services. Primarily the focus has been on ensuring that the Directorate is smarter at focussing on retaining and maintaining independence to improve outcomes for individuals.

This is evidenced by:

- Delivery of timely reviews – increased from 76.3% in 2012/13 to 85.6% in 2013/14.
- Ensuring appropriate occupational therapy input at the right time to ensure the delivery of independence services – the percentage of people helped back to independence without ongoing care services through short term intervention increased from 62.5% in 2012/13 to 67.0% in 2013/14.
- Re-prioritising work in the community learning disability teams to ensure faster allocation.
- In Mental Health services we have been working with the NHS and Housing to improve the transition for people who have been in hospital back into housing in their own communities.
- Improving take up of Direct Payments from 404 in 2012/13 to 501 in 2013/14, but recognition that more needs to be delivered within mental health services and for people with learning disabilities.
- Working in partnership with Health colleagues to reduce rates of delayed transfers of care from hospital.

## CHILDREN’S SERVICES

NATIONAL PERFORMANCE INDICATORS – CHILDREN’S SERVICES			
Comparative Performance	No. Better	No. Very Close	No. Worse
Cardiff performance 2013/14 compared to local targets	15	6	20
Cardiff performance 2013/14 compared to 2012/13	25	12	9
Cardiff performance 2013/14 compared to Benchmark Group 2012/13	18	12	16
Cardiff 2013/14 compared to Wales Average 2012/13	19	9	18

**KEY MESSAGE** – *Children’s Services is a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. An effective and integrated programme of strategic improvement initiatives has made very good progress in stabilising the service and we are determined to maintain impetus. New and robust corporate governance arrangements will both underpin and support the Children’s Services Improvement Plan and ensure that it benefits from effective peer review.*

A highly adverse vacancy position combined with demand rising by as much as 35% in Children’s Services, made for a volatile performance picture overall. In some cases, PI related performance declined and improved within the same areas of activity; for instance we did less well on assessment timeliness but much better on seeing children during the course of an assessment. It is notable however, that out of 46 PIs only 9 showed a marked decline, whereas 25 improved against the previous year; this is clearly the right direction of travel and if sustained year on year, should take us to top quartile in a number of areas.

## **FUTURE CHALLENGES**

### **Top 4 Challenges facing Cardiff Social Services:**

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

### **Top 4 challenges for Children’s Services:**

1. Recruitment and retention of social workers.
2. Reducing caseloads.
3. Securing sustained and significant improvement in the timeliness and quality of assessments.
4. Resolving a clear long term strategy to radically alter the balance of service provision away from costly remedial intervention in favour of highly effective early prevention.

### **Top 4 challenges for Health & Social Care:**

1. Improve strategic commissioning arrangements to deliver an offer for citizens which enables us to better enhance citizen directed support.

2. Improve our offer to carers.
3. Increase the number of Direct Payments.
4. Work collaboratively with partners in the Vale of Glamorgan, University Health Board, and across council directorates to ensure we maximise the opportunity to deliver efficient and effective public services which enable vulnerable people to achieve their outcomes.

## **1. SUMMARY OF ACHIEVEMENTS 2013/14**

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

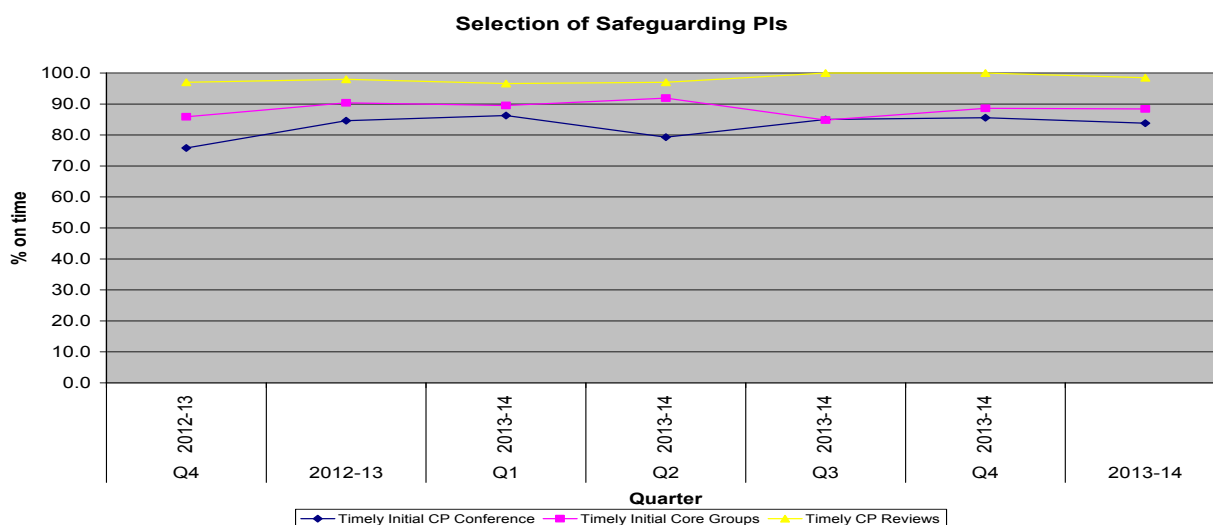
1. Successful merger of Children and Adults Local Safeguarding Boards with the Vale of Glamorgan Council and partners.
2. Embedding the Children's Access Point.
3. Improved operational processes for disabled children.
4. Significantly improved cost and quality of commissioned support for disabled children.
5. Significantly improved planning and monitoring of children placed out of area.
6. Development of a strong marketing brand for the recruitment of foster carers and adopters.
7. Reduction in the number of children in the Youth Justice system.
8. All reviews of older people in receipt of care updated.
9. Significant increase in uptake of Direct Payments by older people and children.
10. Programme of case file audits rolled out across Health & Social Care.
11. Successful bid to the Intermediate Care Fund to support sensory impairment projects.
12. Joint outcome monitoring of Community Mental Health Services established with University Health Board.
13. Reduction of assessment waiting times for adults with a learning disability from 59 to 26 days.
14. Operational roll out of a Single Point of Entry into Drug and Alcohol Services for Cardiff and the Vale of Glamorgan.
15. Reduction in spend on agency management and agency staff.
16. Progress towards achieving a social care training hub.
17. Stable management teams established in both Directorates.
18. Stronger strategic focus on long term solutions embedded.

## 2. SAFEGUARDING

**KEY MESSAGE** - Safeguarding the vulnerable is one of the Council's 3 top priorities. The establishment of a separate safeguarding and independent review function reflects the council's commitment to robust challenge and strong governance. Once established in 2014/15, the new single safeguarding unit will strengthen and future proof safeguarding for adults, children and learners in Cardiff.

Within 2013/14, intervention at Director level to support this agenda and ensure that more immediate practice concerns were urgently addressed in Children's Services, also reflects the Council's safeguarding priorities.

### 2.1 Keeping Vulnerable Children Safe



Leadership and independent challenge in relation to safeguarding and review was an area that struggled during the first half of the year due to the absence of a consistent and permanent senior manager and gaps at service manager level. This was addressed by drawing on internal talent at team manager level to act up into a lead role and the appointee made significant strides in improving overall quality and performance.

### Safeguarding

Service performance in relation to review conferences achieved 100% in quarter 3 for the first time since quarter 1 2011/12 and key stakeholder feedback reflected improved engagement with key partners. Professional Strategy processes in particular have been significantly improved.

A newly appointed and very experienced Operational Manager for Safeguarding and Independent Review took up post in late April and is leading the development of a strengthened strategic improvement agenda for Safeguarding both in operational terms and corporately.

Cardiff hosts the joint Cardiff and the Vale of Glamorgan Local Safeguarding Children's Board (LSCB) which was established by both Councils in December 2013 and a substantial programme of work is underway.

## **Independent Review**

Similar capacity challenges faced the Independent Reviewing function during the year. The Lead Manager prepared a Development Plan to address communication and escalation procedures, and to secure improved quality and performance in relation to statutory reviews. This included the development of more effective ways to capture the voice of the child and identify themes and trends around their wishes and feelings.

### **Areas for Development in 2014/15**

- Establish an effective council wide safeguarding unit.
- Promote the effectiveness of the newly merged LSCB.
- Review existing arrangements in relation to protecting children (and empowering children to protect themselves) from sexual exploitation.

## **2.2 Keeping Vulnerable Adults Safe**

The merger of the Adult Area Protection Committees into a Cardiff & the Vale of Glamorgan Local Safeguarding Adults Board was completed, with the first meeting held in early 2014. Joint work will continue into the 2014/15 financial year.

Other achievements this year include:

- Adaptation of the neglect toolkit for use in Adult Protection.
- Updated the Provider Performance Protocol.
- Commenced a care provider quality monitoring forum to pre-empt escalating concerns.
- Review of the 'Professional concerns procedures'.
- Ability to 'flag' vulnerable adults who are victims of abuse and considered to be high risk victims on our social care records database "CareFirst".
- Influenced and secured regular training for social care staff on domestic abuse.

### **Areas for Development in 2014/15**

- Work to deliver the transfer of the Adult Protection team into the new Safeguarding unit.
- Implement the required developments for safeguarding contained in the Social Services & Wellbeing (Wales) Act.
- Build on the early work undertaken to improve the commissioning of quality care services for citizens.

### 3.0 SUPPORTING CARERS

**KEY MESSAGE** – *We are committed to the development and continuous improvement of services for Carers across all age ranges through improving the offer of support for Carers and by ensuring advice, information and assistance available to Carers is more accessible.*

*Young carers need ‘help to ask for help’ so the focus must be on reaching out to a hidden population. The combination of awareness raising and empowerment, with the development of good practical support that enables them to care for their loved relative but nevertheless enjoy the benefits of childhood, is the key to success.*

#### 3.1 Young Carers

##### Access and Information

As part of a Health-led inter-agency Young Carers' Strategy Task Group, which was established to address the Carers Strategies (Wales) 2011 Measure, 3 robust engagement processes were undertaken during the year:

- Vale Young Carers Group – Young Carers Scoping Exercise
- Cardiff Young Carers Group – School Super Survey
- Carers Strategies (Wales) Measure – Awareness Raising, Information and Young Carers

Acting on a mandate from the overarching Carers Strategy Group, the group developed products and materials to improve awareness raising and identification of Young Carers. As a result, a range of materials will come on stream during 2014/15, such as e-learning, courses, self-assessment screening tools and posters to increase awareness and support the identification of Young Carers across Cardiff and the Vale of Glamorgan.

##### Assessment

Children's Services improved its arrangements for assessing support to Young Carers by locating services in the more young person friendly Family Intervention and Support Service (FISS) rather than the Intake and Assessment service, where its association with child protection and direct intervention was acting as a barrier to Young Carers accessing their entitlement to an assessment. FISS will progress the development of these new assessment arrangements in 2014/15.

##### Achievements and Areas of Progress

- Completion of outstanding actions contained in the Young Carer's Strategy Implementation Plan.
- Disband the separate Young Carer's Strategy group and integrate the needs of Young Carers within the strategic Early Intervention and Prevention workstream to address issues of silo development and ensure inclusion and integration.

##### Areas for Development in 2014/15

- Awareness-raising around new assessment process and increasing assessment take up by Young Carers.

### **3.2 Adult Carers**

The Adult Carers' Support & Services consultation was completed in February 2013 and was used to review the services that are currently provided to Carers and to determine if there were changes to support and services that needed to be considered.

The consultation identified the ongoing priority to provide more flexible and responsive ways for Carers to have a break from their caring role or to have a life outside of caring. We also identified this when we reviewed all services funded through the Carers grants. A service specification for a new Carers service will be implemented in 2014. This will ensure that a variety of options is available for Carers, ranging from traditional sitting service at home to providing a supportive check service, as appropriate, when the Carer is absent.

Carer support is also provided via services to individuals within day services and via the provision of respite care. The Cardiff & Vale Dementia 3 year plan identifies the development of actions to ensure support is recognised and appropriate responses given. We received funding from the Welsh Government Carers' Measure fund to run a 6 month pilot in partnership with the Vale of Glamorgan Council, and Cardiff & Vale University Health Board, to employ 2 Carer Support Officers in hospitals to provide advice and information to Carers whilst they or the person they care for is in hospital. They will also support us to raise awareness of Carers' needs with hospital staff.

Information and advice is a key priority for Carers, and links have been made with the Advice Hub in Marland House in the City Centre to support Carers with advice and information. This will extend to all new Hubs which are developed, e.g. The Jasmine Centre and others with the aim of giving Carers the ability to access advice support and information at a community / neighbourhood level.

We have extended the Carers Emergency Card scheme to include Carers who do not complete a Carers Assessment. Work has started with the Vale of Glamorgan Council to develop a joint Carers' Assessment form.

We are working in partnership with Cardiff & Vale University Health Board to encourage GP surgeries to support Carers. To date, the success has been limited and we will continue to progress this in 2014/15.

Work to identify and support Young Adult Carers continues, and we are looking at ways of raising awareness of services available to this group in 2014.

#### **Areas for Development in 2014/15**

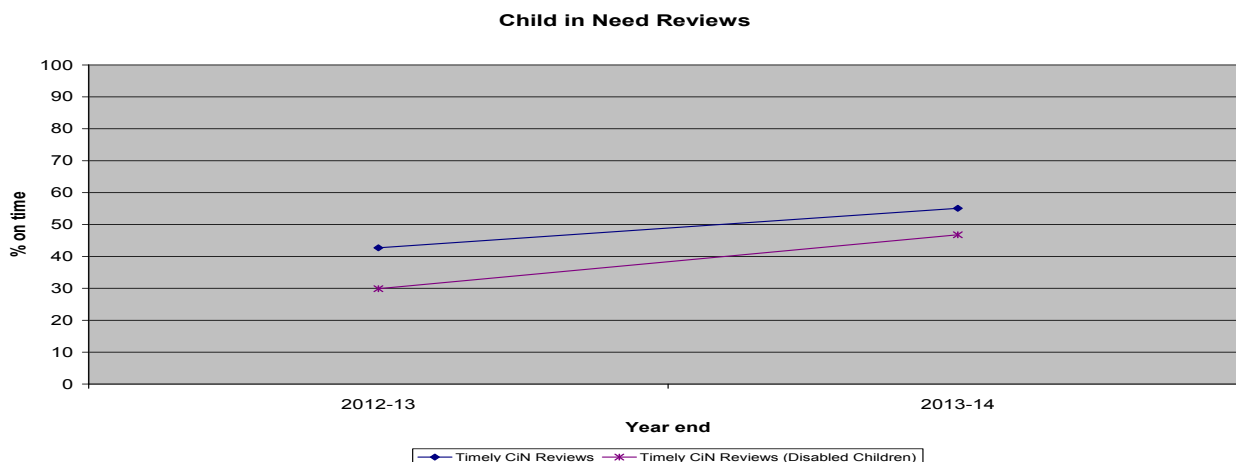
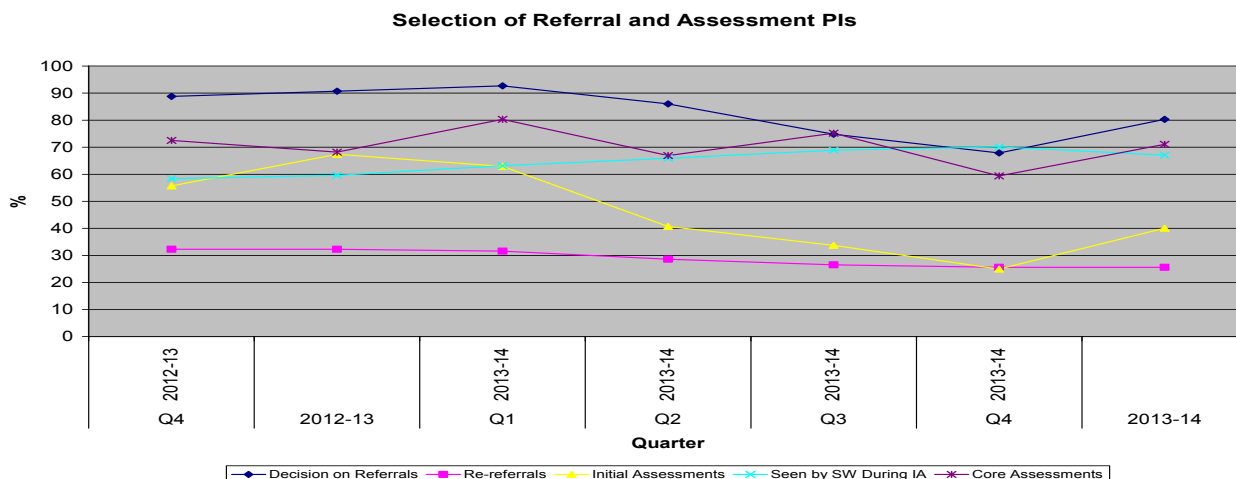
- Further development of work on the joint Cardiff & Vale Carers Strategy, to be co-produced with the Cardiff & Vale Carers Planning and Strategy Group.
- Sustain and improve joint working with Vale of Glamorgan Council and Cardiff & Vale University Health Board particularly around the Carers' Measure work.
- Commission new services for Carers in full consultation with them.
- Ensure we increase the numbers of Carer Assessments ensuring that we engage with Carers well to ensure that their needs are recognised.



## 4. SERVICES TO CHILDREN AND THEIR FAMILIES

**KEY MESSAGE** - Renewed leadership, improved decision-making, better business planning and a real sense of passion and drive in case management services has been key to putting the building blocks for change in place. The priority will continue to be on staff retention, reducing caseloads and significantly improving assessment related performance. Much remains to be achieved and will be reflected in the Children's Services Improvement Plan 2014/17. Services to disabled children and their families remain a key priority and require a renewed strategic direction.

### 4.1 CHILDREN IN NEED



The major focus and priority on fieldwork services in 2013/14 was such that it merits a more detailed narrative as follows.

#### Context

Services to children in need are delivered by a number of teams organised around two functions - Intake and Assessment and Children in Need - each of which is led by an Operational Manager; services to children with disabilities are managed within the portfolio of the Children in Need service. Services to children in need in both areas and in terms of disabled children have faced major and critical challenges in what has been an extremely tough year for staff and managers.

This has been shaped by a difficult 2 year period characterised by sharply rising demand, the number of referrals requiring initial assessment rising by 35% within the year; changing

leadership at all levels with some senior leadership roles changing several times; an overreliance on agency staff and managers, too many of whom have been of poor quality; high social worker vacancy levels; and rising / unmanageable caseloads.

The picture significantly changed for the better towards the end of the 2013/14 year, albeit the impact in some areas will not really be felt until the second quarter of 2014/15.

### **Capacity, Recruitment and Retention**

The key issue facing the service during the year and at the time of writing is the unmanageable size of caseloads. Average caseload figures that in September 2013 were already causing concern, had increased further by February 2014 and this clearly impacted on performance, morale and staff retention. As a consequence the Director, with the support of the Chief Executive and the 151 Officer, secured additional support to procure a 'managed team' to enable quick but safe reduction of caseloads by taking out 250 cases from existing teams. This team is due to commence in July 2014. In addition, 2 further practitioners and 2 additional business support staff were engaged to take on a significant proportion of 'Core Group' chairing and minute-taking responsibilities to free up scarce social worker time. Both of these initiatives will play a crucial role in terms of building commitment and retention, not least because it will enable managers to protect new recruits and to support First Year in Practice requirements.

The underlying issue driving this problem and pushing up agency costs, was the persistently high level of social worker vacancies, standing at around 27% by the end of the year. A very effective Recruitment and Retention Strategy and re-branding of the service has played a key role in turning the recruitment curve. As part of that, the Operational Managers for case management services made remarkable progress with regard to the recruitment of permanent social workers allied to the implementation of a restructuring plan to realign Looked After Children (LAC) and Children in Need (CiN) services. This led to:

- The recruitment of social workers to 27 vacancies, with 40+ applications in process at the time of writing.
- The appointment of 4 permanent principal social workers.
- The appointment of 2 permanent Team Managers in the Child Health & Disability Service.

Work undertaken in the year enabled us to predict with some confidence that the establishment will be complete and filled by the autumn of 2014 albeit there will be a residual or 'normal' future turnover rate.

Embedding the Children's Access Point (CAP) team to manage contacts at the front door has given a single point of contact for professionals and members of the public to refer, ask for advice and get information about relevant services. This has improved working relationships with partner agencies and has supported improved performance concerning decision making at referral and in relation to re-referrals.

Child protection registration continued to increase during the first half of the year but improved focus on child protection planning enabled a significant reduction during the latter half.

A multi-agency training strategy to improve our ability to make sure that children are signposted to the best service to meet their needs, improve understanding and quality of

referrals and develop a new framework for decision making, is included in the 2014/15 business plan.

Work to develop the relationship with the Child and Adolescent Mental Health Service (CAMHS) and in so doing improve services and outcomes for children and young people with emotional / mental health issues, was begun.

The need to improve the timeliness of child in need reviews was recognised and performance in relation to children in need and disabled children in need improved from 42.7% to 55.1% and 29.9% to 46.8% respectively; this provides a better starting point for 2014/15 on which to further improve.

## **Disabled Children**

The number of children accessing Direct Payments at 31<sup>st</sup> March 2014 was 76 – an increase of 95% on 31<sup>st</sup> March 2013 when there were 39 children accessing Direct Payments.

In 2013 a Scrutiny Task and Finish Group reported on a wide ranging series of concerns making 18 recommendations to ensure significant improvement. A crisis of direction, leadership and performance that had become apparent in 2012/13 played a significant role in the committee's deliberations and presented a major challenge for Children's Services to tackle in 2013/14. This required urgent attention to some fundamental concerns about operational effectiveness, safe practice, engagement with families / parents / carers and ensuring that money was well spent to get the best packages of care from external providers for individual children. A Lead Manager was recruited from within the service to focus on these areas and to provide some support to the further development of an existing multi-agency strategy led by Health colleagues. In order to ensure meanwhile that fuller consideration was given to a longer term strategic direction, consistent with the Social Services and Wellbeing (Wales) Act, external expertise was engaged through the Welsh Local Government Association's (WLGA's) Social Services Improvement Agency to explore options for development. The report of that work will be considered by stakeholders during the year.

Significant progress was secured by the newly appointed Lead Manager in improving services to children with additional and complex needs. The number of disabled children who were subject of a child in need review significantly improved. The impact has been that some children were receiving services that were no longer required and for others the review identified that additional services were required. Within the Child Health & Disability teams no unqualified workers now have cases allocated to them which brought them into line with case management teams.

Significantly better value for money has been secured for short breaks by developing a commissioning led approach to procuring providers.

## **Achievements and Areas of Progress**

- Embedded the Children's Access Point.
- Embedded performance management approach at the front line.
- Progress with realignment of case management services.
- Ongoing recruitment of a permanent workforce.
- Significantly improved operational processes in services for disabled children, particularly in relation to improved children in need reviews.

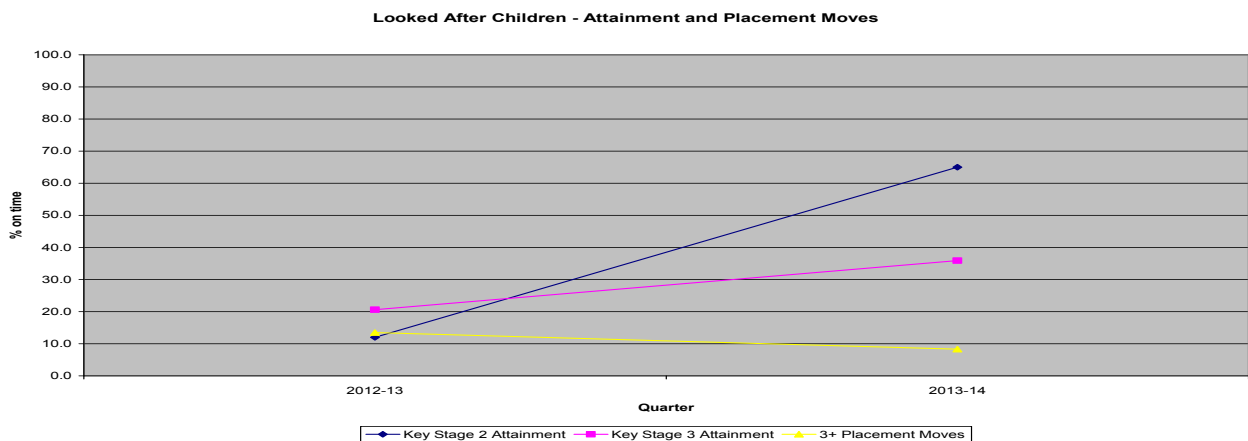
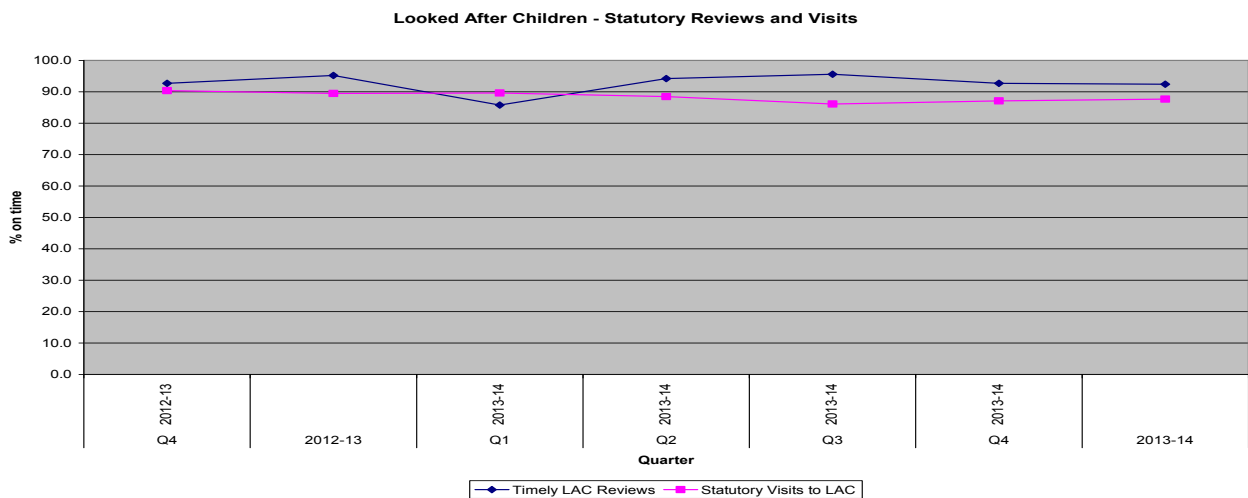
- Significantly improved cost and quality of commissioned support for disabled children.

### Areas for Development in 2014/15

- Agree with partners an effective model for managing referrals and demand.
- Significantly improve the timeliness and effectiveness of assessments.
- Improve allocation, planning and reviewing of child in need cases.
- Remodel services for disabled children and young people aged 0-25.

## 4.2 LOOKED AFTER CHILDREN

**KEY MESSAGE** - Ensuring that the Council provides excellence in its support to looked after children remains a core priority for the service. The key building blocks for ensuring sustained best practice and good quality services are in place.



Although a challenging year for Looked After Children (LAC) services overall, with team managers describing the last year as being about ‘fire fighting’, much has been achieved. The factors affecting the service are fundamentally the same as those affecting case management services across the Directorate - recruitment, retention and high caseloads.

There has been some frustration that the realignment, which had been 'promised' for 8 years and wasn't actually initiated until October 2013, was taking longer than expected. In fact the leadership of this process, by the relevant Operational Managers has been both outstanding and highly effective, so that from decision in October it was within 3 months of implementation by the end of March 2014; it remains on course for 30th June 2014. More

importantly, staff and managers were largely very positive about the plans and were actively engaged in developing them.

Managers for the new LAC Service are certainly committed, enthusiastic and have aspirations for what they want to achieve for looked after children.

In 2013/14 the service worked hard to review the cohort of children placed out of area to ascertain whether there was more we could do to bring them back to Cardiff. Social workers and managers in the LAC 14+ Service undertook a piece of work to focus on expediting the care plans of a number of children placed out of area and to return them to Cardiff - this work achieved a saving of £300k in year.

There was a stronger emphasis on children placed out of area; processes put in place in the year mean that placement selection is more effectively challenged with robust quality assurance by senior managers.

There were encouraging signs in relation to the educational attainment of looked after children – performance in relation to Key Stages 2 and 3 for looked after children both improved (from 12% to 65% and 21% to 36% respectively). The average external points score for looked after children improved from 177 to 216.

The frequency of placement moves for looked after children also improved, reducing from 13.5% to 8.3%. Performance in ensuring that all children have a care plan at the point of admission significantly improved in the latter half of the year, attaining 75% in the final quarter; unfortunately this was not sufficiently strong to overcome weak performance in the first half of the year.

All looked after children were allocated a social worker.

### **Achievements and Areas of Progress**

- Relationships with Education have significantly improved supported by joint workshops for social workers, teachers and foster carers.
- Development work on the Primary Personal Education Plan (PEP) was completed in year and the newly designed PEP will be in use from quarter 1 2014/15, with the newly designed Secondary PEP to follow.
- Briefings to social workers, teachers and foster carers to promote the timely and quality completion of PEPs.
- The Council Looked After Children Traineeship Scheme was been devised for launch in quarter 1 2014/15.
- Significant progress towards a realigned Looked After Children Service.
- A suite of CareFirst exemplars with associated good practice training, and looked after children related procedures have been devised in readiness for launch.
- Joint working with Housing and Commissioning & Procurement to prepare a service specification for commissioning accommodation.
- A 10 week programme for the assessment and preparation of care leavers was devised in partnership with accommodation providers.
- Significant improvement in planning and monitoring children placed out of area.
- Significant savings made on children returned from out of area.

### **Areas for Development in 2014/15**

- Review and revise the Placement Strategy.
- Commission a suitable range of supported accommodation for care leavers.

- Develop and agree a set of proposals with Health and other partners to support and improve the health of looked after children and care leavers – particularly the Child and Adolescent Mental Health Service (CAMHS).
- Launch the Council Looked After Children Traineeship Scheme.

### **4.3 RESOURCES – CHILDREN’S SERVICES**

**KEY MESSAGE** - *Children's Services is committed to the development of a commissioning-led culture and methodology to ensure that service development, alignment, budget setting and resource management is future proofed for safe, cost-effective and good quality services.*

#### **4.3.1 Range and Quality of Services / Commissioning**

The Resources portfolio is pivotal to the success of the service overall in part because of the very significant range of provided services it supports but critically because the Directorate is highly dependent on its leadership to develop new and more effective ways of delivering services at this time of increasing austerity. Leadership has been key in this area and has been outstanding in bringing complex planning, partnership and delivery streams together to enable change and strong performance in key areas.

#### **Social Impact Bond**

Considerable progress has been made in progressing the development of a looked after children themed Social Impact Bond (SIB) with the completion of the SIB Feasibility Study that informed the Cabinet decision and the establishment of a SIB Board and Project Group to oversee the work. Links have also been made with leading councils who already had experience of establishing a SIB to fund preventative work.

#### **Regionalising Adoption, Delivering a Key Bill Commitment**

Work with Rhondda Cynon Taff, Merthyr and the Vale of Glamorgan to develop a Regional Adoption Service has progressed during the year with an expected launch date of September 2014 for the service to be fully operational. Adoption Managers and staff have made a significant contribution to the project to develop an operational model for the service. Similarly fostering managers have actively contributed to the South East Wales Improvement Collaborative (SEWIC) Regional Fostering Project which developed a good practice model in recruiting foster carers.

#### **Prevention and Partnerships**

Within the Cardiff Partnership, Children’s Services has led on the development of an Early Intervention and Prevention (EI&P) Steering Group. During the year a lead group promoted effective working relationship across Flying Start, Families First, Integrated Family Support Services (IFSS) and Communities First as well as the wider group of statutory and non-statutory partners. An action plan is being prepared to deliver the priorities agreed by the group as follows:

- Engagement with fathers and male carers
- Young carers
- Parent participation / children and young people participation
- Improved communication with families

- Developing parenting services
- Workforce Development

The Integrated Family Support Services (IFSS) collaboration between Cardiff and the Vale of Glamorgan has grown from strength to strength during this second year that the Integrated Family Support Team (IFST) has been fully operational. The IFSS Annual Report for this year provides some very encouraging evidence that the IFST intervention has had a positive impact on outcomes for the families who have received a service since it was operational.

Collaboration with third sector Family Support providers such as has enabled the service area to offer a rich and varied range of family support services delivered as part of a mixed economy of services. This includes a number of innovative projects to respond to families with high levels of need including those with parents who have additional needs, black and minority ethnic (BME) families, families with Young Carers and families who are at risk of their children becoming looked after.

Cardiff's Family Intervention and Support Service (FISS) continued to respond to the challenges of meeting the demand for supervised contact with the waiting list of referrals for supervised contact lower than it has been in previous years. FISS has continued to deliver group and individual evidenced-based parenting programmes and has worked collaboratively with Family Links to develop and pilot a Family Nurturing Ante Natal Programme. FISS staff involved in this work have been commended by the organisation who wish to make a promotional DVD of their work to publicise the effectiveness of the programme following the success they have had in piloting the programme with a group of parents in very challenging circumstances.

## **PROVIDER SERVICES FOR LOOKED AFTER CHILDREN**

### **Adoption and Fostering**

Adoption and Fostering services were both inspected in 2013/14. Both inspections found promising developments in place as a platform for sustained good quality over the longer term. Extensive work with Communications partners has been undertaken in the year to develop a strong marketing brand for both our Fostering and Adoption recruitment campaigns and there has been a steady increase in the number of adopters and foster carers recruited during the period.

### **Placements for Looked After Children**

We have actively participated in the Children's Commissioning Consortium Cymru (4C's) Pre-Individual Placement Matching (IPM) Panel arrangements which have provided a more innovative approach to placement finding. Additionally we have worked with external placement providers who are on the 4C's Framework to identify bespoke placements for hard to place children. Good collaboration with case work teams has facilitated this approach.

### **Care Leavers, Young Homelessness and Accommodation**

Significant work has been undertaken with the LAC 14+ team, Resources, Housing colleagues and external partners to develop an accommodation pathway for care leavers and vulnerable homeless young people and a 10 week programme that will support vulnerable young people to develop independence skills. Good progress has been made

on the re-commissioning of accommodation services for care leavers and vulnerable homeless young people with the support of Commissioning & Procurement colleagues, using the category management approach. This has included consultation workshops with young people and providers and a presentation to the Supporting People Regional Collaborative Committee (RCC).

We continued to offer volunteer experiences through our befriender and mentoring schemes and we recruited 25 new volunteers during the year. We continued to grow our in-house Supported Lodgings Services, increasing the overall number of Supported Lodgings placements from 10 to 13 in the year.

It has been significant year for the Personal Adviser (PA) Service which has worked both with some very challenging individual needs and a growth in caseloads. The service will expand further early in 2014/15 using funding identified from the realignment of case management services to enable the PA Service to be in a position by the summer of 2014 to take on all of the outstanding cases of care leavers who are entitled to a PA who currently do not receive a service. The appointment of a new, permanent manager to the service has provided the team with stability and leadership and this has had a very positive impact on the team at a time when it has been at its most stretched.

### **In-House Residential Care**

Crosslands has continued to provide an excellent standard of care to the children and young people placed in our in-house Children's Home. The team has continued to implement Restorative Approaches which has had an excellent impact on the model of care delivered at the home. The most recent unannounced inspection of the home was extremely positive and detailed that young people experienced a commendable level of warmth, attachment and belonging at the home which gave them the assurance they needed on a day to day basis and to make plans for their futures. There were no areas for improvement identified in the inspection report that was published in February 2014.

### **Achievements and Areas of Progress**

- SIB report approved by Cabinet.
- Children's Services engagement in partnership working.
- More innovative approach to placement finding.
- Collaborative work on a regional basis.
- Development of a strong marketing brand for the recruitment of foster carers and adopters.

### **Areas for Development in 2014/15**

- Establish a commissioning-led strategic culture and methodology.
- Resolve a clear long term strategy to radically alter the balance of service provision away from costly remedial intervention in favour of highly effective early prevention.
- Increase capacity in the PA Service.
- Increase number of in-house foster carers and Cardiff adopters.



## 4.4 YOUNG OFFENDERS

**KEY MESSAGE** - *the Youth Offending Service (YOS) remains a key service that sits at a crucial inter-agency interface, where joint working is critical to success. The emergent picture is of a service which is dealing with fewer young offenders than in the past, but with a cohort of offenders that are much more challenging to all partners. Given the impact of budget reductions across the sector and all partners it will be vital to the future that every opportunity is taken to merge key activity on a collaborative basis. In addition the service will need to embrace new opportunities that working with the Police and Crime Commissioner presents.*

We established a partnership with Cardiff Prison Forensic Psychology department where we can now refer children in the criminal justice system with complex needs. In addition staff in the Psychology department will act as consultants to YOS staff who deal with young people who present a challenge.

This year saw the implementation of the Legal Aid and Sentencing of Offenders Act. (LASPO) which introduced the replacement of Reprimands and Final Warnings by a new out of court disposal: Cautions and Conditional Cautions. The formal guidance to the new system requires an assessment that includes the potential for a 'restorative meeting' in all cases.

Ahead of many other areas we decided to apply the new Neighbourhood Resolution Panel (NRP) model to cautions and after some initial 'teething problems' – we have now trained a number of volunteers who take the lead in chairing an NRP supported by our Anti-Social Behaviour (ASB) case workers. The YOS Results Based Accountability (RBA) cards give the detail but there is now an average of 80% victim involvement in Out of Court Disposals. It is our aim to apply this model to statutory cases as well where this is appropriate.

Whilst custody figures are now at an all time low (due to the effectiveness of the 'Triage Project'), we continue to see a rise in the number of First Time Entrants (FTE). This year's figures have increased from 103 to 187. These numbers remain much lower than in the baseline year but are of some concern. We are awaiting the Youth Justice Board (YJB) analysis for the whole of Wales which will help identifying any trends beyond Cardiff. We will be carrying out an internal analysis of the profile of FTE's and the seriousness of offences this group commits as only low level offences can be dealt with by the Triage project and other prevention initiatives. Informal indications from the YJB suggest that our increase is in line with other South Wales Youth Offending Teams (YOTs) who started intensive prevention work at a similar time to us.

The YOS has seen its management capacity reduced by one team manager. It is proving to be a challenge to absorb the workload, which focussed on managing the Resources Team where all specialist seconded staff are positioned. They provide support services (e.g. health and education) to all case managers. The post also dealt with volunteer recruitment and the support of sessional staff who facilitate all Reparation activity.

In terms of partnership working, the YOS lost its mental health worker but retains a nurse, albeit shared with the Vale of Glamorgan. YOS also lost one of three police officers and we understand that South Wales Police are reviewing support to YOS teams across the region.

The YOS was visited by HRM Princess Anne who had previously presented a Butler Trust Award to the YOS in respect of our StaySafe project.

The new chair of the YJB, Lord McKenally, has also visited the YOS to find out more about our work. He was particularly interested in the work of our Anti Social Behaviour project which links in closely with the Neighbourhood Management model that pertains in Cardiff.

The YOS narrowly lost out on an opportunity to partake in a case management pilot initiated by the YJB which looks at the assessment and interventions of the most challenging young people. The YOS have requested to be added to the pilot site and the YJB are currently considering the request.

YOS accommodation remains a challenge but officers from across the council are actively considering alternative options.

### **Achievements and Areas of Progress**

- Reduction in number of children in youth justice system and the ability to evidence the effectiveness of preventative measures.
- YOS collaboration with the Vale of Glamorgan.

### **Areas for Development in 2014/15**

- Monitor out of court disposals and re-offending figures.
- More detailed analysis to establish possible reasons for why FTE's have increased and whether initiatives such as partnership with Cardiff prison are beginning to have impact.
- Monitor and reduce re-offending figures in association with the YJB.

## **4.5 SUPPORTING CHILDREN IN TRANSITION TO ADULTHOOD**

We have begun to overcome some of the tensions that existed between stakeholders at transition. Together we have also streamlined the operational transitions meeting to map the cases coming into Health & Social Care services so we are aware of issues at an earlier stage and the financial projection reflects future demand. Nevertheless this remained a challenging area for improvement with 55 young people moving from Children's to Health & Social Care Services with needs that were increasingly more complex.

Within the Child Health & Disability team there has been work undertaken to ensure smooth transition to the adult Health & Social Care team. It has been recognised that the team would benefit from a lead worker for all transition cases and this is being developed in conjunction with realignment and the development of the service as a whole.

We have agreed a new protocol with Abertawe Bro Morgannwg University Health Board on health intervention for people with Learning Disability. This ensures that all young people going through transition who are identified in childhood as eligible for Continuing Health Care (CHC) will have their case being presented to a quality assurance panel in a timely manner.

We continue to ensure that there is close liaison with advocacy groups, Carers and parenting networks in relation to planning services, consultation and strategies, i.e. Transition, Autistic Spectrum Disorder, Disabled Children & Young People and Learning Disability Planning Group. This has enabled us to hear individual's voices as part of the

planning, provision and direction of the service, and has made the strategies themselves more valuable.

### **Achievements and Areas of Progress**

- Commitment to get care leavers into work - an improved relationship with Careers Wales Learning Support Coaches has led to an increase in the number of young people engaged in education, training or employment.
- We continue to support 10 young people in University and they receive financial support which includes a £2,000 bursary from Education.
- The majority of the preparation work, planning and consultation regarding the Council Looked After Children Traineeship Scheme took place within year, with a view to a launch in quarter 1 2014.
- A newly agreed referral process into Health & Social Care for vulnerable adults to address the needs of care leavers at aged 18.
- Development and implementation of a transition report within the CareFirst system for young people within the Child Health & Disability team.

### **Areas for Development in 2014/15**

- Implement a more effective process for transition from Children's Services to Health & Social Care.
- Implement the Council traineeship scheme for looked after children and care leavers to enable them to secure employment in the long term.
- Engage in the Council's 'Not in Education Employment or Training' (NEET) strategy.

## 5 SERVICES FOR ADULTS

### 5.1 SERVICES FOR OLDER PEOPLE AND PEOPLE WITH MENTAL HEALTH PROBLEMS

The Older Peoples Draft Strategy has been developed and is being finalised in line with “Meaningful & Purposeful Lives” - A Framework for Older People across Cardiff & The Vale 2014/2024. This will be completed in 2014/15 and action plans are being developed to define the vision for services for older people. The Cardiff & Vale Dementia 3 Year Plan (2014/15 to 2016/17) has been jointly developed between Cardiff & Vale University Health Board (UHB), Cardiff Council, and Vale of Glamorgan Council, third sector partners and service user and Carer representatives and will be finalised early in 2014/15. The Action Plan addresses a large number of issues to which a wide variety of partners will be contributing to improve the offer for people living with dementia.

- All reviews for Older People in receipt of care services brought up to date, with a schedule to maintain delivery of reviews.
- Achieved significant increase in the uptake of Direct Payments by Older People, including people with dementia.
- Contributed to the Cardiff & Vale Dementia 3 year plan 2014/17 and to the Cardiff & Vale Framework for Older People: ‘Meaningful & Purposeful Lives’.
- Successful bid made to the Intermediate Care Fund for projects under the Independent Living Partnership Programme to improve the planning and provision of effective preventative services.
- A programme of case file audits was rolled out across Health & Social Care in 2013/14; this will be revised for 2014/15 reflecting the newly implemented Integrated Assessment work.

#### Areas for Development in 2014/15

- Delivery of the Independent Living Partnership Programme with Housing & Communities colleagues.
- Implementing the consistency and quality of care action plan in some of the city’s residential homes, including commissioning and review arrangements and enhancing the quality of commissioned care, particularly for people with dementia.
- Exploring new models of day opportunities for older people.
- A joint quality monitoring group has been established to monitor issues in relation to registered residential and nursing care provision. This group will be required to undertake the initial review of the consistency and quality of care action plan which will inform future commissioning and review requirements. This also applies across the board with all other service e.g. Learning Disability and Mental Health.

### 5.2 MAINTAINING AND REGAINING INDEPENDENCE

**KEY MESSAGE** – *We are working to deliver enhanced community resource teams with our NHS partners to enable people to be supported to regain their independence – this is especially important in terms of improving outcomes for individuals upon discharge from hospital and in enabling them to be more self-reliant.*

- *Reablement* services continue to successfully support people in maintaining and regaining their independence - provided through new co-located (with NHS colleagues) Community Resource Teams (CRTs) based in the North & West and South & East Cardiff localities (at Whitchurch Hospital and Llanrumney Clinic). We have seen an

increase in the number of people completing reablement and achieving total independence. There is also a decrease in the percentage of people requiring admission to hospital during reablement, down from 15% in 2012 to 12.9%. The Regional Collaboration Fund has enabled a number of projects to take place which enhance the work of the CRT. This includes an "In Reach" pilot which improves the effective transition from UHW to the CRT's.

- *Delayed Transfers of Care*: The Integrated Discharge Service has continued to improve the patient flow through hospital by timely, co-ordinated and effective discharge planning. This has resulted in a further reduction in the number of Delayed Transfer of Care. The total numbers of delays for social care reasons are down from 264 in 2012/13 to 196 in 2013/14. We continue to work towards reducing this number further.
- *Occupational Therapy (OT)*: The work of the OT service focuses on prevention and early intervention, to keep people safe and independent at home, reducing admission to residential and nursing care. OT equipment issued during 2013/14 has shown a 16% increase with 7,057 items requested (6,055 for the comparable period the previous year). There has been a 100% increase in the number of OT assessments and recommendations for a Disabled Facilities Grant (DFG) for housing adaptations, with 1,256 DFG recommendations in 2013/14, compared to 614 in 2012/13 and 563 in 2011/12.
- In recognising the value which occupational therapy adds to review of services and delivery of outcomes for service users, we have ensured that more OTs are involved in reviewing older people with large packages of care. OT's are also involved where an increase in time or number of Carers has been requested. OTs have continued to review people who receive double-handed care packages who are newly referred.

#### **Areas for Development in 2014/15**

- Establishment of a dementia reablement service in Cardiff. Ensuring sufficient capacity in the reablement service to widen the availability for all citizens to access this service.
- Further reduce in Delayed Transfers of Care from hospital within existing resources, by more effective partnership working, e.g. through consolidation and development of the Community Resource Teams to expand further opportunities for joint working and seamless services for citizens.

### **5.3 SERVICES FOR PEOPLE WITH A PHYSICAL AND SENSORY IMPAIRMENT**

The Physical & Sensory Impairment Strategy has been produced, with Year 1 actions 76% complete and the remainder well in hand.

- Action Plan - deaf blind awareness staff training developed and being delivered as of April 2014.
- Joint hearing impairment protocol between Health & Social Care, NHS and third sector is in development.
- Mental Health & Deaf services - joint work across Health & Social Care, Mental Health Services and third sector representation facilitated joint identification of the local issues. This work has enabled an event with members of the Deaf community to be planned for June / July 2014 to inform the work being taken forward.
- Work completed with Public Health and Safer Wales Hate Crime Project to ensure that both services are aware of the needs of people with physical and sensory impairments.
- Regular meetings established with various housing streams in Housing & Communities and with Accessible Homes Project to ensure appropriate facilities are made available and future needs are planned for the provision of individual accessible homes.

- Work with Public Health taken forward which has highlighted issues relating to people with physical impairments and / or chronic ill health who have been recognised as being severely over weight / bariatric issues.
- Successful bid to the Intermediate Care Fund relating to sensory impairment projects.
- Effective joint working with OTs to achieve better outcomes for service users.
- Proactive work undertaken to improve service delivery for people with both sensory and mental health issues, including an engagement workshop with partners planned for July 2014.

We are now satisfied that the thresholds for people with a sensory and physical impairment have been appropriately and consistently applied during 2013/14. Eligibility criteria were introduced for those with hearing impairment this. However, challenges have arisen where the Directorate has had to retrospectively reassess large historical packages of care, e.g. changes to the Independent Living Fund.

#### **Areas for Development in 2014/15**

- Deliver budget savings whilst maintaining good accessibility for support and safeguarding vulnerable people.
- Increase take up of Direct Payments.
- Delivery with Housing & Communities colleagues Phase 1 of Independent Living Partnership Programme.
- Supporting citizens during the closure of the Independent Living Fund.

#### **5.4 SERVICES FOR PEOPLE WITH MENTAL HEALTH ILLNESS**

The Together for Mental Health Strategy and Delivery Plan has been developed through the Cardiff & Vale Mental Health Partnership board which sets out ambitious service developments across a spectrum of public authorities that aim to promote mental wellbeing throughout society across all age groups. The delivery plan specifically sets out approaches to improving access to mental health services for hard to reach groups by promoting positive images of mental health and reducing stigma.

We are working with the Vale of Glamorgan Council and Cardiff & Vale University Health Board to develop a Commissioning Strategy for Mental Health Services which aims to be drafted for consultation in the last quarter of 2014/15. The strategy will set the commissioning priorities for the integrated mental health services according to:

**Community Mental Health Teams:** Community Mental Health Services are organised around 5 integrated Community Mental Health Teams (CMHTs) with responsibility for providing accessible and evidence based mental health services for adults with severe mental health illness based on a Community Care Assessment and a Care & Treatment Plan. However, due to changing demographics the needs of the local populations have changed, so we propose to review the arrangement and organisation of the CMHTs from locality based teams to functional teams that provide recovery services that are short term and outcome focussed. Each CMHT is led by an Integrated Manager who is responsible for the operation of a joint health and social care pathway which includes access to social worker and social care officers, as well as relevant Health colleagues including psychiatrists and community psychiatric nurses. The teams have seen a significant increase in referrals from Cardiff GPs, with an increasing expectation of high quality, rapid assessments and risk management. This has placed an unprecedented pressure on the teams that have had to focus an increasing proportion of the teams' resources (including social workers) onto the screening, assessment and management of referrals. A Carers

Support Officer is now an integral part of the Hamadryad CMHT; this has meant more effective and timely assessment of Carers' needs. Approved Mental Health Practitioner (AMHP) work continues to increase in terms of undertaking Mental Health Act Assessments, as well as supporting the Mental Health Review Tribunal process and assisting in the creation of Community Treatment Orders. Last year 2 social workers undertook AMHP training and more staff will be supported in future.

- **The Mental Health Partnership Board** is taking responsibility for the local implementation of the Together for Mental Health Strategy which takes a cross departmental view of mental health promotion for all citizens in Wales. The local delivery plan challenges the local authority to promote mental wellbeing of its employees and all of its customers through every contact.
- We established joint arrangements with the University Health Board in the delivery and commissioning of community mental health services and agreed shared outcome monitoring for the CMHTs and third sector commissioning as appropriate.
- **Community Opportunities:** we have developed a model of Community Opportunities that ensure accessible services are available for adults with mental health illness across a spectrum of need from services that offer social support and access to universal activities to Tier 4 services that are highly specialised, short term treatments. Part of this work was to work to further develop Cardiff Council Mental Health Outreach service, to develop measurable recovery focussed approaches that enable independence and community integration. The Mental Health Community Support Workers at Ty Canna continued to develop recovery focussed community interventions to support some very vulnerable people through to greater levels of independence. The Team worked with the local MIND service to develop an integrated outcome measurement approach using the "Recovery Star". It is intended that all community support work services across Cardiff and Vale will use this single approach to measure their progress.
- **Mental Capacity Act / Deprivation of Liberty Safeguards (DoLS) team:** The DoLS team has seen a 6-fold increase in the number of requests for DoLS authorisations since the Cheshire West judgement, which has placed a significant demand on the team. The team has taken a proactive role in managing this change in the law by working with care management and provider partners to ensure that people are not living in state arranged care that constitutes a deprivation of their liberty.

During 2013/14 the Community Mental Health teams have consolidated the established integrated care pathways with a focus of managing increasing numbers and complexity of referrals for people requiring crisis intervention and short term social / medical assessment of care. This has reduced the capacity of the Community Mental Health teams to undertake timely reviews and improve quality. The Directorate is committed to the delivery of quality reviews for vulnerable adults and is working with our partners in Health and across the service to ensure improvements.

#### **Areas for Development in 2014/15**

- We will consult upon a joint Commissioning Strategy for Mental Health with Vale of Glamorgan Council and Cardiff and Vale University Health Board.
- We will develop the Mental Capacity Act / Deprivation of Liberty Safeguards Team to manage the predicted increase in DoLS and Court of Protection authorisations following the recent Supreme Court Judgement.
- We will integrate Mental Health Day Opportunity services with Health and the Vale of Glamorgan.

- We will implement a 'Floating Support' service for Mental Health to ensure that service users have the right intervention with support at the times that they need it.

## **5.5 SERVICES FOR PEOPLE WITH A LEARNING DISABILITY**

- During 2013/14, we continued to further integrate Learning Disability services with our partners in Health and the Vale of Glamorgan Council, through the re-establishment of the Learning Disability Strategic Board and the appointment of a joint Operational Manager, working across Cardiff and the Vale of Glamorgan Councils. The Board reports to the Cardiff & Vale Integrated Health & Social Care Board. Service Planning and collaborative working processes have been strengthened with the establishment of the multi-agency Cardiff and Vale of Glamorgan Learning Disability Implementation Group, with the remit to deliver the strategic priorities of the Board.
- A joint Autistic Spectrum Disorder (ASD) Steering Group has a clear programme of collaboration between the City of Cardiff Council, Vale of Glamorgan and Cardiff and Vale University Health Board. We have developed an action plan and delivered the ASD strategy.
- A review of the Learning Disability team was undertaken by the Operational Manager in October 2013 and revealed areas for development which has been the programme of work for 2013/14. Given the improvement agenda and budget pressures Learning Disability Services face, the establishment was reviewed to ensure our work force was fit for purpose and a new team manager was appointed for the Learning Disability West Team who has already made a significant impact on the performance of the team.
- Direct Payments for service users showing a marked increase and have doubled in numbers since 2012 however further improvement is still needed.
- Carer assessments have increased though the numbers remain small. The team are looking to refocus the role of the social work assistant post to undertake Carer's assessments.
- There has been a reduction from a 59 day wait for an assessment within the Learning Disability Team to 26 days as a direct result of the development of joint screening clinics. Improvement will continue.
- An internal Review Team has been established to ensure reviews are completed in a timely way. In addition the number of unallocated cases has dramatically reduced as a direct result of the introduction of screening clinics and the establishment of the review team releasing capacity to allocate cases. Regular meetings between the team and Operational Manager have delivered significant progress and monitoring processes capture all potential efficiencies.
- Work continued at pace with Housing colleagues to identify appropriate properties to facilitate people moving closer to home The Modernisation of the Day Opportunities service commenced with the launch of the Day Opportunities Strategy in collaboration with the Vale of Glamorgan Council.

The strategic context has changed significantly in that the directorate now consistently provides strong collaborative senior management oversight via the newly re-established Learning Disability Strategic Board. This Board determines the best way forward to securing an equally robust approach to multi-agency planning for services for people with a Learning Disability in Cardiff and the Vale of Glamorgan. Its key principles and priorities include:

- Improving local commissioning arrangements by bringing together the commissioning functions of both local authorities and Cardiff and Vale University Health Board,



including consideration of a pooled budget for all non-hospital based commissioned care.

- To develop more integrated and co-located community teams. This will include the development of a single integrated team management structure.
- To influence generic and universal services to ensure adults with learning disabilities receive suitable access and support.
- To identify and establish the interdependencies between Health & Social Care and Abertawe Bro Morgannwg University Health Board (ABMU) – our health service provider for Learning Disability.
- Multi-agency improvement working remains a priority for operational services and the newly established Learning Disability Implementation Group that reports to the Board will take forward the priorities above as well as continue to drive forward the following work streams
  - ‘Closer to Home’ Strategy and Resources – Cardiff and the Vale of Glamorgan Collaborative Funds monies have been made available to provide capacity to review people out of county placements with the view to repatriation. The project is well established and reports progress to the Health & Social Care Programme Board. Integrated care management - 4 social workers were appointed to create capacity for clinical nurse intervention and provide a consistent model of case management within the teams. The renewal of this contract is currently subject to a review. We are working closely with the Housing sector and collaborate to deliver better accommodation and support for those with Learning Disabilities, the project is a real opportunity to develop a sustainable collaboration that will deliver local, affordable, high quality housing accommodation and support solutions and shape services around the needs and choices of individuals.
  - Monitoring and review – the development of a review model for residential and domiciliary care has now been implemented across Cardiff and the Vale of Glamorgan Council, Cardiff and Vale University Health Board and ABMU.
  - Day Opportunities – the development of a Day Opportunities Strategy to modernise and develop a sustainable service across Cardiff and the Vale of Glamorgan. A Strategy and action plans have been developed for 2014/17 and a project lead will be hosted by the Vale of Glamorgan.
  - Mental Health Measure Implementation – to deliver part 2 of the Mental Health Measure across health and social care by applying eligibility tool is completed and ongoing, compliance will be monitored by the Learning Disability Implementation Group.
- Improve the interface between primary and secondary health care in Learning Disability led by a Consultant Psychiatrist.

We are also currently undertaking a Commissioning review of the Supported Living Contract and will continue to invest in Supported Living to reduce dependencies on residential accommodation where this is appropriate for individuals.

The programme will also enable the Directorate to work closely with Children’s Services in predicting the growing trend of people with complex needs which will inform future models of support which can be planned effectively.

Working corporately is important in order to ensure that there is a shared responsibility for citizens with support needs to access universal services such as housing appropriate to needs and disability. Ongoing work is continuing with staff in Housing with both the Local Development Plan and Housing Partnership Programme to identify and indicate the

housing priorities for Health & Social Care and suitable locations within the strategic sites available.

### **Areas for Development in 2014/15**

- Improved and further develop integrated working with Health colleagues through the delivery of the Learning Disability Strategic Board Priorities.
- Continue to invest in Supported Living and reduce dependencies on residential care with the successful delivery of the 'Closer to Home' Project and completion of the Supported Living Contract.
- Increase meaningful daytime opportunities based on the 'progression' model by delivering the Day Opportunities Strategy and action plan for 2014/17.
- Implement the revised guidance for Continuing Health Care funding and appropriately review cases with Health colleagues to identify those with a primary health need. Ensure a joint robust quality assurance process provides oversight of this.

## **5.6 SERVICES FOR PEOPLE WITH SUBSTANCE MISUSE ISSUES**

**KEY MESSAGE** – *We are working with partners in the NHS and across all agencies to embed the new access and aftercare approach to service delivery in order to sustain positive outcomes for people.*

- This year witnessed work with partners to realise the full operational roll out of the Single Point of Entry into Drug and Alcohol Services for Cardiff and the Vale (EDAS) and its move to new premises in the Housing Options service. 2 members of staff are seconded into the service and they undertake assessments at the entry point for the individual.
- EDAS is the main source of referrals into our counselling service and an important source of referrals for social work. Our priority has been to ensure that the 'journey' from EDAS into our counselling and social work services is as seamless and secure as possible and close lines of communication and monitoring have been established between our services.
- The volume of demand for a counselling intervention has increased which has exceeded current staffing resources and this has led to an increase in waiting times; typically 12 weeks.
- New premises for the service have been identified and work towards the relocation of the service will be realised early in summer 2014.
- Work has continued with partners to commission and procure supported accommodation with care provision for homeless individuals with complex needs and will be realised early in 2014/15.

### **Areas for Development in 2014/15**

- Develop effective commissioning relationships with improved care pathways with providers of the 2 new substance misuse services - Open Access and Engagement (OAES) and Treatment Aftercare and Recovery Service (TARS).
- Expanding the Strengths, Timing Intensity and Relationships (STIR) Alcohol Criminal Justice Project into the Vale of Glamorgan.
- Move into new office accommodation whilst keeping service disruption to a minimum.
- Move to the operational phase of the residential service for homeless individuals with complex needs.

## 5.7 RESOURCES – HEALTH & SOCIAL CARE

### 5.7.1 Range and Quality of Services / Commissioning

**KEY MESSAGE** – *Commissioning for outcomes - we are developing our capacity to strategically commission services in a way which ensures that we reflect the outcomes desired by citizens. In doing so we are working with provider partners to continuously improve quality and improve people's outcomes and independence in accordance with the desires of those citizens whom we support.*

We believe that we can deliver improved services as well as improved management of the Health & Social Care budget through robust commissioning, informed financial reporting and trend analysis. Fundamental issues for us to deliver are:

- Delivery of all agreed projects as part of the single Council “Gateway” funded through the Intermediate Care Fund bid, and which enables the Council to develop a robust preventative service.
- Continue to increase the take up of Direct Payments including a re-launch to ensure all staff are familiar with the process.
- Implementation of the revised guidance for Continuing Health Care funding and appropriately review cases with Health colleagues to identify those with a primary health need. Ensure a joint robust quality assurance process provides oversight of this. To improve local commissioning arrangements by bringing together the commissioning functions of both the local authority and Cardiff & Vale University Health Board (UHB).
- Commission new Carer support services to deliver a wider range of services and options for a larger number of Carers.
- Participate fully in the whole systems review of “Transitions” to ensure the process is as positive as possible for those children transitioning into adult social care.
- Commission a new range of services for the city including strategic engagement with the third sector, to enhance opportunities for older people, enabling them to continue to live independently in their communities.
- Increase meaningful daytime opportunities for people with a Learning Disability based on the ‘progression’ model by delivering the Day Opportunities Strategy and action plan for 2014/17.
- Continue to invest in Supported Living and reduce dependencies on residential care with the successful delivery of the ‘Closer to Home’ Project and completion of the Supported Living Contract for people with a Learning Disability. This will include a review of current Respite Care provision.

Cardiff is a member of the South East Wales Improvement Collaboration (SEWIC) Accommodation with Care Reference group. Various events have been held in 2013/14, one of which was to develop the commissioning programme for accommodation with support. The group is also taking forward engagement with care providers in the region on this issue as need has been identified for more collaborative opportunities to link with accommodation providers in developing services. A SEWIC partnership event has been planned for June 2014.

Discussions have taken place with Local Authorities in England in relation to brokerage models which have the potential to better support the access and co-ordination of acquiring service provision.

## **Areas for Development in 2014/15**

- Comprehensive review of care management processes within the Community Mental Health Teams (CMHTs) to ensure compliance with the Mental Health (Wales) Measure 2010 and that all commissioned social care is appropriate to need and delivering on quality outcomes.
- To improve local Learning Disability commissioning arrangements by bringing together the commissioning functions of both the local authority and Cardiff and Vale UHB.

## **Performance Management & Risk**

Health & Social Care have developed strong performance management arrangements which include the quarterly monitoring of social care services against performance indicators and key milestones. Reports are produced at all levels including the Council's corporate senior management team for Community and Adult Services Scrutiny Committee and for Cabinet. We have developed a robust approach to the management of risk within the Directorate and deliver monthly reviews of the Corporate and Directorate Risk Register. This has informed the production of the 2014/15 Health & Social Care Directorate Business Plan.

## **Quality Audit**

We commenced a new systematic programme of Case File Audit during 2013/14. A rolling programme of team based awareness training took place in September 2013 and Practice Audit commenced in early October 2013 across all areas of Health & Social Care. Auditors from different service areas paired together to audit cases outside their own teams. 103 cases were audited over the course of the 4 days. The findings of the audit as a whole were shared with the audit team in November 2013. Improvement actions were agreed and this informed the scope for the next themed audit undertaken in early 2014. We have started work on a CareFirst data audit, piloted in the Learning Disability teams in January 2014. This will be completed in the 2014/15 year. Customer Satisfaction survey outcomes are also taken into account as a part of quality audit and we revised the process during 2013/14 and for the next year will produce an annual report using the information to feed into planning and reenergising the way we respond to service quality.

## **Community Inclusion**

The Contact & Assessment Team extended advice and information "surgeries" to more minority ethnic groups during 2013/14. These included the Bangladeshi Association; South Asian Women's Association; Multi-Cultural Health Resources & Information Centre; Henna Foundation and to Women Connect First. Following initial meetings with the coordinators of South Asian Women's Association and the Multi-Cultural Health Resources & Information Centre, they expressed interest for a one-off session to be delivered to their community or clients to create greater awareness of our services.

The Directorate is currently reviewing the outcome of Scrutiny Report recommendations on the provision of adult social care services to minority communities in Cardiff to enable us to further identify deliverable priorities. Work has been undertaken during the year to positively promote information on accessing social care services with a number of local minority ethnic community groups.

## **Areas for Development in 2014/15**

- Ensure continued improvement in performance monitoring by delivering a review of our social care records database, CareFirst, which enables easy access to performance

information on the service and on staff workload and strengthen in particular the element of ensuring that we support people to achieve their outcomes through service intervention.

- Continue to deliver improvements in staff management within the Directorate ensuring more robust links between the Directorate Business Plan and individual performance plans and personal objectives. Continuously improve the monthly Assessment & Care Management performance reports for all teams to allow timely monitoring and effective management which is an outcome arising from the work on CareFirst.
- Deliver the streamlined integrated assessment by 1<sup>st</sup> May 2014.

## 6 THE ORGANISATIONAL CONTEXT

### 6.1 FINANCE

#### 6.1.1 Children's Services

**KEY MESSAGE** - the Council afforded Children's Services significant protection in terms of making a contribution to the council's very challenging savings requirements for 2013/14. This reflects the Council's commitment to vulnerable people and children in particular. The resource base relative to statutory duties and need is such that further reductions may require bold policy decisions to de-commission key services in the Directorate or to discontinue other services in other Directorates that are valued by citizens.

#### Performance Summary:

Budget	Outturn	Variance
£46,032,000	£46,602,000	+£570,000

The service area reported an outturn overspend of £570,000 which is equal to 1% of budget and compared favourably with the 2012/13 outturn at £1.9 million overspent.

The position reflected significant cost growth during 2013/14 in relation to external residential and fostering placements, plus increased support costs for those leaving care in the +16 age group. There was also an increase in adoption fees reflecting an increase in placements made although this growth will avoid significant longer term costs. These additional costs were offset by significant savings on staffing budgets across the service.

A category management approach to re-commissioning large areas of external spend has been implemented and it is pleasing to note that some significant efficiencies were identified in respect of a small number of commissioned services that fall within the Family Support and Care Leavers Accommodation categories. Work to eliminate inefficiencies in the utilisation of existing provider arrangements for short break support for disabled children, resulted in a saving of £300k.

A project was set up to review the cost and quality of externally commissioned residential placements for looked after children and examine the scope for bringing children back to Cardiff, resulting in a saving of £300k.

Significant work was undertaken on staffing establishments to support the realignment of case management social work services; this work identified some financial efficiencies in the new structure that enabled Children's Services to increase front line capacity with the creation of additional social worker and personal adviser posts.

#### Achievements and Areas of Progress

- Increased ownership and understanding of staff establishments including link to use of agency social work workers.
- Continued accurate projected spend on agency placements for looked after children.
- Reduction in spend on agency management and agency staff.

#### Areas for Development in 2014/15

- Review the impact of in year savings and develop savings proposals for 2015/16.

- Resolving a clear long term strategy to radically alter the balance of service provision away from costly remedial intervention in favour of highly effective early prevention.

## 6.1.2 Finance – Health & Social Care

### 2013/14

In 2013/14 the Health & Social Care Directorate showed an overspend of £3.624m. This was mainly a reflection of demographic pressures in relation to older people and learning disability services. The overspend on older people services reflected growth of over 9% in the number of care hours delivered to citizens who use domiciliary care services. The greater part of the increase reflected an increase in the average hours of care received by each service user. This reflects an increasing demographic trend in terms of age profile and level of need. There was also a general increase in the cost of commissioning individual residential and nursing placements for older people. The overspend in relation to Learning Disability services reflected an increase in the number of residential placements, particularly college placements, some of which transitioned from Children's Services. There were also increases in domiciliary care expenditure in relation to Learning Disability and Mental Health service users and an unplanned impact arising from package funding moving from Continuing Health Care to social care.

### 2014/15

In recognition of the significant pressures identified in the 2013/14 financial year in relation to both domiciliary and residential care, an additional £4.9 million reflecting budget pressures was added to the Health & Social Care budget in 2014/15. This included additional resources of £1.3 million for demographic pressures and £1.2 million for fee increases together with a transfer of £250,000 from Children's Services to fund the anticipated cost of transitions from that Directorate. As part of the Welsh Government's financial settlement, £276,000 was also made available to fund the First Steps Improvement Package and this was also built into the Health & Social Care budget for 2014/15. This growth was offset by savings of £6.2 million agreed as part of the overall savings target for the Council. This represented 6.84% of the net controllable budget of the service.

Finance Assessment and Benefits - to deliver continuous improvements to customer focus, as part of the 'One Council' approach and continuing Income Assessment Project; the management of the community care finance team has now joined together with the benefits assessment team within Communities, Housing and Customer Services Directorate. This team is now part of the Council's independent living support service (ILSS). This ensures that the principle of "tell us once" can be followed, reducing duplication for both citizens and the Council.

Work is underway to develop IT systems to enhance our ability to access information more easily which will ultimately provide service users and providers with an improved service.

In 2013/14, the financial circumstances of a number of citizens were impacted by the UK Government's Welfare Reform programme. Service users who were adversely impacted were re-assessed in order to ensure that financial hardship was minimised through benefit maximisation.

**Corporate Appointeeship** – This team has reviewed all cases of service users known to have died and established a process for sending monies, where no next of kin is known, to the Treasury Solicitor. This was achieved in 6 months and now ensures that service user funds are passed to the appropriate body in a timely manner.

## Areas for Development in 2014/15

- We will robustly monitor the delivery of savings as well as overall budget management within the year to ensure we meet agreed targets and deliver improvements and appropriate changes to service.
- As welfare reforms change, we will continue to reassess service users to ensure that we take account of the impacts on vulnerable people.
- We will continue to improve the quality of activity data to inform in-year financial reporting.
- Develop processes and procedures to enable Brokerage Team (within ILSS) to administer a Dynamic Purchasing List (DPL) and brokering service for residential and nursing placements.

## 6.2 WORKFORCE

**KEY MESSAGES** - *The development, support and retention of the workforce is the single strategic priority with the greatest potential to have most impact on outcomes for children and adults, on the quality and effectiveness of services overall and on the cost of meeting their needs. A well developed and committed workforce remains the fundamental building block for all that we do.*

The 2013/14 year has been a critical one for refocusing the Children's Services Directorate on the development of a new Recruitment and Retention Strategy, based largely on a Results Based Accountability (RBA) approach. This strategy has entailed a complete re-branding of the service, renewed focus on recruitment processes to improve timescales and commitment to an aspiration that Cardiff becomes the destination of choice for Children's Services social work professionals. This strategy has met with significant success with 27 posts being offered to new recruits in the last quarter alone and an unprecedented number of applications pending at the time of writing. This is not an area where we can afford to relax our efforts and the test of the strategy will be over the longer term and of its ability to retain those it recruits and to build stability.

### Overall Training Delivery Arrangements

During the year we recruited a new service manager for our Training Centre and the appointment has had a significant positive impact on the functioning of the team and the effectiveness of the collaborative work that it undertakes across Health & Social Care, Children's Services and the wider social care workforce.

Considerable work has been undertaken to review the role of the Social Care Workforce Development Partnership (SCWDP) in order to make it more representative and effective and RBA methodology has been used to consider ways in which the partnership can be strengthened in 2014/15.

Within the Training Centre, work was initiated to consider closer aligned with Cardiff Academy in order to make best use of the opportunities that arise from partnership working within the Council.

Preliminary work has also been undertaken to consider the feasibility of developing a greater sharing of responsibility for social care workforce development across Cardiff and the Vale of Glamorgan by merging both SCWDPs in order to ensure that the social care



workforce has the skills and expertise to respond to the Social Services and Wellbeing (Wales) Act.

In Children's Services, the Training Centre has actively facilitated Member Briefing sessions to raise the profile of the work of Children's Services amongst Elected Members. Sessions have been attended by an encouraging number of Elected Members who have reported that their attendance has provided them with a much better understanding of Children's Services business.

The Institute of Public Care (IPC), at Oxford Brookes University, was commissioned to deliver a development programme for social care team managers across Wales. At present we are supporting 4 Children Services social workers and 3 Health & Social Care social workers to undertake this qualification.

The Newly Qualified Social Workers First Year in Practice group is part of the Welsh Government vision of sustainable social services and will help social workers deliver citizen led services. As the first part of the Continuing Professional Education and Learning (CPEL) framework 11 Children's Services staff and 9 Health & Social Care staff (including two Occupational Therapists) are presently undertaking a programme of knowledge based training days.

The Integrated Family Support team (IFST) has been actively involved in delivering its 4 day training course to a wider inter-agency workforce and the total number of people receiving training through the IFST during 2013 – 2014 is 181. Additionally, 5 intervention specialists and one consultant social worker have co-facilitated nine 1 day training courses between April 2013 and March 2014 in Enhancing Motivation, Lowering Resistance and Goal Setting, again with support from the Welsh Government Central Resource Team.

In supporting recent developments in South East Wales Family Court, Children's Services training has invested heavily in Parent Assessment Manual Software (PAMS) training to support social work assessments of parents with learning disabilities.

Children's Services has been part of a national programme of public law training which has included hosting 2 of the 16 evidence matters events in South Wales. 8 social workers have undertaken training that enables them to undertake specific assessments with regards to parents with learning disabilities.

Health & Social Care are commissioning training and workforce development in line with overall commissioning and service improvement intentions:

- We have secured funding for dementia reablement training.
- We have achieved our target for staff annual performance reviews.
- We have delivered joint training programmes with Vale of Glamorgan Council on – in respect of services for people who use Mental Health and Learning Disabilities services.

### **Achievements and Areas of Progress**

- Stable management team that works well together.
- Mindset has changed – focus is on long term solutions.
- Reduction in reliance on agency team managers.
- Realignment of posts in the Training Centre to create efficiencies.

- Progress towards achieving a Social Care Training Hub with the development of agreed proposal for Training Teams to be co-located.
- First Year in Practice Group.
- IFST training to social care wider workforce.

### **Areas for Development in 2014/15**

- Effectively progress the Recruitment and Retention strategy.
- Rationalise the SCDWP Partnership and in-house training and support in collaboration with Cardiff Academy and potentially the Vale of Glamorgan.
- Deliver improvement in skill levels for staff working with people with dementia through Social Services Improvement Agency.
- Training to deliver on requirement of the Social Services and Wellbeing (Wales) Act.

## **6.3 CUSTOMER SATISFACTION AND COMPLAINTS**

### **Health & Social Care**

Customer satisfaction surveys have been completed quarterly by Health & Social Care during 2013/14 and additional ad hoc surveys were undertaken for people using the Direct Payment scheme and those in Residential Care. We have initiated a pilot survey to seek the views of those who have been involved in the Protection of Vulnerable Adults (POVA), the results of which will be collated during 2014/15.

In addition to the rolling surveys, we have undertaken ad hoc surveys with those who use Direct Payments and Residential Care Services and also conducted an annual survey for the Emergency Duty Service. In 2013/14, 4,230 questionnaires were issued (363 more than the previous year) - 1,526 responded giving a response rate of 36%. 97% of respondents (range 91% to 100%) agreed that they were satisfied with the overall service they received.

We have improved the way we monitor and learn from complaints within the Directorate and the senior management team now receives a monthly report which is disseminated to all teams. In 2013/14 we received 70 complaints - an increase of 10 compared to the previous year. Three of these complaints, were withdrawn at the service user's request.

From the complaints received during 2013/14, 4 themes were identified:

- Requirement for Care Providers to improve quality.
- Poor Communication including poor recording on our database (CareFirst) and other "system" mistakes which gave rise to problems or misunderstandings.
- Delays in providing information or services.
- Service users unhappy with the range of options available to support them following assessment.

These themes indicate that we need to improve written and oral communication and accuracy and quality of recording. We will also examine systems to identify areas for improvement, in particular focussing on timely responses to queries and concerns during 2014/15.

## **Children's Services**

Children's Services responded to 150 Stage 1 Complaints during 2013/14, a small increase from 142 during 2012/13. However, complaints from children and young people during the year reduced from 35 to 26.

There were 6 Stage 2 investigations in 2013/14 compared with 5 in 2012/13 and there were no Stage 3 Review Panels, compared with 1 in the previous year. There were no investigations by the Public Service Ombudsman for Wales - this has remained the case since 2009.

Some themes emerging from complaints during the year include:

- Planning for children being made without the involvement of the child - managers and Independent Reviewing Officers (IROs) have been made aware of this to ensure the risk of this happening in further cases is minimised.
- Disclosure of confidential information by social workers - training and awareness sessions have been undertaken to address this.
- Communication with parents regarding Children's Services' involvement with their families - training with individual teams has been undertaken to address this.

The proactive approach taken by Children's Services in response to complaints has ensured that Stage 1 complaints are resolved quickly and effectively which means that only a small percentage of complaints – 4%; proceed to Stage 2, Stage 3 or the Public Service Ombudsman for Wales.

### **Areas for Development in 2014/15**

- Publish the 2013/14 annual Customer Satisfaction report and develop a learning and improvement exercise with the citizen focus group to inform the way in which we continue to develop and improve services.

## **6.4 CORPORATE AND POLITICAL LEADERSHIP AND SUPPORT**

In 2013/14 the administration's determination to ensure that Cardiff citizens benefited from strong professional leadership in each key service area saw the appointment of a new Chief Executive and a new Senior Management Team of Directors.

This included the recruitment of a separate Director for Health & Social Care and for Children's Services (Director of Children's Services - 'DCS') and the inclusion in the DCS portfolio of the role and responsibilities of the Statutory Director of Social Services (DSS); the council recognises the need for an Assistant Director in Children's Services, in part to enable fulfilment of the DSS role and a second recruitment round is underway following the inability to appoint in late 2013. In relation to both adults and children, this has afforded each of these critical service areas to focus on a clear improvement journey within the year.

In relation to services to adults this has afforded the much needed focus on integration with Health and the third sector and on transforming service into a commissioning led business in pursuit of better services for an expanding demographic.

Both Children's Services and Health & Social Care have attracted substantial support and scrutiny at Cabinet and Corporate level and in 2013/14 the Cabinet resolved a targeted

operating model in which 'protecting the vulnerable is one of the Council's top three priorities. The Chief Executive introduced a new Organisational Development Programme within which both Children's Services and Health & Social Care will be afforded dedicated focus on their respective improvement plans and this will be supported by robust external peer challenge. Although the Cabinet Members for social services functions changed during the year, the continuity of Cabinet commitment remained unchanged and it was evident that priorities in relation to social services provision were the subject of apolitical cross-party support.

In the Children's Services Directorate this has supported the need to get closer to operational priorities and improve the 'safety' of the service; establish an effective management team; ensure an effective service-wide diagnostic and prepare a longer term improvement plan that will focus on remodelling social work delivery in 2016/17. The Director of Children's Services has initiated a strategic development partnership with the DCS in Leeds which has undertaken a similar improvement journey and which will provide Cardiff with a key learning and development opportunity with a large and diverse city. This will include peer challenge, senior manager to senior manager 'buddying' arrangements, shared best practice learning and the opportunity to access new models and designs for service delivery.

Renewed leadership in Children's Services and at key management points across the Directorate has been the single most significant key to securing fundamental improvement. In this context it is pleasing to note that during the year, the Directorate was able to replace a significant number of agency managers with permanent managers. A number of experienced, permanent managers took up new opportunities to undertake more senior management roles on an interim basis until the permanent posts were filled. These arrangements impacted positively on morale and more importantly, brought about some important improvement in underperforming areas.

Restructuring of Health & Social Care was identified as a priority within the 2012/13 Director's Report and whilst this remains a priority and significant work has been undertaken to drive forward change within the Health & Social Care service the outcome of the restructuring will not be delivered fully until 2014/15.

### **The Social Services and Wellbeing (Wales) Act**

Work continues to deliver Social Services and Wellbeing (Wales) Act with senior management involvement in co-producing the regulations with Welsh Government colleagues. There is strong engagement of both of the Council's social care Directors and Operational Managers through the Association of Directors of Social Services Cymru, Social Services Improvement Agency (SSIA) and Welsh Government work streams. Significant work has already begun in relation to safeguarding, a framework to explore alternative models of service delivery, to refresh and improve the single data system, to develop a Citizen Portal, and to streamline assessment and adoption. The Welsh Government has indicated there will be a further process of consultation in early 2014/15, to which both Directorates will contribute before formalising an improvement action plan to help mitigate risks and to explore opportunities.

The Regional Collaboration Fund and partnership working with the Vale of Glamorgan Council has presented many opportunities for delivering joined up, jointly commissioned services. These include a joined up approach; sharing resources across both Councils to deliver integrated assessment; working together on the strategic board to support development of services for people with learning disabilities; development of a joined up

commissioning strategy for domiciliary care across both local authorities; a strategic review of services to disabled children and young people; and development of a joined up needs analysis which will inform a joint commissioning strategy for telecare into the future.

Similarly the highly successful merger of the Cardiff and Vale Safeguarding Children Boards and of the Adult Area Protection Committees to a joined up Local Adults Safeguarding Board reflects the strength of relationships across agencies. A successful application to 'Strengthening the Connections' enabled us to initiate a strategic review of the Social Care Workforce Development Partnership with a view to an integrated response between the Vale of Glamorgan and Cardiff Councils, the third sector and Health to the workforce challenges of the Social Services and Wellbeing (Wales) Act.

## 7 APPENDIX

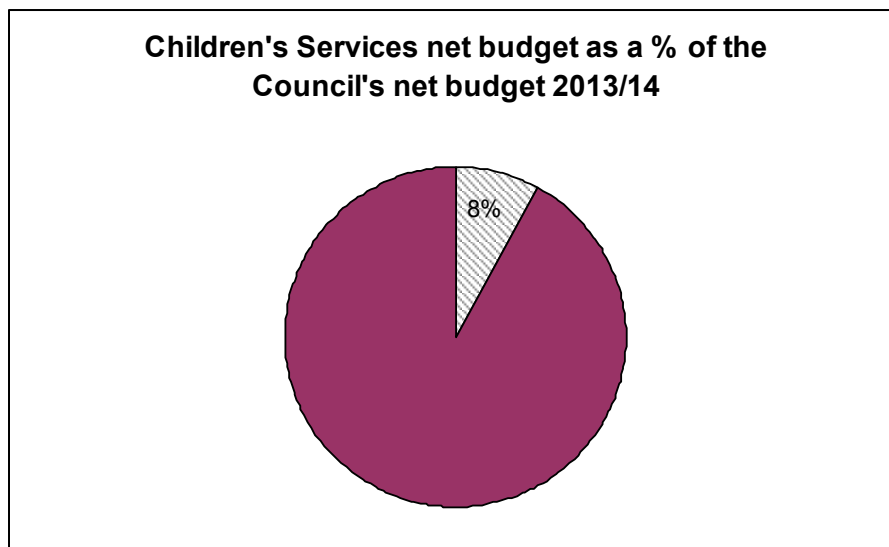
### APPENDIX 1: SUPPLEMENTARY FINANCIAL INFORMATION

There are 545 established posts in Children's Services providing services to 2,950 service users.

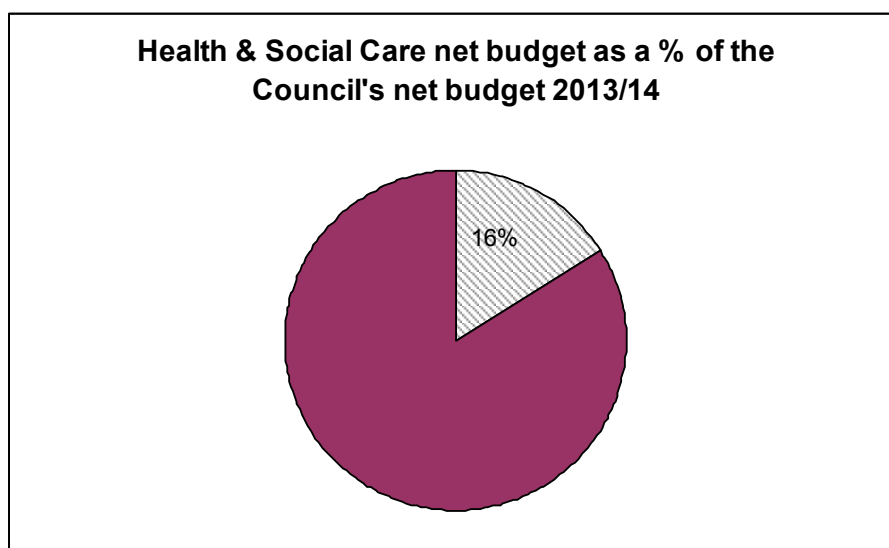
There are 1,074 established posts within Health & Social Care managing 7,569 case allocations.

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

Children's Services net expenditure budget 2013/14 = £46,032,000



Adult Services net expenditure budget 2013/14 = £93,550,000



Total Council net expenditure budget (all services) £593,007,000

# Director of Social Services Annual Report

> 2013 / 2014



# Executive Summary

October 2014



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. This summary has been produced to make the report more accessible to the citizens of Cardiff.

The report relates to the 2013/14 year and is the result of a process of analysis on a service by service area, undertaken by Operational Managers (OMs) in the Children's and Health & Social Care Directorates. Each OM's analysis was then subject to a process of challenge that included testing out with staff teams.

**Tony Young**  
Director of Social Services

## › Adult and Children Social Care in Cardiff

Cardiff has a population of 348,493 (as at 2012) with 71,669 children and young people aged 0-17 and 276,824 adults aged 18 and over. Of these, 2,950 are in receipt of services from Children's Services and 4,693 are in receipt of services from Health & Social Care at any one time; many thousands cross our threshold during a given year. Thousands are helped to achieve better outcomes through the provision of short term support or who, as a result of a period of care, then go on to live independent lives.



Children's Services received 25,865 contacts in 2013/14, of which 4,531 became referrals. 611 children were being looked after at 31st March 2014, and 314 were included on the Child Protection Register. The number of referrals requiring initial assessment rose by 35% during the year.

A child commented:

*My social worker has made a difference to my life.* 

Health & Social Care received 7,387 enquiries and 480 Protection of Vulnerable Adult referrals during 2013/14. 8,019 adults were assessed or reviewed during the year and 4,693 were in receipt of services as at 31st March 2014 (1,052 receiving residential and nursing care and 3,641 receiving community based services).

A Health & Social Care service user commented:

*The team helped me to get my confidence back after my operation and to get mobile again and were a pleasure to have in my home.* 

Overall Judgement - I am pleased to be able to report that overall the City of Cardiff Council provides a good range of effective social services that promote good outcomes for adults and children. However, these services are provided in a context of significant and continuing rises in demand and this presents real challenges in terms of ensuring consistency in the quality and standard of service in some key areas. Services for vulnerable adults and children are a clear priority for the Council. We know those areas that require additional attention to improve and our strong strategic focus on service improvement has enabled us to create the conditions for success in those areas.



## › Health & Social Care and Children's Services

Services for adults and children are a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. In Health & Social Care we are working to enhance the way we deliver services for adults, to promote proactive, positive and preventative services via the development of a universal Gateway. This will enable the minimum intervention in peoples' lives to support them to live as independently and safely as possible.

A Health & Social Care service user commented: "I was helped to get my independence back, I had lived with my daughter for 3 years and then been in hospital. So it was my first time on my own for some time and I would like to thank the carers for helping me overcome my fear of being on my own."

In Children's Services an effective and integrated programme of strategic improvement initiatives has made very good progress in stabilising the service and we are determined to maintain impetus. New and robust corporate governance arrangements will both underpin and support the Children's Services Improvement Plan and ensure that it benefits from effective peer review.

A parent commented:



*I'm much more confident as a parent and I spend more time with my child.*



### 'Top 4' Challenges facing Cardiff Social Services:

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

### Top 4 challenges for Children's Services:

1. Recruitment and retention of social workers.
2. Reducing caseloads.
3. Securing sustained and significant improvement in the timeliness and quality of assessments.
4. Resolving a clear long term strategy to radically alter the balance of service provision away from costly remedial intervention in favour of highly effective early prevention.

### Top 4 challenges for Health & Social Care:

1. Improve strategic commissioning arrangements to deliver an offer for citizens which enables us to better enhance citizen directed support.
2. Improve our offer to carers.
3. Increase the number of Direct Payments.
4. Work collaboratively with partners in the Vale of Glamorgan, University Health Board, and across council directorates to ensure we maximise the opportunity to deliver efficient and effective public services which enable vulnerable people to achieve their outcomes.

# Executive Summary

October 2014



## › Summary of Achievements 2013/14

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

1. Successful merger of Children and Adults Local Safeguarding Boards with the Vale of Glamorgan Council and partners.
2. Significantly improved cost and quality of commissioned support for disabled children.
3. Significantly improved planning and monitoring of children placed out of area.
4. Development of a strong marketing brand for the recruitment of foster carers and adopters.
5. Reduction in the number of children in the Youth Justice system.
6. Significant increase in uptake of Direct Payments by older people and children.
7. Successful bid to the Intermediate Care Fund to support sensory impairment projects.
8. Reduction of assessment waiting times for adults with a learning disability from 59 to 26 days.
9. Reduction in spend on agency management and agency staff.
10. Stable management teams established in both Directorates



# Performance Evaluation Report 2013–14

The City of Cardiff Council  
Social Services

This report sets out the key areas of progress and areas for improvement in The City of Cardiff Council Social Services for the year 2013–14

# **Annual Review and Evaluation of Performance 2013 - 2014**

**Local Authority: The City of Cardiff Council**

**This report sets out the key areas of progress and areas for improvement in The City of Cardiff Council Social Services for the year 2013- 14**

## **Summary**

This year has been both challenging and demanding in terms of meeting the diverse needs of a large population. The director's report reflects a mixed picture in terms of improvement and performance. There is a clear assessment of the challenges facing Cardiff in the coming years in terms of the recruitment and retention of staff in children's services and improving performance in areas such as care planning and review. The director has taken a strategic overview of services to understand areas for improvement and development. This has resulted in a more realistic approach to the allocation of resources in a climate of budget reductions. This approach will be supported by the appointment of a Assistant Director for children's services and an additional post of a operational manager strategic commissioning for adult services.

There is evidence in the director's report that the council is taking steps to prepare for the impact of the Social Services & Wellbeing Act (Wales) 2014. Integrated services with the Vale of Glamorgan council and university health boards are being strengthened.

There remains strong corporate support for the delivery of social services which has seen the council strengthen the management structure and provide additional funding for the directorate. The challenge of reducing cost in providing services has been addressed by the director's report. While some areas of savings have been identified, it is not clear if these are sufficient to fully meet the savings required.

The director's report sets out the vision for the restructuring of children's services. While some performance indicators suggest improvement in 2013-14, several others describe performance below that of other comparable authorities and below the Welsh average. Due to the effect of high caseloads and social worker vacancies the council plans to procure a generic team to support 250 cases in order to relieve pressure on front line staff in children's services

There is evidence of consultation with the people of Cardiff which has informed the council's strategies for service development and highlighted areas in need of improvement.

In response to the Welsh Government's framework for delivering integrated health and social care for older people with complex needs the council has set out its plans to further develop integrated services for this group in a 'Statement of Intent'. Cardiff already has partnership arrangements in place with the university health board and Vale of Glamorgan council and this document sets out how these links will be strengthened. This is an area CSSIW will want to monitor in the coming year.

This has been a challenging year for adult social care. The appointment of a director for health and adult social care has brought about improvement in some key areas of performance. As with children's services there has been a strategic approach to reviewing the adult social care services provided by the council. This review has highlighted areas of improvement and the need to restructure teams to work more effectively.

Care and Social Services Inspectorate Wales (CSSIW) continue to meet regularly with the directors and are reassured by the approach taken by the council since the new management team have taken up their posts. The appointments of a Assistant Director for children's services and operational manager of strategic commissioning are seen as key posts in driving further improvement. CSSIW will consider the benefits of these appointments in delivering improvement as demonstrated in key areas of performance in the 2014-15.

### **Response to last year's areas of improvement**

<b>Area for improvement identified last year</b>	<b>Progress in 2013 - 14</b>
Recruitment of personal advisers.	Some posts have been filled but further recruitment needs to be undertaken to ensure the service is fully staffed to meet demand. However a permanent team manager has been appointed to lead the service. Increasing the capacity of personal advisers is an area for development in 2014/15. The percentage of children allocated a personal adviser has dropped significantly from 89.5% to 40% This fall has been attributed to improvements in the accuracy of the method of recording performance.

Recruitment of foster carers	Evidence from our inspection of Cardiff's fostering service indicated that the authority has recruited more carers.
Continue improving the availability of direct payments	The number of children using direct payments has increased by 37. The number of adults using direct payments has increased by 97
The capacity of the CAP team to process initial contacts in a timely manner	Performance indicators show further deterioration, with a drop in the percentage of decisions on referrals made within one working day and initial assessments completed within seven working days.
The quality of decision making at initial contact	Significant Improvement has been made in the number of referrals that did not proceed to initial assessment. The percentage was 1.9% which is significantly lower when compared to similar authorities and the all Wales average of 16.7%.
The increase in the number of referrals in a year	There has been a fall in the number of referrals in the past year. The total is slightly higher when compared to the all Wales average.
Thresholds for people with a sensory and physical impairment	A physical and sensory impairment strategy has been produced. The council is satisfied that thresholds have been consistently applied.
The quality and commissioning of services for people with mental health needs	The council is taking steps to address the quality and commissioning of services for people with mental health needs. Feedback from the inspections of regulated settings highlights this area as one in need of improvement.
The reviewing of children in need plans	Performance indicators show an increase of 13 percentage points to 55.1% of reviews completed in accordance with the statutory timetable. This is still significantly lower than

	similar authorities and the all Wales average of 78.8%.
Meeting the council's statutory responsibility in the fostering service	The inspection of the council's fostering services identified areas of improvement in the past year and a steady increase in the numbers of carers recruited.
Ensuring care plans are in place for looked after children at the point of admission	There has been a slight fall in the number of care plans completed at the point of admission. Performance indicators show 62.5% completion, which is significantly lower when compared with similar authorities and the Wales average.
Delayed transfers of care for social care reasons	The council has made progress in reducing the number of delayed transfer of care, while still above the Wales average it shows the council is addressing the problem.
Cost of services for people with physical and sensory impairment	The council is undertaking a review of all high cost packages of care.
Statutory reviews for looked after children	Performance indicators in the completion of statutory reviews for looked after children have decreased slightly to 92.4%.
Personal education plans for looked after children	There has been a slight improvement in ensuring Personal Education Plans are in place for looked after children. However at 23.9% this remains significantly lower when compared across similar authorities and the all Wales average of 62.7%.
Part 4 professionals meetings	CSSIW has seen improvement in this area following our site visit with the team manager.
The number of children looked after by the council	There has been an increase in the number of looked after children from 557 in 2012-13 to 611 in 2013-14 .



The implementation of a sustainable management structure	The council has appointed a director of social services and a director of health and adult social care.
Strengthening the management and leadership capacity with the appointment of permanent and experienced senior managers	This past year has seen the director's implement a new management structure. There are plans to further strengthen the management team with the appointment of an Assistant Director for children's services and a operational manager of strategic commissioning for adult services.

### **Visits and inspections undertaken during the year**

- Site visit to sensory impairment team.
- Meeting with safeguarding manager regarding part 4 professionals meetings.
- Quarterly engagement meetings with senior officers to review performance and progress against areas identified in the 2012/13 ACRF evaluation.
- Observation of adults and children's scrutiny and corporate parenting committees.
- Attendance at residential and nursing and domiciliary care provider forums.
- Inspection of safeguarding and care planning of looked after children and care leavers who exhibit vulnerable or risky behaviour, within The City of Cardiff Council, ('looked after children inspection').
- Inspection of Cardiff's regulated day care, children's and adults care services.

### **Areas for follow up by CSSIW next year**

- Review the operation and effectiveness of the child health and disability team.
- Review progress in the development of social impact bonds.
- Quality of commissioning of service for adults with mental health needs.
- Review of the effectiveness of the arrangements for delivering integrating health and social care for people with complex needs.
- CSSIW will contribute to a WAO led review to examine whether councils are effectively supporting older people to live independently, including through joined up working across health and social care.

## **Performance**

### **Shaping services**

This year has seen the council take a more strategic review of its services. This has proved challenging in terms of the capacity of the director to take forward change while meeting his obligation as statutory director for social services. The planned appointments of Assistant Director for children's services and operational manager of strategic commissioning for adult services should further enhance the senior management team's capacity to focus resources on the priorities identified in the director's reports.

The director's report identified that one of the council's key challenges is implementing the Social Services and Wellbeing (Wales) Act 2014 in working collaboratively with partners to improve outcomes for the people of Cardiff.

The need to continue to strengthen the commissioning and partnership arrangements with the university health board and Vale of Glamorgan council was identified as an area for improvement in CSSIW's 2012/13 annual review and evaluation of performance. Partnership arrangements have been significantly strengthened through integrated health and governance and the merger of the children's and adult's safeguarding boards with the Vale of Glamorgan and a single point of entry for drug and alcohol services.

There is evidence of consultation with the people of Cardiff which has informed the council's strategies for service development and highlighted areas in need of improvement. This included consultation on the development of the older person strategy in the residents survey 'Ask Cardiff'. Feedback from the survey identified cost and finance rated high in terms of people's concerns, with information and awareness of services identified as an area in need of improvement. The council also consulted with representatives from Cardiff's black and minority ethnic communities and the older person's forum. Feedback from the consultation is being taken forward to shape the older person strategy for Cardiff.

### **Adults**

The appointment of a director for health and adult social care has seen developments in both the delivery and review of services provided to people. Undertaking a more strategic overview of services has been necessary to understand the scope and challenge of services currently provided.

The appointment of a operational manager of strategic commissioning should increase capacity to further develop and review services and enable the director to focus on partnership working and the areas for development identified in the director's report.

The council has developed a more proactive reablement service to support people back to independence, reduce hospital admissions and facilitate earlier discharge. Performance indicators show the number of older people being supported in the community (and thereby maintaining their independence for a longer period) has remained stable at 46.4. This remains lower than similar authorities and below the all Wales average of 74.5. However the rate of older people who the council supports in residential care has also decreased and is lower when compared with similar authorities and the Wales average. While the rate of delayed transfers of care from hospital is significantly above the all Wales average, analysis of the six year trend shows that, for the first time since 2010-11, there has been an improvement in this area of performance. These are areas the council may want to develop and explore in the coming year to further support people to remain independent in the community and continue to reduce the reliance on residential care in light of budget constraints.

Cardiff has developed a three year dementia plan in partnership with the Vale of Glamorgan, university health board, third sector partners, service users and their representatives. The council has also responded to the Welsh Government's framework for delivering integrated health and social care for older people with complex needs in its 'Statement of Intent'. CSSIW will want to consider the effectiveness of these partnership arrangements in the coming year.

The director's report recognises the importance of 'more than just words' the policy framework for Welsh language services. This commitment is being implemented by shaping services to enable Welsh speakers to get help through the medium of Welsh. As part of CSSIW's engagement with domiciliary care forums we found the council asking providers about their capacity to deliver services through the medium of Welsh by identifying care workers who can provide this service. As part of a community inclusion program 'surgeries' have taken place with minority ethnic groups to enable people to have a greater awareness of the services provided by the council.

The Director reports an increase of 97 adults receiving direct payments giving people a real choice on how they wish to be supported.

## **Children**

The integrated family support service (IFSS) is a joint partnership arrangement with the Vale of Glamorgan and Cardiff and the Vale university health board. Information from the annual report demonstrates the service is making an impact on engaging with families who have complex and challenging needs. The service is part of the preventative work being undertaken by the council with young people and their families. Analysis of the feedback and statistics provided by the service demonstrate this is a valued and successful project.

The council is continuing to explore the development of social impact bonds to improve outcomes of looked after children. Though work is at an early stage a board and project group has been established to oversee this innovative work.

### **Areas of progress**

- The council has been successful in increasing the use of direct payments for adults and children.
- The integrated family support service has been successful in undertaking preventative work with children and their families.
- The council has reduced the number of people experiencing delays in the transfer of their care from hospital. However more needs to be done to further improve in this area.
- The council is Implementing 'more than just words'.
- The reablement service provides a good service to the people of Cardiff.

### **Areas for improvement**

The council should:

- continue to reduce the number of delayed transfers of care; and
- continue improving the availability of direct payments to both children and adults.

## **Getting help**

### **Adults**

The council is continuing to focus its work on preventative measures to reduce the reliance on residential services. The reablement service is now co-located with health colleagues based in two offices across Cardiff. The use of a 'step up' 'step down' model of intervention ensures that the service targets people with the most appropriate level of intervention when it is needed. This year has seen a reduction in the number of delayed transfers of care from hospital. Performance in this area is one the council needs to continue to improve upon.

CSSIW's site visit to the physical and sensory impairment team found that the service had been restructured to provide a more streamlined and responsive service. There were some inconsistencies in the roles and responsibilities of staff working at the same level. A more strategic management overview of these arrangements is being undertaken to consider roles and responsibilities of qualified workers and the impact on staffing budgets, delivery of services and optimum use of qualified staff.

Work was being undertaken to reduce the cost of high packages of care, however this is not without its challenge as people accustomed to a high level of care are resistant to any reduction service. There is a strong emphasis on supporting people to manage their own budget through the use of direct payments.

The director's report has confirmed that all reviews for older people in receipt of a care service are up to date. CSSIW had identified this as an area in need of improvement through its inspection of regulated care services. CSSIW acknowledge improvements have been made in the last year to the quality and timeliness of care reviews for older people.

Work has been undertaken with adult carers through a consultation exercise completed in February 2014. Performance indicators show a reduction in the percentage of carers offered an assessment of need and carers offered a service following an assessment. The council has identified this as an area of development in the coming year and plans to further develop support for carers through joint work with the Vale of Glamorgan carer's strategy group. This is an area CSSIW would like to review in the coming year.

## **Children**

The director reports a 35% increase in the number of referrals to children's services requiring initial assessment in the past year. The reason for the increase has not been identified in the director's report. Performance indicators show this has affected the number of assessments being undertaken within seven days which fell from 67.4% to 40.1%. The percentage of referrals where a decision is made within a day fell from 90.7% to 80.3%. However in the same period the percentage of referrals that did not proceed to initial assessment has fallen significantly which would suggest that a high proportion of referrals were appropriate. There has been a reduction in the number of re referrals within 12 months.

While little progress has been made in the percentage of first placements of looked after children who had a care plan in place, there was a significant reduction in 2013-14 in the number of children who had three or more placements in a year. The percentage of young carers known to social services who were assessed has significantly increased to 100%. This area of performance is higher than the national average of 85.9%. Performance in providing young carers with a social work service has fallen from 98% to 68.4%. However, the Council reports that all young carers are signposted to, or supported to access, universal or third sector services in the community.

The percentage of young people allocated a personal adviser has fallen significantly in the past year and is below the performance of similar authorities and the all Wales average. This fall has been attributed to improvements in the

accuracy of the method of recording performance. It is disappointing that the council has made insufficient progress on the recruitment of personal advisers due to funding restraints. The director has appointed a permanent team manager to lead the personal adviser service and identified increasing the number of personal advisers as an area for development in 2014-15. Care leavers spoken to as part of the looked after children inspections were positive about the support they received from their personal advisers. They were empowered to have a voice and to engage meaningfully in decisions that influenced their lives. There was a clear, shared, understanding and commitment from staff to safeguard young people and improve their outcomes. Workers interviewed were experienced in managing risk and were familiar with the process. The looked after children inspection also found a lack of primary mental health services available to young people whose wellbeing was compromised but did not meet the thresholds to access children and young people's mental health service. The director's report has highlighted the work being undertaken with child and adolescent mental health service to improve outcomes for children and young people. Performance indicators show an increase in the number of child in need reviews carried out within the statutory timescale at 55.1%. However, performance in 2013-14 still falls short when compared with similar authorities and the all Wales average of 78.8%. The director is aware of the need to improve performance in this area.

### **Areas of progress**

- The council has improved performance in undertaking reviews of older peoples care packages.
- The council has reviewed the thresholds for people with sensory and physical disabilities.
- The council is reviewing high cost packages of care.
- The council has improved performance in the quality of decision making at initial assessment in children's services.
- The council has been successful in reducing in the number of re referrals.
- The council is improving the number of young carer assessments.

### **Areas for improvement**

The council should:

- work with health colleagues to ensure that children and young people with mental health needs receive appropriate CAMHS services to meet their needs;
- continue to reduce the number of delayed transfers of care;
- improve the number of adult carers assessments; and

## **The services provided**

### **Adults**

The objective of service provision is to support people to remain in the community. The increase in the take up of direct payments and impact of the reablement service are evidence of progress with this model of service delivery.

The council has two domiciliary care agencies registered with CSSIW. One agency is a reablement service and the second agency provides support to people in their accommodation. CSSIW's inspections of these services found that. While there were some areas for improvement identified, people receiving services experience positive outcomes and were supported well to regain or maintain their independence.

The City of Cardiff Council has a number of regulated care services within its boundaries. Overall the quality of residential, nursing home and domiciliary care services has improved over the past year. CSSIW has identified two adult care services, commissioned from external providers, as 'services of concern'. The council has worked positively with CSSIW and partner agencies to bring about change and improve outcomes for people who were using these services.

The annual review and evaluation of performance for 2012-13 identified the quality and commissioning of residential mental health services as an area for improvement. The director reports on a number of initiatives to promote mental wellbeing and reduce stigma. A joint mental health strategy and delivery plan has been developed in partnership with the Vale of Glamorgan council and mental health partnership board. It is anticipated a joint commissioning strategy will be developed towards the end of the current financial year. However, CSSIW's inspection of residential services for people with mental health problems found a mixed picture in terms of the quality of services being commissioned and timeliness of reviews. This is an area CSSIW will want to explore in the coming year.

The council has a learning disability commissioning strategy and has continued to further integrate the service with the Vale of Glamorgan and Abertawe Bro Morgannwg university health board. The council has undertaken a review of the service and identified areas of development. Aware of the budget pressure - and the high cost of residential services for people with a learning disability - the council have a programme of interventions to support people in moving back to Cardiff. Joint work with housing services to identify suitable accommodation for people (and closer work with children's services) is enabling the directorate to plan more effectively to deliver services for people with complex needs.

## Children

The council provides a range of service for children and their families. CSSIW's inspection of the council's children's home found all aspects of the service were well developed and effective in supporting and enabling the young people to make positive social and developmental progress.

The past year has seen the council focus attention on the rebranding of the fostering service. CSSIW's inspection found improvements had been made in the service resulting in raising the profile of the service and an increase in the number of carers being recruited. CSSIW's inspection of Cardiff's fostering service found that the service had responded positively to recommendations made at our previous inspection and that improvements had been made. The authority is committed to the support, training and development of foster carers.

In September 2013 CSSIW completed the inspection of Cardiff's adoption service. CSSIW found that the quality of the adoption team staff, including administrative support staff, the two team managers and the adoption panel was good and that their insight and expertise will positively support the ongoing improvement of the service. Preparation training had been of a high standard and adopters spoke positively about the quality of their assessments. However the leadership of the service has not ensured that its performance has been optimised and its effectiveness in advertising, recruiting and assessing prospective adopters since the last inspection has been inconsistent.

There has been a fall in the number of children in need. While there was an improvement in the percentage of reviews of children in need plans from 42.7% to 55.1%, this remains significantly below the Wales average. Further work is required if the council is to fully meet the needs of this vulnerable group of young people. The preventive work being undertaken by Integrated Family Support Service and collaboration with third sector partners should support the continued improvement in this area of need.

The looked after children inspection found the authority had effective arrangements in place to share information with partner agencies which could support joint planning for looked after children. A needs assessment of the looked after population has been commissioned with Families First to inform strategic planning for the future of the service.

There was clear leadership and a positive culture within the management team, which was not at full capacity at the time of the looked after children inspection. A comprehensive breakdown of workload and performance was available which outlined capacity to meet the needs of looked after children. There had been a focus on stabilising the workforce and plans were in place to develop a specialist service for looked after children and young people. Good progress was being made and there was a realistic approach to addressing a legacy of over reliance



on agency workers. Arrangements for delivering front line services had been reviewed and senior managers had identified the issues which needed to be addressed.

The inspection found that the quality of assessments seen was inconsistent, they were not routinely updated and did not reflect the current needs of looked after young people. The recording of care planning was limited and there was little evidence of how young people were engaged in the process. The format of the plans did facilitate easy access to information or engagement and did not have a specific section to record the views of children and young people. Work was on-going to revise electronic documents and this was well supported by IT business support staff with knowledge and understanding of the particular needs of assessment.

### **Areas of progress**

- The council is providing a good reablement and supported living services.
- The council has rebranded the fostering service to attract more foster carers.
- A good quality service is being provided at the council's children's home.
- A needs assessment of the looked after population had been commissioned to inform strategic planning for the future of the service.
- The council has been successful in reducing the number of agency workers.

### **Areas for improvement**

The council should:

- review the commissioning of service for adults with mental health needs;
- ensure children in need reviews are undertaken in accordance with statutory timescales; and
- Improve the inconsistencies in the quality of assessments for looked after children.

### **Effect on people's lives**

#### **Adults**

The use of direct payments provides people with real choice about how they want their service to be delivered. While the council has improved performance in the use of direct payments, recent surveys and consultations have identified that over four fifths of respondents were not aware of direct payments arrangements. If the council is to continue to increase the use of direct payments more attention needs to be given to raising awareness of this and other services.

As part of CSSIW's visit to the sensory impairment team we identified that while new referrals are promptly processed, there is a significant waiting list for the provision of aids and adaptations. Limited staff resources means urgent referrals are prioritised with little impact on reducing the waiting list. Some work has been undertaken to review the arrangements in place for people in need of aids and adaptation, however, it is too early to evaluate the impact of this work.

Effective partnership arrangements are in place to protect vulnerable adults. The adult protection procedures work well and thresholds are consistently applied and risks are identified. Where concerns have been identified in the standards of care provided in residential services, the council has used their escalating concerns procedures to bring about improvements in outcomes for vulnerable people. The council has recently appointed an operational manager for safeguarding for adult, children and education services. This is an area of development that CSSIW will want to consider in the coming year.

## **Children**

The number of looked after children has increased over the past year and performance in undertaking statutory reviews is below the Welsh average. Statutory visits to looked after children form an important part of the process of safeguarding and promoting welfare. This was an area of improvement identified in last years performance review.

The looked after children inspection found the Local Safeguarding Children's Board (LSCB) had moved to a regional footprint. A self assessment had been completed and a business plan was in place. Clear priorities had been agreed which include improving the management and reduction of child sexual exploitation (CSE). A number of protocols had been developed by the LSCB which specifically related to the most vulnerable children and young people.

CSSIW's evaluation of the council's performance for 2012-13 highlighted a number of concerns from registered providers of under eight day care services regarding delays in providing feedback and outcomes following a child protection referral. CSSIW undertook a site visit to the safeguarding team within children's services during 2013-14 to explore the consistency of services, any barriers for improvement and the overall performance of the service. The interim manager was aware of the demands on the service and is currently the only person who has responsibility for chairing strategy meetings under part 4. While child protection meetings held under part 3 of the act have not raised the same concerns there appears to be less clarity about process for part 4 meetings.

Since CSSIW met with the manager significant improvement has been made in the timeliness of strategy meetings and information provided to CSSIW where staff working in regulated care services are implicated. The appointment of an

operational manager should enable the service to have a more strategic view on the effective delivery of the safeguarding team.

The council has reported some success in the educational attainment of looked after children. The Director reports that ten young people are being supported at university and the average educational attainment of looked after children at key stages two and three have improved. The percentage of young people engaged in education, training or employment is slightly below the Wales average.

In contrast to this, there has been little improvement in the percentage of young people with a personal education plan (PEP) in place at 23.9%. This is significantly below the Wales average of 62.7%. It is important that good quality PEPs are in place for all relevant looked after children to establish clear targets and actions to respond to each child's needs and aspirations and provide a continuous record of their achievements.

### **Areas of progress**

- The council has improved the arrangements for professional strategy meetings in children's services.
- The council has appointed an operational manager for safeguarding and review.

### **Areas for improvement**

The council should:

- continue to raise awareness of the availability of direct payments;
- improve performance in the number of statutory reviews for looked after children; and
- improve performance in ensuring personal education plans are in place for looked after children.

## **Capacity**

### **Delivering Social Services**

The director for health and adult social care reports an overspend of £3.624m for 2013-14, reflecting a growth of 9% in care hours through domiciliary care services and an increase in the cost of residential and nursing home placements. Within adult services, additional finances have been made available in 2014-15 in response to pressures in domiciliary and residential care. The additional money has been offset by the required savings of £6.2m from the social care budget.

Childrens' service area reported an overspend of £570,000, this is significantly less when compared with the 2012/13 overspend of £1.9 million.

The projected population rise over the next 15 years will have an impact on the ability and capacity of the council to provide services at the current level. The focus on developing support and services to support people in the community should delay people being admitted to residential care or receiving packages of care. This will result in an increase in the complexity and level of needs of people being admitted to residential care and higher cost to the council. In addition, lack of capacity within residential and nursing homes presents a challenge to the council in providing choice to the people of Cardiff. It also drives up cost. In response, the council is currently reviewing the commissioning model of domiciliary care and residential and nursing home placements. The new arrangements should be implemented in 2014. The council is also taking steps to review expensive packages of care and undertaking reviews of out of county placements. The scope of budget constraints would suggest that these measures are unlikely to be sufficient to make the necessary savings.

The council made permanent appointments to Operational Manager posts in children's social care to support the directors and take forward change and improve service delivery. There has been a more strategic overview on the delivery of services provided in both children's and adult social care. The capacity of the directors to take forward this review has at times been limited due to the lack of senior managers in post and the span of control for the service areas they are responsible for.

The director's report has highlighted the retention of staff and size of caseloads in children's services as a key issue for the council to address. This has affected some areas of performance in children's services. The director's have reduced the number of agency workers and is currently recruiting to current vacancies. To address increased caseloads and morale within the team the Director has secured support to procure a managed team for 250 cases in children's services. This is an area CSSIW will want to visit in the coming year to determine the management arrangements and quality of service provided.

### **Areas of progress**

- The council is reviewing the commissioning of domiciliary and residential and nursing home placements.

### **Areas for improvement**

- The retention of social workers.

## **Providing direction**

The appointment of the director of social services and a director for health and adult social care is innovative and has brought stability in leadership and direction within the department. The nominated director of social services is also the director for children's services. In the absence of an Assistant Director for children's service the span of control in undertaking the director's statutory role in the oversight and management of social service has at times been stretched.

Supporting looked after children to achieve their full potential have been identified as a corporate priority. During the looked after children inspection CSSIW found that elected members and corporate officers were well informed and evidenced strong commitment to support looked after children and young people. Corporate parenting arrangements were well developed, and challenged performance. There were a number of mechanisms in place to allow elected members to meet with service users and check out the quality of services they were receiving.

CSSIW has attended a number of scrutiny committee meetings over the past year. We found there continues to be effective challenge and understanding of social services policies. There is a strong corporate commitment to social services to ensure the people of Cardiff have access to quality services.

The challenge for Cardiff over the coming year is maintaining and improving quality while managing a service with increased demands and a shrinking budget. A strategic approach to facing this challenge has started, but further reviews of services will need to be undertaken to ensure the demands and needs of the people of Cardiff are met.

## **Areas of progress**

- The council has strengthened the management and leadership capacity with the appointment of a permanent director of social services and appointment of a director for health and adult social care.

## **Areas for improvement**

The council should:

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

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**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**



**COUNCIL**

**29 JANUARY 2015**

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**REPORT OF THE COUNTY CLERK & MONITORING OFFICER**

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**COUNCIL PROCEDURE RULES – WRITTEN QUESTIONS**

**Reason for this Report**

1. To enable Members to consider the changes recommended by the Constitution Committee with regard to the current rules on Written Questions at Council meetings.

**Background**

2. The Constitution Committee's approved Terms of Reference are:

To review the Council's Constitution, and to recommend to Council and/or Executive any changes, except that the Committee will have authority (subject to the Monitoring Officer's advice) to make the following changes on behalf of the Council:-

- (a) Drafting improvements to enhance clarity and remove minor anomalies.
  - (b) Updating to reflect legislative changes and matters of record.
  - (c) Amendments to the Financial, Contracts and Land Procedure Rules (subject to the advice of the S.151 Officer being sought).
3. The current procedure for Members' Questions is set out in Part 3 of the Council Procedure Rules, which were approved by Council on 27 March 2014. The current rules were recommended by the Constitution Committee following the introduction of a pilot exercise in 2013 during which time various amendments were made. It was agreed that the operation of the new Rules should be monitored and reviewed.
  4. The Constitution Committee considered the current rules on Members' Questions at its meeting on 15th January 2015, and recommended certain amendments to the rules.

## Issues

5. It is generally recognised that questions at Council are an important means by which minority parties and backbench councillors may obtain information and call the majority party to account.
6. The current rules on Members questions at Council make provision for two types of Members' Questions, 'Oral' and 'Written'. When this model was introduced, the draft Guidance on the new rules stated the intention was that:

*"Oral Questions be used to raise issues that:*

- *Relate to the past or proposed policy or strategy of the Cabinet.*
- *Relate to matters that either have impacted or will impact upon the citizens of the Council as a whole; a significant number of them or a particular group of them (such as children, the disabled or the elderly).*
- *Should properly be dealt with by full Council, rather than another forum (such as through Scrutiny, Standards and Ethics Committee or normal correspondence).*

*Written Questions be used to:*

- *Seek the provision of factual information.*
- *Relate to the specific circumstances of an individual or a relatively small group of citizens.*

*Members are reminded that Written Questions may be dealt with more appropriately through normal correspondence channels."*

[Report to Constitution Committee, 19th December 2012, Appendix A].

7. When the current rules were adopted, the majority view accepted that the number of Oral questions should be limited, but no limit was placed on Written questions. The number of Oral questions is calculated by a formula which reflects the political representation of the Council and a maximum of 90 minutes is allowed.
8. The number of questions submitted since the adoption of the new Rules is shown below:

<b>Month</b>	<b>Oral questions</b>	<b>Written questions</b>
April 2014	28	19
May 2014 (AGM)	-	-
June 2014	26	15
July 2014	27	4
September 2014	21	28
October 2014	28	9
November 2014	24	141



9. The Constitution Committee noted the very high number of Written questions submitted at the last Council meeting (in November) many of which required Welsh translation, and acknowledged the significant burden this placed upon the organisation in order to deal with Written Questions within the set timescales for response. Members were particularly concerned about the effect on staff and emphasised the Council's duty of care in this respect.
10. In response to these concerns, the Committee agreed to recommend a trial for 6 Council meetings of the following changes to the procedures for Written Questions:
  - a) Any Member who wishes to submit more than 5 Written Questions will be invited to prioritise the 5 questions to be answered at the Council meeting;
  - b) The answers to any additional Written Questions will be given at the following Council meeting; and
  - c) The Monitoring Officer to be given discretion to instruct that a composite answer may be given to related Written Questions, wherever she considers this appropriate;
11. The suggested amendments to the relevant Rule (Rule 17(f) of the Council Procedure Rules) are shown in **Appendix A**.
12. Members should note that the amended Rules, if approved, will take effect for the March 2015 Council meeting (as there are no Written or Oral Questions at the February Budget Council); and be trialled up until and including the Council meeting in November 2015, during which time the changes would be monitored and reviewed, and thereafter made permanent or further amended.

### **Legal Implications**

13. There are no direct legal implications arising from the recommendations of the report.

### **Financial Implications**

14. There are no direct financial implications arising from the recommendations of the report.

## **Recommendations**

Council is recommended to:

Consider and approve, on a trial basis for 6 Council meetings, the recommended amendments to Rule 17(f) of the Council Procedure Rules in respect of Written Questions, as shown in **Appendix A**, subject to any further amendments considered necessary.

**Marie Rosenthal**  
**County Clerk and Monitoring Officer**  
19 January 2015

## **Appendices**

Appendix A                      Council Procedure Rules (extract), Rules 16 and 17

## **Background papers**

Constitution Committee report, 15<sup>th</sup> January 2015. 'Council Procedure Rules – Members' Questions'  
Council report, 27 March 2014, 'Constitution Committee'

## Part 3 – Procedures and Rules of Debate

### 16 QUESTIONS AND DEBATE ON REPORTS AND CABINET STATEMENTS

(a) On Cabinet Member Statements presented to the Council:

- (i) A Member may ask the person presenting the report any question or otherwise comment on the subject matter of the statement without notice. Following the Cabinet Members response to such questions, the Member asking the original question shall be allowed to ask a supplementary question to clarify the response to the question.
- (ii) One minute shall be allowed for each of the question, answer, supplementary question and supplementary answer.

(b) On Reports presented to the Council

- (i) The person presenting the report shall have 6 minutes to introduce it. A maximum of 3 minutes will be allowed to each Member to speak in relation to the report. 3 minutes will be allowed for the presenter of the report to make their closing remarks in response to points raised by other Members.

### 17 ORAL AND WRITTEN QUESTIONS BY MEMBERS

#### General

- a. In accordance with this Rule 17, a Member may ask questions of:
  - i. the Leader or any Cabinet Member;
  - ii. the chair of any committee or sub-committee; or
  - iii. nominated members of the Fire Authority.

#### Submission of Questions

- b. A Member wishing to ask a Written Question should provide the question by email to the Council's mailbox for the submission of questions (as specified by the Democratic Services Manager). In doing so the Member must specify the person to whom the question is addressed.
- c. Oral Questions shall be submitted by (or on behalf of):
  - i. each of the spokespersons for each opposition political group recognised by the Council (or such other Member as the leader of that group may nominate); and
  - ii. a backbench Member of the ruling group(s) nominated to the Democratic Services Manager for such purpose;

by email to the Council's mailbox for the submission of questions (as specified by the Democratic Services Manager). In doing so the Member must specify:

- (i) the name of the Member asking each question; and
- (ii) the order in which the group wishes to ask its questions.

Each such person shall be entitled to submit a maximum of the number of questions that are allocated to their political group calculated in accordance with the following rules:

- (i) Each political group recognised by the Council shall automatically be entitled to 3 Oral Questions; and
- (ii) In addition, a further 15 Oral Questions shall be allocated amongst the political groups in proportion to their representation on the Council.

In addition any Members who are not members of any political group recognised by the Council shall be entitled to submit one Oral Question each. Unless those Members agree otherwise, the order in which they shall be entitled to submit questions shall be determined by rotation.

d. Questions will be dealt with in accordance with the following procedures.

### Oral Questions

Oral Questions will be dealt with in accordance with the following procedure:

Day	Action
12.00 noon, 2 Working Days prior to Council Meeting	Deadline for the Submission of Oral Questions
At Council Meeting questions shall be made available in writing and online at least 30 minutes prior to the start of the meeting and dealt with as set out opposite.	<p>A maximum of 90 minutes shall be allowed for Oral Questions, any questions that are not dealt with in this time limit shall fall.</p> <p>Each Oral Question will be made available in writing and online at the start of the meeting and dealt with in the following order:</p> <ul style="list-style-type: none"> <li>- Oral Questions shall not be read orally, but will be dealt with in rounds. In the first three rounds each political group shall each be entitled to ask one question. In subsequent rounds, only political groups with remaining Oral Questions shall be entitled to ask questions.</li> <li>- In each round the <del>questions</del> ordering of the questions shall be determined by the size of each of the political groups (with the largest going first) except that the ruling group(s) shall go last.</li> <li>- Questions from Members who are not members of a political group recognised by the council shall be asked at the start of the fourth round.</li> </ul>

	<p>Each question shall be answered orally by the Cabinet Member that the Cabinet deem most suitable to respond (or by the relevant chair of a committee or nominated member of the fire authority if the question was so addressed). A maximum of one minute shall be allowed for the answering of the question.</p> <p>The Member who submitted the question shall then be allowed one minute to ask a supplementary question.</p> <p>The person to whom the question is addressed shall have one minute to answer the supplementary question.</p> <p>One further supplementary question may be asked by another Member provided that the asker is not a member of the same political group as the Member who submitted the original question. The Member asking the further supplementary question shall be allowed one minute to ask it, and the response shall also be limited to one minute.</p>
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### **Urgent Oral Questions**

- e. At the end of the period allocated for Oral Questions the Chair may allow Members to ask further Oral Question for which notice under Rule (b) above has not been given if:
  - (a) the Chair and the person to whom the question is addressed has been given at least two hours written notice of the question prior to the start of the meeting; and
  - (b) the Chair has confirmed to the Member asking the Question and the person to whom it is addressed that they are satisfied that the question is of urgent public importance and could not be better dealt with under any other Rule or other procedure of the Council.

### **Written Questions**

- f. Written Questions may be asked at any time and will be dealt with as set out below:

Day	Action/Comment
9.00am 9 Working Days prior to Council Meetings	<p>Deadline for the submission of Written Questions <del>to ensure</del><u>for</u> an answer <del>is to be</del> received at the <del>next</del> Council Meeting. <u>If a question is submitted after this deadline it will be answered at the <del>next</del> following Council Meeting.</u></p> <p><u>If a Member submits more than 5 Written Questions, only 5 of these Questions (which the Member will be invited to prioritise) will be answered at the Council Meeting; and the remaining Questions will be answered at the following Council Meeting.</u></p> <p><u>The Monitoring Officer shall have discretion to instruct that a composite answer may be given to Written Questions which are closely related or on the same subject matter, wherever she considers this appropriate.</u></p>
12.00 noon on the day of the Council Meeting	<p>Deadline for <del>all</del> answers to Written Questions <del>asked before the deadline referred to</del><u>which are to be answered at the Council Meeting (as referred to above)</u> to be circulated by email to all Members.</p>

A full copy of each Written Question (together with the answers to them) ~~submitted prior to the deadline referred to above~~ submitted will be attached to the minutes of the meeting.

### Rejection of Questions

- g. The Chair may reject an Oral Question, Urgent Oral Question or a Written Question if in their opinion it:-
- (i) is not in relation to Relevant Business (as defined in Rule 35);
  - (ii) is in relation to Inappropriate Business (as defined in Rule 35);
  - (iii) is substantially the same as a question which has been put at a meeting of the Council in the past six months and there has been no material change in the answer which would be given; or
  - (iv) is a statement or otherwise is not a genuine enquiry.

### Withdrawal of questions

- h. A question may not be withdrawn except with the consent of the person it is addressed to.

- i. If the Chair or the Monitoring Officer considers that a response to a question could be provided by a senior officer prior to the relevant Council meeting, then the Monitoring Officer may contact the Member concerned to ascertain whether the Member agrees that the question could be withdrawn.

#### **Written record of Oral Questions and Responses**

- j. A written record of Oral Questions and related supplementary questions that are put at the meeting together with the responses provided, will be circulated by or on behalf of the Democratic Services Manager to all Members and the media noted as having attended the meeting by no later than 5.00pm five Working Days following the day of the Council meeting.
- k. Prior to issue the written note of a response to a supplementary question must be checked for accuracy by the responding person.
- l. No written note of a response to a supplementary question will be provided to the media before being provided to Members.

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**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**



**COUNCIL:**

**29 JANUARY 2015**

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**REPORT OF COUNTY CLERK AND MONITORING OFFICER**

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**APPOINTMENT OF LOCAL AUTHORITY GOVERNORS TO  
SCHOOL GOVERNING BODIES**

**Reason for this Report**

1. To appoint Local Authority School Governors.

**Background**

2. Section 19 of the Education Act 2002 creates the general ability for the Local Authority to appoint governors to the Governing Bodies of maintained schools, with further detail contained in the Government of Maintained Schools (Wales) Regulations 2005. When Local Authority school governor vacancies arise, either by appointees reaching the end of their term of office or resigning, it is the statutory duty of the Council to fill the vacancies as soon as possible.

**Issues**

3. Appendix 1 to this report contains a list of current vacancies and nominations up to 26 March 2015.

**Reasons for Recommendations**

4. To ensure that the Council fulfils its statutory functions in respect of the appointment of local authority governors for maintained schools.

**Legal Implications**

5. As noted in paragraph 2 of the report, the Council is required, pursuant to the Education Act 2002, section 19 and regulations made there under, to appoint local authority governors to the Governing Bodies of maintained schools, in accordance with those statutory provisions.
6. Appointments to outside bodies are a local choice function, which is reserved under the Council's Constitution to full Council. According, the

appointment of local authority governors to Governing Bodies, as recommended in this report, requires the approval of full Council.

### **Financial Implications**

7. There are no financial implications arising from this report.

### **Recommendation**

That Council consider the nominations and make appointments of Local Authority Governors to the School Governing Bodies as set out in Appendix 1.

**MARIE ROSENTHAL**  
**County Clerk and Monitoring Officer**  
22 January 2015

*The following Appendix is attached:*

Appendix 1            List of current Local Authority School Governor Vacancies  
and Council Nominations for the period 30 January to  
26 March 2015.

*The following Background Documents have been taken into account: N/A*

## LA Governor Vacancies and Council Nomination – 29 January – 26 March 2015

- i. Nominations included in the list will have satisfied the required application process.
- ii. All terms of office unless otherwise stated are for 4 years.

### Existing LA Governor Vacancies

School	Ward	Start of Vacancy	Renomination requested	Applications received	Nominated by
Cantonian High School	Fairwater	28/11/2014		Ms Justine Cass	School
St Illtyd's Catholic High School	Rumney	26/07/2014			
St Teilos Church In Wales High School	Pentwyn	05/01/2015		Miss Sarah Griffiths	School
The Glyn Derw Michaelston Federation	Caerau/Ely	28/01/2015	Mrs Pamela James		School
Ysgol Gyfun Gymraeg Plasmawr	Fairwater	23/09/2014		Mrs Catrin James	School
Christ the King RC Primary School	Llanishen	18/12/2014		Mrs Sarah Beal	School
Creigiau Primary School	Creigiau	02/09/2014			
Grangetown Primary School	Grangetown	20/11/2014		Mr Jeff Hobden	School
Greenway Primary School	Rumney	03/10/2014		Mrs Emily Daly	School
Hawthorn Primary School	Llandaff North	18/10/2013			
Hywel Dda Primary School	Ely	06/12/2013			
Kitchener Primary School	Riverside	08/09/2014			
Lakeside Primary School	Cyncoed	17/05/2014		Mr Edward Brown	Cllr Nigel Howells
Lansdowne Primary School	Canton	16/09/2014			
Llanedeyrn Primary School	Pentwyn	14/07/2014			
Millbank Primary School	Caerau	10/12/2013			
Moorland Primary School	Splott	05/11/2014		Ms Truda Bell	School
Mountstuart Primary School	Butetown	17/07/2014			
Oakfield Primary School	Trowbridge	01/09/2013			
Pencaerau Primary School	Caerau	23/09/2014			

## Appendix 1

School	Ward	Start of Vacancy	Renomination requested	Applications received	Nominated by
Pentyrch Primary School – 2 x vacancies	Pentyrch	19/05/2014			
		08/12/2014			
St Bernadette's RC Primary School	Pentwyn	21/06/2014		Mr Martin Cocks	School
St John Lloyd RC Primary School	Trowbridge	30/01/2013			
Thornhill Primary School	Llanishen	21/10/2014			
Tongwynlais Primary School	Whitchurch	11/12/2014			
Trelai Primary School - 2 Vacancies	Caerau	11/05/2012			
		02/10/2012			
Trowbridge Primary School	Trowbridge	19/06/2014			
Windsor Clive Primary School – 3 x Vacancies	Ely	17/10/2012		Mrs Charlotte Thomas	
		03/06/2014			
		18/06/2014			
Ysgol Glan Morfa	Splott	29/01/2014			
Ysgol Gymraeg Bro Eirwg	Llanrumney	23/04/2014			
Ysgol Gymraeg Coed-Y-Gof	Fairwater	10/02/2014			
Ysgol Gymraeg Melin Gruffydd – 2 x vacancies	Whitchurch	4/12/2014		Mrs Joanne Gordon-Smith	
		13/12/2014			
Ysgol Gymraeg Nant Caerau	Caerau	09/04/2014			
Ysgol Pen Y Pil - 2 Vacancies	Trowbridge	10/11/2012			
		11/09/2013			
Ysgol Y Berllan Deg	Pentwyn	17/12/2014			
Woodlands High School	Caerau	17/12/2014	Mrs Abigail Phillips		School
Grangetown Nursery School	Grangetown	07/05/2014			
Tremorfa Nursery School – 2 x vacancies	Splott	23/04/2014		Mr Alun Vaughan-Thomas	School
		19/09/2014			

### New LA Governor Vacancies to be considered

School	Ward	Start of Vacancy	Renomination Requested	Applications Received	Nominated By
Baden Powell Primary School	Splott	25/03/2015	Miss Melanie Shanahan		
Coryton Primary School	Whitchurch	26/02/2015	Mr Michael Jones-Pritchard		
Greenway Primary School	Rumney	03/03/2015	Mrs Korin Jones		
Gwaelod-Y-Garth Primary School	Pentyrch	24/02/2015	Mrs Sara Brown		
Herbert Thompson Primary School	Ely	25/03/2015	Mrs Barbara Cooke		
Holy Family RC Primary School	Fairwater	25/03/2015			
Hywel Dda Primary School	Ely	25/03/2015	Mr Bryn Thomas		
Kitchener Primary School	Riverside	26/02/2015	Mr Jaswant Singh		
Lakeside Primary School	Cyncoed	26/02/2015	Cllr Kate Lloyd		
Pen Y Bryn Primary School	Llanrumney	23/02/2015	Mrs Val Cousins		
Rhydypenau Primary School	Cyncoed	23/02/2015	Cllr Kate Lloyd		
St Peter's RC Primary School	Plasnewydd	26/02/2015	Mrs Julia Houlston Clark		

**Temporary Governing Bodies**

School	Ward	Start of Vacancy	Renomination Requested	Applications Received	Nominated By
New Pontprennau Primary School – 1 x parent governor position	Pontprennau	11/9/2014		Ms Catrin Lewis	
New Pontprennau Primary School – 1 x staff governor position	Pontprennau	11/9//2014			

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**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**



**COUNCIL:**

**29 JANUARY 2015**

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**REPORT OF SECTION 151 OFFICER**

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**ESTABLISHMENT OF A LOCAL PENSIONS BOARD FOR CARDIFF & VALE OF GLAMORGAN PENSION FUND**

**Reason for this report**

1. This report seeks authority for the Council to proceed with establishing a Local Pensions Board as required by the Local Government Pension Scheme Regulations.

**Background**

2. The City of Cardiff Council is the administering authority for the Cardiff & Vale of Glamorgan Pension Fund which is part of the Local Government Pension Scheme (LGPS) for England and Wales. The Council's functions relating to Pensions are delegated in the Council's Constitution to the Corporate Director Resources. The Fund currently comprises of 33 employing bodies and is linked with 35,000 employees, pensioners and deferred beneficiaries.
3. Lord Hutton's report on public sector pensions was published in March 2011. The report covered both funding and governance of public sector pension schemes. The funding recommendations led to the new LGPS Regulations which came into force on 1<sup>st</sup> April 2014. The governance recommendations were implemented through the Public Service Pensions Act 2013 which requires public sector schemes to establish Pension Boards to assist Scheme Managers in securing compliance with the scheme regulations and the requirements of the Pensions Regulator. Each administering authority of the LGPS is designated as the Scheme Manager for its fund and is required to set up a Local Pension Board.
4. The Department for Communities and Local Government (DCLG) consulted on draft regulations for Local Pension Boards in June 2014. Revised draft regulations were issued on 10 October 2014 with a further consultation period ending on 21 November. The LGPS Shadow Scheme Advisory Board (SSAB) issued draft guidance for the establishment of Local Pension Boards on 17 October, also with a consultation period ending 21 November.

5. The key elements of the legislation, draft regulations and draft guidance are outlined below:
- Each administering authority of the Local Government Pension Scheme is required to establish a Local Pension Board no later than 1<sup>st</sup> April 2015
  - There must be equal numbers of employer representatives and scheme member representatives
  - There must be at least two of each category of representative member
  - Representative members must have relevant experience and the capacity to act as representatives
  - The administering authority must be satisfied that Board members do not have a conflict of interest, both on appointment and periodically thereafter
  - Officers and Elected Members of the administering authority involved in the administration of the Pension Fund cannot be members of the Pension Board
  - Each administering authority is required to determine its own procedures relating to the establishment and operation of its Pension Board
  - The guidance states that “established” means that the administering authority must have approved the establishment of the Board, its composition and its terms of reference. It also anticipates that a Board should be fully operational within a reasonably practicable period after 1 April 2015 which should be no longer than four months
  - The guidance also states that an administering authority should consider whether the establishment of the Pension Board and appointment of its members should be a function undertaken by the authority itself (at full council) or a delegated committee or officer.

## **Issues**

6. The proposed Constitution and Terms of Reference for the Cardiff and Vale of Glamorgan Pension Board is attached as Appendix 1. The key elements of the proposals are:
- Three employer representatives nominated by Fund employers
  - Three scheme member representatives nominated by Trade Unions
  - The Board will be chaired by an independent member
  - The Corporate Director Resources will determine eligibility criteria and together with the Chair of the Pension Investment Panel will appoint Board members from eligible nominees subject to approval at Council
  - The Board will meet at least twice a year
  - Board meetings will not be open to the general public. Members of the Investment Advisory Panel and officers involved in the administration of the Fund may attend as observers or to present reports to the Board. Other persons may only attend meetings with the permission of the Chair.



7. The intention is to appoint members to the Board and for Council to approve their appointment in March 2015. Board members will be required to attend induction and training events so that the first formal Board meeting can be held by July.
8. It is not proposed to amend any other elements of the governance of the Fund at this stage. The regulations do not give Pension Boards decision making powers in respect of the administration of the Fund and for the Cardiff & Vale of Glamorgan Fund this will remain the responsibility of the Corporate Director Resources under the Council's scheme of delegations. The Investment Advisory Panel will continue to provide advice on investment strategy and review the performance of the Fund's investments at its quarterly meetings. The Employers' Forum and Trade Union Forum will continue to be held on an annual basis.
9. The Cardiff & Vale of Glamorgan Pension Investment Panel discussed this topic at their meeting on 11 December 2014 and were supportive of the draft Terms of Reference for the Board and also the proposed composition and appointment process.
10. Local Pension Boards are currently being established across the UK although Administering Authorities are at different stages of deliberations. Currently there appears to be general support for independent chairs with membership ranging from two to four equal representation from employers and employees.

### **Financial Implications**

11. All costs associated with the running of the Local Pension Board, including any allowances or expenses paid to Board members and costs of training and external advice, will be chargeable to the Pension Fund.

### **HR Implications**

12. In line with other Administering Authorities, the City of Cardiff Council as the administering authority for the Cardiff & Vale of Glamorgan Pension is required to establish a Local Pensions Board under the Local Government Pension Scheme Regulations. There are no significant HR Implications other than it will be key that the 3 employer representatives nominated by Fund employers and 3 scheme member representatives nominated by Trade Unions attend the induction and training events planned prior to the proposed first Board meeting in July.
13. The draft report and Terms of Reference were circulated to all TUs represented on the Works Council during December 2014 and comments were received from GMB and Unison. Detailed points were raised by both trade unions that have either been incorporated into the final Terms of Reference attached or will form ongoing dialogue as the operation of the new Board arrangement is established. Both TUs noted that final regulations have not yet been published and suggest that the scheme administrator retains some flexibility to manage any final changes to the requirements.

## **Legal Implications**

14. The legal implications appear throughout the text of this Report.

## **RECOMMENDATION**

Council is recommended to

Approve the proposed Local Pension Board Terms of Reference, subject to any amendments required by the LGPS regulations, in order that the Corporate Director Resources is authorised to proceed with the establishment of a Local Pension Board and the appointment of board members, in consultation with the Chair of the Pension Investment Advisory Panel.

**CHRISTINE SALTER**  
**CORPORATE DIRECTOR RESOURCES**  
**23 January 2015**

Appendix: Cardiff & Vale of Glamorgan Pension Fund Local Pension Board  
Terms of Reference

## CARDIFF & VALE OF GLAMORGAN PENSION FUND

### LOCAL PENSION BOARD TERMS OF REFERENCE

#### 1. Introduction

The purpose of this document is to set out the Terms of Reference for the local Pension Board of the Cardiff & Vale of Glamorgan Pension Fund. The Pension Board is established by the City of Cardiff Council under the powers of Section 5 of the Public Service Pensions Act 2013 and regulation 106 of the Local Government Pension Scheme (Amendment) (Governance) Regulations 2014.

#### 2. Role of the Pension Board

The role of the local Pension Board as defined by sections 5(1) and (2) of the Public Service Pensions Act 2013 and regulation 106(1) of the LGPS Regulations is to assist City of Cardiff Council as Scheme Manager and Administering Authority

- to secure compliance with the LGPS regulations and any other legislation relating to the governance and administration of the scheme
- to secure compliance with any requirements imposed by the Pensions Regulator in relation to the LGPS
- to ensure the effective and efficient governance and administration of the scheme

#### 3. Appointment of Members of the Pension Board

The Pension Board shall consist of **7** members and be constituted as follows:

- **3** employer representatives
- **3** scheme member representatives
- **1** independent member who shall chair the Board

Members will be appointed in accordance with the following process:

The Corporate Director Resources of City of Cardiff Council will determine and publish the eligibility and selection criteria that will apply, having due regard to the requirements of the Public Service Pensions Act, the LGPS Regulations and any relevant guidance.

##### Employer Representatives

Stage 1: Each employer with employees in active membership of the Cardiff & Vale of Glamorgan Pension Fund may nominate up to two persons as employer representatives. The Chair of the Pension Investment Advisory Panel together with the Corporate Director Resources shall consider all persons so nominated and meeting the eligibility criteria and appoint up to three representatives.

Stage 2: If insufficient eligible persons are nominated the Chair of the Pension Investment Advisory Panel together with the Corporate Director Resources shall take such actions as are necessary to complete the number of employer representatives.

##### Scheme Member Representatives

Stage 1: Each trade union with members in membership of the Fund may nominate up to two persons as scheme member representatives. The Chair of the Pension Investment Advisory Panel together with the Corporate Director Resources shall consider all persons so nominated and meeting the eligibility criteria and appoint up to three representatives.

Stage 2: If insufficient eligible persons are nominated the Chair of the Pension Investment Advisory Panel together with the Corporate Director Resources shall take such actions as are necessary to complete the number of scheme member representatives.

### Independent Member

The Chair of the Pension Investment Advisory Panel together with the Corporate Director Resources shall appoint the independent member following external advertisement and selection process as appropriate.

Members are appointed for a period of three years. This period can be extended by re-nomination or with the agreement of the Corporate Director Resources in conjunction with the Chair of the Pension Investment Advisory Panel. A representative member's appointment will terminate if the member resigns or the Corporate Director Resources determines that the member no longer has the capacity to represent employers or scheme members, following consultation with the member's nominating employer or trade union, or the Chair of the Board. Non-attendance at two consecutive meetings will trigger a review of a member's eligibility to remain on the Board. Vacancies on the Board may be filled from persons previously nominated and remaining eligible to be appointed, or by inviting new nominations.

#### **4. Code of Conduct**

Relevant sections of the City of Cardiff Council's Code of Conduct for Members and Co-opted Members shall apply in relation to the standards of conduct of Pension Board members. Once established the Board may prepare and adopt its own Code of Conduct.

#### **5. Quorum & Voting**

The Board shall be quorate when at least three members are present including at least one Employer Representative and one Scheme Member representative.

Each employer and scheme member representative present shall have a vote. The Chair shall have a casting vote in the event of an equality of votes for and against a proposal. The Annual Report of the Pension Board will record when casting votes have been used.

#### **6. Role of the Chair**

The role of the Chair will be to ensure that meetings of the Board are properly conducted and that all views are fully heard and considered. The Chair shall agree the agenda for each Board meeting and sign the minutes after approval at the following meeting.

#### **7. Frequency, Location and Administration of Meetings**

The Board will meet at least twice in each financial year. Urgent business of the Board between meetings may, in exceptional circumstances, be conducted via telephone conferencing or e-mails. The Board will normally meet in the Cardiff or Vale of Glamorgan areas during office hours. A schedule of meetings shall be prepared on an annual basis. Notices of meetings including the agenda and papers shall be circulated to members no later than three clear working days before the meeting.

#### **8. Remuneration and Expenses**

Board members who are employees of an employer in membership of the Fund will not be entitled to any attendance allowance if attending during their normal working hours with their employer's permission. Board members attending meetings or any other Board business (e.g. training) in their own time will be entitled to an allowance in accordance with City of Cardiff Council's scheme of allowances for co-opted committee members.

All Board members will be entitled to reclaim any expenses incurred in attending Board meetings or training events.

**9. Conflicts of Interest**

Each person nominated for membership of the Board must declare that they do not have any conflicts of interest as defined by the Public Service Pensions Act, and provide such information as may be required to confirm their eligibility for appointment.

Members of the Board must declare prior to each meeting that they continue not to have any conflicts of interest.

**10. Knowledge and Skills**

Each member of the Board must be conversant with:

- the legislation and associated guidance of the Local Government Pension Scheme
- any document recording policy in respect of the administration of the LGPS which is adopted for the Cardiff & Vale of Glamorgan Pension Fund

Each member must also have knowledge and understanding of:

- the law relating to pensions
- any other matters which are prescribed in the LGPS regulations

These obligations commence from the date of appointment and members will be required to attend appropriate induction training prior to attending their first Board meeting.

Members will be required to keep their knowledge and skills up to date by undertaking a personal training needs analysis and maintaining a personalised training plan.

Once established the Board should adopt, and periodically review, a Knowledge and Understanding Policy for its members.

**11. Access to the Public and Publication of Pension Board Information**

The Pension Board is not constituted as a committee of the Council and it is not intended that meetings will be open to the general public.

The following will be entitled to attend Pension Board meetings in an observer capacity:

- Members of the Investment Advisory Panel
- Corporate Director Resources
- Monitoring Officer
- Audit & Pensions Manager
- Pensions Manager
- Other officers of City of Cardiff Council involved in the administration of the Pension Fund, subject to approval in advance by the Chair or on request by the Chair
- Any other person with the approval of the Chair

Any such attendees will be permitted to speak with the approval of the Chair

In compliance with the Public Service Pensions Act, the City of Cardiff Council is required to publish and keep up to date the following information about the Board:

- who are the members of the Board
- how scheme members are represented on the Board
- the matters falling within the Board's responsibility

City of Cardiff Council may also publish other information relating to the Pension Board including:

- agendas and minutes (redacted where appropriate to comply with the Council's obligations under the Local Government Act 1972 and the Data Protection Act 1988)
- records of attendance at meetings and training events
- an annual report on the work of the Board

The Board must be aware of, and comply with, the Council's obligations under the Data Protection Act and the Freedom of Information Act.

**12. Review of the Pension Board's Constitution and Terms of Reference**

The Constitution and Terms of Reference have been approved by the Council and are commended to the Pension Board for formal adoption at its first meeting. The Council and the Board may review the operation of the Constitution periodically.

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**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**COUNCIL:**

**29 JANUARY 2015**

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**REPORT OF COUNTY CLERK & MONITORING OFFICER**

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**APPOINTMENTS TO COMMITTEE VACANCIES**

**Reason for Report**

1. To appoint to current vacancies on Committees of the Council.

**Background**

2. The Council at its Annual Meeting on 29 May 2014 established and agreed the Committees of the Council and received and approved nominations from political groups to the seats allocated on each Committee.

**Issues**

Committee Membership

3. The Council has the following Member vacancies on Committees:

Licensing Committee	one vacancy
Public Protection Committee	one vacancy
Audit Committee	one vacancy
Constitution Committee	one vacancy
Corporate Parenting Advisory Committee	one vacancy
Children & Young People Scrutiny	one vacancy
Community & Adult Scrutiny Committee	two vacancies
Environment Scrutiny Committee	one vacancy
Health & Safety Advisory Committee	two vacancies

4. Political Groups have been asked to provide formal notification of nominations to the Proper Officer for inclusion on the amendment sheet.

**Legal Implications**

5. Sections 15 to 17 of the Local Government and Housing Act 1989 lay down requirements designed to ensure that there is political balance on Committees (this requirement does not apply to a Standards Committee).

## **Financial Implications**

6. Assuming that the number of Committees remains unchanged there are no additional financial implications arising from this report that have not been included within the Council's budget for 2014/15.

## **RECOMMENDATIONS**

The Council is recommended to

Approve the nominations received for the vacancies on Committees as set out on the Amendment Sheet to Council.

**MARIE ROSENTHAL**  
**County Clerk and Monitoring Officer**  
23 January 2015

**Background Paper**  
Committee Membership 2014/15 v 11 14 January 2015.



**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**



**COUNCIL:**

**29 JANUARY 2015**

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**REPORT OF THE COUNTY CLERK AND MONITORING OFFICER**

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**TIMETABLING OF FULL COUNCIL MEETINGS 2015 -2018**

**Reason for the Report**

1. The Constitution Committee at its meeting on 15 January 2015 consider a timetable of Full Council meetings from June 2015 – April 2018 to effect the discharge of Council business and its decision making.

**Background**

2. The Council's Constitution requires the consideration of Council meeting dates by the Full Council.
3. The timetable (attached as Appendix 1) is based on the revised number of Full Council meetings as agreed by Annual Council on 29 May 2014.

**Issues**

4. The management and timetabling of meetings over a longer period of time aims to meet concerns raised in a survey of all Elected Members of increasing time pressures and challenges; the increasing diversity of the role of Members in supporting communities; Members commitments to a range of Council Committees, Task and Finish groups, and other meetings; Members opportunity to participate in developmental and briefing sessions; as well as ensuring a manageable work life balance.
5. The approval of the timetable will allow the preparation of a full programme of other Council Committees for the following municipal year by annual Council in each May.
6. If any changes prove to be necessary for the efficient discharge of Council business these will be made at the annual Council in May.

## **Reasons for Recommendations**

7. To allow consideration by Council the timetable of Full Council meetings for 2015 – 2018

## **Legal Implications**

8. The statutory guidance issued by the Welsh Government under Section 6(1) of the Local Government (Wales) Measure 2011 requires the Council to survey its Members at the beginning of the administration in respect of times and interval in which meetings of the local authority are held. This exercise was completed in May 2012.
9. The Council Procedure Rules provide that the Council's programme of Council and Committee meetings shall be set by the Council.

## **Financial Implications**

10. There are no direct financial implications arising from this report.

## **RECOMMENDATIONS**

The Council is recommended to

Approve the timetable of Full Council Meetings for 2015 -2018 as set out in Appendix 1 to the report. .

## **MARIE ROSENTHAL**

County Clerk and Monitoring Officer  
22 January 2015

Appendix 1 – Timetable of Full Council Meetings 2015 – 2018

Background  
Constitution Committee report 15 January 2015

## TIMETABLE OF FULL COUNCIL MEETINGS 2015 – 2018

<b><u>Current Programme of Full Council meetings 2015</u></b>	
29 January 2015	
26 February 2015	<b>Budget</b>
26 March 2015	

\*\* Note – General Election 7 May 2015

## INDICATIVE DATES FULL COUNCIL FROM MAY 2015 TO APRIL 2018

<b><u>Proposed Dates 2015/16 Municipal Year</u></b>	<b><u>Comment</u></b>
21 May 2015	<b>Annual</b>
25 June 2015	
23 July 2015	
24 September 2015	
22 October 2015	
26 November 2015	
28 January 2016	
25 February 2016	<b>Budget.</b> Venue: County Hall
7 April 2016	<i>To avoid Maundy Thursday 24 March 2016</i>
<b><u>Proposed Dates 2016/17 Municipal Year</u></b>	
26 May 2016	<b>Annual</b>
30 June 2016	
28 July 2016	
29 September 2016	
20 October 2016	
24 November 2016	
26 January 2017	
23 February 2017	<b>Budget</b>
20 March 2017	
<b><u>Proposed Dates 2017/18 Municipal Year</u></b>	
25 May 2017	<b>Annual</b>
29 June 2017	
27 July 2017	
28 September 2017	
26 October 2017	
30 November 2017	
25 January 2018	
22 February 2018	<b>Budget</b>
12 April 2018.	<i>To avoid Maundy Thursday 29 March 2018</i>

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