

**CITY OF CARDIFF COUNCIL
CHILD HEALTH AND DISABILITY TEAM
DEVELOPMENT PLAN**

Summary

There has been a continued drive by the service area and partner agencies to achieve the outcomes set out in the development plan, in addition to setting new outcomes. The plan on page 2 will provide the detail setting out the progress made and highlight areas which continue to be developed.

Whilst reviewing and updating this plan with partner agencies it has become clear that people have invested a lot of hard work and commitment to continue to develop services that build on the previously noted improvements; this is reflected within the action plan.

The team managers comment that the service grows from strength to strength with continued development alongside high quality delivery. Alongside providing a service to the most vulnerable children in our city, the team has embraced the opportunity to consider developments and new ways of working that improve outcomes for disabled children and young people.

Much of the progress noted, has become 'business as usual', with mechanisms now in place to ensure this standard is maintained. Child Health and Disability Teams (CHAD) remain integral to the wider Childrens Services Teams, in addition to providing specialist support and interventions to those with complex additional needs.

Moving Forward – The Disability Futures Programme

Many of the actions noted within the development plan are now embedded within the new **Disability Futures Programme** with Cardiff Childrens' Services at the centre of this regional integrated programme.

The programme is underpinned by strategic leadership commitment across Health, Education and Social Care across the Cardiff and Vale of Glamorgan region. As a result of this commitment, a proposal submitted to Welsh Government Intermediate Care Fund to provide funding to develop services for children with the most complex needs and adults with learning disabilities was successful to the amount of £2.54m. An outline of this programme is provided in Appendix B.

The **Disability Futures Programme** has also recently secured funding to be an early implementer of the Welsh Government funded **National Integrated Autism Service**, a 3 year funded initiative to embed an integrated lifespan service for people with Autism.

The development of this overarching strategic programme now provides the key lever for ensuring a step change in the prioritisation of services for disabled children and brings it within the multi-agency governance framework of the statutory Regional Partnership Board formed as a consequence of the Social Services and Well Being Act 2014.

Whilst the strategic **Disability Futures Programme** places disabled children and adults with complex needs at the highest level regionally, so too it is underpinning the continued direction of travel of the CHAD. The recruitment of a Change Manager has seen significant developments in the strategic development of the Child Health and Disability Team. This post has enabled fresh thinking and clarity in the future progression of the service as an integrated approach to supporting our most vulnerable children.

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Among the many changes in the operational functioning and effectiveness of services that have been implemented in relation to CHAD and disabled children are the following:

- The establishment for the first time of a Disability Index from 1st April 2016
- Permanent Team Managers and stability of leadership and staff teams
- Proactive safeguarding practice
- Greater effectiveness and flexibility in aligning commissioned provision to the needs of individual children and their families
- More coherent transitional support with significantly greater coherence and commonality of approach across the new Social Services Directorate
- Strengthening partnerships with parents and carers

Next Steps

Maintaining the quality of service now delivered by the Child Health and Disability Teams is essential in the success of the Disability Futures Programme. The involvement of the Operational Manager, Sarah Woelk, has been key in ensuring leadership and flexibility in addition to providing consistency for families and children whilst services evolve. This ongoing engagement is a commitment in ensuring the development of services for children with disabilities in line with the aspirations within the Disability Futures Programme.

Tony Young
Director Social Services

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Version: Draft 0.9

Date: Updated October 2016

Vision Statement	<p>Cardiff Child Health and Disability Services will ensure that:</p> <ul style="list-style-type: none"> • Disabled Children are supported to live safely within their families, realise their aspirations and achieve their full potential • Where they cannot live at home disabled children will experience best care available within resources • Support disabled young persons towards achieving a smooth and safe transition to enabled adulthood
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1. Area of Activity: **Strategy and Commissioning**

Outcomes	<ul style="list-style-type: none"> • People are be able to access services which are carefully planned in the short and medium term, and which are available at the right time, in the right place and at the right price. In all our planning, we <ul style="list-style-type: none"> ○ Listen carefully to service users and carers ○ Work collaboratively across all partners and providers ○ Rely on sound evidence about needs and about effectiveness • The range of resources available meets the needs of children and young people. • Strategic Plans due account of the needs of carers • Children and young people are supported to live with their families rather than becoming looked after where it is in their best interest to do so. • Children and young people are supported to be as independent as possible, and to develop life skills, including access to universal and community based services, training and employment opportunities. • Children and young people who are looked after are supported in their preparation for independent living. • Young people leaving care are supported to live independently with access to appropriate Health and Social Care Services where eligible. • Sustainable financial plans deliver strategic objectives and best possible value for money.
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	Action	Timescale	Progress	Responsibility	RAG Status
Strategy					
1.1	Finalise and agree an integrated multi-agency strategy for disabled children and their families.	Achieved - Moved to the	The Multi-Agency Strategy group has now been replaced with the Regional Integrated Programme Board as strategic direction for developing services for disabled people across Cardiff and the Vale of Glamorgan. In addition, a Regional	Inter-agency	

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	Action	Timescale	Progress	Responsibility	RAG Status
		Disability Futures Programme	<p>Operational Implementation Group has been established to drive forward change and continuous improvement of services for disabled children, young people and young adults across Health, Social Care, Education and the VS.</p> <p>A new strategy is likely to form part of this work, but is currently not essential in supporting the progress of the integrated agenda</p>	– led by Cardiff Council	Green
1.2	<p>Establish inclusive processes for engaging stakeholders more effectively in planning and commissioning. (Links to Scrutiny recommendations R13)</p>	<p>Completed</p> <p>Moved to the Disability Futures Programme for completion by April – July 2017</p>	<p>Following an options appraisal Cardiff Council progressed with the provision of a Disability Index from 01/04/2016 delivered via the Family Information Service and in partnership with the Vale of Glamorgan. This is the first stage of engagement for planning and commissioning of services based on known needs inclusive and external to the LA.</p> <p>This has also strengthened the accessibility of information for parents for generic disability information which is region wide, although is in early delivery and registration. This provides a platform for providing information on future planning and commissioning once established.</p> <p>It is recognised that this service is still in infancy and will require monitoring as it evolves and has therefore been included in the Disability Futures Programme</p> <p>Representation at the DFG Operational meeting includes wider stakeholders and the third sector to ensure an inclusive approach from the outset. This group is tasked with establishing stakeholder sessions as and when required in the planning and commissioning of services within the integrated agenda.</p>	Eve Williams Families First Commissioning lead Sarah Woelk	Green

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	Action	Timescale	Progress	Responsibility	RAG Status
		<p data-bbox="730 284 853 308">& Ongoing</p> <p data-bbox="730 528 853 735">Ongoing within the Disability Futures Programme Jan – July 2017</p> <p data-bbox="730 1449 853 1473">March 2017</p>	<p data-bbox="898 284 1760 427">appropriateness. The Team Manager for CIN7 is engaged within discussions for the further development of the use of Direct Payments across the Social Services Directorate to ensure consistency of approach</p> <p data-bbox="898 507 1760 722">The planning and implementation of the integrated Health and Social Care overnight short stay service model at Ty Storrie continues to progress. There is a maintained commitment to drive forward this model of provision and this area of work has been included into the Disability Futures Programme.</p> <p data-bbox="898 762 1760 1090">Consultation has been undertaken by the Team Manager of CIN8 and the Change Manager with families from the LA, with consultation with health families planned. Additional consultation with health and social care staff and the current provider is also planned. This consultation will inform a new specification for the service which moves away from the current model of care to a new more flexible delivery method which aligns with the SSWBAct.</p> <p data-bbox="898 1129 1760 1241">This has caused some delay, but will result in a new flexible service being fit for purpose which will support the future longer term commissioning of the service</p> <p data-bbox="898 1281 1760 1353">Commissioning and Procurement are involved to support the longer term tendering of this service</p> <p data-bbox="898 1393 1760 1497">Reviewing care packages is now complete and ongoing. This has informed new and emerging priorities which are now in discussion between provider and Team Manager.</p>	<p data-bbox="1805 284 1962 308">Sara Brown</p> <p data-bbox="1783 619 1962 707">Eve Williams Amy Reed Sarah Woelk</p> <p data-bbox="1783 1297 1850 1321">C&P</p> <p data-bbox="1783 1425 1984 1481">Amy Reed and Sarah Woelk</p>	<p data-bbox="2007 611 2119 643">Amber</p> <p data-bbox="2007 1281 2107 1313">Green</p> <p data-bbox="2007 1425 2107 1457">Green</p>

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	Action	Timescale	Progress	Responsibility	RAG Status
		March 2017	OD support within the Disabilities Futures Programme will now support a scoping of need exercise to inform additional commissioning priorities, which if integrated will remain within the DFP. If not, this will progress outside of the programme.	OD (Michael Walsh) Eve Williams Sarah Woelk	Amber
1.5	Engage partners through the Children and Young People's Programme Board in developing and extending special needs play schemes on a sustainable basis in order to meet the needs of children and young people during school holidays, with effect from summer 2014.	March 2017 and ongoing within the Disability Futures Programme where regional	<p>This was taken forward by the Team Manager for CIN 7 with a costings appraisal for integrating individual packages of care. Further development in this area has halted but will be included into the scoping exercise undertaken. There remains a gap in service provision for play schemes for younger children. However, those children open to Child Health and Disability Teams who do not have access to a play scheme have their needs met through other services provided as part of their care plan.</p> <p>The commissioning of play schemes – or alternatives that meet the needs of those assessed - will progress within Disability Futures Programme under the regional joint commissioning of services project. Further scoping work is required to fully understand the range of needs within the CHAD caseload and additional Business Analyst Support has been provided through the OD department to support this.</p> <p>Engagement with Families First Leads has led to early discussions around the joined up approach required for re-commissioning of services to avoid duplication, with maximum impact for families and their children.</p>	<p>Team Managers and Sarah Woelk</p> <p>Eve Williams OD Team</p> <p>Eve Williams/Ceri George</p>	<p>Amber</p> <p>Amber</p> <p>Green</p>
1.6	Establish strengthened arrangements for monitoring to ensure the quality of services are	Completed and now ongoing practice for	Significant progress has been maintained to demonstrate sustained effectiveness. For example:		

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	Action	Timescale	Progress	Responsibility	RAG Status
	effective and use of resources is appropriate.	new and established services/provisions	<ul style="list-style-type: none"> Partnership discussions with providers to maximise delivery within contracted services Negotiation of reduced costs for services Service providers continue to be invited to monitoring meetings convened by Operational Manager (OM) resources to ensure that all contracted services are operating according to the expectations of the contract specifications. Engagement from OM Targeted Services and Team Managers have strengthened this process and enabled timely resolution of issues. Monthly budget monitoring continues between Operational Manager (OM), Team Managers and Business Support staff to ensure that need, spend and budget are more effectively aligned to maximise value. A process of OM approval has been established to authorise any increase in service provision or new care package. Systems implemented enable ongoing monitoring of all cases to sustain the improvements noted within this and previous scrutiny reports. <p>In addition, panels remain in place that support management oversight of costly care and support packages that enable managers to have monthly oversight. This panel is multi-agency and across CS and AS to ensure a consistent approach is applied in the allocation of resources for those with more complex needs.</p>	Sarah Woelk Amy Reed Sarah Woelk/Debbie Martin Jones/Linda Woodley/Health and Education	Green Green

2. Area of Activity: Eligibility and Access

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Outcomes	<ul style="list-style-type: none"> • Disabled children, young people and their families will be able to find out where and how to get the help they need when someone may be at risk. • Disabled children, young people and their families are able to find information about available services. • Disabled children, young people and their families will receive an appropriate and timely response when they contact Children's Services. • Equality and diversity issues are effectively included in planning and implementation of services in order to most appropriately meet the needs of all children and young people. • Children and young people are supported by staff from the most appropriate statutory agency or service provider, who understand and carry out their safeguarding responsibilities effectively. 				
	Action	Timescale	Progress	Responsibility	RAG Status
2.1	Develop information resources in conjunction with stakeholders. (Links to Scrutiny recommendation R12)	Completed	Complete – the Disability Index Service is now hosted within the Family Information Service which has provided an ongoing platform for the accessibility of information and wider distribution of information to families which covers both Cardiff and the Vale of Glamorgan. This will be ongoing and include maintaining information on council services for disabled children in addition to the wider service directory within the regional information platform 'Dewis'	Sarah Woelk Eve Williams	Green
		Ongoing within the Disability Futures Programme	Future events within schools, hospitals and other community venues are planned to ensure a wide reach. This will include supporting the registration of individuals onto the Disability Index, which will provide registered families with a quarterly newsletter informing them of activities and services across the Cardiff and Vale of Glamorgan region. (Appendix c)	Avril Hooper – Family Information Services	Green
2.2	Review, in association with stakeholders, the referral process and eligibility criteria for services to be delivered by the Child Health and Disability Team. (Links to Scrutiny recommendation R9, R11, R14)	Completed but ongoing review in line with new legislation	Review within the Disability Futures Programme has highlighted the variation in access to CHAD teams across Cardiff and the Vale of Glamorgan. The implementation of the SSWB Act has opened opportunities to discuss how this might be aligned in the future, with a clear focus on needs, assessment and lowest level intervention, as opposed to eligibility and threshold. This will be ongoing over the course	Sarah Woelk Eve Williams	Amber / Green

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			<p>of the Disability Futures Programme. Additional investment through the ICF programme has allowed for a pilot project to develop a regional complex needs service which will bring opportunities to discuss this further.</p> <p>Current access to the Child Health and Disability Team is via a proportionate assessment of need under the new SS&WB Act.</p>		
2.3	Establish processes to ensure that parents of disabled children are fully informed of any changes in services that affect them or their children. (Links to Scrutiny recommendation R10)	Completed	<ul style="list-style-type: none"> Integrated into Core Social Work delivery 	Sarah Woelk	Green
2.4	Ensure effective alignment of eligibility so that children are appropriately stepped up or down between Children's Services and Families First on a timely basis. (Links to Scrutiny recommendation R11)	Completed and ongoing	This is now core service delivery within CHAD teams and the Disability Team Around the Family with an embedded process for families who move across service delivery areas.	Sarah Woelk	Green

3. Area of Activity: Service Standards and Quality

Outcomes	<ul style="list-style-type: none"> Children and young people will receive an appropriate and timely response to safeguarding concerns. Where children and young people are eligible, they receive an appropriate and timely response to their needs. Children and young people have up to date good quality sustainable care plans that ensure their needs are met.
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	<ul style="list-style-type: none"> • Children and young people are supported to return to their families in a timely manner where it is in their best interest to do so. • Young People experience a planned and timely transition to Health and Social Care Services where they are eligible. • Children and young people are listened to and understood and are at the centre of making changes to their lives. • Children and young people are protected from harm and abuse wherever possible. 				
Action	Timescale	Progress	Responsibility	RAG Status	
3.1 Investigate examples of best practice. (Links to Scrutiny recommendation R14, R15)	Complete	<ul style="list-style-type: none"> • No longer relevant 	Sarah Woelk	Green	
3.2 Build relationships and integrated working where appropriate to ensure the best possible use of resources, opportunities and skills (Links to Scrutiny recommendation R3, R16, R17)	Complete	<p>This work will always be ongoing and relationships continue to evolve based on the needs of families and children, alongside the agenda for integration.</p> <p>Building on good practice the Disability TAF team remain co-located within CHAD to support interface with lower level services and access to Families First and lower tier provisions.</p> <p>During this year the team manager for CIN8 has progressed the opportunity to collocate team members within the Ty Gwyn Special School site. Meeting with Parent Governors the service has been welcomed into the school environment as a positive example of partnership working and visibility of the social work team.</p> <p>Whilst in the early stages, this will bring about more opportunities to work closely together with education and the integrated health teams on site, whilst building ongoing relationships with Woodlands and Riverbank become integrated within the campus disability community.</p> <p>This will continue to be reviewed within the Disability Futures Programme, where additional resource has been secured to recruit an additional social worker, assistant and a regional Principal Social worker as part of a wider</p>	<p>Sarah Woelk</p> <p>Amy Reed Eve Williams Helen Jones</p>	<p>Green</p> <p>Green</p>	

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			<p>complex need service within the ICF funding (Appendix B)</p> <p>Further discussions have supported the additional co-location of this complex needs pilot within regional education settings strengthening the opportunities to integrate further</p>		
3.3	<p>Adapt CareFirst so that it is fit for the purpose of recording and case managing child health and disability services (Links to Scrutiny recommendation R2, R15)</p>	Completed	<p>All tasks noted previously are complete with the following exception</p> <ul style="list-style-type: none"> Plans in progress to established a Register of Disabled Children, using the CareFirst application, in accordance with the statutory guidance of the Children Act 1989. Analysis of requirements underway to inform technical specification. Change Manager will progress this in line with the integrated approaches across Cardiff and Vale <p>The decision to host the register of disabled children within the Disability Index as provided by the Family Information Service has provided an alternative resolution to this.</p>	<p>Sarah Woelk</p> <p>Eve Williams</p>	Green
3.4	<p>Ensure that CareFirst is being used for case recording, recording service provision and to manage performance.</p>	Completed and ongoing	<ul style="list-style-type: none"> Authorisation processes continue to ensure management oversight for decisions and early resolutions to issues recorded. 	Team Managers	Green
3.5	<p>Make sure that all children have an appropriate care plan and are reviewed within the required timescales.</p>	Completed and Ongoing	<ul style="list-style-type: none"> All Children have care plans which are reviewed within the timeframes noted within their plan. These reviews are ongoing and inform ongoing strategic planning of future services and timely transition arrangements for young people progressing into adulthood. 	Team Managers	Green

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4. Area of Activity: Workforce

Outcomes:	<ul style="list-style-type: none"> Our workforce is recruited, managed and developed effectively to deliver the best possible outcomes for service users. The workforce has the capacity to respond to the changing needs of our population. Members and senior managers with direct responsibility for social services provide a clear sense of direction, and establish a culture of open communication, continuous learning, and accountability, keeping in close touch with the “front-line”. 				
	Action	Timescale	Progress	Responsibility	RAG Status
4.1	Agree and implement a structure where roles are clearly defined. (Links to Scrutiny recommendations R1, R3, R5, R6, R14)	Completed	<ul style="list-style-type: none"> A structure is now in place for both teams with Team Manager, Principal, Grade 8 Social Workers, Grade 7 Social Workers and Social Work assistant. This supports effective recruitment as staff move on and consistency for staff across both teams. This model has supported the new complex needs service (ICF) with the principal regional social work post being hosted within Cardiff, with additional social work staff within this. Additional staff will be recruited into the health service to support new approaches and roles will be clearly defined within this. This service will evolve over the next 6 months and will reflect the structure over all CHAD teams across the region supporting a move to a regional approach. Regular quarterly meetings take place across Families First Services and the Special Needs Health Visitors to ensure clarity of roles and responsibilities is maintained throughout the delivery and development of services 	Sarah Woelk Eve Williams Amy Reed Helen Jones Lead Nurse Amy Reed	Green Green Green
4.2	Recruit and select sufficient social workers, in accordance with the Council’s Recruitment and Selection policy. (Links to Scrutiny recommendations R1, R6, R8).	Completed	<ul style="list-style-type: none"> All posts are now filled, with targeted processes in place to support timely recruitment Take up of interest within the Complex Needs Services has seen all posts filled via secondments of staff within the Council expressing an interest in working within CHAD CHAD posts have been the first to be recruited to within 	Sarah Woelk Amy Reed	Green Green

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	Action	Timescale	Progress	Responsibility	RAG Status
			the new ICF projects demonstrating the commitment and enthusiasm of the team to support new ways of working.		
4.3	Advertise for Occupational Therapist (22.5 hours post) and recruit.	March – July 2017	<p>Agency OT continues to provide the essential support from within CHAD to families in need of this service.</p> <p>The appointment of permanent staff has been delayed whilst discussions have taken place to explore the possibilities of regionalising and integrating this service area.</p> <p>This restructure of service is likely to sit within the Disability Futures Programme with involvement from Health, Childrens Services, Adult Services and across the region to move towards a consistent and integrated approach for families who need Occupational Therapy for their children.</p>	Sarah Woelk Eve Williams Anne Taplin Alison McDonald Adult Services	Amber
4.4	Agree and undertake training programmes (Links to Scrutiny recommendations R7)	Complete	Ongoing – staff have attended all the SS&WB Act training and are now enrolled to complete the signs of safety. Additional targeted training is planned as part of the complex needs service and Integrated Autism Services which staff will be supported to attend.	Sarah Woelk Team Managers	Green
4.5	Create a working environment that is attractive, appealing and has clear channels of communication. (Link to Scrutiny recommendations R4, R8)	Completed	<ul style="list-style-type: none"> • The team are now located within County Hall on site with their Operational Manager and all other teams within Childrens Services. • There is ease of access to the Integrated Change Manager which supports the communication around development within the Disability Futures Programme • Staff have been supported to work under the new Agile working policy and have been issued IT equipment to support working from a variety of sites including home. • Staff have been supported to access Ty Gwyn School as a first step to having a presence within school settings • Weekly team meetings across both CHAD teams support 	Sarah Woelk Team Managers	Green

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			<p>a cohesive approach across CIN7 & CIN8</p> <ul style="list-style-type: none">• There is full inclusion and involvement of the OM and Team Managers from CHAD in the redesign and development of services within the Disability Futures Programme.		

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