



# HEAD OF BUSINESS MANAGEMENT AND INNOVATION



## ANNUAL REPORT 2014 - 2015

The report from the Business Management and Innovation Division looks at the areas of corporate and political support, leadership and culture, financial stability and resources, planning and partnerships, commissioning and contracting, workforce development, management, performance quality/information systems, equality and diversity (including use of the Welsh Language in the provision of services), protecting vulnerable people services

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## **Contents**

### **Chapter**

### **Page**

Overview 3

Corporate and Political Support 4

Leadership and Culture 6

Involving Users and Carers 8

Partnerships and Collaborative Planning 10

Performance and Quality /  
Information Systems and Management 12

Commissioning and Contracting 14

Financial Stability and Resources 17

Workforce Development and Management 19

Equality and Diversity 21

Safeguarding 22

Progress in responding to the requirements  
of the Social Services and Wellbeing Act 27

## OVERVIEW

1. The range of services managed within the Division has remained the same during 2014/2015. However, it has acquired in the past year a more prominent role in the development and implementation of new services on a partnership basis with other organisations such as the University Health Board and Cardiff Council and with third sector and commercial providers of social care services.
2. During 2014/2015, spending on social services in the Vale of Glamorgan Council amounted to £52.1 million. This compares with £51m in 2013/2014. The funding was used to provide adult and children services and the organisational arrangements required to support the two operational divisions. The Budget Programme Board has continued to operate throughout the year providing essential oversight and support to enable the Directorate to deliver its statutory responsibilities within the budget set by the Council and to achieve agreed savings.
3. Resource management within social services remains inherently problematic and complex. During 2014/2015, there continued to be significant pressure on the Directorate to remain within the budget set, including a requirement to make a further £450,000 efficiency savings during the year. Further details about the effective work done to deal with this financial challenge can be found later in this report. The key priority has been to minimise any adverse impact of inevitable changes on service users and carers.
4. The ongoing challenges for Social Services include:
  - **providing effective support for a rising proportion of very old people in the Vale population with increasing levels of need, for children and other people with increasingly complex health conditions and for families experiencing periods of difficulty and vulnerability;**
  - **developing closer partnership working in order to deliver new models of care and support services across the whole range of need - including work to help deliver more preventative services and early intervention;**
  - **managing reductions in funding while minimising wherever possible the impact on front line service delivery;**
  - **meeting new service requirements with limited public sector resources available to implement the changes, including those arising from preparations for meeting the statutory obligations that will be introduced by the Social Services and Well-being (Wales) Act in April 2016;**
  - **ensuring quality of care, managing risks of service failure and increased safeguarding responsibilities; and**
  - **reducing unnecessary bureaucracy so that we get help to people more quickly and provide staff with more time for direct work.**

## **CORPORATE AND POLITICAL SUPPORT**

5. Through key strategic plans, we strive to ensure that there is a clear vision and direction for Social Services, partly in order to gain staff commitment to high standards and continuous improvement for the Directorate. In 2014/2015, the key plans were the Directorate Service Plan 2014-18 and the Budget Programme, which has been in place since November 2011.
6. The unified Directorate Service Plan provides a four year overview and sets out our contribution towards achieving the Council's key outcomes and objectives, as outlined in the Corporate Plan 2013-17. The Service Plan combined service planning with other key planning documents - the Social Service Budget Programme, the Director's Annual Report 2013/2014, the three Heads of Service Annual Reports and the recommendations from the Care and Social Services Inspectorate Wales (CSSIW) Annual Review and Evaluation of Performance.
7. Ensuring these plans are implemented has been a priority objective across the Council and the Director is responsible for reporting progress on the plans through the corporate and political processes within the Council. Actions within the Directorate Service Plan are reported through the political process on a quarterly basis. The Budget Programme is reported on a monthly basis.
8. Senior staff in the Directorate have a defined role in meetings of the Cabinet, Scrutiny Committee and the Council. At the level of governance, the Director of Social Services plays a key role in advising the Executive on policy-making and budget-setting. The Leader of Council held meetings with the Director on a monthly basis. The Heads of Service met regularly with their Cabinet members to ensure that they were fully aware of issues affecting social services.
9. The Council remains strongly compliant with the statutory guidance on the role and accountabilities of the Director of Social Services issued by the Welsh Government in June 2009 and Social Services continue to be managed in one Directorate. The Director is a member of the Corporate Management Team and acts as Deputy Managing Director on a rotational basis with the other Service Directors. During 2014/2015 the Managing Director announced her intention to retire and she left the Council at the end of April 2015. Her successor has been appointed.
10. Any impact on senior management as a result of this handover will become apparent in 2015/2016 but it is likely that there will be a strong emphasis on continuity as well as change. This is especially the case as recent inspections confirm that the Directorate continues to benefit from stable and effective political and corporate support in delivering its responsibilities. Managers work hard to ensure that the Executive, Scrutiny Committee and the Corporate Management Team receive the best possible professional advice and information on all Social Services matters. Work also goes on at senior officer level across the Authority to ensure appropriate knowledge and skills from all areas are used to influence and support change within social services. This includes identifying priorities, challenges and risks.
11. The governance arrangements for managing the extensive programme of collaborative working with the NHS, Cardiff Council and the Third Sector have

worked well during the year but some changes have been made, to increase the scale and pace of our remodelling services agenda. The Leader of the Council became the chair of the revised Governance Board and the chief executives of the five constituent organisations formed a Strategic Leadership Team. Within the Vale, a Social Services Collaborative Working Programme Board has met on a monthly basis, to oversee the major partnership reform programmes. The Leader, both Cabinet members, the Managing Director and other officers from across the Council are engaged in the work of the Board.

12. The Directorate continues to contribute to the corporate work of the authority by being involved in many of the key workstreams. During 2014/2015 an Outcome Agreement for the Council is to improve the lives of older people and positive work has been reported in this regard including increased number of Telecare installations, service modifications being made as a result of service user complaints and increases in the number of individuals in receipt of direct payments. The Service has led the work undertaken by the Corporate Parenting Panel and relocated the Children and Young Family Service as part of the Space Project.
13. These were our improvement priorities for 2014/2015 and the progress made.
  - **We have continued to work effectively with Elected Members with regard to the Social Services priorities by providing timely information and professional advice. This has included agreeing the budget programme for 2014/2015 which required the service to reduce spend by £454,000 and debating the impact of changes to the Clinical Gerontology Services within the UHB which an impact on Vale residents.**
  - **Senior officers have continued to make a positive contribution to the effectiveness of the corporate management structure by attending and supporting corporate initiatives and meetings. This has included membership of working groups that have resulted in significant changes within the Council such as the introduction of pooled cars from 2015/2106 which has had a significant impact within social services.**

**What are our new improvement objectives?**

- **We will continue to work as members of corporate working groups to ensure the Council delivers its objectives within the Reshaping Services agenda.**

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## **D CULTURE**

14. The Social Services Management Team comprises the Director, Heads of Service and Operational Managers from across the Directorate. It has been a stable group this year. The same applies to our team and service managers; where vacancies occur, they have been filled quickly. This managerial stability and the extensive experience which managers will help us to provide a sustained and coherent direction but one which is responsive to local and national priorities. Managers have been encouraged to take on national and regional service development and strategic roles. For example, the Head of Children and Young People Services leads the Adoption Collaborative which spans four local authority areas. The Head

of Business Management and Innovation is the regional lead officer for implementation of the Social Services and Well-being Act. Our programme of service remodelling in adult services has benefited immensely from the dual role occupied by the Head of Service, who is also the Locality Manager for the University Health Board. This has enabled the Vale to make significant progress in achieving our plans for integrating adult social care and community health services.

15. Management teams (both centrally and within each of the three divisions), meet on a regular basis, ensuring that the key strategic and service issues for social care are well considered and appropriate decisions made to support service delivery and improvement.
16. The four year unified Directorate Service Plan is reviewed and revised on an annual basis, ensuring that we demonstrate continuous improvement. It outlines what the Directorate is trying to achieve, why this is important, how it will be achieved, how we will monitor progress and what success will look like. The actions within the Service Plan inform Team Plans and personal development objectives for individual members of staff via the Personal Development and Review System. Outcomes and targets at all levels are scrutinised as part of the Council's performance monitoring arrangements. This process provides the basis for purposeful team and service plans which have been delivered well.
17. There is a strong professional culture and a willingness by staff to accept responsibility for their own practice and learning. They have been encouraged to regard the Vale as a place where professional practice and skills in delivering citizen-centred services in partnership are valued and encouraged. The structures within the Directorate work well, with clear delineation of responsibilities but also a clear recognition of the need to adopt a family-oriented approach and to deal effectively with transition issues where staff share responsibilities for working well with individuals whose needs cross organisational boundaries. This is demonstrated by the good outcomes achieved within the transitional arrangements for young people with disabilities as they move from children's to adult services.
18. We have an extensive range of policies and procedures in place across the Directorate, which establish quality standards for the service. These are readily available to staff. A review framework is in place to ensure that policies are updated at least every three years and more regularly where policy and legislative changes dictate. Policy consultation arrangements are in place, together with robust process ratification via the senior management team.
19. A clear vision for social care has been developed with communities and partners and is well-recognised. It balances local and national priorities. An ordered planning process gives life to it, linked with those of key partners. Measurable change and improvement to people's services is widespread.
20. Business is done efficiently. Risks are evaluated and managed well. Legal duties are delivered. The Director of Social Services shapes corporate agendas relevant to people needing social care, and gets required support. Links between children's and adult social services are good: they promote shared approaches and good support for individuals. Staff and providers are mostly skilled in delivering citizen-centred services in partnership: they understand each other's roles and are helped to deliver responsibilities delegated to them.

21. Evidence from successive years is that senior managers can sustain significant service change. Strong project management means almost all planned change happens. Staff engagement with top managers is regular, varied and productive: local vision informs service and personal development plans, and staff views inform management actions.
22. These were our improvement priorities for 2014/2015 and the progress made.
  - **We have continued to work within the SEWIC framework and support service improvements where there has been a good business case that demonstrates this will improve quality and/or efficiency. This has seen the development of the work undertaken by the Adult Brokerage Hub to include regional commissioning with health in relation to high cost mental health services.**
  - **We have continued to work with partners to further integrate health and social care service through the RCF and ICF programmes. New service models have been trialled which have had a positive impact on the services received by older people.**

**What are our new improvement priorities?**

- We will continue to be active participants in the Council's change programme, including the Reshaping Services agenda.
- We will ensure that communication with staff is timely and effective with regards to changes planned for services.

**INVOLVING USERS AND CARERS**

23. People needing services get good information about social services priorities. They are encouraged to contribute to reviews and proposals for change in varied ways. Co-production of services is developing well. Use of facilitators and advocates is common. Community interests are addressed from the start in consultations. Bryneithin, Extra Care, Accommodation with Care, procurement of residential care facilities in children's services, Flying Start expansion, development of FACT and IFSS, etc.
24. The consultation framework has been reviewed and it is now organised to reflect service priorities. Each consultation exercise considers the most appropriate method of consultation for that service user group, with the flexibility to adapt methods for individual service users as required. Reports and issue logs are prepared and shared with service areas to identify recommendations and existing good practice to inform service improvements. Consultation exercises are now timed to support any service reconfiguration work being undertaken.
25. Our performance in completing carers' assessments has remained at an exceptionally high level. The Council has received very positive comments from carers in relation to this work. Services continue to be developed to support carers

in their caring role. In recent years we have organised a Carers Day during National Carers Week. In 2014, this was planned and delivered with Cardiff and the format for the event was altered to provide information and advice at a range of venues during Carers Week. The events were well attended and we received positive feedback. We continued to work with the University Health Board and Cardiff Council to develop and finalise the local response to the Carers Measure and to implement its requirements. For instance a more outcome-focussed, joint Vale and Cardiff Carers Assessment form has been developed by Cardiff and Vale of Glamorgan Councils to be used across all social care teams and The Carers Handbook was updated in January 2015 and is included in the latest carer information packs.

26. Carers Support Officers (CSO) have been in post since 2008 and these roles were reviewed in 2014/2015 to ensure the service will be able to meet the requirements of the Social Services and Wellbeing (Wales) Act. The posts are seen as essential in ensuring that carers received advice, support and assessment to enable them to continue in the caring role. As a result of the review, some additional CSO capacity is being made available to ensure that the service can support all carers, including those in Children's Services.
27. There are carers' services, funded by the Carers Services Budget, available to carers of people with dementia which do not require an assessment of either the carer or the person for whom they cared: Vale of Glamorgan Crossroads (respite), Age Connects (Hospital Discharge Service for Carers/respite), Carers Advocate, Carers Handyman, Training, Carers' Emergency Card.
28. The Vale of Glamorgan commissions externally a Young Carers Project delivered through Action for Children. This service provides opportunities for young carers to participate in social activities, events and short breaks outside the school and home environment. In November 2012, the Children and Young People Partnership commissioned Action for Children to carry out a scoping exercise that would help to identify the potential number of young carers in primary and secondary schools in the Vale of Glamorgan.
29. More than 2,000 children were surveyed: 179 of them believed that they were a young carer and another 214 were unsure if they were a young carer. Hence, 10% of young people indicated that they had some caring responsibility, although only 8.3% considered themselves to be young carers. These percentages are in line with similar research elsewhere. Extrapolating from these figures suggests that the Vale of Glamorgan has as many as 1800 young carers.
30. To take forward recommendations from the scoping exercise and to make progress with the requirements of the Carers Measure, a Young Carers Group was formed in January 2013. It included representatives from health and social services, the Children and Young People's Partnership, the Learning and Skills Directorate, a Deputy Head Teacher and young carer service providers from the Third Sector. As part of the group's objectives it was agreed that a new service/project should be commissioned for Young Carers, building on the existing service and introducing more individual case work to support young carers improve their educational attendance and attainment. Work on scoping a procurement exercise has started.
31. The Family Information Service continues to provide a valued service with a positive audit report received on how it meets its statutory requirements. The Older



People's Forum in the Vale continues to be very active advocates and provide an important voice in service development issues such as the new extra care scheme. The Council also has a very active Corporate Parenting Panel, to make sure that all the children and young people it looks after receive the support, care and protection they deserve. For example, Children and Young People Services have worked in partnership with Learning and Skills to raise the percentage of Personal Education Plans (PEPs) being completed from 40% in 2013/14 to 97% in 2014/15. Performance has increased during the year and both Directorates are committed to ensuring the timely preparation of PEPs for Looked After Children.

32. These were our improvement priorities for 2012/13 and the progress made.

- **We have continued to work with partners to implement the Carers Measure.**

**What are our new improvement objectives?**

- **We will plan and deliver a new range of events to celebrate Carers Week in 2015.**
- **We will ensure that the new CSO capacity is used across services.**

## PARTNERSHIPS AND COLLABORATIVE PLANNING

33. We have continued to support joint appointments and there are now three senior posts within adult services that are joint appointments with either Cardiff Local Authority or Cardiff and Vale UHB. In addition, the managers within adult services now have responsibilities across the Council and the UHB services. The Programme Manager for the Collaboration Programme has also been a joint appointment with Cardiff Local Authority.
34. The Council is committed to collaborative working where this benefits our residents and helps to ensure good use of resources, effectiveness and consistency. The Directorate continues to show commitment and leadership with regard to partnership working with the University Health Board and Cardiff Council, the third sector and private providers. The revised Governance arrangements for integrated working were implemented in 2014/2015 with the Leader of the Vale of Glamorgan Council chairing the strategic leadership governance board for social care and health. This management structure includes the most senior political and corporate leaders across the two local authorities, the health board and the local third sector organisations. Through this structure a significant review of services for older people has been commissioned during the year to assist with the forward planning of the service across the key statutory agencies.
35. This partnership working has been imperative to enabling the Council to make best use of the funding made available through the Regional Collaboration Fund and the Intermediate Care Fund. These funding streams have been made available to support Local Authorities and their partners to develop services for adults in their areas. Progress on both of these initiatives has been reported to Scrutiny Committees in the Vale and Cardiff Local Authorities.
36. Other key partnerships in which Social Services play a lead role continue to work well. This includes the Children and Young People's Partnership. The Local Safeguarding Children Board (LSCB) and the Local Safeguarding Adults Board (LSAB) were re-launched as regional Boards covering the Vale and Cardiff during 2014/2015. The Public Health and Wellbeing Board was established in 2011/2012 and representation at a senior level across local authority services has been maintained. During the year work has started to identify a model to improve public health and well-being across Cardiff and the Vale of Glamorgan which allows for increased collaboration and joint working whilst respecting the specific needs of individual communities and the roles and responsibilities of statutory organisations. It has been agreed that obesity is now the key topic which will be prioritised, to introduce a renewed approach for prevention across the Vale of Glamorgan and Cardiff. Work has been done during 2014/2015 to reconstitute this Board to operate across the Vale and Cardiff area, with a specific focus on partnership working to tackle obesity.
37. Work has progressed during 2014/2015 to deliver improved service models for service users in the area which is funded through the Regional Collaborative Fund. This work is being undertaken with Cardiff Council with the Vale Council acting as the lead agency for this initiative. During 2014/2015 further integration was achieved via the Intermediate Care Funding. There are Vale specific schemes within the programme that are having very positive outcomes for services users. These include the transformation of the access arrangements to services, ensuring that people receive the support they require when they contact the service, the

development of outcome based services to ensure people received the support they required to achieve their personal outcomes and improved working with housing services to support people to live in their own homes and to return there following an episode in hospital.

38. External funding streams such as the Regional Collaboration Fund, the Intermediate Care Fund, Flying Start and the Delivering Transformation Grant have been well managed and used effectively to support our change programmes. Our work with Welsh Government policy and professional leads, the service and workforce regulators, audit and inspection bodies is characterised by mutual respect and a willingness to cooperate in improvement activity. Considerable work has been done during the year to enhance the joint working that is undertaken to ensure that all organisations are committed to the joint journey of travel and initiatives are monitored at a strategic level.
39. We continue to be an active member of the South East Wales Improvement Collaborative (SEWIC) for social services. SEWIC brings together directors of social services from ten local authorities in the area to review and develop new services that require cooperation across the region. The collaborative now has an extensive programme including the Children's Commissioning Consortium Cymru (4Cs), which helps us to find good quality external placements for children who are looked after, an in-house fostering development project, regional adoption services, a regional brokerage and a procurement hub for high-cost adult placements. The work has been extended during 2014/2015 to include working with Health on high cost mental health placements, which is being undertaken as an All Wales project. This programme is underpinned by new models of service provision, improves the availability of appropriate placements for very vulnerable service users and enables us to influence the costs charged by independent care providers.
40. These were our improvement priorities for 2014/2015 and the progress made.
  - **We have continued to work with Cardiff Council and the University Health Board to develop and implement integrated services, particularly in the Community Resource Service and the new access point for services.**
  - **We have led the Regional Collaboration Fund initiative on remodelling adult services to ensure the project delivers the anticipated outcomes within the timescales agreed. Positive outcomes for service users are now being achieved as a result of these developments.**
  - **We continued to be an active member of the SEWIC Consortium.**

**What are our new improvement objectives?**

- **We will work with Cardiff Council and the University Health Board to develop and implement integrated services, and this work will be informed by the external review of integrated services which was started in 2014/2015.**
- **We will act as the lead organisation with regard to the Regional Collaboration work, ensuring all work streams complete on time and within their agreed budget.**
- **We will work within the SEWIC collaborative arrangements to ensure more effective use of resources.**

**PERFORMANCE AND QUALITY / INFORMATION SYSTEMS AND MANAGEMENT**

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41. Managers within the Directorate have maintained effective systems for managing performance, monitoring outcomes, achievements and shortfalls, and taking corrective action as required. Audit, inspection and other external reports on performance are reported to Scrutiny Committee. In response to their findings, action plans are produced, monitored and reported to corporate management, the Executive and Scrutiny Committees. During 2014/2015, Scrutiny Committee received reports from CSSIW in relation to the Fostering Service and the National Inspection of Safeguarding and Care Planning of Looked After Children and Care Leavers who Exhibit Vulnerable or Risky Behaviour.
42. Performance is a regular item on the agenda for meetings between the Director and Heads of Service and for Divisional Management Teams. The management information reports are produced on a monthly basis and are widely circulated within the Directorate. We continue to report performance information to the Social Care and Health Scrutiny Committee on a quarterly basis. The content of the performance reports to Scrutiny Committee has changed during this year to reflect the new service plans and highlight any significant changes in performance. The annual report for 2014/2105 highlighted a number of areas of significant achievement which included :
  - Children and Young People Services have demonstrated improvement in the time taken to complete initial and core assessments. Some of this has been achieved as a result of a temporary allocation of additional resources in the Intake Team.
  - The performance for Delayed Transfers of Care improved significantly compared with last year. Improved and integrated access arrangements, discharge services and reablement have all helped support improvement in this area despite significant winter pressures.
  - Golau Caredig, the first Extracare scheme in the Vale, received its first tenants in October 2014 and was officially opened in April 2015. All apartments are occupied and the feedback from tenants is positive. The scheme provides an exciting new option for older people in the Vale, enabling them to remain in their communities whilst accessing support as required.

43. We remain part of the SWIFT Consortium, a group of local authorities that use the same management information system and work together in making sure that it can record all activity within the service and report in a timely manner on those activities. During 2014/2015, work has been undertaken to commission an All Wales IT system to support social services and community health services. The work was completed during the year with a preferred provider being identified. Whilst we were not one of the Local Authorities directly engaged in the procurement process, we were involved in the evaluation process and the Director of Social Services is on the implementation governance board at a national level. Work has started in this year to review, with partners, when this new system should be implemented in the Vale. For maximum impact, the system should be implemented within Cardiff Local Authority and the University Health Board simultaneously and this is being considered by the region as part of its implementation plan for the Social Services and Well-Being Act.
44. In partnership with Cardiff Council, an Integrated Assessment Process has been implemented within adult services, with the development of new forms for completion by social workers. This has resulted in service users receiving a speedier, more streamlined and integrated assessment from health and social care professionals. The IT system has been modified during this year to support these new ways of working.
45. We have continued to time our consultation exercises to support the service reconfiguration work being undertaken within the Directorate. The methods of engaging service user groups are adapted for each exercise to ensure we can gather useful and informative information which can feed into our service development work. Our activity in this area is now reported to Scrutiny Committee on an annual basis with the first report being considered in 2014/2015.
46. We have continued to undertake audits of services during the year to ensure the quality of services and to assist with proposed changes to ways of working.
47. During 2014/2015 the Directorate implemented the revised Welsh Government Guidance in relation to complaints and staff have been briefed on the new process. We continue to produce monthly reports which track how complaints are dealt with. These are shared with managers across the service and have assisted in improving significantly compliance with timescales for resolution. We have continued to seek an early resolution to enquiries and complaints, resulting in better outcomes for service users. This is achieved through mediation work undertaken by the complaints officer and the Heads of Services which has assisted in identifying solutions to complaints prior to the complainant escalating the complaint through the process.
48. There is an extensive range of policies and procedures in place across the Directorate, which establish quality standards for the service. These are readily available to staff. A review framework is in place to ensure that policies are updated at least every three years and more regularly where policy and legislative changes dictate. Policy consultation arrangements are in place, together with robust process ratification via the senior management team.
49. These were our improvement priorities for 2014/15 and the progress made.

- **We have continued to work as part of the SWIFT Consortium to ensure ICT is able to support the working of the Directorate. The simplified assessment process in adult services is supported via our ICT system which has resulted in a more timely service for individuals requiring support.**
- **We have worked in partnership with service providers agree to the development of a Quality Assurance Framework for the delivery of care services. This will ensure that service providers can assure themselves of the quality of the services they provide.**

**What are our new improvement objectives?**

- **We will work with our statutory partners to review ICT support required and plan for the implementation of the new All Wales system.**

## **COMMISSIONING AND CONTRACTING**

50. We now have commissioning strategies in place for a range of services. These set out how the Council intends to secure the services that people will need (both now and in the future), whether these are provided by social services directly, by the third sector, by the private sector or by organisations such as stakeholder cooperatives. Commissioning is a key priority for social services and a number of actions within the Service Plan relate to developing this area of work.
51. We use the agreed Commissioning Strategies to assist in the reshaping of our service and regularly monitor our progress against the agreed intentions in the Strategies. During 2014/2015 we have worked on developing a Market Position Statement for Older People Services which will enable us to share with our providers our intentions and how we wish to work with them in the future.

52. Through the use of Regional Collaboration Fund (RCF) we have continued to develop a completely integrated approach to reablement services and this is indicative of our ability to turn intent into service remodelling. Staff have been provided with joint training, single management, new equipment and one base.
53. We are mindful of the requirement in the Social Services and Wellbeing (Wales) Act 2014, that the model of service provision should be reviewed. In 2014/2015 we tendered for a direct payment service and included in the specification that we would encourage the delivery of the service to be via a social enterprise. This way of tendering will be continued in the coming year.
54. During 2014/2015 we commenced work to review our accommodation with care services for Older People. This work is being supported by the Wales Cooperative Centre and we aim to look at innovative ways to develop and deliver the new services for older people.
55. The Intermediate Care Fund (ICF) has been used this year to restructure our adult services, resulting in improved collaboration and improved services for those who make contact with us. The joint working with Health services has enhanced the impact that these changes have had for service users.
56. We can demonstrate that our ambitious programmes of change are having an impact at the front-line and on outcomes, making a real difference to people's lives. Using the ICF funding we have commissioned a reablement service via the independent sector this year as a pilot. Initial work with the sector enabled us to shape the final service which will be evaluated to determine its effectiveness for older people. We have also commissioned a service from the third sector which supports people to be discharged from hospital in a timely manner and provides assistance in their early days at home to support them to remain at home. We have concentrated on maintaining good relations with third sector organisations through engagement from both operational and contracting staff, and at a strategic level through the work on remodelling adult social care.
57. There are strong bridges between service and financial planning. As a consequence, we can provide good evidence about our work in reviewing, planning and developing services that deliver best value for money and improve outcomes for service users and carers.
58. The Provider Performance Protocol was used on a number of occasions during the year as providers have failed to meet the quality standards required. The protocol enabled the Local Authority and its partners to deal with issues of poor performance in a considered and timely manner. The Protocol was revised during 2014/2015 to enable the Authority to have discussions with providers who are experiencing difficulties prior to the issues escalating which can result in risks for the individuals receiving services. This additional stage has been used on few occasions, resulting in corrective action being taken, reducing the need to invoke the Escalating Concerns Process.

59. These were our improvement priorities for 2014/15 and the progress made.

- **We undertook work with Cardiff Council with regard to the procurement of domiciliary care and concluded that there was no benefit to the Council in continuing with the proposed joint piece of work.**
- **We have agreed a Market Position Statement template with Cardiff Council and Cardiff and Vale UHB.**
- **We reviewed the Provider Performance Protocol based on the experience of having used it on a number of occasions in 2014/2015. The revised Protocol gives a framework within which initial discussions can take place with providers to ensure ongoing service quality.**

**What are our new improvement objectives?**

- **We will review our commissioning arrangements for domiciliary care to ensure value for money and quality service provision.**
- **We will continue to work with the Wales Cooperative Centre to develop 'accommodation with care' services for older people.**
- **We will continue to work with the University Health Board and Cardiff County Council to develop jointly commissioned services as appropriate.**



## FINANCIAL STABILITY AND RESOURCES

60. Resource management is a key priority for Social Services. The establishment of the Budget Programme Board in 2011 has ensured that the financial position within Social Services continues to be monitored and managed at a senior level across the Council.
61. 2014/2015 proved to be a very difficult financial year for Social Services. As well as dealing with increased demand for services, the Directorate was also required to make cost savings of nearly £0.5m as part of the Social Services Budget Programme. Detail of expenditure in 2014/2015 is shown below.

<b>Service</b>	<b>Budget (£'000)</b>	<b>Spend (£'000)</b>	<b>Variance (£'000)</b>
Children and Young People	14,358	14,343	+15
<b>Adult Services</b>			
Elderly	15,335	15,587	(252)
Physical and Sensory Disability	4,541	4,572	(31)
Mental Health	1,633	1,657	(24)
Learning Disability	10,684	10,790	(106)
EMI	4,637	4,258	379
<b>Total Adult Services</b>	<b>36,830</b>	<b>36,864</b>	<b>(34)</b>
Business Management and Innovation	308	300	+8
<b>Directorate Total</b>	<b>51,496</b>	<b>51,507</b>	<b>(11)</b>

62. In Children's Services, cost pressures arose from an increased number of Looked After Children. In Adult Services the key pressures were the demographic pressures in relation to older people and the above inflation increase in fees for care home placements. Following a rigorous dialogue with the Welsh Government concerning the impact of the cap on charging for non residential care services, a one off payment was received during the year which went part way to meeting the loss of income experienced by the Council. This level of grant funding was not carried into 2014/2015.
63. While 2013/14 ended with a favourable financial position, it should be seen in the light of savings to be achieved in future years. Social Services continues to have to make savings in the coming financial years although the savings target for 2014/2015 and 2015/2016 has been reduced, taking account of the pressures being faced by the service.
64. The severe financial pressures have been reported regularly to Cabinet and the Budget Programme Board has continued to meet during 2014/2015. The board comprises the Managing Director, the Director of Social Services and senior officers from across the Council. Budget recovery plans have been produced and these are

closely monitored by the Cabinet, Scrutiny Committee and the Corporate Management Team.

65. Managers have continued to receive very detailed and timely management and financial information to assist them in managing their services.
66. These were our improvement priorities for 2014/2015 and the progress made.
  - **We managed the budget recovery plans rigorously and the actions required to meet the budget target for the year were achieved.**
  - **We have ensured the grant funding made available through the RCF and has been spent appropriately and meets the agreed outcomes for the workstreams developed.**

**What are our new improvement objectives?**

- **We will continue to manage the budget recovery plans rigorously and identify the actions required to meet the budget target for the year.**
- **We will continue to work with the UHB to ensure that the funding available from the ICF fund can continue to be used to benefit services in the Vale of Glamorgan.**

## WORKFORCE DEVELOPMENT AND MANAGEMENT

67. The Directorate has in place and delivers whole sector workforce plans which demonstrate that we are implementing measures to ensure that a sufficient, skilled, safe and focused workforce is available to meet assessed needs. These address issues of recruitment and retention, vetting, registration, competences, qualifications, skill-mix, training needs and support requirements.
68. The Performance Development and Review System (PDRS) was revised during 2014/2015 and staff from across the services are required to have an annual PDRS undertaken. An annual qualification and training needs audit is completed for all Vale commissioned social care sector providers and an analysis of the audit and PDRS data enables training to be planned on the basis of the needs of the whole social care sector in the Vale.
69. The process assists in monitoring the qualifications of staff within the regulated services and provides training to support them to meet their targets. We can demonstrate that 31% of all training provided during 2014/2015 was delivered to the independent/voluntary sector, exceeding the 25% target. This is a result of improved working with the sector and tailoring of the training programme to meet the particular needs of the sector.
70. The annual training programme is responsive to the developmental requirements of the social care workforce. In the main, staff provide positive evaluations regarding training opportunities made available to them. Feedback from the Welsh Government about the way in which the Vale uses central government workforce development grants indicates that the work in the Vale is moving in the right direction. Further work is needed to evaluate long term effect on practice.
71. Resources are used to support staff who are required to meet Welsh Government qualification targets and the percentage of staff qualified in the key groups continues to be stable. Managers and staff are very mindful of the need to promote a culture of continuous learning and evidence-based practice at all levels and to adapt social work practice in the light of relevant research.
72. We have continued to work with ICT and Corporate Training to promote and encourage greater use of e-learning through advertising, presentations, direct support and reporting. We have also increased the level of access to the Learning Pool to support this initiative. This is a cost effective and time efficient method of delivering basic awareness training and some more intensive courses. The take up of this form of training and support remains low and work will be done in 2015/2016 to ensure the courses provided meet the requirements of the sector in the Vale.
73. Training is delivered in partnership with other local authorities, and / or professional bodies at regional or national level, for courses which are not viable to run on a single local authority basis. We have a Workforce Development training and development group which includes representation from the third sector, private providers, the local further education college and the wider Council. The Vale has continued to be actively represented on the Practice Assessment Panels and Programme Management Committees of our partners (i.e. Cardiff University, Cardiff Metropolitan University and the Open University) and contributes to the South East Wales Education and Training Group. These arrangements help us to secure a sufficient supply of qualified social workers and practice learning opportunities.

74. The social services training team collaborate with colleagues from Health, the Care Council for Wales and the Social Services Improvement Agency to develop training programmes in a number of Welsh Government key initiatives such as the Social Services and Wellbeing (Wales) Act, Dementia Care and Mental Health Services. As part of its quality assurance the social services training team work closely with corporate and equalities colleagues to ensure that Vale policies and procedures, as well as national legislation and guidance, are included in all training delivered. The motivations for working in collaboration is to provide consistency, prevent duplication and ensure value for money.
75. The Council has a range of policies in place which provide support to staff, including flexi-time, special leave scheme; career break scheme; job share. These all contribute to creating a settled and productive workforce. The Directorate experienced a lower level of absence due to ill health during 2014/2015 than in the previous financial year. The Council has established a corporate safeguarding group to ensure that its personnel policies reflect the requirements for a safe workforce and take full account of the requirements that flow from the employment of a regulated workforce and registered individuals. The group produced an action plan and Cabinet agreed a Safer Recruitment Policy for the Council and Schools in January 2013. Of the 60 actions identified in the action plan for improving corporate safeguarding, 57 have been completed (95%), with only 3 actions outstanding.
76. The Corporate Safeguarding Group continues to monitor the safeguarding arrangements, including recruitment within the council and schools. Monitoring of the Safer Recruitment Policy in respect of new and existing employees is undertaken by Transact and Human Resources on a scheduled basis and by Internal Audit as part of their ongoing audit programme. The monitoring of safeguards in respect of volunteers and contractors is undertaken by Internal Audit as part of the scheduled audit programme of schools, to ensure compliance with the policy.
77. These were our improvement priorities for 2014/2015 and the progress made.
- **We have increased the range of training delivered in partnership with other local authorities and the health sector, enabling staff to access a wider range of opportunities.**
  - **We have delivered initial training to support the implementation of the Social Services and Well-being Act.**

### **What are our new improvement objectives?**

- **We will ensure that staff are trained and supported to carry out the requirements of the Social Services and Wellbeing (Wales) Act 2014.**
- **We will ensure that staff from across the sector are able to access e-learning opportunities.**
- **We will continue to work with partners to ensure joint training is planned and delivered where appropriate, to meet the requirements of the Welsh Government Grant for training.**
- **We will establish a joint Workforce Partnership for the Vale of Glamorgan and Cardiff.**

## **EQUALITY AND DIVERSITY**

78. Equality and diversity form an integral part of our service planning. The Council has a range of Policies in place to ensure equality including policies regarding the Welsh Language, Equal Opportunities' and Race Equality. Progress against the actions detailed in each policy is required from the Directorate. All divisions within the Directorate are working towards the Vale Equalities Scheme which has identified four levels of achievement.
79. In December 2012 the Deputy Minister for Social Services launched "More Than Just Words..." which is a strategic framework to strengthen welsh language services in health, social services and social care. The strategy confirms the Welsh Government's commitment to strengthen Welsh Language services to service users and their families. A three year action plan is contained within the Framework and all local authorities are required to report their progress as against the targets within the Framework. There is a commitment to working with SEWIC to coordinate our progress against the national action plan.
80. At the end of the second year of the action plan, progress has been made in identifying the welsh language speakers within the workforce so that service users and their carers can work with the service in a language of their choice. Work is ongoing to analyse the data received by the Council with regard to the prevalence of Welsh Speakers in the Vale of Glamorgan.
81. As well as distributing information throughout the community, we continue to make available a range of leaflets through the corporate contact centre to provide enquirers and those referred to social services with a bespoke set of information. The Vale of Glamorgan Care Directory, available at a range of outlets, offers advice and signposting to people looking to address their own care needs independently. It remains our most requested publication. The Council re-launched its website in 2014 and we were active participants in the redevelopment work.
82. The Department continues to work with its partners to produce joint information and signposting where practicable. The restructure of the Adult Services Division to

provide enhanced services for people at their first point of contact with the services has enabled us to provide timely and appropriate information for current and future service users, which has already brought about a significant change in the pattern of demand for adult services.

83. All service changes within Social Services have been the subject of an Equality Impact Assessment and these are now included as appropriate in Cabinet Reports.

84. Service area plans will be developed to ensure that the service responds to the needs of Welsh speakers in line with the strategic guidance document from Welsh Government "More than Just Words".

85. These were our improvement priorities for 2013/14 and the progress made.

- **We have completed the review of information available to those who require support from social services.**
- **We have completed Equality Impact Assessments for proposed changes in the service.**

#### • **SAFEGUARDING**

86. We have a central safeguarding unit within the Directorate which is now well established. The unit provides advice, guidance and consultation across the social services directorate and to other Council directorates. Cabinet and the Scrutiny Committee are provided with regular reports to demonstrate our effective operational and strategic management of the multi-agency responses to allegations of abuse and neglect, our monitoring activity and plans for improving child and adult protection and safeguarding systems.

#### **What are our new improvement objectives?**

- **The Social care web pages are developed and promoted.**
- **All leaflets and fact sheets on the web and in hard copy will be updated, distributed and promoted.**
- **We will ensure we meet the requirements of More than Just Words as detailed in the action plan.**

87. The number of children and young people whose names are included on the Child Protection Register (CPR) has risen to 90 as at 31 March 2015 following a sustained rise from 73 in 2011, 114 in 2012, 124 in 2013 and a fall to 86 in 2014. During 2014/15, 138 initial child protection conferences were held compared to 97 during 2013/14, representing a 42% increase. There was a slight increase in the number of children with their names placed on the child protection register (31.3.14 = 86; 31.3.15 = 90).with 137 children's names added during 2014/15 compared to 105 during 2013/14. There was minimal variation in the number of names deregistered; 144 in 2012-13, 143 in 2013-14, and 133 in 2014-15. Such fluctuations are not unusual and they usually have many causes. However, it is evident from inspection, audit and quality assurance processes that our work in multi-agency assessment, decision making and planning continues to ensure that the most vulnerable children and young people are identified and supported appropriately.
88. All initial and review child protection conferences have been held within statutory timescales. All children on the register have a child protection plan and we have further improved our performance for core groups taking place within 10 working days of the initial conference to 99.1% from 95.12% in 2013-14. This is slight increase / reduction on last year. For adult protection, we are able to demonstrate that in 100% of adult protection referrals the risk was managed and vulnerable adults were satisfied or very satisfied with the protection service they received.
89. Child Sexual Exploitation is a priority area and we are well represented on the CSE Forum and referral pathway, missing children and training sub-groups. The Forum and sub-groups report activity to the C&VSCB. We have introduced referral of lower level CSE concerns to the safeguarding unit to be considered for strategy discussion and are addressing more robust data collection on children and young people where CSE is a concern.
90. There are established single entry referral points in both Adult and Children and Young People Services. Where referrals include concerns about risk, these are progressed as a priority. Within adult services, access to services has been made easier with the introduction of a single telephone number. All contacts and referrals for Children and Young People Services are managed through the division's Intake and Family Support Team. We have maintained good performance for initial decision making with 99.4% of referrals receiving a decision within one working day. The entry point for POVA referrals is being reviewed as currently referrals can be made directly to the CDLM or through Contact One Vale.
91. There is a designated lead role for safeguarding which straddles children's and adult services. There are close links between the safeguarding lead and the operational services. The Council lead for safeguarding and designated officers, all within the Social Services Division, provides advice and expertise both to staff within and outside of the Council, wider agencies and the general public. They work hard to raise the profile of national and local guidance on child and adult protection and to ensure all staff in the Council and in other agencies understand and operate high standards of risk recognition and safeguarding practice.
92. A corporate safeguarding policy and procedure is being developed for implementation across the Council to assist all staff in their responsibilities to safeguard and promote the welfare of vulnerable people. While all staff have a

responsibility to safeguard and promote the welfare of vulnerable people. While all staff have a responsibility to safeguard and promote the welfare of vulnerable people, the Director of Social Services is acknowledged as being the senior officer within the Council with final accountability for this area of work.

93. The Cardiff and Vale Safeguarding Adults Board (C&VSAB) is chaired by the Director of Health and Social Care from Cardiff Council and the Cardiff and Vale Safeguarding Children's Board (C&VSCB) is chaired by the Vale of Glamorgan Director of Social Services. These regional boards are responsible for co-ordinating the work of partner agencies to protect those at risk of neglect or abuse and to ensure suitable arrangements are in place to prevent people becoming victims of abuse.
94. Both Boards include appropriate multi agency representation and both have multi-agency audit sub-groups.
95. Identification of shortfalls is addressed by Children and Adult Services Management Teams and by the C&VSCB and C&VSAB. Appropriate links are made with training and policy where gaps are identified.
96. Collaboration between staff involved in Protection of Vulnerable Adults arrangements (POVA), complaints, and contracting has gone from strength to strength and there exist good examples of working together to address the performance of nursing, residential and domiciliary care providers. Information is shared in a timely way in a quality assurance group that has been established during 2014. Additionally, the provider performance protocol has been reviewed and enhanced with the introduction of a process for addressing low level concerns with providers early on before they escalate. This collaborate work has enabled contracting, complaints and advocates to work together to share information, address concerns, improve performance and improve safeguarding of vulnerable adults. The Cardiff and Vale Deprivation of Liberty Safeguarding (DoLS) / Mental Capacity Act Team has been operational since the implementation of the Deprivation of Liberty Safeguards in April 2009. The service is managed via the Vale of Glamorgan Council by a tripartite management board consisting of representation from the Vale of Glamorgan Council, the University Health Board and Cardiff Council. It has developed a methodology and work load management processes in line with the Mental Capacity Act 2005 and the DoLS Codes of Practice.
97. The team provides coordination of Best Interest Assessments, advice and support to health and social care teams across the sector and training for CSSIW registered care homes and all inpatient sites across the hospitals of Cardiff and the Vale of Glamorgan areas. The team received a total of 101 referrals during 2014/2015, which is a slight increase from the previous year.



## Safeguarding Children

98. These were our improvement priorities for 2014/15 and the progress made.

- **The joint Cardiff and Vale Safeguarding Children Board is established and includes appropriate multi-agency representation. Governance arrangements are in place, joint policies and procedures are implemented, the website is launched and sub-group activity in respect of business planning, audit, child practice reviews and training are active.**
- **An action plan has been developed from the findings of the inspection of Safeguarding and Care Planning of Looked After Children and Care Leavers, who exhibit vulnerable or risky behaviour by CSSIW. The specific actions are on target.**

### What are our new improvement objectives?

- **We will continue to lead on development of the corporate safeguarding policy for the Council.**
- **We will collect more robust data in respect of children about whom there are concerns relating to child sexual exploitation to inform assessment and service delivery.**

## Protecting Vulnerable Adults

99. These were our improvement priorities for 2014/15 and the progress made.

- **A review of the POVA team structure and processes is underway, scheduled for completion and implementation during 2015.**
- **The joint Cardiff and Vale Safeguarding Board is established and includes appropriate multi-agency representation. Governance arrangements are in place, joint policies and procedures are being developed, a joint website is being planned and sub-group activity in respect of business planning and audit is active.**
- **Investigation training has not taken place. We are reviewing training needs as part of the review of the POVA structure and process.**

### What are our new improvement objectives?

- **We will finalise and implement the revised structure for ensuring POVA issues are dealt with in a timely and appropriate manner.**
- **We will train appropriate staff in investigating skills and other POVA related training.**
- **We will share information across relevant organisations and work with providers of nursing, residential and domiciliary care providers to address low level concerns as they arise to prevent escalation.**

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100. These were our improvement priorities for 2014/2015 and the progress made.

- **We have worked with Cardiff to merge the AAPCs for each area into a regional Adult Safeguarding Board.**
- **We will be considering the options for providing the Adult Safeguarding Board with business manager capacity during 2014/2015.**

**What are our new improvement objectives?**

- **We will consider the options for providing the Adult Safeguarding Board with business manager capacity during 2014/2015.**

### **Deprivation of Liberty Safeguards**

101. These were our improvement priorities for 2014/15 and the progress made.

- **We have drafted an Operational Policy which describes the scope and remit of the team was presented to the Team Steering Group in September 2013. This is to be ratified by the Cardiff and Vale MCA/DoLS Partnership Board.**
- **A major recruitment of Best Interest Assessors has taken place during the year. An additional 20 health and social care professionals have been trained to provide the service on a rota basis.**

**What are our new improvement objectives?**

- **We will continue to raise awareness through education and training of the Mental Capacity Act 2005 and DoLS across health and social care through formal training and advice.**
- **We will ensure that systems are in place for individuals and families to be kept informed of their rights under the Mental Capacity Act and Deprivation of Liberty Safeguarding processes.**
- **We will develop a business case for additional BIA resources for the team so that the team is better able to meet the statutory obligations and ensure that people are safeguarded.**

**PROGRESS IN RESPONDING TO THE REQUIREMENTS OF THE SOCIAL SERVICES AND WELL-BEING ACT**

102. During 2014/2015, a considerable volume of work was undertaken to start preparing for the implementation of the Social Services and Wellbeing (Wales) Act 2014. Welsh Government required the planning for implementation to be done on a regional basis and the Vale is taking the lead on this work on behalf of the Vale of Glamorgan and Cardiff.
103. The work undertaken during the year has had input from the two local authorities, the University Health Board and the two umbrella third sector organisations in the Vale and Cardiff. The work completed has included responding to the first tranches of draft regulations and guidance, the completion of a self-assessment on our readiness to implement and the act and the development of an Implementation Plan for the region. The completion of this work required a significant level of work and confirmed that the work required across the region will vary due to the current working practices and levels of development in the different authorities.
104. Elected members have been regularly briefed on the implications of the Act through the scrutiny committee and a workshop which was opened to all elected members to attend. Due to the significance of the Act, the Social Care and Health Scrutiny Committee has requested that they receive a monthly update on progress from April 2015.
105. Additional capacity was funded from the Delivering Transformation Grant in 2014/2015 which enabled the region to recruit some programme management support which will continue into 2015/2016.

**What are our new improvement objectives?**

- **We will work to ensure that the Council is ready for the implementation of the Social Services and Wellbeing (Wales) Act in April 2016.**
- **We will continue to brief elected members on the work being undertaken and the changes being implemented to ensure readiness for the Act.**