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**Date: 3rd September 2014**

Dear Sir/Madam,

A meeting of the **Health Social Care and Wellbeing Scrutiny Committee** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Tuesday, 9th September, 2014** at **5.30 pm** to consider the matters contained in the following agenda.

Yours faithfully,

A handwritten signature in blue ink that reads 'Chris Burns'.

**Chris Burns**  
INTERIM CHIEF EXECUTIVE

## A G E N D A

- 1 To receive apologies for absence.
- 2 Declarations of Interest.  
Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest (s) in respect of any item of business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

To approve and sign the following minutes: -

- 3 Health, Social Care and Wellbeing Scrutiny Committee held on 24th June 2014.
- 4 Special Health, Social Care and Wellbeing Scrutiny Committee held on 17th July 2014.
- 5 Consideration of any matter referred to this Committee in accordance with the call-in procedure.

A greener place Man gwyrddach



6 To receive a verbal report from the Cabinet Member for Social Services.

To receive and consider the following Scrutiny reports: -

7 Caerphilly and Blaenau Gwent Joint Workforce Development Service.

8 Budget Monitoring Report (Month 3).

9 Integrated Services for Disabled Children and Young People.

10 Member Visits to Externally Commissioned Residential/Nursing Homes in CCBC.

11 To record any requests for an item to be included on the next available agenda.

To receive and note the following information items\*: -

12 Update on Adoption Services.

13 Blaenau Gwent and Caerphilly Youth Offending Service (YOS) Youth Justice Plan 2014-2016.

14 Summary of Members' Attendance: Quarter 1 - 8th May 2014 to 30th June 2014.

*\*If a Member of the Scrutiny Committee wishes for the above information items to be brought forward for discussion at the meeting please contact Sharon Kauczok, Committee Services Officer, Tel. No. 01443 864243, by 10.00am on Monday, 8th September 2014. ....*

**Circulation:**

Councillors: L. Ackerman (Chair), Mrs E.M. Aldworth, A. Angel, G. Bevan, L.J. Binding, Mrs P. Cook (Vice Chair), Mrs J. Gale, L. Gardiner, N. George, C.J. Gordon, Mrs P. A. Griffiths, G. J. Hughes, S. Morgan, J.A. Pritchard and A. Rees

Users and Carers: Mr C. Luke, Mrs J. Morgan, Miss L. Price and Mrs M. Veater

Aneurin Bevan Health Board: Mrs B. Bolt (Divisional Director Primary Care and Networks)

And Appropriate Officers



## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN,  
YSTRAD MYNACH ON TUESDAY, 24TH JUNE 2014 AT 5.30 P.M.

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PRESENT:

Councillor L. Ackerman - Chair  
Councillor Mrs P. Cook - Vice Chair

Councillors:

Mrs E.M. Aldworth, L. Binding, Mrs E.J. Gale, L. Gardiner, N. George, Mrs P.A. Griffiths,  
G. Hughes, S. Morgan, J.A. Pritchard, A. Rees.

Cabinet Member: Councillor R. Woodyatt, Cabinet Member for Social Services.

Together with:

D. Street (Corporate Director Social Services), G. Jenkins (Assistant Director Children Services), J. Williams (Assistant Director Adult Services), L. Dallimore (Lead Collaboration Project Officer, Health, Social Care and Well-Being), I. Richards (Performance Management Officer), J. Jones (Democratic Services Manager), C. Evans (Committee Services Officer) H. Jones (HART) and P. Williams (HART).

Users & Carers: Mr C. Luke and Ms L. Price.

Aneurin Bevan University Health Board: Mrs S. Crane

### 1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillors A. Angel, Mrs G. Bevan and from Mrs J.M. Morgan and Mrs M. Veater MBE.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest made at the beginning or during the course of the meeting.

### 3. MINUTES

RESOLVED that the minutes of the Health, Social Care and Wellbeing Scrutiny Committee meeting held on 13th May 2014 (minute nos. 1-14; page nos. 1-6) be approved as a correct record and signed by the Chair.

**4. CONSIDERATION OF ANY MATTER REFERRED TO THE SCRUTINY COMMITTEE IN ACCORDANCE WITH THE CALL-IN PROCEDURE**

There had been no matters referred to the Scrutiny Committee in accordance with the call-in procedure.

**5. REPORT OF THE CABINET MEMBER**

The Scrutiny Committee received a verbal report from Councillor Robin Woodyatt, Cabinet Member for Social Services.

Councillor Woodyatt informed the Scrutiny Committee that Friday the 13th June 2014 was World Elder Abuse Awareness Day. Social Services staff once again commemorated the event in their now customary enthusiastic manner. A cake sale, raffle and the opportunity to abseil from Penallta rocks had raised approximately £3,000 for Action on Elder Abuse. In addition, an event at Morrisons in Bargoed, together with other activities continues to raise the awareness of adult abuse within our communities. The Cabinet Member for Social Services and the Scrutiny Committee congratulated all of the staff involved in this event.

Councillor Woodyatt reminded Members of a report to the Health, Social Care and Well-Being Scrutiny Committee, which highlighted a series of successful bids from the Welsh Governments Intermediate Care Fund. Members were pleased to note that Welsh Government have opened up the opportunity for further bids from tranche 2 monies and officers are working on a regional basis to submit further bids.

Members were reminded that a Special Meeting of the Scrutiny Committee has been scheduled for Thursday 17th July, in order to begin addressing some of the options open to Members in terms of the authority's Medium Term Financial Plan. This meeting will principally concentrate on three areas where service provision is discretionary.

**SCRUTINY REPORTS**

Consideration was given to the following.

**6. PRESENTATION: HART SERVICES**

P. Williams and H. Jones, HART provided Members of the Scrutiny Committee with a presentation and demonstration on the 'Dragon' Encrypted devices and its services, provided to Carers.

Members noted the key features of the devices, which included the ability for carers to log their times with clients, check their tasks, note key information about clients and safety advice when lone working. An example of a handset was passed to the Members to view.

Members thanked the officers for the presentation and were pleased to note the capabilities and benefits of the device.

A Member queried whether there were any coverage issues for the device within the County Borough and if alternative arrangements has been made for staff safety in these areas. Officers explained that the data service is provided through the Council's Corporate Mobile Phone supplier, and some issues have been reported with signal availability in parts of the borough. However, Members were assured that the device is still capable of recording real-time information without data signal. Safety of staff has been considered and Members were assured that Social Services staff put in place specific individual plans to mitigate risk when clients' behaviour gives cause for concern. If a concern was raised that a carer had been out of contact longer than expected, the device allows a degree of tracking to determine the carers' geographical position.

Members queried the cost effectiveness of the system. The Officers confirmed that, on implementation; the devices provided efficiencies in stationery, office staff and overheads. Arising from the discussion, Members requested a further report with case studies, costs, efficiencies and performance data e.g. timeliness of visits.

The Scrutiny Committee noted the presentation.

## **7. WINTER PRESSURES**

Following a request at a previous Scrutiny Committee, Members were provided with the report, which highlighted the impact winter pressures have had on the local authority over the past five years, the financial commitments made in respect of domiciliary care packages and long-term care placements for residents of the borough.

Members noted that the information illustrated the financial and service impact of demographic pressures, together with the pressures caused by the need to expedite discharge from hospital and achieve good outcomes for people and their carers.

The report illustrated that there is no discernible pattern relating to the time of the year in terms of the pressure faced by the authority to either fund long term care placements or provide packages of care for individuals to enable them to be discharged from hospital or remain within their communities. The pressure is constant and increasing.

Members thanked Officers for the report and discussed its contents in detail. Members noted that Welsh Government (WG) had been provided with feedback on the consistency of pressure on the service throughout the year and it had been highlighted that there is a constant pressure on the service, regardless of season.

Members discussed the demographical forecast and its impact on the service and budgets. A significant increase in demand was noted and a Member queried how this increased pressure on the service would be managed now and in the future. Officers highlighted that work is underway to look at alternative models and new ways of working in order to meet the increasing demand. A report would be presented to Committee over the coming weeks on the Medium Term Financial Plan, which would demonstrate essential savings opportunities and the impact on services, service users and residents.

A Member queried the Council's Direct Payments policy. Officers clarified that further work is underway in this area to determine the benefits and Members would be updated in due course.

The Scrutiny Committee thanked the officers for the report and noted its contents.

## **8. PERFORMANCE MANAGEMENT 2013/14**

D. Street, Director for Social Services, provided Members with an overview of the report, which highlighted the final position for 2013/14 in relation to the performance management figures for both adult services and children services.

Members noted that adult services and children services have a range of performance indicators. Some of which are national indicators determined by Welsh Government while others are local indicators, created by senior managers to oversee areas not covered by the national indicators.

Members thanked the Officer for the report and a full discussion ensued.

Members raised concerns around the format in which performance reported and queried the reasons for changing from dedicated performance management committees. The Officer explained that a corporate approach has been adopted in which performance is added to the regular Scrutiny Agenda, however, welcomed feedback from Members.

A Member queried the importance of performance indicators and meeting targets in respect of service delivery. Officers assured Members that, although performance is important, meeting the needs of the service users is the main priority.

Members considered the indicators fully within the report and raised queries around the performance direction in SCA/002a (The rate of older people supported in the Community aged 65 or over per 1,000 population aged 65 or over). Officers stated that the aim is to support people to live independently in their own homes; therefore, performance improves as the number increases for this indicator.

Particular concerns were expressed towards target setting and Members felt that there was little opportunity in Scrutiny Committees to fully challenge targets and performance. Members noted that the future reporting of performance issues is being considered and a report would be presented to Members in the future.

The Scrutiny Committee noted the contents of the report.

#### **9. IMPROVEMENT OBJECTIVE 1- 2013/14 YEAR END REPORT**

The report and appendix provided Members with a 2013/14 year-end update on the progress made against Improvement Objective 1 'Ensuring children and young people who are looked after are supported to achieve their full potential'.

The Council is required to set Improvement Objectives under the Local Government (Wales) Measure 2009. Success, or otherwise, of delivery of the Improvement Objective outcomes forms part of the Auditor General's annual assessment on the performance of the Council.

The Scrutiny Committee thanked the Officer for the overall positive report and a full discussion ensued.

A Member sought further information around transition. Officers highlighted that Social Services and Housing staff are working effectively together to secure suitable accommodation for young people leaving care. There are always challenges around transition, however, the Council has a very dedicated team who aim work with young people and offer support as long as possible. The Member thanked the Officer for the update and hoped a further updated could be provided in the future.

The Scrutiny Committee noted the content of the report.

#### **10. ANNUAL DIRECTORS REPORT ON THE EFFECTIVENESS OF SOCIAL CARE SERVICES 2013/14**

Lianne Dallimore provided Members with an overview of the report, which informed the Health, Social Care and Wellbeing Scrutiny Committee of the key messages that had been identified in the preparation of the fifth Annual Director's report on the Effectiveness of Social Care Services.

The report sought the views of Members prior to the reports presentation to Council on 22nd July 2014. A Member expressed concern about the late receipt of the draft Directors Report. The Scrutiny Committee unanimously agreed to defer the item to the next available agenda in order to have more time to consider, scrutinise and discuss its contents.

**11. REQUESTS FOR ITEMS TO BE INCLUDED ON THE NEXT AVAILABLE AGENDA**

Councillor L. Binding requested a report Deprivation of Liberty Safeguards (DoLS).

**12. ITEMS FOR INFORMATION**

The following items were received and noted without discussion.

1. Update Report on Domestic Abuse Services.
2. Social Services Grants 2014/15.
3. Statement of Intent for Older People with Complex Needs.
4. Rota Visits by Members to Social Services Establishments: 1st Jan 2014 – 31st March 2014.
5. Summary of Members' Attendance – Quarter 4: 1st Jan 2014 to 7th May 2014.

The meeting closed at 7.14 p.m.

Approved as a correct record subject to any amendments agreed and recorded in the minutes of the meeting held on 9th September 2014.

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CHAIRMAN

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## SPECIAL HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN,  
YSTRAD MYNACH ON THURSDAY, 17TH JULY 2014 AT 5.30 P.M.

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PRESENT:

Councillor L. Ackerman - Chair  
Councillor Mrs P. Cook - Vice Chair

Councillors:

Mrs E.M. Aldworth, Mrs E.J. Gale, N. George, C. Gordon, S. Morgan, J.A. Pritchard, A. Rees

Cabinet Member: Councillor R. Woodyatt, Cabinet Member for Social Services

Together with:

D. Street (Corporate Director Social Services), G. Jenkins (Assistant Director Children Services), J. Williams (Assistant Director Adult Services), M.J. Jones (Senior Accountant), C. Forbes-Thompson (Scrutiny Research Officer), S.M. Kauczok (Committee Services Officer)

Users & Carers: Mr C. Luke, Mrs J. Morgan and Mrs M. Veater MBE

### 1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillors A.P. Angel, Mrs. G. Bevan, L. Binding, Mrs. P. Griffiths, G.J. Hughes, Miss L. Price (Users and Carers) and Mrs. B. Bolt (ABUHB).

### 2. DECLARATIONS OF INTEREST

The following declarations of interest were received:-

Agenda item 3(1) - Shopping Service

Councillor C. Gordon declared an interest in this item (in that he has a close family member who receives this service) and left the meeting during its consideration.

Agenda item 3(2) - Review of Meals Direct

Councillor N. George declared an interest in this item (in that he has a close family member who receives this service) and left the meeting during its consideration.

Agenda item 3(3) - Day Services

Councillors L. Ackerman and E.M. Aldworth declared an interest in this item (in that they have close family members who receive this service) and left the meeting during its consideration.

### **3. SHOPPING SERVICE**

Councillor C. Gordon left the meeting during consideration of this item in that he has a close family member who receives this service.

Mr D. Street, Corporate Director Social Services, referred to the letter dated 24th June 2014 received from Lesley Griffiths AM, Minister for Local Government and Government Business, informing local authorities of a significant shift in the likely financial settlement for 2015/16 and beyond. The Medium Term Financial Plan (MTFP) agreed by the Council on 26th February 2014 identified an estimated savings requirement of £6.5m for 2015/16 and £6.9m for 2016/17. This was based on an indicative reduction in WG funding of 1.34% for 2015/16 and in the absence of further guidance from WG, an assumed reduction of a further 1.34% for 2016/17. The level of potential savings required for future years (on top of the £14.2m already agreed for 2014/15) takes the Authority into uncharted territory and its budget strategies will need to be reviewed.

The first report on the agenda for the meeting set out options for the future of the discretionary shopping service to support the Council's MTFP. The provision of a shopping service is discretionary i.e. the Directorate is under no statutory obligation to provide such a service and other Gwent authorities do not provide or commission a shopping service unless there are exceptional circumstances.

There are currently 976 people in receipt of this service and the demand for the service has increased year on year. Shopping is not provided as a stand-alone service, individuals receive the service as part of a larger package of care provided in their own home. Care providers undertake the service for individuals with the service being primarily commissioned from the independent sector at a cost of circa £13.50 per hour. In 12 cases the service is provided by the in-house Home Assistance and Reablement Team (HART). The annual total cost of the service is circa £690k.

Members' views were sought on the options set out in the report. During the course of the ensuing debate, strong concerns were raised for the future of care in the community and the implications for those in receipt of these services. The Director explained that it was intended to undertake more detailed work and consultation and that no decisions would be taken at this stage.

Consideration was given to each of the options set out in paragraph 4.4. There was no support received for Options 1 and 2 and the majority of Members present voted in favour of officers exploring the feasibility of a mix of the remaining options which would ensure the service is delivered where absolutely necessary. A further report would be presented to the Scrutiny Committee in due course.

### **4. DAY SERVICES**

Councillor L. Ackerman left the meeting during consideration of this item having declared an interest at the beginning of the meeting in that she has a close family member who receives this service. Councillor Mrs. E. Aldworth also left the meeting for this item in that she has a close relative who receives this service. Councillor Mrs P. Cook, Vice Chair, took the chair for this item only.

Mrs. J. Williams, Assistant Director Adult Services, presented the report, which provided information on the provision of discretionary day services and outlined options for the future of this service to support the Council's Medium Term Financial Plan (MTFP). Day service provision is again a discretionary service and is currently provided for all client groups across Adult Services. The service is provided to a number of service users in single locations and as such can be a more cost-effective approach to service provision than one to one care in the community.

Day care is provided in-house from established bases and is also commissioned from the independent sector. As at the beginning of June 2014, 811 people attended day care as part of their care plan. Individuals can attend for one or more sessions and can attend more than one centre.

The numbers attending in-house services totals 697 and there are 114 people receiving day services commissioned from a range of independent sector providers. The majority of people who attend day centres are living in their own homes. There are 71 people who live in supported living, extra care or residential homes, who also receive the service. Day care is the primary vehicle for reducing social isolation and/or supporting informal carers in their caring role. The total budget for day care provision is currently £4.26m.

Members of the Scrutiny Committee were asked to consider a range of options, which had been prepared for the future of the service in order to support the Council's MTFP.

With regard to Option 2, Members were advised that consideration would need to be given to providing considerably less than the current average of 7 hours per week per service user. Option 3, which seeks to reduce the number of premises used in respect of satellite bases would result in circa £51k savings. However, this option would have staffing implications with the potential for redeployment or redundancies. In terms of Option 4 i.e. provide to targeted day services only. Officers advised that a review would need to be undertaken of the service users involved. Option 5 i.e. transfer services to the third sector or social enterprise. Members were advised that this option would ensure that the services would be maintained for individuals and carers but that there would be complexities in relation to TUPE Regulations around staff transfers to the alternative providers and also issues to address around pension liabilities.

Assessment and Care Management staff would continue to explore alternative options to traditional day care when undertaking assessments and reviews to achieve positive outcomes for people and reduce costs wherever possible. The Director advised that since the report had been prepared, Corporate Management Team had received guidance about two tier workforce regulations which might impact on potential savings.

Mr Cyril Luke, representing users and carers, presented a detailed list of questions and suggested measures in relation to the report and the various options contained therein.

Mr Luke's first two questions referred to the cost of service users staying at home instead of attending a day service and the impact on carers, who rely on a day service for respite care. The next question referred to the monitoring of private providers and the cost savings if private providers were used. Questions 4 and 5 queried whether the current total budget for day care provision of £4.26m includes transport costs and sought clarification regarding the additional transport costs referred to in Option 3. Mr Luke suggested an amalgamation of options 4 and 5 would provide an exit strategy and would support people with moderate needs to enter into more mainstream services. Questions 7 and 8 asked whether people wishing to attend a day service could pay for the service by means of attendance allowance and whether the Direct Payments is open to everyone. Question 9 highlighted that for many people attending day services; this might be the only social contact they receive. Question 10 asked about the future of experienced skilled staff who support the complex service users in day care and cheaper less experienced staff possibly not being trained. Mr Luke stated that Options 2-5 go against everything in the All Wales Strategy and Fulfilling the Promises documents and Person Centred Planning. He concluded his address with a number of suggestions for potential options for savings.

In terms of the issues raised, the Assistant Director confirmed that there could be increased costs in staffing if service users remained at home rather than attending day centres and the implications of future decisions would clearly need to be spelled out in terms of the impact on carers. It was confirmed that the £4.26m does not include transport costs and that it was unlikely that Option 5 would generate any savings having regard to the complexities around

TUPE regulations and the two-tier workforce. In terms of increasing the charge to attend day centres, it was noted that the costs rose in accordance with the recommendations of the Members' Task and Finish Group. Confirmation was received that direct payments are open to everyone, however, Members were advised that there is not a high take up in the County Borough. With regard to the use of mobility vehicles, it was noted that a report on the eligibility criteria for transport Adult Services had recently been presented to the Scrutiny Committee. Officers confirmed that the feasibility of using cheaper purchasing sources was under constant review.

Following a full discussion on the issues raised and having considered all the options available it was moved and seconded that officers explore the feasibility of a mix of Option 3 (Reconfigure provision of day services) and Option 4 (Provide targeted day services only). By a show of hands this was unanimously agreed. A further report, including cost implications, would be prepared for consideration by the Scrutiny Committee in due course.

## **5. REVIEW OF MEALS DIRECT**

Councillor N. George left the meeting during consideration of this item in that he has a close family member who receives this service.

The Assistant Director Adult Services presented the report, which provided details of the Meals Direct service currently provided to people in their own homes and outlined options for the future of this discretionary service. It was noted that as at the beginning of June 2014 a total of 336 people were in receipt of this service. Of this number, 85 people receive the Meals Direct Service only, with no other service being provided by Social Services. These people may also be supported by family, friends and the third sector and can choose to have the service on one or more days. The demand for meals has been relatively stable over the last five years and the current Social Services budget for the service is £252k.

There were four options set out in the report for Members to consider i.e. Option 1 - Maintain the current service provision; Option 2 - Cease provision of the service; Option 3 - Meals Direct to provide frozen meals; Option 4 - Increase the charge for meals.

Members were asked to note that the Meals Direct provision within the Environment Directorate has made financial losses in recent years and this will need to be addressed if the service continues. Efficiencies have already been made in terms of purchasing, contract hours, use of promotional material and marketing the service to other local authorities in an attempt to increase financial viability. The Meals Direct Service is currently in the process of finalising a one year Service Level Agreement for their drivers to deliver to customers outside the County Borough.

Under Option 2 the service would cease from an agreed date and this would impact on all existing service users. Where appropriate, alternative options would need to be explored e.g. local delivery from cafes, public houses etc but this would need to be paid for by service users. There would be a proportion of people in receipt of the service who would require care provision to cook or heat a meal. Therefore the full budget saving of £252k would not be realised. Cessation of the service would also have a significant impact on staffing within the Meals Direct Service with the potential for redeployment or redundancies.

In terms of Option 3 existing service users would be provided with frozen meals only. A proportion of people who are currently in receipt of the service would require care provision to reheat their meals. Frozen meals are generally perceived to be less desirable than a freshly prepared meal, which may result in reduced demand. This option would have a lesser impact than option 2 on staff in the Environment Directorate but further work would be required to determine the specific staffing requirements for a service based on frozen meal provision.

Option 4 would increase the income for the service but may result in reduced demand, which would impact on the level of net additional income that can be achieved. The current charge per meal is £2.60, which is low in comparison to other Welsh Authorities. Based on the current number of meals provided by CCBC, additional income of £46k could be generated at a charge of £3.10 per meal, which would increase to £217k at £5.10 per meal.

Members discussed the pros and cons of each of the options set out in the report and various suggestions were put forward in terms of the provision and cost of the meals. It was acknowledged that in view of the level of savings that needed to be made to support the Council's Medium Term Financial Plan, an increase in the charge of the meals would have to be made. Following further discussion it was agreed that this would be one increase rather than incremental rises in the charge. Officers were asked to prepare a further report providing a breakdown of the potential savings that could be generated at different charges bearing in mind that reduced demand following a substantial increase may impact on the figures and could also impact on the financial viability of the service, with the potential for redeployments or redundancies.

Having fully considered the options available, it was moved and seconded that Option 4 (increase the charge for meals) be approved. By a show of hands this was unanimously agreed. A further report would be prepared for Members' consideration.

## **6. ANNUAL DIRECTOR'S REPORT ON THE EFFECTIVENESS OF SOCIAL CARE SERVICES 2013/14**

Members were advised of the key issues that had been identified in the preparation of the fifth Annual Director's Report on the Effectiveness of Social Care Services.

In terms of this year's report, CSSIW have specified three specific areas that they expect to see covered viz: preparedness to respond to the requirements of the Social Services & Wellbeing (Wales) Bill; progress with the plans for the integration of health and social care services for older people with complex needs; summary of the budget for 2014/15 and any proposed reductions or realignment of service provision.

The Scrutiny Committee considered and noted the contents of the Annual Director's Report on the Effectiveness of Social Care Services 2013-2014 and its submission to Council on 22nd July 2014 for adoption.

The (Draft) Annual Director's Report on the Effectiveness of Social Care Services 2013-2014 will be made available to Members as soon as possible. Comments on the report were welcome throughout the period between the Scrutiny Committee and the report's presentation to Council on 22nd July 2014.

Approved as a correct record subject to any amendments agreed and recorded in the minutes of the meeting held on 9th September 2014.

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CHAIR

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## HEALTH SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 9TH SEPTEMBER 2014

**SUBJECT: CAERPHILLY AND BLAENAU GWENT JOINT WORKFORCE  
DEVELOPMENT SERVICE**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to give Members the opportunity to scrutinise, challenge and review the Joint Social Care Workforce Development Service for Caerphilly and Blaenau Gwent.

### **2. SUMMARY**

- 2.1 Discussions around creating a Joint Workforce Development Service began in August 2011 and an interim arrangement launched at the beginning of April 2012 with the Service integrating permanently from July 2013. The service is hosted by Blaenau Gwent County Council.
- 2.2 The main driver and rationale for creating a Joint Workforce Development Service for Blaenau Gwent and Caerphilly was sustainability of service and being able to do more for less. This report details progress made in delivering the Joint Service and reviews performance and benefits realised and planned.

### **3. LINKS TO STRATEGY**

- 3.1 The creation of the Joint Workforce Development Service is in line with the principles contained within the Welsh Government's 'Sustainable Social Services for Wales: A Framework for Action' and the Welsh Government's Social Care Workforce Development Programme.

### **4. THE REPORT**

- 4.1 Blaenau Gwent and Caerphilly Social Services employ 2,410 staff, with in excess of 5,700 staff being employed across the whole social care sector. In line with other social services Departments the Councils are experiencing increasing demand and complexity of cases and attempting to modernise and improve services with pressure on budgets. The Social Services and Well Being Act sets out the future strategic direction for social services and will demand change to and adaptability of the current workforce and translation into the skills and training requirements for the future workforce. There are statutory, regulated responsibilities for workforce development and the Workforce Development Service is critical to enabling an appropriately qualified and skilled workforce to deliver changing and improving services.

- 4.2 The Social Care Workforce Development Programme (SCWDP) grant was cut by 3% for 2013/14 which equates to over £24,000 for Caerphilly and Blaenau Gwent. For 2014/15, whilst the cut has been minimised to £2,650 or 0.36%, in future years the grant will be redirected to support the implementation of the Social Services and Well Being Act. Workforce Development will be working with Welsh Government in order to provide more detail about any financial implications for the coming years. For every 1% of the grant cut in the future this would require the Joint Workforce Development Service to find savings of at least £7,000. Caerphilly and Blaenau Gwent Councils in recognising future demands, the need for service sustainability and resilience have invested in a Joint Workforce Development Service.
- 4.3 The Joint Service is hosted by Blaenau Gwent and led by the Head of Organisational Development with a secondment model for Caerphilly employees. Caerphilly staff have been seconded to the new Joint Workforce Development Service staffing structure whilst their contracts of employment currently remain with Caerphilly County Borough Council – it is intended to review the staffing model in December 2014. The Service is based at Foxes Lane in Oakdale.
- 4.4 There is a joint Social Care Partnership across Caerphilly and Blaenau Gwent made up of the statutory, independent and voluntary sectors – this also includes education and training providers.
- 4.5 The Service has a well developed and established evaluation and performance management framework at Service, Team and on an individual basis (see page 14 of appendix 1 Social Care Workforce Development Plan) which includes for example:
- Service delivery specification and delivery model reviewed annually
  - Annual Self Assessment Process
  - Service Strategy and Social Care Workforce Development Plan (Appendix 1)
  - Service Improvement Plan
  - Customer engagement framework to include annual customer survey
- 4.6 Bringing the two services together has not been without challenges and both Caerphilly and Blaenau Gwent Councils corporate centre have supported with developing the service delivery model, facilities and infrastructure on a partnership basis.
- 4.7 Benefits are reviewed regularly as part of the performance management framework and below are examples of some of those benefits realised:

### Customers

- 18% increase in learning opportunities

Total No. of events – Blaenau Gwent 2010-11	Total No. of events - Caerphilly 2010-11	Total No. of events – Blaenau Gwent and Caerphilly 2013-14
435 (6,525 seats*)	595 (8,925 seats*)	<b>1,219 (18,285 seats*)</b>
		Overall percentage increase in learning opportunities made available: <b>18%</b>

*\*average seat capacity*

Percentage of Total by Target**				
Adults	Children's	Health and Safety	Management and Personal Skills Development	Total
49.5%	26.7%	21.1%	2.7%	100%

\*\*several of the topics delivered fall into one or more of the above



- Web based training calendar, event finder and booking system – confirmation of booking within 3 days (57,329 hits on web page January – May 2014)
- Improved information and marketing of course
- Increased range of training opportunities
- Improved access to training and choice of dates location etc
- Increased availability of events allowing managers to better plan staff development and service delivery
- 96% learning opportunities completely or mostly met expectations
- One Social Care Partnership – 5 events a year – economies of scale, wider networking, increased skill pool
- Increase in internal delivery of vocational training instead of commissioning eg, Personal Care - 70% saving for reinvestment to the service to deliver more training
- Care QCF attainment levels maintained well above Welsh Government target (50%), Blaenau Gwent 70%, Caerphilly 71%.

### Staff

- Staffing structure with clear roles and identified career pathways – business partner approach
- Staff engagement and participation in reviewing and shaping the service – using the best from past experience and creating new ways of working to develop an effective operating model and identify short, medium and long term priorities
- Excellent office base and training facilities at Foxes Lane in Oakdale
- Participative team culture with staff demonstrating pride in the service they deliver
- Project management style of working

### Councils

- Economies of scale eg; one set of plans and bid for the Social Care Workforce Development Programme, training needs, training social workers
- One Joint Social Care Partnership – economies of scale, a stronger voice in terms of relationship with commissioned services
- A flexible service able to adapt to meet customer needs
- Improved representation and contribution locally, regionally and nationally
- Improved service and business systems
- Improved response to legislative and policy changes
- Deletion of one Team Manager post and saving reinvested into service delivery

4.8 The service recognises that customer engagement, feedback and influence are critical to improving the service - work has progressed in developing a customer engagement framework. Below are examples of the feedback the service has received:

*'The staff are always quick to respond and accommodate us where possible. I also like the online booking system as it makes things very simple'*

*'I feel that the majority of training relates to safeguarding and theory (for obvious reasons), with less focus on direct work interventions and techniques. However, I'm pleased to say that it would appear that more training of this nature is being scheduled'*

*'This is excellent and I have always found we are allocated a reasonable amount of places on courses for which we apply'*

*'The training offered is geared towards our setting and clients'*

*'Training opportunities are very relevant to the work we do'*

*'Feedback from staff members suggests good quality training'*

*'The range of courses offered is considerable and reflects the needs of the sector. Dialogue is positive and assistance requested is always forthcoming'*

*'The Social Care Partnership gives lone managers like myself a point of contact and a wonderful network of people that I can call on for help and support'*

4.9 The Social Care Workforce Development Plan which was submitted to the Welsh Government in July 2014 (appendix 1) gives more detail on the Joint Service, its delivery and priorities looking forwards.

4.10 The Joint Workforce Development Service is well established in providing services to Caerphilly and Blaenau Gwent Social Services and the social care sector. It is well placed to meet challenges, sustain and facilitate the implementation of the Social Services and Well Being Act as well as progressing new initiatives. There is a pride and ambition demonstrated from staff in the service to support Social Services and the Social Care Sector to sustain, adapt and improve services to service users.

## **5. EQUALITIES IMPLICATIONS**

5.1 An Equality Impact Assessment was completed in launching the Joint Service and the Performance Management Framework ensures that equality is maintained.

## **6. FINANCIAL IMPLICATIONS**

6.1 The grant allocation is calculated separately for Blaenau Gwent and Caerphilly and then awarded as a joint amount. To qualify for the grant each Authority has to provide at least 30% match funding.

<b>COUNCIL</b>	<b>WG GRANT ALLOCATION 2014/15</b>	<b>COUNCIL CONTRIBUTION 2014/15</b>
Blaenau Gwent	£237,661	£101,855
Caerphilly	£476,837	£204,359
<b>Total</b>	<b>£714,498</b>	<b>£306,214</b>

6.2 Any savings realised over the last financial year have been reinvested into Service Delivery and more training opportunities.

6.3 The All Wales Training Managers Group are currently working with Welsh Government on a pro forma that will aid the calculation of what percentage of the grant will be redirected towards the implementation of the Social Services and Well Being Act, as noted in 4.2.

## **7. PERSONNEL IMPLICATIONS**

7.1 The Service is hosted by Blaenau Gwent Council with Caerphilly staff seconded into the new staffing structure. The secondment model will be reviewed in December 2014.

## **8. CONSULTATIONS**

8.1 All consultations have been considered in this report.

## **9. RECOMMENDATIONS**

9.1 That Members of the Health, Social Care & Well-Being Scrutiny Committee:

- Scrutinise and challenge the arrangements in place for the Joint Workforce Development Service
- Review progress and benefits realised
- Note the Social Care Workforce Development Plan 2014-2015

## **10. REASONS FOR THE RECOMMENDATIONS**

10.1 To ensure that Members have opportunity to review, challenge and influence the future of the Social Care Workforce Development Service.

## **11. STATUTORY POWER**

11.1 The contents of this report and the Joint Workforce Development Service is in line with current legislation and the direction of travel stipulated by the Welsh Government in 'Sustainable Social Services for Wales: A Framework for Action'.

Author: Andrea J. Prosser, Head of Workforce Development  
Consultees: Jane Haile Team Manager Workforce Development Team  
Staff of the Workforce Development Team  
Caerphilly and Blaenau Social Services Senior Management Team  
Caerphilly and Blaenau Gwent Corporate Management Team  
Cllr. R. Woodyatt, Cabinet Member for Social Services  
Cllr. L. Ackerman, Chair of HSC&WB Scrutiny Committee  
Cllr. P. Cook, Vice-Chair of HSC&WB Scrutiny Committee

Background Papers: Welsh Government Social Care Development Programme Circular 2014

Appendices:

Appendix 1 Blaenau Gwent and Caerphilly Social Care Workforce Development Plan 2014-2015

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# **Social Care Workforce Development Plan 2014-2015**



**Blaenau Gwent and Caerphilly  
Joint Workforce Development Team**



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## THE PARTNERSHIP

### 1. Partnership Summary

The Social Care Partnership made up of Blaenau Gwent and Caerphilly Councils, the independent and voluntary sectors and education/training providers have contributed to the development of this document – the Joint Blaenau Gwent Caerphilly Social Care Workforce Development Plan.

The Partnership is proud to have the first fully integrated Workforce Development Service in Wales and the benefits this collaboration secures for the social care sector.

The Directors of Social Services and the Chair of the Partnership endorse the following key aims for 2014-15:

- ▶ Localising and interpreting new legislation (key focus on the Social Services and Well Being Act).
- ▶ Maintaining maximum care standards in a period of exceptional change.
- ▶ Making better use of existing resources in a financially challenging environment.
- ▶ Ensuring equality for all within service provision.
- ▶ Sustain the 'one sector, one workforce' approach in developing the workforce across the social care sector.
- ▶ Develop the workforce to deliver improving citizen outcome focused care services, in line with emerging service priorities that meet service user's needs.

The implementation of the Social Services and Wellbeing Act (the Act) will require additional substantial investment in Workforce Development over the coming years. The Partnership is actively searching for additional funding and efficiency opportunities in order to add to the value of the Social Care Workforce Development Programme (SCWDP) funding to support this.

The Partnership programme of learning will reflect the urgency of prioritising legislation, Welsh Government guidance, related events and activities. It will also ensure that front line care standards retain their quality and are not compromised by change.



The Partnership is committed to the sustainability of the Social Care Workforce Development Service for Blaenau Gwent and Caerphilly. The Workforce Development Service provides a web based point of access for all customers of the service and offers a training calendar that has been developed to meet the priority training needs of the social care sector in Blaenau Gwent and Caerphilly.

Social Services managers and the Social Care Workforce Development Partnership Board have been engaged and consulted.

***Liz Majer***

Director of Social Services  
Blaenau Gwent County Borough Council

***Dave Street***

Corporate Director Social Services  
Caerphilly County Borough Council

***Andrea J Prosser***

Chair of Partnership





## 2. Social Care Workforce Development Partnership

The joint Social Care Partnership for Blaenau Gwent and Caerphilly was established during 2012-13. Over 100 organisations, including the 2 local authorities, together employ over 5,700 staff across the whole social care sector.

The fundamental aim of the joint partnership is to sustain the 'one sector, one workforce' coordinated approach to workforce development opportunities and workforce planning for social care across Blaenau Gwent and Caerphilly. Priorities for 2014-15 are as follows:

- ▶ We will prepare the workforce for the implementation of the Social Services and Well Being Act and will prepare to support the qualifications and skills required to meet changes and improvements.
- ▶ We will seek out ways to expand our collaboration with other local authority partnerships and agencies to provide cost effective training and development solutions.
- ▶ Funding opportunities will be identified to support and increase qualification attainment across the whole sector.
- ▶ A robust training programme will be in place to support the workforce to deliver their services.
- ▶ Partnership Events will be provided to meet local and collective needs including supporting events and specialist sub-groups.
- ▶ The one-point-of-access website will be continually reviewed in line with operational needs and feedback from our customers.
- ▶ We will hold a joint annual awards ceremony to recognise qualification achievements across the sector including service users.
- ▶ We will develop an integrated approach to promoting the care sector as a career opportunity for people of all ages, and develop flexible employment routes in conjunction with other organisations.

### Partnership Structure

The Social Care Workforce Development Partnership of Blaenau Gwent and Caerphilly operates with a Management Board providing strategic direction and supported by regular events (at least quarterly) focussed on a sector approach to developing the workforce.

The Board has membership from the Local Authorities, Independent sector, Voluntary sector, Health and Education and training providers, reflecting the views across the sector in line with Section 18 of the 2014-15 SCWDP circular.

The Workforce Development website provides a link to a searchable Event Finder for staff across the social care sector where they have equal opportunity to access and directly book training and development activities for free throughout the year.

<http://socialservicesblaenau-gwent.caerphilly.gov.uk/Workforce-Development>



### **The Ring Fenced part of the Social Care Workforce Development Grant**

The ring-fenced part of the grant is used as a contribution towards the salary of staff, facilities and resources to:

- ▶ Coordinate and support the operation of the social care partnerships, including governance, and maintaining effective communications with partners.
- ▶ Maintain a database of staff information used for workforce planning, reporting, monitoring, and evaluation of training effectiveness, and qualification achievements.
- ▶ Organising an annual Celebration of Achievement ceremony.
- ▶ Work with Colleges and training providers across the sector to promote greater access to learning and qualification to include maximisation of funding opportunities.
- ▶ Promoting employment and career opportunities across the social care sector.
- ▶ Supporting regional Social Care in Partnership South East Wales (SCiPSE) initiatives.
- ▶ Have the technology and systems required to ensure equality of access to learning opportunities.

### **Partnership and Commissioning**

Close working with both of the local authority Commissioners of services is a constructive way to help the Partnership shape and achieve the needs of our customers and drive quality in services through the workforce.

Commissioners influence the plan and delivery of workforce development in a number of different ways:

- ▶ Workforce Development is a standing item on the agenda of Commissioner facilitated service provider meetings.
- ▶ Commissioners are engaged to contribute towards the improvement of the Workforce Development service.
- ▶ Commissioners are represented on the Partnership Board.
- ▶ Commissioners attend partnership events including the forum to discuss training standards and needs.
- ▶ Working together to find solutions, for example, increasing attendance rates on learning events.



### 3. Service Delivery Resources

#### Staffing Structure

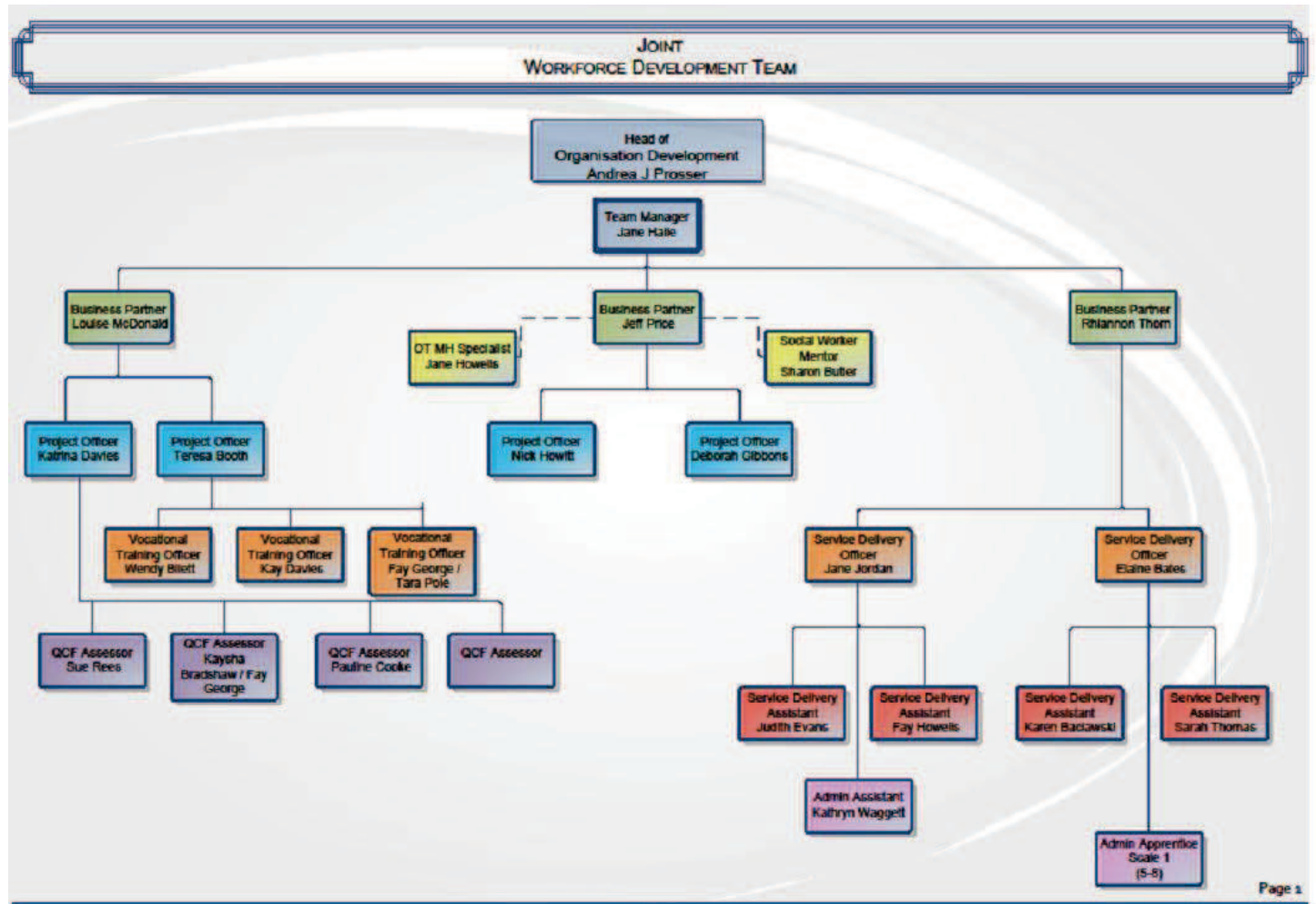
The Joint Workforce Development Service is hosted by Blaenau Gwent County Borough Council and has a new service specification, service delivery model and a new and permanent Joint Workforce Development Team structure was implemented as of 1 April 2014. The new structure is led by a Team Manager with a Business Partner approach and clear role definition. All the posts in the new structure have new job descriptions that are intentionally generic in content to support the sustainability of the service through change, and job roles have all been designed with the customer and service user in mind.

The new structure was formulated as a result of a renewed service specification for the joint team following the conclusion of service reviews during 2013. The design of the structure allows for formal working links with posts outside of the Workforce Development Service that may be specific to only one of the two authorities.

The Joint Workforce Development Service Specification provides services to two separate social services departments and is designed to meet future collaboration or expansion requirements. A Service Level Agreement for the provision of the joint service was formalised and authorised by the two Directors of Social Services in March 2014.



## The Team Structure





## Facilities

In July 2013 the Joint Workforce Development Team moved to the central geographical site in Foxes Lane, Oakdale. This has accommodation for the whole team as well as having two large training rooms and two smaller workshop rooms. The training rooms provide approximately 30% of the normal annual training programme planned. Other local training venues continue to be used throughout both local authorities to accommodate the rest of training, and to ensure equality and ease of travel access for all care sector workers.

### Blaenau Gwent and Caerphilly



**Unit 3, Foxes Lane, Oakdale**  
2 Training Rooms  
2 Workshop Rooms



#### Blaenau Gwent

**Tredegar, ViTCC Training Centre:**



- ▶ 2 training rooms

Other facilities used:

- ▶ Civic Centre Offices, Ebbw Vale
- ▶ Anvil Court, Abertillery
- ▶ Learning Action Centres
- ▶ Bedwellty House, Tredegar

#### Caerphilly

**Tredomen House Corporate Training Centre:**



- ▶ 3 training rooms

Other facilities used:

- ▶ The Cabin, Penmaen House (bespoke manual handling training facility)
- ▶ Penallta House, Ystrad Mynach
- ▶ Pontllanfraith House
- ▶ Technology Centres, Tredomen

Within the Boroughs, there are two local colleges of further education (Coleg Gwent and Coleg y Cymoedd); both with their own QCF Assessment Centres and commissioned agencies also have their own QCF Assessment Centres. The partnership also has good working relationships with several training providers for the provision of QCF qualifications.



### Financial Resources

The Welsh Government fully support Blaenau Gwent and Caerphilly making their application for the Social Care Workforce Development Programme Grant on a joint basis. The budget including the grant portion will be accounted for in one Authority (Blaenau Gwent) and managed by the Team Manager.

In order to maintain the full workforce development service the Partnership has to work with other organisations and partners in order to maximise other funding opportunities such as:

- ▶ Funding for specific qualifications (College provision of QCF qualifications).
- ▶ Practice Learning Opportunity Fund (to fund student assessment and assessor qualification).
- ▶ Collaboration with Health funded projects (awareness of carers).
- ▶ Bidding for other grants (Care Council Wales – supporting the role of carers).
- ▶ Communities First (Care that Works, supporting the unemployed into a career in care project).

In order to quantify the financial risks associated with the intended change to the SCWDP Grant approach by Welsh Government, the Partnership supports the agreement with Welsh Government officials to develop a consistent approach across the country. This will be vital in order to gain a coherent picture of direct and indirect financial risks associated with this key workforce improvement resource. We welcome the opportunity to work with Welsh Government officials over the coming weeks to develop a national approach and pro-forma, aiming to collate this information for the October 2014 monitoring report timescale.



## 4. Collaborative Working Arrangements

### The Blaenau Gwent Caerphilly Joint Workforce Development Service

Blaenau Gwent and Caerphilly are proud to advertise their commitment to working collaboratively for Workforce Development to optimise efficiency and value for money. The benefits of collaborative working are evidenced and reported and more detail has been provided under section 5, Emerging Effective Practice. This is the third Joint SCWDP application and remains an excellent example of one of the outcomes of working together. Real benefits are now being experienced by the Partnership through the team co location and a fully integrated staffing structure delivering a business partner approach.

The collaborative approach taken by the Partnership has led to other services across the two authorities coming together to look for potential improvements and consistency. As part of working groups practice policies are discussed, terminology and local descriptors are compared, and refresher timelines are reviewed in order to mainstream a more consistent approach. Examples include; POVA refreshers, Manual Handling refreshers, and several other care essentials such as medication and personal care.

### Health

Collaboration continues with the Local Aneurin Bevan Health Board and other Local Authorities on priority areas such as the Mental Health Act, the Carers Measure, and the Dementia Group. The Partnership played a leading role for the local health board area in delivering a programme of awareness of carers in response to The Carers Measure.

The Partnership has established key links with Health for working towards Integrated Assessment, Planning and Review Arrangements for Older People. The partnership will be supporting any development needs that arise from senior management working together across the region on implementation of the guidance.

### Other Local Authorities

Blaenau Gwent and Caerphilly collaborates with the other wider Gwent Authorities, Merthyr Tydfil, Torfaen, Monmouthshire and Newport for the Joint Arrangements training programme for social worker and support worker development. The six Authorities develop an annual plan to support local and regional training programmes.

There are a number of workforce development forums that meet regularly for example; Child Care Training Officers and these provide the opportunity to focus on the needs of the service user, share ideas and collaborate. There are also other local authority collaborations that are less formal, however are effective. For example when spare training places become available, opportunities are shared.



The All Wales Training Managers have an effective network and this is affiliated to the Association of Directors of Social Services – this provides a key opportunity for exploring opportunities of working together and to address national workforce development issues to achieve better outcomes for all.

The South East Wales Consolidation of Practice module continues as a regional based collaboration with regionally located Higher Education Institutions (HEIs).

### **Regional Services and Initiatives**

The Joint Workforce Service is well placed to ensure contact and partnership working is maintained as front-line Services move or collaborate to a regionally based structure e.g. Gwent Frailty, Gwent Safeguarding Children, Gwent Adult Placement, and Gwent Adoption.

### **Local Family Justice Board**

The Workforce Development Team will be supporting the training sub group of the judicial facilitated South East Wales Family Justice Board. The team will support them in delivery of their regionally approached training plan.

### **Qualifications and Training Provision**

To support the Care Sector to work towards achieving a qualified workforce the Partnership works with local training providers, HEI's and local colleges. The qualifications include Social Care, Management, Social Work qualifying and post qualifying and support service qualifications.

### **Children and Young People's Partnership**

The Joint Workforce Development Service provides a service to the joint Blaenau Gwent Youth Offending Service and the Children and Young People's Partnership in Blaenau Gwent. These provide further avenues for collaboration and crossover and alignment across partnerships.

### **Equalities, including Welsh Language Training**

A service level agreement has been renewed between the corporate equalities services of Blaenau Gwent and Caerphilly where Caerphilly provides the training service across both authorities and sectors.





## 5. Emerging Effective Practice

### Sustaining Social Services – The Joint Partnership and Workforce Development Service

Blaenau Gwent and Caerphilly Social Services employ 2,410 staff, with in excess of 5,700 staff being employed across the whole social care sector. The social care sector is made up of a wide variety of professions with differing training needs. There are statutory, regulated responsibilities for workforce development and the Workforce Development Service remains critical to enabling an appropriately qualified and skilled workforce to deliver changing and improving services and to implement The Social Services and Wellbeing Act.

The Joint Workforce Development Team was launched in an interim form at the beginning of April 2012 and achieved the groundbreaking landmark of a fully integrated service from April 2014. The collaborative service shows real benefits and has provided key learning for those that follow.

### Benefits Realisation

- ▶ Staff engagement and participation in reviewing and shaping the service – using past experience and practice to develop an effective operating model and identify priorities for the short, medium and long term.
- ▶ Web based on-line event finder - covering both Authority areas – allowing individuals to book onto training courses on-line, easily adaptable to manage regional opportunities.
- ▶ Joint approach to training needs analysis which informs the annual training plan - which has brought about economies of scale and efficiencies.
- ▶ More and wider choice of training opportunities - positive feedback from customers.
- ▶ Joint Strategy, Plan and bid for Welsh Government funding - again economies of scale delivering efficiencies.
- ▶ One joint Social Care Partnership – economies of scale delivering efficiencies also giving us a stronger voice in terms of relationship with commissioned services and training providers.
- ▶ A standard approach to training new social workers – giving both Authorities options/choices to meet local needs, learning from each other, and shared representation on partnerships with Universities.
- ▶ Increased flexibility of service and being able to fill gaps and maintain service delivery.
- ▶ Best practice in essential training delivery secured through ‘taking the best from both’.
- ▶ Improved representation and contribution for regional and national groups and initiatives by representing 2 authority areas or ‘2 for previous on cost of 1’.
- ▶ Far larger ‘ideas pool’ when wanting to consult with customers and service users about solutions.
- ▶ Improved service and business support systems and processes.
- ▶ New staffing structure with business partner approach focussing on the customer.



## 6. Evaluation and Performance Management

### Workforce Development Service - Evaluation and Performance Management Framework

The service is planned and measured using a performance management framework.

#### INDIVIDUAL

- ▶ Job descriptions and specifications and clear role definition with individual priorities
- ▶ Supervision and Performance Review
- ▶ Performance coaching and personal Development Plans
- ▶ National minimum standards of qualifications – CSSIW, Qualification Framework
- ▶ Structured staff communication and engagement framework
- ▶ Practice development workshops
- ▶ Customer feedback

#### TEAM

- ▶ Staffing structure with clear role definition
- ▶ Monthly management team meetings
- ▶ Structured staff communication and engagement framework
- ▶ Team business plans and section Business Plans with clear priorities
- ▶ Business Partner engagement with Social Services Management Teams
- ▶ Annual process of self evaluation
- ▶ Annual customer survey and feedback
- ▶ Performance information
- ▶ Consultation workshops
- ▶ Complaints, suggestions and customer feedback

#### SERVICE

- ▶ Service Delivery Specification and delivery model
- ▶ Service strategy and business plans to include the Social Care Workforce Development Programme
- ▶ Service Improvement Plan
- ▶ Annual Self assessment process
- ▶ Annual report (strategic review) to Council Management Teams and Scrutiny
- ▶ Contribution to the Annual Report of the Director of Social Services
- ▶ Social Care Partnership Plans, board and events
- ▶ Project Management Framework and monitoring
- ▶ Customer engagement in shaping the service
- ▶ CSSIW Inspections and other regulations
- ▶ User and Carer Engagement
- ▶ Performance Management returns
- ▶ Specialised Audits
- ▶ Testing against national and regional standards and practice
- ▶ Inspection and regulation

Effective Regional Social Care Workforce Development

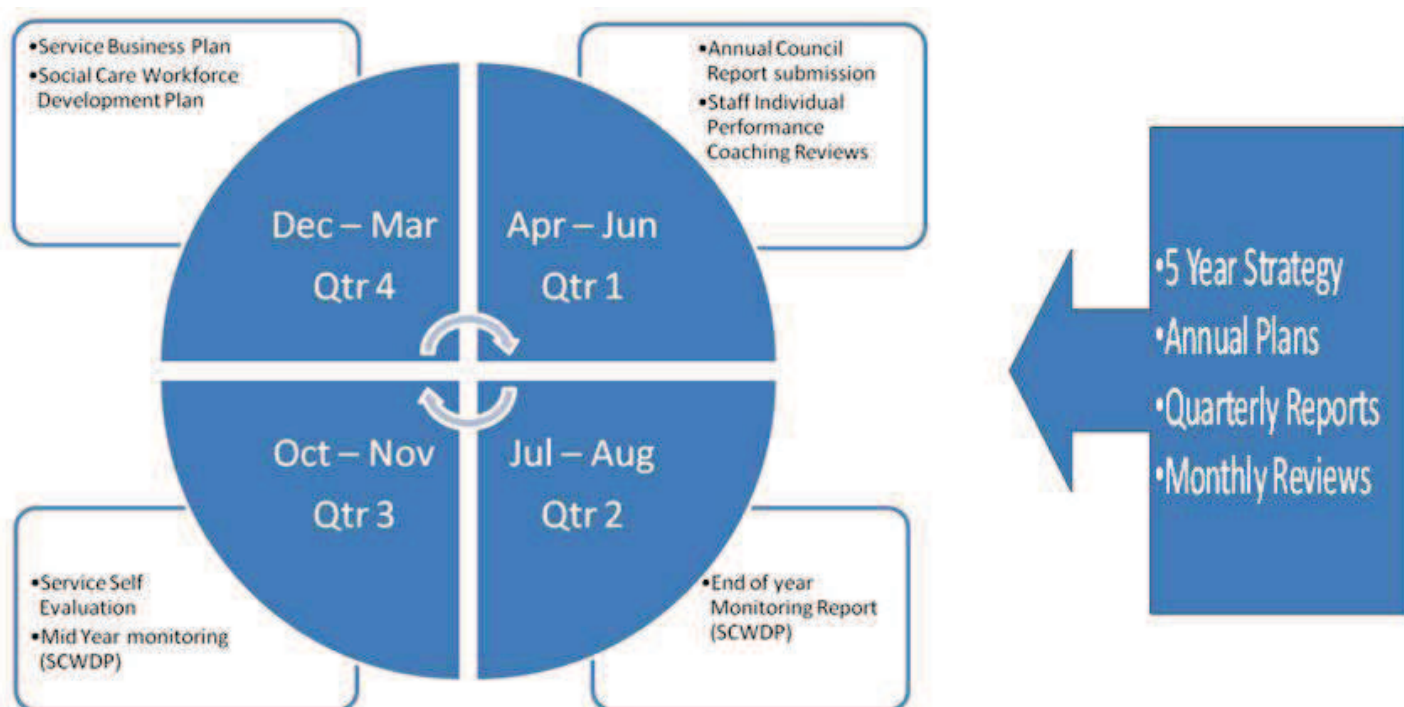


The diagram that follows shows the annual cycle that includes:

- ▶ Service Self Evaluation.
- ▶ Service Business Plan.
- ▶ Annual Council Report submission.
- ▶ Social Care Workforce Development Plan.
- ▶ Staff Performance Coaching Reviews.

Together with:

- ▶ 4 weekly Workforce Development Management Team performance reviews.
- ▶ 4 weekly Section performance reviews.
- ▶ Bi Monthly Team Meetings.
- ▶ 4 weekly Supervision for all staff.
- ▶ Monthly budget reporting.



Regular reports are produced that measures a number of key indicators around the volume, attendance, and quality of training courses delivered.

In line with the requirements of the Social Care Workforce Development Programme Circular a mid point and end of year Monitoring Report is developed and submitted to the Welsh Government that reviews plans and progress. These are approved by senior management and the Partnership Management Board.



### **Outcome and Effectiveness of Training and Development Provided**

The evaluation of training offered to Social Services staff and staff from Partnership organisations is obtained through course post-event evaluation forms that measure:

- ▶ Communication received about the course.
- ▶ Course objectives being met.
- ▶ Quality of presentation and subject knowledge demonstrated by the trainer.
- ▶ Level and pace of the training provided.
- ▶ Language used.
- ▶ Usefulness of training in relation to the role of attendee.
- ▶ Other feedback or actions arising out of the training and development opportunities.

The feedback forms are reviewed monthly and any issues arising are addressed with the trainers or venues. The target set by the Workforce Development Service is to achieve a minimum of 90% satisfaction.

In addition consultation and engagement processes are in place with team managers, partner organisations, staff, students, and external bodies through:

- ▶ Face to face discussions.
- ▶ Supervision processes.
- ▶ Facilitated workshops.
- ▶ Departmental review meetings.
- ▶ Targeted questionnaires.
- ▶ External verifier reports from inspections.

### **Outcomes from Employee Development Processes**

The supervision and appraisal process provides an ideal tool for managers and supervisors to identify the training needs of staff, and to review how effective the training provided has been in developing the skills of staff to deliver high quality social care services to service users.

Management Information on training provided, including non-attendance figures, is sent to social services and partnership managers on a regular basis and feeds into the annual performance review, Welsh Government Monitoring Report and training needs analysis.

There are various ways Social Services gather feedback from Service Users and Carers, for example, surveys, complaints, stories etc. Managers use this feedback to determine individual and team training needs. Managers are encouraged to give regular feedback on workforce development and training. The Business Partners will attend Management Teams in Adults, Children's and Business Support in Blaenau Gwent and Caerphilly on a quarterly basis to engage managers, review standards of service, prioritise and ensure needs are being met.

The effectiveness of Workforce Development is also reviewed in the Annual Assessment of Effectiveness as part of the development of the Annual Report of the Director of Social Services.



### Effectiveness and Achievements of the Partnership and Workforce Development Service

The Workforce Development Team reviews the effectiveness of the partnership on an annual basis and in particular to gain feedback on:

- ▶ Frequency and timing of events.
- ▶ Content and relevance of the events.
- ▶ Training courses relevance, availability and quality.
- ▶ Communications process.
- ▶ Involvement in the partnership.
- ▶ Training needs and workforce data collection process.
- ▶ Support groups relevance and usefulness.

The results are discussed and acted upon by the Management Board. The Management Board and sub-groups also discuss the effectiveness of events and activities in terms of what went well and what needs to improve. Partners are also encouraged at interactive workshop events to put forward ideas on ways to improve the partnership.

The number of staff achieving awards at the annual awards ceremony is another indication of the effectiveness of the partnerships.

A customer survey is completed as part of the service self evaluation process. At the end of 2013/14 feedback and views were sought from 3 customer groups; Partnership Members, Directors, and Service Managers.

Details from the results of the survey will be included in the SCWDP end of year monitoring report for 2013/14.

Example results from the survey:





## 7. SCWDP Partnership Governance

### Ownership of the SCWDP

The SCWDP has been developed based upon the requirements of the Welsh Government's SCWDP Circular 2014-15. The Joint Social Care Development Partnership Management Board and Blaenau Gwent/Caerphilly Senior Management Teams have contributed to and support the content of this plan.

### Endorsement of the Plan

The Social Care Workforce Development Plan has been endorsed by the Directors of Social Services and the Chair of the Partnership.

### Partnership Meeting Calendar

In the coming year it is intended to hold five Partnership Events. The Management Board meets following each event, and sub-groups/project teams meet between 4 and 6 times per year.

Partnership Event dates for 2014 – 15 are 28 April, 23 June, 22 Sept, 17 November, and a further date to be agreed for February 2015.

### Partnership Communication Plan

There is one point of access for all customers accessing the Joint Workforce Development Service for booking training using the following webpage:

<http://socialservicesblaenau-gwent.caerphilly.gov.uk/Workforce-Development.aspx>

There is one point of contact for the whole team using telephone number 0300 123 2051 or email: [workforcedevelopment@socialservicesblaenau-gwent.caerphilly.gov.uk](mailto:workforcedevelopment@socialservicesblaenau-gwent.caerphilly.gov.uk)

The webpage contains:

- ▶ The Joint Social Care Workforce Development Programme Plan.
- ▶ An up-to-date list of all current stakeholders represented on the partnership, with their main contact details and showing which areas of the sector they represent, in line with the requirements of paragraph 16 of the circular.



The bespoke site continues to develop and improve with a focussed action plan for 2014/15 that will deliver a Website, incorporating:

- ▶ The one point of access for all partners to book free learning events.
- ▶ Social Care Workforce Development structure, membership and governance arrangements – this will include when, how and what will be communicated.
- ▶ A calendar of Partnership Board Meetings, Project Teams meetings and full Partnership events.
- ▶ Development of regular opportunities for Partners to feedback on the effectiveness of the Partnership and the Workforce Development Service.
- ▶ All plans and reviews to be published on the webpage.
- ▶ Minutes of meetings and support groups.
- ▶ Links to national and local training resources.



## 8. Contact Details

### ► Director of Social Services

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### ► Lead contacts for SCWDP application

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## THE PLAN

### 9. Context of strategic local needs and priorities

The areas of Blaenau Gwent and Caerphilly are rich in history with high levels of social and economic challenge serving a population of 248,844 citizens – with nearly a third of the population experiencing long term limiting illness. The demographic profile with increasing numbers of older people; increased physical and mental frailty, the responsibility and duty to safeguard the most vulnerable children, young people and adults, means that demand for Social Services is consistently high.

The following information gives context to the demand on social care across the two County Boroughs:

Population Data	Blaenau Gwent	Caerphilly	Wales
Total Population	69,822	179,022	3,074,067
0-17 Year Olds (Number and % of Total Population)	14,439 (21%)	39,261 (22%)	630,906 (21%)
Adult Population (Number and % of Total Population)	55,660 (80%)	108,862 (61%)	1,857,283 (60%)
65+ (Number and % of Total Population)	12,927 (19%)	30,899 (17%)	585,878 (19%)
% of Adults reporting to have a Long Term Limiting Illness	27%	30%	26%



Services	Blaenau Gwent		Caerphilly		Wales Average
	2012/13	2013/14	2012/13	2013/14	2011/12
Number of Adult Service Users	3,030	3,054	7,114	7,676	3,580
Rate of older people supported in the community per 1,000 population aged 65 or over	133.34	128.41	151.67	120.97	78.60
Rate of older people supported in care homes per 1,000 population aged 65 or over	23.33	22.12	19.41	17.57	21.35
The number of adult assessments completed during the year (excluding reviews for BG)	2,566	2,651	4,835	4,555	*
Number of referrals to Children's Services (excluding enquiries)	1,127	1,194	2,836	2,237	2,087
Number and rate of Looked after Children (LAC) per 10,000 population	136-94.9	143-101	296-77.6	267-68	91.6
Number and rate of children on the Child Protection Register (CPR) per 10,000 population	59-41.2	70-49.4	167-43.7	216-55	46.2
Number of children in need	530	665	1,395	919	780

### Services Needed and Delivered

Services delivered or commissioned by Social Services across Blaenau Gwent and Caerphilly cover all fields of social care with families, adults, children, and young people. The services help people with a wide range of health and social care needs and are delivered in partnership with organisations such as health, education, youth and voluntary services, and the police to help people keep safe and independent.

Over 100 organisations, including the two local authorities, provide a range of services throughout the geographical area and in some cases beyond.

There are many different models of service striving to support independence, care for the vulnerable, and protect from harm and they include:

- ▶ Assessment and Care Management for adults and children.
- ▶ Safeguarding adults and children.
- ▶ Foster Care.
- ▶ Placements for adults and children.



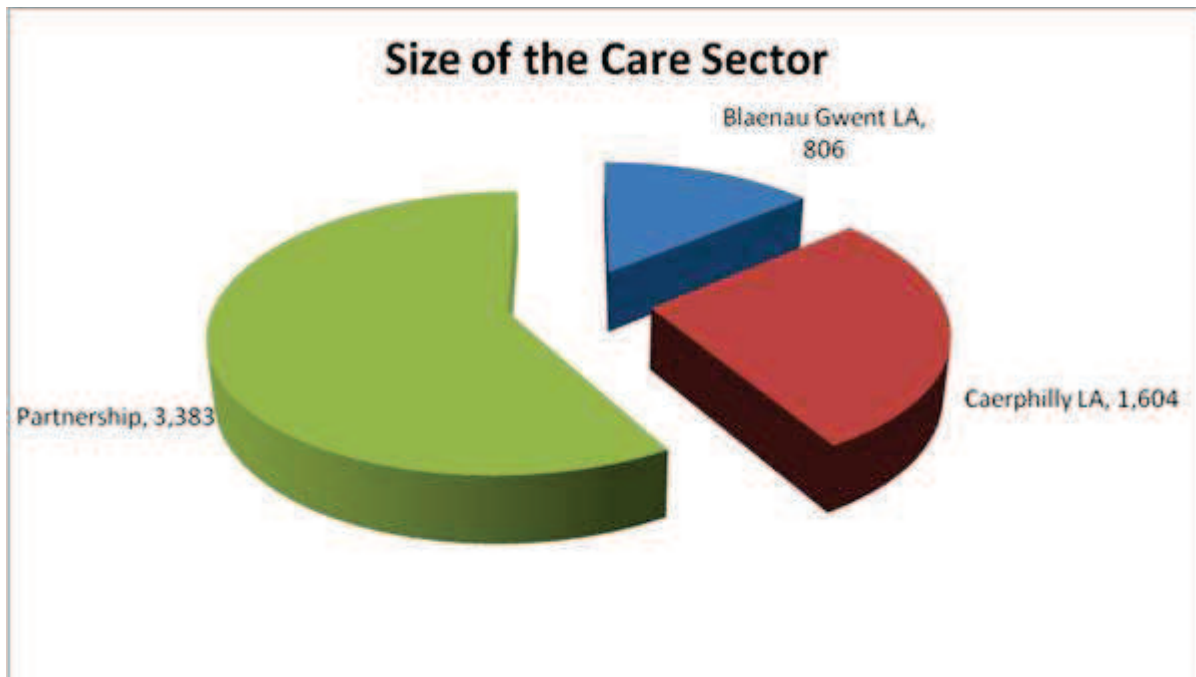
- ▶ Services for people with disabilities.
- ▶ Occupational Therapy.
- ▶ Substance and Alcohol Misuse.
- ▶ Supporting Carers.
- ▶ Residential Care.
- ▶ Young People Leaving Care Services.
- ▶ Care in the Community.
- ▶ Youth Offending Services.
- ▶ Preventative and support services.

### Links with Strategic Local Priorities

The links with strategic local priorities are as described within Section 10, Strategic Direction.

### Demands on Workforce Development

Blaenau Gwent and Caerphilly Social Services employ 2,410 staff and the partnership 3,383 staff providing a total of 5,793 staff being employed across the whole social care sector.



The social care sector is made up of a wide variety of professions with differing training needs. There are statutory responsibilities for workforce development and regulation. Both Councils prioritise a sector approach to workforce development and learning with the fundamental aim of continually improving services for the citizens of Blaenau Gwent and Caerphilly.



The Labour turnover rate for social workers in Blaenau Gwent was 8.99% (2013-2014) and in Caerphilly was 12.77% (2013-2014) – there have been no issues with recruitment during the year. The Joint Workforce Development Team will continue to focus on giving student social workers an effective practice learning experience and to deliver continually improving services to add to the reputation of both Authorities as an employer of choice.

### **The Approach to Workforce Development**

The collaboration between the areas of Blaenau Gwent and Caerphilly optimises the efficiencies possible within the local area. The strategic thinking of the Partnership enables the Workforce Development Service to travel throughout other boundaries and share its learning with others.

As part of its strategy for the future of delivery of training and development the Workforce Development Service is looking to share its learning from integration nationally and throughout the regions for the benefit of others.

The Workforce Development Team is clear about its role as a support to those that provide services to the service user and respond accordingly taking its lead from their priorities.

The service has identified and mapped its customers in Blaenau Gwent and Caerphilly as being:  
(This list is not exhaustive)

- ▶ Directors of Social Services and Social Services Departments
- ▶ Regulation and inspection – CSSIW etc.
- ▶ The Social Care Sectors to include Statutory, Voluntary, and independent providers
- ▶ Other agencies to include professional bodies, trade unions etc
- ▶ Staff – current and future workforce
- ▶ Care Council for Wales
- ▶ Service users and carers
- ▶ Social Services Improvement Agency
- ▶ Training providers
- ▶ Welsh Government
- ▶ Other Councils



## 10. Strategic Direction

The Social Services (and Wellbeing) Act sets out the future strategic direction for social services in Wales:

- ▶ A new legal framework for social services in Wales to give effect to 'Sustainable Social Services: A framework for Action.'
- ▶ Consolidating existing law.
- ▶ Creating new duties for local authorities.

The Act will be interpreted and localised, transformed into actions, and those actions translated into workforce development implications for the social care sector, health, and other partners. The requirements of the Act will form the basis of a comprehensive programme of learning projects to deliver on:

- ▶ General functions.
- ▶ Assessing the needs of the individual.
- ▶ Meeting Needs.
- ▶ Charging & Financial Assessment.
- ▶ Looked After & Accommodated Children.
- ▶ Safeguarding.
- ▶ Social Services Functions.
- ▶ Well-being Outcomes, Cooperation & Partnerships.
- ▶ Complaints & Representations.

The Act will demand changes and workforce adaptability and the Workforce Development Service will prioritise and plan for the training/development implications for the entire social care workforce arising from the implementation of the Act.

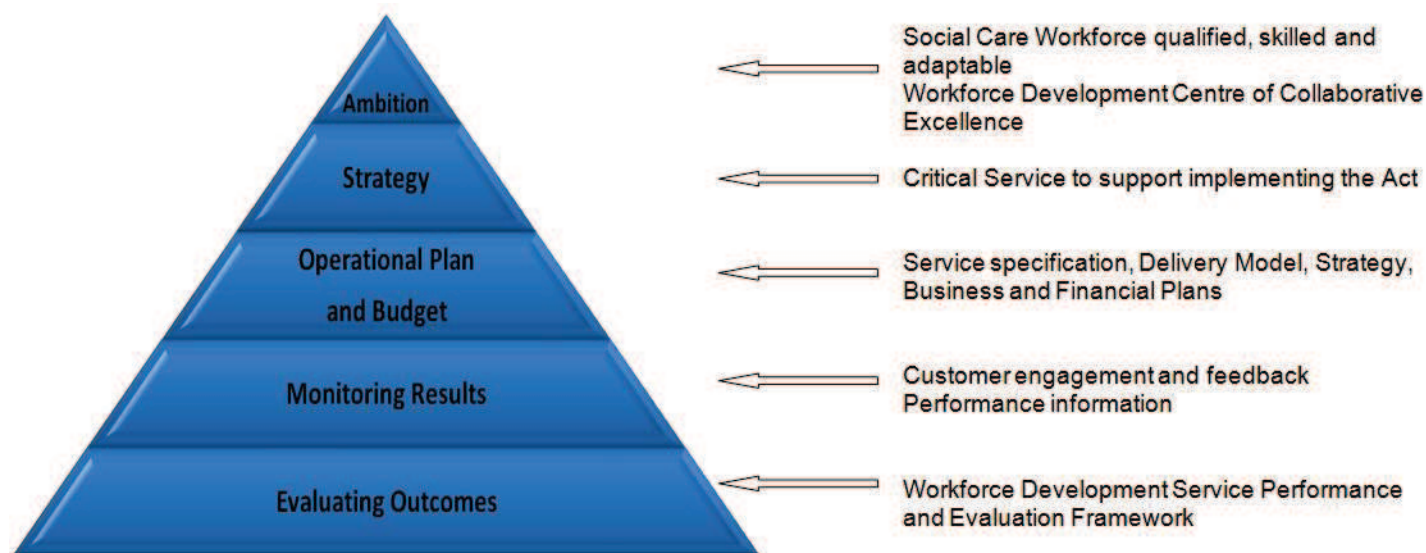
Workforce Development Strategies and Plans align directly and support the following in Blaenau Gwent and Caerphilly:

- ▶ Community Plans.
- ▶ Corporate Improvement Plans.
- ▶ Social Services Priorities and Plans.
- ▶ Annual Report of the Director of Social Services.
- ▶ Service Plans.
- ▶ Plans following regulation.

The Partnership is well qualified to work collaboratively with other local authorities, health, and regional and national partners and will look to play a significant role in impact assessment.



The Workforce Development Service’s operating model is flexible and well placed to work across boundaries, with other Councils and agencies.



### Workforce Development Service 5 Year Strategy

“A professional, skilled, qualified social care workforce that makes a difference whatever the change in shape”

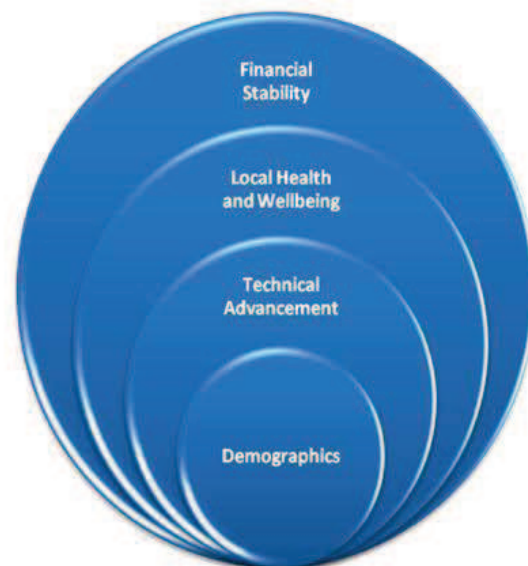
### Changing Shapes 2015 – 2020

- ▶ Finance: We will make changes to the way we develop and educate in order to meet any financial challenges and opportunities focussing on value for money. We will collaborate with other agencies and partners to maximise efficiency whilst assuring the quality of workforce development.
- ▶ People: We will provide a business partner approach to support the management of change that is needed to deliver services in a different ways, with different colleagues and different service providers.
- ▶ Legal: We will interpret laws and regulations and explain to the workforce what changes have to happen and suggest options to help them make the changes.
- ▶ Geography and Politics: We will remove boundaries and bureaucracies from our service, welcome others, and find a way to make differences work for us.
- ▶ Priorities: The care of the vulnerable will dictate our priorities. We will plan to prepare the workforce for tomorrows needs and prepare to change our plans to react to the workforce daily needs. We will have a short, medium and long term plan which will include service delivery and operating model improvements to ensure sustainability.



### High-level priorities for the Workforce Development Service:

The high level priorities for 2014/19 are derived from numerous interlocking demands:



The priorities from key influences are translated into Workforce Development requirements to inform the Partnership priorities. Currently they are that:

- ▶ The workforce is prepared and sufficiently skilled to deliver the Act.
- ▶ The workforce is qualified appropriate to their role.
- ▶ Service Users are consulted and involved in the delivery of the workforce development service.
- ▶ The workforce development support provided to the workforce meets the changing models of service delivery.
- ▶ Funding available through grants and partnerships is secured and maximised.



## 11. Current Priorities

### The Social Services and Well-being (Wales) Act 2014

The Social Services and Well-being (Wales) Act 2014 drives current thinking and planning. The Partnership is committed to developing a programme of workforce development that ensures:

- ▶ A minimum awareness level.
- ▶ Currency in training design that reflects the implications of the Act.
- ▶ A minimum 5 year forward programme of learning that represents potential timelines for implications of the Act.

Activities during 2014/15 include:

- ▶ Identifying and using various media and forums to embed an awareness of the Act.
- ▶ Reviewing current learning programmes and mainstreaming the key elements of the Act.
- ▶ Consultation with operations, service providers, and management to secure learning needs identified.
- ▶ Planning a Care Seminar, localising the Act for local providers, service users and carers.

### The Care of Older People

The care of older people remains a priority area and the partnership focuses on the demographic picture of the future. Care planning in an outcome focused way will be included in the training plan for 2014 -15. This will include supporting changing services who aim to support assessed needs with more innovative approaches such as the Community Connector scheme and short term initiatives funded from the Intermediate Care Fund. The plan will also react to any training implications as a result of the implementation of Integrated Assessment, Planning and Review Arrangements for Older People.

The increased prevalence of dementia is known throughout social care. Developing services with person centred care at the core continues to be a priority. Employees from Adult Services in both local authorities along with a member of the workforce development team are taking part in a focused twelve month development programme with the organisation Dementia Care Matters called “Culture Change in Dementia Care”. The early learning from this investment is already making a difference and the participants have organised learning events locally for the benefit of others involved in caring for those with Dementia. Training is an essential requirement to help staff improve quality of life with cultural change playing a significant part in this process. As the programme continues the learning outcomes will be cascaded throughout the area and the partnership expects to report visible improvements for the service user and those that care for them.





	2015	2020
Total population for Wales aged 30-64 with early onset dementia	809	842
Total population for Wales aged 65 and over with dementia	42,322	47,841

Source: Daffodil Cymru

### Public Law Outline – Meeting the Guidance

The Partnership is proud to be one of the three regional co-ordinators in Wales to support Heads of Children’s Services react to the Department for Children, Schools and Families changing the way local authorities make applications for care and supervision orders, the Public Law Outline process. The partnership will continue to provide a regional link for relevant training programmes such as parental assessment software use and improving court skills. The partnership will also work with the South East Wales Local Family Justice Board and support them through their regional training plan.

### Local Needs

Whilst preparing for the implementation of the Act it is vital that the workforce continues to be developed in order to maintain service through times of change. The programme of learning events will include modules for the whole sector that were determined from an analysis of training needs undertaken during the first quarter of 2014.

Common themes have emerged from the analysis together with individual requirements. In some cases the requirements are similar but methods of delivery may vary for teams and services, for example a shorter targeted session delivered locally may be seen as a major advantage for some service providers and carers. The following table gives examples of some of the areas of importance to the Partnership for this year:

Operational Service Delivery	Management Development	Legislation
Extending awareness of Safeguarding Adults and Children	Managing Change and Resilience	The Act
Outcome focused working for service users and Carers	Managing Pressure Positively	MCA/DoLS Impact of the Cheshire West Case
Improving dementia care	Effective Communications	OT professional development and legislation updates
Essential updates in line with professional requirements e.g. manual handling	Having Difficult Conversations	Meeting Safeguarding Board Public Law Outline guidance
Child and Family Assessment packages	Preparing Managers of the future	Section 47
Court Skills	Performance and project management	Case Law updates



All results from a multi-faceted training need analysis are converted into a plan detailing information on:

- ▶ The learning events required.
- ▶ The delivery method.
- ▶ Size of target audience and delivery equations.

The plan remains flexible throughout the year in order to be able to react quickly to unforeseen or urgent new requirements from services.

Places on learning events are advertised on the event finder system:

<http://socialservicesblaenau-gwent.caerphilly.gov.uk/Workforce-Development.aspx>

This user friendly system allows participants to book themselves onto events ensuring equality and ease of access for all.

A weekly communication and marketing email to all partners provides a regular update of current events and encourages use of spare opportunities.

In addition to the events on the training plan there is a dedicated budget for Social Worker Post Qualifying and other professional qualifications required by the sector.

### Social Care Development Partnership

Priorities for the Social Care Development Partnership are detailed in section 2 of this document.

### Qualification Targets

Staff employed in delivering care services must meet the minimum qualification requirements set out in the Care Council for Wales Qualification and Credit Framework for regulated services. The ultimate goal is to have a fully qualified workforce in line with these requirements. The partnership qualification targets for 2014-15 reflect the current service and registration priorities for the social services departments, and are as agreed with the service heads. Support will also continue across the whole sector to encourage and support partners to increase the number of suitably qualified staff whilst managing turnover rates.

2013/14	No of Care Staff in Posts	No of Care Staff Qualified	% Qualified
CCBC	960	676	70%
BGCBC	469	334	71%
Partnership	2,604	1,314	50%
<b>Total</b>	<b>4,033</b>	<b>2,324</b>	<b>58%</b>

Source: Welsh Government Data Returns



## 12. Commitment to the bilingual provision of services

There are 8% Welsh speakers in Blaenau Gwent and 11% in Caerphilly. Both Local Authorities:

- ▶ Are committed to being able to deliver services in Welsh should a service user or carer request it.
- ▶ Are actively feeding into and support the consultation on the Strategic Framework for Welsh Language Services in Health, Social Services and Social Care.

There are 40 staff members working in Blaenau Gwent (excluding schools) and 406 staff in Caerphilly who are able to speak Welsh.

Opportunities are provided via the Joint Workforce Development Service for staff across the social care sector and service users and carers in both localities to learn to speak Welsh.

### 'Mwy Na Geiriau/More Than Just Words'

The following provides some local context in line with implementing the 'Mwy Na Geiriau/More Than Just Words' plan and each Authorities Welsh Language Scheme:

- ▶ Welsh language training mainstreamed into social care training programme.
- ▶ Service users are asked language choice at the commencement of service.
- ▶ The Local Authority Welsh language websites are live.
- ▶ There is a database of Welsh speaking employees including the service are they work in.
- ▶ Welsh language embedded in improvement plan templates and part of the Director of Social Services Annual Report.
- ▶ All new and updated policies are assessed to ensure that any Welsh Language implications are considered.
- ▶ All procurement and commissioning processes currently contain a Welsh language commitment.
- ▶ Both Authorities monitor the language ability of staff and offer training courses to all staff, which can be accessed by partner agencies such as the South East Wales adult placement service.
- ▶ The awareness raising courses are offered to staff at all levels to foster a supportive ethos in a way that is relevant to the geographical area.
- ▶ The Equalities and Welsh language training programme has been long established and currently makes available a range of courses for staff.
- ▶ Service level agreement in place for all Equalities and Welsh Language training to be co-ordinated by Caerphilly on behalf of both local authorities, this provides a sound basis to target more staff for training in the coming years.

### Equalities

The Authorities also recognise their responsibilities to be able to communicate effectively and appropriately with all service users, whether this is with those who use English as a second language; who have visual or hearing impairment or some other form of communication needs.



## 13. Social Work Qualifying Training Plan and Social Work Post Qualifying Training

The ring fenced £40,000 grant for each local authority is used to support social work qualifying and post qualifying training through the payment of tuition fees and expenses, staff time attending courses, workforce development staff providing support to the universities, students and assessors, and related training.

### Social Work Qualifying Training

The two local authorities are committed to a regional agreement with the Welsh university programmes to host a number of direct entry students. The Partnership will support a total of 80 social work students in 2014-15.

The Workforce Development Service currently supports all four University Social Work programmes available in South East Wales:

- ▶ Cardiff University (CU).
- ▶ University of South Wales (USW - formerly University Wales Newport and University of Glamorgan).
- ▶ Cardiff Metropolitan University (CMU).
- ▶ The Open University (OU).

Social work teams continue to be supportive in offering placements to social work students and new practice assessors are trained each year. New practice learning opportunities continue to be developed with the private and voluntary sector to enhance the high level of statutory places needed.

In 2014-2015 we will examine our relationship with the social work degree programmes in order to determine how best to support them. The commitment for supporting practice learning opportunities for the next three to five years will be influenced by the annual All Wales social work data gathering exercise coordinated by the Care Council for Wales (CCW) and the Wales Data Unit.

Social Services employees from both Blaenau Gwent and Caerphilly have been supported, through secondments and traineeships, to undertake a qualification in Social Work at local campuses or through the Open University.

The number of secondments and other supported student routes are determined on an annual basis by operational needs, workforce planning data, and available financial support. Senior management have suspended new secondment entrants for 2014/15 due to lower vacancy numbers, service restructures, and an excess of returning qualified social worker employees. The situation will be reviewed early 2015 and in the meantime second and third year secondees will continue to be supported.



2014/15	Second Year	Third Year
Blaenau Gwent	1	1
Caerphilly	2	6

### Social Work Post Qualifying Training

The Partnership is active in contributing to the implementation of the Continuing Professional Education and Learning (CPEL) framework and in the collaboration of 10 local authorities and SE Wales Universities, Consortium y De, to achieve the launch of the Consolidation of Practice (CoP) module.



<b>Blaenau Gwent</b>	10
<b>Caerphilly</b>	21
<b>Total</b>	31

31 social workers were supported through CoP programme during 2013-2014 and there are an estimated 25 social workers that will complete CoP during 2014/15.

CPEL awareness sessions are provided for social workers and their managers and both authorities will be supporting social workers through the Experienced Practitioner and Senior Practitioner programmes during 2014/15.

Social Workers will continue to be supported to qualify as Practice Assessors in order to support the 80 direct entry social work students.



### **Closing Comments**

The Joint Workforce Development Service is well established in providing services to the Social Care Sector across Blaenau Gwent and Caerphilly. It is well placed to meet the challenges of supporting and facilitating the implementation of the Social Services and Well Being Act as well as progressing new initiatives.

The Social Care Workforce Development Programme grant is critical and vital to the future operating of this joint regional service. As detailed in this document the sectors of Blaenau Gwent and Caerphilly are realising benefits from the integrated service.



# Workforce Development Service Blaenau Gwent and Caerphilly

**Customer Support 0300 123 2051 (local rate)**

Email: [workforcedevelopment@socialservicesblaenau-gwent.caerphilly.gov.uk](mailto:workforcedevelopment@socialservicesblaenau-gwent.caerphilly.gov.uk)

**Event Booking, Event Information, Event Cancellation, Library,  
Training Resources, Foxes Lane Training Facility, Applying for a Course,  
Conference or Qualification, Work Experience/Placement**

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Karen Baclawski	01495 232834	Fay Howells	01495 232832
Sarah Thomas	01495 232831	Judith Evans	01495 232835

**Partnership, Customer Relations, Communication, Finance, Website,  
Administration, Blaenau Gwent Absence, Information**

Jane Jordan	01495 232828	Elaine Bates	01495 232830	Rhiannon Thorn	01495 232823
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**Children's, Professional Development, Management Development,  
Degree Student Placements, Practice Assessments, Children's Safeguarding**

Nick Howitt	01495 232825	Deborah Gibbons	01495 232829	Jeff Price	01495 232824
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**Adults, Internal Training Delivery, Health and Social Care QCF,  
Manual Handling, Protection Of Vulnerable Adults, Health and Safety, Carers**

Teresa Booth	01495 232838	Wendy Billett	01495 232842
Katrina Davies	01495 232827	Sue Rees	01495 232843
Tara Pole	01495 232839	Kaysha Bradshaw	01495 232845
Fay George	01495 232841	Pauline Cooke	01495 232840
Kay Davies	01495 232844	Louise McDonald	01495 232822

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Andrea Prosser 01495 355014



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**Please use the overflow car park located  
to the left as you enter Foxes Lane.**

**May 2014**

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## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 9TH SEPTEMBER 2014

**SUBJECT: BUDGET MONITORING REPORT (MONTH 3)**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES**

### 1. PURPOSE OF REPORT

- 1.1 To inform Members of projected revenue expenditure for the Directorate for the 2014/15 financial year.
- 1.2 To update Members on the progress made against the savings targets built in to the 2014/15 revenue budget for the Directorate.

### 2. SUMMARY

- 2.1 The report summarises the projected financial position for the Social Services Directorate based on information available as at month 3 of the 2014/15 financial year. Full details are attached at Appendix 1.
- 2.2 The report also identifies the 2014/15 savings targets that have been achieved by the Directorate and identifies the progress that has been made towards delivering the targeted savings that have not yet been achieved.

### 3. LINKS TO STRATEGY

- 3.1 The expenditure of the Directorate is linked directly to its ability to shape and deliver its strategic objectives, which in turn assists the achievement of the Authority's stated aims.

### 4. THE REPORT

- 4.1 The 2014/15 month 3 position is a projected Directorate underspend of £1,558k as summarised in the table below:-

Division	2014/15 Current Budget (£000's)	2014/15 Projection/ Commitment (£000's)	2014/15 Over/(Under) Spend (£000's)
Children's Services	19,258	18,620	(638)
Adult Services	53,006	52,121	(885)
Service Strategy & Business Support	3,025	2,990	(35)
Totals: -	75,289	73,731	(1,588)

4.2 Whilst this underspend appears to be quite significant, it is important to realise that it only amounts to just over 2% of the Directorate's budget and given the volatility in demand for social care services and the anticipated cut in WG. funding for 2015/16 it would be prudent not to re-invest this underspend in other initiatives that would result in an on-going financial commitment.

4.3 Full details of the month 3 budgets and projections are provided in Appendix 1 and the following paragraphs summarise the key issues arising.

#### 4.4 Children's Services

4.4.1 The Children's Services Division is currently projected to underspend by £885k as summarised in the following table:-

	2014/15 Current Budget (£000's)	2014/15 Projection/ Commitment (£000's)	2014/15 Over/(Under) Spend (£000's)
Management, Fieldwork & Administration	8,040	7,892	(148)
External Residential Care	1,099	1,043	(56)
Fostering & Adoption	7,514	7,172	(342)
Youth Offending	420	366	(54)
Other Costs	2,185	2,147	(38)
<b>Totals: -</b>	<b>19,258</b>	<b>18,620</b>	<b>(638)</b>

##### Management, Fieldwork and Administration

4.4.2 An underspend of £258k is projected against Management, Fieldwork and Administration posts within Children's Services. However, this is offset by an overspend of £110k as it is assumed that an element of the 2014/15 structural savings target for the division will not be delivered within the current financial year. The £258k underspend equates to 3.2% of the budget and has arisen due to a combination of pension scheme opt-outs, maternity absence not back-filled and vacant posts. These vacant posts will assist the division in delivering structural savings in the latter part of 2014/15 and in future years.

##### External Residential Care

4.4.3 Members will be aware that this is a highly volatile budget area and significant variations against budget often occur. The projected underspend of £56k reflects current committed placements and is net of financial contributions from Health and Education.

##### Fostering and Adoption

4.4.4 The projected underspend of £342k reflects current commitments and includes a contingency to meet anticipated future pressures on placement budgets. Early intervention by the Immediate Response Team has avoided the need for a number of children to become looked after, resulting in significant savings against this budget. The Immediate Response Team was created towards the end of 2011/12 as an invest to save scheme and has been funded from earmarked reserves to date. As the scheme has proved to be successful in reducing the numbers of looked after children, it is proposed that the Team is established on a permanent basis by creating a core budget, funded by a virement from the Fostering and Adoption budget. This virement will be subject to agreement by Cabinet.

### Youth Offending

- 4.4.5 Caerphilly Social Services' contribution to the Caerphilly and Blaenau Gwent Youth Offending Team has been agreed at £366k for 2014/15 which is £54k less than the funding set aside by the Division. The contributions for 2015/16 and 2016/17 have been agreed at £395k which means that the Division can contribute £25k of savings towards the Authority's medium term financial plan in 2015/16.

### Other Costs

- 4.4.6 The projected £38k underspend for 'Other Costs' includes a projected underspend of £152k in respect of aftercare services and reflects the strong financial management within the 16 Plus Team. This underspend is partially offset by the cost of the Immediate Response Team. As discussed in paragraph 4.4.4, this team has been funded from earmarked reserves to date. Due to the level of the current projected underspend in Children's Services it is not currently planned to draw down the earmarked funding for the Immediate Response Team in the current financial year so the full cost of the Team is currently reported as an overspend. Should the virement proposed in paragraph 4.4.4. be agreed by Cabinet then this overspend will be eliminated but will be offset by an equivalent reduction in the projected underspend in respect of fostering and adoption.

## **4.5 Adult Services**

- 4.5.1 The Adult Services Division is currently projected to underspend by £885k as summarised in the following table:-

	<b>2014/15 Current Budget (£000's)</b>	<b>2014/15 Projection/ Commitment (£000's)</b>	<b>2014/15 Over/(Under) Spend (£000's)</b>
Management, Fieldwork & Administration	7,825	7,868	<b>43</b>
Own Residential Care	6,057	5,959	<b>(98)</b>
External Residential Care	11,396	11,137	<b>(259)</b>
Own Day Care	4,420	4,585	<b>165</b>
External Day Care	1,079	985	<b>(94)</b>
Sheltered Employment	69	69	<b>(0)</b>
Aid and Adaptations	1,089	865	<b>(224)</b>
Home Assistance and Reablement	12,237	11,958	<b>(279)</b>
Other Domiciliary Care	8,562	8,108	<b>(454)</b>
Resettlement	(1,020)	(1,020)	<b>0</b>
Supporting People	323	649	<b>326</b>
Other Costs	969	958	<b>(11)</b>
<b>Totals: -</b>	<b>53,006</b>	<b>52,121</b>	<b>(885)</b>

### Management, Fieldwork and Administration

- 4.5.2 The £43k overspend in Management, Fieldwork and Administration includes a £207k overspend in respect of structural savings targets for the division that have not yet been delivered within the current financial year. This is largely offset by £146k of Intermediate Care Fund Grant, which is a Welsh Government Grant introduced in 2014/15 to promote collaborative working between Local Authorities and Health Boards.

#### Own Residential Care

- 4.5.3 The underspend of £98k within our Own Residential Care service is largely due to additional income from residents in our own homes for older people. The projections indicate that the average income of the current cohort of residents is higher than those that were resident at the time that the budget was set.

#### External Residential Care

- 4.5.4 The projected underspend of £259k reflects current committed placements only and does not include any contingency for additional demand for placements that may occur throughout the winter period.

#### Own Day Care

- 4.5.5 The overspend of £165k includes £140k of proposed revenue contributions towards capital outlay. These contributions will be used to fund the replacement of the ageing boilers at Brooklands Day Centre and Ystrad Mynach Day Centre.

#### External Day Care

- 4.5.6 The projected underspend of £94k reflects current commitments and includes a contingency of £24k to meet anticipated future pressures.

#### Aids and Adaptations

- 4.5.7 The underspend of £224k includes a repayment of £86k from GWICES in respect of unspent funding passed to the service by Adult Services in 2013/14. Most of the balance of the reported underspend is also attributable to the GWICES agreement. The budget earmarked by Adult Services for their contribution towards GWICES for 2014/15 is £735k. However, in light of the underspend experienced in 2013/14, the actual contribution by Adult Services towards GWICES for 2014/15 has been agreed at £603k. This can be a permanent reduction and can assist the Directorate to deliver against its Medium Term Financial Plan.

#### Home Assistance & Reablement

- 4.5.8 The projected underspend of £279k reflects current commitments and includes a contingency of £147K to meet anticipated future pressures on placement budgets. This contingency is intended to provide for a steady increase in demand throughout the financial year, in line with the annual increase in demand experienced over recent years. However, it is likely that this increase in demand will not manifest itself steadily throughout the year but will be more prominent during the winter period. As a result, it is likely that the reported underspend will have reduced before year-end.

#### Other Domiciliary Care

- 4.5.9 The projected underspend of £445k reflects current commitments in respect of supported living placements, direct payments and extra care and includes a contingency of £137k to meet anticipated future pressures on placement budgets. For the same reasons explained in paragraph 4.5.8, it is likely that this underspend will reduce before year-end.

#### Supporting People

- 4.5.10 An overspend of £326k is currently projected against the Supporting People budget. This includes £81k in respect of a new contract with United Welsh to provide floating support for older people and £133k in respect of a new contract with Village Domestic Services. The remaining overspend is largely attributable to a restructuring of the contract with Valley Support.

### Other Costs

4.5.11 A small underspend of £11k is predicted against other Adult Services budgets.

## 4.6 Service Strategy & Business Support

4.6.1 This service area is currently projected to underspend by £35k as summarised in the following table:-

	2014/15 Current Budget (£000's)	2014/15 Projection/ Commitment (£000's)	2014/15 Over/(Under) Spend (£000's)
Management and Administration	1,447	1,450	3
Office Accommodation	482	404	(78)
Office Expenses	236	236	0
Other Costs	860	900	40
<b>Totals: -</b>	<b>3,025</b>	<b>2,990</b>	<b>(35)</b>

4.6.2 The underspend of £78k in respect of Office Accommodation relates to a refund of service charges in respect of Hawtin Park. While the £40k overspend in respect of Other Costs includes a proposed £67k revenue contribution to capital outlay which will be used to upgrade the social services vehicle fleet.

## 4.7 Progress Made Against the 2014/15 Revenue Budget Savings Targets

4.7.1 The 2014/15 revenue budget settlement for Social Services included targeted savings of £2.062m. The projected overspends and underspends discussed in the above paragraphs take account of these savings targets. However, for ease of reference, the progress made against the individual savings targets included in the £2.062m is summarised in the following table and paragraph 4.7.2 below:-

Ref:	Description	Savings Target £000s	Achieved in 2014/15 £000s	Details
SS1a	Review of HART structure	299	299	Vacant posts removed
SS1b	Transfer of home care hours to independent sector	31	31	Budget realigned accordingly
SS3	Review of Independent Reviewing Officer Service.	23	23	Vacant posts removed
SS6	Retender for Cefn Glas & Plas Hyfryd Extra Care	70	70	Tender completed
SS7a	Increase Meals on Wheels charges	20	20	Price increase implemented
SS8a	Cease domestic support (supporting people contract)	183	137	Contract terminated w.e.f. 30 <sup>th</sup> June. A further saving of £46k will be delivered in 2015/16.
SS12	Review of staff rotas for short break service	48	48	Rotas only reviewed w.e.f. August due to needs of 1 child but additional funding secured from ABUHB for April to July.

Ref:	Description	Savings Target £000s	Achieved in 2014/15 £000s	Details
SS13	Combine Adult Services and Children's Services front door	54	41	Team manager post vacated in June. A further saving of £13k will be delivered in 2015/16.
SS14	Review of Fostering Teams	92	69	Team manager and Market analyst post vacated in June. A further saving of £23k will be delivered in 2015/16.
SS15	Establish a cross-Directorate Commissioning Team	92	92	Vacant posts deleted
SS16	Review of Children's Services Locality Team structure	78	0	It is hoped to implement the proposed changes w.e.f. 1 <sup>st</sup> October that will deliver savings of £78k in 2014/15.
SS17	Review of Administrative support across the Directorate	101	101	Vacant posts deleted
SS18	Review of Performance Management function	50	50	Vacant posts deleted
SS19	Review senior management structure	96	96	Vacant posts deleted
SS20	Review Children's Rights Service	54	54	Vacant posts deleted
SS21	Review Direct Care Management Structure	97	0	Proposals are being developed to deliver this saving
SS22	Review number of social workers	221	0	Proposals are being developed to deliver these savings but due to the delayed implementation the full target is unlikely to be realised in 14/15
SS23	Charge ABHB for brokerage services	135	135	ABUHB plan to re-commission this service but in the meantime, ICF grant will be used to fund the service provided by Social Services
SS25	Termination of contract with Cancercareline.	19	6	Contract initially terminated w.e.f. 1st April but was later re-negotiated at the request of ABUHB.
SS27	Review voluntary sector contracts	99	99	Contracts re-negotiated
SS28	Withdrawal of the provision of staff meals in Community Support Services for Adults with a Learning Disability	11	11	Provision withdrawn
SS29	Review of staffing budgets in Older People Residential & Day Care Establishments	89	89	Budgets re-aligned from 1st April
SS31	Full Year Effect of Enterprise House Closure	100	100	Building no longer in use
	TOTAL	2,062	1,571	

4.7.2 It is pleasing to note that at this early stage in the financial year £1.571m (76%) of the savings target has been achieved and that work is progressing to deliver the balance of the savings target.

## **5. EQUALITIES IMPLICATIONS**

5.1 This report is for information purposes, so the Council's Equalities Impact Assessment (EqIA) process does not need to be applied.

## **6. FINANCIAL IMPLICATIONS**

6.1 As identified throughout the report.

## **7. PERSONNEL IMPLICATIONS**

7.1 There are no direct personnel implications arising from this report.

## **8. CONSULTATIONS**

8.1 There are no consultation responses that have not been reflected in this report.

## **9. RECOMMENDATION**

9.1 Members are asked to note the projected underspend of £1,558k for 2014/15.

9.2 Members are asked to note the progress made against the savings targets included in the 2014/15 budget settlement for the Directorate.

## **10. REASONS FOR THE RECOMMENDATIONS**

10.1 To ensure that the Directorate can deliver a balanced budget for 2014/15.

## **11. STATUTORY POWER**

11.1 Local Government Acts 1972 and 2000.

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Consultees: Social Services Senior Management Team  
Cllr. R. Woodyatt, Cabinet Member for Social Services  
Cllr. L. Ackerman, Chair of HSC&WB Scrutiny Committee  
Cllr. P. Cook, Vice-Chair of HSC&WB Scrutiny Committee  
Steve Harris, Interim Head of Corporate Finance

Appendices:  
Appendix 1 Social Services 2014/15 Budget Monitoring Report (Month 3)

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	Current Budget 2014/15 £	Full-Year Projection/ Commitment £	Projected Over/(Under) Spend £
<b>SUMMARY</b>			
CHILDREN'S SERVICES	19,258,411	18,620,564	(637,847)
ADULT SERVICES	53,005,422	52,120,618	(884,804)
RESOURCING AND PERFORMANCE	3,024,995	2,989,839	(35,156)
<b>SOCIAL SERVICES TOTAL</b>	<b>75,288,828</b>	<b>73,731,021</b>	<b>(1,557,807)</b>
<b>CHILDREN'S SERVICES</b>			
<b>Management, Fieldwork and Administration</b>			
Children's Management, Fieldwork and Administration	8,040,486	7,892,648	(147,838)
<b>Sub Total</b>	<b>8,040,486</b>	<b>7,892,648</b>	<b>(147,838)</b>
<b>External Residential Care Including Secure Accommodation</b>			
Gross Cost of Placements	1,221,727	1,272,223	50,496
Contributions from Education	(61,500)	(180,355)	(118,855)
Contributions from Health	(61,500)	(49,183)	12,317
<b>Sub Total</b>	<b>1,098,727</b>	<b>1,042,684</b>	<b>(56,043)</b>
<b>Fostering and Adoption</b>			
Gross Cost of Placements	6,679,777	6,326,635	(353,142)
Other Fostering Costs	128,060	128,060	0
Adoption Allowances	209,205	220,412	11,207
Other Adoption Costs	90,130	90,130	0
Raising Educational Attainment of LAC	20,811	20,811	0
Professional Fees Inc. Legal Fees	386,259	386,259	0
<b>Sub Total</b>	<b>7,514,242</b>	<b>7,172,307</b>	<b>(341,935)</b>
<b>Youth Offending</b>			
Youth Offending Team	420,376	366,403	(53,973)
<b>Sub Total</b>	<b>420,376</b>	<b>366,403</b>	<b>(53,973)</b>
<b>Other Costs</b>			
Equipment and Adaptations	34,975	34,975	0
Preventative and Support - (Section 17 & Childminding)	194,818	194,818	0
Local Safeguarding Children Board	11,043	0	(11,043)
Aftercare	269,402	117,223	(152,179)
Respite Care	108,853	107,105	(1,748)
Agreements with Voluntary Organisations	1,431,553	1,431,553	0
Other	133,936	260,848	126,912
<b>Sub Total</b>	<b>2,184,580</b>	<b>2,146,522</b>	<b>(38,058)</b>
<b>TOTAL CHILDREN'S SERVICES</b>	<b>19,258,411</b>	<b>18,620,564</b>	<b>(637,847)</b>

	Current Budget 2014/15 £	Full-Year Projection/ Commitment £	Projected Over/(Under) Spend £
<b>ADULT SERVICES</b>			
<b>Management, Fieldwork and Administration</b>			
Management	108,172	109,786	1,614
Protection of Vulnerable Adults	475,726	511,140	35,414
OLA and Client Income from Client Finances	(151,985)	(151,985)	0
Commissioning	758,497	718,493	(40,004)
Section 28a Income Joint Commissioning Post	(17,175)	(17,175)	0
-Less Contribution from Supporting People	(60,784)	(60,784)	0
Older People	2,764,419	2,856,655	92,236
Less Wanless Income	(95,862)	(95,862)	0
Physical Disabilities	1,549,064	1,493,495	(55,569)
Provider Services	391,295	393,877	2,582
Learning Disabilities	687,827	685,122	(2,705)
Contribution from Health and Other Partners	(39,338)	(38,932)	406
Mental Health	1,181,648	1,260,816	79,168
Section 28a Income Assertive Outreach	(94,769)	(94,769)	0
Drug & Alcohol Services	337,050	328,596	(8,454)
Emergency Duty Team	237,400	250,737	13,337
Structural Review	(206,723)	0	206,723
Vacancy Savings	0	(135,180)	(135,180)
Intermediate Care Fund Income	0	(146,107)	(146,107)
<b>Sub Total</b>	<b>7,824,462</b>	<b>7,867,923</b>	<b>43,461</b>
<b>Own Residential Care</b>			
Residential Homes for the Elderly	6,067,723	5,968,368	(99,355)
-Less Client Contributions	(1,551,988)	(1,644,053)	(92,065)
-Less Section 28a Income (Ty Iscoed)	(115,350)	(115,350)	0
-Less Inter-Authority Income	(134,002)	(85,147)	48,855
Net Cost	4,266,383	4,123,818	(142,565)
Accommodation for People with Learning Disabilities	2,391,454	2,435,933	44,479
-Less Client Contributions	(78,722)	(78,722)	0
-Less Contribution from Supporting People	(273,750)	(273,750)	0
-Less Inter-Authority Income	(247,904)	(247,904)	0
Net Cost	1,791,078	1,835,557	44,479
<b>Sub Total</b>	<b>6,057,461</b>	<b>5,959,375</b>	<b>(98,086)</b>
<b>External Residential Care</b>			
Long Term Placements			
Older People	7,556,728	7,298,825	(257,903)
Less Wanless Income	(303,428)	(303,428)	0
Less Section 28a Income - Allt yr yn	(151,063)	(151,063)	0
Physically Disabled	328,652	321,348	(7,304)
Learning Disabilities	2,839,995	2,785,425	(54,570)
Mental Health	835,562	878,849	43,287
Substance Misuse Placements	52,732	52,732	0
Net Cost	11,159,178	10,882,689	(276,489)
Short Term Placements			
Older People	173,559	173,559	0
Physical Disabilities	31,153	31,153	0
Learning Disabilities	25,805	34,205	8,400
Mental Health	6,679	16,080	9,401
Net Cost	237,196	254,997	17,801
<b>Sub Total</b>	<b>11,396,374</b>	<b>11,137,685</b>	<b>(258,689)</b>

	Current Budget 2014/15 £	Full-Year Projection/ Commitment £	Projected Over/(Under) Spend £
<b>Own Day Care</b>			
Older People	839,803	871,701	31,898
-Less Attendance Contributions	(16,620)	(16,620)	0
Learning Disabilities	3,050,137	3,235,759	185,622
-Less Contribution from Supporting People	(21,224)	(21,224)	0
-Less Attendance Contributions	(20,385)	(10,000)	10,385
-Less Inter-Authority Income	(44,850)	(47,164)	(2,314)
Mental Health	714,244	653,927	(60,317)
Less Wanless Income	0	0	0
-Less Section 28a Income (Pentrebane Street)	(81,366)	(81,366)	0
<b>Sub Total</b>	<b>4,419,739</b>	<b>4,585,013</b>	<b>165,274</b>
<b>External Day Care</b>			
Elderly	9,344	0	(9,344)
Physically Disabled	188,512	152,668	(35,844)
Learning Disabilities	953,540	895,078	(58,462)
Section 28a Income	(72,659)	(72,659)	0
Mental Health	0	9,696	9,696
<b>Sub Total</b>	<b>1,078,737</b>	<b>984,783</b>	<b>(93,954)</b>
<b>Sheltered Employment</b>			
Mental Health	69,500	69,500	0
<b>Sub Total</b>	<b>69,500</b>	<b>69,500</b>	<b>0</b>
<b>Aids and Adaptations</b>			
Disability Living Equipment	742,167	524,158	(218,009)
Adaptations	331,002	331,002	0
Section 28a Income	0	0	0
Chronically Sick and Disabled Telephones	15,816	10,023	(5,793)
<b>Sub Total</b>	<b>1,088,985</b>	<b>865,183</b>	<b>(223,802)</b>
<b>Home Assistance and Reablement</b>			
Home Assistance and Reablement Team			
Home Assistance and Reablement Team (H.A.R.T.)	2,965,631	3,244,081	278,450
Wanless Funding	(67,959)	(67,959)	0
Independent Sector Domiciliary Care			
Elderly	5,984,821	5,436,819	(548,002)
Physical Disabilities	631,142	694,323	63,181
Learning Disabilities (excluding Resettlement)	265,747	221,661	(44,086)
Community Living	81,689	75,249	(6,440)
Mental Health	241,680	210,951	(30,729)
Gwent Frailty Programme	2,134,142	2,142,794	8,652
<b>Sub Total</b>	<b>12,236,893</b>	<b>11,957,920</b>	<b>(278,973)</b>
<b>Other Domiciliary Care</b>			
Supported Living			
Adult Placement Scheme	600,718	505,419	(95,299)
-Less Contribution from Supporting People	(168,385)	(159,295)	9,090
Net Cost	432,333	346,124	(86,209)
Supported Living			
Older People	46,883	6,960	(39,923)
-Less Contribution from Supporting People	0	0	0
Physical Disabilities	363,466	295,432	(68,034)
-Less Contribution from Supporting People	(73,262)	(65,179)	8,083
Learning Disabilities	5,864,312	5,580,241	(284,071)
Less Section 28a Income Joint Tenancy	(28,987)	(28,987)	0
-Less Contribution from Supporting People	(962,190)	(944,823)	17,367
Mental Health	1,697,974	1,740,259	42,285
-Less Contribution from Supporting People	(65,180)	(65,179)	1
Net Cost	6,843,016	6,518,724	(324,292)

	Current Budget 2014/15 £	Full-Year Projection/ Commitment £	Projected Over/(Under) Spend £
Direct Payment			
Elderly People	195,191	242,173	46,982
Physical Disabilities	347,642	316,656	(30,986)
Learning Disabilities	330,552	327,136	(3,416)
Section 28a Income Learning Disabilities	(20,808)	(20,808)	0
Mental Health	14,920	14,933	13
Net Cost	867,497	880,091	12,594
Other			
Tredegar Court	176,865	211,475	34,610
Sitting Service	501,523	555,635	54,112
Extra Care Sheltered Housing	505,911	516,036	10,125
-Less Contribution from Supporting People	(14,308)	(14,308)	0
Net Cost	1,169,991	1,268,838	98,847
Total Home Care Client Contributions (net of commission)	(750,495)	(905,809)	(155,314)
<b>Sub Total</b>	<b>8,562,342</b>	<b>8,107,968</b>	<b>(454,374)</b>
<b>Resettlement</b>			
External Funding			
Section 28a Income	(1,020,410)	(1,020,410)	0
<b>Sub Total</b>	<b>(1,020,410)</b>	<b>(1,020,410)</b>	<b>0</b>
<b>Supporting People (including transfers to Housing)</b>			
Elderly Supported People	1,030,056	1,218,551	188,495
Physically Disabled Supported People	116,000	91,191	(24,809)
Learning Disabilities Supported People	508,132	644,107	135,975
Mental Health Supported People	1,372,034	1,386,268	14,234
Families Supported People	2,249,320	2,292,156	42,836
Contribution to Independent Sector Supported Living	719,410	698,831	(20,579)
Contribution to In-House Supported Living	273,750	273,750	0
Contribution to Resettlement	381,222	379,892	(1,330)
Contribution to Adult Placement	168,385	159,295	(9,090)
Contribution to Leaving Care	84,732	84,732	0
Contribution to Garden Project	21,224	21,224	(0)
Contribution to Extra Care	14,308	14,308	0
Contribution to Supporting People Team	60,784	60,784	(0)
Less supporting people grant	(6,676,844)	(6,676,844)	0
<b>Sub Total</b>	<b>322,513</b>	<b>648,245</b>	<b>325,732</b>
<b>Other Costs</b>			
Meals on Wheels	273,322	253,303	(20,019)
Telecare Gross Cost	566,253	547,746	(18,507)
Less Client and Agency Income	(387,615)	(382,961)	4,654
-Less Contribution from Supporting People	(108,380)	(108,380)	0
Agreements with Voluntary Organisations			
Elderly	285,870	285,870	0
Physically Disabled	22,684	47,684	25,000
Learning Difficulties	126,042	126,042	0
Section 28a Income	(52,020)	(52,020)	0
Mental Health & Substance Misuse	139,187	139,187	0
MH Capacity Act / Deprivation of Libert Safeguards	60,917	58,395	(2,522)
Other	42,566	322,258	279,692
Gwent Enhanced Dementia Care Grant	0	(279,692)	(279,692)
<b>Sub Total</b>	<b>968,826</b>	<b>957,432</b>	<b>(11,394)</b>
<b>TOTAL ADULT SERVICES</b>	<b>53,005,422</b>	<b>52,120,618</b>	<b>(884,804)</b>

	Current Budget 2014/15 £	Full-Year Projection/ Commitment £	Projected Over/(Under) Spend £
<b><u>SERVICE STRATEGY AND BUSINESS SUPPORT</u></b>			
<b>Management and Administration</b>			
Policy Development and Strategy	176,608	179,265	2,657
Business Support and Learning & Development	1,196,471	1,196,964	493
Performance Management Consortium	73,938	73,938	0
<b>Sub Total</b>	<b>1,447,017</b>	<b>1,450,167</b>	<b>3,150</b>
<b>Office Accommodation</b>			
All Offices	556,848	478,303	(78,545)
Less Office Accommodation Recharge to HRA	(74,859)	(74,859)	0
<b>Sub Total</b>	<b>481,989</b>	<b>403,444</b>	<b>(78,545)</b>
<b>Office Expenses</b>			
All Offices	235,975	235,778	(197)
<b>Sub Total</b>	<b>235,975</b>	<b>235,778</b>	<b>(197)</b>
<b>Other Costs</b>			
Training	275,963	324,145	48,182
Publicity/Marketing/Complaints	50,573	50,573	0
Staff Support/Protection	57,499	9,317	(48,182)
Information Technology	3,290	3,290	0
Management Fees for Consortia	(56,343)	(49,673)	6,670
Insurances	320,933	320,933	0
Other Costs	208,099	241,865	33,766
Integration Project	0	0	0
<b>Sub Total</b>	<b>860,014</b>	<b>900,450</b>	<b>40,436</b>
<b>TOTAL RESOURCING AND PERFORMANCE</b>	<b>3,024,995</b>	<b>2,989,839</b>	<b>(35,156)</b>

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## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 9TH SEPTEMBER 2014

**SUBJECT: INTEGRATED SERVICES FOR DISABLED CHILDREN AND YOUNG PEOPLE**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES**

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### 1. PURPOSE OF REPORT

- 1.1 To appraise Scrutiny Committee Members of a proposal to develop an Integrated Service for Disabled Children and Young People across the County and to seek support to progress with planning and developing the service.

### 2. SUMMARY

- 2.1 Although there are positive interagency working practices in place across the County, services for disabled children, young people and their families are currently provided independently by each of the statutory agencies. Health Services are provided in the Caerphilly Children's Centre and at other clinic settings within and outside the County. Social Care services are provided through the Social Work Team covering the whole of the County and based in Ty Pontygwindy. In addition to countywide support provided by Education, the Information Service for Children with Additional Needs (ISCAN) is based within the Caerphilly Children's Centre.
- 2.2 Health, Social Care and Education all contribute to the core running costs of the Caerphilly Children's Centre which, as Members will be aware, is owned and managed by Action for Children. The following services are commissioned (in line with partner agencies procurement policies and procedures) from Action for Children:-
- Nursery provision
  - School holiday leisure and play activities
  - Sitting service
  - Outreach service
  - Clinic and Therapy space
  - Hydrotherapy pool
  - Office accommodation for Health staff
- 2.3 Through a series of discussions between the three key partner agencies it was recognised that services could be enhanced if agencies committed to working together in a more coherent and co-ordinated way. With this objective in mind, a multi-agency development workshop was held in April with the purpose of scoping out the potential to develop a truly integrated service for disabled children and young people across Caerphilly.
- 2.4 This report serves to apprise Members of the progress to date and outline future plans in order to gain Committee's approval.

### **3. LINKS TO STRATEGY**

- 3.1 Caerphilly Children with Disabilities Commissioning Strategy.
- 3.2 National Service Framework for Children, Young People and Maternity Services in Wales.
- 3.3 Autistic Spectrum Action Plan for Wales.

### **4. THE REPORT**

- 4.1 As a result of the workshop, the partner agencies agreed that the purpose of an Integrated Service is:-

To provide multi agency strategic management and direction to the design and delivery of integrated, seamless and co-ordinated community services for disabled children and young people and their parents and carers across Caerphilly County Borough Council.

- 4.2 The Agencies also agreed the following strategic objectives for an integrated service:

- Improved outcomes for children and young people and their families
- Improved service experience for children, young people and their families
- Single point of contact / seamless access point for all services
- Holistic approach to identifying and addressing needs
- Co-ordination of assessments with the aim to develop a single joint assessment
- Development of a single plan – an integrated care journey / pathway
- More equitable and efficient use of resources based on shared priorities
- Enhanced staff skills and knowledge
- Engagement and participation of children, young people, parents and carers
- Engagement with fundraisers i.e. Enable – the registered charity consisting of parents, community members and volunteers who support the work of the Children's Centre
- Opportunity to develop innovative services that meet individual need
- Development of shared outcomes

- 4.3 Engagement with Action for Children was recognised as a key next step so the Assistant Director, Children's Services met with the Service Manager to share the aims and objectives and gain support to work in partnership. The proposals were very positively received and all partners agreed to commit to an initial meeting to confirm the next steps.

- 4.4 The first multi agency Management Board was held on 1<sup>st</sup> August 2014 and in addition to Health, Social Care, Education and Action for Children, the Board welcomed a parent representative and a representative from Enable, the fundraising group supporting Caerphilly Children's Centre. This meeting served to:-

- Seek the views of parents and carers and in particular hear what were considered to be key priorities for any future service delivery and development
- Formalise partner agencies commitment to developing an Integrated Service and
- Agree the immediate actions (outlined below) in order to support the development

#### **Agreed actions for consideration and approval by Scrutiny Committee:**

- 4.5 Building on the success of ISCAN, it is proposed to develop a single point of contact/one stop shop for families, parents and carers which will have strong links to the Family Information Service, Contact and Referral Service and Families First Services. All referrals for disability services will be considered by ISCAN in order to reduce duplication and ensure effective use of resources.



- 4.6 It is proposed to co-locate the Children with Disabilities Team in the Caerphilly Children's Centre in order to enhance access to services and the exchange of information and skills across professional boundaries. There is a need to invest in the IT infrastructure in order to support the Team's move but the long term benefits will more than outweigh the immediate costs. In planning for this potential relocation, it was evident that additional car parking was required and Enable agreed to fund this and indeed have already completed the necessary works demonstrating their commitment to supporting the proposal.
- 4.7 Partners agreed that the Management Board will play a critical role in overseeing all future service developments. Membership and Terms of Reference and an appropriate name for the Board will all be developed if the proposals are supported but initial agreement was secured for the Board to meet monthly for the first six months. Membership was confirmed to be:
- Parent/carer representative
  - 'Enable' representative
  - Aneurin Bevan University Health Board
  - Education
  - Action for Children and
  - Children's Services
- 4.8 The engagement and participation of children and young people, parents and carers will be critical in ensuring any future developments meet identified needs and are successful.
- 4.9 This is an exciting opportunity for key partner agencies to develop a truly integrated service for disabled children and young people and with support from Scrutiny Committee, the plans will be implemented as a matter of priority.

## **5. EQUALITIES IMPLICATIONS**

- 5.1 The proposals outlined in this report are aimed at enhancing and improving services and as a result there are no foreseen equalities implications.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 Funding will be required to relocate the Children with Disabilities Team in to the Children's Centre in terms of IT infrastructure improvements and increased rental for the accommodation. The IT infrastructure costs to improve network connections and hardware capacity are estimated to be £15k maximum and could be borne within the service budget for 2014/15 if approval is given to progress the plans. Although the rental charges are currently being estimated by Action for Children, they are not expected to exceed the current £13k accommodation costs budgeted for the Team in Ty Pontygwindy. It is also important to note that moving the team from Ty Pontygwindy will contribute positively to the overall review of accommodation across the Directorate and the Council.

## **7. PERSONNEL IMPLICATIONS**

- 7.1 Whilst there are no direct HR or personnel implications arising from this report, the staff team will be consulted with and engaged in the proposals and in planning any move if the proposal is supported by Scrutiny Committee.

## **8. CONSULTATIONS**

- 8.1 The views of those consulted have been included in the body of the report.

## **9. RECOMMENDATIONS**

- 9.1 That Scrutiny Committee note the content of this report and endorse progression of the plans to develop an Integrated Service for Disabled Children and Young People.

## **10. REASONS FOR THE RECOMMENDATIONS**

- 10.1 To ensure Elected Members are aware of the proposals and support the development of the new service.

## **11. STATUTORY POWER**

- 11.1 Children Act 1989 and 2004  
11.2 The Carers (Equal Opportunities) Act 2004  
11.3 The Children and Family (Wales) Measure 2010

Author: Gareth Jenkins, Assistant Director  
Consultees: Children's Services Divisional Management Team  
Cabinet Member for Social Services  
Social Services Senior Management Team  
Team Manager, Children with Disabilities Team  
Multi Agency Caerphilly Integrated Disability Service Board  
Finance  
IT  
Human Resources



## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 9TH SEPTEMBER 2014

**SUBJECT: MEMBER VISITS TO EXTERNALLY COMMISSIONED RESIDENTIAL/  
NURSING HOMES IN CCBC**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 To provide the Scrutiny Committee with information regarding the externally commissioned residential/nursing home provisions in CCBC, and the implications for seeking Member access to those care homes.

### **2. SUMMARY**

- 2.1 This report will outline the number of externally commissioned residential/nursing homes within the Caerphilly Borough and their location.
- 2.2 This report will outline the implications of seeking access for Members to visit the externally commissioned residential/nursing homes within the Caerphilly Borough.

### **3. LINKS TO STRATEGY**

- 3.1 To ensure that Members are familiar with the externally commissioned residential/nursing service provision within the Caerphilly Borough and are satisfied that the facilities and accommodation meet the needs of the Directorate and residents.

### **4. THE REPORT**

- 4.1 The externally commissioned homes are listed in the table below along with their geographical location and the type of service that is provided at each home -

<b>Name of the Home</b>	<b>Location</b>	<b>Type of provision</b>
Ashville Residential Home	Brithdir	EMI residential and EMI nursing
Bargoed Care Home	Bargoed	Residential and general nursing
Brindavan Nursing Home	Aberbargoed	EMI nursing
Gilwern House Residential Home	Pontllanfraith	General residential
Glan Yr Afon Nursing Home	Fleur Dy Lys	General Nursing
Highfields Nursing Home	Blackwood	Residential and general nursing
Millbrook Residential Home	Pontllanfraith	Residential
Oakdale Manor Residential Home	Oakdale	EMI residential
Ty Derwen Residential Home	Crumlin	Residential
Valley Manor Nursing Home	Rhymney	EMI and general nursing
White Rose Home	New Tredegar	General residential and EMI residential
Abermill Care Home	Abertridwr	General residential and EMI residential
Church View Care Home	Caerphilly	General residential and EMI residential
Craig Y Trwyn Nursing Home	Wattsville	Residential and general nursing
Medhurst Residential Home	Crosskeys	General residential and EMI residential
Parklands Nursing Home	Bedwas	Residential and general nursing
Parkside Residential Home	Maesycwmmmer	EMI residential
Trafalgar Park Nursing Home	Nelson	Residential, EMI residential and general nursing
Ty Penrhos	Caerphilly	EMI residential and EMI nursing
Valley View Care Home	Hengoed	Residential, EMI residential and general nursing
Ynysddu Nursing Home	Ynysddu	Residential and general nursing

- 4.2 There are a total of 21 externally commissioned homes in the Caerphilly borough with the capacity to accommodate approximately 790 people in total, although there are a number of vacancies currently across all the homes.
- 4.3 There is no requirement within the contractual arrangements CCBC has with the external sector to allow Members to visit the residential homes in the same way as it is expected in CCBC run residential homes.
- 4.4 If it were felt that Members should visit externally commissioned services in the same way as they currently visit internal CCBC residential homes, then it would be necessary to formally write out to the homes and seek permission to visit. Without a contractual arrangement for

members to visit the external homes, it would not be possible to insist that visits were allowed.

- 4.5 In comparison to the external residential homes, there are 6 CCBC run homes that receive visits from Members. In terms of visits completed the table below identifies the percentage of those undertaken in the first 3 months of 2014.

	<b>January – March 2014</b>	
<b>Total numbers of Members presently on rota and required to visit within each quarter</b>	<b>15</b>	<b>100%</b>
<b>Total number of establishments to be visited during each quarter</b>	<b>25</b>	<b>100%</b>
<b>Total number of Members who completed visits</b>	<b>5</b>	<b>33%</b>
<b>Total number of establishments visited</b>	<b>10</b>	<b>40%</b>

- 4.6 It is fair to say that the visits, although very worthwhile are time consuming both for Members and also for the staff in the homes that need to be present in order to facilitate the visit – should the external sector agree to facilitate the visits then it will be important that members make the visits as agreed. It would also be important for members to receive further training and be provided with a simple check list to enable them to provide feedback.

## **5. EQUALITIES IMPLICATIONS**

- 5.1 This report is for information purposes only so the Council's Equalities Impact Assessment (EqIA) process does not need to be applied.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 There are no financial implications arising from this report.

## **7. PERSONNEL IMPLICATIONS**

- 7.1 There are no personnel implications arising from this report.

## **8. CONSULTATIONS**

- 8.1 There are no consultation responses that have not been reflected in this report.

## **9. RECOMMENDATIONS**

- 9.1 That the frequency of rota visits is changed from quarterly to six monthly to increase compliance.
- 9.2 The option of Member visits to externally contracted homes is raised at a providers meeting to ascertain the level of engagement.

## **10. REASONS FOR THE RECOMMENDATIONS**

- 10.1 In order to ensure that Scrutiny Committee is aware of the externally commissioned residential/nursing provision in CCBC and the impact of visits.

Author: Viv Daye, Service Manager  
Consultees: Jo Williams, Assistant Director, Adult Services  
Adult Services Management Team  
Senior Management Team  
Cllr Robin Woodyatt, Cabinet Member for Social Services



## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 9TH SEPTEMBER 2014

**SUBJECT: UPDATE ON ADOPTION SERVICES**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to update Members on developments both locally and nationally relating to Adoption Services and follows on from the previous reports presented to Scrutiny in September 2013 and February 2014.

### **2. SUMMARY**

- 2.1 Adoption plays a critical role in the broader context of planning placements and permanence for children and as part of an integrated system of services for meeting their needs and promoting their well-being. Adoption Services as a whole are complex, provided to a wide range of service users from very young children who are being placed for adoption to older adults who are seeking to be re-united with their birth families.
- 2.2 There is a clear requirement that children in care must have plans for permanence in place which consider the full range of permanence options and which are put into effect with appropriate urgency.
- 2.3 Members are fully aware that the development of a National Adoption Service underpinned by regional service delivery is a key policy strand for the Welsh Government and is referenced within the Social Services and Well-Being (Wales) Act.
- 2.4 Members will also be aware that the South East Wales Adoption Service (SEWAS) covering the five Gwent Local Authorities of Blaenau-Gwent, Monmouthshire, Newport, Torfaen and Caerphilly was established and became fully operational on 1<sup>st</sup> April 2014.

### **3. THE REPORT**

#### **3.1 National Adoption Service**

- 3.2 As a reminder for Members, the National Adoption Service is responsible for:-

- Establishment of a National Board.
- Monitoring the delivery of services in accordance with the national performance framework.
- Producing an Annual Report and action plan.
- Developing a national marketing and awareness raising strategy.
- Providing a single point of contact for anyone seeking information about adoption.
- Providing a database of information.

- Developing and maintaining a National Adoption Register.
- Co-ordination of Adoption Panels, Panel Members, Pre-Approval Training, Post Adoption Support Services and provision of the Independent Review Determination Service.
- Acting as a Centre of Excellence for Adoption in Wales.

3.3 Welsh Government invited Local Authorities to express interest in hosting the National Service and in June 2014 announced that they were awarding the contract to Cardiff City Council. For information Caerphilly considered the invitation but on balance decided not to apply to be considered.

3.4 The recruitment of a National Head of Service is currently underway and the appointment is likely to be confirmed by the end of September.

3.5 A key component of the National Service is the establishment of a National Adoption Register and Welsh Government have awarded the contract for this to the British Association for Adoption and Fostering (BAAF) and the Register became operational in June 2014.

### **3.6 Regional Adoption Service – SEWAS**

3.7 SEWAS is responsible for the delivery of the following functions:-

- Ensuring compliance with legislation, regulation and the performance management framework.
- Recruitment and assessment of prospective adopters.
- Ensuring appropriate matching of children.
- Provision of the whole range of support services including birth parent counselling, step parent adoptions, intermediary services and letterbox contact.
- Ensure effective links are maintained with local authorities Children's Social Services.

3.8 Work has been completed to clarify the roles and responsibilities of the new regional service and the interface with those aspects of the service that remain with the Local Authorities including:

- Assessment and care planning and reviewing of Looked After Children and young people.
- Ensuring the Agency Decision Maker functions are fulfilled.
- Assessment of the Adoption Support needs of children for whom the plan is adoption.
- Involvement in the matching and linking of children and adopters.
- Providing birth parent counselling.
- Making applications to the Courts for appropriate orders.
- Attending Adoption Panels where proposed matches are being considered.

3.9 The establishment of SEWAS effectively brought together three existing Adoption Services into one new service managed by Blaenau Gwent. Given the size of the region and the volume of work it has been agreed that two Adoption Panels will operate. Blaenau Gwent, Torfaen and Monmouthshire already have a joint Panel so a new Panel has been established to support Caerphilly and Newport.

3.10 The new service is establishing itself well and continues to be a forerunner across Wales in terms of implementation and operational delivery. Operational and Strategic Boards are in place to ensure effective implementation and resolution of any issues as they arise. It is important to note that Welsh Government have acknowledged the success of our regional collaborative.

## **4. LINKS TO STRATEGY**

4.1 Social Services and Well Being [Wales] Act



## **5. LEGAL IMPLICATIONS**

- 5.1 Adoption services are governed by a number of detailed Statutory Regulations and it is acknowledged that changes to these Regulations will be ongoing in light of implementation of the Social Services and Well Being (Wales) Act.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 An Equalities Impact Assessment is not required because the issues covered are for information purposes only, therefore the Council's EIA process does not need to be applied.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The Gwent Directors of Social Services agreed the resource levels for the new service and ensured that it can be delivered within existing budgets. The only additional cost incurred by all five Local Authorities was the need to fund accommodation for the service.
- 7.2 The total cost of the service is £1,372,851. Based on an agreed funding formula Caerphilly's contribution is £324,969. As stated above this includes the additional accommodation costs.

## **8. PERSONNEL IMPLICATIONS**

- 8.1 Staff from Caerphilly's Adoption Service have been successfully transferred to Blaenau Gwent under TUPE transfer arrangements. There are no outstanding personnel or HR issues.

## **9. CONSULTATIONS**

- 9.1 The views of those consulted have been incorporated into the report.

## **10. RECOMMENDATIONS**

- 10.1 That Members note the contents of this report and the progress made in implementing both the National and Regional Adoption Services.

## **11. REASONS FOR THE RECOMMENDATIONS**

- 11.1 To ensure Members are fully appraised of the Adoption Service developments.

## **12. STATUTORY POWER**

- 12.1 To ensure that the Council's statutory functions in relation to providing an Adoption Service are fully met, in accordance with legislation and guidance.

Author: Gareth Jenkins, Assistant Director  
Consultees: Social Services SMT  
Children's Services DMT  
Cllr R Woodyatt, Cabinet Member for Social Services

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## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 9TH SEPTEMBER 2014

**SUBJECT: THE BLAENAU GWENT & CAERPHILLY YOUTH OFFENDING SERVICE  
(YOS) YOUTH JUSTICE PLAN 2014 - 2016**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 To inform Elected Members of the Blaenau Gwent & Caerphilly Youth Offending Service Youth Justice Plan 2014 – 2016.

### **2. SUMMARY**

- 2.1 There is a legal requirement for the Blaenau Gwent & Caerphilly Youth Offending Service to produce a Youth Justice Plan. The plan was agreed on the 3rd July 2014 at the Blaenau Gwent & Caerphilly Youth Offending Service's Local Management Board.

### **3. LINKS TO STRATEGY**

- 3.1 All Wales Youth Offending Strategy.
- 3.2 Safer Caerphilly theme within the "Caerphilly Delivers" Single Integrated Plan 2013-2017
- 3.3 Fair and Safe Theme within the "Making a Difference", Blaenau Gwent's Single Integrated Plan 2013-2017

### **4. THE REPORT**

- 4.1 Section 40 of the 1998 Crime and Disorder Act sets out responsibilities in relation to the production of an annual youth justice plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement for each year a youth justice plan setting out:-

- How youth justice services in their area are to be provided and funded.
- How the YOS will be composed and funded, how it will operate, and what functions it will carry out.

The youth justice plan must be submitted to the YJB and published in accordance with directions of the Secretary of State.

- 4.2 The Blaenau Gwent & Caerphilly Youth Justice Plan 2014- 2016 is a 2 year plan with a review and resubmission date of July 2015. The plan is performance focused with full consultation with the Blaenau Gwent & Caerphilly Youth Offending Service staffing group underpinning its

creation.

- 4.3 The plan concentrates on strengths and areas for improvement over the six Youth Justice Board key performance indicators, safeguarding, public protection and restorative justice. The plan has 35 priority actions, which provide a baseline for the YOS to continue its development over the next 24 months.

## **5. EQUALITIES IMPLICATIONS**

- 5.1 The report is for information purposes so the council's equalities process does not need to be applied.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The Blaenau Gwent & Caerphilly Youth Offending Service's financial arrangements are contained with the plan.

## **7. PERSONNEL IMPLICATIONS**

- 7.1 None.

## **8. CONSULTATIONS**

- 8.1 The views of those consulted have been incorporated into the report.

## **9. RECOMMENDATIONS**

- 9.1 For Elected Members to note the content of the report.

## **10. REASONS FOR THE RECOMMENDATIONS**

- 10.1 For Elected Members to be kept informed of the Blaenau Gwent & Caerphilly Youth Offending Service Youth Justice Plan 2014 - 2016.

## **11. STATUTORY POWER**

- 11.1 The Crime & Disorder Act 1998.  
11.2 The Legal Aid, Sentencing & Punishment of Offenders Act 2012

Author: Michaela Rogers – Service Manager  
Consultees: Children Services Divisional Management Team  
Social Services Senior Management Team  
Councillor Robin Woodyatt – Cabinet Member Social Services  
Blaenau Gwent & Caerphilly Youth Offending Service Local Management Board  
Blaenau Gwent & Caerphilly Youth Offending Service staffing group  
Caerphilly County Borough Council Finance Department

Appendices:  
Appendix 1 Blaenau Gwent & Caerphilly Youth Offending Service Youth Justice Plan 2014 - 2016

**BLAENAU GWENT & CAERPHILLY**



# **2014-16 YOUTH JUSTICE PLAN**

**Incorporating The Short Quality Screening Inspection & Improvement Plan**

Working in Partnership to Prevent Youth Offending

Michaela Rogers

Service Manager

July 2014

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## Introduction

The Youth Justice Plan is produced and submitted to the Youth Justice Board for England and Wales (YJB), which monitors the operation of Youth Justice Services, a responsibility not devolved to the Welsh Government (WG). The annual plans are required to be produced by statute (section 40 (4) Crime and Disorder Act 1998). This act places a duty on the local authority to formulate and implement an annual plan in consultation and co-operation with partner agencies.

The strategic aim of the Blaenau Gwent & Caerphilly Youth Offending Service (YOS) partnership remains focused on preventing offending and reducing reoffending by children and young people. This will be achieved by the delivery of integrated services that ensure young people are safeguarded, the public and victims of crime are protected and those who enter the criminal justice system are supported with robust risk management arrangements. Children and young people will be supported to reintegrate into their local communities without offending and wherever possible with support from their families.

This plan reviews the progress of the 12/14 plan, highlights the outcome from the YOS Short Quality Screening (SQS) Inspection and its Improvement Plan from 2013, along with the YOS performance data and key priority areas for 2014/16 based on improved outcomes for children and young people. The plan will cover a two-year period and will be reviewed annually reflecting any changes to the national and local youth justice landscape, which impact on the priorities of this plan.

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) brought about changes to the manner which young people's offending behaviour can be formally processed and dealt with following the commission of an offence. The implementation of LASPO removed the previous process wherein offending and re-offending resulted in an escalatory approach to managing children and young people's offending behaviour. LASPO and the changes to the out of court disposal framework, as implemented on 8<sup>th</sup> April 2013 have led to a system that aims to promote and ensure that outcomes are proportionate to the crime committed as well as being effective in reducing the risk of further offending.

In line with the legislative changes Gwent Police and the three Youth Offending Services across Gwent (namely, Monmouthshire and Torfaen, Caerphilly and Blaenau Gwent and Newport) have embarked upon a partnership Bureau model in order to facilitate joint decision making, effectively gate-keep outcomes, encourage restorative justice interventions and to overall reduce offending and re-offending by children and young people. The YOS will continue to invest resources in working with children and young people involved in crime and antisocial behaviour on a voluntary basis and to retain legal enforcement action as a last resort.

From 2013 onward the Home Office grant to the Youth Justice Board (YJB) transferred to the Police and Crime Commissioner (PCC). The grant contributes a significant amount to preventative and substance misuse services for children and young people across the Blaenau Gwent & Caerphilly areas. The YOS and PCC fully co-operate to ensure that arrangements for crime prevention, anti-social behaviour reduction and substance misuse are not compromised locally by the change of arrangements. The YOS welcomes the opportunity to continue working in partnerships with the PCC in order to sustain existing bespoke services which evidence effectiveness and develop joint key priorities for the future.

The YOS also receives funding from Welsh Government to implement the All Wales Youth Offending Strategy through the Youth Crime Prevention Fund (YCPF). This grant is directed to ensure the YOS delivers the provisions of the All Wales Youth Offending Strategy.



The YOS has also incorporated messages and learning from the below range of sources over the past 12 months:

- Looked After Children: an inspection of the work of Youth Offending Teams with children and young people who are looked after and placed away from home 2012.
- Criminal Justice Joint Inspection - Examining Multi-Agency Responses to Children and Young People who sexually offend
- An inspection of the transitions arrangements from youth to adult services in the criminal justice system (October 2012)
- Report on an unannounced inspection of HMP and YOI Parc Young People's Unit 2012
- Inspection Of Custody Suites In Gwent 2012
- Keeping Out Of Trouble – Ofsted Report
- YJB Cymru Restorative Justice and Prevention Report: Diversion from the Youth Justice System in Wales
- Reviewed Code of Practice for Victims of Crime 2013
- New National Standards
- Implementing LASPO legislation
- YJB Custody project
- Community Safeguarding and Public Protection Incidents (CSPPI) reported incidents x 2

Some of the work completed from the above will be included within the main body of this plan and any outstanding actions identified and included in the priorities set.

Over the next 12/24 months there are a number of thematic inspections planned by HM Inspectorate of Probation. These include an assessment of the effectiveness of the reporting, monitoring and learning from the Youth Justice Board's Community Safeguarding and Public Protection Incidents, and evaluating the extent to which Youth Offending Services incorporate the principles of 'desistance' from crime of into their work with children and young people. They will also publish a joint thematic report with HM Inspectorate of Constabulary on MAPPA and the Joint Criminal Justice Inspection Plan for 2014-16 sets out an intention to follow-up this inspection at the end of 2014. It is likely that a small number of cases held by YOSs will be included in this inspection. Learning from any of the above will be included in any future reviews of this plan.

The YOS uses self-assessment as a valuable learning process and endeavours to be open and honest with regard to reflecting and evaluating current practice. Statements made have been based on evidence that is available externally for scrutiny. Information has been drawn from a range of sources to inform self assessment including:

- Findings from the 2013 SQS Inspection.
- YJB National Indicators and Welsh National Indicators Performance
- Safeguarding audits undertaken in 2013 on a number of cases from across all areas of service delivery
- Full case audits undertaken in 2013 from across all areas of service delivery
- Risk management audits undertaken in 2013 on a number of cases from across all areas of service delivery
- Analysis of feedback during 2013 from young people using Viewpoint and other evaluation methods; victims of youth crime, sentencers, volunteers, and parents/carers
- Robust quality assurance processes

Over the past 12 months the YJB has communicated to YOSs the need to prepare for the implementation of AssetPlus. This is a new assessment and planning interventions framework developed by the YJB to replace Asset and its associated tools. AssetPlus has been designed to provide a holistic end-to-end assessment and intervention plan, allowing one record to follow a young person throughout their time in youth justice system. With a renewed focus on professional judgement of practitioners, AssetPlus will enable better-focused intervention plans to provide improved outcomes for young people currently within the system and those at risk of entering.

To achieve this the YOS had to present options to the YOS Local Management Board regarding the commissioning of a new database to replace YOIS as this would not support the new AssetPlus framework.. The YOS is now progressing arrangements to support the AssetPlus roll out for 2015.

During early 2014 a review of the current administration establishment within the YOS has been undertaken in order to ascertain if there is a need to sustain the support to the service at it's current level. The review considered the trend in workload within the service over a three year period and focused on the tasks associated with each role within the service. Comparisons were also made against posts of similar grades within Children's Services in terms of tasks undertaken to ensure that tasks are comparable and the grades of posts reflect the duties required. The findings from the review will be implemented during 2014/15.

The YOS Management Team has also started to consult with staff regarding the current structure of the service. This is in recognition of the change in volume of work delivery in the YOS following the changes in out of court disposals.

When creating the content of this plan the YOS management Team consulted with staff members and their views have been incorporated into the commentary and priority actions. Members of the Local Management Board have also agreed this plan and on Page 32 the Chair of the Management Board has signed it off. The YOS will begin implementing the action plan from September 2014 onwards.

## Resources / Finance Value for Money

Responsibility for resourcing the YOS is shared between the Youth Justice Effective Practice grant, statutory partners' contributions, the grant from the PCC and the Youth Crime Prevention Fund grant. The PCC awarded the full amount from the transferred grant funds from the Home Office.

The YOS also oversees the local authority budgets provided to meet the costs of children and young people remanded to the secure estate, which from last year has been transferred in full to the local authority's following the enactment of provision within the LASPO Act 2012.

The following table summarises the total budget for 2014/15 and source of funding:

Agency	Staff Costs	Non Staff Costs	Total
Police	£119,498	£20,372	£139,870
Probation	£96,462	£16,444	£112,906
Health	£44,949	£7,663	£52,612

Local Authorities	£561,712	£95,759	£657,471
Youth Justice Board	£428,600	£73,066	£501,666
PCC Funding	£65,691	£11,199	£76,890
Other	£184,102	£31,385	£215,487
Contribution from Reserves	£67,623	£11,529	£79,152
Total	£1,568,637	£267,417	£1,836,054

## Structure and Governance

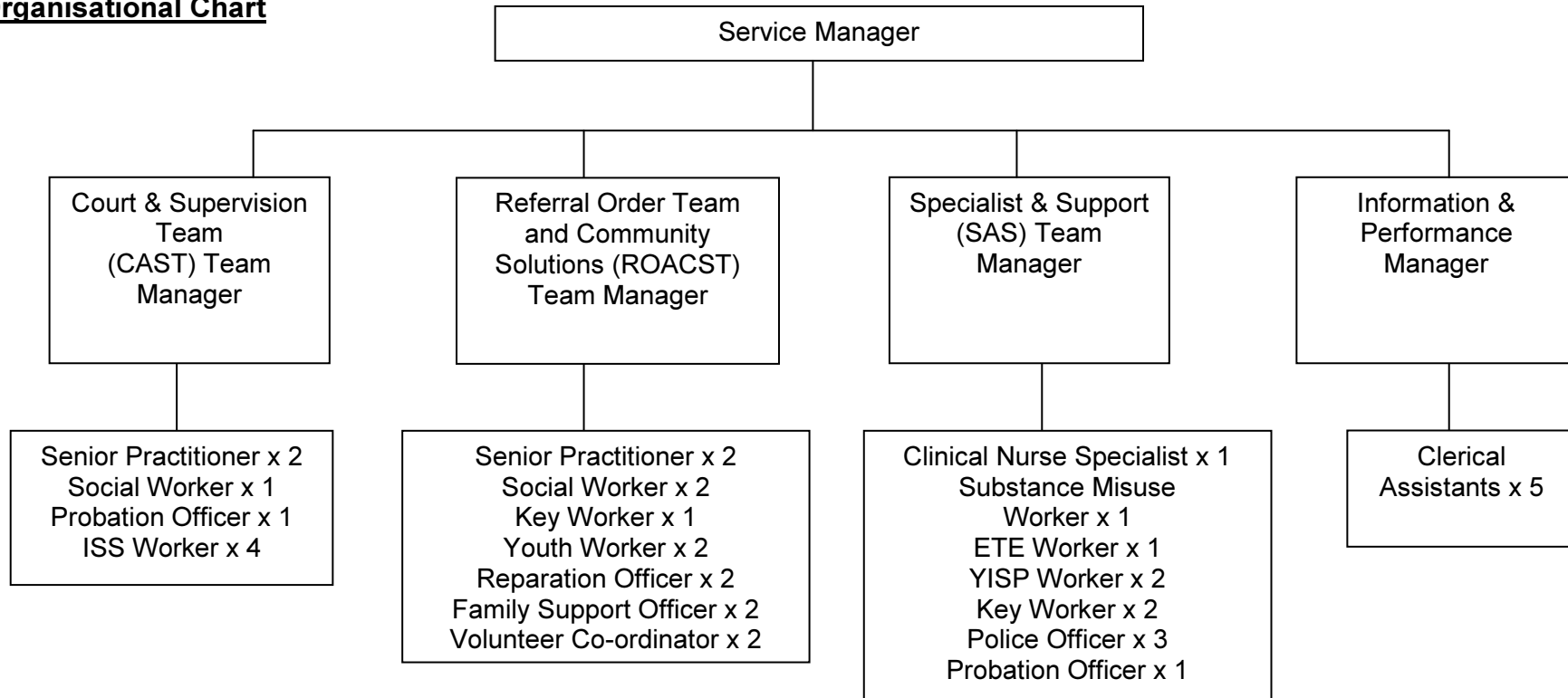
The YOS Local Management Board (LMB) provides governance to the YOS. The LMB is a high level strategic group made up of key officers that are responsible for the strategic management of services, which are designed to prevent and reduce youth crime and anti – social behaviour across both boroughs. The terms of reference for the Board were updated in April 2014 along with the creation of a Board Members Induction Pack. The membership of the Board is set out below:

Name & Title	Authority/ Organisation
Assistant Director, Children's Services	Blaenau Gwent County Borough Council (CBC)
Assistant Director, Children's Services	Caerphilly CBC
Service Manager	YOS
Corporate Director Social Services (Chair)	Caerphilly CBC
Mental Health Advisor	Aneurin Bevan Health Board
Finance Service Manager	Caerphilly CBC
Deputy LDU Head	National Probation Service
Service Manager, Inclusion Services	Caerphilly CBC
Community Safety Manager	Safer Caerphilly Partnership
Community Safety Manager	Safer Blaenau Gwent Partnership
Senior Education Welfare Officer	Blaenau Gwent CBC
Chief Inspector (Vice Chair)	Gwent Police
Performance and Information Manager	YOS

The YOS LMB is accountable to both local authorities Health, Social Care & Wellbeing Scrutiny Committee's, which the Chair or his representatives

attend. In addition, members of the LMB report to their own individual agency / body Scrutiny Groups. Arrangements to report on the performance of the YOS to Local Authority Members, Police, Probation and Health are carried out by the respective Agency representative. The YOS is positioned within both authorities Children Services divisions and reports to both Heads of Children's Services who are members of the LMB. The LMB meets quarterly and scrutinises the YOS performance and develops actions for improvement when necessary. The LMB takes an active role in ensuring the children and young people, and those at risk of entering the youth justice system, have access to universal and specialist services within the YOS areas and that partner agency's recognise and maintain responsibility for contributing to the reduction of offending by children and young people. This plan will be monitored by the LMB, which meets quarterly and there will continue to be a level of support and oversight from YJB Cymru. A YOS staff training plan will be developed to support the delivery of this plan.

**YOS Organisational Chart**



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Volunteers are an essential part of the service and the YOS recruit and train up to 80 volunteers every year for a variety of roles. Volunteers not only assist the YOS in supporting young people, their families and the victims of offending behaviour but they also support the YOS undertaking work in the communities they live in. Volunteers are currently recruited by the YOS in the following roles: Mentors, Community Panel Members, Appropriate Adults, Reparation Supervisors, Bureau Community Representatives and Restorative Justice Conference Facilitors.

## Review of the YJ Plan 2012 / 14

There were 24 actions in the improvement plan linked to the YOS 2012/14 Youth Justice Plan. Out of the 24 actions, 23 are fully completed and 1 remains an ongoing action for 2014/16. The outstanding action is in relation to the creation of a resource library to aid structured programme delivery. A task & finish group has been established, meetings have been held and an ongoing work programme developed.

## Short Quality Screening (SQS) Inspection

In June 2013 the YOS was subject to a Short Quality Screening (SQS) Inspection. The Inspectors stated that the YOS was “performing well”. The report found that YOS staff are highly motivated and spoke positively about the organisation and their contribution to the work. Considerable improvements had been made since the YOSs last inspection in 2010, in particular to the work to safeguard children and protect the public. Whilst the YOS recognises that there was only one area for improvement split into two sections, they had incorporated wider learning in to their Inspection Improvement Plan. The YOS also recognised the importance of maintaining, sustaining and improving the strengths identified in the Inspection findings. Considerable improvement was seen in the YOSs work to safeguard young people and protect the public and their assessments to reduce the likelihood of reoffending were “good” in all cases. Further areas of strength included the YOSs engagement with parents/carers and the Inspectors were pleased with the majority of cases in most aspects of the YOS work.

The improvement plan focused on two main areas. The first was “Reducing the Likelihood of Reoffending” with 4 actions identified of which all are completed. The second area was “Protecting The Public, Safeguarding and Ensuring The Sentence Is Served”, which had 10 actions identified, of which all are completed.

## Performance

The following presents information in relation to youth offending in Blaenau Gwent & Caerphilly for 2013/14

140 young people were convicted in 2013/14 responsible for 340 offences. The highest committed offence category was theft and handling (18.8%) followed by violence against the person (18.2%), criminal damage (15.8%) and public order offences (12.6%)

Majority of the convicted young people were male (84%). An average offence per young person was 2.88. Highest committed offences by female young people were violence against the person (7 out of 22) then theft and handling (5 out of 22) and public order (5 out of 22)

Most of the convicted young people were white (97%), and 1.5% were Asian and 1.5% were of mixed ethnicity.

There has been a reduction in convictions during 2013/14. Offences reduced from 627 in 2012/13 to 340 in 2013/14 and the number of young people entering the criminal justice system reduced from 336 to 140. This represents a 140% reduction in offending population during 2013/14.

There is a notable reduction in most offence categories. Violence against the person reduced from 128 in 2012/13 to 62 in 2013/14. Criminal damage offences decreased from 86 in 2012/13 to 54 in 2013/14. Drugs offences dramatically decreased from 55 in 2012/13 to 18 in 2013/14. Robbery offences rose from 3 in 2012/13 to 7 in 2013 /14 and fraud and forgery offences also rose from 3 in 2012/13 to 10 in 2013/14

Quarterly reports are submitted to the LMB regarding the progress made by the YOS and comparisons are made against Gwent and Wales for the National and Welsh indicators.

Regular updates and discussions on the YOSs performance form part of the LMB agenda and regular internal managers meetings focusing on performance are held within the YOS.

The performance of the YOS is discussed in the following subsections below and the most up to date information has been used to provide information and context around the performance indicators. Where possible the most recent data has been used however, some performance indicators are collated by PNC data supplied by the Police. Performance Data for 2011/12, 2012/13 and 2013/14 is presented below.

## First Time Entrants

### Performance Data

The YJB measures First Time Entrants (FTEs) per 100,000 of the local 10 to 17 year old population.

	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Rate per 100,000 of 10–17 population: Jan 2011 – Dec 2011	1,118	1,000	714
Rate per 100,000 of 10–17 population: Jan 2012 – Dec 2012	729	831	622
Rate per 100,000 of 10–17 population: Jan 2013 – Dec 2013	402	622	489
Percentage change from 2011 /12 to 2012 /13	-44.86%	-25.15%	-21.38%

### Context

Preventative work has resulted in a steady reduction in the number of young people coming into the youth justice system as First Time Entrants (FTEs).

This continues a 6-year trend in significantly decreasing FTEs in the YOS and across Gwent and Wales. The decline in the number of young people

coming into the youth justice system is most positive. Blaenau Gwent and Caerphilly YOS worked with 96 FTEs between January 2013 – December 2013; in Gwent the total reached 259 with Wales recording 1,386.

The significant reduction in FTEs can be largely attributed to the increase in the number of positive interventions as part of Restorative Justice Disposals (RJDs). During the period April 2012 to March 2013 there were 79 RJD referrals. The substantial total of 211 referrals in 2013/14 represents an increase of 167% and this is due in part to YOS awareness raising workshops with Gwent Police.

## **Strengths**

The YOS continues to evidence a continuous reduction in FTEs. The implementation of a Gwent Bureau model has aided this decrease through a partnership decision-making process and the use of Restorative Justice Disposals.

One of our prevention programmes within the YOS is Youth Inclusion Support Panel (YISP). The YISP programme seeks to prevent offending and anti-social behaviour by offering multi-agency support services to children aged 8-15. YISP ensures that children and their families receive access to early intervention, prevention and diversionary support as well as tailored educative, substance misuse, parenting, mental health and youth services.

The work undertaken by YISP contributes to the reduction in ASB locally, prevention of future victims, the reduction in young people entering the youth justice system and safer communities. Children and their families work with YISP on a voluntary basis for up to six months during which time they are encouraged to take responsibility for their actions, consider the impact their behaviour has on others and find solutions.

Any agency can refer to YISP, in line with agreed criteria. Once a referral and signed consent form is received, a YISP Key Worker is allocated. The programme begins with an initial assessment from which a plan is created with the child and parent. All plans are presented at monthly, multi-agency panels where partners discuss appropriate activities, interventions and allocate support and resources. The Key Worker will stay in regular contact with the child and family for up to 6 months; in this period, a review is conducted and an exit strategy is developed.

Typically, YISP works with up to 80 young people each year; on average, 60 of these are new referrals and 20 are open cases which transfer across financial years.

The Promise Project strives to work with young people, and their families, identified by the Police as causing anti social behaviour (ASB) within the community, and are potentially at risk of receiving an Anti Social Behaviour Order (ASBO) or entering the Criminal Justice System. The Promise Project relies solely on referrals from the Police and has worked closely with Gwent Police to establish strong communication links. The Promise Project has also focused on promoting the project at community and partnership events. Over the last two years, although there has been a steady decrease in the number of ABC referrals received, the YOS are actually working with more young people at this stage. This is partly explained by the focus on engagement, which has seen an increase from 73% in 2012/13 accepting YOS support to 92% in 2013/14.

The past two years has also seen a focus on offering Strike support. Strike support is a 12-week pre-ABC, preventative support programme. During this time the young person will work with a YOS Officer to address their ASB. The young person and family can also access extra support if needed from other members of the YOS team e.g. Substance Misuse Worker or Family Support. The young person can also have a Volunteer Mentor to help them

find constructive activities to help prevent further ASB. The number of young people being offered Strike support has doubled. Also, with a focus being on engagement, the YOS has seen an increase in young people accepting Strike support. In 2012/13, 33% of young people offered support engaged compared with 50% in 2013/14.

The effectiveness of this support is evidenced by the fact that in 2013/14 only one young person was granted an ASBO, compared with 11 young people being granted ASBOs/CRASBOs in the previous year. The YOS feel this success is down to the partnerships focus on offering young people support at an earlier age and stage of the ASB process.

The YOS is dedicated to offering support to young people at the earliest possible stage and this has been reinforced by the appointment of a Preventative Social Worker to work with young people at the early stages of the ASB process. The Promise Project is also attending 'chats' at local Police Stations, for young people to be given advice and information about ASB. Following on with this early prevention focus, the Promise Project has visited local schools to deliver ASB workshops, which educate young people on what ASB is and its consequences.

The ongoing recruitment and training of community volunteers remains an integral part of the Promise Project and the YOS currently has in excess of 50 volunteers trained and working with young people in a variety of roles.

The introduction of the Bureau model has seen a dramatic change in the type of work coming into the YOS. This change was monitored for 12 months to allow the new process to become embedded so as to inform any potential structure review. The YOS is considering its current structure and its future delivery needs

An additional strand to the YOS prevention agenda includes early intervention for those young people identified by social services as being at risk of Sexually Harmful Behaviour (SHB). YOS staff have been trained in the use of AIM2, a specialist assessment tool for SHB, which allows for early identification and prevention work to be completed. Social Workers and Educational Psychologists from both boroughs participated in the training with YOS staff.

### **Areas for Improvement**

- It is anticipated that new anti social behaviour legislative changes will bring about the need for training and further development for YOS staff.
- In recognition of the increase in preventative work the YOS has identified the need to develop an overarching prevention strategy, which will take account of the following important strands of our work: YISP, Promise Project, RJD, AIM2 and working with young people who are Looked After.



## Reducing Re-Offending

### Performance Data

Rate of proven offending by young people in the Youth Justice system.

	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Frequency Rate after 12 months July 11 - June 12	0.86	0.99	1.07
Frequency Rate after 12 months July 10 – June 11	0.88	0.96	1.04
Frequency Rate after 12 months July 09 - June 10	0.83	0.89	0.97
	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Binary Rate after 12 months July 11 - June 12	32.2%	34.4%	36.7%
Binary Rate after 12 months July 10 – June 11	32.7%	34.1%	36.0%
Binary Rate after 12 months July 09 - June 10	31.2%	31.1%	33.8%

### Context

For the period July 2011 to June 2012 there has been a decrease in re-offending by young people in comparison with the same period in the previous year (0.5%)

Between July 2011 to June 2012, Blaenau Gwent and Caerphilly recorded an average rate of re-offending at 32.2.1%, compared with Gwent at 34.4% and the Wales average of 36.7%.

More significant increases in re-offending were seen in both Gwent and Wales over the same period resulting in Blaenau Gwent and Caerphilly having a lower re-offending rate than the average across Gwent and Wales.

The frequency Rate for Blaenau Gwent and Caerphilly was 0.86 and was lower than Gwent with 0.99 and Wales for 1.07.

There has been a reduction in the frequency rate from 0.88 to 0.84. Gwent and Wales have showed an increase 0.96 to 0.99 for Gwent and 1.04 to 1.07 for Wales

## Strengths

The implementation of the Gwent Bureau model in April 2013, as a result of the LASPO Act, aims to prevent the escalation of young people attending court. This allows the YOS to provide tiered and targeted interventions in a timely manner with the aim of reducing further offending behaviour.

All YOS staff has received training in the areas of Diversity and Speech Language and Communication needs. This will promote engagement and ensure the needs of all young people are being met and address risk areas.

The YOS has dedicated staff members trained in delivering a wide range of targeted and structured programmes aimed at reducing re-offending. This includes a Managing Anger Programme (MAP), Prevention of Burglary resource and Prevent, a tailored programme to tackle anti social behaviour.

Restorative Justice continues to remain a priority, which has resulted in increased victim satisfaction rates and positive outcomes for young people. The Restorative Justice grant from the YJB will allow further development in this area with staff and managers receiving enhanced training and funding being used to train foster carers and residential units.

Strong multi agency partnership links allow the service to provide crime prevention programmes in local communities, such as Kiddo's Choice, Phoenix Project and the Licence to Kill. The vast range of interventions available means the YOS can best reflect the preferred learning style of the young person.

In order to meet the assessed needs of young people, the YOS has dedicated specialist workers who can work directly with a young person on specific issues. This can relate to lack of constructive use of leisure time, therefore a referral will be made to a youth worker. Likewise, substance misuse and emotional or mental health issues can be assessed via our in-house substance misuse worker or Clinical Nurse Specialist (CNS). If a young person is not engaged in any form of education or training, the YOS has a dedicated worker who can offer support and increase motivation to engage in education/training/employment. It is recognised that an holistic approach needs to be adopted to best support a young person, therefore family support services are offered when needed via the YOS family support worker.

The development of exit strategies remains a significant strength for the YOS. This allows the young person to continue with the positive changes made after YOS intervention has ended, but they continue to feel supported in the community. It is imperative that the exit strategies are sustainable within the community.

The service has strong partnership links with children's services and the police. The YOS is represented at monthly Integrated Offender Management (IOM) and Priority Prolific Offender (PPO) meetings. Additionally, the service is represented within the Multi Agency Public Protection Arrangement (MAPPA) meetings. All of these connections ensure robust oversight of young people who are most at risk of re-offending.

The increased focus on the prevention and early intervention services, such as RJDs, means that young people are being diverted away from antisocial or criminal behaviour before they officially enter the criminal justice system.

The YOS recognises that in order to reduce re-offending rates an holistic approach is needed and in consultation with staff members, alternate therapies

and mindfulness approaches are starting to be embedded.

When a young person's intervention is due to come to an end, their views are sought via ViewPoint, an electronic database. Part of this survey relates to the young person reflecting on their perceived likelihood of re-offending and what elements of their lives have changed to ensure they do not offend again.

From June 2014 the YOS has been chosen to be a test site in partnership with the YJB for the Trauma Recovery Model (TRM). This programme is an attempt to bring together current understanding about young people who offend in order to create an applied intervention strategy for those with complex needs and prolific offending histories. The TRM draws on a range of psychological and criminological approaches, combining cognitive theories of child/adolescent development, attachment theory, desistance theory and emerging understanding on neurobiological development.

The YOS works closely with the National Probation Service in respect of youth to adult transfers. When a young person is approaching 18 years of age, their case is brought before the Integrated Offender Management panel for discussion regarding suitability for a transfer to adult services. There is much liaison and joint work between the 2 services to ensure that the young person is transferred without any detriment and identified needs are met. For example, a young person may receive a specific intervention via NPS but still have outstanding work to complete in the YOS. The Y2A partnership approach is proving helpful in reducing non-compliance and further offending due to young adults receiving on-going support during the transition phase of their supervision.

#### **Areas for Improvement**

- Looked after children continue to be at particular risk of involvement with the youth justice system, often for offences, which would not be reported to the authorities by a family. This disproportionality compounds the disadvantage of looked after young people and requires the YOS to examine its response in this area. The Restorative Justice grant received from the YJB will enable restorative practice to become more widely used with both foster carers and residential units. Alongside this approach a protocol is in draft form aimed at reducing the prosecution of Looked After Children.
- An ongoing priority for this Business Plan will be continuing to catalogue the resources held within the YOS. This will allow YOS staff members to deliver structured tailored programmes of work from a wide range of resources aimed at reducing re-offending.
- Although the YOS currently undertakes some group work sessions with young people, the service is aiming to increase group work activities for specific interventions.
- In order to adopt a more formalised approach to reduce the risk of re-offending the implementation of structured planning meetings, both internal and external needs further consideration for those young people deemed to be at most risk or considered vulnerable.

## Custody

### Performance Data

Young people receiving a conviction in court who are sentenced to custody – Frequency Rate

	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Custodial disposals 2013 /14	14	42	123
Custodial disposals 2012 /13	27	47	168
Custodial disposals 2011 /12	12	43	213

Young people receiving a conviction in court who are sentenced to custody – Binary Rate

	Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Custodial disposals 2013 /14 Rate per 1,000	0.58	0.74	0.43
Custodial disposals 2012 /13 Rate per 1,000	1.12	0.80	0.58
Custodial disposals 2011 /12 Rate per 1,000	0.49	0.74	0.74

### Context

During the period 2012 to 2013 the Youth Offending Service had a considerable rise in the number of young people being sentenced to custody. Although there was a higher number of young people being sentenced in Crown Court for serious offences, the numbers of young people receiving custodial sentence in the Youth Courts also more than doubled during that period. A small number of young people received more than 1 custodial sentence during this period, each time receiving a sentence of no more than 2 to 3 months in custody, suggesting that custody was not a deterrent for further offending. This rise was not mirrored in neighbouring Gwent Youth Offending Services where numbers were falling, and it was the same for the whole of Wales during that year.

Following an analysis of data from the Youth Justice Board Cymru, an improvement plan was created and implemented in September 2013 to assist in reducing the number of young people receiving custodial sentences.

It is evident that the improvement plan resulted in fewer young people being sentenced to custody during the period 2013 to 2014, whereas neighbouring Youth Offending Services did not experience those same declines. This would further evidence that the YOS work was having a positive impact in reducing the use of custody for young people in Blaenau Gwent and Caerphilly

## Strengths

Through a "Custody Project" a number of actions were identified following review and evaluation resulting in a plan of recommendations, which is currently being progressed. One of the recommendations of the YOS "Custody Project" with the YJB in 2013 was to ensure that structure programmes of intervention were used and evidenced with children and young people. To ensure this happens the YOS has purchased and delivered the following;

1. Prevention Of Burglary package
2. Prevent – ASB package
3. MAP - Managing Anger Programme
4. Rapid English – communication course

The YOS has also strengthened all exit strategies for young people. Furthermore, there has been a strong focus on the resettlement needs of young people leaving custody as well as the increased use of Restorative Justice across all interventions delivered by the YOS.

The Youth Offending Services identifies what community support systems are in place for young people at the earliest opportunity, in preparation for when they leave custody. If a parent/carer is unable to meet the young person at the secure establishment on the day of release, then a member of the Youth Offending Service will meet the young person and transport either home to family, carers or to supported accommodation. A clear resettlement plan is drawn up with the young person to enable him/her to comply with licence requirement, the plan also offers additional voluntary support through contacts during the evening and weekends especially during the first few weeks of release from the secure estate. Robust resettlement plans with voluntary support, working with parents/carers, has shown a reduction in the gravity and rate of further offending for young people coming out of custody.

Plaenau Gwent and Caerphilly Youth Offending Service is the first in Gwent to have set up a Resettlement and Re-integration Panel, whereby representatives from various agencies oversee the prospective resettlement plans for young people due to leave custody, and review the plans for those young people who are on licence in the community. The panel allows for agencies to offer further support where required and continue this support as part of an exit strategy for young people who may struggle to maintain progress and commitment without appropriate resources.

Compliance panels are now held in all cases where a young person has missed 2 National Standard appointments. The panel is used to prevent, as far as possible, breach action being taken and the young person possibly returning to custody for failure to engage. The YOS strives to meaningfully engage young people in programmes of work to prevent further offending and successfully re-integrate a young person into the local community. Compliance panels seek to resolve the difficulties young people may have in complying with the conditions of their licence or order.

The use of remands (youth detention accommodation) has also reduced considerably over the last 18 months. The YOS is able to provide robust bail support packages, which also includes Intensive Supervision and Surveillance, to enable a young person to remain in the community whilst on bail. The YOS continues to closely monitor the use of remands and works in partnership with the HMCTS (Her Majesty's Court and Tribunal Services) and Crown Court Services to ensure that Youth Detention Accommodation is only used in circumstances where custody is inevitable.

In its aim to reduce the use of custody, the YOS will strive to continually improve and maintain an excellent quality of our reports and service delivery in the courts.

## Areas for Improvement

- Continue to achieve the objectives as set out in the YOS Custody Project's Improvement Plan to prevent all young people from receiving a custodial sentence if they are not a significant risk to the community and/or their offence was not of a very serious nature.
- To reduce re-offending, use of custody and returns to custody.
- To ensure that custody is safe and effective for the young person and is only used as a last resort.
- To consistently and robustly review Pre-Sentence Reports if a young person is sentenced to custody to ascertain any areas for improvement. This will also be mirrored in relation to providing bail support package to prevent the use of remands.
- To work with partner agencies in providing interventions in the community to prevent custody and reduce re-offending by young people. This is specifically in relation to improving training and employment opportunities for young people who have a criminal record and / or have just come out of custody.
- Work with partner agencies in sourcing and improving the provision of suitable accommodation in the community.
- Increase the number of young people who are willing to meet with victims, in order to actively encourage and support young people to take part in opportunities to apologise, or make recompense to the victims of their offending behaviour.

## ETE

### Performance Data

#### Engagement in education, training and employment for young people who are of statutory school age

		Blaenau Gwent and Caerphilly YOS	Gwent	Wales
2013/14	Number of YP of statutory school age	22	88	410
	Average no. of hours in ETE per YP – start	12.4	17.9	18.2
	Average no. of hours in ETE per YP – end	18.2	19.7	18.4
	Percentage change in ETE hours	46.5%	10.3%	1.2%
2012/13	Number of YP of statutory school age	51	157	582

	Average no. of hours in ETE per YP – start	13.9	17.6	19.2
	Average no. of hours in ETE per YP – end	17.5	20.2	20.3
	Percentage change in ETE hours	25.9%	14.7%	5.9%
2011/12	Number of YP of statutory school age	38	118	651
	Average no. of hours in ETE per YP – start	18.0	17.7	19.6
	Average no. of hours in ETE per YP – end	19.0	19.1	20.8
	Percentage change in ETE hours	5.4%	8.2%	5.9%

**Context Statutory school age**

During 2013/2014, the YOS recorded a reduction of over 100% in the number of young people of school age who received statutory orders. Whilst this is pleasing to note, it is of concern that this group averaged only 12.4 hours in education per week, which is just below 50% of the statutory requirement and their entitlement. At the end of YOS intervention, even though this figure had increased by 46.5%, Blaenau Gwent & Caerphilly performance remained behind that of Wales. However, it is significant that numbers of young people in this category are relatively low (the general age of the client group is rising) and this means that the status of one individual can have a disproportionate impact on the overall figures.

**Engagement in education, training and employment for young people who are above statutory school age**

		Blaenau Gwent and Caerphilly YOS	Gwent	Wales
2013/14	Number of YP above statutory school age	79	189	723
	Average no. of hours in ETE per YP – start	11.5	8.9	11.9
	Average no. of hours in ETE per YP – end	12.9	10.9	13.8
	Percentage change in ETE hours	12.0%	22.4%	16.1%
2012/13	Number of YP above statutory school age	108	279	1,041
	Average no. of hours in ETE per YP – start	10.7	10.3	11.7

	Average no. of hours in ETE per YP – end	11.4	11.1	13.0
	Percentage change in ETE hours	6.5%	8.5%	11.1%
2011/12	Number of YP above statutory school age	135	341	1,345
	Average no. of hours in ETE per YP – start	12.2	10.6	12.0
	Average no. of hours in ETE per YP – end	10.9	10.5	13.4
	Percentage change in ETE hours	-10.8%	-1.1%	11.7%

### **Context Above statutory school age**

Post 16 performance in Blaenau Gwent & Caerphilly YOS saw a slight improvement during 2013/2014 bringing it in line with that of Wales. However, evidence indicates a lower engagement rate for the young people in this category. This client group may also move between school, employment and training providers and there will be variance in the number of hours achieved. The major area for concern continues to be the starting point for young people entering the YOS rather than the work that the YOS itself undertakes.

### **Strengths**

Improvements have been realised in the number of hours achieved by children and young people of school age. The YOS works closely with partners in both education authorities to enable each child to receive an appropriate entitlement of 25+ hours education per week. From September 2013, Caerphilly's education department has dedicated time from the portfolio of a behaviour support worker, to improve links and attainment of young people involved with the YOS. The impact of this worker's role will be evaluated throughout the year but early indications are positive. In Blaenau Gwent, the Senior Education Welfare Officer undertakes this role. To date, the following improvements have been evidenced:

- The number of hours in education per week young people working with the YOS achieved at the end of their orders/interventions
- The number of Individual Learning Plans created for young people working with the YOS
- Regular input to monthly YISP panels and ASB groups

Good partnership working with Careers Wales, post 16 training providers, further and higher education continues to improve ETE destinations during YOS interventions. Young people who lack confidence in communicating and who also have poor levels of literacy have been able to work on these issues using a programme called "Rapid English." The programme includes assessment and helps to increase confidence and enjoyment via improved communication. The programme is being developed and will be monitored and evaluated in stages.



## Areas for Improvement

- Whilst the contribution of partners to the pre 16 agenda is necessary and greatly valued, a dedicated education worker is essential to improve and sustain work in this performance area long term. Benefits have already been achieved post 16 with the introduction of a dedicated worker. The realisation of such a post will be scoped across partnerships and external funding; this will feature as a priority for 2014/2015.

## Accommodation

### Performance Data

Access to suitable accommodation		Blaenau Gwent and Caerphilly YOS	Gwent	Wales
Page 103 2013/14	Number of YP with closed disposals	102	263	1,148
	Suitable accommodation before the start	102	256	1,111
	Suitable accommodation at the end	98	246	1,084
	% point change all sentences: start versus end	-3.9%	-3.8%	-2.4%
2012/13	Number of YP with closed disposals	161	467	1,726
	Suitable accommodation before the start	160	445	1,651
	Suitable accommodation at the end	155	434	1,619
	% point change all sentences: start versus end	-3.1%	-2.4%	-1.9%
2011/12	Number of YP with closed disposals	188	468	2,007
	Suitable accommodation before the start	181	453	1,908
	Suitable accommodation at the end	184	446	1,897
	% point change all sentences: start versus end	1.6%	-1.5%	-0.5%

## Context

The safe and stable accommodation needs of children and young people involved with the YOS are a partnership responsibility, which partners do evidence through effective resource allocation. When the YOS reviewed their accommodation outcomes for cases that are deemed unsuitable, due to the way the measure is recorded, it evidences that the cases are either due to children and young people being on remand or due to children and young people refusing accommodation and support despite it being put in place by Social Services.

## Strengths

During 2013/14 the YOS signed a service level agreement with Caerphilly County Borough Council allowing urgent access to their Immediate Response Team (IRT) to enable priority services to be dedicated to maintain children and young people in their home environment.

The Youth Offending Service has good partnership links established with local housing authorities and children's services departments in both Blaenau Gwent and Caerphilly. Referrals to relevant services are acted upon swiftly and suitable accommodation is always provided for children leaving custody.

The Youth Offending Service attends Homelessness Forums in both Boroughs, whereby all relevant agencies attend and focus upon need, capacity and find solutions to presenting difficulties. There is particular focus upon the needs of young people and supported accommodation. Consequently, the Youth Offending Service works closing with Children's Services' Leaving Care Teams as well as Supporting People partnerships.

No young person under the age of 18 years is placed in accommodation where support is not offered or available.

## Areas for Improvement

- To ensure all YOS staff use YOS resources to support young people to remain in their home environments when safe to do so.
- Working with partner agencies to improve provision of accommodation to meet the needs of young people in respect of wider placement options and support options for young people who have offended.
- Assisting partner agencies in sourcing suitable accommodation closer to a young person's home area and network can be a safeguard and help prevent further offending and a return to custody.
- Helping raise awareness and support for single occupancy accommodation for young people, especially those young people who are moving on from supported accommodation
- Working in partnership with agencies to have named accommodation for a young person prior to the day he/she is released from custody. This would greatly assist young people with their resettlement and help allay any anxieties on the day of release.

## Substance Misuse

Performance Data				
Access to appropriate specialist assessment and treatment services		Blaenau Gwent and Caerphilly YOS	Gwent	Wales
2013/14	Number of YP requiring assessment	26	76	543
	Number commencing within 5 days	23	72	491
	% Commencing within 5 days	88%	95%	90%
	Number of YP requiring treatment	26	55	506
	Number commencing within 10 days	26	54	489
	% Commencing within 10 days	100%	98%	97%
2012/13	Number of YP requiring assessment	58	99	657
	Number commencing within 5 days	57	94	574
	% Commencing within 5 days	98%	95%	87%
	Number of YP requiring treatment	52	83	590
	Number commencing within 10 days	52	79	548
	% Commencing within 10 days	100%	95%	93%
2011/12	Number of YP requiring assessment	54	93	771
	Number commencing within 5 days	54	93	671
	% Commencing within 5 days	100%	100%	87%
	Number of YP requiring treatment	46	74	635
	Number commencing within 10 days	46	74	597
	% Commencing within 10 days	100%	100%	94%
Context				
Between 2010-2012, all substance misuse assessments were commenced within the 5-day target and exceeded the Wales average. However, 2012-2013 saw a dip to 98% and a further drop to 88% in 2013-2014. The most recent figure reflects a 9-month period when the YOS Substance Misuse				

Worker post was vacant. Whilst YOS workers were able to submit referrals for assessment to the weekly Joint Allocation Meeting (JAM), there was no imperative on local community-based services to work to the 5-day target

The dedicated Substance Misuse Worker post in the YOS was filled in mid May 2014

### **Strengths**

In relation to treatment targets, the YOS maintained an excellent 100% target. The YOS substance misuse worker provides assessment and treatment for Tier 1 and Tier 2 services only.

The YOS substance misuse worker has a key role at the weekly Joint Allocation Meeting (JAM), which is the single referral route for young people to access substance misuse services across the boroughs. The post holder also sits on the local Substance Misuse Action Team (SMAT), which is a multi agency partnership strategic group which commissions, monitors and evaluates substance misuse services.

### **Areas for Improvement**

- The Substance Misuse Worker will be supported to expand his professional network and knowledge. This will ensure that he keeps abreast of trends, new substances and new intervention resources for working direct with children and young people.
- The Substance Misuse Worker will ensure that the staff group is advised of trends and new substances.
- Taking account of the increase in early intervention and prevention work, resources will be reviewed to identify where there may be gaps in provision.

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## **Safeguarding**

### **Performance Data**

During the period April 2013 to March 2014 the YOS completed a total number of 564 initial assessments. Of these initial assessments there were 11 young people were assessed as high vulnerability, 98 as medium, 263 as low and the remaining 192 were assessed as not having any vulnerability or safeguarding needs.

### **Context**

The YOS is located within Caerphilly County Borough Children Services Directorate and follows the all Wales child protection procedures to ensure robust joint management of cases the YOS has a service level agreement in place with both Caerphilly and Blaenau Gwent children services departments.

The YOS has stringent procedures in place to identify and assess need in relation to safeguarding young people who are involved with the service. Cases are discussed in supervision and there is a clear understanding, which is shared between all staff, regarding the referral process for social services intervention.

During 2013/14 the YOS submitted two Community Safeguarding and Public Protection Incidents (CSPPi) to the YJB for safeguarding concerns, both resulted in a Critical Learning Review and the findings focussed on areas of improvement for partner agencies regarding communication and internal processes for the management and sharing of information.

### **Strengths**

The YOS Service Manager sits on the regional safeguarding board and represents all three Gwent YOSs.

All staff have now undertaken Safeguarding training in respect of identifying vulnerabilities and completing a Vulnerability Management Plan. The training also highlighted the need to evidence how vulnerability impacts on offending behaviour and is considered in all sections of an assessment.

The plans include safeguarding interventions and YOS involvement is linked to the plan to evidence work being carried out.

Diversity training as well as Speech Language and Communication training, has been attended by all staff. Diversity needs are now evidenced in all assessments and considered in all plans.

Training to access Children's Social Services' databases of both Boroughs (Blaenau Gwent and Caerphilly) has now been completed and all staff undertaking assessments.

In early 2014, both Boroughs were subject to an inspection of Looked After Children's cases, many of which included young people who are or who have been open to the YOS. Consequently, the YOS management team, supported by Senior Practitioners conducted safeguarding audits on all relevant cases in preparation for the Inspection.

YOS Team Managers carry out monthly checks to ensure that vulnerability management plans are completed and reviewed in a timely manner.

Level 1 Safeguarding training is delivered to all staff and volunteers within the YOS by the Volunteer Co-ordinators.

Provided risk and safeguarding overview training for Team Managers linked to oversight of risk documentation and practices.

### **Areas for Improvement**

- To continue to identify all children and young people who are vulnerable to harm from their own behaviour and to that of others and to take actions to reduce their vulnerability and keep them safe.

## Public Protection

### Performance Data

During the period April 2013 to March 2014 the YOS completed a total number of 564 initial assessments. Of these initial assessments 15 young people were assessed as high risk of serious harm, 44 as medium, 133 as low and the remaining 172 were assessed as not having any vulnerability or safeguarding needs.

### Context

The YOS work is informed by a number of policies and procedures this includes the internal YOS risk management policy, MAPPA guidance and enforcement procedures. Risk of harm is identified by completion of an assessment, which can trigger a further assessment for Risk Of Serious Harm (ROSH). The YOS has good working relationships with key partners who assist in the managing and reducing the young persons risk of serious harm. Furthermore the YOS has strong links to IOM and the management of domestic abuse. Young people assessed as presenting as high risk of serious harm are supervised at an intensive level.

### Strengths

Victim Safety Assessments have been developed and are now included in all victim work and referenced in risk management plans.

AIM 2 Training in respect of young people under the age of 12 who display sexually harmful behaviour has now been completed by a number of staff within the YOS. Additional places were also funded by the YOS for staff within Children's Services and Local Education Authorities in both boroughs and this has strengthened and improved joint work in this specialist area.

Risk Management training has been provided in-house in respect of identifying categories and levels of harm. This has improved the quality and completion of risk management plans by staff. The plans note what actions are required by YOS and external agencies in order to manage and reduce those identified risks.

YOS Team Managers carry out monthly checks to ensure that risk management plans are completed and reviewed in a timely manner.

Diversity training, as well as Speech Language and Communication training, has been attended by all staff. Diversity needs are now evidenced in all assessments and considered in all plans.

Training to access Children's Social Services' databases of both Boroughs (Blaenau Gwent and Caerphilly) has now been completed.

Robust information sharing protocols and Service Level Agreements are reviewed on a regular basis to ensure and strengthen YOS work with partners.

### Areas for Improvement

- Identity and refer young people who are perpetrators of domestic abuse and refer them to the Youth Respect programme
- To robustly supervise children and young people who pose a risk of harm to others towards the successful completion of interventions and achieve a reduction to the risk they pose

## Restorative Justice

### Performance Data

During the period April 2013 – March 2014, 374 victims of youth crime were identified and 238 of this group chose to participate in some form of restorative work. This equates to an engagement rate of 63.84%. Of the 238 participants 178 completed our feedback questionnaire; 78.72% of this group reported that they were “Very Satisfied” with the service and 21.28% reported being “Satisfied” with the service.

During 2012/14 the YOS trained 30 staff with regard to understanding the “Principles of Restorative Justice”. The YOS then trained 14 staff in “Restorative Justice Conference Facilitation” with 6 of the aforementioned staff going on to complete the “Train the Trainer” element of this training.

Alongside the staff training the YOS also trained 49 community volunteers (including all Panel Members) in “Restorative Justice Conference Facilitation”.

Due to the increased number of Restorative Justice Disposals, the implementation of the Gwent Bureau process and an increase in the number of victims engaging with restorative justice approaches the YOS dedicated an additional worker to undertake the role of Victim Liaison Officer to increase the resource by 100%.

### Context

The YOS works strictly to the Victims Code Of Practice 2013 and the principles of Restorative Justice. The YOS also always ensures it meets the minimum standards set out in the Police and Crime Commissioner for Gwent Victims’ Charter. The YOS Victim Liaison Officers identifies victims of youth crime and contacts them to provide opportunities for victims, young people and the community to communicate and agree how to deal with an incident.

The ‘*Breaking the Cycle*’ Green Paper placed great emphasis on increasing the opportunities to use Restorative Justice approaches in the criminal justice system, whilst encouraging victim participation, in order to achieve positive outcomes.

The YJB are keen to ensure quality delivery of Restorative Justice whilst at the same time improving access to services for victims across the youth

justice system, not only with the Referral Order but also within out of court disposals, other community orders, custody and resettlement.

To achieve this aim the YJB provided a grant to all YOSs to commission enhanced Restorative Justice training. The YOS has fully utilised the grant and has identified a work programme for subsequent grants received for 2014/15.

### **Strengths**

Dedicated 2 Victim Liaison Officers to manage capacity to ensure all victims of youth crime receive a quality service.

Victim safety assessment process developed for completion with every victim of youth crime

Signed a Wales SLA with Victim Support

Utilised the YJB 2013/15 Restorative Justice Development Grant to commission enhanced Restorative Justice training for staff and volunteers.

Provided further Restorative Justice training for staff regarding complex cases and the role of management oversight.

### **Areas for Improvement**

- To introduce victim case audits as part of the self-assessment process.
- To review literature provided to victims so as to ensure the information reflects RJ and provides the details needed.
- Review the YOS compliance against the Code of Practice of Victims of Crime 2013.
- Continue to utilise the YJB 2014/15 Restorative Justice Development Grant to commission enhanced Restorative Justice training for staff and volunteers.
- Work towards achieving the Restorative Justice Council Restorative Services Quality Mark.
- Provide training for the two Victim Liaison Officers on working with victims of sexually harmful behaviour



## Risks to future delivery

Whilst funding has been confirmed for 2014/15 it is difficult to predict future delivery of YOS services in the current financial climate.

The YOS budge is heavily dependent upon the good practice development grant from the YJB. If this is reduced in the near future it will have a substantial impact on service delivery.

The reallocation of remand budgets to the local authorities has been based on previous years usage however it remains difficult to predict future instances of Youth Detention Accommodation remands therefore any “spikes” in usage may place additional pressure on the local authorities resources.

The Gwent PCC has developed a commissioning process to manage all funding streams within his remit. The YOS will need to be proactive within this commissioning process to maintain its current funding level whilst accessing any opportunities it may present for additional funding.

## Delivery Plan

### REDUCING FIRST TIME ENTRANTS

#### PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT

To implement training and manage the change in relation to the new anti social behaviour legislative changes

#### LEAD

Team Manager, ROACST

#### DEADLINE

31.01.15

To develop an overarching prevention strategy, which will take account of the following important strands of our work: YISP, Promise Project, RJD, AIM2 and working with young people who are Looked After.

Team Managers, ROACST & SAS

30.04.15

### REDUCING RE-OFFENDING

#### PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT

To move forward with a reference resource library of interventions available to target identified needs. Following on from this resource library, a staff development event to promote and utilise all available resources.

#### LEAD

Service manager

#### DEADLINE

31.03.2015

Finalise and implement protocol for ‘Reducing the Prosecution of Looked After Children’

Service Manager

31.03.2015

To increase the provision of appropriate group work interventions

Team Managers

31.03.2015

To ensure that initial planning meetings are structured at the start of every intervention	Team Managers	31.12.2014
<b>REDUCING THE USE OF CUSTODY</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Continue to achieve the objectives as set out in the YOS Custody Project's Improvement Plan to prevent all young people from receiving a custodial sentence if they are not a significant risk to the community and/or their offence was not of a very serious nature.	Team Manager CAST	31.10.2014
To ensure that custody is safe and effective for the young person and is only used as a last resort.	Team Manager CAST	30.09.2014
To work with partner agencies in providing interventions in the community to prevent custody and reduce re-offending by young people. This is specifically in relation to improving training and employment opportunities for young people who have a criminal record and / or have just come out of custody.	Team Managers	30.09.2014
Increase the number of young people who are willing to meet with victims, in order to actively encourage and support young people to take part in opportunities to apologise, or make recompense to the victims of their offending behaviour.	Team Managers	31.12.2014
To consistently and robustly review Pre-Sentence Reports if a young person is sentenced to custody to ascertain any areas for improvement. This will also be mirrored in relation to providing bail support package to prevent the use of remands.	Team Manager CAST	31.12.2014
<b>EFFECTIVE SAFEGUARDING</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
To continue to identify all children and young people who are vulnerable to harm from their own behaviour and to that of others and to take actions to reduce their vulnerability and keep them safe	Service Manager, Team Managers and wider staffing group	30.09.2014
<b>EFFECTIVE MANAGEMENT OF SERIOUS HARM</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Identify and refer young people who are perpetrators of domestic abuse and refer them to the Youth Respect programme	Team Managers and wider staffing group	31.03.2015
To robustly supervise children and young people who pose a risk of harm to others towards the successful completion of interventions and achieve a reduction to the risk they pose	Team Managers and wider staffing group	30.09.2014

<b>RESTORATIVE JUSTICE</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Undertake a compliance review against the new Code Of Practice for Victims of Crime 2013.	Service Manager	30.09.2014
Ensure all YOS staff are trained in Restorative Justice Facilitation and any newly recruited panel members are trained in RJ principles. Staff training event booked for October 2014 and panel member training booked for June 2014	Team Manager, ROACST	30.11.2014
Work towards achieving the Restorative Justice Council Restorative Services Quality Mark.	Team Manager, ROACST	31.12.2015
Research and develop a victim case audit tool to ensure quality of victim services.	Team Manager, SAS and VLOs	31.12.2014
Review the YOS victim services leaflets	Team Manager, SAS and VLOs	31.10.2014
Provide training for the two Victim Liaison Officers on working with victims of sexually harmful behaviour	Team Manager, SAS and VLOs	31.01.2015
<b>SUBSTANCE MISUSE</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Support the YOS Substance Misuse Worker in maintaining current knowledge regarding new substances to inform practice and cascade information to wider YOS staffing group	YOS Substance Misuse Worker and Team Managers	28.02.2015
To ensure all YOS staff share, with young people and families, the local educational resource entitled "the Good Drug Dealer" to highlight the consequences of substance misuse	Team Managers	31.03.2015
Review current YOS substance misuse intervention resources and identify any gaps in provision	YOS Substance Misuse Worker and Team Managers	31.03.2015
<b>ACCOMMODATION</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Working with partner agencies to improve provision of accommodation to meet the needs of young people in respect of wider placement options and support options for young people who have offended.	Team Managers	31.03.2015
To ensure all YOS staff use YOS resources to support young people to remain in their home environments when safe to do so.	Team Managers and wider staffing group	30.09.2014
Help raise awareness and support for single occupancy accommodation for young people, especially those young people who are moving on from supported accommodation	Team Managers and wider staffing group	31.12.2014

Working in partnership with agencies to have named accommodation for a young person prior to the day he/she is released from custody. This would greatly assist young people with their resettlement and help allay any anxieties on the day of release.	Team Managers and wider staffing group	31.12.2014
<b>ETE</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
To pursue funding opportunities with partners to increase the education achievements of children and young people across the YOS footprint	Team Manager SAS	30.09.2015
To continually source sustainable provision and exit strategies within the community for young people aged 16+	Team Manager SAS and wider staffing group	31.03.2015
<b>OTHER</b>		
<b>PRIORITY ACTIONS TO ADDRESS AREAS FOR IMPROVEMENT</b>	<b>LEAD</b>	<b>DEADLINE</b>
Prepare for and implement the new case management system (Childview) within the YOS	YOS Management Team and wider staffing group	31.12.2014
Develop and deliver a comprehensive staff training plan for 14/16 to meet identified training needs across the service	YOS Management Team and wider staffing group	31.03.2016
Implement the findings from future Thematic Inspections	YOS Management Team and wider staffing group	31.03.2016
Implement the findings of the 2014 Administration review	YOS Management Team	30.09.2014
Undertake a review of the current structure of the YOS	YOS Management Team and wider staffing group	31.09.2014
Implement a new assessment planning, intervention and supervision framework and its associated tools (AssetPlus)	YOS Management Team and wider staffing group	31.03.2016

### Local Management Board Chair

Name	Signature	Date
Mr David Street		



## HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE – 9TH SEPTEMBER 2014

**SUBJECT: SUMMARY OF MEMBERS' ATTENDANCE – QUARTER 1 – 8TH MAY  
2014 TO 30TH JUNE 2014**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151  
OFFICER**

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### **1. PURPOSE OF REPORT**

1.1 To report Members' levels of attendance at scheduled meetings of Caerphilly County Borough Council.

### **2. THE REPORT**

2.1 Appendix 1 details Members' attendance for Quarter 1 (8th May 2014 to 30th June 2014) at the following meetings:-

- Council;
- Cabinet;
- Scrutiny Committees;
- Planning Committee;
- Audit Committee;
- Democratic Services Committee; and
- Sustainable Development Advisory Panel.

2.2 The information is compiled from attendance sheets signed by Members at these meetings.

2.3 The appendix also allows for a comparison with the same period in the preceding two years. When making comparisons to previous quarters/years, please note that overall averages given are the weighted average to reflect the number of meetings in each quarter.

2.4 Details for the next quarter (1st July 2014 to 30th September 2014) will be reported to the next appropriate meeting of the Scrutiny Committee.

### **3. EQUALITIES IMPLICATIONS**

3.1 There are no specific equalities implications arising as a result of this report.

### **4. FINANCIAL IMPLICATIONS**

4.1 There are no specific financial implications arising as a result of this report.

**5. PERSONNEL IMPLICATIONS**

5.1 There are no specific personnel implications arising as a result of this report.

**6. CONSULTATIONS**

6.1 None.

**7. RECOMMENDATIONS**

7.1 That Members note the content of the report.

**8. REASONS FOR THE RECOMMENDATIONS**

8.1 To inform Members of attendance levels at scheduled meetings of Caerphilly County Borough Council from the Annual Meeting of Council, 2014.

Author: C. Evans (Committee Services Officer)

Background Papers:  
Member attendance sheets

Appendices:  
Appendix 1 Schedule of Members' Attendance 2012 to 2015

## Quarterly Summary of Attendance Levels (Percentages)

### AGM to AGM

	2012-2013					2013-2014					2014-2015				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Council	89	88	85	81	84	87	82	82	88	85	84				84
Crime & Disorder		38		59	59		69		94	82					0
Education For Life	75	78	66	69	72	72	75	69	75	73	66				66
Health, Social Care & Wellbeing	88	75	85	88	84	75	66	78	69	72	75				75
The Living Environment															
Regeneration															
Regeneration and Environment	69	77	71	88	76	69	63	81	84	74	81				81
Policy & Resources	81	88	71	79	77	69	78	84	85	79	78				78
Planning Committee	75	83	80	74	78	75	82	85	89	83	85				85
Audit Committee		58	50	42	48	83	75	67	83	77	58				58
Democratic Services Committee		44	63	69	60	69		69	75	71	88				88
Sustainable Development Advisory Panel	73	45	64	45	61	64	64		64	64					0
<b>Average Attendance per quarter</b>	<b>78</b>	<b>67</b>	<b>71</b>	<b>71</b>	<b>74</b>	<b>74</b>	<b>72</b>	<b>77</b>	<b>81</b>	<b>76</b>	<b>77</b>				<b>77</b>
Cabinet	90	94	93	88	91	95	82	92	93	91	93				93

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