



Care & Repair Cymru

Annual Report 2008 / 2009





Care & Repair Cymru

# Older People's Housing Champion

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## Care & Repair Agencies in Wales

Blaenau Gwent

Bridgend

Caerphilly

Cardiff

Carmarthenshire

Ceredigion

Conwy

Denbighshire

Flintshire

Gwynedd

Merthyr

Monmouthshire

Neath Port Talbot

Newport

Pembrokeshire

Powys

Rhondda Cynon Taf

Swansea

Torfaen

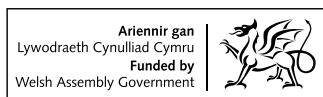
Vale of Glamorgan

Wrexham

Ynys Môn



INVESTOR IN PEOPLE



Ariennir gan  
Lywodraeth Cynulliad Cymru  
Funded by  
Welsh Assembly Government

Industrial & Provident Society with Charitable Status Reg No. 27363R



## Foreward by Chair and Chief Executive



**Margaret Hands** Chair, MBE

We are delighted to acknowledge that Care & Repair Cymru has achieved many of its key outcomes and ambitions for 2008/09, in spite of a challenging year that took a number of key staff away from their work. Its key, over-arching ambitions were to improve services to agencies and to re-shape and re-model our corporate structure to achieve this aspiration.

Subsequently, the Annual Plan and strategic approach for the year focussed on **modernising** services to agencies and key stakeholders and developing strong **peer group structures**, that reflect a maturing movement.

As always, **Policy** advocacy and maintaining and developing national partnerships is the main focus of the work of Care & Repair Cymru. This has continued over the year with some key developments, driven forward at a national strategic level. Principal achievements were the secondment of the Chief Executive to the Welsh Assembly Government to write the Housing Strategy for an Ageing Society in September 2008 and her appointment to chair the National Partnership Forum for Older People in January 2009.

Over the year there has been consistent advice to the Welsh Assembly Government in respect of

- the housing needs of older people
- involvement in the development of the Dementia Plan
- participation in the Paying for Care Advisory Board
- representation to the Equality of Opportunity Committee
- development of the 'Hospital to Home' pilot.

Supporting older people's housing across the Welsh spectrum and raising the political profile, the policy rôle has been channelled through our National conference, attendance at the National Eisteddfod and many other national conferences and events, including meetings with the Older Persons' Commissioner and participation in Age Alliance Wales, Housing Forum Cymru, the Fuel Poverty Advisory Group and the HEES Advisory Group.

Investment in the re-configuration of the corporate structure has been an engine of change that was necessary to ensure achievement against the modernisation agenda.

The **Agency Performance and Funding** department has driven the ambition for change through moving from formal support for agencies to providing improved information, advice and guidance services. Its principal achievement has been to invest in mature partnership working to develop a more effective framework for Welsh Assembly Government performance and funding matters. This incorporates a dynamic vision of providing more effective information that links performance intelligence and national policies.

## Foreward by Chair and Chief executive Continued

Growing out of the learning experience of providing direct services to Conwy and Flintshire Care & Repair, the **Agency Services** department has developed a practical assistance service. This is aimed at enabling agencies and their partners to provide continually improving services on the ground. The development of good quality briefing, an interactive website, information bulletins and good practice frameworks has helped to shape an innovative and proactive service.

Managing the introduction of the new database CARIS has been a significant achievement in terms of providing a tailored package that meets national and local needs.

CRC's **External Events** department is the key outward-facing department, which has ensured that our customers have been listened to and information is accessible to agencies, their partners, older people, the media, politicians and commissioners alike. Good quality training, Learning and Improvement Networks (LINs) and national events have been better shaped through a range of enquiries and customer surveys that have put the customer first. Through this the movement has improved in access and information giving a feeling of national identity and raising the service profile.

In an uncertain world and faced with many challenges, we recognise the continued importance of good governance. As is usual, our Board has played an active role in-year, monitoring performance against the Annual Plan and ensuring that Care & Repair Cymru fully discharges its responsibilities for governance. We have started the process of replenishing, re-visioning and providing training that ensures our Board is enabled to incorporate the most effective gains of best practice. It has also taken seriously its responsibility to all our partners and funders, particularly the Welsh Assembly Government, for financial management, internal audit and risk assessment.

This year we have achieved a significant surplus, a substantial part of which will be reinvested in our services in the coming year. As we look forward to 2009/10, we are acutely mindful of the extremely adverse financial climate and its impact, both on the lives of older people and our organisations future sustainability. Our principal ambition will be to lead the movement and ensure that we are prepared for a growing and changing agenda made consequent by an ageing society, as well as the growing pressure on financial support and service resources.

As always, we will seek to carry forward the best of our past and assist our movement in meeting the challenges and avoiding the pitfalls that will meet us on the next phase of our journey.

We recognise that our achievements would not be possible without the support of our funders, particularly the Welsh Assembly Government.

Finally, we would like to thank staff and Board Members for their support and advice during the year and for their loyalty to the Care & Repair movement.



**Wendy Bourton OBE** Chief Executive



# A Year of Achievements

## ✓ NATIONAL BRAND

During 2008/09, Care & Repair Cymru ensured a universal corporate brand with the strapline 'Older People's Housing Champion'. This shared identity with all agencies was launched by Gwenda Thomas, AM, during the opening of our National Eisteddfod display in August. The Care & Repair 'hug' now appears on all agency letterhead and signage.



Care & Repair Cymru

## ✓ NEW DATABASE / SUG

Over 2008/09 with the funding of £80,500 from Welsh Assembly Government, we have successfully managed the development of a national monitoring database (CARIS) for the Care & Repair movement. Developed by DRAIG Technology Ltd, the database has been shaped to requirements, tested and in-house training provided. This has ensured that the new system will meet the growing needs of care and repair services in respect of both performance monitoring and case management.

When this web based system becomes fully operational mid 2009, it will provide:-

- A more user-friendly advance on the out-dated CMS system
- Greater flexibility to tailor the system for national and local reporting needs
- The development of a Welsh language interface
- Greater ability to attach notes, plans, sketches and visual images
- The potential to develop national generated themed reports from locally provided data.

## ✓ RADICAL CHANGE

The Agency Performance & Funding Department has been an engine of change, providing a discrete service for making necessary investment decisions and monitoring agency performance. It has led the move away from old fashioned support to a more contemporary peer group service provider relationship. Positioned pivotally between Welsh Assembly Government, the agencies, national policy and Care & Repair Cymru's other departments, it has developed the vision and potential to drive effective services, both internally and externally.

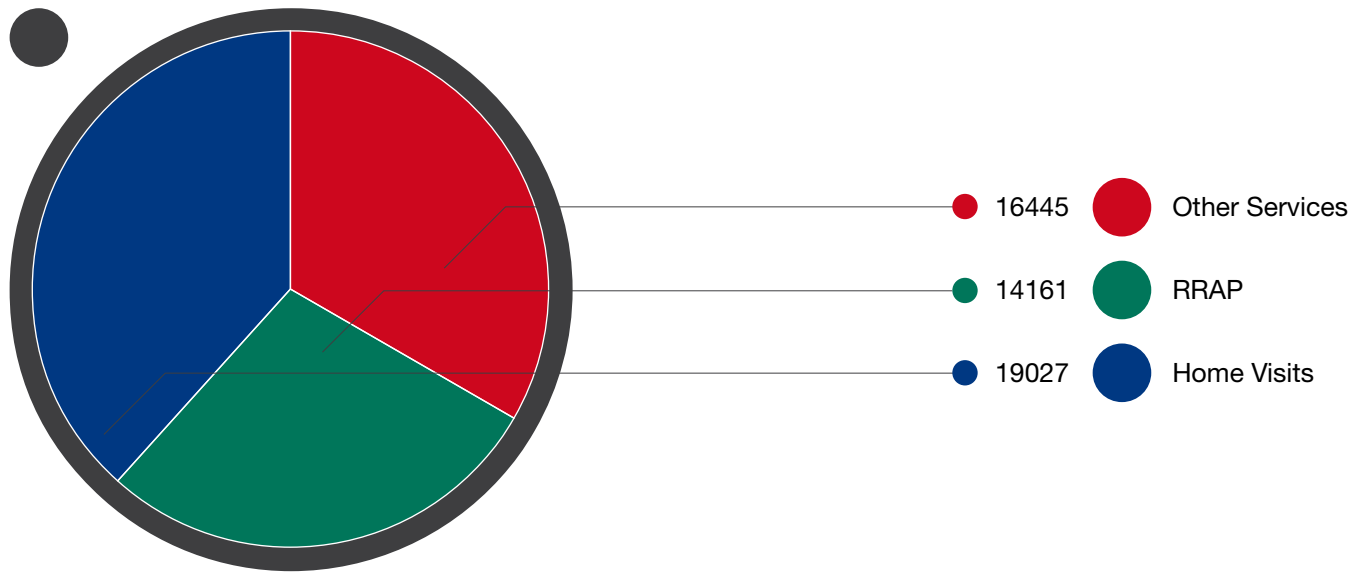
## ✓ AGENCY PERFORMANCE

As usual, we hope to get the money to where it matters most; i.e. to older people receiving quality services across Wales, managing effectively the key processes that ensure national funding is maintained. Care & Repair services received £4.5 million of core funding in 2008/9 and £2.1 million for the Rapid Response Adaptations Programme (RRAP).

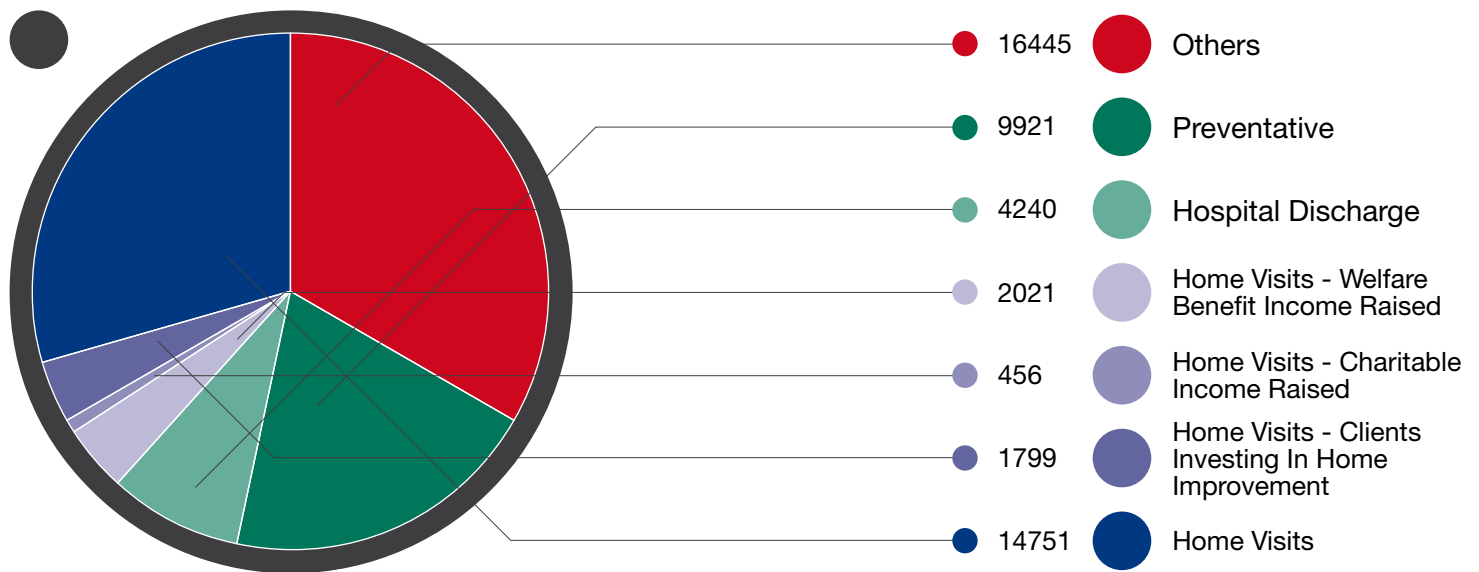


# A Year of Achievements Continued

**TOTAL NUMBER OF PEOPLE HELPED - 49,633**



**TOTAL NUMBER OF PEOPLE HELPED - 49,633**



**GOOD NEWS**

Additional Welfare Benefit Income	£3,929,831
Charitable Funding	£549,136
Private Income For Works	£383,252

- 7,118 people said they could stay put in their own homes due to the Care & Repair Service

“My objectives are clear...working in partnership with mature agencies to ensure that funding gets to front line services, but equally that public money is spent properly for the good of older people.” **Vidhya Rangunathan, Agency Finance Administrator**



## ✓ GOOD GOVERNANCE GUIDE

The Good Governance Guide was completed and launched in April 2009, sponsored by Cynon Taf Housing Group. It combines the Nolan principles for standard public life with the latest standards for voluntary sector governance. It contains many key reference documents and provides links to standard model documents. Its governance health check questionnaire will seek to ensure that the provision of quality Care & Repair services across Wales is underpinned, irrespective of corporate models, with a consistent, improving and self-challenging model of governance.

## ✓ HOSPITAL TO HOME PROJECT

In 2008 Care & Repair Cymru were successful in securing Assembly Government funding to develop a post-discharge information pack for older people who were in hospital.

Pilots have run in Caerphilly and Conwy County Boroughs since October 2008 and have aimed to provide older persons entering hospital with accurate information. These information packs offer support and guidance to allow older people to make considered choices before their discharge, at a time when they are highly vulnerable. The outcome for the client would be considered at the earliest opportunity, with the direct intervention of the Care & Repair caseworker at the patient's bedside. Developing a relationship at a ward level with all staff and professionals involved in 'discharge' would ensure things are put in place before the return to home, removing unnecessary delay.

In 2009 Care & Repair Cymru is evaluating the Project with the aim of establishing the service throughout Wales.

## ✓ OLDER PEOPLE'S COMMISSIONER

Following the appointment of the Older People's Commissioner for Wales in April 2008, Care & Repair Cymru has developed a close working relationship with the Commissioner and her office, which is benefiting older people across Wales.

With the growing concern amongst older people about their higher fuel bills, Care & Repair Cymru was able to further develop a strong partnership with the Commissioner's office, providing tangible assistance to older people. It successfully co-ordinated agencies' work in issuing **13,500** letters to clients from the Commissioner, during February and March 2009, which highlighted the independent advice from the Homeheat Helpline. This national organisation has reported that, although Wales only represents 5% of its population profile, it can account for 20% of total enquiries). The partnership has been a practical success as one happy customer said,

“ I've reduced my monthly bill from £90 to £77 thanks to you and Care & Repair ”



# A Year of Achievements Continued

## ✓ NATIONAL EISTEDDFOD OF WALES

The National Eisteddfod this year took place in Cardiff and over 1,500 people attended the Care & Repair Cymru stand. A 'Lounge' was created, with a number of hazards in it to highlight the dangers that can exist in one's home. Low energy light bulbs and power down units were also handed out at the stand, which generated a high level of interest.



## ✓ CONFERENCE

The Conference was entitled 'Champions, Commissioners and Care & Repair' and celebrated the work of champions within the housing, health, social care and associated sectors in Wales. Delegates attended from Care & Repair agencies, key partners and associates.

The Event attracted high profile Speakers, including the Older People's Commissioner for Wales, the Commissioner for Sustainable Development and a representative from the Commission of Equality and Human Rights.

The Conference was opened with a key note speech from the Deputy Minister for Housing, Jocelyn Davies, AM, who spoke about the challenges and issues facing the housing sector in Wales. She also emphasised the continued cross party support from the Welsh Assembly Government for the work of the Care & Repair Movement.



# Improving Communication

## ✓ COMMUNICATION STRATEGY

The development of an effective communication strategy has meant that all our customers have been able to access our services more effectively and all information and promotion outlets are exploited to maximum effect. The review of our effective Welsh Language Scheme, development of video conferencing, and tailored training and Learning & Improvement Network events, have all improved the accessibility of our services and aim to meet sustainability standards. Our daily e-mail to Agencies co-ordinates Care & Repair Cymru's communication in respect of information and recommended action from a single point. This has been well received by busy agencies in providing short, focussed and clear information bytes, that avoid confusion.



“ I feel it's good for Care & Repair Cymru and good for me to be able to speak from a national office in Welsh to our Welsh speaking partners. I'm sure we're more valued for this and it's a better way to treat our customers. ”

Gwenan Jones, Administrator

## ✓ AGENCY TRAINING

Based on the intelligence received from the national training needs survey and regular dialogue with the movement, an effective and improving training programme was delivered. 15 professionally-presented, specialised courses were delivered to 162 delegates, with some accreditation provided for specialised subject areas. Good quality external providers were sourced for the Housing Health & Safety Rating System, Building Regulations and Dementia courses.

There were, in addition, five day-long training events for the new national database CARIS, providing timely, cost effective support for the transition to a new national system. The courses were attended by two delegates per agency, equating to 220 days of agency staff time and developing a degree of in-house expertise, both nationally and at an agency level.

## ✓ WEBSITE

The national website has been developed from a static home page, to a multi-dimensional and interactive communication tool. Key documents are being posted, relevant web links supplied, peer group forums developed and site activity monitored on a regular basis.

“ My team sets high standards and I think gets good results. When I started we were a 'national office' but now I feel we are becoming a 'national service provider', with better relationships across Wales. ”

Carys Welsh, External Affairs Administrator



## Improving Communication Continued

### ✓ POLICY

Apart from the headline achievements mentioned in the Introduction, the Chief Executive, ably backed by the rest of the Care & Repair Cymru team, has been involved in:

- Neurodegenerative Diseases Research Network
- Housing Strategy Working Group
- Provided evidence to Equality of Opportunity Committee.
- National Dementia Plan for Wales - Task and Finish Advisory Group
- OPAN - older people's advisory network
- Paying for Care in Wales - Stakeholder Advisory Group
- Speaker at the Cymorth Cymru Conference
- Speaker at the Help the Aged Conference
- Spoken at agency events across Wales

In addition a new rôle of Briefing Officer, based in the Agency Performance and Funding department, has been set up to improve the service to our customers. Providing briefing on principal policy documents and drafting consultation responses, the new post hopes to build stronger links between national strategies and the intelligence from older people. The rôle has provided an important link between national policy and the wider Care & Repair movement. There has also been involvement with Age Alliance Wales, the Fuel Poverty Advisory Group and HEES Advisory Group, which Care & Repair Cymru chairs. With the opportunities presented by the National Housing Policy consultation, Care & Repair Cymru



has worked within Housing Forum Cymru, now re-named as Homes for All Wales, to highlight the policy opportunities that relate to housing as a political agenda in Wales.

The achievement has been to ensure that the voice of older people across an increasingly diverse country is used to inform and shape national strategies and provide opportunities to improve the services delivered to the citizens of Wales.

For example, the work that contributed to our submission to the Equality of Opportunity Commission reflected our commitment to ensure that older people receive the individually tailored and timely service they deserve. This was particularly in respect of the Disabled Facility Grant, wider adaptations and home maintenance agenda.

“ Our ambitions are achieved, it seems to me, by getting the best out of our staff. I have enjoyed the opportunity of moving from ‘Reception’ to a Policy Briefing Officer, which offers me a better way of contributing and is a far better use of my skills. ”

**Hugh Holiday, Briefing Officer**

# Listening To Our Customer

## ✓ HAVE YOUR SAY

The 'Have Your Say' project which consulted 2,152 people, promoting discussion around housing issues and concerns, was completed in 2007/08. The report on these findings of the survey were presented to Gwenda Thomas, AM, during the opening of our National Eisteddfod display in August 2008. The survey found that the priority for older people who participated in the study was to remain independent in a warm and safe home.



## ✓ TASK AND FINISH GROUPS

Task and Finish groups have been developed which utilise the experience of agency Chief Officers. This has provided a mature framework which has replaced agency support. A Task and Finish Group of seven agencies has reviewed and commented on the Welsh Assembly Governments Application and the Agency Performance Monitoring framework.

The group has worked over the last six months to make improvement proposals to the Welsh Assembly Government with respect to the funding application and performance monitoring framework. It has reviewed the feedback on the 2009/10 funding framework and made proposals to revise the performance monitoring framework to reflect a transition from data-led reporting to that which is outcomes. We have been excited by the opportunity to work in partnership with the Welsh Assembly Government, as a movement and to provide a more modern approach for monitoring the achievement and obligations of a mature service. We will seek approval for introducing improvements over 2009/10.

“ When I left to have my new baby, Care & Repair Cymru achieved a lot but its ambitions were blurred. Since I have returned it feels good to be in a department that clearly defines my own and corporate objectives, and aims at delivering a quality service to its customers. ”

Rachel Gingell, Policy and Research Officer

## ✓ AGENCY PEER GROUP NETWORKS

Over 2008/9 we have worked to ensure that a consistently and professionally run peer group, Learning and Improvement Networks, meet to focus on key issues and share information around good practice. There were 21 Agency Network meetings in 2008/09, with 317 delegates, from groups of Chief Officers, Caseworkers, Technical Officers, Handypersons, Administrators and Board Members. The scope to back these up with an interactive web based forum approach is being explored. Many of these Learning & Improvement Networks were provided with good quality information from external guest speakers.

## ✓ CUSTOMER SATISFACTION SURVEY

In September 2008 and for the second year running, we have carried out our annual independent Customer Satisfaction Survey with all Care & Repair agencies across Wales. Results proved very encouraging with **76% of agencies** assessing the service they received from Care & Repair Cymru as having improved over the past year.

Improvements in service delivery were seen across all areas, with significant improvements in **policy update** and **communication with agencies**. Use of our **Welsh Language Scheme** has much improved and Agency support via training and technical support were also seen as improving year on year.



# Continuous Improvement

## ✓ ADVICE AND GUIDANCE

To ensure that our movement has the necessary tools to provide quality services, Care & Repair Cymru use a variety of communication techniques in the form of :-

- bulletins
- e-briefings
- monthly mailouts
- policy briefings

these have all helped to keep our customers well informed on the relevant issues.

## ✓ GOOD PRACTICE GUIDE

The review of the Good Practice Guide has been achieved over 2008/9, updating and contemporising the framework for providing standardised and good quality services. The development of a new-look, user friendly guide has been drafted to peer group editing stage. This important publication will be launched in July 2009, with sponsorship from Cymdeithas Tai Eryri.

## ✓ INVESTORS IN PEOPLE (IIP)

As a member of the Investors in People (IIP) programme, Care & Repair Cymru has just completed its three-year review, to assess management strategies and conformity to the principles of the scheme.

Our Human Resources Officer and the Senior Management Team, have worked in close partnership with the IIP Assessors, in a process that has involved all Care & Repair Cymru staff.

The general findings based on the principle of continuous improvement at all levels of management, including:

- Openness
- Delegation of responsibility
- Effective communication
- Sound learning and development strategies have all been achieved.



The Auditor's Summary in the IIP Report received by Care & Repair Cymru cites staff comments to him concerning management efforts to:

- 'involve them in decision making and planning' and the development of a
- 'collaborative, supportive and team working approach'.

These were seen to apply both within Care & Repair Cymru and in our relationships with the 22 agencies in Wales.

## ✓ CARIS AGENCY STAFF SENIOR USER GROUP (SUG)

With the determination to get it right for our customers, a Senior Users Group (SUG) of agency staff was set up to advise on the project management of the new national database, CARIS. It has been facilitated by Care & Repair Cymru but utilised the experience and skills of local agencies to shape the requirements, prioritise development needs, trouble-shoot and pilot the new system. The group has matured as a representative decision-making body and references its work to the Chief Officers' network.



## ✓ STREAMLINED AGENCY PERFORMANCE AND FUNDING COMMITTEE PROCESS

The combined evaluation and allocation process was underpinned by an incremental process of review and revision of the Welsh Assembly Government Application and Performance monitoring framework. The use of an external reviewer to advise committee was well received, as was a far more focused and streamlined reporting process. Assistance and guidance was provided to agencies and their partners through presentations and briefings, in respect of providing a far shorter and relevant Business Plan and more measurable objectives.



## ✓ DIRECT SUPPORT TO CONWY AND FLINTSHIRE CARE & REPAIR AGENCIES

During 2008/09 Agency Services has continued to manage **Conwy Care & Repair** during a period of 'recovery' and its achievements include:

- 350 older people receiving a high quality home visiting service
- A range of solutions achieved that were not accessible through a statutory route
- Building a strong Management Group
- £75,000 for minor adaptations through a three year agreement with Social Services
- Re-orientated and up-skilled the service to ensure a client-centred focus.

Management support has also been provided to **Flintshire Care & Repair**, at the request and in partnership with the agency's board. The support focussed on interim management arrangements, following the loss of the Chief Officer, a re-orientation of the service and a strengthening of governance awareness and strategic partnerships.

The achievement includes:

- A robust review and revision of procedures
- An improved case management framework
- A committed team prepared to embrace change

# Governance

## GOVERNANCE: BOARD OF MANAGEMENT - KEEPING THE VISION - A STATEMENT OF VALUES

Over 2008/09, Care & Repair Cymru's Board has ensured its key decisions reflect the core business of 'ensuring that all older people have warm, safe and secure homes that meet their individual needs'. With this in mind it has provided the necessary perspectives of older people, equality, community and the Third Sector to its decision making.

To provide a framework for continuous improvement in respect of governance, Care & Repair Cymru's Board has looked at key developments for on-going consideration. These include:

- Ensuring that an effective level of existing skills is reviewed through the framework offered by the Voluntary Sector Governance Hub
- Seeking to further enhance the current skill set by attracting new members
- Planning training days to focus on key Board responsibilities
- Reviewing Care & Repair Cymru's vision that 'all older people have access to housing services that enable them to live in housing that meets their individual needs'
- Approving the necessary changes in corporate structure to meet the changing service needs of a mature movement
- Developing a more robust reporting tool to assess and manage business risk
- Providing effective structures for achieving internal audit.

To sustain its national ambitions Board has defined objectives which are commensurate with a modern, forward thinking and relevant organisation which aims:

- To ensure national policy is shaped by the aspirations of people in an ageing society
- To continue to evolve the role of effective Performance & Funding advice to the Welsh Assembly Government, through ensuring investment decisions are based on financial sustainability, assessment of business risk and developing outcome based performance measures

- To effectively promote our principal achievements to older people, politicians and service commissioners.
- To provide mature agencies and their partners, with enabling services, achieved through developing an interactive website, good quality electronic briefing and good practice templates
- To develop in partnership with local agencies and their stakeholders the necessary frameworks, skills and tools to ensure quality, sustainable services are guided through the medium of good governance

“ As part of my responsibilities as Office Manager, I have had to focus on risk assessment and internal audit, attending Board to keep members informed of these matters. It has been a steep learning curve for me but giving Board the crucial information it requires to manage risk effectively is so important for an organisation funded by public money. ”  
Heather Dungey, Office Manager



## STATEMENT OF CURRENT OBLIGATIONS OF THE BOARD

With ultimate responsibility for Care & Repair Cymru our Board has been determined to continually improve the level of scrutiny and decision making. Far more emphasis on risk assessment and internal audit has been included.

Our shareholding membership is open to organisations and individuals with a relevant interest in the Care & Repair service in Wales, specifically from corporate, individual, funding and partnership organisations.

The Board meets four times a year and has four further Committees, Executive, Agency Performance and Funding, Personnel and Remuneration and Audit, to ensure principal objectives and obligations are satisfied. These sub-committees have met to discharge their responsibilities as required, except for the Audit Committee which is planned for 2009/10.

In order to ensure that we are well governed, there is an annual review of the services provided by Care & Repair Cymru, as well as the Auditors' report within the Audited Accounts and the 2008/9 audited accounts are included.

As always, Board ensures the obligations to the Welsh Assembly Government and other national partners have been satisfied. With this in mind, the Board's primary role is:

- To set medium and long term objectives for Care & Repair Cymru
- Monitoring effectively the performance achievement measured against the Annual Plan
- To ensure the organisation has staff that have the required skills and support to deliver corporate ambitions
- To advise on activities and service emphasis
- To effectively advise the Welsh Assembly Government in respect of agency funding decisions and performance achievements
- To ensure constitutional stability
- To ensure compliance with the legal framework through which the organisation operates;
- To make decisions in respect of policy and strategy

- To ensure a sustainable financial organisation, through effective monitoring and control
- To protect the organisation through managing financial and business risk
- To ensure Care & Repair Cymru is a good employer in keeping with the ethos and values of the Third Sector, including our Equality and Diversity Policy
- To ensure the financial stability of Conwy Care & Repair.

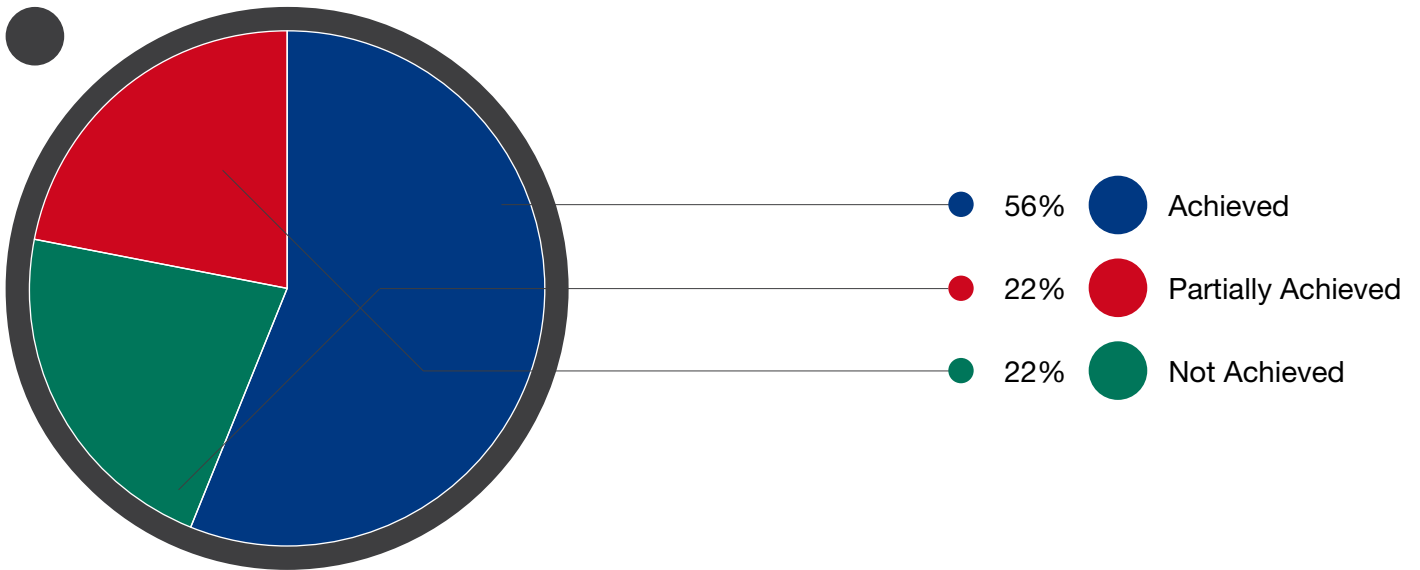


Board has received regular risk-based reports on achievement against the Annual Plan. In a year that saw specific difficulties in terms of key staff leaving, maternity leave and compassionate leave, Care & Repair Cymru's Senior Management Team applied the necessary risk lenses and secured resources to ensure that the highest priority work was achieved. There was a clear emphasis on qualitative rather than quantitative target approach. Highlights of achievements against our 50 key objectives are illustrated in FIG 1, Page 16.

In year, Board skills have been assessed through a Board skills audit to highlight key strengths and weaknesses, which have been weighted to provide the following profile. As always Board is committed to blend newly acquired skills with the existing skill set.

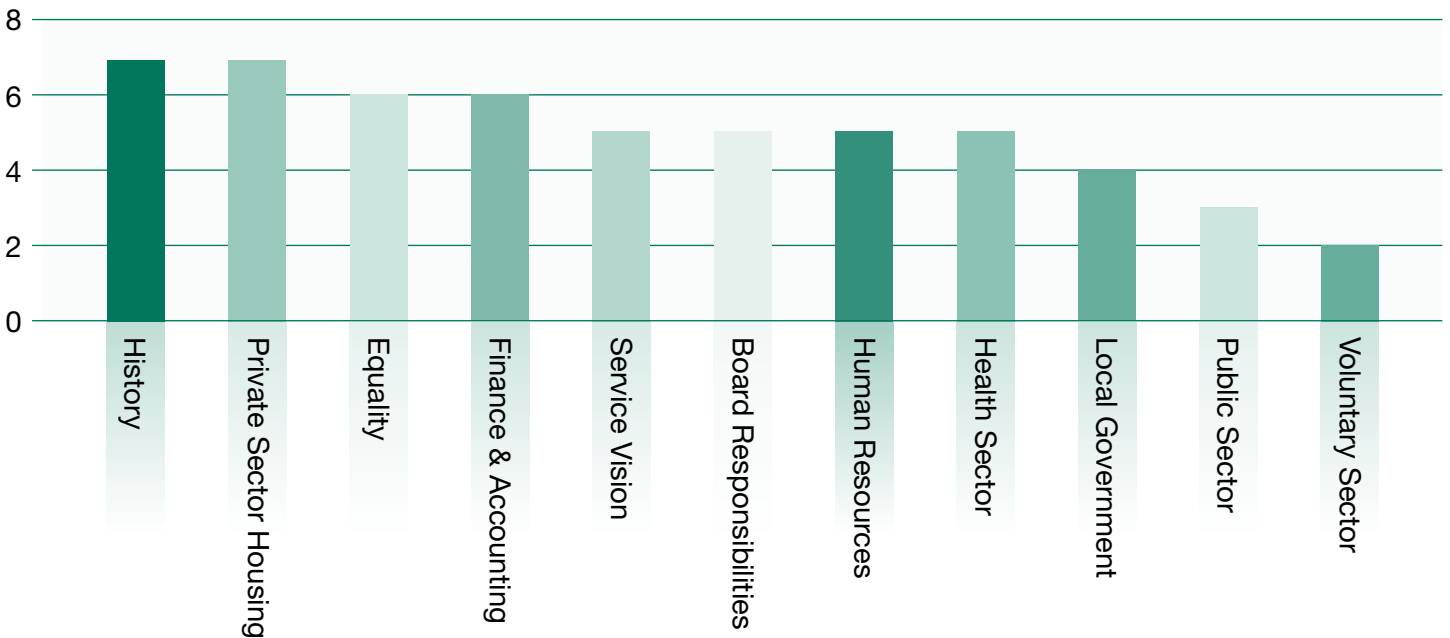
# Governance Continued

(FIG 1) 50 KEY OBJECTIVES



(FIG 1, Page 16)

## BOARD MEMBERS REPLIED TO SKILLS AUDIT



If you would like to know more about the Board of Management or Membership of Care & Repair Cymru, please contact Wendy Bourton, Company Secretary.

Comments in respect of Conwy's financial statement and key performance achievements for 2008/09 will be provided as a separate addendum to this Report.



# Achievements Against Annual Plan

## Progress Against the 2008/9 Annual Plan Highlights

Objective	Achievement
Responding to requests for support and guidance as requested by agencies and their key partners	✓ Radical Change
Scrutiny of agency performance against targets through the annual Performance and Funding process	✓ Streamlined Agency Performance and Funding Committee Process
Review of Agency Performance Reporting structure to the Welsh Assembly Government and Care & Repair Cymru's Board.	✓ Task And Finish Groups
Produce and implement a communications strategy and regularly review and update to reflect environmental changes	✓ Communication Strategy
Annual review and ongoing delivery of a comprehensive training and development programme for agency staff and key partners	✓ Agency Training ✓ Peer Group
Develop risk management and internal audit systems	✓ Governance
Further develop Care & Repair Cymru's own quality systems with particular emphasis on professional development and financial matters	✓ Governance ✓ Investors In People
Review services to customers and redesign the organisation to improve and enhance outcomes for key partners	✓ Customer Satisfaction Survey
Delivery of the monthly Care & Repair e-briefing and the Care & Repair newsletter	✓ Advice And Guidance
Development and management of Care & Repair Cymru's web page as an information and support tool	✓ Website
To review and enhance the structure of the National Monitoring Database (NMD) and develop the support system for implementation and rollout across the movement	✓ New Database / SUG ✓ CARIS Agency Staff Senior User Group (SUG)
Continuous improvement within service delivery linking contemporary best practice into the culture of the movement.	✓ Good Governance Guide ✓ Good Practice Guide

Where there were delays and set backs in achievement the Senior Management Team has put in place a framework to ensure the key high risk work streams have been prioritised and critical areas addressed.



# Board Members

## BOARD MEMBERS

- Ms M Hands MBE – Chair
- Ms M Ing – Vice Chair (until May 2008)
- Mr D Jones – Vice Chair
- Mr P Maggs – Treasurer
- Mr D Lewis
- Mr C Jones
- Mr W George
- Mr D Breeze (until September 2008)
- Mrs E Edwards
- Ms S Mainwaring
- Mr D Owen
- Mrs N Davies
- Mrs C Morgan
- Mr K Philbrick (deceased April 2008)
- Ms M Wales  
(appointed September 2008)
- Mr D Scott  
(appointed September 2008)

## CO-OPTED MEMBERS

- Ms M Wales  
(until September 2008)
- Ms A Palazon
- Mr S Inkson
- Ms C Thomas  
(appointed September 2008)
- Mr M Jones  
(appointed September 2008)

## OBSERVERS

- Mr J Childs  
(Welsh Assembly Government)
- Mr H McLean  
(Welsh Assembly Government)
- Mr K Williams  
(Society of Directors of  
Public Protection Wales)
- Ms S Finch  
(Welsh Local Government Association)
- Mr M Jones  
(until September 2008)
- Mr D Breeze  
(appointed September 2008)

## CHIEF EXECUTIVE & SOCIETY SECRETARY

- Ms W Bourton OBE

## FINANCE REPORT

The statutory financial statements for Care & Repair Cymru are included in an abbreviated format, together with the auditor's report, for the year ended 31st March 2009.

In summary, Care & Repair Cymru has shown a surplus for the year to 31st March 2009 and substantially this will be spent in 2009-2010 on consultancy costs for the review of major policy areas for the whole Care & Repair movement across Wales.

## CARE & REPAIR CYMRU - ABBREVIATED ACCOUNTS

The following figures are taken from the full audited Financial Statements of Care & Repair Cymru for the year ended 31st March 2009 and approved by the Board of Management.

These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the Society. For further information the full accounts, auditor's report on those financial statements and the Board of Management's report should be consulted. Copies of these can be obtained from Care & Repair Cymru, Norbury Road, Fairwater Road, Cardiff, CF5 3AS



## Care & Repair Cymru Abbreviated Accounts

	2009	2008
Fixed Assets comprising Computers & Office furniture, Equipment	137,115	56,322
Debtors, being what the charity is owed	21,643	16,752
Cash, being monies held at the bank and in hand	381,384	272,744
	<hr/>	<hr/>
	540,142	345,818
	<hr/>	<hr/>
<b>Less: What the Society owes</b>	(396,060)	(277,267)
	<hr/>	<hr/>
Leaving what the Society owns	£144,082	£68,551
	<hr/>	<hr/>
<b>How this was created:</b>		
Share Capital	61	57
Consultancy Designated Reserve	30,000 -	
Income and Expenditure Account	114,021	68,494
	<hr/>	<hr/>
	£144,082	£68,551
	<hr/>	<hr/>

Care & Repair Cymru funds include £30,000 that is ring fenced for consultancy costs for the review of major policy areas for the whole Care & Repair movement across Wales.

	2009	2008
<b>Income from Society's Activities:</b>		
Core grant, project funding and other income	812,862	779,912
Interest received and other operating income	7,474	8,504
	<hr/>	<hr/>
	820,336	788,416
	<hr/>	<hr/>
<b>Less: Expenditure:</b>		
Direct project costs	(45,337)	(99,258)
Operating expenses	(699,472)	(735,178)
	<hr/>	<hr/>
<b>Operating Surplus (Deficiency):</b>	£75,527	£(46,020)
	<hr/>	<hr/>
<b>Funds carried forward for Care &amp; Repair Cymru comprise:</b>		
Care and Repair Cymru continuing operations	75,527	(46,020)
Opening funds	68,494	114,514
	<hr/>	<hr/>
<b>Total funds carried forward for Care and Repair Cymru</b>	<b>£144,021</b>	<b>£68,494</b>

The financial statements were approved by the Board of Management and signed on its behalf by Ms M Hands MBE (Chair) and Mr P Maggs (Treasurer)



# Independent Auditors Report

## INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDER MEMBERS OF CARE & REPAIR CYMRU

Year Ended 31 March 2009

We have audited the financial statements of Care & Repair Cymru for the year ended 31st March 2009 which comprise the Income and Expenditure Account, the Balance sheet and the related notes. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the society's members, as a body, in accordance with Industrial and Societies Acts 1965-2002. Our audit work has been undertaken so that we might state to the society's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the society and the society's members as a body, for our audit work, for this report, or for the opinions we have formed.

### RESPECTIVE RESPONSIBILITIES OF BOARD OF MANAGEMENT AND AUDITOR

The Board of Management's responsibilities for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Board of Management's Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Industrial and Societies Acts 1965-2002. We also report to you whether in our opinion the information given in the Board of Management's Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the society has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding Board of Managements' remuneration and other transactions is not disclosed.

We read the Board of Management's Report and consider the implications for our report if we become aware of any apparent misstatements within it.

### BASIS OF AUDIT OPINION

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Board of Management in the preparation of the financial statements, and of whether the accounting policies are appropriate to the society's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### OPINION

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the society's affairs as at 31st March 2009 and of its surplus for the year then ended;
- the financial statements have been properly prepared in accordance with the Industrial and Societies Acts 1965-2002; and
- the information given in the Board of Management's Report is consistent with the financial statements.

### HWCA LIMITED

Chartered Accountants  
& Registered Auditors  
Pagefield House  
24 Gold Tops  
Newport  
South Wales  
NP20 4PG



