

APPENDIX 1

# ANNUAL DIRECTOR'S REPORT ON THE **EFFECTIVENESS OF SOCIAL CARE SERVICES**

2015-2016



A greener place to live, work and visit  
Man gwyrdach i fyw, gweithio ac ymweld



# Contents

Section		Page
<b>1</b>	<b>Director's Introduction</b>	3
<b>2</b>	<b>Cabinet Member for Social Services</b>	5
<b>3</b>	<b>Social Services Outcomes</b>	6
<b>4</b>	<b>Our Performance &amp; Priorities</b>	7
<b>5</b>	<b>Links to Corporate Priorities</b>	31
<b>6</b>	<b>Conclusion</b>	33
<b>7</b>	<b>Where to Find Out More</b>	34



## Director's Introduction



**Dave Street**  
Corporate Director  
Social Services

I am pleased to present the seventh Annual Directors report for Caerphilly Council's Directorate of Social Services. The purpose of this report is to outline the achievements of the Directorate in 2015/16, explain how the changing face of social care legislation is impacting on the way we deliver services and to highlight the challenges faced in providing services to a changing population at a time of significant financial austerity for our communities and the public sector in general.

The introduction of the Social Services & Well-being (Wales) Act 2014 is a landmark for Social Services across Wales. Throughout 2015 the Directorate has been preparing for its introduction with significant training events for staff. A key element of our preparation for the Act has been our joint work with the four local authorities in the 'Gwent' region and other key partners, particularly in terms of the ongoing development of our population needs assessment. The Act means that the way our performance will be measured will change significantly and the work we do in 2016/17 will be fundamental in ensuring that we have mechanisms in place to move to these new performance measures.

In my report for 2014/15 I referenced the impact of the current financial climate on the provision of Social Services. It is clear that financial austerity will be with the public sector for the foreseeable future and will continue to present a formidable challenge to the provision of quality services. In 2015/16 the Social Services Directorate made savings of around £3.1million and was able to do this in a way that minimised the impact on the public by targeting back office areas and general efficiencies. Despite these budget reductions, it is of great credit to staff that they have been able to maintain performance levels throughout the year.

The safeguarding of children and adults in our communities has been, and will remain, our most significant objective as a Directorate. In July 2014, Dr. Margaret Flynn published 'In Search Of Accountability - A review of the neglect of older people living in care homes investigated as Operation Jasmine'. These events occurred in South East Wales and many of them within the geographical boundaries of Caerphilly. Whilst work has been ongoing to improve the care of older people in care settings, the publication of Dr. Flynn's report has brought about the opportunity for further reflection on our position. Accordingly, as a result of this report, two learning events for managers and practitioners were held and the Gwent Wide Adult Safeguarding Board has made residential care for older people one of its three key priorities. Internally, the authority has established a Corporate Safeguarding Group which brings key representatives from all parts of the authority together. This reinforces the message that safeguarding is the responsibility of all staff within the local authority.

One major area of concern at the moment is the fragility of the care sector across Wales. Caerphilly, like almost all other authorities, is experiencing a series of service closures that appear to have occurred as a result of Providers experiencing financial difficulty, and finding it difficult to recruit and retain particular groups of staff. These issues are by no means unique to Caerphilly and we are working hard in partnership with the Welsh Government to identify a sustainable solution. In addition, whilst the implementation of the increases in the National Minimum Wage from April 2016 is welcomed, it has increased the financial pressures on Providers. To this end the authority has uplifted its fees to providers by around £1.4million to help ease the difficulties in this area.

## Director's Introduction



**Dave Street**  
Corporate Director  
Social Services

A stable provider market is essential in allowing the authority to maintain the improvement it has made in Delayed Transfers of Care (DToc). 2015/16 has seen significant pressures in this area with substantial staff resources being utilised to keep DToc numbers as low as possible. It is to the credit of all staff involved that numbers have been able to be maintained at the level achieved.

The focus on integrated services with Aneurin Bevan University Health Board continues to be strong and 2015/16 saw the implementation of the Regional Partnership Board for Health and Social Care. Whilst still in its early stages, the Board will be the key mechanism for progressing integrated working.

We know that one of the fundamental difficulties in integrated working is information sharing between partner agencies. Consequently, Health Boards and Local Authorities across Wales are currently beginning to implement the Welsh Community Care Information System (WCCIS). This will be a single IT system giving Health and social care practitioner's access to shared information and help to avoid situations where users of our services have to provide the same information on more than one occasion. We will continue to work with other agencies to develop this system with implementation likely to take place in 2017.

Whilst a lot of our focus in 2015/16 has centred on the requirements of the Social Services & Well-being (Wales) Act 2014, it is by no means the only piece of legislation that has called for our attention. Firstly, the Welsh Language Act has required us to review the way we provide services to people who wish to converse with us in Welsh, and I am grateful for the work of our two Welsh language champions. Secondly, the Well-being of Future Generations Act, which has brought with it significant responsibilities for local authorities that will need to be factored into the

way we work, and finally, in April 2017 the Regulation and Inspection of Social Care (Wales) Act will come into force which will significantly change the way Social Care Services are inspected across Wales.

I hope my report provides a flavour of the challenges and achievements of Social Services in Caerphilly throughout 2015/16. As always, I am indebted to the work of all staff, Carers and Elected Members for their support over the past year and their commitment to delivering high quality services in increasingly challenging times.



# Section 2

## Cabinet Member for Social Services



**Robin Woodyatt**  
Councillor

April 2016 saw the introduction of the Social Services and Well-being (Wales) Act into the Local Authority. This Act will fundamentally change the way in which we deliver our social care services. Throughout 2015-16, the Social Services Directorate has been working hard to develop and transform our services in readiness, and making sure that the decisions we make now and for the future are compliant with the new Act. I am confident that the structured and planned approach we have taken to this work has positioned us well to take on the challenges that the new Act will bring.

The costs of providing quality social care services are increasing year on year. To help meet these growing costs, additional growth money of £2.5m was agreed by Cabinet for Social Services. Growth is essential to maintain the quality services we provide, and while this may seem like a large amount of money, it is essential in order to meet the increase in demand and to provide protection to the service in the years ahead.

The need for foster carers never goes away, and we are always looking for people in the county borough who are interested in caring for a child or children. Throughout 2015-16 there has been an active push towards the recruitment of new foster carers and over the course of the year the Directorate recruited 26 new foster carers. Unfortunately, however the service lost 31 carers due to retirement and resignation. Recruitment is a constant priority for our Children's services and the Foster Care Recruitment Strategy will continue to be monitored closely to ensure adequate numbers of carers are approved to meet the demand.

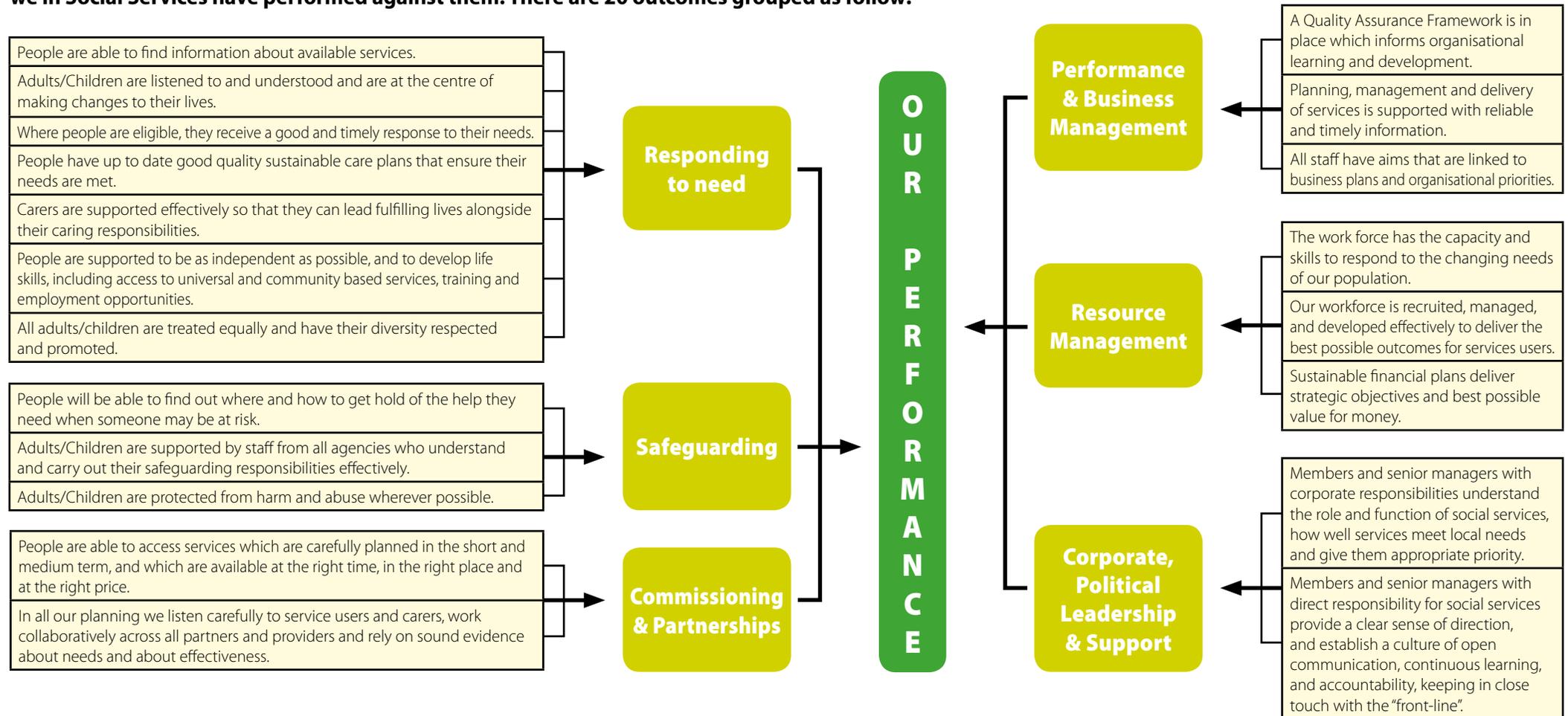
Looking forward, 2016-17 will continue to present challenges for the Directorate, such as implementation of the new Social Services and Well-being (Wales) Act and managing the demand for services in the face of an ageing population at a time of reducing public sector finances. However, I am confident that through playing an active part in pan Gwent activities and embracing collaborative working we can continue to provide the best possible services to those in need, when they need it, across Caerphilly county borough.

Finally, on behalf of residents of the county borough I wish to thank all members of staff for the services they provide to our most vulnerable people.



# Social Services Outcomes

**Over the past few years we have been working hard towards the achievement of a set of specific outcomes. These outcomes are 'conditions of well-being' that we want to achieve for our service users, carers and staff. My report this year has been developed around these outcomes and I hope to show you how we in Social Services have performed against them. There are 20 outcomes grouped as follow:**



## Our Performance & Priorities

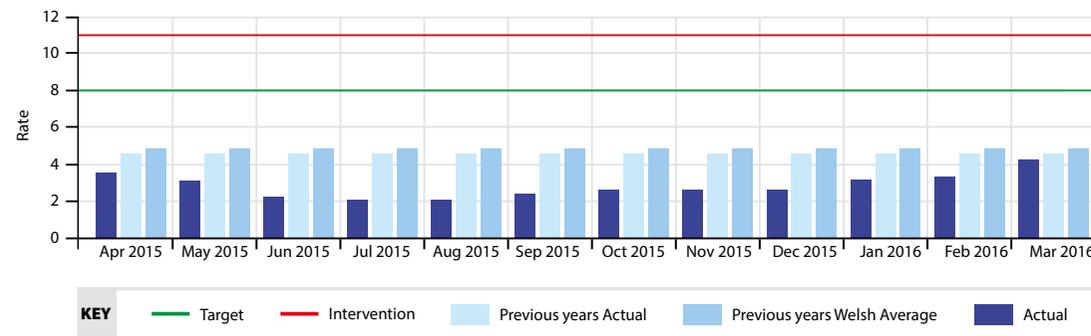
### Fact:

Did you know in 2015-16 there were 14,041 contacts recorded by the Information, Advice and Assistance Team (IAA). 8,974 for Adult Services and 5,067 for Children's Services.

### 4.1 Responding to Need

The Directorate of Social Services has 18 National Indicators that are comparable across the 22 Local Authorities in Wales. Of the 18 indicators, 14 of them are in the upper or middle quartiles, which equates to 77%. We have listed below some examples of our performance from the national suite of performance measures and where we are working to improve our performance.

#### SCA/001 Rate of Delayed Transfer of Care (DToc) for social care reasons aged 75 plus



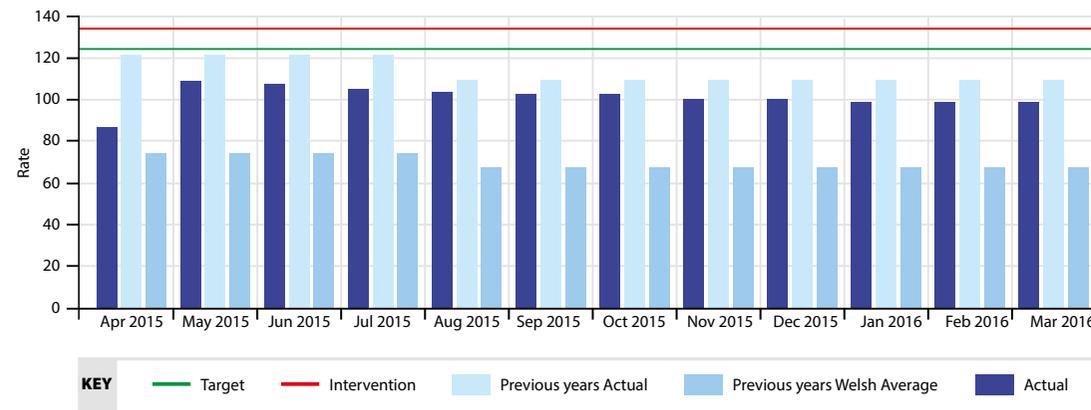
There were 58 delays coded to social care in total for 2015/16, this is a sustained improvement over the last few years. Figures in 2014/15 were 61. A number of changes have been made to the reporting process by Welsh Government, which has resulted in a change in practice, for example, the introduction of regional validation has helped to ensure consistency.

Additional Intermediate Care Funding was made available by the Welsh Government for use between 1st January and 31st March to address delays in the system. As a result, specialist equipment was purchased along with additional assessment capacity and money allocated to Care and Repair to provide minor adaptations in order to reduce the length of stay in hospital. This area will remain a priority for the Directorate given the national focus and need to improve outcomes for people.



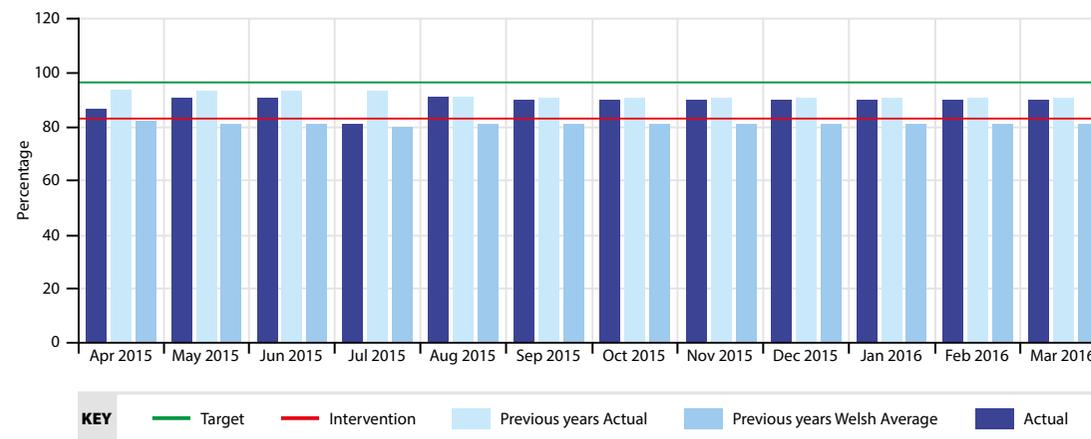
## Our Performance & Priorities

### SCA/002a The rate of older people supported in the community aged 65 or over



The rate of older people supported in the community has reduced slightly from the previous year and is going in the right direction. This illustrates the impact that working differently with people is having in terms of enabling them to be independent and meeting their own needs rather than being reliant on statutory services. This target will be reduced in accordance with the implementation of the Social Services and Well-Being Act, which looks to provide more information advice and assistance to promote independence, choice and control.

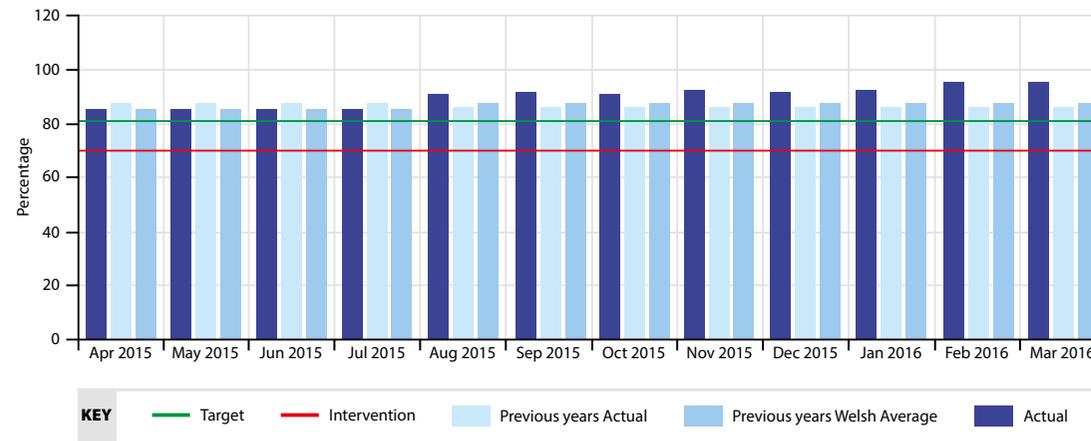
### SCA/007 The percentage of clients whose care plans should have been reviewed that were reviewed during the year



The Directorate has reviewed 91% of their clients care plans, which is an improvement on last year (90%). Performance in this area remains consistently good.

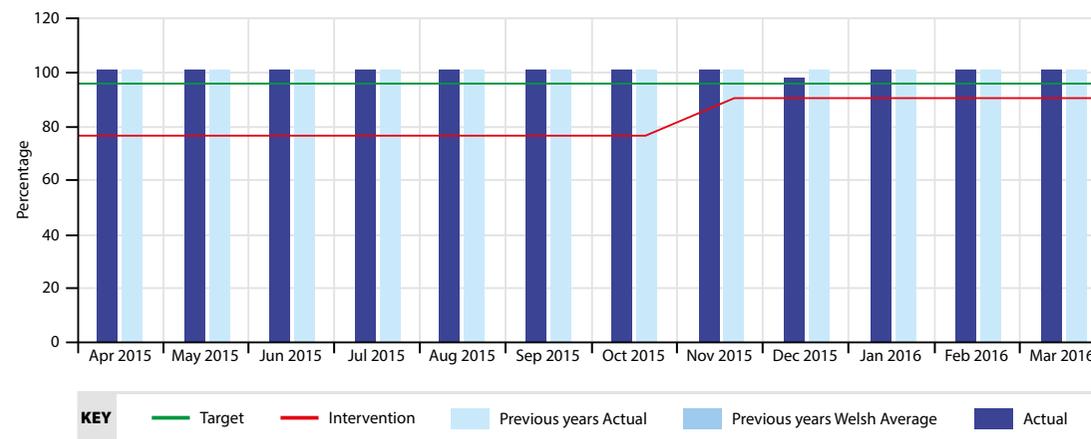
# Our Performance & Priorities

## SCA-018a The percentage of adult carers who were offered an assessment



The Directorate has offered an assessment and/or reviewed the needs of 94% of adult carers, which is an improvement on last years figure of 87%. In line with the development of the Information, Advice and Assistance service we are developing our processes in relation to recording information on the Carer's record and will be reviewing our management information reports to monitor in line with these developments.

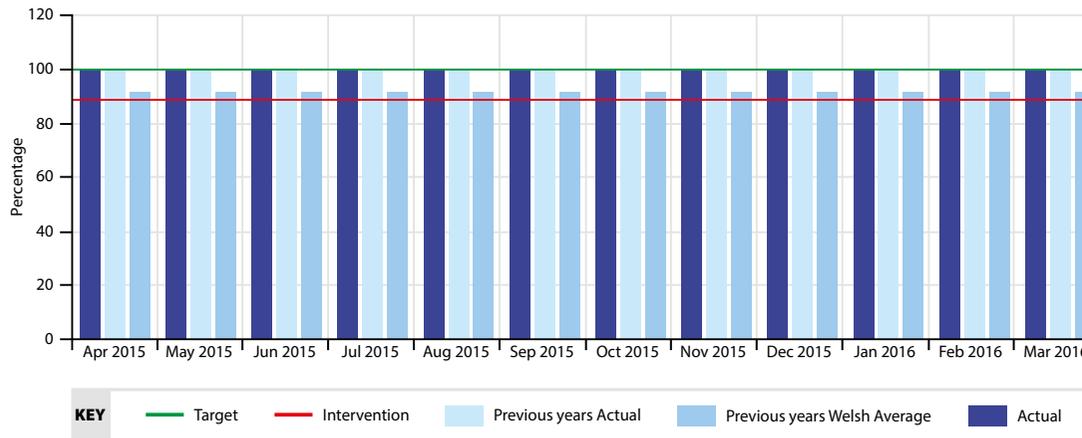
## SCC/030a % of young carers who were assessed



100% of young carers were assessed in 2015/16 continuing the previous years performance and placing the Local Authority in the top quartile in Wales.

## Our Performance & Priorities

**SCC/041a % of eligible children that have pathway plans**



The Directorate has maintained its performance at 100% compliance ranking the Local Authority as 1st in Wales.

Out of the 11 National Indicators for Children services, 3 have been ranked 1st in Wales and 5 fall into the Upper quartile. The 3 ranked 1st are:

- The % of former LAC in contact at age of 19
- The % of former LAC in suitable accommodation at 19
- The % of eligible children that have pathway plans



Out of the 7 National Indicators for Adult services, 3 fall into the Upper quartile within Wales. These are:

- The rate of older people supported in the community aged 65 or over.
- The rate of older people supported in care homes aged 65 or over.
- The % of clients whose care plans should have been reviewed that were reviewed during the year



## Our Performance & Priorities

### 4.1 Responding to Need

#### What we've done in 2015 - 2016

Within **Children's Services** we have continued to implement practice improvements to reduce challenges in the Courts, to improve Social Worker's confidence and to improve business processes. This has included leading on the implementation of the Connected Person's Assessment template across 10 South Wales Local Authorities in partnership with the Local Family Justice Board.

As mentioned previously, the Foster Care Recruitment Strategy is continually reviewed and revised. There is a consistent marketing campaign across the county borough using a variety of methods including; Facebook, the media, adverts in all public buildings and Health Centres, banners in parks and on school railings, leaflet drops and coffee morning drop-ins in key locations. This work will continue in 2016/17.

The Welsh Government/Social Services Improvement Agency (SSIA) National Outcomes Framework (NOF) Pilot concluded in September 2015 and Caerphilly was chosen to present their experiences at a National Conference. Training is being rolled out across Wales with the aim that all staff will be trained over the next two years. However, within Caerphilly, the NOF continues to be operated within the North Cluster area i.e. Bargoed and Rhymer.

Within **Adult Services** it was anticipated that funding for the Supporting People programme would be cut considerably. Fortunately this was not the case. However, the priorities have changed to focus on homelessness, tackling poverty and older people.

Adult services continues to embed practice regarding the Deprivation of Liberty Safeguards (DoLS) and Mental Capacity Act and are an active partner in the pan Gwent consortium for DoLS and work with the agreed prioritisation tool. Caerphilly staff have been seconded to the team to embed practice and 23 staff have undertaken accredited training to become Best Interest Assessors (BIA's).

One of the priorities in Adult Services for 2015 was to actively work towards achieving the standards set out by the Older People's Commissioner in her national report 'A Place to call home'. The service has since developed a comprehensive Action plan and submitted this to the Welsh Government. The action plan details how we will respond to and monitor the standards set out in the report. In addition, Contract Monitoring staff are using the Dementia Care Matters 50 point Check List when undertaking monitoring in care homes.

In 2015-16 the Gwent Frailty Board agreed to the recruitment of a Frailty Director post. This will be a fixed term position for 2 years to progress the actions identified in the Gwent Frailty Review undertaken by Cordis Bright and work towards further integration of the service. Regionally, the Section 33 document has been reviewed, revised and endorsed by Cabinet, which reaffirms the payback model. Locally, we have integrated twilight District Nurses with the Community Resource Team and agreed the criteria for admission and evaluation to the assessment beds which are funded by the Intermediate Care Fund (ICF).



## Our Performance & Priorities

Adult services commissioned and participated in an independent review which focused on Community Connectors, Assessment Beds and the Rapid Assessment Interface Discharge scheme in hospital for people with dementia with an aim to facilitate better discharges. The review was very positive on all schemes and subsequently ICF investment was maintained, albeit at a reduced level for community connectors. In addition, non-recurring ICF was made available at the end of December 2015 for use between 1st January and 31st March 2016 to improve the position across the region in relation to delayed transfers of care (DToC). The money was spent on additional assessment capacity, provision of equipment and minor adaptations via the Care and Repair service.

### What our Regulators Told Us

In the 2014-15 Performance Evaluation Report prepared by our Regulators the Care and Social Services Inspectorate Wales (CSSIW) they highlighted that we should:

- ◆ **Take forward recommendations outlined in CSSIW's report following a site visit to the 'Learn Engage Act Participate' (L.E.A.P) team and the relevance of these for other services within social services.**

#### In response to their comments, in 2015-16:

- ✓ CSSIW attended the Gwent Mental Health and Learning Disabilities Partnership Board to feedback their observations on their site visit to LEAP which is being run in Caerphilly on behalf of the region. Key messages were very positive in terms of the governance arrangements in place and the proportionate approach being taken. They were clear that this was both safe and well managed in terms of clear escalation points. CSSIW were very clear that they were committed to engage with us and learn going forward regarding the new options for service

delivery. CSSIW will look to engage Healthcare Inspectorate Wales (HIW) in future inspections/site visits.

The challenge going forward is one of the cultural change required and the capacity for this, including rolling this out across the borough and other local authorities. This will be the responsibility of the Partnership Development Officer, who is currently leading LEAP phase 2.

- ◆ **Ensure the new quality assurance framework reflects methods of monitoring progress of the children's strategy.**

#### In response to their comments, in 2015-16 we have:

- ✓ The Quality Assurance Framework developed and adopted by the Directorate in 2014 and was piloted in Children's Services through 2015-16 with the aim of being rolled out during 2016-17. Within Children's Services a series of thematic audits were undertaken driven by issues identified in practice and performance. These audits have included: LAC Care Plans, Professional Strategy Meetings, Cancelled Assessments and IAA Lateral Checks.

In 2015 the Blaenau Gwent and Caerphilly Youth Offending Service (YOS) underwent a thematic inspection looking at accommodation options for young people. The Inspection provided positive feedback in terms of the operational working of the YOS and the commitment of the partner agencies. The Inspection team reflected that it was one of the best YOS' they had visited. Some areas for improvement were identified and an action plan has been developed. One area for immediate action related to the use of supported accommodation across the county borough and the need to ensure children under the age of eighteen are not placed in any establishment where there are adults in placement. A Corporate Task Group has been established and will be developing plans to address this during 2016/17.

## Our Performance & Priorities

### What we're going to do in 2016 – 2017

**Our priorities for the year ahead in connection with this area will be:**

Priority	Why is this a priority?	What effect will it have?
Implementation of the Social Services and Well-being (Wales) Act from April 2016. This is a Directorate wide priority.	National change to legislation in Wales effective from April 2016.	The intention of the legislation is to empower people to help themselves to promote their independence. It requires a culture change for LA's and society in terms of expectations and the delivery of services. Implementation of the legislation will be incremental throughout 2016-17.
Participation in external evaluation of Intermediate Care Fund schemes.	This is a requirement of the grant funding.	The evaluation will impact on which schemes will continue to be funded and shape future provision and investment for ICF fund for 16/17.
Responding to Public Law Outline.	UK wide change to Family Justice Legislation.	Reduction in timescales for conclusion of court proceedings relating to children and young people - maximum 26 weeks. Aimed at improving outcomes for children and achieving permanence in a more timely way.

### 4.2 Safeguarding

Safeguarding remains at the very heart of everything we do. Social care plays an important role in helping children, young people and adults with care and support needs to live full lives, free from abuse and neglect. This includes preventing abuse, minimising risk and responding proportionately where abuse or neglect has occurred.

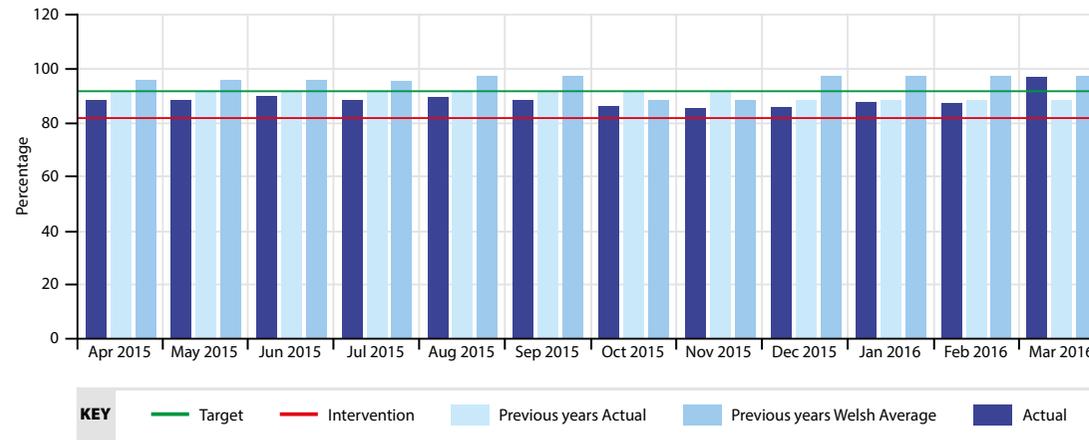
**We have listed below some examples of our performance from the National suite of performance measures:**

## Our Performance & Priorities

### Fact:

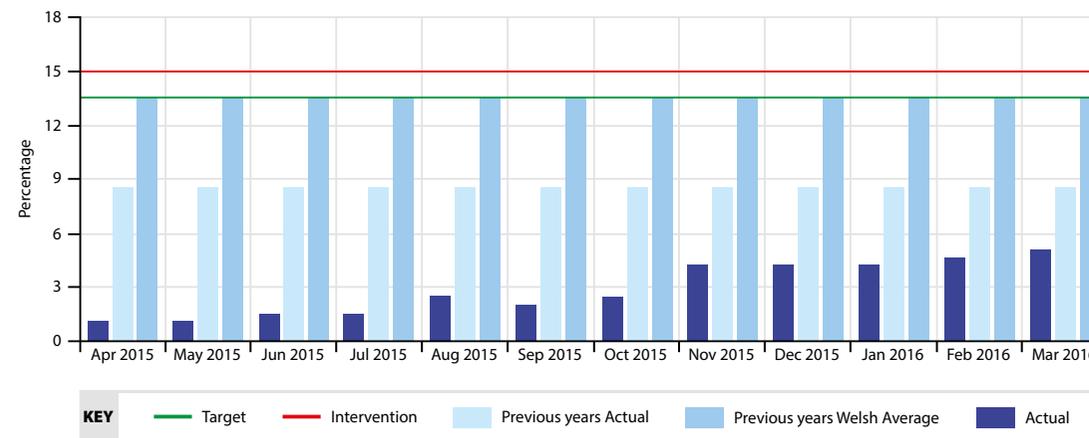
Did you know that over the last 3 years the percentage of Looked After Children achieving the core subject indicator in key stage 2 and 3 has increased year on year.

**SCA/019 % of adult protection referrals completed where the risk has been managed.**



Out of a total 190 adult protection referrals, 181 referrals were managed for risk which equates to 95%. This is an improvement on last years figure of 87%. Over the last 4 years there has been a year on year decrease in the number of POVA referrals that have met the threshold of significant harm.

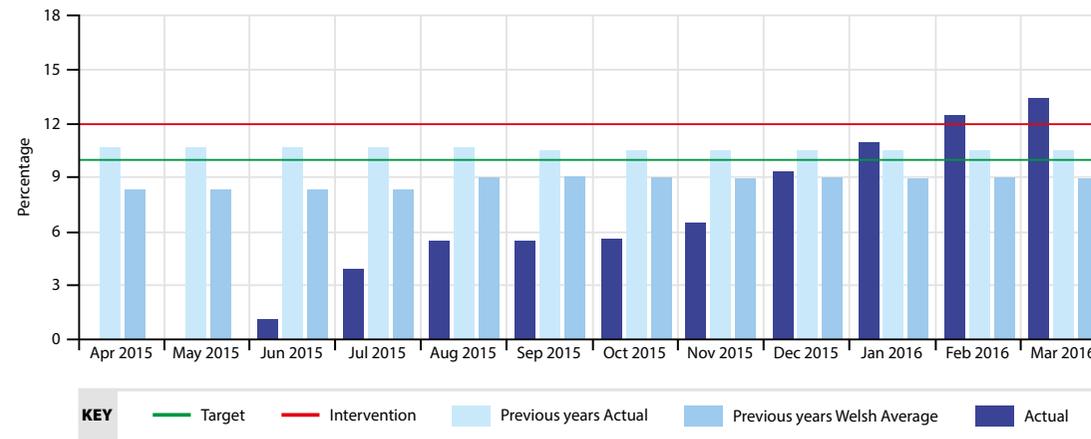
**SCC/002 % of Looked After Children (LAC) with one or more changes of school.**



5% of Looked After Children experienced a change of school during the year. This is a positive reduction on the previous year (8.5%) and is even more significant when considered in the context of the reported increase in placement moves (below). Although some children are experiencing placement moves, they are being maintained in their school placement to ensure a level of stability in their lives.

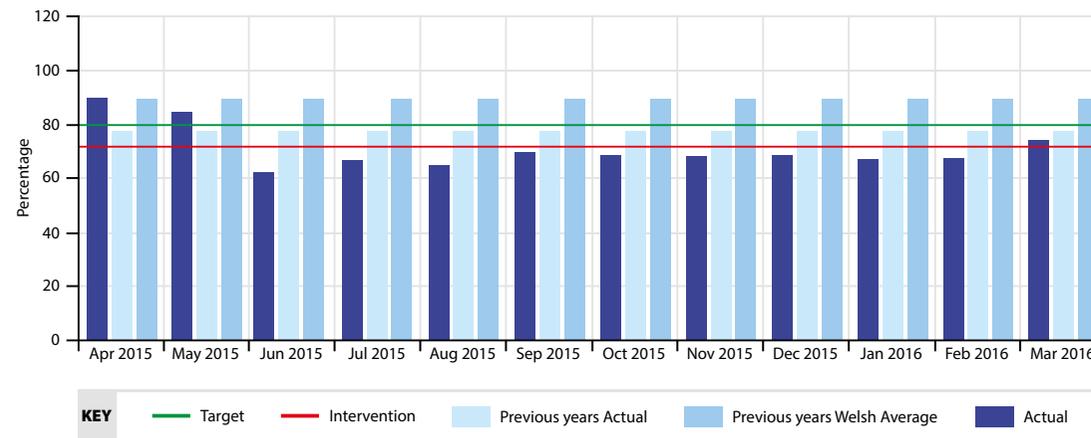
## Our Performance & Priorities

### SCC/004 % of LAC who have had more than 3 placements during the year



13.4% represents an increase on last year's performance of 10.6% and places the Local Authority above the Welsh Average. However, this relates to a very small number of particularly challenging young people who have experienced multiple moves due to their violent or risk taking behaviours.

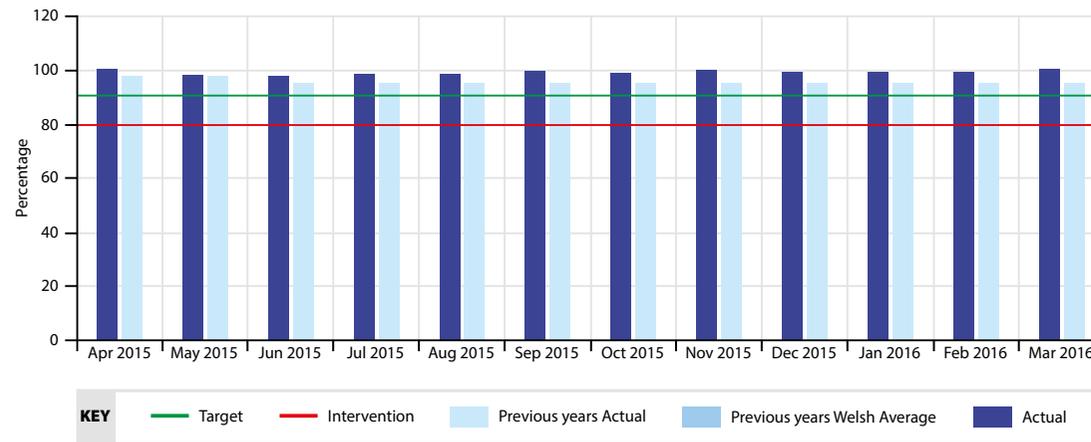
### SCC/011b % initial assessments completed - child seen alone by Social Worker



91% of children were seen as part of their assessment and 36% of children were seen alone. The reasons for not seeing a child alone are all recorded and include; child too young, disabled child, referral concerns not substantiated or parents refused.

# Our Performance & Priorities

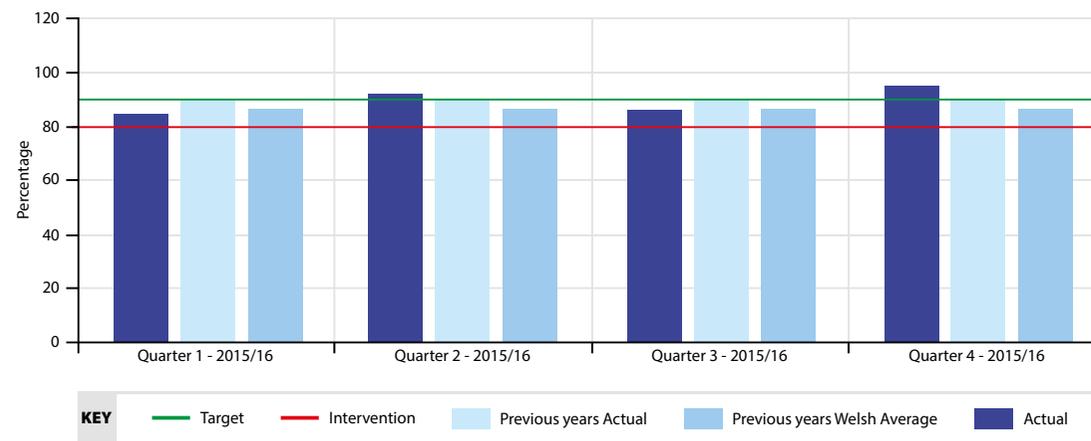
## SCC/021 % of LAC reviews carried out within statutory timescales



The Directorate has carried out 99% of LAC reviews within the statutory timescales.

This is an improvement compared to last years figure of 95%.

## SCC/025 % of statutory visits to LAC due in the year that took place

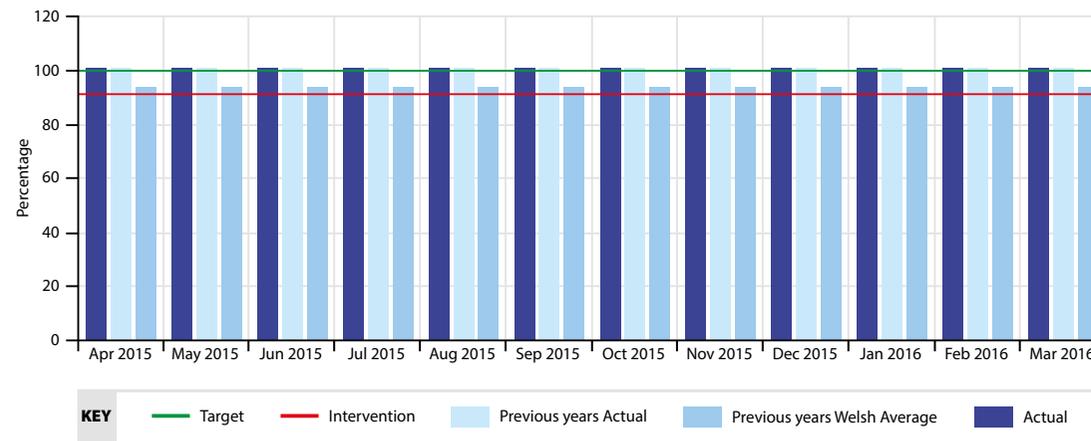


95.8% statutory visits were undertaken in 2015/16. This is an improvement from 91% in the previous year.

This places the Local Authority in the top quartile in Wales.

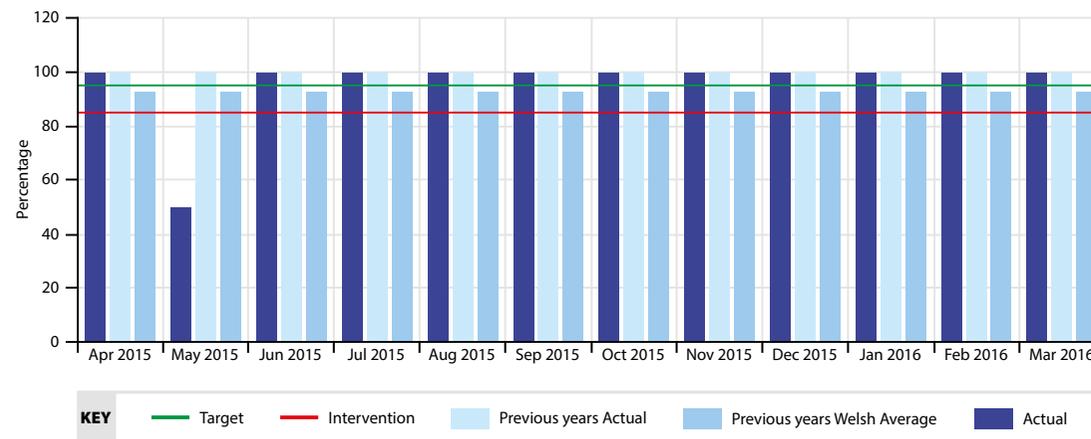
## Our Performance & Priorities

**SCC/033d % of former LAC in contact at the age of 19**



Continued 100% performance ranking the Local Authority as 1st in Wales.

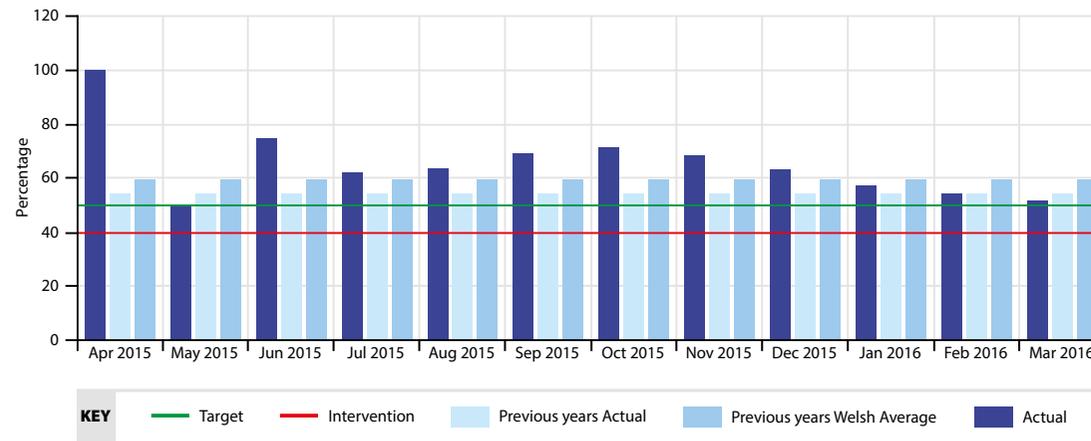
**SCC/033e % of former LAC in suitable accommodations at the age of 19**



Continued 100% performance ranking the Local Authority as 1st in Wales.

## Our Performance & Priorities

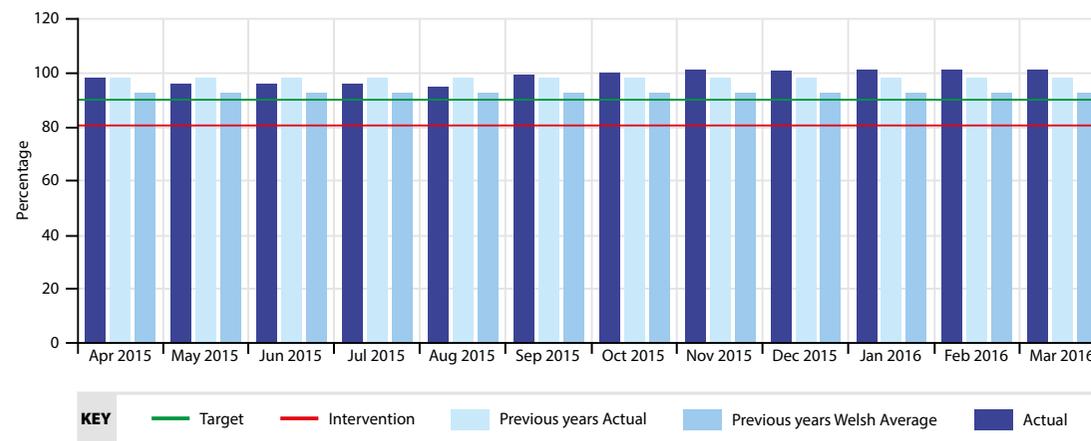
### SCC/033f % of former LAC in education/training/employment at 19



52% of former LAC were engaged in education, training or employment. Numbers in this data cohort are small and as a result percentages can appear skewed.

This represents 13 out of 25 young people and the reasons for non-engagement are: 5 young people have a chronic illness or disability, 6 young people were either pregnant, young parents or full time carers leaving only 2 young people who were non-engaging.

### SCC/045 % of reviews of LAC, Children on the Child Protection Register (CPR) and Children in Need (CiN) carried out in line with the statutory timetable.



96% represents a small improvement on the previous year's performance (94%) and places the Local Authority in the top quartile in Wales.

# Section 4

## Our Performance & Priorities

### What we've done in 2015 - 2016

The Operation Jasmine Report – 'In Search of Accountability' was published with 12 clear recommendations for statutory agencies. As a result, the Gwent-wide Adult Safeguarding Board responded accordingly with a conference held for over 120 front line practitioners from across the region and all agencies. The aim of the conference was to learn the lessons from the report, put safeguarding firmly on the agenda and enable staff to understand the role and work of the Board and to inform the future strategic direction and work plan.

Plans were agreed to implement a Safeguarding Unit consisting of Child Protection, Adult Protection & Education Safeguarding under the management of one Service Manager within Children's Services. The transition of services across will be incremental and will conclude in the first half of 2016/17.

Following the National Review of Local Authority Safeguarding Arrangements undertaken by the Wales Audit Office, a Corporate Safeguarding Group was established with the main task of developing a Corporate Safeguarding Policy. The final Policy was presented to Corporate Management Team and Cabinet during early autumn 2015 and was ratified by full Council in November 2015.

### What our Regulators Told Us

In 2014-15 our Children's Services Division underwent a National Inspection in relation to 'Safeguarding and Care Planning of Looked After Children and Care Leavers Who Exhibit Vulnerable or Risky Behaviours'. The findings of the Inspection report for Caerphilly identified many positive areas of practice, however a number of areas for improvement were also noted. A comprehensive Action plan was developed to address these issues in 2015-16 and all outstanding actions were completed by the end of March 2016.

### What we're going to do in 2016 – 2017

**Our priorities for the year ahead in connection with this area will be:**

Priority	Why is this a priority?	What effect will it have?
Responding to legislative changes that impact on practice.	Changes in legislation have to be reviewed in terms of any potential impact on both practice and budget to ensure compliance.	Identified cost pressures which inform budget setting 16/17, and informing training needs analysis and subsequent training priorities.
Responding to the Operation Jasmine report- In Search of Accountability.	Long standing area of concern.	Improved outcomes and quality of life for those people living in residential care.
Implementation of a Joint Safeguarding Unit. This is a Directorate wide priority.	Initially driven by MTFP managerial savings target but also provides potential for service efficiencies and practice improvement.	Single management of Adults, Children's and Education Safeguarding. Consistency around thresholds for intervention, quality assurance, practice standards and engagement with partners.

## Our Performance & Priorities

### 4.3 Performance & Business Management

The impact of reducing public sector finances continues to present challenges to the directorate. In addition to this, the implementation of the Social Services and Well-being (Wales) Act introduced in April 2016, will impact on the threshold for services to individuals, who will be assessed on their ability to secure their own support rather than relying on services. It is envisaged that these factors may result in an increase in representations and complaints from customers and their representatives. Ensuring appropriate engagement activities around service redesign and alternative models of delivery will require even more planning and attention in order to ensure members of the public and professional bodies are fully aware of the changes that lay ahead.

#### What we've done in 2015 - 2016

The Quality Assurance Framework developed and adopted by the Directorate in 2014 and was piloted in Children's Services through 2015-16 with the aim of being rolled out across Adult Services during 2016-17. Within Children's Services a series of thematic audits were undertaken driven by issues identified in practice and performance. These audits have included: LAC Care Plans, Professional Strategy Meetings, Cancelled Assessments and IAA Lateral Checks.

The Welsh Community Care Information System (WCCIS) was agreed and a system has been procured for roll out across Wales. Implementation has commenced in Bridgend and is anticipated to be introduced into Caerphilly in 2017. The new system will improve information sharing across Health and Social Care and should contribute to integration and better joint working in terms of achieving outcomes for people.

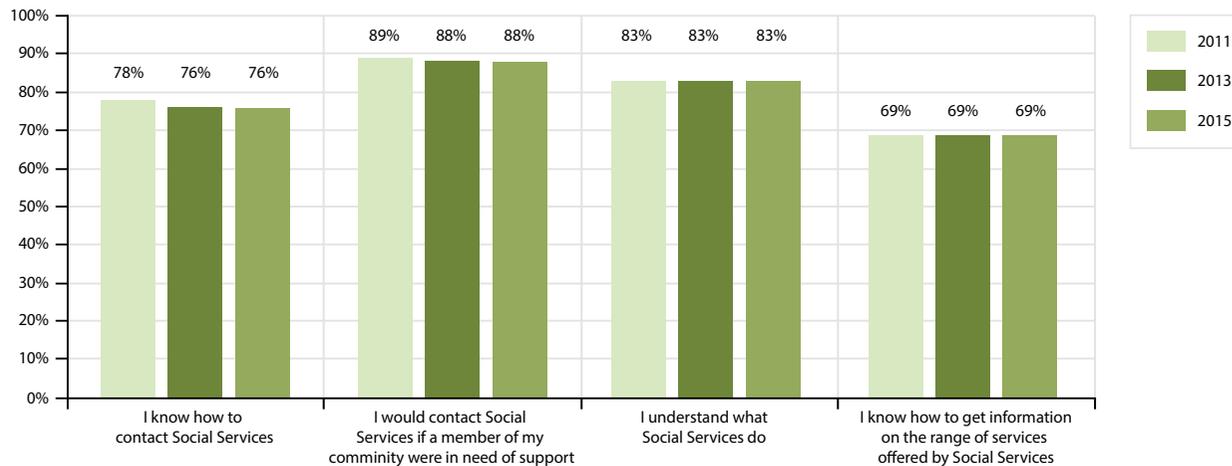
Recognising and responding to equality issues is inherent in good social work/social care practice. Responding to the challenges of promoting the Welsh language in a community where Welsh is not a first language is a key objective for the directorate. Section 44 of the Welsh Language (Wales) Measure 2011 applies to the Authority as a whole and meeting the 174 standards contained within it will also result in the 'More than Just Words' agenda being met. Accordingly, in 2015-16 the Welsh Language Champions in Social Services along with the Corporate Equalities Officer considered how these areas of work could be amalgamated in order to have a workable tool to progress implementation. This will be a priority area of work for the Directorate in 2016-17 and will require us to consider the needs of the local and regional population in terms of equalities and Welsh language, engage in effective and meaningful consultation with service users and identify priorities for training and development of future services.

#### What our Service User Told Us

The graph below illustrates the finding from the Local Authority Household Survey 2015 and the percentage of respondents who strongly agreed or tended to agree with the statements made in relation to Social Services in the questionnaire. The responses have been consistent since 2011 with a high percentage of respondents agreeing that they would contact Social Services if a member of their community were in need of support (88%), understand what Social Services do (83%) and know how to contact Social Services (76%). A lower proportion of respondents (69%) agreed that they know how to get information about the range of services offered by Social Services.

# Our Performance & Priorities

**Figure 1: Percentage of respondents who agreed with the statements...(2011-2015)**



A significant tool in obtaining service user feedback is the statutory complaints procedure and the resulting quarterly and annual reports that the Directorate uses to identify themes and trends in areas of practice. In 2014, the Welsh Government undertook a review of the "Listening & Learning" complaints guidance which resulted in the introduction in August 2015 of the "Guide to handling complaints and representations by local authority social services".

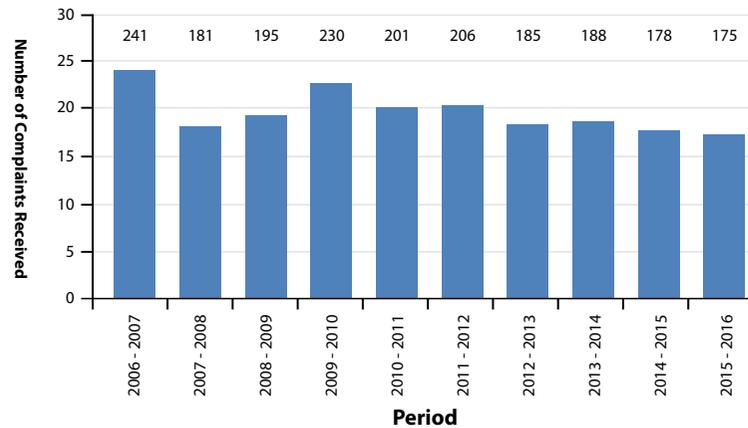
To ensure that all staff are acting in line with the revised guidance, the Customer Services Team delivered a complaints workshop to every team within Adult and Children's Services.



## Our Performance & Priorities

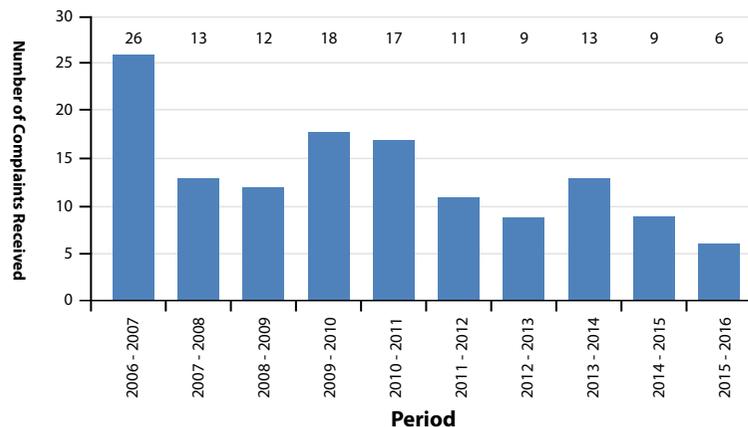
**Figure 2: Stage 1 - Annual Complaints Trend 2006-2015**

The following information outlines the number of complaints received at Stage 1 and Stage 2 by the Directorate during 2015-16:



During 2015/16 the Directorate received 175 Stage 1 complaints. Of the 175 complaints received at Stage 1, 82 (47%) related to Adult Services, 87 (49%) to Children's Services and 06 (04%) to Service Strategy and Business Support.

**Figure 3: Stage 2 - Annual Complaints Trend 2006-2015**



During 2015-16 the Directorate received 6 requests to progress complaints to Stage 2. Of these, 3 (50%) related to Adult Services and 3 (50%) to Children's Services. The reduction in the number of stage 2 requests being made is deemed to be due to the continued commitment to ensuring that all stage 1 matters are fully considered with responses identifying the evidence to support the findings.

The Customer Services team also record whether complaints are upheld, partially upheld or not upheld. This enables the Directorate to note themes and trends from the findings of complaints to improve future practice and can act on isolated incidents of poor practice that need immediate attention.

As well as listening and responding to service users when things go wrong, the Directorate also receives a number of compliments. During 2015-16 the Directorate received 179 compliments in total - 18 related to Children's services; 158 for Adult Services, and 3 for our Business Support Unit.

## Our Performance & Priorities

### What we're going to do in 2016 - 2017

**Our priorities for the year ahead in connection with this area will be:**

Priority	Why is this a priority?	What effect will it have?
Improve Quality Assurance processes to include consultation and engagement, and continue to improve practice through listening and learning. This is a Directorate wide priority.	Directorate Quality Assurance Framework developed.	Piloted in Children's Services with a series of thematic audits driven by issues identified in practice and performance. These audits have included: LAC Care Plans, Professional Strategy Meetings, Cancelled Assessments and IAA Lateral Checks.
Implementation of the follow on strategy for 'More than Just Words' and the 'Active Officer'. This is a Directorate wide priority.	Implementation of Welsh Government Statutory Guidance.	'More than just words' provides a strategic framework to spread good practice in a systematic way and mainstream the welsh language into all aspects of service planning and delivery within Social services. Rolling this out will be a significant challenge for the authority as well as its commissioned services, given the scope of the Framework and the size of the Directorate.
Implementation of the Welsh Community Care Information System (WCCIS).	Effective information sharing is fundamental to our aspirations of integrated working by other local authorities and health boards.	When implemented this will have a significant impact in terms of sharing information with Health to reduce duplication and improve outcomes for people by improved communication.

## Our Performance & Priorities

### 4.4 Resource Management

The Directorate has managed its budget well in recent years with a cumulative underspend for the 5 year period 2010/11 to 2014/15 of around 1.8% of its budget for the period. A significant proportion of this underspend has been the result of delivering savings in advance of the Medium Term Financial Plan through strategies such as a prudent approach to vacancy management. This places the directorate in a relatively secure financial position and is a particularly noteworthy achievement in light of the fact that almost £8.8m of efficiency savings have been made from the directorate budget between 2009/10 and 2015/16.

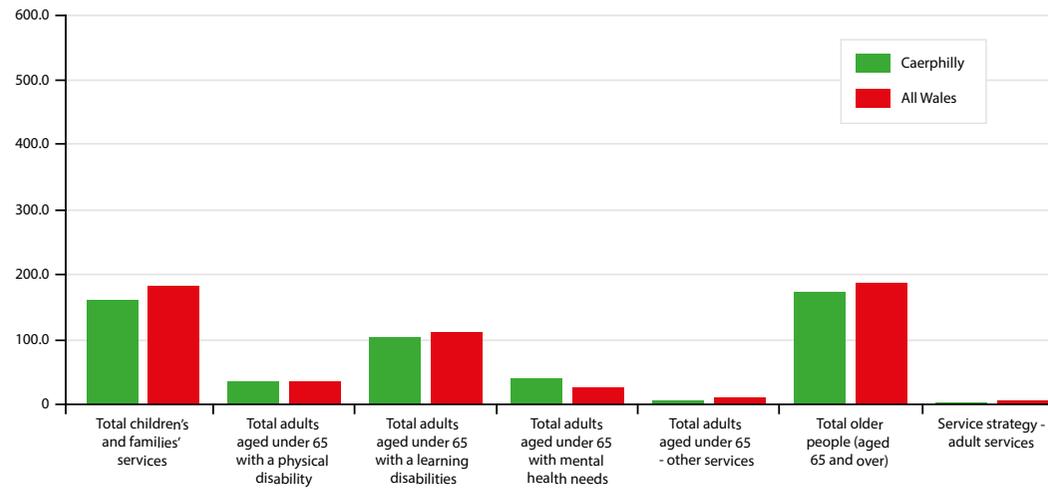
The savings agreed for the Social Services Directorate by Council in February 2016 was circa £1.5m for the 2016-17 financial year. These savings have been identified as having no impact on the public.

An analysis of the spend per head of population for 2014/15 indicates that Caerphilly's spend on Children's Services, Adults with Learning Disabilities and Adults aged 65+ is less than the average for Wales. Spend on Adults with Physical Disabilities is just above the Welsh average but spend on Adults with Mental Health Needs in Caerphilly is significantly higher than the Welsh average (see Figure 4 below).

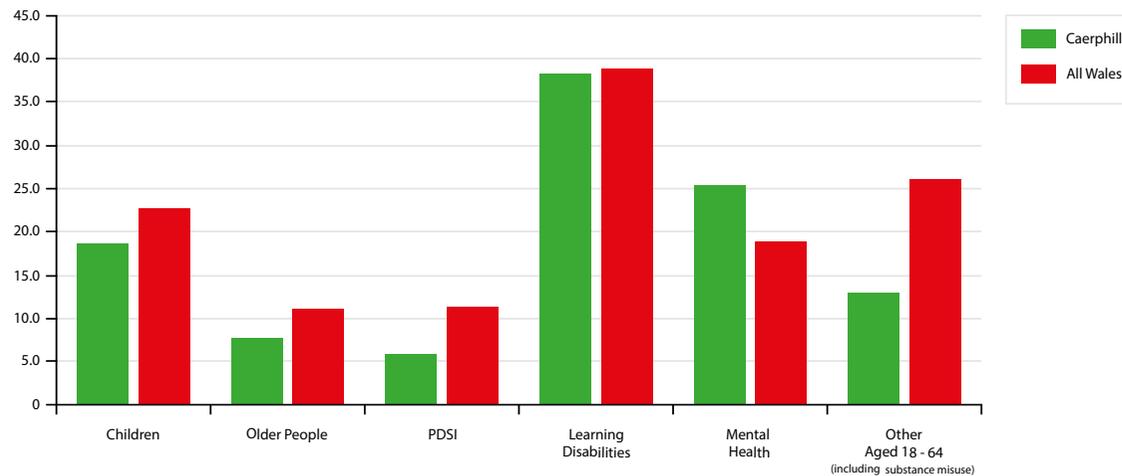


# Our Performance & Priorities

**Figure 4: Spend per Head of Population 2014-15**



**Figure 5: Average Annual Spend per Service Recipient 2014-15**

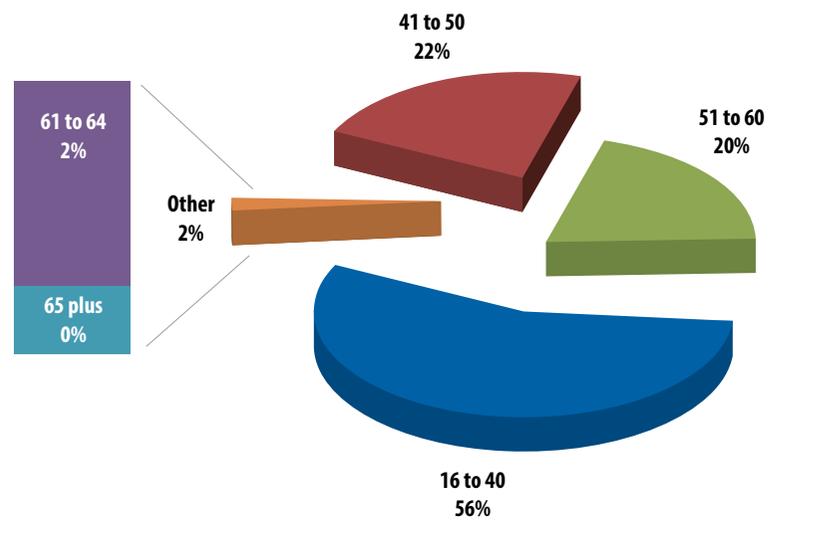


## Our Performance & Priorities

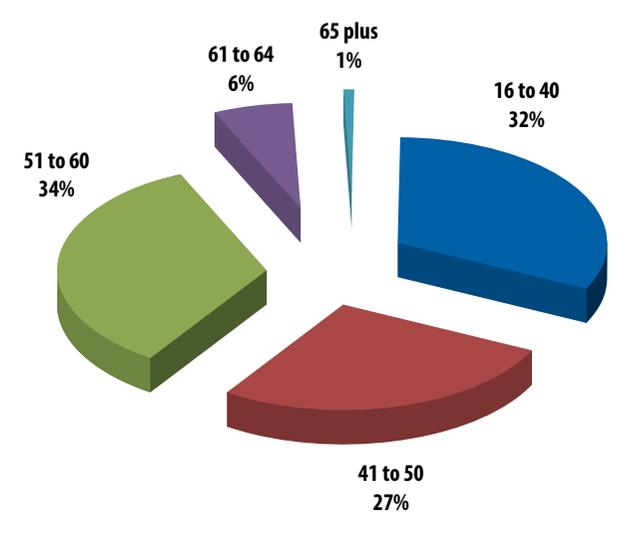
**Figure 6: Workforce Profiles for Children's Services and Adult Services**

The workforce data for the Directorate illustrates a staff group that is largely female (87.0%) and working part-time. The majority of these staff work within the direct care sector. The age profile of staff within our Children's services division shows that a significant proportion (56%) are aged between 16-40, while those working within Adult services (68%) are aged 41+, with over a third of the workforce aged 51-60 (see figure 6).

**Children Services Age Profile**



**Adult Services Age Profile**



The implementation of the Social Services and Well Being (Wales) Act is providing challenges and extensive capacity has been invested to provide awareness and detailed training to support the successful implementation of the Act. The workforce continues to be supported in their development to meet the changes, and investment in attaining the correct skills and knowledge has been maintained.

The impact on services and staff has been minimised through robust financial planning and continuous review and reshaping of service models and structures. Careful adherence to vacancy management procedure and use of the council's redeployment policy has meant that the Directorate has avoided compulsory redundancy situations.

# Section 4

## Our Performance & Priorities

### What we've done in 2015 - 2016

The savings proposals for adult services were subject to scrutiny from the Health, Social Care Well-Being Scrutiny Committee and through public consultation. The savings were formally agreed by Council and subsequently fully implemented with limited impact on front line services and staff posts. Positive feedback has been received regarding the reconfiguration of day services from users, carers and staff in terms of the outcomes for people.

### What our Regulators Told Us

In recent years, financial management within the social services directorate has proved effective. Internal audits of various establishments and services have concluded that the majority of key controls are in place and operating effectively. This assessment was reinforced for all service areas in the 2014/15 Annual Improvement Report which found that "The Council had a good track record of operating within its budget and had developed a framework to monitor the delivery of its proposed savings...".

### What we're going to do in 2016 – 2017

**Our priorities for the year ahead in connection with this area will be:**

Priority	Why is this a priority?	What effect will it have?
Continuing to deliver the savings and service redesign required by the Medium Term Financial Plan.	Corporate priority in response to cuts in public spending.	Budget reductions will require service redesign and staffing reconfiguration with the potential for cuts to frontline services and a drop in performance.

## Our Performance & Priorities

### 4.5 Commissioning & Partnership

An important part of the implementation of the Social Services and Well-being (Wales) Act requires the creation of a Regional Partnership Board, and sets out the required minimum membership which includes a representative of providers in the region, representatives of both national and local third sector organisations, a representative of citizens who access care and support and a representative of carers (of those who access care and support). In the Gwent region we have had a shadow Partnership Forum who have met on a five weekly basis since June 2015, and a regional Citizen Panel which first met in July 2015.

There are some key themes that run through the Act - People, Wellbeing, Prevention and Collaboration. The collaboration theme signals the importance of working at a regional level as well as at a local level. Local collaboration will develop through the Neighbourhood Care Networks in the region, of which there are 12 across the 5 local authority areas. At the regional level, a Regional Joint Commissioning Group has been established which brings together commissioning leads from across social services and the Aneurin Bevan University Health Board. Already a number of regional priorities have been identified and work streams established, drawing on the statutory requirement of the Act and on locally identified priorities.

#### Workstreams established so far are:

- **Accommodation for older people, including care homes**
- **Third sector contracts and service level agreements**
- **Domiciliary care provision**

#### What we've done in 2015-2016

The development of a Commissioning Strategy for Older people has now started in Adult Services. It is envisaged this will be an interim strategy until a Regional Needs Assessment has been completed, at which time the strategy will become a joint approach with Health.

A 'Better Outcomes for Learning Disabilities (BOLD) team' has been established in Blaenau Gwent to run an experiment on behalf of the region. BOLD is a multi-agency team of Social Workers, Occupational Therapists and Nurses with access to Psychologists, Psychiatrists, Housing staff and the Third Sector. The team are applying a different way of working using the Systems Thinking Model and Vanguard Principles. Feedback on eligible criteria, interventions, skills and outcomes is shared across the partnership. Work has commenced in respect of reviewing people who live in the small hospitals across the region with a view to developing alternative models of care.

#### What our Regulators Told Us

- ◆ **Progress the joint commissioning of services for older people and this should be prioritised with health partners**

#### In response to their comments, in 2015-16 we have:

- ✓ A regional commissioning group was established in the last quarter of 2015/16 and is looking to develop a work plan.

CSSIW undertook thematic inspections of Learning Disabilities and Domiciliary Care selecting one authority per health region. Caerphilly wasn't selected for either inspection visit, however will learn from the national reports that will be published in June 2016.

## Our Performance & Priorities

### What we're going to do in 2016 – 2017

**Our priorities for the year ahead in connection with this area will be:**

Priority	Why is this a priority?	What effect will it have?
Supporting the expansion of regional collaborative working around Mental health and Learning disabilities.	Integrated working with partners is a priority as any additional funds that are made available are allocated on a regional footprint.	Working differently with people and partners aims to improve individual outcomes.  Training requirements for staff.
Development of an intensive therapeutic fostering service.	To avoid demand for high cost out of area residential placements.	The provision of intensive support to maintain children and young people within their foster placements will reduce costs for residential care and improve outcomes for LAC by keeping them within their communities.



## Our Performance & Priorities

### 4.6 Corporate, Political Leadership and Support

#### What our Regulators Told Us

In the 2014-15 Performance Evaluation Report prepared by our Regulators (CSSIW) they highlighted that:

- ◆ **The Corporate Parenting Board demonstrate clear methods for consulting with children and young people**

#### In response to their comments, in 2015-16 we have:

- ✓ Continued to use the corporate parenting board as the principle mechanism for ensuring the corporate parenting role remains firmly established as one of the main priorities of the authority. Membership of the board continues to be consistent and strong, and provides a very solid platform for our work in this area.
- ◆ **We should continue to develop scrutiny arrangements**

#### In response to their comments, in 2015-16 we have:

- ✓ Recently undergone a formal review of all of our scrutiny arrangements within the Council. Our work programmes are established in advance, as far as is practicably possible. The Cabinet members statements focusses on the key policy objectives for the Directorate and we are increasingly using outside speakers to supplement the expertise of officers.

#### What we're going to do in 2016 – 2017

Corporate and political support for the Directorate remains strong. As part of its Corporate Plan for 2016/17 the Council has set eight corporate priorities, two of which relate to Social Services.

#### These are:

- **CP1- Peoples social care needs are identified and met in a timely and appropriate way.**
- **CP2 – Children and Adults are safeguarded from abuse.**

The Directorate will be required to report progress against these priorities to Council on a regular basis.

In addition, as part of its budget for 2016/17 the Council allocated a sum of £2.5 million in growth for Social Services, the only area of growth in any part of the Council. This is to help meet the increasing costs of social services and to help offset some of the demographic pressures that are arising from our ageing population.

**There are no specific priorities for the Directorate in this area for 2016-17.**

## Links to Corporate Priorities

In 2015 the Corporate Plan for the Authority was reviewed and updated. The Plan has 8 specific priorities for the next 3 years that will help us to concentrate on the achievement of specific outcomes. Of the 8 corporate priorities, 2 specifically relate to Social Services.

### These priorities are:

#### 1. People's social care needs are identified and met in a timely and appropriate way.

#### We said success would look like:

- The timeliness of assessments would improve; all Care Plans are current and reflect the needs of our service users.
- Users of our service would receive a more-timely and appropriate response.
- The number of assessments completed within the timescale would increase and the quality of assessments completed by our Social Workers will continue to be high.
- We would speed up how long a client has to wait from the time they were assessed to the time they receive the services agreed.
- The standards of care we provide would improve the quality of life for all service users.

### What we've done in 2015 - 2016

Improving the timeliness and quality of care will always be of paramount importance to the Directorate and the efforts made throughout 2015/16 is a reflection of its continued importance to all those who work within adult social care.

#### Our performance in this area was as follows:

- **The % of adult services assessments started on time**  
Performance in this area has been consistent over several years and has shown a slight increase from 2014/15 to 78.8% from 77.9%.
- **The number of adults waiting for an assessment outside of the time scale (28 days).** This was an area of concern in relation to mental health services. Performance here has shown a significant improvement from 82.7% in 2014/15 to 87.6% in 2015/16.
- **% of all adult reviews started on time.**  
Performance in this area remains consistent at 76.30% in 2015/16.
- **Number of people awaiting personal care for more than 14 days.**  
Nobody waited more than 14 days for provision of personal care following an assessment.

Taking account of the work that has been outlined throughout 2015/16, the Directorate would conclude that we have been partially successful in achieving the priority. The systems thinking approach has been applied to the Occupational therapy team which has seen a significant reduction in waiting time by the removal of unnecessary processes. This has created capacity within administration and enabled all target times to commence assessments to be met.

Work commenced at the front door within our Information, Advice and Assistance Team to enable staff to have a better conversation and sign post people appropriately, enabling them to meet their own needs, retain their independence and choice and control. Therefore reducing the need for statutory interventions, which is a key feature of the Social Services and Well-being (Wales) Act which was introduced in April 2016.

## Links to Corporate Priorities

### 2. Children and Adults are safeguarded from abuse.

#### We said success would look like:

- Our commitment to prevent abuse to vulnerable children and adults within the community will ensure a quick and effective response to allegations of abuse when they occur and our awareness raising will help.
- Increased awareness of safeguarding responsibilities by all partners and an increased community understanding of safeguarding.

#### What we've done in 2015 - 2016

Safeguarding remains at the very heart of what we do. This includes preventing abuse, minimising risk and responding proportionately where abuse or neglect has occurred.

As a directorate we believe that we are responding well to safeguarding concerns, and in a timely manner. The evidence we have that supports this is:

#### In Children's Services:

- 100% of referrals to Children's Services had a decision made within 24 hrs;
- 99% of Child Protection Conferences were held within timescales;
- 100% of Children's Services Core Groups were held within timescale;
- A Corporate Safeguarding Policy has been developed in response to the Wales Audit Office National Review of safeguarding arrangements, and

- 100% of children who are on the child protection register have an allocated social worker.

#### In Adult Services:

- A Regional Adult Safeguarding Conference was held in response to "In Search of Accountability" following Operation Jasmine;
- The number of protection of vulnerable adults (POVA) cases being received referrals for 2014/15 was 276, this reduced in 2015/16 to 224. This has been a steady 4 year trend in reduction in the number of referrals, and
- The number of adult protection referrals completed where risk has been managed for 2015/16 is 95.3% against the Directorate target of 93%.

In addition to the above, plans are in place to develop a joint Safeguarding Unit across Adult Services, Children's Services and Education, and regional discussions are underway to consider the development of a Multi-agency Safeguarding Hub (MASH) across the Gwent Police and Aneurin Bevan University Health Board region.

The continued effectiveness of the regional Safeguarding Boards – Gwent Wide Adult Safeguarding Board (GWASB) and South East Wales Safeguarding Children Board (SEWSCB) – play a critical role in supporting and promoting the safeguarding agenda, with the co-ordination of regional multi-agency training and awareness raising sessions for all staff and partner agencies.

## Conclusion

In my report I have shown the progress that we have made with our services, highlighted our strengths and identified areas that we need to focus on in 2016-17.

Throughout the year we have continued to give priority to ensuring that front line services to those who are vulnerable and in need are maintained and improved upon and there is good evidence to support this. At the same time, services are changing and being reshaped to meet changing needs and for the foreseeable future this will continue to be the case, with emphasis being placed on prevention, early intervention and promoting independence and well-being.

Services for vulnerable adults and children remain a clear priority for the Directorate and the Council continues to afford social care services a high degree of relative protection. However, the financial context is still a challenging one and is likely to remain so in the years to come.

The Social Services and Well-being (Wales) Act has been the focus of attention for the Directorate throughout 2015-16 and there are many examples throughout my report where we have secured real progress towards meeting the requirements that the new Act places upon us. 2016-17 will see the continuation of the work we have started and our services gradually moving away from the traditional dependency model of social care to one where the emphasis is on what people can do, rather than what they cannot do.

Finally, I would like to take this opportunity to thank those who work tirelessly for the Social Services Directorate. Your hard work and dedication is invaluable in ensuring that we secure the best possible outcomes for the most vulnerable people in our county borough.



## Further Information

**If you would like further information on any aspect of this report please contact:**

**Dave Street,  
Corporate Director Social Services,  
Caerphilly County Borough Council,  
Ty Penallta, Tredomen Business Park,  
Ystrad Mynach, Hengoed  
CF82 7PG**

Telephone: **01443 864560**  
Email: **streed@caerphilly.gov.uk**



This report is also available in large print, Braille or other language formats upon request.

If you would like more general information about Social Services or are interested to find out more about a particular development, there are various ways you can do this. You can:

Visit the Caerphilly County Borough Council Website at:

**[www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)**

Contact our Social Services Customer Services Department by:

Telephone: **0800 328 4061** or email: **[socialservices@caerphilly.gov.uk](mailto:socialservices@caerphilly.gov.uk)**

Read our Social Services Committee reports at:

**[www.caerphilly.gov.uk/My-Council/Meetings,-agendas,-minutes-and-reports](http://www.caerphilly.gov.uk/My-Council/Meetings,-agendas,-minutes-and-reports)**

Watch the Digital stories that we have produced on:

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