



# CAERPHILLY COUNTY BOROUGH COUNCIL

## ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES 2016/17

A greener place    Man gwyrddach



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## 1. Introduction

I am pleased to present the Annual Report of the Director of Social Services for 2016-17 in respect of Caerphilly County Borough Council. This report is slightly different to the Annual Reports that have gone before it as the format is compliant with the requirements of the Social Services & Well-being (Wales) Act.

The purpose of the report is an opportunity for me to reflect on what has been achieved in 2016-17 and also what needs to be done in 2017-18 and beyond.

As I referenced in my Annual Report for 2015-16, the implementation of the Social Services & Well-being (Wales) Act in April 2016 was a landmark for Social Services provision across Wales. Consequently a lot of our efforts during 2016-17 have been centred on establishing the principles of the Act and ensuring staff are beginning to embrace the principles of the new legislation, particularly in relation to early intervention and preventative services.

At the same time as the introduction of this legislation staff have also had to respond to a number of other significant issues and pressures;

As you would expect in the current climate financial pressures remain significant. As a result of substantial corporate investment in Social Services we ended the financial year with an underspend of around £250,000 equating to 0.03% of our overall budget. This demonstrates that financial pressures continue to emerge both in terms of costs of services and in terms and the numbers of people presenting with needs. This is particularly the case within Children's Services where increases in numbers of Looked after Children are placing significant demands on the service. These demands are not simply financial but also relate to difficulties in finding suitable placements for children with complex needs. Whilst this is a UK wide problem it is putting demands on staff within the service who often have to search all providers across the UK before a suitable placement can be identified.

In Adult Services there are also significant issues. Legislative changes around National Minimum Wage, National Insurance, Pensions and holiday entitlement have all pushed up provider costs. Some providers have been reluctant to take on new cases, causing difficulties in getting additional services, particularly to help people get discharged from Hospital. Despite this, the authority's improvement in terms of delayed transfers of care (DTC) continued to improve moving us to 10<sup>th</sup> best in Wales.

I referenced last year the Directorate was 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 will help to avoid situations where users of our services have to provide the same information on more than one occasion. The work is very complex and time consuming but working alongside other local authorities and the Health Board it is our intention to introduce this system in Caerphilly during 2017-18.

Due to the implementation of the Social Services & Well-being (Wales) Act the Directorate has had to look at the way it performs very differently. Rather than measure how much or how quickly we do things the emphasis is now on what difference our services make to people's lives. As a result,

Welsh Government required all local authorities to undertake a survey of 25-30% of people who had a care and support plan in September 2016. A total of 401 surveys were completed and analysed on a regional basis to determine any consistent messages.

Within the new Act a major emphasis is on partnership working. The Greater Gwent Regional Partnership Board was established and a Population Needs Assessment completed which will now inform Area Plans that have to be produced. These plans will be the catalyst for further regional working and service design that will increasingly see social care services delivered on a regional footprint.

Dave Street  
Corporate Director Social Services  
August 2017

## 2. Director's Summary of Performance

As I referenced in my introduction the implementation of the Social Services & Well-being (Wales) Act means that the authority has had to look at its performance in a different way. Consequently 2016-17 has been very much a transition year as staff have got to grips with new performance requirements and have had to establish systems to capture the appropriate information. The new measures also mean we have little comparable information from previous years to benchmark our performance. This benchmarking capability will expand in future years.

However, despite these difficulties some key measures of our performance are given below.

### 2016-2017 Performance Measures

#### Adult Services:

Measure	Results
% of adult protection enquiries completed within 7 days	92.46%
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.86
% of adults who completed a period of reablement and have a reduced package of care and support 6 months later	27.42%
% of adults who completed a period of reablement and have no package of care and support 6 months later	85.48%
The average length of time adults (aged 65 or over) are supported in residential care homes	125.50 days
Average age of adults entering residential care homes	83.77 years old
% of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	94.74%

#### Children's Services:

Measure	Results
% of assessments completed for children within statutory timescales	95.12%
% of children supported to remain living within their family at 31 <sup>st</sup> March	72.90%
% of looked after children returned home from care during the year	12.88%
% of re-registrations of children on local authority Child Protection Registers (CPR)	5.05%
The average length of time for all children who were on the CPR during the year	291.09 days
% of children achieving the core subject indicator at Key Stage 2	58.90%
% of children achieving the core subject indicator at Key Stage 4	15.49%
% of children seen by a registered dentist within 3 months of becoming looked after	43.86%
% of children looked after at 31 <sup>st</sup> March who were registered with a GP within 10 working days of the start of their placement	100%
% of looked after children who have experienced 1 or more changes	11.11%

of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 <sup>st</sup> March	
% of looked after children on 31 <sup>st</sup> March who have had three or more placements during the year	12.60%

**Care Leavers:**

Measure	Results
% of all care leavers who are in education, training or employment at 12 months after leaving care	65.96%
% of all care leavers who are in education, training or employment at 24 months after leaving care	51.35%

Maintaining and indeed improving performance at a time of financial constraints is going to be hugely challenging and mean some careful choices will have to be made in terms of those areas where improved performance are necessary and other where maintaining current levels of performance will be an achievement in their own right.

### 3. How are People Shaping our Services?

Caerphilly Social Services is committed to making sure that people are able to make their voice heard, whether this is about how services will be developed and delivered in the future or whether it is about a service they are receiving now. Some examples of how we do this include, undertaking surveys, contract monitoring processes, Elected Member rota visits, complaints and compliments, consultation events and feedback from Inspections.

Welsh Government requested all Local Authorities to undertake a survey of 25-30% of citizens who were in receipt of a Care and Support Plan as at September 2016. The results for Caerphilly were:

<b>Adult Services:</b>	<b>Children's Services:</b>
✓ 87% said I live in a home that supports my well-being.	✓ 89% said I live in a home where I am happy.
✓ 77% said I feel safe from any kind of abuse, physical harm or from falling both inside and outside my property.	✓ 81% said I feel I belong in the area where I live.
✓ 74% said I had the right advice and information when I needed it	✓ 92% said I feel safe, for example cared for and safe from anyone who can hurt you or treat you badly both inside and outside your home.
✓ 83% said I am happy with the care and support I have had.	✓ 77% said I have received the right information and advice when I needed it.
<b>Carers:</b>	
✓ 84% said they knew who to contact about their support	
✓ 70% said they had the right information and advice when they needed it	
✓ 87% said they had been involved in decisions about how the care and support was provided to the person they care for.	
✓ 75% said I feel supported to continue in my caring role.	

Regular engagement meetings are held with CSSIW involving the Senior Management Team and key Elected Members . Key activity during 2016/17 has included:

#### **Children's Services:**

- National Review of Care Planning for Children and Young People subject to Public Law Outline Pre-proceedings. The fieldwork was completed in July 2016 and the National Report was published in December 2016.
- Focused Inspection of the Fostering Service reported in March 2016.
- Unannounced Inspection of Ty Ni completed in December 2016 and reported in January 2017.

#### **Adults Services:**

- As part of the introduction of the Regulation and inspection Act we have been required to re-register all our residential homes and respite properties. We have complied with this, which will inform future inspections.
- All registered services have been inspected by CSSIW, inspections were all unannounced.

All the reports for the above inspections were positive and although they identified areas for further development as opposed to areas of non compliance, they all recognised the good progress being made across service areas. All reports are available to view on the Inspectorate web site <http://cssiw.org.uk/our-reports/?lang=en>

In addition Dementia Care Matters have audited two of our care homes in respect of Butterfly status which has been maintained.

Caerphilly Social Services receive complaints and compliments about services we provide. Swift and effective complaints handling is the standard and as a result the majority of issues are able to be resolved as early as possible.

During 2016/17, the Directorate received 193 Stage 1 complaints. 76 (39%) related to Adult Services, 110 (57%) related to Children's Services, and 7 (4%) related to Service Strategy and Business Support.

The Customer Services Team record whether complaints are upheld, partially upheld or not upheld. This enables the Directorate to note any themes and trends from the findings to improve future practice and identify any isolated incidents of poor practice that may require attention. Of the 193 Stage 1 complaints received, the following outcomes were recorded:

- 2 complaints are ongoing and yet to conclude
- 33 complaints were closed due to the matter being resolved early or through signposting to other processes e.g. Legal proceedings
- 10 complaints were upheld
- 15 complaints were partially upheld
- 133 complaints were not upheld

The Directorate received 3 requests to progress complaints to Stage 2 formal investigation. This is a 50% reduction on the previous year when there were 6 Stage 2 Investigations. Of the 3 requests, 1 related to Adult Services and 2 related to Children's Services.

The Adult Services complaint consisted of 6 elements, 2 of which were upheld and 4 were not. Of the two Children's Services complaints, one was a historical complaint and was found to be upheld and the second was not upheld.

In addition, 14 customers contacted the Public Services Ombudsman for Wales (PSOW). However the PSOW only investigated two matters, one related to a historic event and was upheld and the second is ongoing.

A number of changes have been implemented as a result of the lessons learnt from these complaints which include:

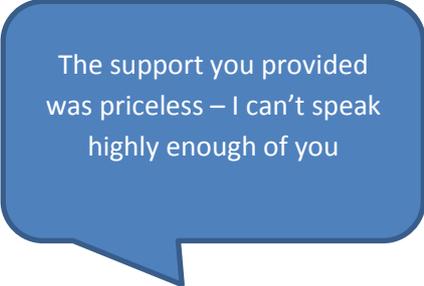
- Strengthening the Foster Carer Agreement to ensure the processing and securing of personal data is in line with Data Protection legislation, and
- Improved contract monitoring to include data protection compliance and ensuring complaints procedures are in place.

## 4. Promoting and Improving the Well-being of Those We Help

### Quality Standard 1 – Working with people to define and co-produce personal well-being outcomes that people wish to achieve

Throughout 2016/17, Caerphilly's Information, Advice and Assistance (IAA) Service have had meaningful conversations with service users, their families and carers about what really matters to them. These conversations start with IAA staff the first time someone contacts us. Conversations are strengths based, working with people to regain or maintain their independence and utilising their own skills and networks to achieve their desired outcomes wherever possible. It is important to acknowledge that the majority of contacts for Children's Services are from professionals and as a result the 'what matters' conversations with the child and / or their family are unable to take place until an assessment for Care and Support has commenced.

A guiding principle for Caerphilly Social Services is the promotion and maintenance of independence. For Children's Services, this means supporting families to stay together and maintaining children within their homes and communities wherever it is safe to do so. This is underpinned by timely assessments of need and creative solutions being sought to help keep families together. 95% of our assessments were completed within the statutory timescale.



The support you provided was priceless – I can't speak highly enough of you

Whilst some families may have a negative view of Children's Social Services to start with, we ensure that children, young people and their parents and carers are fully involved in the assessment process and that they help to shape and influence their plan for care and support. Working in this way helps to improve working relationships over time.



The support I received has improved family relationships

We have progressed the implementation of the new national citizen's wellbeing database called DEWIS so that people can have quick and easy access to information directly from a website rather than having to make a call to Social Services and/or speaking to a professional where they may prefer not to.

As stated in the previous section, there are a number of good examples of consultation being undertaken with children, young people and their families. To ensure that all children and young people have the opportunity to participate in consultations or purely making their views known all have access to an independent Advocacy Service who can support them in meetings to ensure their voices are heard.

Within Adult Services, where people require a face to face assessment from our Assessment Care Management Teams, we look to keep the person at the centre, developing outcome focused care

plans which service providers can use to develop personal plans which reflect the individuals choices and preferences moving away from time and task based activities.

In our residential homes we have been working on individual service plans called “This is me”. These plans are developed over time as staff get to know the residents and reflect the individual person.

During 2016/17, 95% of adults who received advice and assistance from the IAA did not contact the service again within the next 6 months. This is a positive message as it suggests that the advice and assistance received helped to retain their independence, choice and control.

We continue to make use of our assessment beds which are located in Ty Clyd and Ty Iscoed residential homes. These beds help to prevent people going to hospital unnecessarily and enable them to be discharged in a timely manner.

Supporting people to remain or regain their independence is a key objective for all who work within Social Services. In 2016/17 85% of adults who completed a period of reablement had no package of care and support 6 months later. This is a positive outcome.



#### **What are our priorities for 2017/18?**

- Continue to embed the ‘meaningful conversations’ and outcome focused care planning;
- Continue to support and develop DEWIS to ensure it becomes the ‘go to’ site for people to access information in order to ‘help themselves’, and
- Caerphilly will lead on the procurement of a Regional Advocacy Service to meet the requirements of the National Advocacy Framework for children and young people.

## Quality Standard 2 – Working with people and partners to protect and promote people’s physical and mental health and emotional well-being

Caerphilly recognises the importance of working with people and our partners to improve outcomes for children and young people and this will continue to be a priority for us going forward.

Caerphilly are active partners in the Gwent wide Children and Families Strategic Partnership which is prioritising the development of integrated approaches to supporting children and young people including therapeutic support for Looked After Children, after care support and accommodation options for young people leaving care and the continued investment in the Integrated Services for Children with Additional Needs (ISCAN) Model across the Health Board footprint.

A Gwent wide Attachment Trauma Service has been established offering advice, consultation and training to social work teams across the Local Authorities with the aim of supporting children and young people to remain living at home or remain in stable foster placements.



ISCAN has really helped us take control of our lives and co-ordinate all our different appointments

Through the use of Welsh Government grant funding, a clinical psychologist has been appointed to the Team Around the Family service called Supporting Family Change.

In addition, the Council approved an invest to save proposal to develop an Intensive Therapeutic Fostering Service in Caerphilly using the MIST model developed in Torfaen. The contract tender process was concluded in the spring and the service is anticipated to become fully operational from September. Caerphilly MIST will support the most challenging Looked After Children and young people to prevent placement breakdown and prevent the need for children to be placed in high cost residential provision outside the County Borough.

In response to one particularly challenging young person and the need for a highly specialised placement we are exploring the development of a bespoke service that will either be developed by the Council or procured through a commission with an independent provider.

In terms of performance information, during 2016/17 100% of Looked After Children were registered with a GP within 10 working days of becoming Looked After.

Across Adult Services, we continue to develop our Community Resource Team (CRT) which offers a rapid response to people’s medical and social needs as well as specialist falls and reablement services. During 2016-17 24.42% of people had a reduced care package following a period of reablement.

During the year we have focused on identifying and developing services for carers to support them in their caring role. We held a series of events during carers week, we listened to what carers told us, developed social media sites and focused on day events.



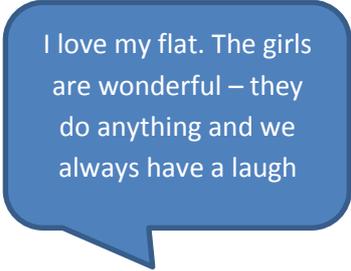
My wife is in hospital and she was my carer. I just want her home with me.

We have increased the number of people who see themselves as carers by over 50% from 360 to 546 and we undertook an additional 82 carers assessments in 2016/17.

We recognise that people don't want to be in hospital for any longer than necessary. We have therefore increased the number of domiciliary care providers on our framework to enable us to arrange more packages of care so people can be discharged home as soon as they are well enough.

The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over in the borough was 2.86% per 1000 population.

The Council has 6 in house residential care homes all of which have adopted the Dementia Care Matters approach.



I love my flat. The girls are wonderful – they do anything and we always have a laugh

Two of our homes, Brodawel and Ty Iscoed, have achieved 'butterfly status' which is the nationally recognised mark of good practice .

All our homes are registered with CSSIW. All participated in a garden competition and are championing the 'Pimp Up My Zimmer' campaign to reduce the number of falls that occur in long term care.



I owe my life to this place. A safe haven and place of positivity.

The average age of adults entering residential care homes was 83.77 years.

The average length of time adults (aged 65 or over) are supported in residential care homes is 125 days, illustrating our commitment to enable people to stay in their own homes for as long as possible.

We continue to work with our health colleagues in integrated mental health teams to develop the services we provide to promote people's mental health and emotional well-being.

### **What are our priorities for 2017/18?**

- Continue to identify and support carers;
- Continue to work in partnership to prevent unnecessary admissions to hospital and facilitate timely discharges;
- Ensure the successful implementation of the Caerphilly MIST service;
- Continued engagement in the Gwent Children and Families Partnership Board, and
- Scope the potential to develop a bespoke residential provision within the Borough.

### Quality Standard 3 – Taking steps to protect and safeguard people from abuse, neglect or harm

Safeguarding is everybody's business and is a key theme running through the Social Services and Well Being (Wales) Act 2014.

Safeguarding children, young people and vulnerable adults is a Corporate priority and a Corporate responsibility. A cross Directorate Corporate Safeguarding Board is led by Children's Service and chaired by the Cabinet Member for Social Services and Public Protection. A Corporate Safeguarding Policy has been implemented and a programme of training and awareness raising is underway. Each service area has identified a Designated Safeguarding Officer (DSO) and periodic practice development groups are held to support the DSO's.

The Corporate Safeguarding Board produces an Annual Report that is published on the Council's intranet and on a portal for Elected Members.



I know they help to keep me safe

The arrangements for improving safeguarding policies, procedures and practice across the region are led by the South East Wales Safeguarding Children Board (SEWSCB) and the Gwent Wide Adult Safeguarding Board (GWASB). In addition, a Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Board has been established. The Boards are supported by a Business Unit funded by the statutory partners and hosted by Caerphilly. The Boards have a clear governance structure and the work is supported by a set of sub groups. Caerphilly are active partners on these Boards.

The Business Unit organised a very successful Conference for more that 200 delegates during National Safeguarding Week.

Within the Council, responsibility for children's, adults and education safeguarding all lie within Children's Services. Although discrete service areas, they are all managed by one Service Manager and capacity and resilience has been improved as a result. Decisions are made on all referrals within 24 hours ensuring full compliance with statutory procedures.

Child Sexual Exploitation (CSE), highlighted nationally through the Independent Inquiry into CSE in Rotherham (1997-2013), has continued to be a high priority within across Children's Services. We have established a lead role within the Independent Reviewing Officer's Team. This lead officer chairs all the strategy meetings in relation to CSE and oversees the completion of the Sexual Exploitation Risk Assessment Framework (SERAF) assessments undertaken on children and young people deemed to be at risk of CSE.

Our performance over the past year on areas of safeguarding were:

- 92.5% of adult protection enquiries were completed within 7 days
- 2,315 Adult Services Care & Support Plans were reviewed
- 99% of initial Child Protection Conferences were carried out within statutory timescales
- 99% of all Child Protection Reviews were carried out in timescale
- 100% of children on the Child Protection Register have an allocated Social Worker
- 100% of Looked After Children have an allocated Social Worker

We are rolling out training on 'Ask and Act' to all front line staff so they can recognise signs of domestic abuse.



CSSIW visited to find out more about our Adult safeguarding arrangements and concluded them to be robust.

We closely monitor services we commission in terms of the quality of care they provide and this covers domiciliary care, supported living and long term care homes.

### **What are our priorities for 2017/18?**

- Safeguarding vulnerable children, young people and adults will continue to be the priority for the Council and core business for the Social Services Directorate.

## Quality Standard 4 – Encouraging and supporting people to learn, develop and participate in society

Supporting Looked After Children and young people leaving care to reach their full potential and achieve positive outcomes is a key priority for Children’s Services and the Corporate Parenting Group. A dedicated Looked After Children Education (LACE) Team provide targeted support to children and young people at key stages in their education. In addition, tuition and extra-curricula activities are funded to support children to achieve their full potential. Attendance levels for LAC in primary and secondary school are 96% and 92% respectively, well above the target set by the Council. Exclusion rates for Looked After Children are very low and are continually monitored.



Even though I had to go into care, I’ve been able to stay in my old school. This has really helped me.

During 2016/17, a new trainee scheme called ‘Progress’ has been implemented across the Council. Working in partnership with local training providers the scheme offers Looked After children and young people work experience opportunities which hopefully lead to formal apprenticeships. The new scheme was launched in February and we were pleased that the Children’s Commissioner for Wales was able to attend to give her support to the new development.

Caerphilly has a proven track record of supporting young people into further and higher education and a number of Care Leavers have gained Degree’s and a few have been supported to achieve Doctorates.

66% of Care Leavers are engaged in education, training or employment 12 months after leaving care. This drops slightly to 58% being engaged 24 months after leaving care.

We recognise that it is important for people to be more self reliant and maintain their independence enabling them to participate fully in society and their local community.

In 2016/17, the Community Connectors received 322 referrals, 84% of which were resolved for people in terms of them being able to do “what matters to them”.

The Community Connectors have developed a database of activities taking place in local areas so they are able to signpost or take people to clubs and activities that interest them, such as ‘knit and natter’, art classes, craft groups, men’s sheds and luncheon clubs.



I owe a big thank you for what you have done for me. When I opened the door to you I thought please go away but you are the best thing

We are committed to embedding the DEWIS information system so people can access information for themselves 24 hours a day, 7 days a week.

Supporting carers is key. We have developed a carers skill swap system which is going from strength to strength. Carers are contacting each other and swapping skills for example, one carer did another's ironing in exchange for a sitting service to enable them to attend a birthday party.

I would never have asked for help but I'm so thankful I met you. If there were more people like you the world would be a better place.

Many of our carers have amazing artistic and technical skills which they are happy to teach each other. This is reflected in the use of our carers face book page which has 141 members. 61 people follow the Council's Carers Team on Twitter. We have also produced a carers news letter which is available electronically and in hard copy.

#### **What are our priorities for 2017/18?**

- Continue to embed the 'meaningful conversations' and outcome focused care planning, and
- Continue to support and develop DEWIS to ensure it becomes the 'go to' site for people to access information in order to 'help themselves'.

## Quality Standard 5 – Supporting people to safely develop and maintain healthy domestic, family and personal relationships

We want to support children, young people and adults to be as socially active as possible, to feel they can make decisions for themselves and keep themselves safe.

During 2016/17, we embedded the “what matters conversation” across the Directorate and trained staff to enhance their skills to focus on outcomes, the strengths and assets of people, their families and networks.

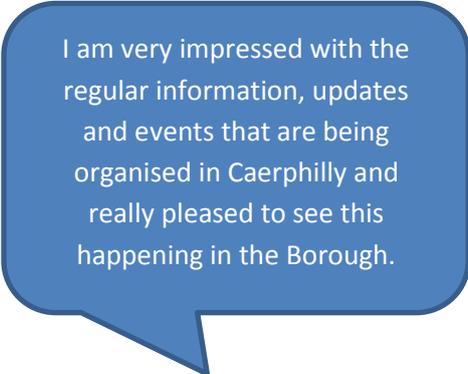
We recognise that people having fulfilling relationships with those they are close to is really important for their well-being.

For Looked After Children and young people, maintaining contact with their families and their home communities is really important and Children’s Services do everything they can to ensure contact arrangements meet the needs of everyone involved and are positive events.



I'm always made to feel welcome at contact and they listen

Within Adult Services, we continued to recruit more carers to our Shared Lives Scheme to enable us to offer more choice and increase the number of placements we are able to offer in family homes to all client groups. We also made funding available to allow adaptations to people’s homes, such as ramps and showers to allow people to remain independent.



I am very impressed with the regular information, updates and events that are being organised in Caerphilly and really pleased to see this happening in the Borough.

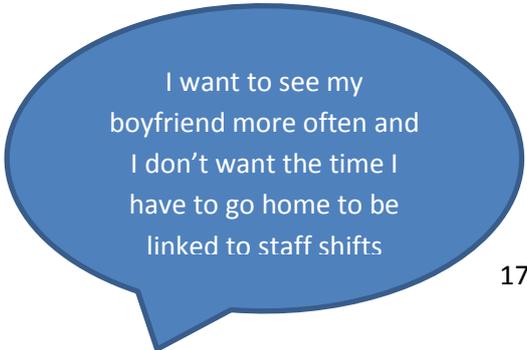
We have set up Carers Groups across the county borough to enable carers to meet socially over a coffee. Our Carers Team attend many events to promote their service and their efforts have been recognised.

We were able to establish a small fund that informal carers could apply for grants to help them in the following categories:

- Carers Essentials
- Carers Time Out
- Carers Access
- Carers Skills

Application received so far have been varied and wide ranging from driving lessons to take their partner to hospital appointments to replacing washing machines and tumble driers.

With our partners we agreed to refresh the Strategy for Learning Disabilities and during consultation meetings with our citizen groups, people told us that relationships are really important to them. This is now a fundamental part of the ‘what matters’ conversations and



I want to see my boyfriend more often and I don't want the time I have to go home to be linked to staff shifts

reviews are ensuring we are outcome focused. We recognise that we have more work to do on supporting relationships and this will be a priority for us going forward and will be reflected in the refreshed strategy for 2018 onwards.

Within Children's Services, wherever possible and whenever safe to do so, we ensure children are placed as close to their home communities as possible in order to support their links with their family and home.

There are increasing demands being placed on us to recruit more foster carers in order to meet the needs of children and young people and to assist us we commissioned a radio recruitment campaign earlier in the year which has already resulted in 8 additional assessments being undertaken.

The workloads in Children's Services have increased significantly during 2016/17 particularly in cases involved in court proceedings resulting in increasing numbers of children becoming Looked After. This has put additional pressure on budgets and although we are working hard to prevent children coming into care we have to acknowledge the relationship between levels of poverty within the county borough and deprivation, abuse and neglect.

73% of all children and young people known to Children's Services have been supported to remain living at home with their families.

Of those children and young people who became Looked After, just under 13% experienced 3 or more placement moves in care. Invariably the moves have resulted from the child's challenging and complex behaviours.



### **What are our priorities for 2017/18?**

- Continue to recruit carers for the Shared Lives Service;
- Review and update the Learning Disabilities Strategy;
- Continue to prioritise the recruitment of foster carers to meet increasing demand, and
- Continue to identify alternatives to care wherever possible and further develop 'edge of care' support.

## Quality Standard 6 – Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

Linked to Quality Standard 4, Children’s Services actively support Looked After Children and young people to engage in education and training and provide individual support wherever necessary. Children and young people are encouraged to make the best use of their leisure time and are supported to engage in community activities wherever possible.



I’ve been helped to move into my own bedsit and I know they are there to help me.

Children’s Services have a well established working protocol with Housing to ensure we can provide appropriate support to young people facing homelessness. We have a range of supported accommodation available including shared living provision, supported lodgings and supported tenancies. We continue to review this provision and look to identify further opportunities for new developments.

Key performance includes:

- 100% of Looked After Children have a plan for permanence in place by the time of their second LAC Review (within 4 months of becoming Looked After).
- 100% of young people leaving care have an allocated worker to support them and we keep in touch with 100% of our care leavers up to the age of 21 years.
- 66% of care leavers are engaged in education, training or employment 12 months after leaving care. This drops slightly to 58% being engaged 24 months after leaving care.

Within Adult Services, during the refresh of the Learning Disabilities Strategy, people clearly told us where they lived was very important to them. They wanted independence with some support. Taking on board this message we started the development of a series of flats in Ashfield Road which will enable people to have their own front door but with targeted support when needed. We hope people will be moving in in the new year.



I want my own front door

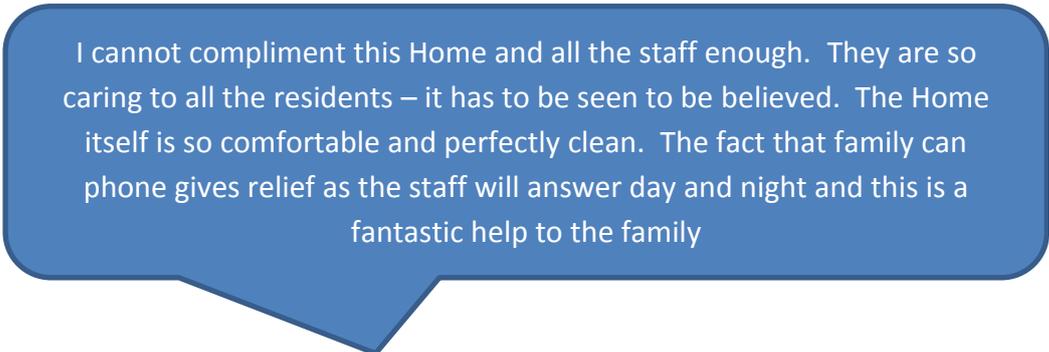
We are working with our colleagues in Housing to review the current accommodation we have available to see if it can be used differently to increase the range of choices for people.

The authority is currently implementing the Welsh Housing Quality Standards programme and there are Occupational Therapists based who liaise directly with Social Services to ensure that individuals needs are met in respect of provision of adaptations such as level access showers, and ramped access.

As a Council we are committed to developing dementia friendly communities so people can be supported to participate in normal activities of daily living such as shopping, banking and eating out. You will see the dementia friendly signs in local establishments and many people wearing the blue flower badge indicating they have been trained as a dementia friend.

Dementia Care matters to us. We are fully committed to ensuring all our services are dementia friendly. In our residential homes we have changed all the paperwork to be much simpler and truly reflect the person. This enables us to ensure we meet personal outcomes and know people's likes and dislikes.

You may also see many different displays and themes reflecting people's former lives. These change regularly and can reflect current events. The homes are now divided into small house units each with its own staff team so they can really get to know the residents.



I cannot compliment this Home and all the staff enough. They are so caring to all the residents – it has to be seen to be believed. The Home itself is so comfortable and perfectly clean. The fact that family can phone gives relief as the staff will answer day and night and this is a fantastic help to the family

The physical environment within some of the homes has also changed with the introduction of primary colours reflecting people's choice of their bedroom door, communal areas are brighter and more defined.



Avril and Ian are fantastic. They treat me like I am one of the family

With our partners we have piloted expansion of our Shared Lives Scheme to look at a health initiative which provides placements with families to prevent people going into hospital and/or facilitating them being discharged to a family home. This enables people to have time to recover, receive more therapy interventions and have an assessment of their needs in more appropriate surroundings. This is progressing well with host families trained and 7 placements being made. We are committed to this alternative model of accommodation.

### **What are our priorities for 2017/18?**

- Continue to work closely with Housing to ensure any opportunities to develop more supported accommodation options are explored;
- Continue to support people to manage their own tenancies and maintain their independence, and
- Work with the Gwent Children & Families Partnership to develop support for young people leaving care.

## 5. How We Do What We Do

### Our Workforce and How We Support their Professional Roles

Our staff are our greatest asset; a skilled and motivated workforce are essential to safeguard and support vulnerable people, promote independence and enhance service delivery. Ensuring that frontline practitioners and managers are supported and well trained is crucial to the success of our service. Our workforce is relatively stable with good staff retention.

We have a joint Workforce Development Team with Blaenau Gwent County Borough Council and they are responsible for delivering a training and development strategy that supports development opportunities for staff at all levels in Social Services.

The key workforce planning issues for the Directorate over the next 12 months will be directly linked to the Council's Medium Term Financial Plan (MTFP). Even though the budget settlement for 2016/17 was as favourable as could be expected, there will still be an obligation for savings to be made, and this will extend into 2017/18 and beyond.

Careful vacancy management has continued, in conjunction the utilisation of the Council's specific policies such as Voluntary Severance and Early Retirement. 37.55 FTE posts were deleted from structures in 2014/15 and 27.95 FTE posts in 2015/16. To date, 30.27 FTE posts have been deleted in 2016/17. This provides a total of 95.77 FTE posts which is a significant reduction over the three year period.

New legislation, and system/processes (Welsh Language requirements and introduction of WCCIS) to support change, will continue to demand significant investment in the workforce through training and skills development.

The Authority holds workforce development responsibility for the whole care sector. The Care Sector employs over 3,000 staff with approximately 50% employed by the local authority and 50% by independent and third sector.

Key achievements throughout 2016/17 include:

- 871 learning events held with free and equal access across the Social Care Sector;
- Achievement of in excess of 90 qualifications;
- 19 student Social Workers hosted and an innovative self-funding employee support programme introduced;
- CPEL attrition rate reduced and pass rate is now 100%;
- Delivery of the SS&WB Act training on behalf of the Greater Gwent region;
- Lead supporter of the SE Wales pilot of the 'Step Up to Management Programme' with 8 Caerphilly employees achieving the qualification;
- 9 employees supported to complete the Social Services Practitioner Award;
- Launched the new 'First Three Years' in Practice Programme, and
- Supported 22 newly qualified Social Workers on the Consolidation of Practice Programme.

## **Our Financial Resources and How We Plan For the Future**

Budget management is embedded as a core function of Divisional Management Teams (DMTs) and the Senior Management Team (SMT) with the Financial Services Manager being a member of the Senior Management Team. Budget reports are discussed at DMTs and SMT on a regular basis and these management teams are the key players in the development of the financial strategy of the Directorate. This focus on budget management has helped to ensure that the Directorate delivered the savings targets that were set for 2016/17 and has identified additional opportunities for savings in advance of the 2017/18 budget settlement.

The Directorate has managed its budget well in recent years with a cumulative underspend for the 5 year period 2011/12 to 2015/16 of around 1.9% of its budget for the period. This places the Directorate in a relatively secure financial position in comparison with many other Welsh authorities and is a particularly noteworthy achievement in light of the fact that almost £8.8m of efficiency savings have been cut from the Directorate budget between 2009 and 2016.

An analysis of the spend per head of population 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 around 56% higher than the Welsh average.

Both Adults Services and Children's Services have experienced significant demographic pressures during 2016/17. In addition, inflationary pressures upon the cost of care packages resulting from the imposition of the National Living Wage and other employment regulations is likely to add to the financial pressures that the Directorate will face in 2017/18 and beyond. These pressures were identified early in 2016/17 and as a result they have been factored in to the Authority's Medium Term Financial Plan (MTFP) from 2017/18. However, if demand for services continues to grow at the rate experienced in the early part of 2017/18 then the budgetary growth factored in to the MTFP will be insufficient to fund the additional cost pressures.

The most significant growth in demand during 2016/17 has been experienced in the following areas:-

- Independent sector residential care for children
- Independent sector foster care
- Residential and nursing care for older people
- Residential and nursing care for people with learning disabilities
- Supported living

The Directorate will need to focus its efforts in managing demand in these areas if it is to deliver a balanced budget in 2017/18.

## **Our Partnership Working, Political and Corporate Leadership, Governance and Accountability**

The Social Services & Well-being (Wales) Act places a key emphasis on partnership working and to this end the authority is now a part of the Greater Gwent Regional Partnership Board with the other four local authorities in Gwent and the Aneurin Bevan University Health Board. A key achievement in 2016-17 has been the production of the Greater Gwent Population Needs Assessment, as required by the Act. This has been formally approved by all five local authorities and the Health Board.

Political and Corporate leadership is strong. The Corporate Director Social Services sits on the authority's Cabinet meeting and is a member of the Corporate Management Team. Monthly meetings are held between the Director and the Cabinet Member for Social Care and Wellbeing. Regular reports relating to performance and service developments are presented to the Health, Social Care & Wellbeing Scrutiny committees.