



## COUNCIL – 21ST JANUARY 2020

**SUBJECT: ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES 2018/19**

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE SERVICES**

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- 1.1 The attached report was presented to the Social Services Scrutiny Committee on the 22<sup>nd</sup> October 2019. The report provided the Scrutiny Committee with the key messages that have been identified in the preparation of the Annual Report of the Director of Social Services for 2018/19. The report sought the comments of Members prior to its submission to Full Council on the 21st January 2020.
- 1.2 The Director informed Members that this is his tenth Annual Director's Report for Caerphilly County Borough Council. The report is an opportunity for the Statutory Director of Social Services to provide a summary of the effectiveness of Caerphilly County Borough Council in delivering Social Services to its citizens.
- 1.3 It was highlighted to Members that the partnership agenda is becoming increasingly significant for Social Services departments in Wales. The Regional Partnership Boards are increasingly becoming the "vehicles of choice" for Welsh Government in implementing policy changes and as recipients of grant funding to assist partners implement these changes.
- 1.4 Members heard how the work of the RPB has been assisted by additional funding from the Integrated Care Fund and also from the Transformation Fund provided by Welsh Government to support the intentions of "A Healthier Wales" in providing seamless services to the public.
- 1.5 The report outlined areas of the Social Care workforce where it remains difficult to recruit and retain staff and carers. Members were advised that steps taken to help with the recruitment of foster carers and social workers within Children's Services were successful. However, challenges remained, particularly in relation to the domiciliary care workforce.
- 1.6 Members discussed in detail service priorities for 2019/20 that had been developed in conjunction with key partners.
- 1.7 It was suggested that the Directorate work closely with colleagues from the Communications Department in order to promote the work of carers via the Council's Social Media platforms. In the "Annual Report of the Director of Social Services 2018/19" (page 111) it was highlighted that the Council's Carers Team had 61 followers on Twitter. The Social Services Scrutiny Committee believed that this figure could be improved upon with greater exposure and promotion.
- 1.9 Following consideration of the report, the Social Services Scrutiny Committee unanimously recommended the Annual Director's Report of Social Services 2018/19 to Council.

Author: Mark Jacques, Scrutiny Officer – jacqum@caerphilly.gov.uk

Appendices:

Appendix Annual Report of the Director of Social Services 2018-19



## **SOCIAL SERVICES SCRUTINY COMMITTEE – 22 OCTOBER 2019**

**SUBJECT: ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES 2018/19**

**REPORT BY: CORPORATE DIRECTOR FOR SOCIAL SERVICES AND HOUSING**

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

- 1.1 To inform the Social Services Scrutiny Committee of the key messages that have been identified in the preparation of the Annual Report of the Director of Social Services for 2018/19.
- 1.2 To seek the views of the committee on the report prior to the presentation of the report to Council on the 19 November 2019.

### **2. SUMMARY**

- 2.1 Part 8 of the Social Services & Wellbeing (Wales) Act 2014 (SSWBA) requires Directors of Social Services in Wales to publish an annual report about the exercise of the local authority's social services functions. The attached report has been written in a format that is compliant with the requirements of the SSWBA.

### **3. RECOMMENDATIONS**

- 3.1 Members of the Social Services Scrutiny Committee are requested to note the contents of the Annual Director's Report for 2018-19 prior to its submission to Council on 19 November 2019 for its adoption.

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 Statutory guidance requires the Corporate Director Social Services to present the Annual Report to Council for its adoption.

### **5. THE REPORT**

- 5.1 This is the tenth Annual Director's Report for Caerphilly County Borough Council. This report is an opportunity for the Statutory Director of Social Services to provide a summary of the effectiveness of Caerphilly County Borough Council in delivering Social Services to its citizens.
- 5.2 The format and content of the report is prescribed by CIW and outlines in some detail how we addressed our priorities for 2018/19 and lists our priorities for 19/20. At the start of the report is some performance information for 2018-19 together with comparable information for 2017-

18 and 2016-17. Members should be aware that the final details of the Performance & improvement Framework for Social Services in Wales are still awaited and it's only at this point will we be able to compare our performance with other LA's in Wales.

- 5.3 I would particularly draw members attention to the reference to how the partnership agenda is becoming increasingly significant for Social Services departments in Wales. The Regional Partners Boards are increasingly becoming the "vehicles of choice" for Welsh Government in implementing policy changes and as recipients of grant funding to assist partners implement these changes. This regional work is becoming increasingly intensive, time consuming and poses challenges on how we engage with elected members prior to the implementation of new service delivery models. A report on the work of the Regional Partnership Board in Gwent and how it impacts on our work in Caerphilly is scheduled for a future Social Services Scrutiny Committee.
- 5.4 Following presentation to Council on 19 November 2019, the Annual Director's Report will be made available to Welsh Government, CIW, members of the public, partner agencies and stakeholders.

## **6. ASSUMPTIONS**

- 6.1 There are no assumptions made or presumed in this report.

## **7. LINKS TO RELEVANT COUNCIL POLICIES**

- 7.1 This report is compliant with the requirements of Part 8 of the Social Services & Wellbeing (Wales) Act 2014
- 7.2 Caerphilly Social Services contributes to the wellbeing goals contained in the Well-being of Future Generations (Wales) Act 2015.
- 7.3 Wellbeing objective 6 of the authority's Corporate Plan 2018-23.

## **8. WELL-BEING OF FUTURE GENERATIONS**

- 8.1 The delivery of Social Services by Caerphilly County Borough Council contributes to all of the Well-being Goals contained within the Well-being of Future Generations (Wales) Act 2015 and also supports the well-being objectives of other public bodies. The service operates in a manner that is in accordance with sustainable development principle as set out in the Act. The Annual Report evidences the emphasis on collaboration, for example, with the establishment of the Greater Gwent Regional Partnership Board and a Population Needs Assessment which will inform Area Plans. Caerphilly Social Services are also active partners in Gwent wide partnerships developing integrated approaches to supporting children and young people.
- 8.2 Service users are involved in how services will be developed and delivered in the future through surveys, contract monitoring processes, Elected Member rota visits, complaints and compliments, consultation events and feedback from Inspections. The Annual Report focusses on performance in 2017/18, but takes a longer term view as well in considering the challenges that lie ahead and how services are being developed now to meet them. The promotion and maintenance of independence is a guiding principle for the service and is reflected in the emphasis on prevention.

## **9. EQUALITIES IMPLICQATIONS**

- 9.1 There are no equalities implications to this report that have not been considered or would adversely affect any individual or group

## **10. FINANCIAL IMPLICATIONS**

- 10.1 The 2019-20 priority areas for development set out within the Annual Director's Report are aligned with the Social Services Medium Term Financial Plan (MTFP) and the Directorates revenue budget for 2019-20.

## **11. PERSONNEL IMPLICATIONS**

- 11.1 There are no direct personnel implications arising from this report.

## **12. CONSULTATIONS**

- 12.1 In order to produce the Annual Director's Report a wide range of information sources are taken into account including feedback from our customers and regulators/inspectors. This feedback has been incorporated into the Annual Directors Report where relevant.

## **13. STATUTORY POWER**

- 13.1 Part 8 of the Social Services & Wellbeing (Wales) Act 2014

Author: Dave Street, Corporate Director Social Services & Housing  
Consultees: Social Services Senior Management Team  
Councillor Carl Cuss, Cabinet Member Social Care  
Councillor Lyndon Binding, Chair Social Services Scrutiny Committee  
Councillor John Bevan, Vice Chair Social Services Scrutiny Committee  
Corporate Management Team

Appendices:

Appendix 1: Annual Report of the Director of Social Services & Housing 2018-19

**CAERPHILLY COUNTY BOROUGH COUNCIL**  
**ANNUAL REPORT OF THE DIRECTOR OF**  
**SOCIAL SERVICES & HOUSING**  
**2018/19**

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## 1. Introduction

I am pleased to present the Annual Report of the Director of Social Services & Housing for Caerphilly County Borough Council for 2018/19. This report is essentially a snap shot of our services and encompasses some of the achievements and challenges we have experienced during 2018/19.

Our main focus for the year has been to continue to embed the requirements of the Social Services and Well-Being (Wales) Act and to ensure we engage meaningfully with people who use our services and have “different conversations” to those that we have had historically.

In 2018/19 we have seen the continued emergence of the Regional Partnership Board (RPB) as the principle facilitator for joint working between the 5 Local Authorities in Gwent, the Aneurin Bevan University Health Board together with third sector, independent sector and public partners. The work of the RPB has been assisted by additional funding from the Integrated Care Fund and also from the Transformation Fund provided by Welsh Government to support the intentions of “A Healthier Wales” in providing seamless services to the public.

Whilst the allocation of grant funding to assist with regional service models is welcomed, the Directorate has continued to have to make efficiencies and savings in order to contribute to the Authority’s Medium Term Financial Plan. Once again, these savings have been directed towards not filling vacant posts and to back office efficiencies. Every effort continues to be made to protect front-line services.

The Authority continues to rely on independent sector and voluntary sector partners for many of our services. Some of these services continue to be fragile in their nature and the balance between services provided directly by the Local Authority and those commissioned from the Independent Sector is something that now has to be looked at.

Like many Authorities there are areas of the Social Care workforce where it remains difficult to recruit and retain staff and carers. Steps needed to be taken during 2018/19 to help with the recruitment of foster carers and social workers within Children’s Services. I am pleased to be able to say that both initiatives were successful, however, there remains challenges particularly in relation to the domiciliary care workforce.

In my report for 2017/18 I referenced the fact that my responsibilities now also included the role of the Director of Housing. We have continued to develop links between both service areas with a view to ensuring Housing provision is fit for purpose for an increasingly aging population.

This report also outlines some of our service priorities for 2019/20. These will build on progress made in 2018/19 and will increasingly be developed in conjunction with our key partners. Amongst these priorities are:-

- The embedding of Compassionate Communities in the North of the Borough.
- Developing a Corporate Volunteering Scheme.
- Opening our second Children's Home.
- Expanding our discharge to assess model in the local Hospital.
- Continue to monitor recruitment in Children's Services.
- Submit a funding bid for a third Children's Home.
- The continued development of Community Hubs principally in the North of the Borough.

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Welsh Government is in the process of a major review of the performance measurement framework for Social Care. Caerphilly is fully engaged in supporting this review with key officers attending workshops and steering group meetings. In the absence of a national performance framework, we continue to capture local performance information and some key measures are detailed below together with comparable information on performance in 2016/17 and 2017/18:

### 2018-2019 Performance Measures

#### Adult Services:

Measure	Results 2016/17	Results 2017/18	Results 2018/19
% of adult protection enquiries completed within 7 days	92.46%	92.61%	100%
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.86	5.65	6.23
% of adults who completed a period of reablement and have a reduced package of care and support 6 months later	27.42%	35.56%	38.6%
% of adults who completed a period of reablement and have no package of care and support 6 months later	85.48%	64.44%	38%
The average length of time adults (aged 65 or over) are supported in residential care homes (weeks)	125.5	157.67	173.93
Average age of adults entering residential care homes	83.77	83.06	83.76
% 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	90.31	95

#### Children's Services:

Measure	Results 2016/17	Results 2017/18	Results 2018/19
% of assessments completed for children within statutory timescales	95.12%	93.39%	90.49%

% of re-registrations of children on local authority Child Protection Registers (CPR)	5.05%	2.40%	5.77%
The average length of time for all children who were on the CPR during the year	291.09	268.58	268.58
% of children seen by a registered dentist within 3 months of becoming looked after	43.86%	75.58%	66.67%
% 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%	100%	100%
% of looked after children who have experienced 1 or more changes 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	11.1%	10%	7%
% of looked after children on 31 <sup>st</sup> March who have had three or more placements during the year	12.6%	10.914%	9.4%

#### Care Leavers:

Measure	Results 2016/17	Results 2017/18	Results 2018/19
% of all care leavers who are in education, training or employment at 12 months after leaving care	65.96%	51.16%	51.35%
% of all care leavers who are in education, training or employment at 24 months after leaving care	51.35%	60.78%	45.16%

## 2. 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 our services are developed and delivered in the future or whether it is about a service they are receiving now. We do this in a number of different ways including, undertaking surveys, contract monitoring processes, responsible Individual visits, complaints and compliments, consultation events and feedback from Inspections.

All of our Regulated services are now registered under the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016. This has been a major piece of work completed in accordance with the statutory timescales.

Key activity undertaken by CIW during 2018/19 has included:

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

- A full unannounced inspection was undertaken at Ty Ni, the residential children's home and feedback was very positive.

### **Adults Services:**

- A self assessment was completed in relation to services for older people excluding those in care homes. Caerphilly was not chosen for a focused inspection however, visits were undertaken to Extra Care establishments to gain peoples views of the Information, Advice and Assistance Service.
- Annual inspections under RISCA have commenced of all registered services. To date inspections have been undertaken in Ty Hapus – children's respite house and Ty Clyd, Ty Iscoed and Brodawel Residential Homes

The reports for the above inspections were generally positive and although, understandably, 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://ciw.org.uk/our-reports/?lang=en>

Periodic engagement meetings are held with the Care Inspectorate Wales (CIW) involving the Senior Management Team and the Cabinet Member for Social Services & Wellbeing. In line with the Inspection changes in CIW, both Adult Services and Children's Services have completed Self Assessments in relation to the themes identified by CIW.

Social Services has a Statutory process that has to be followed when someone is unhappy with our services and wishes to make a complaint. We endeavour to ensure that the handling of complaints is quick and effective with the result that the majority of issues are able to be resolved as early as possible.

During 2018/19 the Directorate received 117 Stage 1 complaints and 1 complaint which progressed directly to Stage 2. The majority of the complaints were resolved to the customer's satisfaction at Stage 1 and this is due to the efforts that are placed on resolution at Stage 1 of the process.

Of the 117 complaints received at Stage 1, 27 (23%) related to Adult Services, 84 (72%) to Children's Services and 6 (5%) to Service Strategy and Business Support. This is consistent with the previous year's figures (118), where the number of complaints regarding Children's Services has been the higher figure. Previous years have shown more of a fairly even distribution of complaints between Adult and Children's Services.

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 117 complaints received at Stage 1 in 2018/19, the following outcomes were noted:

- 17 were closed, as the matters were resolved early or signposted to other processes, e.g. legal process
- 6 complaints were upheld
- 9 complaints were partially upheld
- 84 complaints were not upheld
- 1 complaint was not given an outcome as it proceeded to a stage 2 before the stage 1 process was completed

During 2018/19 the Directorate received 6 requests to progress complaints to a Stage 2 formal investigation, an increase from the previous year when there was just 1 Stage 2 investigation. All 6 (100%) of the Stage 2 investigations related to Children's Services.

There were 15 contacts by our customers during this year to the Public Services Ombudsman for Wales (PSOW). This is an increase of on the previous year when 8 customers approached the PSOW for support.

The Directorate appreciates the importance of learning from complaints and representations and it is recognised that equal emphasis needs to be placed on learning from positive outcomes.

Praise is received by teams in the form of thank you cards, letters and emails and these are sent to the Complaints and Information Team for them to record. 74 compliments have been logged during the year, of which 72 (97%) relate to Adult Services and 2 (3%) relate to Children's Services. In addition, annual survey responses by some service areas results in positive feedback that can be used to measure the success of the Directorate in those areas.

During the year 19 surveys were sent out, 5 (26%) of these were for Adult Services and 14 (74%) were for Children's Services. Many of the comments made in response to the surveys have been incorporated into this report.

During 2018/19 we received:

117 Stage 1 Complaints and  
managed 6 Stage 2 Complaints

### 3. 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 2018/19, in accordance with the requirements of the Social Services & Wellbeing (Wales) Act, staff within Caerphilly's Information, Advice and Assistance (IAA) Service received training to support having 'meaningful conversations' with service users, their families and carers about what really matters to them in line with the Social Services and Well Being (Wales) Act.

'Meaningful conversations' start with IAA staff the first time someone contacts us. These conversations concentrate on people's strengths, on 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.



The support you and your staff provided was wonderful – I cannot praise you enough for all

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 have received has improved relationships within my family

We have full access to the 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. We have a dedicated lead officer to further progress the development of DEWIS.

To ensure that they have the opportunity to participate in consultations or purely making their views known all children have access to an Independent Advocate who can support them in meetings to ensure their voices are heard. We have also developed Parent Advocacy through partnership working funded by Families First.

96.5% of our assessments were completed within the statutory timescale and;  
Over 700 children were supported to remain living within their families.

During 2018/19, 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 2018/19 54% of adults who completed a period of reablement had no package of care and support 6 months later.

All the staff were incredible. They were respectful and kind. I wouldn't have made such progress if it wasn't for their care.

### **How we addressed our priorities for 2018/19:**

- We have successfully delivered the nationally recognised 'Collaborative Communication' training to all front line teams in Children's Services which focuses on enabling families to identify outcomes and solutions to difficulties for themselves.

- We continue to work with colleagues in Health to embed care navigation training and principles of place based working in GP surgeries.
- The DEWIS system is now fully operational.

### **What are our priorities for 2019/20?**


- Utilising Transformation Grant funding, we will work with Aneurin Bevan University Health Board to embed 'Compassionate Communities' in the North of the Borough. Compassionate Communities is an initiative which aims to help communities understand the range of services available from public bodies, the voluntary sector and the community itself. People can then be signposted by professionals or members of the community to services that can help them. This is particularly important in trying to overcome loneliness and isolation.
- Implementation of a single point of contact for GP and other professional referrals to Primary Care Mental Health Services through IAA and the Space-Well-being Panels.
- Work with Health to develop integrated well-being networks across the borough that map all the resources available for people. This programme also looks to develop community champions to enable them to provide information to citizens.

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

Caerphilly CBC 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 children Looked After through the regional development of the My Support Team (MyST) service across the five Local Authorities. This service was originally developed in Caerphilly in 2017.

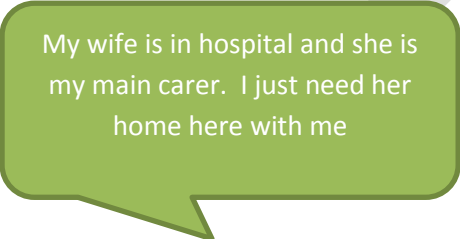
The Gwent wide Attachment Trauma Service has been offering advice, consultation and training to Caerphilly social work teams with the aim of supporting children and young people to remain living at home or remain in stable foster placements.



With MyST support I have been able to return to live in Caerphilly and see my family more

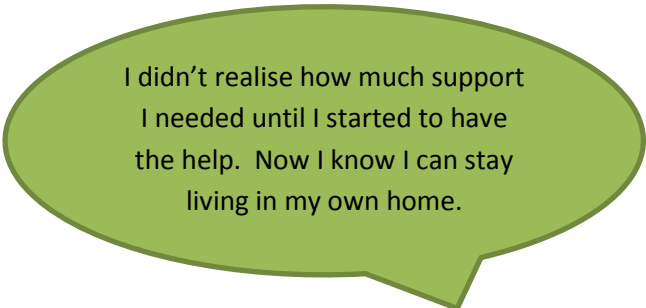
Caerphilly MyST, is a multi disciplinary therapeutic intervention service supporting the most challenging children and young people to prevent placement breakdown and prevent the need for children to be placed in high cost residential provision outside the County Borough.

In response to a small number of particularly challenging children, we have purchased a property to develop a second Children’s Home within the County Borough and recruited a residential staff team. It is hoped that the new home will be fully operational by the end of 2019.



My wife is in hospital and she is my main carer. I just need her home here with me

Across Adult Services, we continue to develop our Community Resource Team (CRT) which offers a rapid response to people’s medical and social needs. In addition we have developed a discharge to assess pathway in Ysbyty Ystrad Fawr which has been recognised national as an area of good practice , the Data Unit are currently producing a YouTube video to promote the service and tell peoples stories of using the pathway.



I didn’t realise how much support I needed until I started to have the help. Now I know I can stay living in my own home.

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 events.

We have increased the number of people who see themselves as carers by over 50% from 546 to 1073 and we undertook 176 carers assessments in 2018/19.

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 6.23% per 1000 population which puts us 8<sup>th</sup> of the 22 local authorities in Wales.

The Council has six residential care homes for older people, which it owns and runs, all of which have adopted the Dementia Care Matters approach. 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 now registered under Regulation Inspection Social Care Act as required.

The average age of adults entering residential care homes was 83.76 years.

The average length of time adults (aged 65 or over) are supported in residential care homes is 174 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.

### **How we addressed our priorities for 2018/19:**

- Identified over 50% more carers – provided opportunities and support for them to continue in their role utilising the Intermediate Care Fund to maximise opportunities for service development and provide small grants for individuals to do what matters to them.
- Successfully registered all adults and children’s service under the Registration and Inspection of Social Care Act (RISCA).
- We have purchased a property to establish a second Children’s Home for Caerphilly children and young people.

### **What are our priorities for 2019/20:**

- Expand the ‘discharge to assess’ model in the local hospital in readiness for Clinical Futures and the opening of the University Grange Hospital.
- Further develop the pan Gwent Home First model on the Royal Gwent and Nevill Hall Hospitals to prevent inappropriate admissions to the wards using peoples own strengths and an IAA approach with focuses on what matters.
- We will operationalise the second Children’s Home.
- We will host the regional MyST Programme Director and Clinical Director posts on behalf of the Gwent Children and Families Partnership.

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

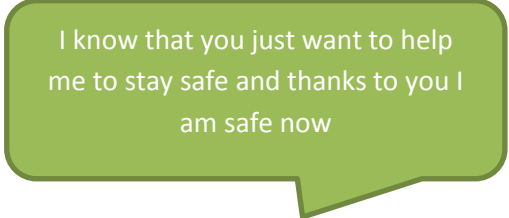
Safeguarding children, young people and vulnerable adults is the most important thing that the Authority does. Consequently the Authority has ensured that it is a Corporate priority and responsibility. A cross Directorate Corporate Safeguarding Board is led by the Assistant Director for Children’s Service and chaired by the Cabinet Member for Social Care & Wellbeing.

Safeguarding is everybody’s business and is a key theme running through the Social Services and Well Being (Wales) Act 2014. Consequently we make sure that our staff, contractors and partners are aware of their responsibilities in this area.

A Corporate Safeguarding Policy is in place 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 for Elected Members. The Welsh Audit Office undertook a self –assessment exercise across all Welsh Local Authorities in relation to Corporate Safeguarding arrangements and will undertake fieldwork during 2019.

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

The Boards agreed to establish a joint Adults and Children’s Case Review Group to consider all referrals for Adult and Child Practice Reviews. This has enhanced shared learning across the two sectors and enabled the development of better joint working across the region.



I know that you just want to help me to stay safe and thanks to you I am safe now

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.

Our performance over the past year in safeguarding was:

- 100% of adult protection enquiries were completed within 7 days
- 2,704 Adult Services Care & Support Plans were reviewed
- 98% of initial Child Protection Conferences were carried out within statutory timescales
- 98% 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 children Looked After have an allocated Social Worker

As long as I feel safe  
I feel happy.

We continue to provide training on 'Ask and Act' to all front line staff so they can recognise the signs of domestic abuse.

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.

#### **How we addressed our priorities for 2017/18:**

- Safeguarding vulnerable children, young people and adults is a constant priority for the Council and the core business for the Social Services Directorate.
- We have continued to share learning from Adult and Child Practice Reviews across all agencies.

#### **What are our priorities for 2019/20:**

- Establishment of one Gwent Wide Safeguarding Board covering both Adults and Children's safeguarding.

- Await the outcome of the WAO Review of Corporate Safeguarding Arrangements
- Manage the transfer of Education Safeguarding back to the LEA for 2019/20

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## 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.

When I went into care you kept me in my school which was really important to me

Caerphilly has a proven track record of supporting young people into further and higher education and a number of Care Leavers have gained Degrees and similar qualifications.

52% of Care Leavers are engaged in education, training or employment 12 months after leaving care.

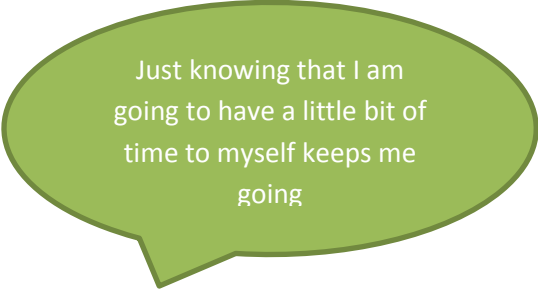
We recognise that it is important for people to be more self reliant and maintain their independence enabling them to participate fully in society and their local community.

In 2018/19, the Community Connectors received 244 referrals, 85% of had outcomes where people were assisted in being directed to services or organisations that helped them achieve “what matters to them”.

The local authority employs a number Community Connectors who 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.

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

I would never have asked for help but now I don’t know what I would do without you – I am so glad I met you



Just knowing that I am going to have a little bit of time to myself keeps me going

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.

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.

#### **How we addressed our priorities for 2018/19:**

- We supported the regional partnership to make full use of the ICF grant funding to maintain the 'Skills for Living' project for young people leaving care
- We worked with Dementia Care Matters to develop a bespoke Caerphilly Dementia Care Matters programme delivered to 30 local authority staff and 9 staff in the independent sector. A further 16 staff are currently attending the training.

#### **What are our priorities for 2019/20?**

- We propose to create a Community Connector specifically for Children's Services using ICF grant funding
- Complete the work on compassionate communities with health colleagues and develop a road map of resources available to enable people to develop their communities and participate in society
- Evaluate the implementation of compassionate communities within the north of the borough in terms of impacts on isolation and loneliness

## 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.

We have embedded the “what matters conversations” 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.

Contact is the most precious time I have with my children and you always try and make sure it is as positive as it can be

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 people of 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. We are working with health to develop a bespoke service for people in crisis in respect of their mental health which will be a separate arm of the service.

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

I cannot fault the support and information I receive from the Carers Team – there is always something to look forward to

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 reviews are ensuring we are outcome focused. We signed up to the Learning disability charter which was produced by people with a learning disability supported by a project officer funded by ICF.

We recognise that we have more work to do on supporting relationships and this will be a priority for us going forward in terms of expansion of the My Mates club.

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. We implemented an enhanced remuneration package for foster carers in June 2018 and recruitment has increased as a result. We continue to run a radio recruitment campaign which has helped us increase the enquiries we receive and the assessments that we are undertaking.

The workloads in Children's Services have continued to increase during 2018/19 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.

The increasing workload not only places an increased burden on financial resources but also on staff resources and social worker recruitment in frontline teams within Children's Services became challenging. As a result, a Market Supplement was approved by the Council to help us recruit new social workers.

#### **How we addressed our priorities for 2018/19:**

- The My Mates scheme was successfully rolled out across the borough.
- We worked with Health to develop a Service Level Agreement for Shared Lives to provide host families for people who are experiencing a mental health crisis.
- We reviewed the Foster Carer fees payment structure.

- We monitored the recruitment difficulties within Children's Services and responded by introducing a Market Supplement incentive.

### **What are our priorities for 2019/20?**

- Continue to monitor Social Worker recruitment in Children's Services.
- Review the Market Supplement for key posts.
- Secure Intermediate Care Funding to develop Shared Lives further for people with dementia.
- Review the Learning Disability Strategy and the Learning Disability Charter with people to see what difference we have made.

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## 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

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.

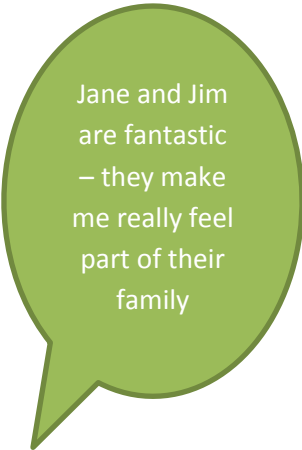
I have been helped to move into my own place and I know that they are always there to support me – it makes me feel safe and secure

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.
- 52% of care leavers are engaged in education, training or employment 12 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 have opened a series of flats in Ashfield Road which has enabled people to have their own front door but with targeted support when needed. A YouTube video (<https://youtu.be/ecj-ZCyAhu4>) has been produced to show the fantastic impact this had on people's lives enabling them to be both independent and part of a community.



Jane and Jim  
are fantastic  
– they make  
me really feel  
part of their  
family

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.

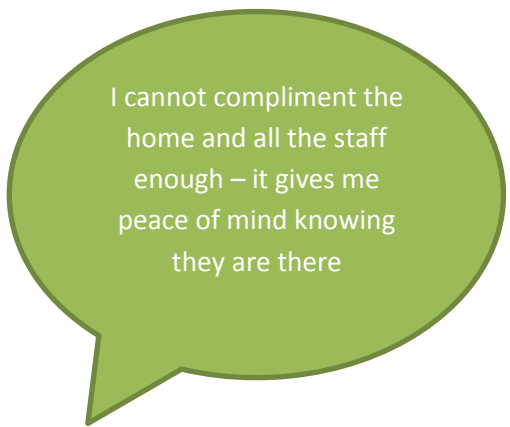
The authority is currently implementing the Welsh Housing Quality Standards programme and there are Occupational Therapists who liaise directly with Social Services to ensure that individuals needs are met in respect of provision of adaptations such as level access showers, and ramped access.

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.

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 and communal areas are brighter and more defined.



I cannot compliment the  
home and all the staff  
enough – it gives me  
peace of mind knowing  
they are there



I just wanted my own  
front door – without  
your help I would  
never have got here

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 23 carers recruited providing 2,062 nights of long term support and 940 nights of short term care. We are committed to this alternative model of accommodation.

**How we addressed our priorities for 2018/19:**

- The My Mates scheme was successfully rolled out across the Borough

**What are our priorities for 2019/20?**

- Explore the potential to develop bespoke supported accommodation provision for young people leaving care to reduce the use of B&B accommodation
- Submit an ICF Capital bid to develop a third residential Children's Home
- Develop reablement services for people with memory loss and/or dementia using ICF funding to enable them to be as independent as possible.

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## **4. 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. However, we have experienced challenges in recruiting to specific teams within Children's Services and have implemented a Market Supplement incentive as a result.

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 our budget settlement for 2018/19 included some funding from the Council to help with the financial pressures of additional demand, there will still be an obligation for savings to be made, and this will extend into 2019/20 and beyond.

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.

### **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 2018/19 as well as us remaining within our allocated budget for the year.

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 continued significant demographic pressures during 2018/19. These pressures were identified early and have been factored in to the Authority's Medium Term Financial Plan (MTFP). However, if demand for services continues to grow at the rate experienced in the early part of 2018/19 then the budgetary growth factored in to the MTFP may be insufficient to fund the additional cost pressures.

The most significant growth in demand during 2018/19 has been experienced in the following areas:-

- Independent sector residential care for children
- Nursing care for older people
- Domiciliary care to support people in their own homes.
- 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 2019/20.

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

Part 9 of 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 (RPB) with the other four local authorities in Gwent and the Aneurin Bevan University Health Board.

The work of the RPB has intensified during 2018/19 and it now has a major influence over the work of social services in Caerphilly and in particular with the Aneurin Bevan University Health Board.

Since its inception the RPB has produced,

- An Area Plan
- A Market Position statement which outlines the provision of existing services and what services may be required in the future.
- An Annual report which pulls together all of the work of the RPB.

Further information on the work of the RPB and copies of the above reports can be found at its website at [www.gwentrpb.wales/home](http://www.gwentrpb.wales/home).

One of the major pieces of work undertaken in 2018/19 was the finalising of our work on standardising some of the ways that we commission services from the independent sector. To this end we have;

- Finalised and signed off a section 33 agreement to allow the allocation of pooled funds for residential care for older people
- Developed a single service specification and contract for residential care for older people
- Developed a methodology to calculate the fees paid to independent sector Providers
- Developed a quality assurance methodology that can be used by all statutory Partners.

However, our partnership working is not limited to the RPB. We have a significant range of services provided with other local authorities and partners including;

- A joint workforce development team with Blaenau Gwent
- A Gwent frailty Service developed in conjunction with the four other local authorities and the health board
- Regional Safeguarding Boards covering all partners across Gwent.
- A Shared Lives scheme run on behalf of six local authorities.

In addition we have implemented the Welsh Community Care Information System (WCCIS) to help us share information between all of the other local authorities and Health Boards in Wales.

Political support for Social Services in Caerphilly CBC remains strong. Despite the very difficult financial settlement for the authority, additional funding was allocated to help us meet some of the financial pressures from an increasingly ageing population.

The Corporate Director for Social Services & Housing is a member of the Council's Corporate Management team which meets weekly to consider key decisions on strategic and operational priorities, prior to these issues / decisions going onto Scrutiny / Council.

There is an Executive member for Social Services & Wellbeing who sits on the Council's Cabinet and also attends the Social Services & Wellbeing Scrutiny Committee with senior Managers.

Scrutiny Committee consisting of sixteen elected members meets every six weeks to oversee the performance of the Directorate and to consider any policy / service developments prior to them being considered by Cabinet.

Amongst some of the reports considered by Scrutiny Committee during 2018-19 were;

- Foster Care fee Levels
- Parliamentary review – Health & Social Care
- Social Services Revenue Budget
- Charging For Non Residential Services
- Annual Complaints & Compliments Report

## Useful Links

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