



HEALTH, SOCIAL CARE & WELLBEING PERFORMANCE MANAGEMENT SCRUTINY – 12TH JUNE 2012

SUBJECT: ANNUAL DIRECTOR'S REPORT ON THE EFFECTIVENESS OF SOCIAL CARE SERVICES

REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES

1. PURPOSE OF REPORT

- 1.1 To inform Members of the key messages that have been identified in the preparation of the third Annual Director's Report on the Effectiveness of Social Care Services.

2. SUMMARY

- 2.1 In June 2009 the Welsh Assembly Government issued Statutory Guidance on the Role and Accountabilities of the Director of Social Services. The Guidance sets out a requirement for Directors of Social Services to report annually to the Council on the performance of Social Services functions, and plans for further improvement. The process of compiling the report has been undertaken in accordance with the Annual Council Reporting Framework. This framework has been devised by the Social Services Improvement Agency, in conjunction with the Welsh Government, and provides a robust structure for the compilation of the Annual Report.

3. LINKS TO STRATEGY

- 3.1 Statutory Guidance on the Role and Accountabilities of the Director of Social Services (Welsh Government, June 2009).
- 3.2 Annual Council Reporting Framework (Social Services Improvement Agency, 2009).
- 3.3 Local Authority Social Services Inspection, Evaluation and Review Framework (Care and Social Services Inspectorate, April 2009).
- 3.4 Wales Programme for Improvement (Wales Audit Office, 2002).

4. THE REPORT

- 4.1 This will be the third Annual Director's Report for Caerphilly County Borough Council. The aim of the report is to provide a summary outlining the effectiveness of how Caerphilly County Borough Council delivers Social Services to its citizens. The Report provides details on the Directorates performance last year, areas where the Directorate performs well and the priorities for development in 2012-13.
- 4.2 In compiling the third Annual Director's Report, the Directorate sought the views of Social Services service users, parents, carers and staff members. The information gathered during this process has been invaluable in helping to build a picture of the effectiveness of Social Care Services in this Local Authority.

4.3 The Corporate Director Social Services will formally present the Annual Director's Report to Council on 7th August 2012. Following the presentation to Council, the Annual Director's Report will be made available to members of the public, partner agencies and stakeholders by 1st September 2012.

4.4 In 2011-2012 the Directorate set itself a number of overarching and specific divisional priorities. These priorities were:

Overarching Priorities

- o Delivering Sustainable Social Services
- o Implementing a Single Planning Framework
- o Developing an Outcomes Framework
- o Engaging with Service Users and Carers
- o Workforce Development
- o Workforce Management/Managing Attendance
- o Supporting transition from Children's to Adult Services

Adult Services

- o Assessment and Care management
- o Range and Quality of services
- o Safeguarding Vulnerable Adults
- o Promoting Independence and Social Inclusion

Children's Services

- o Assessment and Care planning
- o Range of Services provided
- o Safeguarding vulnerable children

4.5 This report will provide an outline in relation to progress against these priorities.

4.5.1 **Delivering 'Sustainable Social Services'.** Caerphilly and Blaenau Gwent County Borough Council's have been proactive in planning for the longer term sustainability of Social Services by endorsing a programme of integration of Social Services over a three year period. The Programme directly supports and is focussed on the 10 principles detailed in Sustainable Social Services: A Framework for Action.

4.5.2 **Implementing a Single Planning Framework.** During 2011-12, the Social Services Directorate, working via the Health, Social Care and Well-being Partnership and Safeguarding Children Board, has continued to support the development and implementation of the Caerphilly Single Plan. The Caerphilly Single Plan will deliver greater efficiencies as Partnerships and processes are streamlined and rationalised, statutory and non-statutory plans are integrated into one Single Plan, bureaucracy and duplication is reduced and delivery is focussed on work and services which maximise benefit to the citizens of the county borough of Caerphilly.

4.5.3 **Developing an Outcomes Framework.** In 2011-2012 the Directorate started on the development of a Directorate 'Outcome Framework'. This Framework consists of 20 Outcomes that we want for our service users and staff. Having an Outcome Framework in place will help us to measure our performance against the things that matter most to our service users and to us. It will also help with future planning. Our goal is to finalise this piece of work by the end of the Summer 2012.

4.5.4 **Engaging with Service users and Carers.** Service Users and Carers are at the heart of what we do. Within our Children's Services Division parents and carers have been involved in the development of services through the Children With Disabilities Project Board and Implementation Group to ensure that the views of parents and carers are represented. Four consultation events have also taken place with parents and carers during 2011/12 and a postal survey was sent to 570 parents in September 2011 to capture the views of parents and carers who have not been able to attend consultation events. The views expressed by those parents and carers have been incorporated into the Service Improvement Plan.

Work is currently underway to prepare, publish and implement a joint strategy, between the NHS and Local Authorities in Wales, in relation to Carers. Adult Carers and Young carers are being consulted as part of the development of the Carers Strategy. We are confident that our joint Strategy will be ready to submit to Welsh Ministers by the 31st October 2012 deadline.

Parents and children have been interviewed about their experiences of the child protection process before and during initial child protection conferences. Although there was a limited take up from parents and children who agreed to be interviewed, it has been identified that we need to improve the way we engage with families who experience safeguarding issues. As a result a workshop is planned to look at this issue with staff.

- 4.5.5 **Workforce Development.** The Integration Programme Team and Programme Board have agreed the proposals for an interim Joint Workforce Development Service and Team from the 1st of April 2012. Proposals will be developed towards the end of 2012 for a permanent Workforce Development Team and staffing structure with one Team Manager from April 2013.

Our Children's Services Division has been successful in recruiting a Social Work Mentor. The Social Work Mentor will offer guidance and support for newly qualified social workers.

- 4.5.6 **Workforce Management/Managing Attendance.** The annual percentage sickness absence rate in 2010-2012 was 5.62%. Official figures for 2011-2012 are unavailable at this time, however from analysis of monthly data the average % sickness rate would appear to sit at 5.2%; a reduction on last year.

- 4.5.7 **Supporting Transition from Children's to Adult Services.** A group has been established and is in the process of undertaking a feasibility study. A Multi Agency Group has also been established which includes colleague from our Adults and Children's Services Divisions and Education Directorate. Work on this is progressing steadily.

- 4.5.8 **Adult Services - Assessment, Care Management and Review.** In last years report Adult Services set a target of 90% for all adult initial assessments started on time. In 2010-11 our performance was 71.90%, this year our performance has improved to 80.10%. Significant steps will be made to continue to improve our performance in this area during 2012-13.

- 4.5.9 **Adult Services - Range of Services.** The Gwent Frailty Programme commenced 4th April 2011 and is now fully operational. An additional secondment of 4 Social Workers to the team commenced in September 2011, working closely with the nurses and medical team to prevent unnecessary admissions to Hospital or Residential care. Six assessment beds have been established in one of our local authority homes to allow service users and their families more time to consider their options as to where they should live once they are discharged from hospital. This service would support the Frailty proposal and assist in lowering the Delayed Transfer of Care by providing an alternative for those in hospital, and for those already in hospital for speedier discharge to a more appropriate setting.

- 4.5.10 **Adult Services - Quality of Services.** A survey was undertaken in October 2011 with service users following a social services assessment. The purpose of the survey was to analyse the quality of the assessments and to identify any unmet need. A total of 236 surveys were sent out. 72 (30%) were returned. From the questions asked 80% of respondents stated that they received the outcome expected from their assessment. Overall, the analysis indicated a 91% positive response from respondents.

- 4.5.11 **Adult Services - Safeguarding Vulnerable Adults.** The Directorate's Protection of Vulnerable Adults (POVA) Team has been strengthened by the appointment of a fifth POVA coordinator who is jointly funded by Aneurin Bevan Health Board. This will assist improve practice across health and social care and ensure a joint approach to safeguarding.

Caerphilly County Borough Council has a Client Finance and Property Team who manage the financial affairs of service users who do not have the mental capacity to do so. Staff from this service has now been brought under the POVA team. This has increased the links between prevention and response to referrals of financial abuse. The authority now has service level agreements to offer a service to other local authorities and the Aneurin Bevan Health Board.

- 4.5.12 **Adult Services - Promoting Independent and Social Inclusion.** The Directorate is currently running a pilot to extend the Volunteer Befriender Service to those people known to the Physical Disability and Sensory Impairment Team. The aim of this pilot is to promote social inclusion and increased access to community services. There are currently 13 services users identified to participate in the pilot, and have been successfully matched to an existing volunteer befriender. The outcomes of the pilot will be evaluated in 2012 to enable appropriate decisions to be made on the viability of the pilot becoming a long-term service.

A significant amount of work has been ongoing in 2011 around the implementation of the South East Wales Adult Placement Scheme 'Shared Lives'. The service went live on 1st April 2012 and will operate across 6 local authorities areas, will be available to all client groups and is hosted by Caerphilly County Borough Council.

- 4.5.13 **Children's Services - Assessment and Care Planning.** In 2011-12 Children's Services set a target of 82% for initial assessments carried out within 7 working days and a target of 85% for core assessments to be carried out within 35 working days. Final results achieved were 78.6% for initial assessments and 90.2% for core assessments. The Assessment and Care Management Strategy is currently in the process of being updated. The strategy will ensure good quality assessment and care planning throughout Children's Services.

In 2011 teams undertook training on 'Outcome focussed' practice. This training aims to ensure that the outcomes specified by a young person are always taken into consideration when completing their care plan. This training is being reinforced through our Integrated Children's System (ICS).

- 4.5.14 **Children's Services – Range of Services.** A review of the eligibility criteria for Children with Disabilities was completed in 2011 and a new model agreed. The new eligibility criteria was implemented in October 2011. The new eligibility criteria now includes children with a diagnosis of Autistic Spectrum Disorder (ASD) as well as those with significant and complex needs. Early indications show that there are increased numbers of children with ASD accessing services.

Developing services for children with ASD that are suitable and stimulating, while allowing the parent a break from caring is vitally important to both the child and the parent. In order to allow adequate respite provision our 'Shared Care' service was expanded in 2011. 'Shared Care' provides a sitting service (care provided in the home) and an outreach service (care provided outside of the home). The sitting service has been extended by 10 additional placements and the outreach service also by 10 additional placements until the end of 2013.

The 'Family Link' service has been brought in-house and families with children with ASD are now able to access this service. The Family Link service offers support to children and their parents and offers longer term planned placements. A part time social worker has been recruited to manage and develop the service further. It is hoped that 5 new foster carers will be recruited during 2012.

Barnardo's was awarded the contract for the Family Support Service from 1st July 2011. One team supervises contact with families and one carries out Family Support Services, such as Family Group Conferencing, Parenting Support, and offers support to young people at risk. Both elements of the service are now fully functioning. The Directorate will continue to work closely with Barnardo's to monitor the contract and develop the service further.

An Immediate Response Team (IRT) has also been established as part of our Family support service. It is hoped that by being proactive when family's need support then there will be fewer Children and Young People coming into Care and being placed on the Child Protection Register. The team has already been very active and has evidence of a number of successful outcomes for children and their families. A report on the progress of the team was presented to the Health, Social Care and Well-being Scrutiny Committee in March 2012.

In 2011, the Directorate launched its Fostering Recruitment & Retention Strategy 2011-2014. Between April 2011 and March 2012 the service was successful in securing:

- 13 approved general fostering families - 10 of which are approved for children aged 10 and over;
- 4 approved relative carers; and
- 6 approved 'Shared Care' carers.

The Fostering Service Recruitment & Retention Strategy 2011-2014 is being monitored through the Recruitment and Retention Forum and annual team plans.

September 2011 saw the launch of the 'Foster for Us' recruitment scheme. The 'Foster for Us' scheme includes 15 local authorities from across Wales who have come together to increase the number of council approved foster carers. The aim of this scheme is to recruit new carers and encourage more people to think about becoming foster carers for children with a particular focus on attracting people to care for children aged 10+ because of the particular shortage of foster carers for these children.

4.5.15 Children's Services - Safeguarding Vulnerable Children. Most of the children and young people who are "looked after" stay living inside Caerphilly county borough. A number of children or young people may be found a place to live that it is outside the county borough due to safety issues, special need reasons, placement difficulties, or for them that a particular school or community is the very best place for them to be. Out of County placements can be expensive however and we are continuing to monitor placements to ensure that Out of County placements for children and young people are only used when necessary. To oversee this there is now a dedicated Placements officer who is working alongside service managers looking at bringing children back to in-house carers.

The development of a purpose built residential home will allow the number of young people currently being looked after in the existing residential home to increase. The home will include a self-contained unit which will give the Authority increased flexibility in responding to the needs of looked after young people. The planning application for the new building was considered and agreed at the Planning Committee Meeting in November 2011. Development of the new residential home will commence in 2012.

4.6 As a result of the evaluation of effectiveness, the Directorate has identified a number of priority areas for development. These are:

Overarching Priorities

- The Integration of Caerphilly and Blaenau Gwent Social Services Directorates.
- Learning the Lessons. The Directorate is committed to learning from customer feedback, both good and bad and this is reflected in the changes that have been implemented as a result of what people have told us. We hope to build on this in 2012-13.

Adult Services

- Continue to improve the timeliness and quality of assessments for all Adults who become involved with Adult Services.
- Improve access to adult services so that all residents of the borough know how and where to access clear information, the assessment process and services offered.

- Ensure that the services provided make a positive difference to people lives through improving practice, embedding person centred planning and ensuring services are of a consistently high quality.
- Continue to work to prevent abuse within the community and where abuse occurs ensure a robust response is provided.
- Work in partnership to prepare, publish and implement a joint strategy, between the NHS and Local Authorities in Wales, in relation to Carers.
- Continue improve the quality and timeliness of Transition from Children's to Adult Services and participate on the Gwent Transition Project Board.

Children's Services

- Raise the education attainment of Looked After Children by developing an integrated partnership approach for extra tuition.
- Strengthen and update the existing Quality Assurance and Performance Management Framework, to include strengthened, coordinated method for auditing cases and the importance of listening to the feedback from staff to develop the service.
- Continue to strengthen the quality and effectiveness of assessment and care planning, ensuring that assessment and care planning is understood by staff, partners and families, and that everyone understands their role within care planning.
- Transforming Blackwood Resource Centre into a place of excellence for children and young people with complex needs that will provide more short break residential placements and after school activities.
- Continue to develop the Team Around the Family model throughout Caerphilly County Borough.
- Further develop the Children's Services website to make it as user friendly and informative as possible.
- Contribute to the development of a single, integrated Adoption Service for Gwent.
- Wherever appropriate, ensure that only those who need to be looked after outside of the county borough boundary are.

4.7 The Directorate has developed detailed Service Improvement Plans and Team Plans in order to deliver the key priorities identified in section 4.6.

5. EQUALITIES IMPLICATIONS

5.1 An Equality Impact Assessment has been completed. The results show that there are no equality implications arising from this report.

6. FINANCIAL IMPLICATIONS

6.1 The financial implications of managing resources and sustaining service provision are significant in a challenging financial climate. These will continue to be monitored and managed through sound financial planning arrangements, such as the Directorate of Social Services Medium Term Financial Plan.

7. PERSONNEL IMPLICATIONS

7.1 The key to any successful organisation is recruiting and retaining a skilled staff base, and equipping them with the skills necessary to fulfill their roles to the highest standard. The Directorate of Social Services is faced with a dual challenge of national recruitment difficulties in key areas, and a financial climate that requires efficiencies to be made. In order to meet these challenges the Directorate has produced a Social Services Workforce Strategy for 2011-2015 and a Social Care Workforce Development Plan for 2011-2012.

8. CONSULTATIONS

- 8.1 The Directorate has undertaken various consultation activities in order to assist in the process of evaluating the effectiveness of social care services, such as:
- The Directorate has implemented a digital engagement project. This project engages service users and staff in the creation of a range of personal feedback stories. These feedback stories provide valuable information in terms of the personal experiences of individuals either working for or in receipt of care/support from Social Services. The Directorate is keen to expand on this method of consultation and engagement.
 - To supplement the Annual Directors Report, the Directorate also produces a DVD that captures information on the work of social services teams. The information contained within the DVD is enhanced with feedback from service users, which provides a 'reality check' of services.
 - In March 2011 a survey was undertaken with a 23.8% sample of adult and children service users, carers and parents.
- 8.2 In addition to the consultation activities listed above, the Directorate also reports the finding contained within the Annual Directors Report to Social Services Management Briefings, the Health, Social Care & Well-being Partnership, Children and Young People's Partnership, and to the Care and Social Services Inspectorate Wales.

9. RECOMMENDATIONS

- 9.1 Elected members are invited to note the information contained within this report.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 To ensure members are fully informed on issues pertaining to the Annual Director's Report on the Effectiveness of Social Care Services 2011-2012.

11. STATUTORY POWER

- 11.1 Statutory Guidance on the Role and Accountabilities of the Director of Social Services (Welsh Government, June 2009).

Author: Lianne Dallimore, ACRF Project Officer

Consultees: Albert Heaney Corporate Director Social Services
Andrew Jarrett Assistant Director Children's Services
Dave Street Assistant Director Adult Services