

ANNUAL DIRECTOR'S REPORT ON THE **EFFECTIVENESS OF SOCIAL CARE SERVICES** 2012-2013



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Director's Introduction



Dave Street

Interim Corporate Director
Social Services

As the Interim Corporate Director Social Services I am pleased to present the fourth Annual Director's Report for Caerphilly County Borough Council's Directorate of Social Services.

The purpose of my report is to outline how well we have delivered services in the past year and what our priorities for improvement are for 2013-2014.

Despite the difficult economic climate, the Directorate of Social Services delivered a balanced budget. For 2012-2013 this was achieved through robust budget management and the successful implementation of a range of savings and efficiencies which have not impacted adversely on front-line services. Demographic change and the associated increasing demand is now placing significant pressure on services and the financial implications of this will need to be carefully managed in the coming years, by the implementation of a significant transformation agenda.

In December 2012, the Directorate was the subject of an inspection by the Care and Social Services Inspectorate Wales (CSSIW). The focus of the inspection was on the role and responsibilities of the Director of Social Services and how well the arrangements in each local authority supported the Director to do their job. Overall the Inspection report was very positive, and both the Council and the Directorate were satisfied with its findings. Further information can be found on page 13 of my report.

Adult social care is the largest spend area for the Directorate. However, adult social care budgets have not kept pace with the growing demand for social care services and it has been well forecast that the demand for adult social care will increase over the coming years. It is projected that there will be an increase in demand among 18 - 64 year olds with disabilities and also an increase in the very elderly as more people than ever are living beyond 85. We are already starting to see those demographic changes take place. These demographic changes have been a key driver for us over the past year to reform the social care sector and shift spending into preventative services that will help people to regain their independence as quickly as possible in a cost effective way. Throughout my report you will see many examples of where this has been achieved. While this Directorate will continue to do everything it can to find a sustainable solution to these pressures, the critical message to note is that

demographic change will continue to be a challenge in the coming years and will require fundamental change to the way in which the social care sector is structured and resourced.

The change and transformation that I have mentioned above will be set in motion by the new Social Services (Wales) Bill.

The Social Services and Well-being (Wales) Bill will provide the core legislative framework for social services and social care in Wales. The main aim of the Bill is to transform the way social services are delivered throughout Wales, primarily through promoting people's independence and giving them a stronger voice and more control. In addition, the Bill will seek to strengthen collaboration between organisations and provide a framework for the integration of key services. The Bill will hopefully help this Directorate to respond to the significant challenges that face social services by providing the framework through which we can begin the process of change.

The delivery of the Caerphilly and Blaenau Gwent Social Services integration programme was a key priority for the Directorate in 2012-13. Unfortunately in 2013, as the programme progressed, it became apparent that the overall financial position of both local authorities had changed since the beginning of the programme. The decision to terminate the programme in its current form was a difficult one to make for both local authorities, however it was a necessary one in order to safeguard current and future levels of service. Although working with our colleagues in Blaenau Gwent will not proceed as planned, we are mindful that services will need to be transformed to meet increasing demand and expectations, and where there is a robust business case which indicates that a collaborative arrangement would be beneficial this will be explored.

The coming years will be critical for the social care sector and we will not achieve the changes needed without the continued commitment of everyone involved. I would like to take this opportunity to thank all staff, carers and elected members for their dedication and determination over the past year in striving to improve our services. Your support has been invaluable.

Cabinet Member for Social Services

Following the Elections in May 2012, Councillor Robin Woodyatt was appointed as the Cabinet Member for Social Services. Councillor Woodyatt held the positions of Shadow Cabinet Member for Social Services from 2008-2012 and prior to this was Cabinet Member for Social Services from 2004-2008.

Councillor Woodyatt has throughout his career been a committed champion of Social Services and has worked to ensure that the services provided by the Social Services Directorate are managed in a politically neutral way. This approach has ensured that people within the county borough continue to have access to high quality care and support when they need it.

Since Councillor Woodyatt's appointment in May 2012 he has represented the Directorate on a number of key issues, some of which have been:

- The Caerphilly and Blaenau Gwent Integration programme. This was a three-year integration programme, which began in 2011. The integration programme was the first of its kind in Wales. We intend to continue to work with our colleagues in Blaenau Gwent, however our focus will shift from pursuing full integration to working on developing partnerships that are mutually beneficial and financially viable.
- Councillor Woodyatt is a key member on the Frailty Joint Committee, which consists of 5 Cabinet Members, 5 Directors of Social Services and the Deputy Chair of ABHB. The Frailty programme aims to keep people independent and prevent them going into long term care for as long as possible. It is focused on Community Resource Teams in the locality comprising staff from all different types of profession all working together as a team to deliver a seamless service.
- Councillor Woodyatt is a key member of the Social Services Senior Management Team. This team sets the strategic priorities for the Directorate.

Councillor Woodyatt has outlined that his priorities for 2013-14 will be:

Young carers: A young carer could be anyone that is aged under 18. They may provide all or some of the care/support that someone needs. Information obtained from the 2011 Census shows that we have 191 young carers known to Social Services in Caerphilly County Borough. We know that the number of actual young carers in Caerphilly is in reality much higher and it is hoped that over time we can identify those young people and provide them with the help and support they may need. This will be a key objective of the Local Carers Strategy 2013-2016 in Caerphilly.

Neglect of Children: More often neglect is defined as an omission of care by the child's carers, when for many different reasons parents are unable to consistently meet the needs of their child or children. In Caerphilly as at 31 March 2013 there was 108 (March 2012 figure was 167) cases of neglect on our child protection register. For 2013-14 the priority of the South East Wales Safeguarding Children's Board will be to tackle child neglect. Councillor Woodyatt, working closely with the Corporate Director Social Service and the Local Service Board will ensure that this important issue remains high on the Council's agenda.

Protection of Vulnerable Adults: Caerphilly county borough council has continuously demonstrated its commitment to protecting vulnerable adults. While we have consistently performed well in this area we will not allow ourselves to become complacent and strive to do more to protect the most vulnerable people who live in our county borough.

Welfare Reform: Changes to the welfare systems came into effect on 1st April 2013. We understand that the reforms may prove challenging to some of the residents of the county borough. Councillor Woodyatt commented, "These reforms will be of critical importance to people in our county borough and I will make it my job to make sure that we do all we can to help and support anyone affected by these changes."



Robin Woodyatt
Councillor

Collaboration and Partnership Working

There has been considerable discussion in Wales about the sustainability of Social Services and great emphasis has been placed on better collaboration between public services.

With this in mind, Caerphilly County Borough Council and Blaenau Gwent County Borough Council endorsed mandates to progress with the integration of Social Services in June/July 2011 with the aim of creating an integrated Social Services Directorate that would service both local authority areas.

Plans were in line with, and supported the principles of the Welsh Government's 'Sustainable Social Services for Wales: A Framework for Action'.

In respect of the integration programme, an essential requirement has always been the consideration and development of a formal business case to support its continuation. This work started in early autumn of 2012, led by the Chief Finance officers of both Councils.

From the work undertaken, it became apparent that the overall financial position of both local authorities had changed since the beginning of the programme and there was now a considerable distance between both authorities in terms of their current and future financial positions. As with any integration programme, this could involve the pooling of budgets which may present the risk of one partner cross subsidising another at some point in time - this is not legal. To safeguard against this, there should be evidence that both partners can deliver their current and future levels of service from current budgets and there should be medium-term plans that show that these service levels are affordable and sustainable. At the present time, the financial analysis undertaken has shown that full integration would place Caerphilly at a significant risk of cross subsidising services in Blaenau Gwent. Accordingly, the integration programme will not continue in its current form but will change to consider individual service specific collaborative arrangements where there is a robust

business case to proceed.

Although working with our colleagues in Blaenau Gwent could not proceed as planned we are mindful that services will need to be transformed to meet increasing demand and expectations. We recognise that transformation will need to be delivered through collaborative and/or partnership arrangements, where there is a robust business case for doing so. Some examples of where the Directorate has been involved in collaborative or partnership ventures over the year is shown below:

The **South East Wales Adult Placement/Shared Lives Scheme** which was developed and is hosted by Caerphilly county borough council, works across Caerphilly, Blaenau Gwent, Torfaen, Newport, Monmouthshire and Merthyr Tydfil celebrated its first anniversary of operation in April 2013. The collaborative scheme supports vulnerable adults across six local authorities. Individuals using adult placement services are given the opportunity to be supported in carers' homes and local communities. Placements are tailored to the needs and requirements of each individual. The service is flexible and enables a wide range of people to live more independent lives, to develop their involvement in the local community, to learn new skills and have new experiences. Individuals have the choice to be involved in the carer's family and social networks. Carers are recruited from all walks of life following an intensive assessment and training period, and provide a personalised high quality service. More information on the South East Wales Adult Placement Scheme Shared Lives can be found on the main council website at www.caerphilly.gov.uk

From 1st April 2014 a new **Regional Adoption Service** may be delivered in Gwent. These changes have arisen from a number of initiatives; the first was the original desire from within the five authorities to consider forming a Gwent Wide Adoption Service. The second is the proposal by the Welsh Government to move towards five regional delivery points for adoption services within the context of a National Adoption Service being created.

Collaboration and Partnership Working

Over the course of the next 12 months there will be meetings with all local authorities to develop the model.

The **Client Finances and Property Team** in Caerphilly County Borough Council manages the financial affairs of vulnerable people who lack the mental capacity to do so themselves. This is carried out through appointeeship arrangements and court orders from the Court of Protection. The service was originally set up for residents of Caerphilly County Borough, but in 2009 a service level agreement was entered into with Merthyr County Borough Council to provide a service on their behalf. Since then the service has expanded to include Blaenau Gwent County Borough Council and to those clients who receive Continuing Health Care funding from Aneurin Bevan Health Board (ABHB). Discussions are also underway with other Local authorities that wish to work with us which could potentially expand the service further. To date the team supports 182 clients with assets totalling in excess of £3million pounds.

The **Regional Advocacy and Independent Visitor Service** is a commissioned service provided by the National Youth Advisory Service (NYAS). The service covers the local authorities of Caerphilly, Blaenau Gwent and Torfaen. The NYAS advocacy services provide children and young people with information about their rights and entitlements, provides assistance to enable them to use formal complaints procedures, and to have a voice and be heard when decisions are made about their lives. The Independent Visitor service is for children who have had little or no contact with their family. The service offers long-term, consistent and stable adult relationships for children and young people, who may not experience positive adult friendships. This can consist of simply going for coffee, walks, trips to the cinema, supporting the young person to keep in touch with their religion or culture, help at reviews, help with school work, sport, to sit with, or just listen and talk.

The **Mental Health Strategy** is a very first integrated strategy for mental health services for the populations of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen and has been developed as a result of working together to produce a future direction for mental health services. The Strategy was built on service users, carers, staff and stakeholder views and has provided the opportunity to recognise together the diversity of our population. We recognise that we can only deliver this strategy through working as equal partners with service users, staff and other organisations, through creating trust in each other and the services we provide.

The **South East Wales Safeguarding Children Board (SEWSCB)** is a multi agency partnership comprising of statutory representatives from the 5 Gwent Local Authorities (Caerphilly, Newport, Monmouth, Blaenau Gwent and Torfaen), Gwent Police, Wales Probation Trust, ABHB, Public Health Wales, Youth Offending Services, Child and Family Court Advisory Support Service, Gwent Association of Voluntary organisations, Torfaen Voluntary Alliance and Barnados. The purpose of the SEWSCB is to co-ordinate and ensure the effectiveness of multi agency safeguarding practice in the region.

The **Learning Disability Strategy** is the very first integrated strategy for learning disability services for the populations of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen and has been developed as a result of working together with a wide range of partners to produce a future direction for learning disability services. The Strategy was developed with involvement from people with learning disabilities and their carers and will provide the framework within which a wide programme of change and service improvement will take place. Successful delivery will mean action in many areas across all of our services, both in the statutory and third sector, and is likely to lead to opportunities for us to work much more closely together to offer the best services to the populations we serve.

Collaboration and Partnership Working

The **Missing Persons Project** is a Multi Agency Project consisting of the five Gwent Local Authorities (Caerphilly, Newport, Monmouth, Blaenau Gwent and Torfaen), Gwent Police and ABHB. Together they have designed a new way of working with children reported missing. The project has financial support from all partners and has secured Big Lottery funding. The service began operation on 1st April 2013. The Welsh Government has supported the project and a formal evaluation is due to be carried out.

The **Gwent Frailty Programme** is a partnership between ABHB and Torfaen, Blaenau Gwent, Caerphilly, Monmouthshire and Newport councils. The Gwent Frailty Programme, which was implemented in April 2011 put in place the infrastructure to deliver integrated services by creating teams of health and social care professionals. The Frailty model helps to ensure that:

- People have access to the right person at the right time.
- There is a focus on preventative care, avoiding hospital admissions wherever possible.
- Where admission to hospital is necessary, the length of a hospital stay is reduced.
- The need for complex care packages is reduced.
- Crises is averted by providing the right amount of care when needed.
- Communication is coordinated by providing a named person for all contact.

The **Gwent Wide Adult Safeguarding Board** is a multi-agency partnership comprising of statutory representatives from the 5 Gwent Local Authorities, Gwent Police, Wales Probation Trust and Aneurin Bevan Health Board. The purpose of the Board is to coordinate and ensure the effectiveness of multi-agency safeguarding practices for adults at risk of abuse and neglect in the region.

We are committed to continue to work with a wide range of partners; be that local, regional or national, to deliver a range of modern social care services that our residents expect in the 21st Century.



Our Achievements in 2012-2013

In last years report we made a commitment to you to make improvements in a number of key areas. These areas are shown below. I am confident that the improvement actions taken in 2012-13 have made a real difference to the lives of people who use our services.

4.1 Overarching Achievements

Integration Programme

A success of the Caerphilly and Blaenau Gwent Social Services integration programme has been the development of an interim Joint Workforce Development Service, which was launched at the beginning of April 2012. The initial focus of the team was to conduct a number of service reviews, which would consider how services were currently delivered and how they could be delivered more efficiently and effectively in the future. The service reviews will conclude with the formulation of proposals for a fully integrated service specification and a staffing structure that will provide a workforce development service for staff in Social Services and the Social Care Sector across Blaenau Gwent and Caerphilly.

Various accommodation options have also been considered for a workforce development training facility. A central geographical site has been identified that will provide accommodation for the team and a central hub for learning and development. The new facility will ensure that local delivery, to meet local need, remains a priority. Existing local venues will also continue to be used to ensure equality and ease of travel access for front line care sector workers. It is anticipated that the new facility will lead to savings in accommodation costs and reduce the use of other costly venues.

It is planned that work on this development will conclude in 2013.

Learning the Lessons

Social Services welcomes hearing from our service users and their families/ carers. We are committed to learning and improving from positive and negative feedback, and 2012-2013 has been no exception.

A theme that has emerged from your feedback to us over the past year is the need to improve in some areas of general communication. This includes making sure that the details within your paperwork are accurate in relation to your personal information. You also asked that we write letters and minutes of meetings in "plain English" so that you can easily understand the information. We have already made a start on improving in these areas.

The Adult Services Commissioning Team continue to monitor our Providers who care for our service users in their own home and your feedback has helped that team to address areas in need of particular attention.

You have offered us positive feedback on the service offered by the Gwent Frailty Programme that supports people to receive personal and nursing care in their own home, as an alternative to going into hospital. This is an example of the benefits that can be achieved for our service users when working in partnership with our Health colleagues.

It is recognised that some service users and their families have difficulty in understanding their journey through the Continuing Health Care process and we are considering the information we offer to our service users to help them to understand this more easily.

In previous years, we also committed to improving the standard of information in assessments in Children's Services and as a result of the improvements made there have been no new complaints in relation to that area of service.



Our Achievements in 2012-2013

There has been a decrease in the number of complaints that have gone to stage 2 of the complaints process. We believe this is because we have improved the level of detail we provide in our stage 1 letters of response, which has enabled complaints to be resolved at an earlier stage. People tell us that they know we cannot always give them what they ask for but they simply need to understand why we make the decisions that we do.

We will continue to improve on the way we engage with our Service users and Carers in 2013-14 through the development of a new Service User and Carer Engagement Strategy.

FACT: Did you know that we have reduced the number of complaints progressing to Stage 2 from 18 (2009-10) to 4 (2012-13).

Workforce Management

We have continued to support staff to undertake the Degree in Social Work to become qualified Social Workers. To date we have 13 staff at various stages of the 3 year programme. Alongside this, we have been successful in appointing frontline staff to ensure we have the resources to continue to deliver safe and effective services.

Inspection of the Role of the Statutory Director Social Services

In 2009, the Welsh Government published statutory guidance on the role and responsibilities of the Director of Social Services. At the time of publication the Deputy Minister for Social Services, Gwenda Thomas, also announced that the CSSIW would be undertaking an inspection programme that would look at the arrangements that were in place within each local authority to support the statutory Director of Social Services to carry out their role effectively.

In December 2012, the Care and Social Services Directorate undertook the inspection of Caerphilly Social Services Directorate. Some of the key headlines included that:

- The structural arrangements in Caerphilly are configured to give sound support to the Statutory Director Social Services in fulfilling the role;
- A strong sense of the vision and direction of social services is evident;
- There is a positive collaborative ethos and shared ownership corporately with a high level of confidence amongst officers;
- There is a belief that there are no barriers within the organisation to progressing initiatives for improving wellbeing for service users; and
- There is a robust framework for performance management with a comprehensive formal reporting system in place. A strong culture of continuous improvement and robust quality assurance systems was evident across the corporate team.

The inspection also highlighted some recommendations such as the requirement for the role of the Director of Social Services to be specifically outlined in the council's constitution and that some process may benefit from being formalised in a written protocol. These areas of work are currently being undertaken.

Overall the Inspection report was very positive.

Our Achievements in 2012-2013

Finance

The Directorate continues to balance its budget on a consistent basis and has made significant savings and efficiencies to manage cost pressures arising from demographic change and the increasing demand for services. These savings and efficiencies have been delivered with no adverse impact on front-line service delivery and achieved through a range of actions including the review and restructuring of staffing requirements, the reconfiguration of services, rationalisation of office accommodation and a reduction in back office costs. In addition, the Directorate has also been involved in a range of cost avoidance initiatives that have resulted in resources being used more effectively.



4.2 Adult Services

What We Do

Adult Services has the responsibility for the service areas of Older People, Physical Disability and Sensory Impairment, Learning Disabilities, Mental Health for Adults and Older People and Substance Misuse. This also includes the cross cutting themes of the support of carers and the protection of vulnerable adults, assessment and care management, emergency out of hours services, Occupational Therapy, Rehabilitation Officers for the Visually Impaired, Frailty Programme, provision of equipment and adaptations and direct service provision e.g. domiciliary, day and long-term care. These services are delivered to the community in partnership with other statutory bodies such as ABHB, Housing, CSSIW and Gwent Police.

In addition to direct service provision Adult Services also commissions significant levels of services from the independent and voluntary sector.

FACT: Did you know that in 2012-13 £48.1 million was spent on Adult Social Care services in Caerphilly county borough.

Our Achievements in 2012-2013

Challenges Facing Us

Challenges arising from demographic changes and, in particular, an ageing population are well known. Information produced for Welsh Government shows that the population aged 65+ within the county borough will increase by 25.6% (7,430 people) by 2020 and by 50.4% (14,650 people) by 2030. The number of people predicted to have early onset dementia or dementia is anticipated to increase by 29.4% (568 people) by 2020 and 78.2% (1,510 people) by 2030. Similarly an anticipated increase in unpaid carers of 25.6% (1,337 people) and a 26.8% (161 people) increase in people with a learning disability by 2020 will bring significant pressures.

It is evident that demographic change is no longer something that will occur in the future - the changes are happening now. These changes are having a substantial impact on, not only the number of people asking for a service, but on the extent of their dependency and the level of services they require in order to meet their needs fully.

In addition to demographic changes the targets set out within the 'Clinical Futures' Strategy for ABHB cannot be overlooked. 'Clinical Futures' is the local clinical and service improvement strategy for the ABHB area that sets out how services will change in the area over a ten year period to ensure appropriate access to safe services and excellent standards of care. Changes in health provision, are calculated on an increase in preventative services to enable demand to be controlled, hospital admissions reduced and discharges managed. The targets set within 'Clinical Futures' will call for an increase in community services, and in particular domiciliary care and reablement services. This will put further pressures on the Social Care sector.

Over the next three to five years the financial landscape will continue to be challenging. Although the Division has been able to manage its finances well during 2012-13, the future financial challenges facing the Division are real and significant. As well as growing pressures from additional demand, the reviews of Continuing Health Care clients by the ABHB will mean a proportion of these clients returning to social care for funding put a strain on already stretched resources.

All of the factors mentioned above will have a significant impact on Adult Social Care services and will mean that the way we have traditionally delivered services will need to be reshaped in order to be able to meet future need.

What we did in 2012-2013 and what difference it made

Access to Adult Services

In October 2012 the Primary Mental Health Team based at Risca Mental Health base was established. 2012 also saw the creation of a Central Referral Point Duty Desk to provide a single point of access for Mental Health Professionals based within Ysbyty Ystrad Fawr hospital. This ensures that all screening of new referrals is done in a timely and consistent manner.

The Supporting People team in June 2012 completed the implementation of its central referral system. Having this system in place ensures that all requests for Floating Support are properly prioritised and referred to the correct service. 'Floating Support' is short-term type of housing related support which when no longer needed the service 'floats' off to someone else. Service users benefit from this approach as it helps to make sure that services are put in place quickly and that people get the right help and support when they need.

Our Achievements in 2012-2013

Duty Officers continue to use the Simple Provision Tool to make direct provisions to service users and carers to support the achievement of good outcomes. The Simple Provision Tool allows a quick assessment to be made where a person may need a particular item, for example a handrail to help them with daily living. The Simple Provision Tool cuts out the need for a full assessment and the assistance a person may need can often be arranged within a day.

FACT: Did you know in 2012 there were 27,896 contacts recorded by the Adult Services Duty and Information Team.

Services

The Assessment Bed Service at Ty Clyd Residential Home, Bargoed, was implemented on the 24th April 2012. This service is provided to those who have borderline needs for residential care, and would benefit from a period of assessment to determine their ability to live independently in their own home. Since the launch of the service, positive outcomes have been achieved from service users and their carers and as a result of the service more people have returned to their own homes. A digital story has been produced which tells the story of one of our service users who made use of the assessment bed service. This can be viewed by visiting www.caerphilly.gov.uk/SocialServicesACRF

Within Caerphilly county borough there is a shortfall in appropriate accommodation for people who have dementia. The recent reconfiguration of the Castle View Residential Home in Caerphilly now provides an extra 11 places for those with dementia. Feedback from residents and carers on the service to date has been positive.

Min Y Mynydd Resource Centre in Rhymney has become part of the national "My Home Life Project" in collaboration with Age Cymru. The "My Home Life" initiative is aimed at improving the quality of life of those who are living, dying, visiting and working in care homes for older people. "My Home Life" aims to celebrate existing best practice in care homes and promote care homes as a positive option for older people. Since becoming part of the project, the feedback that has been received by Min Y Mynydd from residents, relatives, staff, Age Cymru and the Older Persons Commissioner for Wales who recently visited the home has been extremely encouraging.

The Volunteer Befriender Service was initially set up within Learning Disability Services approximately 25 years ago. The service aims to recruit volunteers to establish friendships with adults who would benefit from social interaction in order to promote their independence within the community. Over the past year we have expanded this service to include our Physical Disability service and for older people and older people who may have dementia.

The South East Wales Adult Placement Scheme 'Shared Lives' came into effect on 2nd April 2012. The service is managed by Caerphilly county borough council and works across 6 local authorities – Caerphilly, Blaenau Gwent, Newport, Torfaen, Monmouth and Merthyr Tydfil. The service provides support for adults, including accommodation, in an ordinary family style setting for someone who has been assessed as needing it. It offers long term, short term, respite and sessional support placements to vulnerable adults who need support to live in the community. Since its

Our Achievements in 2012-2013

launch in 2012 the service has been hugely successful and have had 80 new applications to be a carer, and approved 51 new carers. More information on the South East Wales Adult Placement Scheme 'Shared Lives' can be found at www.caerphilly.g.voc.uk

The Gwent Frailty Programme has now had its second year in operation. Year 2 has seen the Community Resource Team increase its capacity and functions through the recruitment of a Falls Coordinator. This critical post works with care homes to reduce the number of fallers and subsequently prevent/reduce the number of hospital admissions. The Emergency Care at Home service has also recruited additional staff in order to support an increase in demand. The Reablement arm of the service has been critical in achieving positive outcomes for those individuals placed within our assessment beds at Ty Clyd. The team continues to work hard on preventing hospital admissions, facilitating hospital discharge and keeping people 'happily independent' in their own homes.

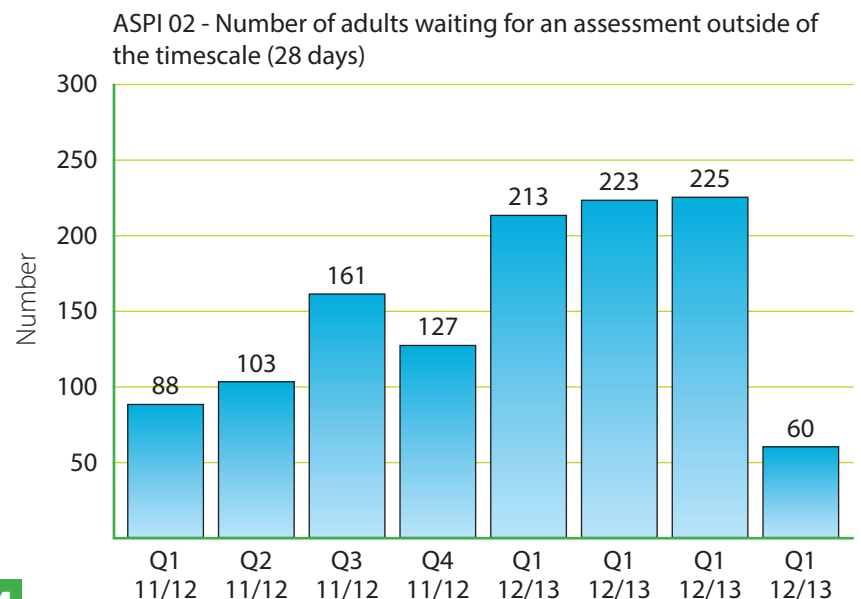
FACT: 81% of adults surveyed in our Annual Survey stated that receiving a service had made a big difference to their life.

Supporting Carers

Throughout 2012 the Carers Strategy Task and Finish Group worked on the development of the Caerphilly Social Services and Aneurin Bevan Locality Health Board Local Carers Strategy 2013-2016. The strategy will focus on the things that mean the most to carers and aims to bring about continued improvements to the quality of life, health and wellbeing of carers, and provide improved support and services to enable carers to carry out and maintain their caring role. In my report next year I look forward to reporting on the improvements that we have put in place to support our carers.

Timeliness and Quality of Assessments

Throughout 2012-2013 we have continued to improve in this area as evidenced in our performance indicator (ASPI 02).



Our Achievements in 2012-2013

As at 01.04.12 the number of adults waiting for an assessment outside of the timescale (28 days) was 127. The figure as at 31.03.13 is now 60. Although significant improvements have been made over the year we need to continue to monitor this as demand for services increases.

As well as monitoring the timeliness of our assessments we also monitor their quality through quarterly audits. This process helps us to understand how well we are meeting people's needs. Results from our latest audit carried out in December 2012 shows that there is clear evidence that service users are engaged in the assessment process and that their wishes, opinions and the outcomes they wish to achieve are discussed and recorded. However, there were occasional cases where there was an over-reliance on family and next of kin for information.

One particular area that we need to do better is identifying carers. Our audits show that people, who appeared to be undertaking frequent care tasks, are not being identified as a carer. Improvements within this area is required to ensure that carers are offered an assessment in their own right. The quality of our assessments will continue to be a priority for us in 2013-2014.

Transition from Children's to Adult Services

In October 2012 a Gwent Transition Protocol was agreed with our partners. The Protocol sets out the transition planning arrangements for children from the age of 14 years old. The protocol will screen, signpost and support children throughout the process to ensure that appropriate services are identified and received at an early stage in their lives, leading to more effective planning for their future. A multi agency task and finish group has been established, and has developed an implementation plan alongside the transition protocol. In the interim the Transition Operational Group continues to meet to discuss individual transition cases. This approach continues to work well.

4.3 Children's Services

What We Do

The Children's Services Division provides a range of services to children, young people and their families. Some of these services are provided by Children's Services staff, others are commissioned services from voluntary agencies or provided in partnership with the other statutory agencies. The vision of Children's Services is:

"To safeguard and promote the welfare of children and young people who are in need to enable them to reach their full potential, and to maximise their life chances."

This vision seeks to ensure that all children in need within Caerphilly should have the opportunity to:

- Grow up physically and emotionally healthy throughout their childhood and adolescence and into adulthood
- Be safe from harm, abuse, exploitation and discrimination
- Have a strong sense of identity and self esteem
- Gain from education and achieve fulfilling training/employment
- Acquire personal and social skills that enable them to contribute to and behave well in their communities
- Have their views sought and considered when decisions are made about them.

Challenges Facing Us

All of the services provided by the division are determined and shaped by primary legislation or/and central guidance. This provides a range of constraints and challenges for the division.

FACT:
Did you know that in 2012-13 £19.3m was spent on Children's services in Caerphilly county borough.

Our Achievements in 2012-2013

National Government settlements to local authorities are likely to continue to reduce putting further pressure on budgets. It is unlikely that local authorities will be able to support growth in services to meet increased demand unless they are able to make significant efficiencies within existing service provision. Consequently local authorities will need to reconfigure services to meet increasing demand.

The downturn in the global economy has negatively impacted on the resources of the local authority and it is likely to result in an increased demand for social services as unemployment and deprivation rises. Social services will need to be clear in its responsibilities and work effectively with colleagues across the authority to meet this increased demand.



What we did in 2012-2013 and what difference it made

Assessment and Care Planning

Within Assessment and Care planning in Children's Services we have reviewed our processes to ensure that the public receive an improved service. This has involved reducing bureaucracy and barriers by reviewing existing paperwork, highlighting the outcomes we wish to achieve for families, and identifying what services are required to meet their needs. This is done in partnership with families.

Within Children's Services, as part of the quality assurance framework, case file audits are regularly undertaken to ensure that planning for children and young people is effective, based on identified need and identifies clear outcomes to be achieved. Last year our audits told us that the quality of the plans and reviews varied, with elements of good practice across all cases that were audited. The quality of information in the case notes was good, however there was some inconsistency in terms of completing Children in Need plans and undertaking reviews using the appropriate templates. We recognise that there are areas for development throughout the whole planning and review process which will be worked on in 2013-14.

It is proposed to carry out a themed case audit that will consider the transition planning arrangements for young people who will require Adult Services as they reach adulthood. The audit will consider whether planning arrangements are appropriate and effective and will involve colleagues from Adult Services and professionals from the Health Authority.

Information

A project group consisting of Customer Services, Adult Services and Children's Services, Youth Offending Service, IT and Communications have met to map out a structure for a website that 'interconnects' between departments and meets the corporate standards. A proposal has been

Our Achievements in 2012-2013

submitted to the E-Government team for consideration. The new website will include new images which complements our 'portable' publicity banners and presents a consistent directorate image. The next step will be to develop 'service landing pages' which will contain standard information but which will also allow regular updates on campaigns, news and reports on specific service areas.

Children's Services have also recently developed a set of animated stories which focus on the rights of Looked After Children. These animated stories explain in an easy way what children and young people who are looked after are entitled to. A website has also been developed for children and young people who are looked after which can be accessed at www.rightsforme.co.uk. This innovative work was highly commended in the category Citizens controlling services at the Social Care Accolade Awards.

Looked After Children

During the academic year 2011-12 the Directorate invested £16,000 in additional tuition for those students who wanted it. Out of the 12 young people who received this service 7 achieved their predicted grade or better than expected grades (58%). For those children sitting exams in academic year 2012-2013 the Education Directorate has agreed to fund the additional tuition.

FACT: 88% of our Looked After Children told us that they felt that their Social worker listened to what they said.

Services

Parents who receive a service from our Children with Disabilities team have been involved in the development of Blackwood Resource Centre. Management of the centre will transfer to Caerphilly Children's Services with effect from 1st July 2013. As a result of the development of services for children with disabilities, including Blackwood resource centre, in the long term we expect to see;

- Increased range of services, which are provided throughout the day and weekends
- Financial savings and their reinvestment in the service for the benefit of children and their parents
- Joint provision of services with Health
- Further utilisation of the building and the provision of new services

Good progress is being made with the build of the new children's residential home in Caerphilly. The target date for completion is anticipated to be the end of June 2013. It is anticipated that our children will move into their new home in July 2013. The new build will be able to accommodate five young people, instead of 4 at present, and will also include a one one-bedded self contained unit. This will provide increased flexibility in responding to the needs of looked after young people, for example, this unit could be utilised by a young person prior to moving on to independence. This addition to capacity will generate annual savings of an estimated £205,000 meaning that on this basis, within a maximum of three years, the new building will have paid for itself whilst providing a first-class residential facility for future generations.

Team Around the Family (TAF) is a project which works with families who need support from two or more services. It provides a co-ordinated plan of support to help them when they need it most. The project aims to

Our Achievements in 2012-2013

identify problems at an early stage and put in place support to prevent problems becoming more serious. The project supports families with a range of needs such as school attendance, caring responsibilities, nutrition, parenting and substance misuse. Referrals to the service and requests for support are received through the Contact and Referral Team - a single point of contact for families to access information about support available, and access the TAF project. This means that families can be redirected to the most appropriate support in an easy and timely manner. During 2012-13 178 families received an assessment to identify their support needs. Of these families, 104 had a 'Team Around the Family' set up around them.

The development of a single Integrated Adoption Service for Gwent is being driven by a national agenda. We are working towards an implementation date of April 2014 for the regional service, whilst being mindful of the national agenda. Planning for the development of the Pan Gwent Integrated Adoption Service is well advanced, the service is due to be in place by 1st April 2014. More information about the service will be circulated nearer the service launch date.

A draft Integrated Fostering Service model has been developed. Formal consultation and agreement is on hold until the Directorate Governance arrangements have been agreed. The integration of Fostering Services was due to be part of the wider integration model with Blaenau Gwent county borough council Social Services Directorate, but as this is now not proceeding, any opportunities for future collaboration will be subject to independent evaluation.

We know that children and young people who are placed within or close to their local communities achieve better outcomes. Therefore, wherever possible and appropriate, we make every effort to ensure children are placed within Caerphilly county borough. Last year we set a priority for the division to place more children within the county borough. Our

performance for the year end (March 2013) shows the number of children placed within the county borough increased from 164 in 2012 to 166 in 2013. Although the increase is small, it is positive, and one that we aim to continue to build on.

In families with complex problems there is an increased likelihood that the child's physical, social and emotional development will be impaired. The Integrated Family Support service is a programme unique to Wales and will operate throughout Wales by 2014. The service aims to support families to stay together by empowering them to take positive steps to improve their lives. Integrated Family Support Service Teams provide targeted support and help connect children and adult services, focusing on the family as a unit. Local authorities and their Health Board partners are required to work together to establish the service and provide support/ services to families. Planning for the Gwent Integrated Family Support Service has already begun at a strategic level. A Gwent Shadow Management Board as well as a Gwent Implementation Group has been established. Part of the planning and development role of the operational group, is to ensure that individual locality needs are considered and catered for, whilst maintaining alignment with the Welsh Government direction. Some of the operational team is already in place; some are recruited and yet to start, whilst other posts are yet to be advertised. We are planning to have the full staff compliment for Gwent to be recruited, trained, and in their locations ready to become operational by the beginning of July 2013.

FACT: Did you know in 2012 there were 13,182 contacts received by Children's Services.

Our Priorities for 2013-2014

To be successful all organisations must prioritise their focus as all have resource constraints and limited time. It is critical that organisations spend their time and money on the most important areas that can drive success. In order to set meaningful priorities all organisations must have accurate, up-to-date and relevant data about their business. The information this Directorate considers when setting its priorities is wide ranging. For example, we use statutory and local performance indicators, feedback and complaints from our service users, the experience of our staff and what our regulators tell us about our services. All of this information helps us to decide where we should turn our focus of attention.

Set out below are the Directorates priorities for 2013-2014. I hope after reading each of the priorities it is evident why we have identified these areas as being in need of improvement or development and what we hope to achieve is clear

5.1 Overarching Priorities

Single Plan 'Caerphilly Delivers'

Working with our partners ABHB, Gwent Police, and the Gwent Association of Voluntary Organisations, Caerphilly County Borough Council has developed a Single Integrated Plan for the County Borough of Caerphilly. We have called this plan 'Caerphilly Delivers'. The aim of the plan is to improve the quality of life for our communities by concentrating on the major issues and challenges facing our communities. This plan replaces a number of existing plans that we were previously required to produce, such as the Health, Social Care and Wellbeing Strategy. A key focus of the plan will be on prevention and early intervention with those who are vulnerable, about to become vulnerable or are otherwise disadvantaged. This plan will be the overarching strategic document that the Directorate will work towards achieving over the coming years.

Promoting Quality Services

Whereas we understand that the timeliness of our work is important to the public, it is equally important that the services we both provide and commission from outside bodies are of good quality. Consequently, a lot of effort has been put into monitoring service quality and where necessary taking corrective action. Sometimes we can do this alone but increasingly the Directorate is working with key partners such as Service Users, Carers, CSSIW and ABHB to ensure services meet peoples needs. Quality of services are key to us and we will intend to continue on this journey in forthcoming years.

Service User and Carer Engagement

Involving people and communities is recognised as being an important factor in the improvement and development of services. We need to take time to listen to the views of the people we are trying to support and reflect those views in any changes we make to our services. People who are involved in our services are 'experts by experience'. They know how it feels to be on the receiving end of our help and they know what would have made their lives easier or better. Conversely when we get it right we have no stronger advocate for the services we provide. Involving people can help us to:

- Make decisions about priorities, policies, projects and strategies
- Target services more closely by providing what people say they need and want
- Monitor user satisfaction with services over time
- Improve the quality of services
- Improve the take up of services
- Address issues arising from proposed changes to services
- Implement new or changed services because people understand what is being done and why



Our Priorities for 2013-2014

There are a number of areas of good practice in the Directorate but we need to develop a more consistent approach to participation, consultation and engagement that demonstrates that external views are considered and used in decision-making. We also need to make sure that we use the same standards when we engage so that people know what they can expect from us and what we expect from them.

We want to:

- Make participation, consultation and engagement key to our core business so that we make the best use of the resources we have, and of the time and commitment of those people who are willing to help us
- Improve both how and when we involve people making sure that our participation, involvement and engagement activities are effective and meaningful for the people taking part and for those using the information
- Provide staff with the skills and support to involve people effectively
- Coordinate and share learning so that we will benefit from work already done, avoid asking the same people the same questions, share our experience and expertise and achieve better value for money.
- Broaden the number of people who take part in participation, involvement and engagement processes by using a wider range of methods to reach them and help them to participate effectively.

Financial Stability and Resources

National Government settlements to local authorities are likely to continue to reduce putting further pressure on budgets. It is unlikely that local authorities will be able to support growth in services to meet increased demand unless they are able to transform the way they work. Social care has received an element of protection from cuts in the annual Welsh Government revenue funding settlement in recent years but this is due to cease at the end of the 2013-14 financial year. In its Medium-Term Financial

Strategy, Caerphilly county borough council has voluntarily extended this protection to the end of the 2015-16 financial year and additional funding of £1.2m has also been allocated to Social Services for the 2013-14 financial year to ease the financial impact of increased demand. However, anticipated further increases in demand indicate that savings and financial efficiencies will be required for 2014-15 and 2015-16. The Directorate will be developing a range of proposals for Elected Members to consider over the coming months.

5.2 Adult Services

Improve the timeliness and quality of assessments

This remains a priority despite making improvement in 2012-2013 as we are still not performing at the level we would like to. Hitting our targets would achieve better outcomes for individuals and/or for their carers. We will improve the quality and standards of assessments by promoting and focusing on the proportionality of assessments. Taking a more proportional approach will increase our capacity to manage the demand for services in a timely manner. Key activities will include:

- Working closely with our Health colleagues on the implementation of the Mental Health Measure and the integrated service.
- Improve the timeliness of assessments including Continuing Health Care assessments, by identifying the triggers and arranging timely multi-disciplinary meetings, which involves CCBC and Health.
- Moving away from the quantity of assessment, to give more focus to the quality of how we assess adults in the social care system by carrying out more quality assurance of case files and providing staff with regular supervision for support and development of practice.

Our Priorities for 2013-2014

Access to Services

Access to good information in a variety of formats is essential in enabling individuals to make choices, meet their own needs and maintain their independence. This is not only a priority for us but is the corner stone of the new Social Services and Well-being (Wales) Bill. We are committed to making greater use of social media to allow enhanced engagement with all sectors of the community. This will provide us with timely communication and feedback that can be used to develop services further. Key activities will include:

- Development of a broader information system accessible to citizens in relation to information and service delivery
- Development of more community resources and facilities.

Improve outcomes for service users

Implementing the Welsh Government Outcomes Framework will be a priority for us in 2013-14. The Outcome Framework will focus on the individual and the achievement of their desired outcomes. Implementing this framework will make it easier to establish if the outcomes specified by the individual have been met when we undertake our statutory reviews. Key activities will include:

- Engaging with Aneurin Bevan Health Board through the Caerphilly Integrated Partnership Team and partnership boards for Mental Health and Learning Disability and the Local Service Board.

“Care has been arranged around my needs i.e. hospital appointments with no fuss whatsoever.” Adult Service User

- Ensuring all Care Plans are reviewed and reflect the needs of the Service User.
- Moving towards the Outcomes Framework developed and issued by Welsh Government.

Range and Quality of Services Provided

Commissioners need to work with all stakeholders to ensure that there is a range of services available to meet the needs of a diverse population across the county borough. This includes building capacity within local communities and assistance to develop 'natural' support and access to existing amenities and services. This approach encourages citizens to evaluate their own contribution to the community as well as the support they potentially receive from it. Key activities will include:

- Engaging with the corporate colleagues and external partners to identify and develop a range of community-based services throughout the County borough sufficient to meet the needs of the population.

Safeguarding Vulnerable People

This is key to the lead role placed upon us in 'In Safe Hands' (Welsh Government, 2000) for responding to allegations of abuse. We wish to review current practice against duties and recommend systems and processes to ensure we continue to fulfil our responsibilities to the highest standard. Key activities will include:

- Consider the implications in light of the proposal contained within the Social Services and Well-Being (Wales) Bill
- Evaluate the seconded health POVA coordinator post funded jointly between Caerphilly county borough council and Aneurin Bevan Health Board. This is key to maintaining collaboration to ensure a consistent response to abuse and neglect across health and social care premises in the county borough. This is the first joint post we are aware of in Wales and we would wish to share the good practice and positive outcomes with our colleagues across Wales.

Our Priorities for 2013-2014

Supporting Carers

The Social Services and Well-Being (Wales) Bill places a clear duty on Local Authorities to recognise carers, assess their needs and provide services. Caerphilly County Borough Council and Aneurin Bevan Locality Health Board have produced their Local Carers Strategy (2013-16). This aims to bring continued improvements in the quality of life, health and wellbeing of carers and provide improved support and services to enable them to carry out and maintain their caring role. The Strategy sets out the priorities for improving and developing the support and services provided to carers and will be a priority for this Directorate over the next three years.

Transition from Children's to Adult Services

Having robust transition processes in place, which allows children to transfer smoothly into adult services, is key to ensuring the Directorate is able to plan appropriately to meet the eligible needs of individuals in the future. As part of this process it is essential that good management information is available in order to shape services, provide good quality care while being cost effective. Key activities will include:

- Identify children in advance to ensure adult teams are aware of individual's needs, resulting costs and ongoing commissioning requirements.
- Implement the Gwent Transition Protocol through locality interagency and interdepartmental approach to secure good transition arrangements.

Collaboration and commissioning

Collaboration and intelligent commissioning is key if local authorities are to ensure that the best use is made of public money and that service development supports individuals in a timely and meaningful way. Effective collaboration will ensure economies of scale for the provision of certain services and avoid the duplication of others. Key activities will include:

- Consider the way we provide Learning Disability services. This is key in terms of future service development to make sure services are seamless for the individual, reducing disputes and making sure services are provided by the right people at the right time.
- Work towards integration, between Health and Social Services for Mental Health and Learning Disability services and develop Information Sharing Protocols where appropriate
- Review the overarching care provider contracts to ensure quality expected is explicit.

Workforce Management and Development

To deliver the range of services we provide, we need to ensure that we have high levels of attendance from our staff. We will utilise the Managing Sickness Absence procedure to reduce absence levels within the Directorate and to support staff who experiencing ill health to return to work as quickly as possible.

There are increasing demands on our Approved Mental Health Practitioners to undertake assessments and we need to ensure we both recruit, train and retain these qualified staff. Whilst the number of assessments are increasing it has been difficult to attract staff into the Authority. We will be implementing a number of proposals to address this issue to ensure we have sufficient numbers of staff to deliver our statutory obligations both to meet current demand and to ensure we capacity to meet future demands.

Our Priorities for 2013-2014

5.3 Children's Services

Assessment and Care Planning

We need to continue to ensure that children and young people who come into contact with Children's Services receive a good quality and timely assessment of their needs, and good quality outcome focused plans which achieve the identified outcomes for children and young people. We also need to continue to ensure that staff are equipped with the skills that they need to do their job well and that the 'systems' that are in place are not bureaucratic and are fit for purpose. Accordingly, continuing 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 will be a key priority in 2013-14.

Service User Involvement

Children, young people and their families need to be central to the development of their assessment and support plans so that they can make an active contribution to improving their lives. This will continue to be a priority for us, as not only do the services we provide have to meet the identified needs of the service user but also we want service user involvement and consultation to help shape future services. This ensures we continue to meet the public need in the future.

"My Social Worker has helped me to live where I am [and] I thank her for that." Looked After Child

Range of Services

The Directorate of Social Services has always been committed to the provision of high quality, cost effective services for children with disabilities and their families. As a service we have now looked at and completed a redesign on services which includes:

- Family Link short break foster care service
- Children with Disabilities Eligibility criteria
- Early Years – Nursery provision and Community Based Pre-School Play
- Play and Leisure Services
- Shared Care

Following a series of consultations with parents it became clear that a number of other children with significant disabilities and their families needed to be able to access support services as and when necessary. Therefore, the Directorate made a commitment to continue to work on redesigning services to ensure that a broad range of flexible high quality support services can be delivered to children and their families, which will meet current needs, whilst offering better value for money.

The Blackwood Resource Centre will be the final part of the service redesign that will be addressed in 2013. Bringing the service in-house will allow us to widen the use of this purpose built resource making it available for use during the week as well as at weekends. Plans are also in place to make more use of the residential respite service that this centre currently provides. We will also continue to evaluate our new criteria to ensure it is meeting the needs of children with disabilities and their families.

Our Priorities for 2013-2014

We recognise that many services which provide support to families are not always delivered in a joined up way. Working together and sharing information is crucial to receiving proper and timely help. This also means taking a preventative approach to help children and young people earlier before their situation or problems escalate to needing statutory intervention - this was the purpose of introducing the 'Team around the Family' commissioned via the Children and Young People's partnership as part of the Families First initiative. Since the introduction of the service, a number of families within the county borough have benefited. It is our intention in 2013-2014 to build on the service and make use of regular service monitoring information to ensure that the service continues to make a difference to families that the service supports. We will continue the work we started in 2012-2013 for the development an Integrated Adoption Service. Planning for development of the Pan Gwent Integrated Adoption Service is well underway and it is anticipated that the service will be in place by 1st April 2014.

It is believed that too many young people leave the care system with poor educational attainment, health issues and end up long-term unemployed. The services offered to Care Leavers across Gwent varies due to the different structures each area has in place. An evaluation was completed on the existing service in Caerphilly county borough and it was felt that it could be improved on with the development of a 16+ service. It is felt that developing a 16+ service will have the potential to achieve a high quality consistent service for care leavers. The 16+ service will aim to improve the robustness of care planning, reduce duplication as there will be no blurring of roles and responsibilities and will help support a drive to improve good outcomes for young people.

In order to fulfil our statutory requirements, a key priority for 2013 will be the establishment of an Integrated Family Support Team. The team will provide intensive support to families where substance misuse is an issue. It is our aim to have this service established by the end of July 2013.

Promoting Independence and Social inclusion

In order to improve the educational achievement of our Looked After Children further, an integrated partnership approach to extra tuition has been developed. As at 31.03.13, 85.4% of our Looked After Children have a Personal Education Plan. We need to continue to raise the education achievement of our Looked After Children and therefore this will continue to be a priority for us in 2013-14.



Conclusion

As I reflect on 2012-13 and consider the challenges faced by the service, overall I am confident to report that this Social Services Directorate continues to perform well. I believe my report has demonstrated that we have continued to deliver improvements to people's lives despite the pressures experienced by both Adult Services and Children's Services.

Although we have had to deal with some very difficult situations in 2012, and had to make some hard decisions, such as not to progress with the Blaenau Gwent Social Services Integration Programme; through strong leadership, effective stewardship and commitment from all teams, we have continued to deliver efficient, effective and safe services to the residents of Caerphilly county borough while maintaining a balanced budget.

The year ahead will see further transformation of the social care sector as the new Social Services (Wales) Bill advances. We recognise that the introduction of the new Bill will involve significant change and will undoubtedly bring challenges not only for the Social Services Directorate but also to the whole Council. However, I am confident that with the support of everyone involved in the delivery of social care services we will find creative solutions whilst preserving our focus on improving the lives of local citizens.



Further Information

If you would like further information on any aspect of this report or wish to see the detailed analysis of effectiveness, please contact:

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We also have a DVD which compliments this report and a range of feedback stories recorded by service users and social services staff which you may find interesting. The DVD and Digital feedback stories can be viewed by visiting our webpage on:

www.caerphilly.gov.uk/SocialServicesACRF

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



www.caerphilly.gov.uk/socialservicesacrf

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