



# **CAERPHILLY COUNTY BOROUGH COUNCIL**

## **ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES 2017/18**



## **CONTENTS**

<b>1. INTRODUCTION</b>	<b>Page 3</b>
<b>2. DIRECTORS SUMMARY OF PERFORMANCE</b>	<b>Page 5</b>
<b>3. HOW ARE PEOPLE SHAPING OUR SERVICES?</b>	<b>Page 7</b>
<b>4. PROMOTING &amp; IMPROVING THE WELLBEING OF THOSE WE HELP</b>	<b>Page 9</b>
<b>5. HOW WE DO WHAT WE DO</b>	<b>Page 21</b>

## 1. Introduction

I am pleased to present the Annual Report of the Director of Social Services for 2017-18 in respect of Caerphilly County Borough Council. The purpose of the report is an opportunity for me to reflect on what has been achieved in 2017-18 and also what needs to be done in 2018-19 and beyond.

The financial pressures affecting the public sector and in particular Local Government are well publicised in 2017/18. Social Services in Caerphilly overspent by around £150,000 against a budget of over £80m, this represented an overspend of approximately 0.2%.

Whilst we know that an ageing population means that demands for our services will increase, there have been several other factors that have had a significant impact on our ability to stay within our budget.

- Complexity of cases - as well as increasing number of older people requiring our services, our ability to keep people in their home for longer means that they require increasingly large packages of care that are obviously more expensive.
- Costs of Services - changes in employment legislation in Wales means that the cost of buying many of the services has increased significantly.
- Looked After Children - like almost all Local Authorities in Wales Caerphilly CBC has seen a significant increase in the number of children brought into its care. These increased numbers together with a lack of availability of suitable accommodation has seen costs in this area increase significantly.

Additional monies allocated to Social Services by the authority has meant that up until now we have been able to manage these pressures by not filling vacant posts and reducing our numbers of administrative staff. However, ongoing pressures in terms of numbers, complexity and costs mean that very difficult decisions are going to have to be made on how we prioritise and deliver services from this point on.

Whilst financial pressures are a significant challenge there are other issues emerging that are proving just as problematic. There are parts of the social care workforce where recruitment and retention of staff are increasingly difficult. Whilst areas such as Children's Services and Mental Health have always been challenging, we are now seeing areas such as Domiciliary Care becoming equally challenging. This is a national issue affecting local authorities, the independent sector and the voluntary sector. One of the consequences of this is providers of services are having difficulty in providing packages of care, especially when they are required at short notice.

In addition the independent sector market is increasing fragile. Increasing employment costs and the financial squeeze on local authority budgets has meant that there have been instances where the authority has been handed back and the authority has had to find alternative provision.

In February 2018 we implemented the Welsh Community Care Information Systems (WCCIS). This is a national IT system that when implemented will mean information can be shared across all 22 Local Authorities and 7 Health Boards in Wales. We all know that one of the main barriers to Agencies working together has been our ability to share information. WCCIS will remove this very significant obstacle.

In my Annual Report for 2016/17 I referenced our progress in implementing our Social Services and Well-Being (Wales) Act. One of the key components of the Act was the increasing momentum to integrated regional working between Local Authorities and Health Boards. Over the past 12 months a lot of progress has been made in establishing the Greater Gwent Regional Partnership Board. To help determine the priorities for the Board a population needs assessment, an area plan and an annual report has been produced. These can be found on the Regional Partnership Board Website [www.gwentrpb.wales](http://www.gwentrpb.wales)

In January 2018 the Council changed some of its responsibilities of some of its Senior Managers. As a result Social Services and Housing have been brought together under my management. This is a very timely move as we know that one of the major challenges of our ageing population is ensuring people live in suitable accommodation. I am looking forward to maximising the opportunity that bringing these two parts of the Local Authority together will bring.

## 2. Director's Summary of Performance

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

### 2017-2018 Performance Measures

#### Adult Services:

Measure	Results 2016/17	Results 2017/18
% of adult protection enquiries completed within 7 days	92.46	92.61
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	2.86	5.65
% of adults who completed a period of reablement and have a reduced package of care and support 6 months later	27.42	35.56
% of adults who completed a period of reablement and have no package of care and support 6 months later	85.48	64.44
The average length of time adults (aged 65 or over) are supported in residential care homes	125.5	157.67
Average age of adults entering residential care homes	83.77	83.06
% of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	94.74	90.31

#### Children's Services:

Measure	Results 2016/17	Results 2017/18
% of assessments completed for children within statutory timescales	95.12	93.39
% of children supported to remain living within their family at 31 <sup>st</sup> March	72.9	Post-populated from the LAC census
% of looked after children returned home from care during the year	12.88	Post-populated from the LAC census
% of re-registrations of children on local authority Child Protection Registers (CPR)	5.05	2.40
The average length of time for all children who were on the CPR during the year	291.09	268.58
% of children achieving the core subject indicator at Key Stage 2	58.90	59.72
% of children achieving the core subject indicator at Key Stage 4	15.49	5.33
% of children seen by a registered dentist within 3 months of	43.86	75.58

becoming looked after		
% of children looked after at 31 <sup>st</sup> March who were registered with a GP within 10 working days of the start of their placement	100	100
% of looked after children who have experienced 1 or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 <sup>st</sup> March	11.11	10
% of looked after children on 31 <sup>st</sup> March who have had three or more placements during the year	12.60	Post-populated from the LAC census

#### Care Leavers:

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

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

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

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

Welsh Government requested all Local Authorities to undertake a survey of 25-30% of citizens who were in receipt of a Care and Support Plan as at September 2017. The results for Caerphilly were:

#### **Adult Services:**

- ✓ 87% said I live in a home that supports my well-being.
- ✓ 77% said I feel safe from any kind of abuse, physical harm or from falling both inside and outside my property.
- ✓ 74% said I had the right advice and information when I needed it
- ✓ 83% said I am happy with the care and support I have had.

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

- ✓ 89% said I live in a home where I am happy.
- ✓ 81% said I feel I belong in the area where I live.
- ✓ 92% said I feel safe, for example cared for and safe from anyone who can hurt you or treat you badly both inside and outside your home.
- ✓ 77% said I have received the right information and advice when I needed it.

#### **Carers:**

- ✓ 84% said they knew who to contact about their support
- ✓ 70% said they had the right information and advice when they needed it
- ✓ 87% said they had been involved in decisions about how the care and support was provided to the person they care for.
- ✓ 75% said I feel supported to continue in my caring role.

Periodic engagement meetings are held with the Care Inspectorate Wales (CIW) involving the Senior Management Team and the Cabinet Member. Key activity during 2017/18 has included:

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

- National review of Care Planning for Looked After Children and Care Leavers – completion of a Self Assessment in January 2018 with a follow up 'Challenge session' with CIW in April.

#### **Adults Services:**

- Joint Inspection with Health Inspectorate Wales (HIW) of Community Mental Health Team for the south of the borough positive feedback received , action plan in place to address areas for improvement
- Annual inspection of all registered services for domiciliary and long term care within the borough were completed

All the reports for the above inspections were positive and although they identified areas for further development as opposed to areas of non compliance, they all recognised the good progress

being made across service areas. All reports are available to view on the Inspectorate web site <http://ciw.org.uk/our-reports/?lang=en>

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

During 2017/18, the Directorate received 118 Stage 1 complaints. 39 (33%) related to Adult Services, 76 (64%) related to Children's Services, and 3 (3%) related to Service Strategy and Business Support. This is contrary to previous years where there has always been a fairly even distribution across Adult and Children's Services.

The Customer Services Team record whether complaints are upheld, partially upheld or not upheld. This enables the Directorate to note any themes and trends from the findings to improve future practice and identify any isolated incidents of poor practice that may require attention. Of the 118 Stage 1 complaints received, the following outcomes were recorded:

- 3 complaints are ongoing and yet to conclude
- 11 complaints were closed due to the matter being resolved early or through signposting to other processes e.g. Legal proceedings
- 4 complaints were upheld
- 5 complaints were partially upheld
- 95 complaints were not upheld

The Directorate received just one request to progress complaints to Stage 2 formal investigation. This is a 66% reduction on the previous year when there were 3 Stage 2 Investigations. The Stage 2 request related to a Children's Services matter and was not upheld.

In addition, 8 customers contacted the Public Services Ombudsman for Wales (PSOW). This is a decrease of 43% on 2016/17. Of the 8 that progressed:

- 1 closed at the local enquiry stage as the PSOW could find no reason to investigate
- 5 closed after the PSOW was satisfied the Directorate had managed the complaints process appropriately
- 2 progressed to full investigation, the outcomes being; one, relating to a historical case in 2011 was upheld and the other was not upheld.

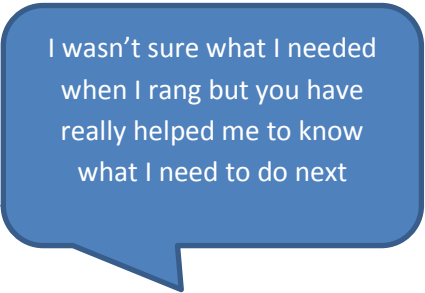


## 4. Promoting and Improving the Well-being of Those We Help

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


Throughout 2017/18, Caerphilly's Information, Advice and Assistance (IAA) Service have continued to have 'meaningful conversations' with service users, their families and carers about what really matters to them in line with the Social Services and Well Being (Wales) Act. IAA staff have received additional training supported by Welsh Government and delivered by the Institute of Public Care (IPC). 'Meaningful conversations' start with IAA staff the first time someone contacts us. These conversations are strengths based, working with people to regain or maintain their independence and utilising their own skills and networks to achieve their desired outcomes wherever possible. It is important to acknowledge that the majority of contacts for Children's Services are from professionals and as a result the 'what matters' conversations with the child and / or their family are unable to take place until an assessment for Care and Support has commenced.

A guiding principle for Caerphilly Social Services is the promotion and maintenance of independence. For Children's Services, this means supporting families to stay together and maintaining children within their homes and communities wherever it is safe to do so. This is underpinned by timely assessments of need and creative solutions being sought to help keep families together. 98% of our assessments were completed within the statutory timescale.



I wasn't sure what I needed when I rang but you have really helped me to know what I need to do next

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



The support I received has kept the family together – I can't thank you enough

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

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

Within Adult Services, where people require a face to face assessment from our Assessment Care Management Teams, we look to keep the person at the centre, developing outcome focused care plans which service providers can use to develop personal plans which reflect the individuals choices and preferences moving away from time and task based activities.

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

During 2017/18, 95% of adults who received advice and assistance from the IAA did not contact the service again within the next 6 months. This is a positive message as it suggests that the advice and assistance received helped to retain their independence, choice and control.

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

Supporting people to remain or regain their independence is a key objective for all who work within Social Services. In 2017/18 85% of adults who completed a period of reablement had no package of care and support 6 months later. This is a positive outcome.



The staff have been wonderful and the care I have received has meant I have been able to return to my own home

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

- Continue to embed the ‘meaningful conversations’ and outcome focused care planning – *the IPC training has assisted us to ensure IAA staff feel skilled and confident to engage with citizens*
- Continue to support and develop DEWIS to ensure it becomes the ‘go to’ site for people to access information in order to ‘help themselves’ – *we have appointed a dedicated lead officer to promote and further develop the use of the system*
- Caerphilly will lead on the procurement of a Regional Advocacy Service to meet the requirements of the National Advocacy Framework for children and young people – *the regional service became fully operational in July 2017*

#### **What are our priorities for 2018/19?**

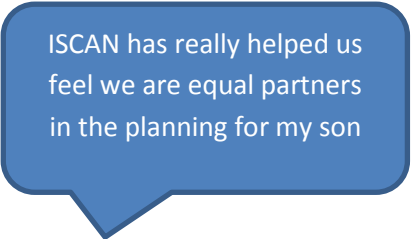
- Deliver the nationally recognised ‘Collaborative Communication’ training to all front line teams in Children’s Services which focuses on enabling families to identify outcomes and solutions to difficulties for themselves.
- Work with colleagues in Health to embed care navigation training and principles of place based working in GP surgeries.
- Further development of the DEWIS system.

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

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

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

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




ISCAN has really helped us feel we are equal partners in the planning for my son

In addition, Caerphilly MIST, a multi disciplinary therapeutic intervention service became fully operational in the Autumn of 2017. Caerphilly MIST is supporting the most challenging Looked After Children and young people to prevent placement breakdown and prevent the need for children to be placed in high cost residential provision outside the County Borough.

In response to a small number of particularly challenging children, we have committed to establishing a second Children’s Home within the County Borough and identifying potential properties and the recruitment of a residential staff team commenced in the Spring of 2018. The new Home will have the support and intervention of Caerphilly MIST.

Across Adult Services, we continue to develop our Community Resource Team (CRT) which offers a rapid response to people’s medical and social needs as well as specialist falls and reablement services. During 2017-18 24.42% of people had a reduced care package following a period of reablement.

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




Caring full time for my wife meant I felt isolated – your support has changed my life!

We have increased the number of people who see themselves as carers by over 50% from 360 to 546 and we undertook an additional 82 carers assessments in 2017/18.

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


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

The Council has 6 in house residential care homes all of which have adopted the Dementia Care Matters approach. Two of our homes, Brodawel and Ty Iscoed, have achieved 'butterfly status' which is the nationally recognised mark of good practice .



I wouldn't have been able to stay at home without the support of the girls – thank you

All our homes have submitted re registration applications with CIW to comply with the new Inspection Regulations.



You knew how much I wanted to go home and you helped me to achieve it

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

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

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

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

- Continue to identify and support carers – *numbers of carers being supported have continued to increase and we have implemented a programme of organised activities and events to provide respite support*
- Continue to work in partnership to prevent unnecessary admissions to hospital and facilitate timely discharges – *developing new ways of working to promote the "home First " ethos . We implemented a discharge to assess pilot in Ysbyty Ystrad Fawr which has been recognised by the data unit as a model of good practice.*
- Ensure the successful implementation of the Caerphilly MIST service – *the service became fully operational in the autumn of 2017 and is already delivering savings on placements*
- Continued engagement in the Gwent Children and Families Partnership Board – *ICF grant monies have been maximised with a wholesale review of the way CAMHS Services are delivered across Gwent*
- Scope the potential to develop a bespoke residential provision within the Borough – *commitment has been made to develop a second Children's Home within Caerphilly*

#### **What are our priorities for 2018/19:**

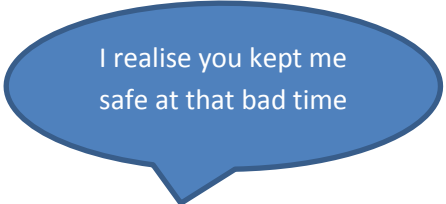
- Continue to identify and support carers enabling them to continue in their role utilising the Intermediate Care fund to maximise opportunities for service development.
- Implementation of the Registration and Inspection of Social Care Act (RISCA)
- Establish a second Children's Home for Caerphilly children and young people

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

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

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

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



I realise you kept me safe at that bad time


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

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

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

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

- 92.5% of adult protection enquiries were completed within 7 days
- 2,315 Adult Services Care & Support Plans were reviewed
- 98% of initial Child Protection Conferences were carried out within statutory timescales
- 98% of all Child Protection Reviews were carried out in timescale
- 100% of children on the Child Protection Register have an allocated Social Worker
- 100% of Looked After Children have an allocated Social Worker



This is the first place I have ever lived where I feel 100% safe

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

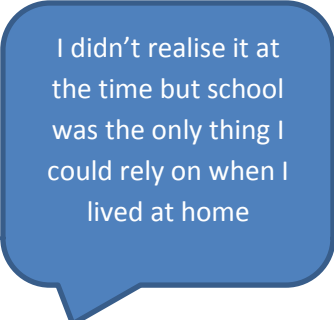
We closely monitor services we commission in terms of the quality of care they provide and this covers domiciliary care, supported living and long term care homes.

**Our priorities for 2018/19 continue to be:**

- Safeguarding vulnerable children, young people and adults will continue to be the priority for the Council and core business for the Social Services and Housing Directorate.
- We will continue to share learning from Adult and Child Practice Reviews across agencies

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

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



I didn't realise it at the time but school was the only thing I could rely on when I lived at home

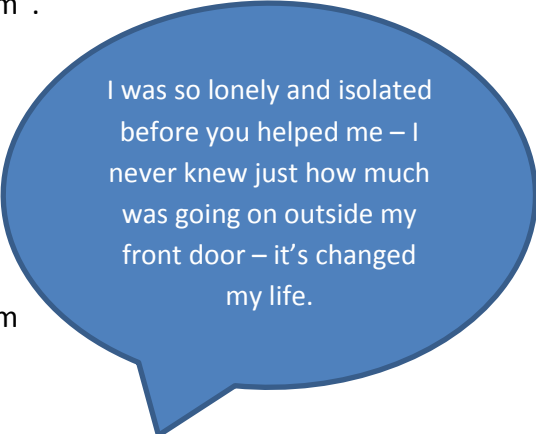
Caerphilly has a proven track record of supporting young people into further and higher education and a number of Care Leavers have gained Degree's and a few have been supported to achieve Doctorates.

66% of Care Leavers are engaged in education, training or employment 12 months after leaving care.

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

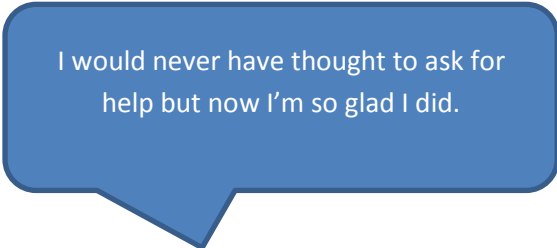
In 2017/18, the Community Connectors received 322 referrals, 84% of which were resolved for people in terms of them being able to do "what matters to them".

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



I was so lonely and isolated before you helped me – I never knew just how much was going on outside my front door – it's changed my life.

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



I would never have thought to ask for help but now I'm so glad I did.

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

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

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

- Continue to embed the 'meaningful conversations' and outcome focused care planning – *the IPC training has assisted us to ensure IAA staff feel skilled and confident to engage with citizens*
- Continue to support and develop DEWIS to ensure it becomes the 'go to' site for people to access information in order to 'help themselves' – *we have appointed a dedicated lead officer to promote and further develop the use of the system*

**What are our priorities for 2018/19?**

- Fully utilise the ICF grant funding to maintain the 'Skills for Living' project for young people leaving care
- Continue to work with Dementia Care Matters to develop a bespoke Caerphilly Dementia Care Matters programme. This will be implemented by training up to 12 people across the borough




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

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

During 2017/18, we continued to embed the “what matters conversations” across the Directorate and utilised the national IPC training to assist staff to enhance their skills to focus on outcomes, the strengths and assets of people, their families and networks.

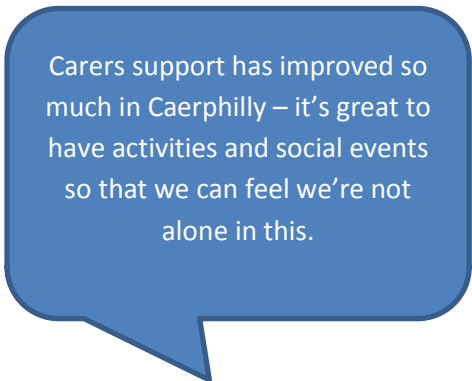
We recognise that people having fulfilling relationships with those they are close to is really important for their well-being.

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



Contact with my  
children is my lifeline –  
thank you

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



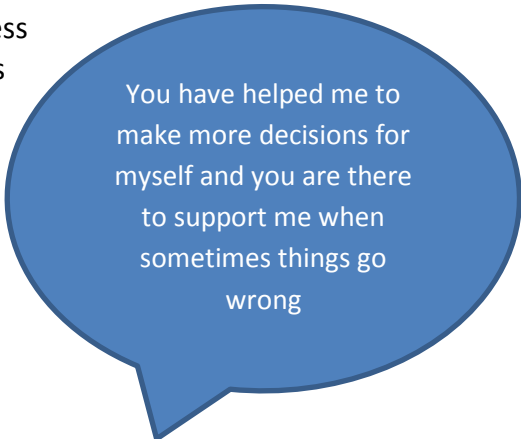
Carers support has improved so  
much in Caerphilly – it’s great to  
have activities and social events  
so that we can feel we’re not  
alone in this.

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

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

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

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



You have helped me to  
make more decisions for  
myself and you are there  
to support me when  
sometimes things go  
wrong

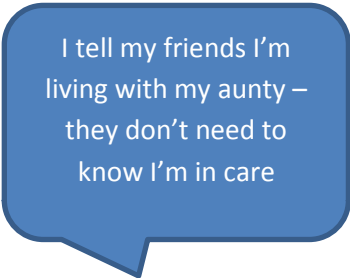
We recognise that we have more work to do on supporting relationships and this will be a priority for us going forward and will be reflected in the refreshed strategy for 2018/19 onwards.

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

There are increasing demands being placed on us to recruit more foster carers in order to meet the needs of children and young people. We continue to run a radio recruitment campaign which has helped us increase the enquiries we receive and the assessments that we are undertaking.

The workloads in Children's Services have continued to increase during 2017/18 particularly in cases involved in court proceedings resulting in increasing numbers of children becoming Looked After. This has put additional pressure on budgets and although we are working hard to prevent children coming into care we have to acknowledge the relationship between levels of poverty within the county borough and deprivation, abuse and neglect.

The increasing workload not only places an increased burden on financial resources but also on staff resources and social worker recruitment within Children's Services is becoming increasingly challenging.



I tell my friends I'm living with my aunty – they don't need to know I'm in care

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

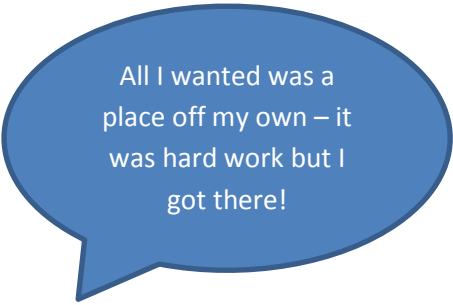
- Recruited an additional 19 carers for the Shared Lives Service
- Reviewed and updated the Learning Disabilities Strategy and support the Learning Disability Charter
- Continue to prioritise the recruitment of foster carers to meet increasing demand – *numbers of enquiries and assessments are increasing slowly but steadily thanks to the improved marketing and advertising*
- Continue to identify alternatives to care wherever possible and further develop 'edge of care' support – *we have invested additional Welsh Government grant funding in extending the Intensive Support Team including the addition of a Child Psychologist.*

#### **What are our priorities for 2018/19?**

- Roll out of My Mates scheme across the borough
- Work with health to look at options for developing Shared Lives in terms of host families for people who are experiencing a mental health crisis
- Review the Foster Carer fees payment structure
- Closely monitor the recruitment difficulties within Children's Services

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

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



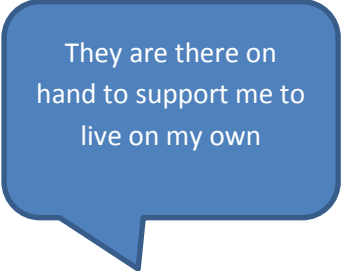
All I wanted was a place off my own – it was hard work but I got there!

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

Key performance includes:

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

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



They are there on hand to support me to live on my own

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


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

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


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

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

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



At first I struggled in  
but I quickly started to  
improve and feel so  
much better in myself  
– this is my home  
now!



My carers are  
my extended  
family...I know  
they really  
care for me

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

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

- Continue to work closely with Housing to ensure any opportunities to develop more supported accommodation options are explored – *we are working closely with Housing and other partner agencies to ensure we maximise all funding opportunities to develop the range of accommodation options in the Borough*
- Continue to support people to manage their own tenancies and maintain their independence – *increased tenancy support is helping vulnerable people remain in their own homes or move out of higher level supported accommodation*
- Work with the Gwent Children & Families Partnership to develop support for young people leaving care – *a scoping report has been commissioned through Oxford Brookes University to assist the development of a regional approach to supported accommodation options for care leavers*

#### **What are our priorities for 2018/19?**

- My Mates roll out will allow people to develop social relationships

## **5. How We Do What We Do**

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

Our staff are our greatest asset; a skilled and motivated workforce are essential to safeguard and support vulnerable people, promote independence and enhance service delivery. Ensuring that frontline practitioners and managers are supported and well trained is crucial to the success of our service. Our workforce is relatively stable with good staff retention. However, we are experiencing increasing challenges in recruiting to specific teams within Children's Services and this will continue to be monitored closely.

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

The key workforce planning issues for the Directorate over the next 12 months will be directly linked to the Council's Medium Term Financial Plan (MTFP). Even though the budget settlement for 2017/18 was as favourable as could be expected, there will still be an obligation for savings to be made, and this will extend into 2018/19 and beyond.

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

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

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

An analysis of the spend per head of population indicates that Caerphilly's spend on Children's Services, Adults with Learning Disabilities and Adults aged 65+ is less than the average for Wales. Spend on Adults with Physical Disabilities is just above the Welsh average but spend on Adults with Mental Health Needs in Caerphilly is around 56% higher than the Welsh average.

Both Adults Services and Children's Services have experienced continued significant demographic pressures during 2016/17. These pressures were identified early and have been factored in to the Authority's Medium Term Financial Plan (MTFP) from 2017/18. However, if demand for services continues to grow at the rate experienced in the early part of 2017/18 then the budgetary growth factored in to the MTFP will be insufficient to fund the additional cost pressures.

The most significant growth in demand during 2017/18 has been experienced in the following areas:-

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

The Directorate will need to focus its efforts in managing demand in these areas if it is to deliver a balanced budget in 2018/19.

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

The Social Services & Well-being (Wales) Act places a key emphasis on partnership working and to this end the authority is now a part of the Greater Gwent Regional Partnership Board with the other 4 local authorities in Gwent and the Aneurin Bevan University Health Board.

Over the past 12 months a lot of progress has been made in establishing the Greater Gwent Regional Partnership Board. To help determine the priorities for the Board a population needs assessment, an area plan and an annual report has been produced. These can be found on the Regional Partnership Board Website [www.gwentrbp.wales](http://www.gwentrbp.wales) .