Director for Social Services

Annual Report

2019/20

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CYNGOR GWYNEDD COUNCIL

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Director's Opening Introduction

It is a pleasure, once again this year, to present my annual report as the Director of Social Services. I have written this report at a time where we are, of course, trying to cope with the Covid-19 crisis. This is therefore important to consider when putting our performance for 2019/20 in its context. It's also very important that I take this opportunity to sincerely thank all the care workers of Gwynedd, whether they work for the Council or for an external agency, for their commitment and hard work throughout 2019/20 but also, of course, over the very challenging period we're in at the moment. It has been very clear to me, and to all of us as a society, how precious and essential this workforce is for our health and wellbeing as people. Our thanks is enormous to all of them.

I'm pleased to say that I am happy with the performance of Gwynedd's Social Services for 2019/20. Of course, there are some challenges that need to be overcome. The vast majority of these are already being addressed by the relevant departments together with regional and national health and care forums. As I report annually, safeguarding children and vulnerable people is a primary duty, and I am pleased to report that attention to the field within both departments, and more widely across the Council, is strong. An increase in complex and difficult safeguarding cases is unfortunately a national reality, and Gwynedd is no exception. The Children's Department is leading several work streams in this important area and I am very proud of the good work that's taking place. In addition, the area of community safety is now within the Adults Department, which is going to ensure that the important and appropriate networks are in place for responding to the new challenges within society.

Ensuring that we have enough staff with the right skills to meet the needs of our population is an ongoing challenge for us as a Council. Although there has been some success with recruitment campaigns, this will require specific attention over the coming months to ensure that we have the right resources to respond effectively to the demands of our population. I am pleased with the work being done to introduce a new model of domiciliary care for the future that will enable us to bring the relevant partners together to work more efficiently and locally. The work of the care sector as a whole remains exceptional, but it is a vulnerable sector in places and we will need to work with them and our partners locally and regionally to ensure that they are as strong as possible moving forward. I anticipate that discussions with the Welsh Government will also be needed on some issues to ensure that the sector is sustainable for the future.

A lot of the report's content describes our work to try to ensure that we respond to people's requirements by putting what is important to them at the centre. I see from my discussions with managers and leaders and front-line staff that this culture is growing, but that some barriers remain. I will be working with both Heads of Department and Cabinet Members to ensure that we understand these barriers and do all that we can to remove them, whilst also, of course, learning from what we have seen over the past few months.

I would therefore like to present this report which attempts to provide a fair overview of the performance of Gwynedd's Social Services.

Morwena Edwards

Corporate Director and
Statutory Director for Social Services

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1. Introduction

At the end of each financial year, every Statutory Director of Social Services is required to prepare and publish a report evaluating the performance of the local authority in relation to achieving social services' duties over the previous year, by drawing attention to any lessons that have been learnt or improvements that need to be introduced. The report should also set objectives for the year to come in relation to promoting the wellbeing of people and carers who need care and support.

This report reflects on the 2019/20 financial year. It has been set out in a specific order, as we need to report, by using the relevant indicators and performance measures, on how we as a Council have achieved against six quality standards of well-being as noted within the Social Services and Well-being (Wales) Act 2014.

As I was beginning to write this report, we were facing major challenges as a result of the Covid-19 emergency and coping with it was the priority. As a result, this year's report has been drawn up based on discussions and progress reports presented through the year, as well as some further discussions with relevant officers. I would like to thank everyone for their contributions in helping to collate the report during such a challenging time.

After you have read the report, I would be very eager to hear from you if you have any comments on the content, or regarding how to draw up services for the future:

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2. How people support us to draw up our services

For some years now, the Council has adopted a way of working that attempts to place the people of Gwynedd at the centre of everything we do. In order to do so, we must ensure that we understand what matters to the people of Gwynedd. Over the last few years, we have conducted a number of surveys and an engagement exercise, including focus groups, workshops and forums. The voice and opinions of the residents of Gwynedd are essential to ensure that the Council's services meet the needs of people and what matters to them. During 2019/20, a total of 2,199 responses were received to the Council's **public consultations**, such as the Gwynedd Businesses Questionnaire, Equality Plan Consultation etc. Social media is now also a key player when communicating with the residents of the county. Over the past year, we have seen an increase in the use made of this, with 29,500 followers on the Council's Facebook, Twitter and Instagram accounts.

With more of Gwynedd's residents using **on-line services** than ever before, we are continuously adding to the menu of services that are available on-line. Use of our self-service resources on our website is increasing, with 10,434 new accounts opened in 2019/20 (which now means a total of 51,509 accounts). This method will facilitate access to some of our residents which find it difficult to contact us on the phone or to call in at Siop Gwynedd. Of course, the Covid-19 crisis has meant that more things than ever are happening on-line. This has highlighted the importance of digital competence and there are many aspects to this - the affordability of equipment, suitable infrastructure and the appropriate skills to use. The Supporting People Board is considering whether our current arrangements for intervening in these fields are sufficient or whether there is a need to do more.

Gwynedd Council has a **Citizens' Panel** to ensure that the voice of Gwynedd's residents are central as the Council plan, provide and review local services in the future.

In order to build on the **Regional Needs Assessment**, we have been attempting to improve our understanding of the **needs of our population** on the most local level possible by working with individuals, families and partners to identify what matters to them. The work focuses on specific aspects of the service that are being addressed as

part of our transformation programme, e.g. domiciliary care and the accommodation needs of individuals with a learning disability. This information is used to ensure that we develop services that are appropriate and suitable, in accordance with the needs of those who will be using them in the future.

As part of Welsh Government's requirements, we are asking Adults and Carers who receive support from them to complete **an Annual Questionnaire**. 394 responses were received to the adults' questionnaire, and 145 to the carers' questionnaire. It was seen that 53.8% of Gwynedd Carers had reported that they "can do the things that matter to me", with 38.3% reporting that this was sometimes true. 88.8% of adults reported that they were "happy with the care and support I received", and 82.44% reported that they "had taken an active part in any decisions for the way my care and support was provided". The Supporting People Board have a specific work stream to review how we have supported carers and the above information, as well as the information gathered during the Covid-19 crisis, will help shape our support in the future.

The views of children are also all important to us and a looked after child is now a member of the **Corporate Parent Panel**. As part of the panel's work, there is an opportunity to hear the voice of children and young people and opportunities to receive feedback from foster parents. We intend to continue to strengthen these arrangements to ensure that we do not lose hold of our understanding of how we can improve the services in accordance with what matters to looked after children. The Children's Commissioner for Wales published a report on her consultation 'Coronavirus and Me: Gwynedd' recently, which was a further opportunity for us to learn about the feelings of children in Gwynedd. The report was very positive and this information will be used as we make decisions about children's services locally.

As part of the work of the Pupil Zone, when reviewing the Children and Communities and Housing Support Grants, and as part of Ffordd Gwynedd exercises, the residents of Gwynedd told us that they wanted easy access to the appropriate support at the right time. Our **Supporting People Board** is leading on the work of mapping services and reviewing the efficiency of current arrangements[1]. In addition, work is taking place between the Children and Supporting Families Department and the Education Department in order to look at how we are providing services for the people of Gwynedd, in order to ensure that we meet their needs to the best of our ability and increase efficiency across the county. As part of this work, during

[1] More information on the Supporting People's Board may be found under Quality Standard 2.

February and March 2020, we contacted families and service users to hear about their experiences of our services and what could have improved their experiences. Inevitably, the Covid-19 crisis has led to a delay in this work; however, we will continue in 2020/21 to develop the appropriate intervention to move on with this work in accordance with the information we have obtained from individuals and their families.

Another example of how Gwynedd's residents are providing their views on children's services is the independent review commissioned by Hafan y Sêr home to gather the views of parents and children on the care and service offered there. Clear feedback emerged that the service successfully achieved its purpose, which is to provide respite, fun and enjoyment to children, and respite for parents who know that their children are safe and well looked-after. This reinforces the messages from our recent Social Care Inspectorate report and Care Quality report.

Additionally, an implementation model has been developed for **Gwynedd and Anglesey's Community Resources Teams** (which is a part of the Council's Adults services). The model's intention is to ensure that individuals are living life as they wish, by identifying, understanding and acting on what matters to the individual, identifying barriers and ways of overcoming them, in order to continuously improve services. Working in this way is a substantial culture change that will need time to fully embed. However, from what we know from live examples, working in this manner certainly improves the experience of individuals and strengthens the services for future users.

3. Promoting and improving the well-being of those we're assisting

In this chapter, I will be evaluating our progress during 2019/20 against the six quality standards noted by the Government in the Social Services and Well-being (Wales) Act 2014. In addition, we will provide a rough idea of what we intend to do in 2020/21. Further details about what the Act stipulates that local authorities need to do in order to achieve against each quality standard can be found in Appendix 2.

Quality Standard 1

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

Essentially, this means that we need to ensure that people are being included in the decisions made about their services, and that they are aware of how to access advice and support as needed. The aim is to ensure that the support we provide is suitable for the individual and supports their well-being.

You will recall that we have established **5 Locality Teams** in order to provide a seamless health and care service. The teams include staff members from the Health Board, Gwynedd Council and the third sector and the intention is for teams to work to specific principles when dividing areas into more local *patches*, and offering one lead person to the individual in order to facilitate their journey through the care and health system. A transformation team has been established to develop guidance and appropriate support to help move this work forward.

Naturally, attempting to merge culture, procedures, budgets and policies, and developing the infrastructure and the technology to support and reflect that has its challenges and highlights the need to invest time and resources to realise the vision of operating as one. I as Director, along with the Head of Adults, Health and Well-being at the Council and the Health Board's Area Director, are clear of the need to continue on the journey and to give more attention to the matters that continue to cause an obstruction.

One of the requirements of the Act is to provide **Information, Advice and Assistance** in a simple and accessible way and we have a specific service for doing so (IAA). The IAA has been incorporated within the 5 locality teams, with a detailed work programme in place to develop further in order to include the Health Board's workforce and create one local point

of contact. We have also extended collaboration arrangements with the third sector.

As part of the arrangements for responding to the Covid-19 crisis, the Council established a specific team, namely the **Covid Support Team** - to seek to respond to the well-being of individuals affected by the crisis. The team was working closely with others, including the IAA, in order to support individuals. These efforts have allowed us to learn more about what people need in the county and the gaps we need to fill, and work is happening now in order to look in more detail at the model we as a Council need to allow us to support the well-being of individuals in the future.

Work is also underway to improve people's experiences by strengthening the ability of our community teams to respond and provide support as people **transfer from hospital to the community**. For example, at Ysbyty Gwynedd, a procedure was trialled whereby our domiciliary care service would visit the individuals who would usually receive a service from them, taking responsibility for taking the patient out of the hospital and co-ordinate their care. This simple procedure led to consistency in the individual's care and a focus on what matters to them, omitting the practice of bringing in more professions than is necessary. This means that the length of stay at the hospital reduces significantly and that the patients are closer to the decisions which affect them. We will build on the initial arrangements by using the lessons learnt during the Covid-19 crisis to ensure that the correct model is developed as we move forward.

Over the past two years, we have been collaborating with the Health Board to develop how **domiciliary care** is being provided in the county. The pilot schemes have enabled us to offer support that has been more specifically tailored to the needs of individuals and what matters to them. We have now decided to establish a new model across Gwynedd, placing emphasis on assisting older people to live their lives as they wish. The new model of providing and commissioning domiciliary care is based on sub-areas and at the end of 2019-20, it was agreed to joint-commission with the Health Board in the future. Through the new model, all agencies and relevant individuals will come together in order to work more effectively in the locality.

We have continued, in partnership with the Health Board, to develop **a specialist dementia provision** in our in-house homes as part of a specialist care services package across the county. New dementia units were opened in Tywyn, Nefyn and Bangor, and the investment has improved the quality of care and the environment for residents. It is hoped to open a further unit in Llan Ffestiniog in 2020/21, as well as implementing further plans for Dolgellau and Barmouth.

The purpose of our **Supporting Families Strategy** is to develop much more integrated services within the Council and with our partners, focusing on the early identification of needs, correct

targeting of families and offering services before the needs intensify. We have already undertaken work to identify the demand for support for families across Council departments, as well as map the provisions available to support families across the county, and how people are accessing these services. Consequently, we have revisited the ways of ensuring that we have one front door, in order to provide support to families. In 2019/20, we trialled the roles of **Community Connectors** in the Information, Advice and Assistance Service, with the aim of drawing all information for families together in one place (Gwynedd Families Hub), based on themes that are important to families. We will continue to review whether these arrangements are suitable for the residents of Gwynedd as we move forward.

Our **Families First** programme continues to undertake early work when a challenge or concern is highlighted in a home. The change of direction and structure around the programme in the last year has allowed us to target the most suitable support to the needs and circumstances of the family. The Family Support Team and Family Coordinators are a core part of the early support to families, before needing to call for intervention by the Social Work Teams.

We have also led on an **Early Years Transformation Project** as part of the Maesgeirchen Children's First programme (Bangor). Families and front-line care, health, education and play workers have come together in the community to identify ways of redesigning services based on the experiences of families.

Quality Standard 2

Working with people and partners to safeguard and promote the physical and mental health and emotional well-being of people

We have a responsibility to encourage and empower people to protect their health and well-being and to adopt healthy ways of living, and receive preventative and proactive care and support when needed.

Our **learning disabilities** provision focuses on what matters to the individuals and how we can work with them to develop various opportunities to support them to look after their own well-being. The Well-being Team has established various events and groups that help address the well-being needs of a large number of individuals within the service. For example, over 100 individuals from all parts of North Wales joined a walking football tournament. These opportunities create a lot of new contacts and friends, and also give an opportunity for the well-being team and the social workers to identify any further input that the individuals need.

The **mental health** field, and supporting individuals to live a full life, continues to be a priority. We are working alongside the Health Board to support individuals with mental health difficulties in order to promote recovery and assist them to live independently. We have been implementing the 'Together for Mental Health' strategy, and in partnership under the leadership of the Health Board, the **ICAN centres** have been developed to offer early support to individuals, in the community, close to home. One centre opened in January 2020, but due to the Covid-19 crisis and the restrictions of lockdown, it has not been possible to measure the impact thus far. Work took place between the ICAN programme and the county's main hospital (Ysbyty Gwynedd) also, in order to support individuals with the aim of preventing unnecessary admissions to the psychiatric unit.

The Youth Service has led on developing **a Well-being Pathway for Young People** aged 11-25 years, with support from The Mental Health Foundation. Feedback and experiences of young people about the lack of well-being and mental health has assisted support services to shape provisions that will help our young people to have and maintain their mental health and positive emotional well-being. The Well-being Pathway outlines the support provisions available, whether that is in the home, in the community, at school or by more specialist services.

There has been an increase in the number of **children who become looked-after** by the Council. At the end of March 2020, 291 children were being looked after by the Council, an increase of 15% compared with last year. The number of looked-after children has increased every year since 2013/14 and, currently, it looks unlikely that the trend will change. We are working continuously in an attempt to ensure that the appropriate support is available for families so that children are able to stay with their parents safely. We have submitted a grant application to create a multi-agency team jointly with Anglesey in order to, mainly, collaborate with families to reduce the likelihood that children need to come into out-of-county care. Welsh Government is eager to see a drop in the number of looked-after children, although we as a county have not set a target to reduce the number. Instead, all of the Children and Supporting Families Department's efforts circulate around ensuring prompt and appropriate support for families in order to keep them resilient and healthy.

The **Corporate Parent Panel** continues to look at specific matters within the Looked-after Children field. Councillors and officers across the Council, as well as officers from the Health Board, are members of the Panel, and they focus on what is going well and what we can influence in order to improve outcomes for the children who are in our care. I am glad that a foster parent and looked after child continue to serve on the panel, and thus they place what matters to children and families at the root of the work.

We have drawn services from across the Council together to form the **Supporting People Well-being Programme**. As part of the programme, we have mapped services, identified obstructions and improved our understanding of how our services are currently being provided. This has highlighted that there is no link between the various units that support individuals and families on different matters. We will continue to look at the ideal journey for Gwynedd residents as they receive assistance or support from the Council.

Our **well-being service**, which works across our Adult and Children's provisions, aims to improve quality of life by connecting people, placing an emphasis on reducing loneliness, promoting health and welfare, promoting collaboration and strengthening and developing services based on what matters to the people of Gwynedd. Strengthening our **carers' support**, including young carers, is central to the work and this is attempted to be done by offering new opportunities.

The **Community Resilience** project builds on the strengths within our communities in the five areas of care and seeks to co-produce to fill gaps and create a full range of preventative support to make it easier for people to continue to live independently in their communities. Examples include establishing the Dyffryn Nantlle Community Transport Scheme, the Blaenau Ffestiniog Meals on Wheels, the Pwllheli Men's Shed and collaborating with Antur Waunfawr on opportunities to include isolated older people in activities in their area. The Council has also established the 'Arts on Prescription' project here in Gwynedd in order to promote the positive effect of the arts on mental health. Initial discussions were held with relevant partners in terms of how to get to grips with mental health issues and men's well-being also, and it is intended to continue with these after the situation has improved following the Covid-19 crisis.

The **Dementia Go** Service it is going from strength to strength and supporting people with severe conditions such as Dementia and Parkinson's disease. The "A Minute to Move" project was established, namely a scheme of light physical exercises for the Council's residential home residents. The programme of various activities leads up to an annual competitive sports week between the care homes. This offers another way in which to promote the individual's well-being and it has been a resounding success amongst residents.

Quality Standard 3

Safeguarding and protecting people from abuse, neglect or harm

This includes providing care and support to protect people, whilst also empowering them to feel in as much control as possible.

Safeguarding is a matter for everyone and we all have a part to play by reporting any concerns we have about the health and welfare of individuals. As a Council, we have certainly come a long way in our work to ensure that our internal arrangements are fit for purpose whilst reinforcing this.

We have had internal arrangements, via the **Strategic Safeguarding Panel**, in place for some years now to ensure an overview and the input of chief officers and cabinet members in the field. Councillor Dilwyn Morgan, the Cabinet Member for Children and Supporting Families, is the chair of the Panel and we also have a safeguarding operational group in order to monitor operations in each department. The Panel receives specific presentations on relevant subjects and also ensures that the matters that have arisen in the **Regional Safeguarding Boards**, the **Anglesey and Gwynedd Safeguarding Delivery Groups** and at the **Anglesey and Gwynedd Community Safety Partnership** receive appropriate attention within the Council's arrangements and departments. As Director, I am exceptionally proud of these arrangements and of the commitment and contribution of officers and members who ensure that safeguarding is an ongoing priority. In difficult periods, like the one we are currently experiencing, such arrangements are essential so that safeguarding does not reduce in importance. Annual reports are available which explain more about regional safeguarding work and regional and sub-regional community safety work, and I am glad that Gwynedd is making a substantial contribution to this work.

Of course, the safeguarding field relates to safeguarding children and adults alike. We know that most children and young people in Gwynedd live happy, safe lives and enjoy opportunities to learn and play. However, some children and families need more formal advice and support at different times of their life. The Council is responsible for leading, investigating and managing the county's child safeguarding interventions. We work closely with schools, the Police, the Health Board, doctors, and health visitors etc. to fulfil this statutory responsibility.

The **Children and Supporting Families Department** continues to maintain high standards when responding promptly

to referrals that could be safeguarding ones, and to referrals for care and support. In order to safeguard children and young people we respond to referrals without delay, and when referrals include concerns or allegations of abuse, they need to be investigated in accordance with the Child Protection Guidelines. We will make a decision on the best response to each case within 24 hours. We implement the statutory duties to review cases of Looked After Children, and provide guidance on child protection, chairing Case Conferences and Strategy Meetings where allegations have been made about professionals. It is an ongoing challenge to ensure that the procedure is managed and implemented appropriately and it is extremely important to me as Director to ensure that the appropriate resources are in place to allow these procedures to be implemented effectively. I will continue to work closely with the Head to ensure that we monitor the situation.

The **Social Work Teams** offer support and intensive intervention for children and their families, by seeing them regularly and keeping in contact, being awake to issues regarding the risk to children and young people. We ensure that there are resources available to support them and that their needs are clear to us so that we can put plans in place in order to respond. At times, we refer them to teams that provide more specialist intervention. There is good collaboration between teams meaning that families receive the most appropriate support, at the right time. We have started to expand the Parent Scheme, including our partners' work in order to ensure the best use of skills and expertise to support our families, along with ensuring co-training and including the experiences of parents when developing services.

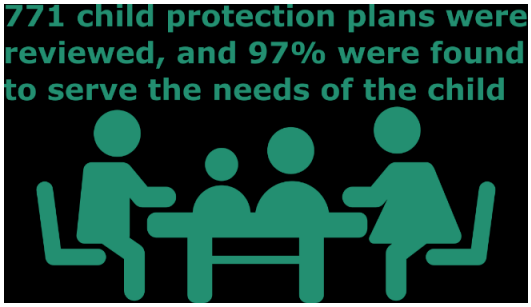
The **Child Protection Co-ordinator** is an independent role that is responsible for maintaining the child protection register and chairing our case conferences. During 2019/20, 397 child protection conferences were held. The percentage of the case conferences where it was considered that the high quality risk assessments was 99% and consistent with the recent years. This consistently high performance shows the impact of our investment in practice to ensure good decisions that protect the rights of children and their families. Furthermore, the 'Effective Child Protection' project, which has been funded via the A Healthier Wales transformation grant, is progressing very well with a team and clear work programme in place. An independent review undertaken after the initial year of the project has shown an improvement in many aspects of protection practice and the project continues to be ambitious, despite recent restrictions to the work programme due to the Covid-19 crisis.

When undertaking child protection investigations and identifying that

some families require very intensive support, we will need to bring children who are at risk into the Council's care. They usually come into our care under very difficult circumstances, and we are as ambitious for these children as anyone would be for their own children. At the end of March 2020, there were 291 **children in the Council's care**; 69% of these were receiving care in a foster placement, with 33% of foster carers being family or friends and 21% of looked after children placed with their parents, and thus remaining at home.

The **Fostering Team** continues to offer quality services by supporting our foster parents and assessing prospective foster carers in order to ensure the necessary support for children who come into our care. While a child is under the Council's care, it is our responsibility to provide a clear care plan for him/her that is reviewed regularly in order to ensure that the right decisions are made for the benefit of the child.

The **Independent Reviewing Officers** monitor the care plans of every looked after child and young person. They ensure that the care plans have given appropriate weight and consideration to the wishes and feelings of the child, and that the child fully understands his/her situation bearing in mind the child's age and comprehension. The Independent Reviewing Officers give assurance to the Council that the interests of the child are safeguarded throughout their time in care. They listen to children, make sure that children have a voice and are happy with their plans, and they act appropriately if they are not followed. During 2019/20, 771 reviews of care plans were undertaken and it was considered that 97% of care plans met the child's needs. This performance has improved and therefore shows that we are moving in the right direction towards ensuring suitable provisions for our looked after children.

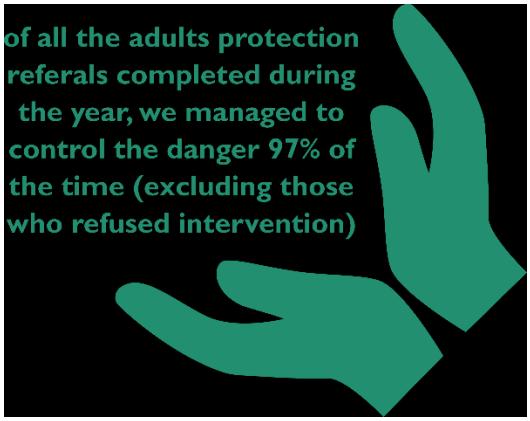


In terms of the adults field, the **Adults, Health and Well-being Department** continues to respond to safeguarding matters and during the past year a partnership resource has become a part of the department and sits with the safeguarding team.

During 2019/20, 437 safeguarding enquiries were received, with 96% of them completed within the statutory requirement. This is an improvement on last year and is a sign of the success of the new arrangements following the establishment of the Safeguarding Hub. We are working on reducing the cases where we failed to act within the statutory requirement.

The performance is being monitored and challenged by the Safeguarding Unit in the Department on an ongoing

basis, and when matters need to be escalated to myself as Director, the Department does so.



In an attempt to learn and reflect, Gwynedd and Anglesey have jointly investigated safeguarding cases. This has been very useful and there is an intention to continue with this procedure and report lessons to the relevant boards.

In October 2019, we received **focus activity** intervention by Care Inspectorate Wales (CIW). Although a number of good aspects have been highlighted, the inspectorate noted that some aspects needed to be improved. A work programme has been agreed within the Adults, Health and Well-being Department and it has been shared with myself as Director.

Quality Standard 4

Encouraging and providing support for people to learn and contribute in society

As a Council, we need to support people to do what matters to them, and assist them to gain the skills they need and encourage them to support each other within their communities.

Every child and young person should be given the opportunity to reach their full potential. We recognise that children develop best when they are supported to grow and succeed within their families and communities. We also recognise that providing early intervention is critical in helping children and their families to thrive and to reduce the need for more intensive services. We believe that by bringing all of the Council's preventative services together, such as the education and children services, we can co-plan and provide the best support for our residents.[2]

The **Youth Service** are at the end of their first year of providing services for young people through a new model. The teams provide social activities, learning and training sessions. In addition, they offer personal support on the main things that young people told us that mattered to them - namely well-being, learning new skills, and preparing for independent life and work. The most popular activities amongst young people were creative sessions such as coding, graffiti and filming and cookery activities such as food preparation and running a Dinner Club for those over 16 years. The service continues to respond to the social and personal challenges of young people such as challenging behaviours, well-being and self-image and obstructions to re-engage with education and work.

It is crucial that different ages and backgrounds live together and mix in our communities and the **Bridging the Generations** scheme is a way of ensuring this by encouraging discussions about what people wish to see in their areas, and include everyone in new developments. There are several examples of work throughout the county where schools and colleges work in partnership with care placements within the communities (e.g. Ysgol Glancegin with Plas Hedd Day Centre). The benefits are clear, with the children seeing that the experience is beneficial to their social skills and the adults enjoying feeling they have a

[2] The efforts are part of the Supporting Families Strategy and more information can be found under Quality Standard One.

contribution to make to society; but more importantly, it is an opportunity to foster relationships and understand what matters to one another. We also produced a Bridging the Generations booklet to encourage schools to twin with care homes or local societies in order to see the benefits.

During the year, the new "*Galwch Acw*" shop was opened in Caernarfon, which focuses on sustainable living, and in order to provide a community hub that offers work and training opportunities for adults with **learning disabilities**. The enterprise is run by a number of regional establishments including Gwynedd Council, and it was very fortunate to be a part of S4C's *Prosiect Pum Mil* programme and received £5,000 towards its establishment.

Furthermore, in the **mental health** field, the development of ICAN centres has been integral to the efforts to encourage people to support each other and reduce social isolation.[3]

[3] More information about the establishment of the ICAN centres under Quality Standard Two.

Quality Standard 5

Providing support for people so that they can develop safely and maintain healthy relationships in the home, with families and on a personal level.

The **Edge of Care Team** is in place in order to work intensively with children and their families when their situations at home are vulnerable. 63% of children who had received support from the team reported a reduction in the factors that were obvious prior to the intervention, noting that we have avoided the need to bring children into care in some cases.

Our **Youth Justice Service** are a multi-agency team that works intensively with the children and young people to prevent offending or re-offending by offering specialist intervention and working with schools, community and families in order to identify solutions. They work in partnership with the Police, the Probation Service, the Health Board, North Wales Housing, Careers Wales and others, and during 2019/20 the *'Be di'r Sgôr'* team (Gwynedd and Anglesey young people substance misuse service) and the Emrallt team (service to tackle problematic sexual behaviour in young people), became a part of the service.

The **Families First** service in Gwynedd offers support to families, subject to their needs. During the last year, we have continued to develop our interventions to allow us to respond to the needs of families in the most effective way, and trial pilot schemes by Barnardo's and Y Bont relating to managing conflict among families and supporting the well-being of children.

The North Wales **Carers Strategy** has now been adopted which acknowledges the importance of working in partnership with carers of all ages. We have been working to realise the strategy locally and during 2019/20, we succeeded to appoint a Carers Project Worker for a year to look at how we are assessing the needs of unpaid carers, in the hope of rationalising the way we collaborate with carers. In addition, the "Looking after someone?" information booklet was launched in order to provide information for carers on various subjects and we worked on embedding the Respite Scheme with the aim of providing alternative and flexible respite plans for carers in creative ways.

Quality Standard 6

Working with people and supporting them to achieve better economic welfare, have a social life and live in suitable accommodation that meets their needs.

This includes supporting them to have good employment, and to have easy access to the services they need, such as financial support or suitable accommodation.

One of the biggest priorities is to ensure sufficient purposeful housing of quality to address the needs of a changing population. Last year, I reported that we had drawn up a **Housing Strategy** that aimed to maximise our housing supply in Gwynedd as well as improve access to housing by strengthening the support that is available for people to enable them to live independently in their own community. The Council adopted the "Gwynedd Housing Strategy 2019-2024" in July 2019, and during the year, we have commenced the work of realising elements of this. We have carried out a cost-benefit assessment of the plans included in the Strategy, in order to ensure that we target activities that have the greatest impact on the residents of Gwynedd. Work has also commenced to fund plans such as purposeful accommodation for the homeless; bringing empty property back into use; and a scheme for vulnerable people to recover and improve the condition of their houses.

Since 2015/16, the **Homelessness Service** has seen an annual increase in the number of individuals who present themselves to us as homeless. We have seen an increase of 35% in the number of people who present themselves as homeless or under threat of becoming homeless over the past five years. The demand remains higher than ever with 745 individuals receiving a service in 2019/20. One of the greatest barriers that people in temporary accommodation face when attempting to move to permanent accommodation is the lack of one-bedroom accommodation. Affordable accommodation, especially for under 35s, remains a general obstacle to reducing the likelihood of becoming homeless in the first place. A number of the schemes within the Gwynedd Housing Strategy will contribute towards the attempt to reduce this problem.

An innovative project to the value of £40,000 was launched to raise awareness of **homelessness among young people** in Gwynedd. The Youth Service collaborated with the young people's homelessness charity, GISDA, to develop activities and a training pack to use with young people, providing a snapshot of the harsh reality of life as a homeless person, the reasons why people are homeless, where to turn for help, along with some of the life skills required, such as how to live on a budget. Alongside this work, the Youth Service has also brought partners together to commission research with young people in order to shape a **Young People's Accommodation Plan**.

Jointly with Cais and Grŵp Cynefin, a new and exciting project has been in the pipeline since March 2019, to develop an eight-bedroom accommodation in Bangor, which offers support to prison-leavers and people with severe needs who have been sleeping rough. By collaborating with partners, the project will manage to offer the provision required by our residents. This project proved successful in the Cymorth Cymru Awards in the category of homelessness prevention held in November 2019.

As a Council, we also provide grants to adapt housing so that people with disabilities can continue to live in their homes, as well as "enabling" grants to assist people to continue to live independently in their own homes. During 2019-20, we provided 89 housing adaptation grants and 128 "enabling" grants.

In June 2019, the **Extra Care Housing** at Hafod y Gest, Porthmadog was opened by Minister Julie James, which was a joint development between Gwynedd Council and Grŵp Cynefin, partly funded by Welsh Government's Housing Grant. The development allows older people in the area to live independently in a safe community environment where support services and flexible care are available. I am glad to report that each of the 49 tenants have settled in the 40 flats there. The tenants are happy, they have created a close-knit community and they are saying "that they could not be in a better location". Adra housing association has also received relevant permission for developing further Extra Care Housing in Pwllheli, and work on the site will commence during 2020/21. Initial work is also afoot to expand the provision in Meirionnydd.

One element of the work **of the 5 Locality Teams** will be to develop the way that domiciliary care is provided in the county in order to improve the way that older people are being supported to live independently in their communities.[4]

[4] More detailed information about the 5 Locality Teams can be found under Quality Standard One.

The **Derwen** service offers a service for disabled children and young people and their families. During the year, they have seen a number of severe and complex cases, including applications for modifying houses. The general lack of suitable housing, or the possibility of modifying current homes, makes this work extremely challenging; however, the team is now working closely with the Housing and Property Department to seek the best possible resolutions for the children and their families. To date, we have received very positive feedback on the progress that has been made in moving cases forward.

A core part of any care provision is the need to ensure that users can receive the service through the medium of their mother tongue or the language that they are most comfortable with. In Gwynedd, **the Welsh language** is this language for many. Since 1996, we have been operating bilingually in all aspects of our work. Our Welsh language policy has extended to recruitment processes and requirements, data collection, contracts, commissioning, procurement and training. I will elaborate in the next section on how we are achieving against the "More than Just Words" Framework.

4. How we do what we do

The above sections are an attempt to provide a taster of the main activities over the year gone by, identifying that it is impossible to detail each piece of work that Social Services has undertaken. The following provides an overview of how we undertake our work.

Our new method of working across the Council and Social Services

As I have noted, the foundation of our work is to attempt to act in a way that places the people of Gwynedd at the centre. This moves us away from a way of working that follows historical processes, and to a way that commences with what matters to the individual in front of us. It is a major change to a number of staff but it is a method of working that often releases them from the restrictions that prevent them from doing what matters to the people of Gwynedd.

The Welsh language and achieving against the requirements of the 'More than Just Words' framework

We welcome and fully commit to the requirements of 'More than Just Words' and I am the national lead on the agenda on behalf of the Welsh Directors of Social Services. I am also a member of the Welsh Language Partnership Board, which is led by Welsh Government, and I chair the North Wales 'More than Just Words' Forum. The forum provides opportunities to share ideas and collaborate with the Health Service, councils and other organisations. We collaborate with those who lead on digital projects in order to act pro-actively and ensure that the infrastructure to enable us to provide services in Welsh is in place from the start.

The commitment of Gwynedd Social Services to the principles of 'More than Just Words' is a reflection of the commitment and priority given across the Council to offering Welsh-medium services. A senior officer was designated to promote the Welsh language within the care field. This officer is also known as a 'Business Ambassador' to collaborate with Careers Wales.

At the end of 2019/20 88% of social services staff could speak Welsh

At the end of 2019/20, around 88% of social services' staff could speak Welsh and we are very confident in the Council's ability to implement the Active Offer. We are now in a better position to record the linguistic data since the new WCCIS computer system was introduced. Reports from the WCCIS system will allow us to identify the weaknesses and shortcomings of the provision in terms of the Active Offer, and this information will be fed into the planning and commissioning process. We have also been undertaking work looking at the language profiles of the integrated teams that have been established between us and the Health Board. In 2020/21, work will be carried out to establish the language profiles of the Health Board staff who are a part of the teams, and we will make contact with the Isle of Anglesey Council as well. Ultimately, the intention is to consider whether gaps need to be filled and then consider the situation per team.

One exciting new plan in the pipeline in the Early Years field is the roll-out of the Welcomm screening tool work to schools within the Flying Start areas. This is work attempts to improve a child's language development, and the initial outcomes are promising. A grant application has been submitted in order for language therapists to collaborate with health visitors and develop the provision further.

We are also giving attention to the Welsh language as a part of our efforts to strengthen our workplace and our recruitment situation in the field by targeting specific fields where there are gaps in provision, e.g. occupational therapy. More information is included in the next section of the report.

Our workforce and how we support their professional role

Social care in Gwynedd is provided by a number of agencies from the private sector, third sector and by statutory services, and staffing the field is one of the greatest challenges for our social services. The challenges are particularly prominent in the domiciliary care field, and this is of increasing concern to me as Director as we are unable to provide care packages in some situations as a result of staff shortages. We have a committed and effective workforce, but we need to ensure that we have the correct capacity so that we are able to meet the future need. Recent research shows that the social care sector creates broader economic value and in an attempt to attract more career interest, we will need to raise the profile and work status of the field. Consequently, this work has been included as one of our priorities in the Council Plan 2018-23, and a Recruitment Group is already working to improve the situation. The group's work ties in with the work of the Regional Recruitment Group and the work groups of the 'WeCare Wales' national campaign, in order to ensure that there is no duplication and that we build on good practice across Wales.

During 2019/20, we planned to fill the post of Regional Care Careers Co-ordinator with a successful appointment made in March 2020. We look forward to developing the post and building on our work of establishing structures and relationships with our key partners such as Careers Wales and DWP. We have also undertaken work to review the Council's Apprenticeships Scheme to try to influence the number of apprenticeships available in the care field. We have targeted fields in which specific difficulties arise e.g. leadership skills within the residential care field and suitable expertise together with the ability to work in Welsh within occupational therapy. With the intention of attempting to attract more young people into the care field, the Inter-generational project has created opportunities for Coleg Meirion Dwyfor students to collaborate with older people in various locations across the County.

In addition, the Covid-19 crisis period has given us a platform to highlight the importance of the field, and has drawn more attention to the challenges that still exist. As Director, I feel that it is essential that we do not lose this opportunity to be much more innovative as we consider the way forward. A number of the field's workforce have adapted in order to undertake different roles or to work in a different way and during 2020-21 I, jointly with the Heads and relevant Senior Managers, will ensure that we consider the lessons learnt in order to shape and strengthen our services for adults and vulnerable children, and focus on addressing what matters and ensure the sustainability of our services in the face of future crisis. I would like to sincerely thank all staff and volunteers who have been so ready to step in and work together, often in unfamiliar circumstances, to ensure that we fulfil our responsibilities towards the people of Gwynedd during this challenging time.

Our financial resources and how we are planning for the future

Local Authority budgets have reduced over the past few years, mainly due to the reduction in the Welsh Government grant. Nevertheless, people are living longer, and often with complex health conditions, and so the demand on our services and budget is increasing. However, our way of working means that we are more flexible and creative when providing services, and we seek to keep the impact of any cuts on the people of Gwynedd to the bare minimum possible, whilst continuing to achieve what matters to people. A part of this is attempting to ensure that we look at better and seamless methods when providing our services to people. Therefore local plans of a transformational nature are in progress that will seek to respond to the challenge of delivering health and care services in more coordinated methods within the financial envelope.

We receive a number of grants to provide services and projects, however, this funding is normally short-term, which translates into short-term contracts for staff. This in turn makes it difficult to retain experienced staff as we cannot guarantee long-term or permanent employment. Our staff foster a good relationship with a number of our residents and so this uncertainty and the need to start from scratch with new workers in turn affects them, and affects the service they receive from us.

Having examined the final situation for 2019/20, it is very obvious that there is substantial pressure facing the care field. After receiving and re-referring grants from the Government, an improvement was seen in the end of year financial position of the Adults Department. An increase was seen in the overspend trends of the Children and Supporting Families Department, which has led to overspend at the end of the year. The overspend situation in the children field is not unique to Gwynedd; it is a picture seen across authorities, and the situation concerns me. We have already commissioned work to obtain a better understanding, and we have addressed the complex financial issues of both departments.

Working in partnership

A core part of our work is working in local and regional partnerships with partners such as the Health Board, the Police and the third sector. Throughout the report, I refer to various pieces of work that are often implemented in partnership with other agencies. I am very proud of the relationship we have with our partners locally, where constructive collaboration takes place along with open discussions on any differing opinions in an attempt to ensure that we reach agreement on the best way of working for our population.

At the end of the year, the Covid-19 crisis struck. The Council is supporting Public Health Wales to coordinate the national response on behalf of Welsh Government. During this very uncertain period, we have continued to provide essential services and collaborated closely with our partners to support efforts. We are fortunate of the successful working arrangements that are in place with our partners, and of the ability we have to adapt and respond innovatively as we face the crisis. Of course, we will continue to respond to the needs as the situation develops and I really hope that a number of the new arrangements will continue beyond the crisis. I would like to take this opportunity to thank our staff and providers for adapting to the situation and ensuring the best service for the residents of Gwynedd during a very turbulent and difficult time.

The main thing that has been highlighted during the crisis is the importance of close collaboration between us as partners in the future. We need to respect the care system as a whole, and everyone's contribution

to it, and I am determined as Director that I will continue to seek to maintain and nurture this type of working and networking. There are also many regional work streams where I contribute to this vision of being an equal partner whilst seeking the best for our population.

The North Wales Regional Partnership Board has now been operational for some years. I, and the Cabinet Member for Adults, Councillor Dafydd Meurig, are members of this Board. We as partners also meet as an Integrated Care and Health Group in order to ensure that we agree on the way forward at a more local level. This group is also accountable to the Gwynedd and Anglesey Public Services Board, which strengthens the local accountability. For two years now, I, as Director, have served as an associate member on the Betsi Cadwaladr Health Board. My role in this respect relates to advising and providing feedback to the Health Board on matters relating to the social care field, and although I do not have a voting role on the Board, I consider it to be a valuable time investment in terms of trying to give a care steer to these discussions.

As a Council, we are also a part of the Mid Wales Health Joint Committee, whose aim is to ensure that the care and health services in Mid Wales are effective for its population. Gwynedd's geography indeed means that the population in the south of the County mostly use the health services of Hywel Dda Health Board and therefore, maintaining this relationship on a lead level is incredibly important.

The Third Sector Liaison Group, which provides an overview of the field and encourages and drives effective collaboration between statutory organisations and the third sector, is moving on and getting stronger. Presentations and visits are arranged through the Liaison Group which ensures that opportunities to improve services for the population are discussed openly and positively. However, we are aware that an audit of our work has highlighted the need to engage more with the third sector, thus ensuring more opportunities for them to contribute to the welfare agenda. The audit has also highlighted the need for us to ensure consistency between communities in relation to proactive collaboration with the sector. We will be addressing these issues moving forward, and it is likely that the Covid-19 crisis will have had a positive impact on the way we collaborate to support our communities. Keeping hold of that will be essential.

Political and Corporate Leadership, Governance and Accountability

It is important for me to draw your attention to Part 8 of the Act, which notes the requirements imposed on me as the Statutory Director of Social Services. Gwynedd Council Cabinet has approved the 'Director's Protocol'. This is a document that outlines how we

will ensure that we address the legislative requirements. This protocol ensures robust governance arrangements along with strong lines of accountability. This protocol is available on the website and it is important that staff and members also familiarise themselves with the requirements.

The Council has robust governance arrangements in place to support the effective management of social services. As well as submitting reports to scrutiny committees, we also have a robust departmental performance challenging structure in place. We also hold regular meetings with the Inspectorate to ensure that our procedures are sound. The Scrutiny Committees have made a substantial contribution again this year in scrutinising particular fields and offering us important perspectives in order to continually improve.

The Council has appointed two Cabinet Members for the fields within Social Services, namely Councillor Dafydd Meurig for the fields of Adults, Health and Well-being, and Councillor Dilwyn Morgan for the fields of Children and Supporting Families.

Learning and Development

Learning and improving is a key part of our operational model if we wish to improve our performance and achieve what matters to the people of Gwynedd. Teams are now taught to start by asking what matters to the people of Gwynedd and to seek to do everything within their ability to ensure that our working arrangements achieve this where possible.

A key part of this learning process of course is to learn from complaints. Arrangements are in place to report back regularly on complaints arising from the care field, and every effort is made to resolve them, respond to them and learn from them as soon as possible. A specific annual report is published on complaints, which offers an overview of all complaints received across all Council departments during 2019/20.

By responding positively during these initial steps, some matters can be effectively resolved without the need for the formal Complaints Procedure as this is an opportunity to deal with any misunderstanding or to respond to enquiries. Without a doubt, this is the best outcome for everyone. One of the prominent themes when dealing with enquiries and informal complaints is the misunderstanding between people due to the lack of clear communication or regular communication.

In 2019/2020, the Children and Supporting Families Department received one request to escalate a complaint to Step 2 of the Social Services Statutory Complaints Procedure. A request was also submitted by a complainant for a complaint to be investigated under

Step 2 arrangements immediately, without following Step 1 initially. The Department has been in contact with the Ombudsman's Office for some years now regarding one specific case - the Ombudsman has held one formal investigation in 2018/19 and in April 2019, it was decided to open a further investigation. The Department has received many recommendations from the Ombudsman, and one remains as outstanding; however, slippage has been seen in the work as a result of the Covid-19 crisis. The Department has committed to complete the recommendations as soon as it is safe and appropriate to do so. The Department continues to be in contact with the Ombudsman regarding this case.

In 2019/2020, 14 of the Adults Department's complaints were responded to in step 1 of the complaints procedure. No request was received to move any complaints forward from step 1 to step 2. At the end of 2019, the outcome of one investigation being considered by the Ombudsman since 2018/19 was received, and the report was published on the Council's website with hard copies available from Siop Gwynedd, in line with the Ombudsman's guidelines. The Council has accepted the Ombudsman's recommendations, however, the process of implementing them has been postponed due to the impact of Covid-19 on the Department's work. We intend to complete this work as soon as possible.

In general, effective arrangements are in place in both departments to ensure that each complaint receives due and appropriate attention. Nevertheless, in order to learn from those more complex complaints and those that have received further attention from the Ombudsman, we as a Council have introduced a further procedure so that I as Director can more closely monitor our implementation programmes and the attainment of both departments against these in the future. In doing so, I hope that we can ensure that we are clear regarding what needs to be implemented and that it is implemented promptly and comprehensively.

Digital

We are living in a world that is constantly changing and adapting to new technology. The Covid-19 crisis has highlighted the importance and effectiveness of technology for us all, if we wish to continue to operate in some circumstances. We could not have anticipated that the Council would have been able to adapt so quickly to the situation, ensuring that a high percentage of our staff could work from home to continue providing quality services.

As part of the response to the crisis, we have collaborated regionally with the Health Board and the Local Authorities to develop a temporary system to test, trace and protect, with this system being used whilst a national system is

being developed. Although the national system is now being used, elements of the development undertaken by Gwynedd Council remains in use for staging and sharing information. The system has been highly praised by prominent officers in the Health Board and the Local Authorities and I would like to take this opportunity to sincerely thank those officers who developed this system at short notice.

We as a Council are regularly adding to the services that are available digitally. Our on-line self-service system means that the residents of Gwynedd can apply for Council services at any time of the day. Gwynedd's on-line services are safe, quick and easy to use - which means that we can speed-up the process of responding to local people's service requests.

In partnership with Fron Goch garden centre, we are piloting 'Wandersafe' technology. This technology is normally used in the care sector, and this is the first time that it has been used in a commercial site. The aim is to give a person living with dementia the freedom to wander around the garden centre independently, thus giving the carer peace of mind. The system works by providing a sensor for the individual, and a type of alarm or pager for the carer. The alarm will sound to inform the carer if the individual walks towards the main entrance. Arloesi Gwynedd Wledig are monitoring the use made of the technology at Fron Goch. If the pilot is successful, the lessons learnt will be shared with other businesses in Gwynedd, in order to encourage them to invest.

5. Priorities for 2020/21

Here are the main priorities of Social Services for the 2020/21 year:

- Continue the work of responding appropriately to the COVID-19 pandemic
- Contribute to regional work that will take place to ensure our social services are robust going forward
- Ensure that we learn lessons that have been highlighted during the Covid-19 pandemic and review our arrangements as necessary. This will include how we work with our key partners such as the care sector, health board and third sector
- Ensure that teams within adult care services work within the new operating model in line with expectations
- Prepare commissioning arrangements for the new domiciliary care delivery model, with a view to being ready to go out to tender to the market by the end of the year
- Look at the operating arrangements/structures between the Department for Children and Supporting Families and the Department for Education following data collection that took place in early 2020, and pilot and assess a new way of working between both departments.
- Ensure a suitable workforce for the care sector to the future by working with key partners, such as external providers, by seeking to proactively respond to systemic barriers that exist and looking at any opportunities / learning that have arisen as a result of the Covid-19 pandemic
- Continue to build on the work that the Corporate Parenting Panel has established to look at the well-being and prosperity of our children in care through their eyes and to continue to monitor and reflect on our overall arrangements in relation to our children in care
- Implement the Care Inspectorate for Wales' recommendations arising from different focus activities across both departments
- Continue to develop our understanding of what the best arrangements would be to support the well-being of the people of Gwynedd
- Continue with the work of understanding the cost models of different aspects of adult and children's services to ensure that the budgets required are known to leaders
- Continue to learn from complaints and ensure that recommendations are fully and timely implemented

Appendix 1: Performance Measures 2019/20

	Mesur	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	Number of users of adults services who receive direct payments	121	-	121	139	142	132
2	Percentage of older people and people with physical disabilities where an increase is seen in achieving what matters to them[5]	-	-	88%	80.5%	98.80%	-
3	Percentage of older people and people with physical or sensory disabilities who have said that we have achieved what matters to them, fully or partially	-	-	-	-	-	96%[6]
4	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.05	2.38	3.40	4.9	5.23	3.46[7]
5	Percentage of the adult protection referrals completed during the year, where the risk has been controlled[8]	100%	96.7%	97.9%	97.6%	91.50%	91.2%

[5] It was decided to include this measure to allow comparison with previous years. It is noted that the method for measuring has changed during 2019/20 and therefore measures 3 and 4 are now the relevant ones.
[6] 76% have noted that we fully achieve what matters, with 20% noting that we have partially achieved what matters
[7] It was noted as a result of delay due to the Covid-19 crisis that data for March is unavailable, and therefore this includes data that reflects only 11 months of the year
[8] This figure includes cases where intervention was refused.

	Mesur	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
6	Of the adult protection referrals completed during the year, the percentage where the danger has been controlled (except for those who have refused intervention)	-	99%	100%	99.4%	93.10%	97.4%
7	The average number of calendar days taken to issue a Disabled Facilities Grant	316	271	281	204	211	242
8	The percentage of private sector dwellings that had been empty for more than six months on 1 April which were returned to occupation during the year as a result of direct action by the local authority	5.7%	5.13%	3.68%	4.82%	4.7%	8.56%
9	The average number of calendar days taken to provide 'Enabling' grant for disabled people	-	-	-	-	-	77
10	Number of people assisted by removing dangers from rented houses	-	-	-	-	-	734
11	Number of affordable units secured for Gwynedd	144	48	71	77	87	89
12	Percentage of 2 year olds in attendance at Flying Start	82%	83%	84%	81%	79%	74%

	Mesur	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
13	Number of the senior parenting assistance packages which result in travelling a positive distance	38%	48%	89%	76%	89%	88%
14	Transitional plan agreed for disabled children aged 16 years	100%	100%		100%	100%	100%
15	Pathway plan agreed for looked after children	100%	100%	100%	99%	97%	99%
16	The percentage of looked after children on 31 March, with experience of moving school once or more during their period or periods of receiving care and if that move was not because of transition arrangements in the 12 months up to 31 March	18.7%	18.1%	17.1%	10%	16.7%	14.20%
17	The percentage of looked after children at 31 March who have had three or more placements during the year	6.2%	7.7%	6%	7.5%	5.9%	8%
18	Percentage of reviews of looked after children held within the statutory timetable during the year	93.8%	91%	91%	89%	85%	84%
19	The percentage of child protection reviews to be held within the statutory timetable during the year	95.7%	85.5%	92.0%	90%	94%	80%

	Mesur	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
20	The percentage of statutory visits with looked after children that were supposed to be held during the year that were held in accordance with the regulations	89%	86.9%	90%	92%	93%	90%
21	The percentage of eligible, relevant and previously relevant children that have been allocated a personal advisor	100%	100%	100%	100%	100%	100%
22	Percentage of case conferences where the voice/views of the child were heard (except children under 7 years old)	83%	85%	84%	92%	99%	94%
23	The rate of children who were discussed in supervision, where significant harm had been considered (and the answer recorded)	100%	100%	100%	100%	100%	100%
24	Percentage of risk assessments submitted to a Case Conference which were considered as exhibiting quality in decision making	98%	97%	94%	96%	99%	99%

Appendix 2: Information regarding the Quality Standards as noted within the Social Services and Well-being (Wales) Act 2014

Quality Standard 1

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

In order to achieve this, local authorities should:

- ensure access to clear and comprehensible information, advice and assistance to support people to maintain their well-being and make informed decisions
- work with individuals, their carers and partner organisations, to support and maintain the independence of an individual without the need for care and support
- complete well-being assessments in a timely manner
- ensure that decisions respect individual circumstances across the entire range of needs and that they give due attention to the United Nations' conventions and principles for children, older people and disabled people
- ensure that people are treated with dignity and respect
- enable people to have control over the planning and provision of care
- promote a healthy lifestyle and support them
- enable access to services and activities that maintain mental health and emotional wellbeing
- encourage and empower people to control their own health and well-being, to be active and benefit from care and proactive preventative support
- arrange independent advocacy where needed or refer to other types of advocacy to enable people to overcome obstacles to participation when reviewing and meeting needs
- arrange contact names and share relevant information with partners in order to allow for the smooth transfer of care and support across the services
- facilitate multi-disciplinary care and support plans
- put arrangements in place for assessing needs and deciding on eligibility
- explain challenges as well as achievements
- measure the impact of the care and support, and support to carers, on people's lives and well-being outcomes
- ensure that people are aware of the arrangements for paying and charging for care

Quality Standard 2

Working with people and partners to safeguard and promote the physical and mental health and emotional well-being of people

In order to achieve this, local authorities should:

- promote and support a healthy lifestyle
- support access services to maintain mental health and emotional well-being
- encourage and empower people to control their own health and well-being, to be active and benefit from care and proactive preventative support

Quality Standard 3

Safeguarding and protecting people from abuse, neglect or harm

In order to achieve this, local authorities should:

- respond effectively to changing circumstances and regularly review the achievements of individuals' well-being outcomes
- provide care and support to meet the assessed needs to protect people from abuse or neglect or other harm
- develop protective procedures for those who put their own safety at risk to prevent abuse and neglect.
- manage risk in a way that empowers people to feel in control which is in accordance with safeguarding needs
- work in partnership in order to investigate allegations of abuse or neglect in order to ensure that people are protected from harm
- advocacy in relation to safeguarding

Quality Standard 4

Encouraging and providing support for people to learn and contribute in society

In order to achieve this, local authorities should:

- provide support for people to do the things that matter to them
- assist people to gain the educational skills and achievements they need to participate in the things that matter to them
- encourage people to be active members in the community and support each other to reduce social isolation.

Quality Standard 5

Providing support for people so that they can develop safely and maintain healthy relationships in the home, with families and on a personal level

In order to achieve this, local authorities should:

- provide support for people to maintain relationships that are of importance to them, in accordance with the safeguarding needs
- assist people to acknowledge unsafe relationships and to safeguard themselves from abuse and neglect
- where appropriate, give consideration to the views of families, carers and other personal relationships when assessing care and support needs

Quality Standard 6

Working with people and supporting them to achieve better economic welfare, have a social life and live in suitable accommodation that meets their needs.

In order to achieve this, local authorities should:

- provide support for people to participate as active citizens, both economically and socially.
- provide support for people to acquire meaningful work and retain that work

- provide support for people to receive financial advice and support and assistance with benefits and grants
- provide access to services through the medium of Welsh and other languages of choice
- provide support for people to acquire accommodation which meet their needs and to facilitate their independent living