Annual Report of the Statutory Director of Social Services

Reporting on the Effectiveness of The Gwynedd Social Services Department 2009/10

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1. INTRODUCTION

1.1 The Purpose of the Report & the Process

This report has been written in order to share information about the performance and effectiveness of Gwynedd Social Services during the 2009/10 financial year and what have been agreed as the most important matters requiring attention for the next year.

The report has been prepared following a period of significant change within Social Services and where further changes are being introduced in order to improve services and make them more cost effective. This will be very important as we respond to the anticipated difficulties due to the cut backs in public services where we know that the number wanting services of a high standard is increasing.

This report will be shared with staff, members of the public and partners who work with Social Services. It is prepared in accordance with legal requirements as written in “The Role and Accountabilities of the Director of Social Services” (June 2009) and “The Annual Reporting Framework Toolkit”. Inspection services, such as Care and Social Services Inspectorate Wales (CSSIW) and the Welsh Audit Office (WAO), will also use this report in order to plan their inspection programme within Gwynedd Council.

This is the first year for this report to be prepared and to be presented to the full Council. This is an overview report. It has not been possible to include the work programme in its entirety or provide detail regarding those issues contained in the report. We welcome direct contact with the Service if you require further details or to discuss the content further. Any questions or comments should be sent to our Customer Care Unit:

Customer Care Unit, Social Services Department, Gwynedd Council, Shirehall Street, Caernarfon, Gwynedd LL55 1SH, email: gcgc@gwynedd.gov.uk ☎️ 01286 679268

The process for preparing the report has included many steps, including:

- The preparation of self-assessments providing background information and evidence behind statements and judgements made (evidence grids) by Social Services managers (See Appendix 1)

- A ‘challenge’ day where nearly 50 partners and service user representatives attended to share their views about the Service statements and judgement (20th April 2010)

- A ‘challenge’ day and briefing event for all Elected Members (held May 2010)

- A questionnaire sent to over 3000 service users (February 2010) seeking their views about the quality of our services.
Development of a Business Plan to take forward the improvements identified.

I would like to take this opportunity to thank all of those taking part in the delivery of Social Services here in Gwynedd. Within the Council, those employed by Social Services, across Adult and Children’s Services, have worked hard to deliver and improve services. Other Departments have also contributed to our successes and the contribution of Elected Members has been critical as policies and decisions are approved by the democratic process. However, Social Services is about more than those purely employed by the Social Services Department. It also involves all of those who share the delivery of services with us from both the Third Sector and Independent Providers. Together we are responsible for the delivery of key services to people and families when they need them most.

At the end of the day, our efforts must be measured by whether we make a difference to the children, adults and carers who require Social Services. It is hoped that this report will help us understand what we have achieved, what has gone well and not so well and what more needs to be done.

Gwen Carrington
Head of Social Services (Statutory Director)
Summary of Main Issues

Social Services has achieved a significant change programme but the delivery of the change process needs to be accelerated. This is due to the need to become more accountable to the expectations of our users and to make sure we get the best value for money.

Social Services provides safe services, given when we consider the child protection requirements and the vulnerable adults field of work and there has been an increase in our regulatory arrangements as well as standardisation of practice.

The Service and the Council have a committed and conscientious workforce. Feedback from users reporting on the value of the Service indicates that the majority believe it is of good quality and timely.

The Service has achieved progress in performance despite the increased demand for services. To improve services, the Service and the Council must:

- continue with the improvement of data accuracy and quality
- improve the information available for users and partners
- improve commissioning arrangements to ensure faster response to user requirements and value for money
- implement the change program quickly in response to citizen needs and avoid significant overspend in future
1.2 Context and Area Information

According to the 2008 mid-year estimates, Gwynedd has a population of over 118,000. This compares with an average population across all the Welsh local authorities of 136,000 and an average of 121,000 across the comparable authorities (The Local Government Data Unit Wales 2010). See Appendix 2 for Gwynedd’s full area profile.

The County covers an area of 2,548 square kilometres, with main settlements in Caernarfon, Bangor, Porthmadog and Dolgellau. It takes around 2 hours by car to reach south Gwynedd from the north, meaning a 4 hour round trip. This needs to be taken into consideration when planning and providing Services.

Gwynedd adjoins Conwy and Denbighshire counties to the east, Powys to the south east and Ceredigion to the south. The County is linked through road and rail bridges to the Isle of Anglesey to the north. Gwynedd has the longest stretch of coast of all Unitary Authorities in Wales, extending to 301 kilometres together with the Snowdonia range of mountains and lakes.

Figure 1: Gwynedd with population centres

Since 2005/06 the number of adults receiving services (community and residential) increased from 4190 (2005/06) to 5753 (2009/10) which accounts for a 37.30% growth. Trends suggest that people in Wales are living healthier and longer lives, meaning they are
more likely to use some form of social care over longer periods in future. We know that the pattern of demand is likely to increase as the age of the population increases. The 2006 Local Authority projections suggest that the age structure of the population will change dramatically over the next 20 years with the population of people over 75 year old increasing (Figure 2). It is forecast that the number who suffer from dementia in Gwynedd will increase by 35% between now and 2021. It is anticipated that the numbers of children and young people in Gwynedd will also rise between 2006 and 2026 from 26,186 to 27,579, however it will decrease as an overall proportion as the population ages. Children and young people with complex needs are also living longer and this trend will continue, increasing the demand for services.

The number of children and young people being referred to Social Services is also increasing, 4,870 in 2008/09 compared with 5,041 in 2009/10, an increase of 3.5%.

All of these factors have an immediate impact on the way we deliver and plan services. It means that families can often feel that they live a long way from services and that staff are required to travel some distances.

(Source: Office of National Statistics projections).
The vision for Social Care, as agreed by the Council in December 2008 remains:

“**Our Purpose** is to address disadvantage, to safeguard and to build on People’s strengths.

**Our ambition** for 2010/11 is to be serving all people well with high quality outcomes and to have excellent prospects for the future.

**Our value** emphasis will be on fairness, raising expectations, empowerment, independence and being person-centered.

**Our organisational** emphasis will be on effective leadership & communication within a forward looking, transformational, joined up and business-like (without being over-bureaucratic) environment.”

The challenge is to make sure that staff, partners and families know what this means. We need to be clearer about what we mean by providing a “quality” service and how we know that services received in Tywyn, for example, will be the same or consistent with those in Bangor. “Quality” also has to include whether what we do is what is “needed” by families and individuals as well as how much it costs. A great deal of what has been done by Social Services over the last year has been about trying to get a better understanding of how services are delivered, at what cost and by whom. This has involved staff from inside the Council, partners as well as consulting with those who receive services. With regards to consulting and engaging service users, we have the following examples:

- We recently consulted with over 3,000 individuals from adult services who are receiving Services. (March 2010)
- The Children and Families Service holds quarterly speak out sessions with looked after children and young people.
- Consultation meetings were held with over 170 members of the public (mainly in Communities First areas) on their views about health and social care services and future needs.
- The Specialist Children’s Services held a Celebrating Family Day (January 2010)
- Older People’s Council, who we consult with (mixture of service users and citizens).

Examples of comments received about Services and during activities are included throughout the report.

For 2010/11 there is already a commitment to broaden the way we engage and seek the views of those who receive and deliver services in Gwynedd and to receive views from them that will influence our plans.
Gwynedd Social Services believes that it’s the results that matter when evaluating services. We should be measuring our successes by deciding whether what we do delivers the outcomes that people wanted in the first place. When measuring performance it’s not only figures or data that count but also experiences. This is behind our intention of introducing the “Result Based Accountability” tool – which is a method of ensuring that the outcomes identified by users and providers set our priorities (see Appendix 5 - Improving Services: Provision for Carers).

1.3 Joint Review Improvement Programme

The improvement programme following the Joint Review Inspection (2008) continued throughout 2009/10. This programme included several individual projects and further inspections by the Welsh Audit Office (WAO) and the Care and Social Services Inspectorate Wales (CSSIW). These inspections came to a view that social work practice here in Gwynedd was safe for both Adult and Children’s Services. The Joint Review noted that services were “inconsistent”. However it was reported during the last year that improvements had been made and that good practice is being seen across work areas. There is no room to be complacent and further improvements are needed. Gwynedd Council and the inspectors are in agreement that our services need to be more flexible and quicker to respond to changing demands as recognised by the public and their families. Without this ability we will continue to provide too many services that people do not want. This will be too costly and also mean that we cannot free up the money to provide what people really want.

By the end of March 2009 it was agreed that the “Joint Review Improvement Programme” had reached a point where it was appropriate to close the programme and the mainstream activities within the Council’s planning process. This means that the key priorities identified have now been included in Gwynedd Council’s Three Year Planning Process and that other key activities are managed by the Social Services Management Team. The Director of Social Services chairs the Programme Board within this structure. In order to make sure that the Council does deliver on the changes planned, the work programme is scrutinised by a Task Group of Elected Members which reports to the Council.

The Inspectorate has noted clearly that the improvements in planning and delivering services, and the associated reporting frameworks, need to be maintained and delivered more quickly. As a result of this, the Chief Executive chairs a Commissioning Board
which is attended by the Lead Member, Portfolio Leader for Social Services and the Senior Portfolio Leader for Care. This commissioning group confirms ownership of the change programme at the highest level and ensures progress and direction.

1.4 The Financial Context

It is clear that here in Gwynedd, as for the rest of Wales, the number requiring services has increased. It is also clear that many have more complex needs which can mean more expensive services. The Council’s overall budget during 2009/10 was £353m and Social Services accounted for £69m (20%). Expenditure on Social Services in Gwynedd has increased by £13.7m over the last 5 years.

For 2009/10 Social Services expenditure was within the allocated budget but the expenditure patterns are worrying. Within Children’s Services there has been a marked improvement in our ability to manage expenditure on children’s placements. Since 2005/06 the Service has reduced the overspend on the Placements budget from £841,000 to £65,000. The Leaving Care budget was also overspent. Work is going on at the moment to understand what can be done to try and improve this but it is clear that an increase in young people requiring services is a major factor. There is also pressure on the Specialist Children’s Services which also overspent during the year. Further work is needed to make sure that we fully understand the impact this has on the availability and quality of services.

Although Adult Services were within budget this year there are real concerns about Learning Disability Services. There is a review taking place during the beginning of this financial year to understand this better. Figure 3 shows how our expenditure on Learning Disability Services has increased over recent years but that expenditure is still below that of comparable authorities.

We know that many of the individuals needing services have very complex needs and require specialist placements. Many other adults with Learning Disabilities need more help to live independently and opportunities for work. We know that if we carry on doing the same thing this year in Learning Disability Services, we will be overspent by some £450,000. This is not
acceptable to the Service or Council and urgent steps are being taken to avoid this and to ensure services that are safe and consistent when needed.

Like all Council departments, Social Services will have to cut back and reduce the amount it spends on services. By 2013 we will have to save £3.18m from our 2009/10 budget level. Every effort is being made to make sure that this will not involve stopping services but that we change the way we do things. The Council approved its savings agenda during 2009. The service is now busy making sure that we can deliver on these savings. Although this task will not be easy, and will mean that a great deal of staff will have to change how they do things, they do provide exciting opportunities for desirable change.

2. OUR PRIORITIES & WHAT WE NEED TO IMPROVE

During the last few months the service has been looking back on what has been achieved during 2009/10 and deciding what are the most important things we need to improve. These priorities have been presented to Members to decide whether they should be included in the Council’s priority programme for the next year. This means that the following work areas will receive the full weight of the Council as Social Services commits itself to continued progress as agreed within the Joint Review process. This next part will be presented in two parts. All of these work areas form part of the work programme for Social Services in Gwynedd.
PART 1 – CORE RESPONSIBILITIES FOR SOCIAL SERVICES

SAFEGUARDING AND KEEPING PEOPLE SAFE

The most important task for Social Services is to make sure that those who are the most vulnerable are safe. This includes children within the child protection process and vulnerable adults. Both services have received favourable inspections following the national inspection by CSSIW following the Baby P tragedy and its programme for vulnerable adults (POVA). Additional inspections have been completed during the year for Children in Care, the Youth Justice Service, Children’s Specialist Services, and the Adult Placement Service. These inspections have noted improved practice and compliment the commitment and responsiveness of staff who deliver services.

Delivering safe practice is dependent on having good assessment processes and responding at the right time – and not when services are too late. Adult services have improved their performance with the completion of assessments and reviews during the year. Within Children’s services performance, the completion of initial assessments has remained good but, whilst the actual number of core assessments has increased, it has decreased as a percentage target. This is a worrying trend and is receiving attention by the service.

Children’s Services have been improving the way they assess and review children in need. We know from the information available to us that once contact has been made with the service that users are positive about the services they receive.

Alongside this, we have a responsibility towards those in need of help, when they need it. Again this is valid for both adult and children’s services. The main priority is making sure that children and vulnerable adults are safe. The Children and Families Service do not operate a waiting list and all new referrals are allocated within the intake and referral team. Decision making on referrals has greatly improved, with performance being 99.7% during 2009/10. Following completion of an initial assessment, all referrals that require ongoing work are transferred to the area office for allocation. Initial assessments completed within the statutory timescales (7 working days) during 2009/10 were 54.8%. This is a slight deterioration from 2008/9 and is due to an increase in the overall number of referrals (increase from 3,927 in 2008/9 to 4,205 in 2009/10). Services are offered to children and families following identification of specific needs in an assessment. Unfortunately, we do have a waiting list for those wanting Occupational Therapy services and the provision of aids and adaptations. During the last year, we have tried to reduce the waiting times
by bringing in extra staff but demand has again been greater than our ability to respond. Two equipment exhibition centres have recently been commissioned and will be operational during 2010 to help support the reduction in people waiting.

TRANSITION SERVICES

Social Services has continued to build on the progress noted last year with the development of transitional services for those young people requiring services as young adults. Our responsibilities are to make sure that this happens as smoothly as possible. There are now plans in place for those who transfer to adult services. However, all children in need don’t qualify for services as adults and this can be very difficult for all concerned. During the year, we have been able to extend our services due to the new Vulnerable Adults Social Worker post introduced last year. The purpose of this post is to support those young people who are not eligible for support from Adult Services. The post has ensured that 6 young people with complex needs, including Asperger’s Syndrome have received a comprehensive support service that would not otherwise have been available to them.

CARERS

During this last year the service and Carers Partnership have benefited from the input of the part time dedicated Carers Support Officer post. This is a new post established during 2008/9. This has underpinned and improved the co-ordination of activities within Social Services and Partnerships. Carers have reported that improved information is one of the key issues for them. An information booklet for carers was published during Summer 2009 and officially launched at the National Eisteddfod during August 2009. Adult services (through continuing healthcare funding), in partnership with Betsi Cadwaladr University Health Board is currently identifying the respite services available. This work will influence how we plan and extend respite services during 2010/11 and the first mapping phase and comprehensive report is planned for July 2010.

In Children’s Services, Social Services has continued to strengthen its ability to identify and respond to the needs of young carers with a further increase in the number being supported. However, this work has identified the need to work more closely with education services and to strengthen the support offered to young carers in schools.

Officer are concerned that they are not able to respond as much as they would like, to requests for help following assessment. This is especially true for disabled children and children who are ill. Given the financial challenges facing all services, making sure that we are able to target preventive and supportive services for the most needy will become an increasing priority for Social Services and Gwynedd Council.
LEADERSHIP

During April 2009 Children’s Services were returned to be directly line managed by the Statutory Director of Social Services. The aim was to strengthen accountability arrangements within social care. The Social Services Management Team is now established and consists of the Director of Social Services, Senior Managers for both Adult and Children’s Services, the Senior Business Manager and Head of Provider and Leisure Department. Whilst the Head of Provider and Leisure Department is not line managed by the Head of Social Services, attendance at management meetings has meant that we have been able to make sure that the Social Services functions and responsibilities are considered together. This has been beneficial.

The Senior Business Manager post is new and has been operational since October 2009. The Business Service is leading on Data and Performance, Commissioning and Contracting, Workforce Development, Administration and Customer Care. We are already seeing the benefit of this new Service. Bringing staff together, and establishing some new posts, have meant that we can improve the information we have about the business considerations of social care as well as providing essential back room support for front line services.

Elected members have continued to work closely with the Social Services Department on the improvement journey. The Lead Portfolio Member has been central to this process. In addition to the actions taken by the portfolio lead, additional input has been available by the members of various task groups. These include membership of the Local Forums with Building for the Future, the Learning Disability work programme, Strategic Review for Residential Services and the Joint Review Task Group. The interest and questioning demonstrated by the elected members has definitely contributed to our ability to make the right decisions and to consider the way social services will be delivered in Gwynedd in the future.

Following the transfer of the Council’s housing stock to “Cartrefi Cymunedol Gwynedd” during mid-April, retained housing services have been located alongside Social Services to be line managed by the Head of Social Services Department. From speaking with staff representatives (both Housing and Social Care) there is a shared view that real opportunities exist to improve the way we do things in key areas such as youth homelessness, supporting people and adaptations. Work is now being undertaken to identify the best way of planning and delivering what needs to be done for the benefit of housing and social services. This will be included in our work programme for 2010/11.
PART 2 - KEY PRIORITY AREAS FOR 2010/11

For 2010/11 four key areas have been identified as priorities for improvement, these are:

- Commissioning and Developing Services
- Workforce
- Performance and Resources
- Engagement and Partners

Along side these four key areas the Social Services Department will continue to give the proper attention to safeguarding activity. Individual work plans have been agreed for both Adult and Children’s services which make sure that the improvements seen over the last year will be maintained.

This section provides highlights from the agreed work programme. It also says how we, as a service, have judged ourselves to be along with some information about our commitment for change:

PRIORITY 1 - COMMISSIONING AND DEVELOPING SERVICES

What do we mean?

Commissioning is at the very heart of providing effective social care for both children and adults. It is the process by which local authorities decide how to spend their money to get the best possible services for local people. Councillors, managers and staff at all levels, service users and carers, statutory agencies and service providers in the independent sector all contribute to this. Effective Commissioning is all about anticipating future needs and expectations rather than just reacting to present demand.

How good are we and what needs Improving?

We need to make significant improvements in this area of work, by producing commissioning strategies and the effective delivery of plans to develop services.

We know that we need to improve the way we commission services. During 2009/10 we were successful in placing important foundation stones that will serve as the basis of critical improvement programmes over the next two years. A Commissioning Framework was agreed setting out where responsibility for delivering this programme will rest within the Council. The work done on reviewing the data made it clear that Social Services did not have sufficient capacity to deliver on the work programme properly. Additional posts were agreed by members within the planning process (January 2010). The recruitment process is
not yet complete but this will mean that Social Services will have two dedicated posts looking at Commissioning arrangements for social care by July 2010.

More work is needed to make sure that we increase the pace of change. This will be done by developing and reviewing commissioning strategies for the whole of Social Care. In the first instance priority will be given to those services concerned with the Older People, Learning Disability Services and People with sensory and physical impairments. A commitment has been given to making sure that these strategies are developed and delivered in partnership with the Third Sector and Independent Providers making sure we make the most of opportunities for shared working with Gwynedd Council. We need to ensure that our spending is in line with our agreed priorities. This will mean strengthening our contract monitoring arrangements and clarifying who is responsible for what.

Partners have told us that this is a key area for them. We know that we need to invest in the infrastructure when considering the needs of social care for the next generation. In order to meet consumer expectations and registration requirements, we will need to improve the quality of residential homes across the sector including services to adults and learning disability. This will need significant capital investment. We must also be willing to invest revenue funding in different ways to maximize the value and suitability of provision and to ensure value for money.

The attached table provides an outline of some of main activities for 2010/11 where there are expectations of significant change in our provision arrangements. All the plans present programs that both improve value for money and promote independence on the basis of good practice.

**Older People**

“Building for the Future” and “Strategic Review of Residential Care” for older people – to make sure that residential provision and accommodation needs are fit for purpose and meet customer expectations

**Enablement** – introduction of home care arrangements that promote independence

**Telecare** – Maximize use of technology to promote independence

**Day Care** – Review arrangements and introduce support plans based on community models with the Third Sector

**Ensure consistency of home care fees / establish Brokerage System** – ensure consistent payments across the provider sector on a comparable basis with North Wales and transparency in our business arrangements
Learning Disabilities

**Accommodation** - rationalise our statutory provision that meets the expectations and good practice

**Review care packages** – ensure standardisation of provision

**Day care arrangements** – maximize work placements where suitable and standardise provision.

Children and Families

**Respite care provision** – recognise the need and increase provision.

PRIORITY 2 - WORKFORCE

What do we mean?

The social care workforce is the backbone of the social care system. In order to ensure that children and adults are safe and looked after in a way that preserves their dignity and independence, it is vital that we have a workforce that is skilled, dedicated, valued and supported to do its best. The social care workforce encompasses those who work in public services that are provided, directly or commissioned, by the local authority. This includes services provided by private, independent and third sector providers.

How good are we and what needs Improving?

We are fortunate in Gwynedd as we have a good percentage of our staff that are qualified and registered with the Care Council and are bi-lingual. During the last year we have been successful with both the recruitment and retention of social workers within Social Services. From the data available this includes those employed by the Council and the care sector. The Workforce Development Plan has been successfully implemented across the care sector.

We need to improve our ability to plan for the staff needed for the future. We know that changes planned will have an impact on staff. These range from the plan to introduce “flexible working” where staff will not be office based, but linked with libraries, GP surgeries etc to increasing the number of home care staff working with the Enablement Scheme. Their task is to make sure that people regain their skills and confidence after a fall or illness. An increasing number of these services are likely to be delivered in conjunction with health, or directly employed by families themselves through direct payments. So we need to be prepared and to make sure we prepare our staff.

We also know that staff within Social Services are reporting that they are under pressure. Compared to other parts of the Council,
more reported that they were under stress. We know that many hours are worked beyond contractual agreements and that much of this work arises from the need to protect vulnerable children and adults. A report was commissioned by the Director of Social Services from the Human Resources Department during 2009. This has now been received and responding to this will be one of our priorities for the coming year.

Gwynedd Council has a responsibility to make sure that employees are appropriately supported but the need to recognise and respond to the unique features of social care has been recognised on an all Wales basis. The Social Services Improvement Agency (SSIA), in collaboration with local authorities has developed a special training programme for managers in social care. Gwynedd Council has been a key partner in developing this programme. Six of its managers will be attending the first training course in 2010 with a further 4 to commence in 2011. This complements the Corporate Training Programme provided by Gwynedd Council.

The Social Services Department introduced a revised supervision policy during 2009. An audit completed during February 2010 showed that there was good practice but that there needs to be more consistency in the use of the agreed formats. A further audit is planned for October 2010. Given the importance of supervision in making sure that practice is safe, and that staff are supported, it is essential to make sure that practice has been embedded.

Whilst reporting that our recruitment of social workers was good we have continued to experience difficulties in recruiting home carers in the south of the County. This has meant that we have not been able to provide some care packages on time. For some, this has meant that they’ve had to stay in hospital for longer than needed.

Delivering a good service is also dependent on having good administrative support services. During 2009 Children’s Services returned under the direct line management of Social Services. There have been other changes in response to office moves and rationalisation of posts. This means that we need to review our administrative systems to make sure we have more consistent cover at our reception areas and to support the work undertaken by social work staff.

PRIORITY 3 - PERFORMANCE AND RESOURCES

How good are we and what needs Improving?

There is a need to strengthen the way we manage performance and resources in order to make sure that the services we provide are appropriate, of the right quality and offer value for money.

When reviewing our performance, the service believes that progress has been secured. The “Results Based Accountability” (RBA) (see Glossary of Terms, Appendix 4) approach has been introduced throughout the service as a way of making sure that
what we are monitoring and reviewing that services actually deliver what we’re trying to achieve. During the year we have introduced the method of working to elected members and those who work with us. During March 2010 around 70 individuals from various organisations attended a seminar to introduce this way of working. It has also been used successfully introduced with the Carers’ Partnership.

The Data and Performance Unit has been established within Social Services which will provide dedicated support for the social care agenda within the Council. This will mean that the information needed to monitor performance will be held in one place and will assist not only the Social Services Department but also others who need information about the services provided here in Gwynedd. Over 50% of the staff have now been appointed.

Within Adult Services there has been a marked improvement in the amount and quality of information available through the electronic recording system. This is very important when we want to check on the quality of services provided and to get the data necessary to plan and commission services.

Inspections, in both adult and children’s services, reported an improvement in the quality and consistency of front line services since the Joint Review inspection. Comments were received which noted that the improvements reflected increased clarity about the standards expected and how things needed to be done.

We need to make sure that data is accurate across all service areas which include information about how well we are doing. In order to do this we must improve the use we make of RAISE (our electronic recording system).

Two years ago Adult Services were far behind other authorities in Wales in how they recorded information. Further resources to develop systems were directed towards Adult Services and the Service has managed to catch up. As a result, Children’s Services, which were previously ahead of other areas in their use of electronic recording systems (I.T), have not been able to develop so quickly due to lack of available support services. This has affected the service’s ability to meet statutory requirements through implementation of the Integrated Children’s System (ICS). Over the next year, progress must be made across both adult and children’s services.

Systems for making sure that information is available and accurate will continue to improve. Alongside this, managers and staff, throughout the service, will need to make sure that they follow agreed practice within timescales for presenting information. We will only be able to evidence high quality and consistent services if both staff and the information systems work well together.

Delivering on improved performance will also be critical when managing budgets. The service must improve its reporting on what it spends money making sure it stays within agreed budgets. It must also deliver on the savings targets.
PRIORITY 4 - PARTNERSHIP WORK AND ENGAGEMENT

How good are we and what needs Improving?

We need to include our stakeholders when planning, implementing and monitoring services and continue to offer services together where this increases effectiveness and is more efficient.

During the past year, we have made sure that we include our partners at the beginning of a process new work programmes are being planned. One example of this would be the groups set up to review how we provide future learning disability services.

We have changed the way we provide Adult Services by setting up multidisciplinary teams that are locally based. These teams include GPs, workers from the BCUHB (Betsi Cadwaladr University Health Board) and the Third Sector. These new teams mean that there is a seamless service. By doing this, those needing services should get a quicker response which is less wasteful as staff and agencies share information and resources.

There have been other positive developments with health services where our Mental Health teams, Learning Disability teams and provision for disabled children and children who are ill are all managed and delivered on a partnership basis. Unfortunately, the re-organisation within the health community has meant that we have not been able to complete the plans as we had to have formal partnership arrangements. Whilst this is disappointing on a strategic level this has necessarily affected how services are provided on a day to day basis. We are fortunate in that we have very good working relationships with our work colleagues across the social care sector.

There are also strong working relationships with other statutory partners which include the Fire and Rescue Service and North Wales Police. Within Children’s Services there is a very close working relationship with the Police. Work has been done recently to improve the way referrals are made to the service. This has enabled the Service to process and manage referrals from the Police in a much more efficient way, allowing us to focus on and give priority to child protection and domestic violence referrals. There is a shared commitment to make sure that practices are safe ensuring that children and families can access help and support at the right time. The Fire Service has worked with Adult Services to make sure that we offer help on Fire Safety.

The Social Services Department works as a key partner within both the Health and Well Being Partnership and the Children and Young People’s Strategic Partnership. Children’s Services has reviewed membership during the year to make sure that the service is properly engaged with the Children and Young People’s Strategic Partnership planning process. Our priorities have been discussed and developed within these partnerships.

Social Services also support the running of three major partnerships within Gwynedd Council. These are the Local
Safeguarding Children Board, The Youth Justice Service and the Carers Partnership. The Head of Service (Statutory Director) also chairs the Autistic Spectrum Partnership Board on behalf of the Health, Social Care and Well Being strategy. It has been a busy and successful year for all of these partnership boards.

This has been an important and busy year when considering our work with other local authorities in North Wales. The North Wales Adoption Service is now operational and will lead to increasing consistency and sharing of few resources. There is also a clear commitment to make sure that we develop other services such as Telecare and Learning Disability Services on a North Wales basis. These developments are worthwhile but require time and commitment if they are to be successful. Officers are there to make sure that Gwynedd residents’ needs are properly considered and represented which includes geographical and cultural needs.

Within Social Services the Customer Care Service has been strengthened. With the appointment of another officer it is now possible to provide a dedicated worker for both adult and children’s services. This means that we have been able to improve our performance when responding to complaints and requests for information from service users, their carers and other representatives such as elected members.

With this increased capacity is has been possible to improve the way we consult with our users about services they receive. During March 2010 over 3,000 users were consulted in adult services. There was a 30% return rate.

The “speak out” sessions with young people in care (supported by the Corporate Parenting Panel) have been very successful and helped staff and members to understand the views of young people in care and what are the most important things for them when providing services.

As the impact of reorganisation in the Betsi Cadwaladr University Health Board settles we look forward to taking forward and formalising the partnership arrangements within the services mentioned above. We are also committed to delivering more services together with health. We believe that working together will improve the chances we have of making sure that services are delivered in the communities where people live and will be less confusing for many service users.

We need to modify the way we work with partners from both the Third and Independent Sector. This will be done by reviewing the effectiveness of existing meetings and deciding how we can share information earlier and rationalise the number of different meetings currently being arranged.

We know that it is likely there will be less money for partnership working over the next few years with uncertainty surrounding the Performance Management Development Fund and the Joint Working Grant. This means that we must be very clear with our partners about the priority activities that are most important and effective when protecting and supporting the most vulnerable in our communities.
Although we have done more this year to engage with our partners and users we intend to do even more in the next year. We are committed to making sure that service users and their carers have a central part to play in the way we plan and evaluate services. One example of this will be learning from complaints and making sure that this is used to improve practice.

3. HOW WE WILL MONITOR THESE IMPROVEMENTS

These four priority work areas come within the responsibility of the newly established Programme Board. Progress against the 4 key improvements identified will be monitored and scrutinised by the Board on a 2 monthly basis. Other improvements identified will be included within the Department Business Plan and monitored every month by the Department Management Team.

4. APPENDICES

The following are provided as appendices to the report:

1. List of completed evidence grids and how to access them
2. Gwynedd Area Profile (created by Data Unit Wales)
3. Performance Against Statutory Performance Indicators 2009/10 (which the Department report on annually to the Wales Data Unit)
4. Glossary of Terms
5. Results Based Accountability: Services for Carers.
APPENDIX I

LIST OF EVIDENCE GRIDS COMPLETED

The Department has completed evidence grids on the following areas. Copies of the grids are available through contacting the Social Services Customer Care Department.

Customer Care Unit
Social Services Department, Gwynedd Council, Shirehall Street
Caernarfon, Gwynedd LL55 1SH
E-mail: gcgc@gwynedd.gov.uk ☏: 01286 679268

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**Adults Services**
- Safeguarding Vulnerable Adults
- Range of Services
- Quality of Services
- Assessment and Care Management
- Promoting Independence
- Access to Services

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**Children and Families Services**
- Assessment and Care Management
- Range of Services
- Safeguarding Children
- Access to Services
- Range of Services
- Promoting Independence
- Looked After Children and After Care

---

**Central**
- Resources
- Leadership and Culture
- Corporate Support and Scrutiny
- Commissioning and Contracts
- Equality and Diversity
- Planning and Partnerships
- User and Carer Engagement
- Carers
- Workforce
- Transition Age
- Performance Management and Quality
APPENDIX 2

Area Profile

Gwynedd Social Services

Introduction

This area profile has been developed to support Gwynedd County Borough Council's Director of Social Services’ Annual Report which sets out Gwynedd social services’ performance. The information about Gwynedd in this report supports the director's report by putting that performance into context relating to the way that Gwynedd's social services operate.

Three broad areas of information are set out:

- Firstly, the general demographics of the area, including details about population and health;
- Secondly, the service demands placed on Gwynedd social services from the needs of vulnerable groups, including children and young people, and older people; and
- Lastly, the level of resources that Gwynedd invests in its social services delivery.

Where appropriate the profile makes comparisons between Gwynedd’s operating context and both the all Wales picture and that of comparable local authorities. The comparable authorities are chosen based on similar characteristics for specific demographic and deprivation indicators. For more information on the comparable authorities methodology please see appendix one. The authorities that have been used for comparison purposes are Pembrokeshire, Powys and Conwy.

This information has been developed solely to put Gwynedd social services’ performance into a wider context and does not judge their performance.
What does the County look like?

This section sets out some general information about Gwynedd.

Population

According to the 2008 mid-year estimates, Gwynedd had a population of over 118,000. This compares with an average population across all the Welsh local authorities of 136,000 and an average of 121,000 across the comparable authorities. Figure 1 shows how the populations were proportionately split across different age bands. Since 2001, like most Welsh authorities, Gwynedd had seen a steady increase in the total population and the populations of those aged 18-64 and 65+, whereas the population aged 0-17 had steadily decreased. However 2008-09 also saw a slight decrease in the total population and the population aged 18-64.

Figure 1: Population split by proportion across age bands, 2008.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Gwynedd</th>
<th>Wales</th>
<th>Comparable authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-17</td>
<td>0.10</td>
<td>0.24</td>
<td>0.08</td>
</tr>
<tr>
<td>18-64</td>
<td>0.88</td>
<td>0.70</td>
<td>0.75</td>
</tr>
<tr>
<td>65+</td>
<td>0.01</td>
<td>0.06</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Source: Office for National Statistics (ONS)

In 2001 99% of Gwynedd's population were from a white background, the same proportion as the comparable authorities. Across Wales the percentage of the population from a white background was 98%. In 2008 the percentage of Gwynedd's population from a non-white background remained at 1%. This compares to 2% for the comparable authorities and 3% for Wales.

Table 1: Percentage of population in each ethnic group, 2001.

<table>
<thead>
<tr>
<th>Ethnic Group</th>
<th>White</th>
<th>Mixed</th>
<th>Asian</th>
<th>Chinese or other</th>
<th>Black or Black British</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gwynedd</td>
<td>98.81</td>
<td>0.41</td>
<td>0.37</td>
<td>0.30</td>
<td>0.10</td>
</tr>
<tr>
<td>Wales</td>
<td>97.88</td>
<td>0.61</td>
<td>0.88</td>
<td>0.39</td>
<td>0.24</td>
</tr>
<tr>
<td>Comparable authorities</td>
<td>99.07</td>
<td>0.35</td>
<td>0.28</td>
<td>0.22</td>
<td>0.08</td>
</tr>
</tbody>
</table>

Source: Office for National Statistics (ONS)
Figure 1 and Table 1 show that the population profiles of Gwynedd and the comparable authorities are broadly similar.

Deprivation

The Welsh Index of Multiple Deprivation (WIMD) takes information produced for local areas across different factors, for example unemployment and benefit claimant rates, which affect the lives of individuals and communities. WIMD brings this information together to paint a picture of relative deprivation across Wales. Gwynedd has three of its local areas in the most 10% deprived in Wales.

Figure 2 shows Gwynedd’s deprivation profile from WIMD 2008. The darker the colour the more the area is deprived. Four of Gwynedd’s local areas, (parts of MARCHOQ and CADNANT), are amongst the top 20% deprived areas in Wales. In general, taking into consideration wider factors, Gwynedd has a below average overall level of deprivation. In 2008-09 the proportion of benefit claimants amongst people of working age was lower than in the comparable local authorities.

Figure 2: Relative picture of deprivation across Gwynedd (WIMD 2008).

An area that contributes to Gwynedd’s overall deprivation profile is recorded crime. Figure 3 shows the level of recorded crime across different categories. Gwynedd had a higher rate of recorded violence against a person than the comparable authorities.
Figure 3: Rate of recorded crime per 1,000 population, 2008-09.

Health related issues

24% of people in Gwynedd reported that they had a long term limiting illness, compared to 27% across Wales. The number of people of pensionable age reporting a long term limiting illness in Gwynedd was 11,558, compared to an average of 13,497 across all Welsh authorities. In addition, Gwynedd had less people under 65 who claimed severe disability allowance than the average across all Welsh authorities and the average of the comparable authorities.

Figure 4 shows the rate of teenage conceptions in Gwynedd. According to the latest data (2007) the rate of teenage conceptions in Gwynedd increased and was once again higher than both Wales’ rate and the comparable authorities’ rate.

Figure 4: Rate of teenage conceptions per 1,000 female population aged 15-17, 2007

Source: Home Office - Police Recorded Crime England and Wales
Housing

In 2008-09 more households rented from social housing landlords in Gwynedd than in the comparable authorities. Figure 5 shows that the majority of household tenures in Gwynedd were either owner-occupied or privately rented.

**Figure 5: Dwelling stock estimates by tenure, 2008-09.**

![Dwelling stock estimates by tenure, 2008-09.](image)

Demands and supply in Gwynedd’s social care

This section considers some indicators of demand for social care services and also the authority’s investment in resources. As well as giving a general picture, this section considers each service user group individually.

The overall picture

Gwynedd had a higher rate of social care clients aged 65+ than both the comparable authorities and Wales but a lower rate of social care clients aged 0-17 and 18-64. Figure 6 shows the authority’s client age profile.
Gwynedd prioritised 25% more spending on social care provision than the level set out by the Welsh Assembly Government; an increase on the 23% in 2007-08. The comparable authorities spent, on average, 8% less.

In 2008-09, Gwynedd continued to increase the total number of social work staff it employed, for both children and adults. For the same period the number of social service staff employed across Wales also increased, for both children and adults. Figures 7 and 8 show the rates of social workers for adults and children.

Figure 7: Rate of senior social work practitioners, senior practitioners and social workers for adults per 100 adult service users aged 18-64 at 31 March.
Figure 8: Rate of senior social work practitioners, senior practitioners and social workers for children per 100 service users aged 0-17 at 31 March.

Source: Local Government Data Unit ~ Wales

Children

According to the 2008 Welsh Index of Multiple Deprivation (WIMD), 6% of Gwynedd’s children lived in areas that are amongst the top 10% most deprived in Wales. This compares to 12% of children across Wales and 4% of children across the comparable authorities. However, it had a higher percentage of children living in social rented housing in 2008-09 than both Wales and the comparable authorities. In addition, the rate of child social care users was, at 43 per 1,000 population aged 0-17, higher than Wales’ rate of 39 and the comparable authorities’ rate of 36.

Between 2002-03 and 2008-09, the rate of child social care clients per 1,000 population aged 0-17 decreased. This compares with a relatively slight increase across Wales and the comparable authorities. Figure 9 shows the trend over this period.

Figure 9: Rate of social care clients aged 0-17 per 1,000 population

Source: Local Government Data Unit ~ Wales
Children and young people who are in the care of the local authority (looked after children) are a key part of this client group. Figure 10 shows the number of children looked after at 31 March across the eight years to 2008-09. During this time the number of children looked after by Gwynedd continued to increase. Likewise the average numbers across the Welsh authorities and the comparable authorities had also risen. For 2008-09 the number of looked after children remained above the comparable authorities’ average.

**Figure 10: Number of children looked after at 31 March.**

Child protection registers (CPRs) are maintained by every local authority in order to improve child protection procedures for children and young people. Figure 11 shows the trend in numbers on the child protection registers across the period 2001-02 to 2008-09. It is clear from the graph that 2008-09 saw a sharp decrease in the number of children and young people on the CPR in Gwynedd, whereas both the average for all Welsh authorities and the average of the comparable authorities’ saw an increase. Gwynedd’s figure was below that of the comparable authorities’ average for the first time since 2001-02.

**Figure 11: Number of children on the Child Protection Register at 31 March.**

Source: Local Government Data Unit ~ Wales
In the period 2001-02 to 2008-09 Gwynedd’s spending on children and young people’s services had almost trebled, although 2008-09 saw a less than 1% increase on the previous year’s figure. In the same period the average expenditure of the comparable authorities also continued to increase, at a very similar rate to Gwynedd. Figure 12 shows the trend of expenditure for both Gwynedd and its comparable authorities since 2001-02.

**Figure 12: Net expenditure on children’s and family services.**

![Graph showing net expenditure on children’s and family services](source: Welsh Assembly Government)

Figure 13 shows Gwynedd’s gross expenditure pattern on children and family services. It shows that the proportion invested in its own provision remained steady between 2001-02 and 2008-09.

**Figure 13: Gwynedd’s gross expenditure on children’s and family services proportionately split between its own and other provision.**

![Graph showing gross expenditure on children’s and family services](source: Welsh Assembly Government)
Adults 18-64

In 2008-09 Gwynedd had a rate of 20 adult service users aged between 18 and 64 receiving services per 1,000 population aged 18-64. This rate continued to be well above the comparable authorities’ rate of 16 and Wales’ rate of 15. Like the comparable authorities and Wales, Gwynedd’s rate had also increased since the previous year. Figure 14 shows the trend over the period 2002-03 to 2008-09.

**Figure 14: Rate of adult service users aged 18-64 receiving community and residential services per 1,000 population aged 18-64.**

Of the 1,414 adult service users in Gwynedd in 2008-09, 96% were supported in the community. This was an increase on the 92% in 2007-08. In contrast, the proportion for Wales remained at a steady 94% and the proportion for the comparable authorities decreased to 92%.

Since 2001-02, Gwynedd, like other Welsh authorities, increased its spending in adult social services significantly. In the same period, apart from a couple of exceptions, the proportion spent on its own provision decreased. The same trend is evident for Wales and the comparable authorities. However, while the downward trend continued in 2008-09 for both Gwynedd and Wales, the comparable authorities remained steady at 31%. Figure 15 shows Gwynedd’s investment in provision.
Older people (65 and over)

Older people aged 65+ made up the largest proportion of Gwynedd’s social care clients. In 2008-09 67% of all Gwynedd’s social care clients were aged 65+. This compares to 64% across the comparable authorities and 61% across Wales. In 2008-09 the rate of social care clients aged 65+ increased by 30% on the 2007-08 figure to 214 per 1,000 population aged 65+. This compares to a less than 1% increase across Wales to 151 in every thousand and a 2% increase across the comparable authorities to 140 in every thousand. Figure 16 shows the trend in the rate of adult service users aged 65+ since 2001-02.

Figure 16: Rate of adult service users aged 65 and over receiving community and residential based services per 1,000 population (aged 65 and over).06

Source: Local Government Data Unit ~ Wales
Of the 4,960 social care clients aged 65+, Gwynedd helped 85% to continue living independently at home. This equates to 18% of the entire population aged 65+. The percentage of clients aged 65+ helped to live at home across the comparable authorities was also 85%. However, while the percentage of social care clients helped to live at home had risen steadily across Wales since 2005-06, both Gwynedd and the comparable authorities had shown some variance in their figures.

Since 2001-02 the total number of service users in this age group receiving community based services had risen steadily, with a couple of exceptions, and remained higher than the comparable authorities’ average. For 2008-09 Gwynedd showed a much sharper rise in the figures than both the comparable authorities’ average and the Welsh LA average. Figure 17 shows the numbers of older people that Gwynedd supported in a community setting and includes assistive technology.

**Figure 17: Number of social care clients aged 65 and over receiving community based services during the year.**

![Graph showing number of social care clients aged 65 and over receiving community based services during the year.]

Source: Local Government Data Unit ~ Wales

Spending on social care clients in this age category had been rising steadily in Gwynedd over the last few years and 2008-09 saw a 40% increase on 2001-02. This trend was also reflected across the comparable authorities’ average. Overall, spending on social care clients aged 65+ remained more than the comparable authorities’ average.

Since 2001-02 the proportion of spending on its own provision decreased. This is also true for the comparable authorities and Wales. However, in 2008-09 Gwynedd’s expenditure on its own provision remained steady at 54%. Figure 18 shows the trend in Gwynedd’s expenditure and the pattern of that expenditure.
Adults aged 18-64 who are physically and sensory disabled

In 2008-09 Gwynedd had significantly more clients with physical or sensory disabilities receiving community and residential services than it did in 2001-02 and, as shown in Figure 19, the numbers were, once again, on the increase. In fact 2008-09 saw a 45% increase in client numbers on 2007-08. In 2008-09 Gwynedd had 641 social care clients with physical or sensory disabilities. This compares to an average of 628 across the Welsh local authorities and 568 across the comparable authorities.
Since 2001, Gwynedd had increased expenditure in this area. Likewise, the average expenditure across the Welsh authorities and the comparable authorities also increased. In 2008-09 Gwynedd's spending level remained higher than the comparable authorities' average expenditure.

Over the same period the proportion of expenditure invested in its own provision decreased. Gwynedd spent 45% on their own provision in 2008-09 compared with the comparable authorities who spent 42% on their own provision. Figure 20 sets out the trend in Gwynedd’s expenditure in this area and the pattern of that expenditure.

**Figure 20: Gwynedd’s gross expenditure on adults aged 18-64 with physical and sensory disabilities proportionately split between its own and other provision.**

Source: Welsh Assembly Government

**Adults aged 18-64 with learning disabilities**

2008-09 saw a big decrease in the number of people with learning disabilities receiving community and residential based services. Conversely the average client numbers across the Welsh authorities and the comparable authorities showed a slight increase. In 2008-09 Gwynedd’s client numbers in this area were less than in 2001-02 and remained below the Welsh LA average and the comparable authorities’ average. Figure 21 shows the trend in the numbers receiving services in this client group.
Despite a drop in client numbers, Gwynedd’s spending in this area continued to increase. In fact, 2008-09 saw an 8% increase in Gwynedd’s spending compared to just 4% across the comparable authorities.

In 2008-09 the proportion of spending on its own provision decreased slightly from 2007-08 and it remained less than the relative proportion in 2001-02. The proportion across Wales and the comparable authorities continued to decrease. Figure 22 shows the level and pattern of spending in Gwynedd.

**Figure 22: Gwynedd’s gross expenditure on adults aged 18-64 with learning disabilities proportionately split between its own and other provision.**

Source: Welsh Assembly Government
Adults aged 18-64 with mental health problems

2008-09 saw a slight decrease in the number of people with mental health problems receiving community and residential based services in Gwynedd. For the same period both the Welsh LA average and the comparable authorities' average also decreased. In 2008-09 Gwynedd’s client numbers in this area were below the 2001-02 level, although they remained higher than the comparable authorities’ average. Figure 23 shows the trend in the numbers receiving services in this client group.

Figure 23: Number of adults aged 18-64 with mental health difficulties receiving community and residential based services during the year.

Compared with other service areas this is a relatively small area of spend. Despite a drop in client numbers in 2008-09 spending in this area has almost doubled since 2001-02. The average spend across the comparable authorities had also doubled in this period.

Gwynedd’s proportion of spending on its own provision had been fairly stable since 2001, although 2008-09 saw a decrease on the previous year’s figure. In contrast, the level of spending on own provision had increased across both Wales the comparable authorities in 2008-09. Figure 24 shows these trends as well as the split in Gwynedd’s expenditure between its own and other provision.
Arriving at our comparable authority list

To arrive at our list of comparable authorities we have used a comparable authorities’ model. This is a piece of statistical software that is freely available on the Local Government Data Unit’s website. It lets authorities choose either sociodemographic and/or service specific data (indicators), in order to arrive at a set of nearest statistical neighbours.

This method gives a score (distance), to all pairs of authorities according to the similarity between them:

- We call this the ‘distance’ calculated, because the method for calculating the difference in a variable is the same as calculating a geographical distance.
- The ‘distances’ are then combined to give an overall score.
- The smaller the score, the more comparable the authorities are.
- Increasing the number of indicators decreases the probability of getting a ‘close’ match.

We chose the following variables in order to arrive at the nearest neighbours:

- Population;
- Population density;
- Dependent children in families receiving income support;
- Population aged under 18 in wards with weighted density greater than 1.5 times the Welsh average;
- Dependent children in overcrowded housing;
- Dependent children in social rented housing;
• Population aged under 18;
• Population aged 18 to 64;
• Adults aged 18 to 64 in non-white ethnic groups;
• Severe disablement allowance and disability living allowance claimants aged under 65;
• Households where head is aged 18 to 64 with no carer;
• Income support and job seekers allowance claimants aged under 65;
• Pensioners with a limiting long-term illness;
• Income support recipients aged 60 and over/65 and over (from 2005-06);
• Pensioners living alone in households; and
• Population aged 85 and over.

For further information please see our website.
Appendix 3

Social Services Performance Summary 2009/10

The tables and pie graphs show how many of Gwynedd’s indicators met their internal target in 2009/10 (green), were almost met (amber) and those that failed to hit their target (red). You can contact the service for more detailed information about individual indicators.

Note that this document is just a taster as comparative figures across Wales will not be publically available until October, when we intend to produce a more comprehensive document that will be available by contacting the service.

Analysis of the performance.

- The majority have performed ‘well’. That is, have met their targets for the year.
- Of the 5 that missed their targets, 2 still continue to perform better than the Welsh average.
- There is room for improvement with the 3 that have missed their targets.
- We are performing better than the welsh average in 9 indicators, and 3 are just under.
- We have 4 indicators performing below the welsh average, but the service is aware of these and measures are in place to improve this in the fields of residential care and carers.
Analysis of the performance.

- Over a third of the indicators have performed well but a similar number have missed their target and are either orange or red.
- Of those that missed their targets (red), a number have seen their definition change in the last year and the target set on the previous definitions making the targets too high.
- Our performance is better than the welsh average for 19 indicators.
- As a percentage of all indicators with a target (excluding those without a target) then 46% of the indicators were green.
- Note also that 22 of indicators have shown an improvement in the last year, representing 63% of those with a target set.
Additional graphs outlining specific service areas.

**Referrals:**

The number of referrals received have increased regularly across children and adults services from 2005 to 2010. Whilst there was a slight reduction in adult references in 2009/10 this reflected the slight drop in the number of adults who receive services.

However, the number of referrals to children’s service has increased consistently over the same period.

**Adult Services:**

The number of clients who received a service from Social Services has decreased slightly in 2009/10, despite this the long term trend shows an overall increase of 37.3% since 2005. Despite this year’s drop, the long term trend shows a clear increase in numbers.

This reflects the service’s aim to encourage people to live independent lives.

**Promoting Independence for Older People:**

The number of clients living in care homes has fallen steadily. The figures show a decrease of 21% since 2005. In 2005/06 the ratio between services was 30% in care homes and 70% receiving help to live at home. In 2009/10 this had changed to 20% of clients in care homes and 80% receiving services to live at home.

In comparing the numbers between 2005 and 2010 it appears that the numbers of clients who are encouraged to live independently has increased significantly.
Adult Case Reviews:

Historically, Gwynedd has performed poorly in this area as one of the lowest in Wales. This year, the service has prioritised case reviews as an area to improve and the significant increase of 25% on last year reflects this work in adult services.

However, while we are now performing close to the Welsh average, we strive to improve further. So this still remains a priority to the service during the next year.

Delayed Transfers of Care due to Social Care Reasons.

There has been a significant improvement in 2009/10 with the number of clients experiencing delays to receive the care of their choice falling to 7.87 (rate per 1,000 population aged over 75).

The service aims to further improve their performance in this indicator in 2010/11.

The percentage of first placements beginning with a care plan in place.

Gwynedd has continued to improve in performance since 2004/05. In 2004/05 performance was less than 80% and improved to 100% in 2007/08.

Throughout the period we have consistently performed better than the welsh average.

The performance has remained constant at 100% since 2007.
For those children looked after whose second review was due in the year, the percentage with a plan for permanence at the due date.

It can be seen from the graph that Gwynedd has shown a consistent performance of 100% since 2008.

It should be noted that Gwynedd’s performance has remained consistently above the welsh average and is currently at a maximum 100%.

The percentage of children looked who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements.

The improvement of 25% in 2009/10 was due to the number of large families that were moved to more suitable locations last year.

This was not repeated this year and therefore led to the reduction.

Customer care survey results

In 2009/10 social services sent out 3000 questionnaires to service users, and these were received back from over a third – which is a high response rate (about 10% of this type of questionnaire would be expected to be returned). The result is very positive. See a summary only below.

- It was easy to get clear information about the services - 79.3% strongly agree or agree
- I was satisfied with the response 83.3%
- My opinion will be respected 81.1%
- The time before receiving the service is acceptable 79.2%
- I was included in deciding what support - 81.7%
## APPENDIX 4

### GLOSSARY OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSSIW</td>
<td>Care and Social Services Inspectorate Wales</td>
</tr>
<tr>
<td>WAO</td>
<td>Welsh Audit Office</td>
</tr>
<tr>
<td>Vision</td>
<td>A vision statement takes into account the current status of the organisation, and the direction of where the organisation wishes to go.</td>
</tr>
<tr>
<td>Engagement</td>
<td>User engagement means involving service users, partners and the public in planning and evaluating services and decision making.</td>
</tr>
<tr>
<td>Results Based Accountability (RBA)</td>
<td>It is a management tool for making services more accountable for their performance, starting with what outcomes we want for the user. It provides a focus on improving services for communities and users by using measures that can be measured. Involving users, families and partners in the process is key to this method of working. The important questions of ‘whether anyone is better off?’ as well as just ‘how much are we doing and how well we are doing it’ are asked to measure service performance. The RBA tool has been used successfully in over 40 states in the USA, Australia the Netherlands, Ireland and Chile.</td>
</tr>
<tr>
<td>Joint Review</td>
<td>The Joint Review is a joint inspection every 5 years of social services (By CSSIW and WAO). Joint Reviews provide an independent assessment of how well the public is being served by social services locally. The reviews identify what authorities do well, and highlight those areas that could be improved.</td>
</tr>
<tr>
<td>Programme Board</td>
<td>A Programme Board’s main role is ensuring delivery of a specific programme and identifies matters which affect and obstruct achieving the programme. Gwynedd Council have established 6 Programme Boards to ensure delivery of its main priorities. A Vulnerable People Programme Board has been established in order to deliver on the Councils key priorities which affect this particular group. The Head of Social Services is responsible for this Board.</td>
</tr>
<tr>
<td>Portfolio Leader</td>
<td>Elected Members have a duty to the whole of the County but have a special responsibility to their constituents in dealing with local issues. Some elected members undertake additional responsibilities and duties to ensure the Council’s decisions are robust and transparent, these additional duties can include responsibility over specific services. The Social Services Department’s Portfolio Leader is Councillor Dai R Jones and Councillor John Wyn Williams is the Senior Portfolio Leader responsible for ‘Care’ Services (Housing, Provider and Social Services).</td>
</tr>
</tbody>
</table>
The Children Act 1989 is designed to help keep children safe and well and, if necessary, help a child to live with their family by providing services appropriate to the child’s needs. The Act imposes a general duty on local councils to provide a range of services to 'children in need' in their area if those services will help keep a child safe and well. A 'child in need' may be…:

➢ disabled
➢ unlikely to have, or to have the opportunity to have, a reasonable standard of health or development without services from a local authority; or
➢ unlikely to progress in terms of health or development; or
➢ unlikely to progress in terms of health or development, without services from a local authority

An Initial Assessment is a brief assessment of a child’s circumstances following a referral to Social Services; the purpose of the assessment is to gather more information. An Initial Assessment is done when a referral to a Local Authority indicates that a child may be in need of services provided by Social Services. An Initial Assessment will determine if a child is in need, what services would assist the child and whether a more detailed Core Assessment needs to be undertaken.

A core assessment provides a structured, in-depth assessment of a child or young person’s needs where their circumstances are complex. It allows for social workers to record information gathered from a variety of sources to provide evidence for their professional judgments, facilitate analysis, decision making and planning.

Protection of Vulnerable Adults

Social Services Improvement Agency

Integrated Children’s System
APPENDIX 5
Improving Service Provision for Carers

**Outcome**
Carers will have access to appropriate support services that respond to their needs.

**Our Customers**
Carers are people who provide unpaid care for a spouse or partner, child, relative or friend who is ill, disabled or elderly and frail. The carer may be a child or adult.

**Why is this important?**
To support the right of carers to support their loved ones according to their choice. The evidence suggests that carers, including young carers, want to care for their loved ones to promote independence and enable them to stay in their homes and their community. In order to achieve this, support and support services are needed.

**Heartening Indicators**

**Number of Carers Identified**
The number of carers identified has increased from year to year.

**Number of carers receiving a service**
The number of carers that receive a service from the council had increased from year to year, though the percentage of carers receiving a service has fallen as the number of carers identified has increased.

**Percentage of carers awaiting assessment**
The number of carers awaiting an assessment at the end of the year has increased, though the percentage has fallen as the number of carers identified has increased.

**Worrying Indicators**

**Number of Young Carers Identified**
This number is low, and has fallen since last year. The percentage assessed and then going on to receive a service has increased, though the absolute numbers have fallen. Part of the cause of this decrease is down to how we measure the number of young carers and this is an area for improvement.

**Percentage of carers who were assessed or reviewed.**
This is low as not all carers who are offered an assessment will go on to accept it and therefore be assessed.

**Percentage of carers receiving a service**
Even though the number of carers receiving a service has increased, the percentage has decreased. This is partly due to the increase in the number of carers.
The story behind the performance.
The story behind the performance.
The story behind the performance.

There are over 89,000 carers in Wales who contribute more than 50 hours per week of unpaid care (2001). Many of these report that their health suffers as a result. There is evidence that children and young people who are carers will suffer bullying. In addition they will lose out on educational and recreational opportunities. Gwynedd’s demographic profile shows the intense demand needs of older people and children in need, an increasing number of individuals and families dependent on the support of carers.

Given the national data and information available we can estimate that there are around 3,000 carers in Gwynedd. Social Services (Children and Adults) is aware of 722 and supports 177.

It was declared in 2007 that carers contribute the equivalent of £3.5 billion towards the costs of care in Wales. That would equate to £120 million in Gwynedd alone.

Carers have been identified as a priority development program in the Council’s Three Year Plan 2008-11. To improve our understanding of how to support carers and improve and coordinate service provisions the Service and Carers Strategy Group identified the need to appoint a coordinating officer as a priority. A temporary officer was appointed in 2008 to coordinate and extend the work of the partnership. Gwynedd Council approved establishing this post on a permanent basis in May 2010. Within Social Services during 2009-10 priority was given to establish procedures to identify and assess carers. Reliable information was not previously available.

The information that carers need has been reviewed - and an information pack for carers was launched at the Bala Eisteddfod 2009. It has since been reprinted following requests from carers.

How will we know we’ve succeeded?

<table>
<thead>
<tr>
<th>Effort</th>
<th>Number</th>
<th>Quality</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Percentage of carers awaiting assessment</td>
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<td></td>
<td>Number of carers identified</td>
<td>Percentage of carers that were offered an assessment or review</td>
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<td>Number of carers assessed</td>
<td>Percentage of carers who are assessed or reviewed</td>
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<td>Number of carers receiving Service</td>
<td>Percentage of young carers who are assessed</td>
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<td>Number of young carers</td>
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<th>Effect</th>
<th>Number</th>
<th>Quality</th>
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<tr>
<td></td>
<td>Percentage of adult carers who have received a service</td>
<td>% Of adult carers who stated that the services they have received has had a positive impact on their lives</td>
</tr>
<tr>
<td></td>
<td>Percentage of young carers who have received a service</td>
<td>% Of young carers who stated that the services they have received has had a positive impact on their lives</td>
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Partners

- (Members of the Partnership) Partnership Health and Wellbeing leads for panrurnaethau Gwynedd. Social Services is leading on behalf of the Council.
- Gwynedd Carers Partnership members.
- Department of Social Services
- Education Department
- Betsi Cadwaladr University Health Board
- Carers Wales Carers Wales
- Mantell Gwynedd
- Carers Support Service
- Crossroads Care / Care Crossroads
- Gofal Mon
- Age Wales
- Alzheimer's Association
- Hafal
- Action for Children
- Carers Champion
What can we do in Gwynedd Council?

Outcomes

Carers will have access to appropriate support services that respond to their needs.

<table>
<thead>
<tr>
<th>Actions and outputs.</th>
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<tbody>
<tr>
<td>• Ensure accurate information for carers</td>
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<tr>
<td>⇒ Discussion with Deudraeth Cyf. to get an update on the progress and planning for the future</td>
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<td>⇒ Develop information files outlining the support available to employees</td>
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<tr>
<td>⇒ Identify how to develop and improve the Council’s website to meet the current needs of carers</td>
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<td>⇒ Explore new ways of presenting information</td>
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<td>• Create Carers Rights Charter</td>
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<tr>
<td>⇒ Facilitate session with Carers Partnership to agree format and contents</td>
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<tr>
<td>⇒ Produce Gwynedd Carers Strategy 2011-14</td>
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<td>⇒ Agree Policy Document for Social Services for Adult and Young Carers</td>
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<tr>
<td>• Produce comprehensive Carer Assessment form</td>
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<tr>
<td>⇒ Develop a referral form with other agencies</td>
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<tr>
<td>⇒ Share the new Carers Assessment Form with agencies</td>
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<tr>
<td>⇒ Organise training for Social Services teams for using the new form and information regarding the services available.</td>
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<tr>
<td>• Improving Services for Carers</td>
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<tr>
<td>⇒ Collect data regarding carers referrals in order to establish baselines and set targets.</td>
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<td>⇒ Identify what respite provision is currently available including the use of Telecare</td>
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<td>⇒ Establish processes to collect information about unmet need</td>
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<tr>
<td>⇒ Develop a structure to collect this data</td>
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<tr>
<td>⇒ The Partnership to discuss carers transport requirements with the Gwynedd Community Transport Officer</td>
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<tr>
<td>⇒ Develop ID card for use in schools for young carers</td>
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<tr>
<td>⇒ Scope the services available to former carers within the Gwynedd Carers Partnership</td>
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<tr>
<td>⇒ Promote the use of direct payments</td>
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<tr>
<td>⇒ Identify needs and opportunities for respite care provision and cost effective commissioning</td>
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<tr>
<td>⇒ Reduce the waiting list for respite care for sick and disabled children and adults</td>
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