

**D R A F T**

# **Annual Statutory Director's Report on the Effectiveness of Social Care Services 2015/16**

Director's Overview

DRAFT



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# 1. Introduction



Jake Morgan, Statutory Director  
of Social Services

As Director of Statutory Social Services, I am pleased with the progress that has been made during 2015/16, particularly as the Wales Audit Office have evaluated our Social Services functions as “**amongst the best in Wales**”. This is a significant achievement as we grapple with reducing budgets and increasing demand for health and adult social care.

In their annual performance evaluation report, the Care and Social Services Inspectorate for Wales (CSSIW) states that:

*“Carmarthenshire County Council has continued to deliver social care services to children and adults effectively throughout the year, with a number of performance indicators showing improvements.”*

The report also makes reference to the continuing improvement in the quality of children’s services despite an increase in the number of children being referred. Managed reductions in the number of looked after children meets government expectations and seems to provide increasing evidence that our preventative services and remodelled social work teams in children’s services are having a positive impact.

Over the last year there has been a significant focus on performance managing the budget and delivering key outcomes for service users. Successes have included:

- A reduction in the number of looked after children with figures now being at their lowest level for almost 10 years.
- Refocusing the work of front line children’s social work and better aligning family support with the work of statutory teams.
- The number of children who have experienced changes of school that were not planned has fallen over 2 years from 14.5% to only 3.9%
- A lower rate of delayed transfers of care for older people from hospital to home.
- Improvement in the consistency of community packages offered across health and social care.
- Real savings being delivered through better targeting of preventative services thus reducing formal care demands on domiciliary and residential care for older people.
- A small fall in the number of adults with a learning disability placed in residential care.

These achievements have been recognised through the Authority winning a UK-wide award for improvement and efficiency. It has also put Carmarthenshire in a strong position to implement the Social Services and Well-being (Wales) Act 2014 over the next year. Plans are now well underway to deliver a new Information, Advice and Assistance Service to transform our first point of contact to social services for the public.

Our success in reducing the number of looked after children has maintained the progressive trend of recent years, with numbers reducing by 16% from their high point in 2012. This has been achieved through the refocusing of the work of selected front-line children’s social

work teams, with an increased emphasis upon preventative work. The new model of working will continue to be rolled out over the coming year to make the practice universal across the service.

We have a new senior management team in adult services. This has given us new momentum in tackling the significant challenges in the sector and a better focus on performance than there has been historically. The appointments of Rhian Dawson and Avril Bracey have finalised a structure which will transform social care services in Carmarthenshire over the coming years. The integration of Leisure Services headed by Ian Jones is also ensuring that we can maximise the potential for improving health and well-being.

*“The revised directorate remits are driving a positive reduction in internal silos, bringing services together. A good example is the Communities Directorate, which now includes Primary, Community and Social Care, Mental Health and Learning Disabilities, Public Protection and Housing, and Leisure and Sport. Co-locating heads of service is also bringing additional benefits and highlights the impact that changes in one part of the directorate have on the others.”*

Wales Audit Office Corporate Assessment Report 2015

Children’s services continue to benefit from a continuity in senior management with only three different heads of service in the last 20 years. This continuity has enabled the service to evolve and change whilst keeping a clear focus on managing risk in this sensitive area.

Our Corporate Parenting Strategy – *‘if this were my child’* – emphasises the need for every department across the council to work collaboratively in order to meet the needs of looked after children and care leavers. The Corporate Parenting Panel oversees the targets set and is required to satisfy itself that we are doing all that a reasonable, responsible parent would do for our looked after children and care leavers.

We have joined with Pembrokeshire and are in the process of developing a joint commissioning service, pooling our expertise and purchasing power to get better value for the services we buy. To this end, Chris Harrison from Pembrokeshire has joined us for 12 months.

Our new domiciliary care contract is bedding in well with improved user satisfaction, improved overall pay and conditions for the staff employed by domiciliary care agencies. The sector has real financial pressure on it because of the increases in the minimum wage and we have been able to work with them and our in-house provider service to ensure the sector remains stable.

We are currently working on an options paper to deliver pooled budgets with health across older persons. This has to make sense in the long run for users but finding the most effective way to do it is our challenge and we intend on bringing forward concrete plans for each organisation to consider in the summer of 2016.

We have launched our new Older People’s Strategy and, through this, we have established a commitment to retain our in-house services at the current level. This represents an investment in the Authority as a provider and ensures we will always be a provider of last

resort should the market fall short in any critical area. A commitment to invest millions in our own care provision in Llanelli remains and we are close to bringing forward plans for this.

Work is ongoing to determine whether or not a local authority trading company would be a more effective way of delivering some of our in-house services. Consequently, we are well underway in producing a paper exploring the potential of a Local Authority Trading Company for some of our adult social care services. It will be important to consider how a third party vehicle, wholly owned by the council, could increase investment and even find a platform for the expansion of council services in the wider market.

We have continued to develop and modernise our services for adults with a learning disability and have a range of social enterprises linked to employment routes to maximise the independence of these citizens.

In Mental Health and Learning Disability Services we have seen a small reduction in the numbers placed in residential care. However, much more work is needed if we are to develop community provision to ensure Carmarthenshire residents with a mental health or learning disability remain living in our communities and maximizing their level of independence. Building on the early signs of progress in this area will be a priority for the service in the coming year.

There remains a national challenge as to the suitability of the legislation in relation to the deprivation of liberty of vulnerable adults. This has created a backlog of assessments in all authorities in Wales which we continue to find a challenge to meet.

There has been effective engagement with elected members. Both Cllrs. Jane Tremlett and Gareth Jones, the Executive Board Members with responsibility for adult and children social care services respectively, take the lead on these areas and are closely involved in the management and development of our services. All have been involved in developing this year's business plans.

Our Scrutiny Committees take a keen and active interest in checking and monitoring our performance and have offered significant challenge to service areas and the executive over the last year. I have particularly valued the input of members at our consultation events over the past year which are setting the strategic direction for our services, such as the Older People's Strategy and Community Resilience which will develop supportive communities.

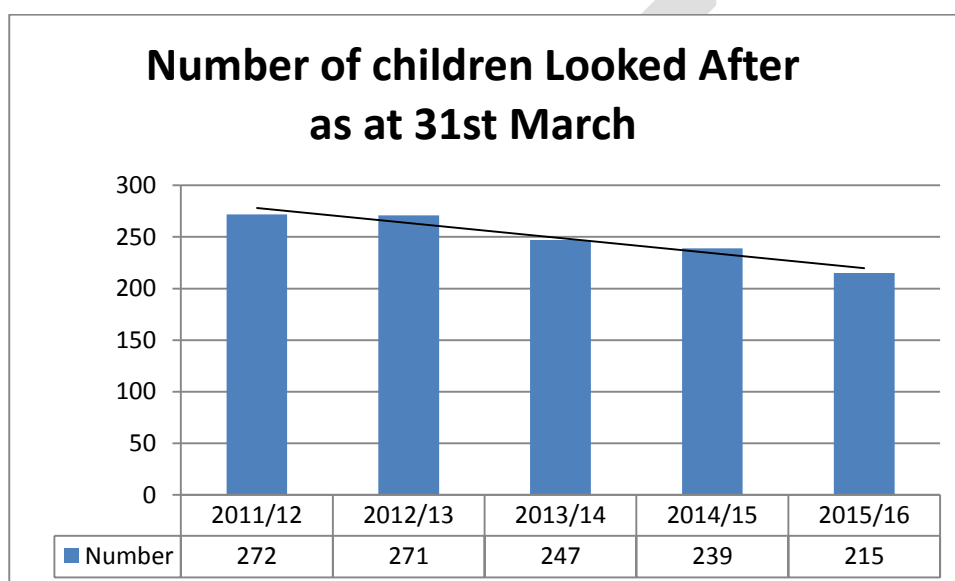
Finally, mention must be made of the valued contribution of the workforce to delivering a high standard of service and their role in making the required improvements and efficiencies. I receive many letters of thanks from families, members of the public and councillors every week which reflects staff dedication and commitment in delivering services every day across the community.

Jake Morgan,  
Director of Community Services

## 2. Who Receives a Service?

We continue to deliver social care services to a high number of people, both children and adults.

As at 31<sup>st</sup> March 2016 we were looking after 215 children/young people. Our numbers of looked after children have continued to reduce over the last five years, with this year having seen the most significant reduction.



We are continually investing in and developing our preventative services and focusing on early intervention to prevent escalation, supporting families to stay together thus reducing the need for children to become looked after. Providing increased support for children at the 'edge of care' is important to ensure children only become looked after when appropriate.

CSSIW recognised our commitment to preventative services in their Annual Performance Evaluation Report (2014/15):

*"The council continues to build and develop its preventative strategies and visits to these services have confirmed that there are effective and innovative arrangements in place, with a key focus on developing services that are sustainable".*

*"The council is ensuring growth and development in its preventative services to ensure statutory intervention is only taken when necessary.*

We have seen a reduction in Children on the Child Protection Register - 88 (as at 31/3/16), compared with 104 (31/3/15), and 86 (31/3/14) - and there were 809 children in need (987 as at 31/3/15).

We continue to analyse the contacts and referrals received via our Central Referral Team (CRT) and we have seen a reduction in referrals this year.

	2011-12	2012-13	2013-14	2014-15	2015-16
<b>Contacts</b>	4,590	4,912	4,756	4,259	5,785
<b>Referrals</b>	1,063	1,090	1,144	1,572	1,354
<b>Total</b>	<b>5,653</b>	<b>6,002</b>	<b>5,900</b>	<b>5,831</b>	<b>7,139</b>

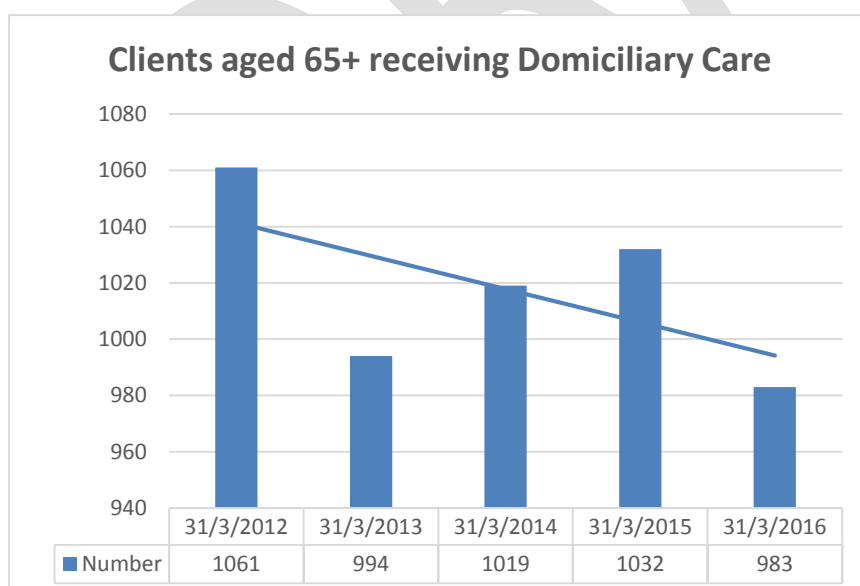
We define 'contacts' as information coming to the department that after some advice or signposting, do not require involvement by statutory Children's Services.

'Referrals' are those contacts that do require intervention by statutory Children's Services.

During 2015/16, across adult services:

- 4,891 people received commissioned social care services
- We dealt with 4,990 referrals
- We carried out 3,016 assessments of need
- We have completed 2,867 reviews

In line with the Council's strategy for sustainable services for older people, we continue to work in a way which supports older people to regain their independence, especially after an illness or injury, through a range of short-term services. The number of older people requiring long-term services, either at home or in a care home setting, continues to decline as expected.

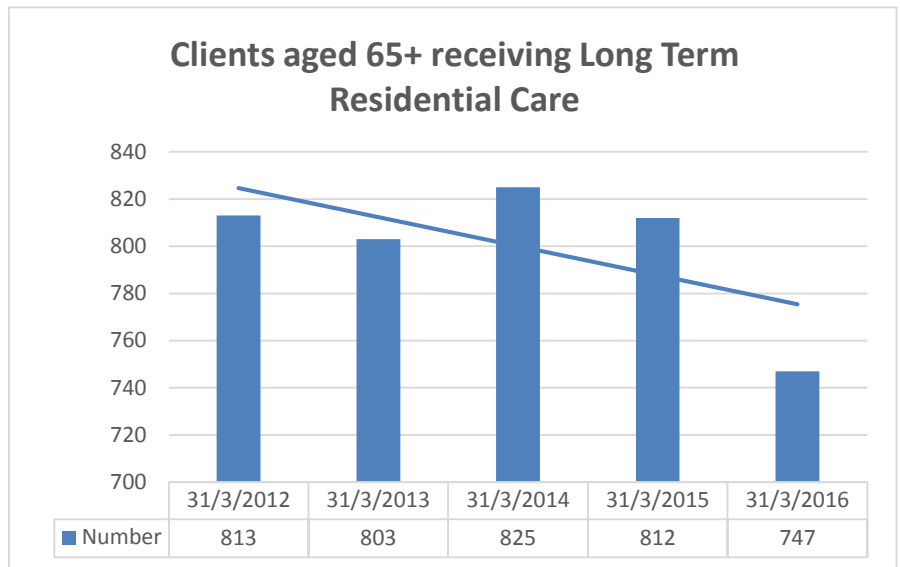


From a 5 year high of 1,061, we have reduced the number of clients aged 65 years and over receiving domiciliary care services to 983 in 2015/16.

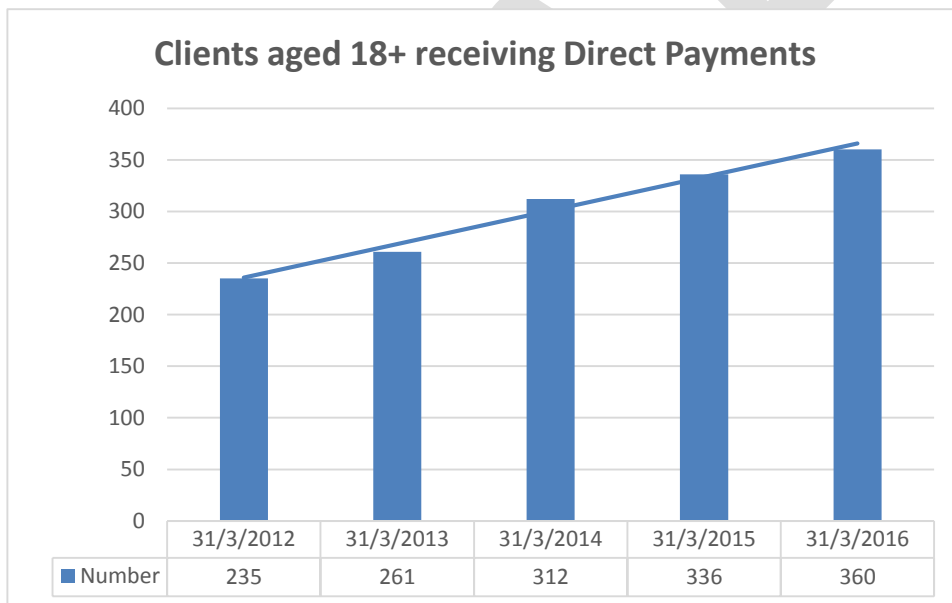
Comparing 2014/15 with 2015/16, 49 fewer older people were receiving domiciliary care at the year end (a reduction of 4.7%).

We have reduced the number of clients aged 65 years and over receiving long-term residential care services to 747 in 2015/16.

Comparing 2014/15 with 2015/16, 65 fewer older people were receiving domiciliary care at the year end (a reduction of 8%).



We continue to see a rise in the number of adult clients (18 years and over) who receive Direct Payments. This is important because it demonstrates our commitment to ensuring that people are encouraged and supported to take control of the support they require.



There has been a consistent year-on-year increase in the number of clients receiving Direct Payments with a growth of 125 (53.2%) over the five year period.

*“The Council is working to move people away from a dependency culture ... by issuing direct payments to allow them to source their own care and the numbers using this service are steadily increasing.”*

CSSIW Annual Performance Evaluation 2014/15



## 3. How did we perform during 2015/16?

### 3.1 Children's Services

Children's Services is headed by Stefan Smith and sits within the Department for Education and Children. The Division provides a range of services, whose overall aim is to enable children and young people to continue to reside within their own families and within their own communities where it is safe to do so, by providing a range of support and preventative services. Protecting children who are experiencing, or are at risk of abuse, neglect, or other kinds of harm is our priority.

Our success in reducing the number of looked after children has been achieved through the refocusing of the work of selected front-line children's social work teams, with an increased emphasis upon preventative work, guided by a realigned family support strategy, which in turn is supported by a refocused Families First programme and the expanded Flying Start programme. The new model of working will continue to be rolled out over the coming year to make the practice universal across the service.

*"In Children's Services, there has been a strengthening of preventative services, with a number of key services implementing a more refined multi-agency approach to working."*

CSSIW Annual Performance Evaluation 2014/15

#### 3.1.1 Ensuring each Child has the Best Start in Life



**Flying Start (FS)** had a remit this year to further expand the service to provide services to a further 178 children on top of the capacity target of 1,654, bringing a total of 1,832 children able to benefit from the early intervention services. This includes an enhanced health visitor service, early ante-natal provision, support through domestic abuse, dietetic advice and support, speech therapy intervention along with the centrepiece element of the programme, to provide free childcare for 2-3 year olds, from 27 different nursery venues across the county. We offer a range of parenting groups and courses, promoting bonding, positive parenting techniques and advice and early language opportunities/stimulation to encourage early vocabulary in babies and toddlers.

CSSIW commented positively on their visit to the service as part of their Annual Performance Evaluation report (2014/15):

*"The visit to the Flying Start service demonstrated that this is a well-run service with managers providing a sound strategic lead on service delivery with a clear focus on ensuring effective multi-disciplinary working. The service has expanded during the past twelve months with nine new areas, with a total of 17 Flying Start communities. This has significantly strengthened the preventative services available to families in line with the Welsh Government's child poverty strategy."*

During 2015/16, the **Families First** programme developed 14 commissioned projects which are in operation. All projects have a two year Contract/Service Level Agreement (SLA) in place for the period to 31<sup>st</sup> March 2017. A 'Getting to know you' event took place in July which provided an opportunity for FF managers, practitioners, key workers to meet each other, familiarise themselves with the interventions that projects can offer families and strengthen future partnership working.



The roll-out of the **Team Around the Family (TAF)** Model is continuing across Carmarthenshire, together with an on-going programme of awareness-raising, training and support. TAF promotional materials have been produced, and a TAF website is being developed.

All requests from external agencies come to one point and are allocated to an appropriate practitioner to complete the JAFF (Joint Assessment Family Framework). We have seen an increase in cases being identified by increasingly diverse professionals as awareness of the TAF model becomes more widespread across Carmarthenshire. The JAFF includes a distance travelled tool which helps to evidence whether the family is 'Better Off' as a result of the intervention.

TAF 16 -25 year old systems continue to be developed and correlation between TAF, the Youth Engagement and Progression Framework and SEET (supporting young people into education, employment and training) is being explored to improve joint working and identification of vulnerable young people who may benefit from additional support.

476 requests for TAF support have been received in 2015/16, resulting in over 285 TAF cases. Requests and subsequent TAF cases identified continue to demonstrate an upward trend. There has been a significant increase in requests directly from parents/carers and health visitors. TAF cases in the 16 to 25 age group have increased.

During 2015/16 **Families First** (FF) commissioned projects supported a total of 8,626 individuals, of which 6,829 were new to service individuals. 1,162 JAFFs were completed of which 76% showed a forward, positive movement on the distance travelled tool. In a survey, 99% said they would recommend the service to others.

Comments from Families First Survey

*"Knew the support was there"*

*"Always had time to talk"*

*"Worked together to resolve things"*

Our **Education Welfare Service (EWS)** was remodelled just over two years ago and continues to develop, providing support to 116 schools in Carmarthenshire on attendance issues (total of over 25,681 pupils). EWS works in partnership to try and reduce persistent non-attendance and ensure educational entitlement. It supports a Team Around the Family (TAF) approach.

For 2014/15 (commencing new term September 2014) of the 565 referrals to the service, 356 cases improved or maintained the same percentage of attendance as was referred in. For those that improved, the average improvement was 4.05% with the highest improvement being 99%. Out of the 565 referrals, 265 were in relation to children who claim free school meals. Attendance levels in Carmarthenshire have improved considerably to that of previous years, and the work and support provided by EWS has been central to this success.

Attendance at our primary schools has risen in our primary and secondary schools during 2014/15 academic year (95.2% and 94.2% respectively, compared to 95.0% and 93.9% 2013/14), and we are above the Wales average. The work and support provided by EWS has been central to this success, their working in partnership with pupils and their families, supporting families and addressing school attendance issues.

We have used the evaluation of the **Child and Family Unit (CFU)** 'reclaim social work' pilot to restructure within our long-term children's social work teams. Dinefwr Childcare Team (DCCT) began operating within a **POD** framework from September 2015. The PODs hold weekly meetings to discuss cases, with input from the Educational Psychologist, and have refined elements of the model in line with the needs of the team. Workers have received training to use the 'Outcomes Star' which will assist service users and staff to evaluate the effectiveness of input. Implementation of the model across all long-term child care teams will be completed by the end of March 2017.



Over the last year there have been 9,486 visits to the **Family Information Service (FIS)** website. The FIS social media presence is continuing to grow through promoting the service on the corporate Facebook page and FIS twitter site. FIS work closely with Team Around the Family (TAF) Co-ordinators and Family Engagement Workers to provide information to families and promote the service. FIS are working with the Wales Centre for Equity in Education to develop the **Investors in Families Award** for Family Information Services, and Carmarthenshire will be the pilot for this new Award. It will help to evaluate and develop the ways in which the FIS seeks to engage with families and inform families about the services and information available.

Childcare provision in Carmarthenshire is delivered in partnership with private, voluntary and statutory sectors, and has continued to develop. We currently have:

- 107 registered child minders (with 553 places)
- 36 registered full day nurseries (with 1,288 places)

- 43 registered out of school clubs (with 1,294 places)
- 63 registered sessional care placements (with 1,171 places) includes Flying Start settings
- 249 Total providers, with 4,306 registered places

### 3.1.2 Improving the Emotional, Mental Health & Well-being of Children

We have been working with our housing partners to improve the **accommodation options, and housing support for all vulnerable young people (aged 16-25)**, working collaboratively to address recent concerns about young people being placed in B&B in Wales in the press and ensuring that accommodation is appropriate to meet need. Llamau have recruited 10 Supported Lodgings Providers who between them have 12 bed spaces for vulnerable young people.

We are reviewing how we provide **Information, Advice, Assistance** and access to our services for children and families and a Task and Finish group has been set up alongside the work being undertaken by the Institute of Public Care (IPC).

### 3.1.3 Improving Access to Health and Social Care

We have been improving the transition between Children's Services and Adult Services to include Education, Careers and Health, ensuring that young people and their families are at the centre of plans for the future. The Service Manager (Complex Needs & Transition) came into post in April 2014, bringing together the Children's Disability & Transition Service under one senior manager.

The post is jointly managed by the Head of Children's Service & the Head of Mental Health & Learning Disabilities. The Transition Team is an established team who work with disabled children and young people aged between 16 and 25. By using person-centred planning processes, the team aim to ensure that the transition from children's to adult services is as smooth as possible for children and their families.

We have been developing a partnership approach with key stakeholders including Coleg Sir Gar, Careers Wales and the Health Board to implement the 'Unlocking the Potential' report

We have re-established our Service Allocation Meetings (SAM) for disability services which provide a regular forum to ensure we make best use of our available services for disabled children and their families.

We have developed a multi-agency action plan to implement the recommendations of the Autistic Spectrum Disorder (**ASD**) Position Statement developed by the People and Work Unit. A multi-agency Autistic Spectrum Disorder (ASD) steering group has been re-established, an ASD stakeholder day was held on 1st July 2015.

The specialist education facility at Garreglwyd has moved to the new Dinefwr campus and is called 'Canolfan Cothi'. Following a transition period, children commenced at the new facility from 24<sup>th</sup> February 2016.



The Peripatetic Intervention Service (**PINS**) and Carmarthenshire referral scheme has been re-commissioned as part of the Families First Programme and is now delivered in-house. Staff who had previously been employed by the Health Board have transferred into the employment of the Council from 1<sup>st</sup> May 2015. The team provides an early intervention preventative service for disabled children aged 0-12 years and their families, whose aim is to support children and their families to overcome challenges and achieve their potential, and is now known as **Tim Camau Bach - Small Steps Team**.

Progress continues with the development of the Giant Steps project for 11-19 year olds. The service manager sits on the Team Around the Family (TAF) development group for 16-25 year olds.

A new 'LEADER' Rural Development Plan (RDP) has been launched and opportunities are currently being explored to further develop affordable childcare within Carmarthenshire, in line with the gaps identified in Carmarthenshire's Childcare Sufficiency Assessment.

#### **3.1.4 Safeguarding Children**

Our **Multi Agency Safeguarding children Hub (MASH)** has improved information sharing and decision-making at the point of referral. The Central Referral Team (CRT) has also been operational for two years. We have received positive feedback from teams and other agencies in that all referrals to the Department now go through one central point and a consistent approach is being delivered. Quarterly meetings are held to monitor thresholds for intervention to ensure that preventative services are utilised wherever possible and that Section 47 joint investigations are not undertaken unnecessarily.

Unfortunately commitment by other agencies to base staff within MASH has not yet materialised and this is now being taken forward by CYSUR on a regional basis. A Continuous Improvement Workshop was held in October 2015 to look at how processes can be improved between agencies and these actions are being taken forward.

We have continually looked at improving the **quality of care plans**, with more of a focus on outcomes, and engagement of children and families in line with the requirements of the SSW Act.

We have reviewed arrangements in respect of our **leaving care** service. Roles have been reorganised to increase capacity to meet demand and to meet the requirements of the Act. The Team have developed and are delivering a suite of accredited learning and training modules. Participation and consultation with care leavers on the structure and content of their pathway plan is ongoing, and 100% of care leavers have pathway plans as required.

Our work in helping care leavers to achieve their potential is critical in giving them the best start of life and to improve their life chances. The following achievements are commendable:

- 22 specific work related qualifications in Food Hygiene, Employability skills, First Aid at Work, Customer Service, SIA Door licence, and Warehouse operative.
- In addition to this, 15 accredited OCN's have been achieved.
- Plus 2 care leavers have traineeships, one in IT the other in child care in a family centre.
- We have 6 young people in University – one who is studying for her Masters Degree and due to graduate this autumn.
- One of our young students is already an entrepreneur having set up his own website for design, and developed his own clothing brand, forging ahead to inspire and encourage others whilst studying for his degree.

We have been developing the role of councillors as corporate parents to look after children and children who are in need of safeguarding. Councillors have visited child care teams, and a training programme has been developed in line with Welsh Government guidance.

We are continuing to work with our housing partners to improve the **accommodation options and housing support for all vulnerable young people (aged 16-25)**. We do not have any young vulnerable people in Bed and Breakfast and have developed services alongside Supporting People to ensure that this is sustainable. This work will continue as part of the supporting people working group.

An **Accommodation Panel**, was set up in September 2015, and considers all requests for accommodation to the Fostering Service by the child care teams. It has provided a gate-keeping service and reviewing process to ensure all children who are referred have the most appropriate support and care plan, looking at any unmet needs for planning resources. This is seen as a prevention measure to maintain children at home with family wherever possible and also ensure placement stability is monitored more closely with foster placements to prevent disruption of children in our care. The panel provides more robust process of matching placements to children's needs and identifying additional support required to achieve better outcomes for children.

Our multi-agency Permanency Panel monitor care plans to ensure standards are met and help prevent drift, enabling children to be reunited with family where possible or else achieve permanence via adoption. Any areas of concern are escalated to Head of Service.

The timeliness of annual reviews of foster carers has improved this year. Reviews of carers who provide 'short breaks' is 100%. Connected carer reviews of family and friends are 79%. Mainstream foster carers reviews are at 84%. We recognise there is still much to be done in this area and is a key business plan action for 2016/17.



Mabwysiadu  
Canolbarth a Gorllewin Cymru  
Adoption  
Mid & West Wales

As part of the regionalization of **adoption** services in Wales, the Mid and West Wales (MWW) Adoption Service, (led by Carmarthenshire) has been operational since April 2014 and is a collaboration of Carmarthenshire, Ceredigion, Pembrokeshire and Powys local authority adoption services. From June 2015, the adoption panel sitting in Carmarthenshire has successfully trialled a paperless panel to make more effective use of resources. All the necessary documentation is shared with panel members electronically. This has resulted in more effective use of administrative time and reduced costs.

Despite financial pressures we have continued to provide a range of **Short Breaks**. Short breaks provide disabled Children and Young people with new experiences, social and leisure opportunities to make new friends, improve self-esteem and independence away from their families, whilst enabling families some well-deserved time-out.

Our primary aim is to protect children from harm, through effective safeguarding in partnership with families, communities and other agencies. In times of increasing demand and reducing resources, our focus is on early intervention and prevention.

Our Central Referral Team (CRT) continues to work well in providing a single point of contact for anyone who has concerns over a child's welfare and ensuring a consistent approach to decision-making. The Team works closely with the Family Information Service (FIS) and other family support and preventative services to provide information, advice and assistance to children and their families, members of the public, professionals, and other agencies for those who do not require a statutory social work service.

Where information is received concerning the welfare of a child, an assessment is undertaken by our Assessment Teams based at Ammanford and Llanelli and if ongoing statutory intervention is required, this is carried out by one of our Child and Family Teams.

We also operate an Out-of-Hours Social Work Service for both adults and children who require immediate care and protection outside of office hours.

As at 31<sup>st</sup> March 2016 we were looking after 215 children (compared with 239 as at 31.3.15), of these 138 were subject of a Care Order (less than 151 as at 31.3.15). Alongside this we were working with 809 Children in Need (compared with 987 as at 31.3.15), plus 88 children whose names were on the child protection register (104 as at 31/3/15).

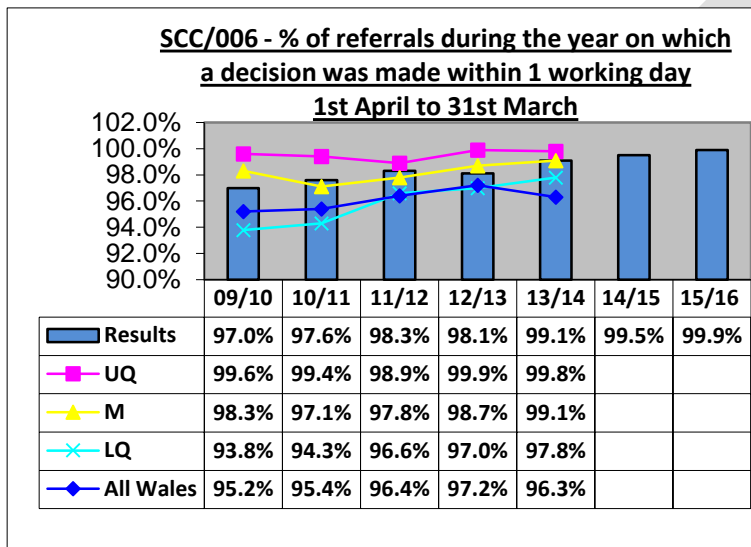
**CYSUR** continues to be embedded as part of the transformation and change of the new regionalisation of Local Safeguarding Children Boards in Wales in order to co-ordinate safeguarding on a regional basis. Since 30<sup>th</sup> June 2014, these new arrangements have been in place with CYSUR and its local sub-groups delivering the Board's functions within the region, to "*protect children who are experiencing, or at risk of abuse, neglect or other kinds of harm, and prevent children from becoming at risk of abuse, neglect or other kinds of harm*". The structure of CYSUR has been reviewed in line with the development of the Adult Safeguarding Board in order to

consider how to best work with cross-over safeguarding issues, e.g. domestic abuse and violence.

Work has been undertaken to ensure standardisation of policies and procedures across the region, and a regional policy has also been developed in relation to Child Sexual Exploitation (CSE).

### 3.1.5 Performance

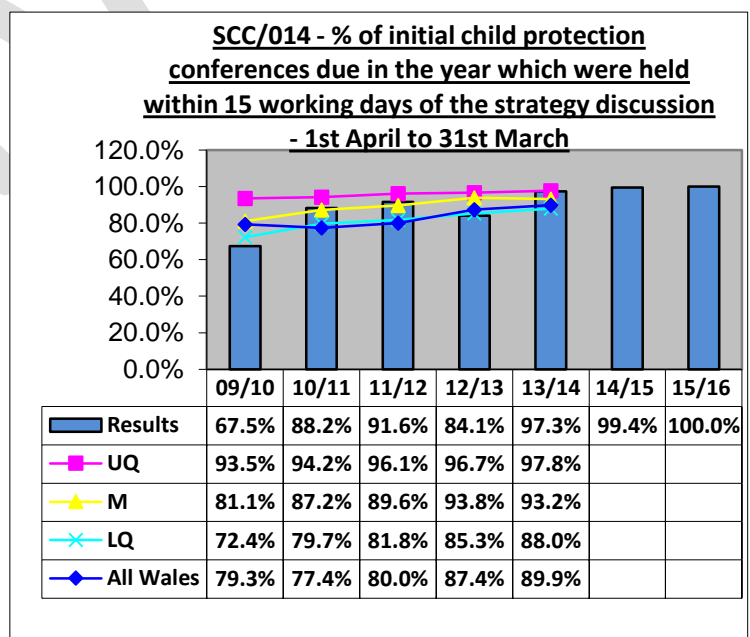
Within Children’s Services, we have demonstrated either an improvement or maintained a high level of performance in respect of all our key indicators and a few examples are provided below:



This measures the efficiency of our system for dealing with new referrals. It demonstrates that we are increasingly responsive to new referrals coming to the department.

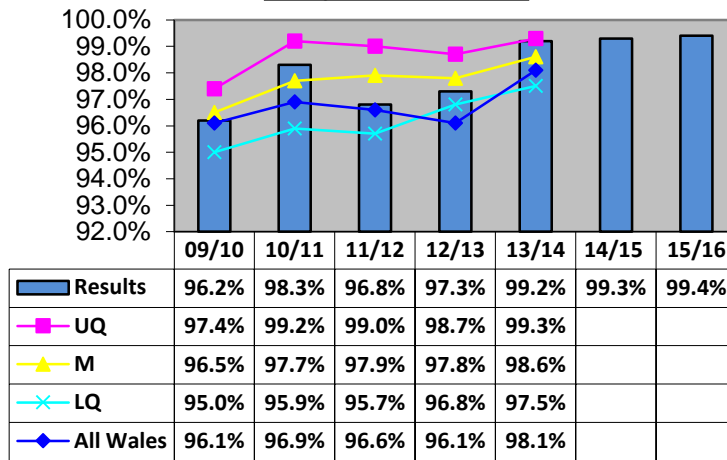
This demonstrates a quick turnaround from the time of referral and strategy discussion; to assessment, and a multi- agency meeting sharing information where there are concerns for the safety of a child.

**100%** of Initial Child Protection Conferences during the year were held within 15 working days of a strategy meeting. We have exceeded our target and last year’s result of 99.4%.





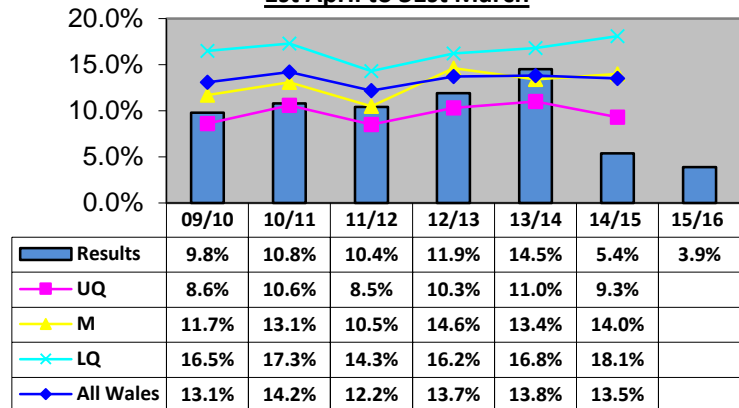
**SCC/034 - % of child protection reviews carried out  
within statutory timescales during the year  
1st April to 31st March**



It is important that children whose names are on the child protection register have their plans reviewed regularly to ensure that progress is being made. For this reason they are independently reviewed at set intervals. The timeliness of these reviews has continued to improve.

This measures the extent to which local authorities are able to place children with minimum disruption to their education and school life, thus providing a certain degree of stability

**SCC/002 - % of Looked After Children at 31 March  
who have experienced 1 or more changes of school  
1st April to 31st March**



## 3.2 Adult Services

### 3.2.1 Integrated Services (Older Persons and Physical Disability)

*The Council continues to ...*

*“... build upon its vision of integrated health and social care services for older people, with evidence showing that people are being effectively supported to remain in their community”.*

*“... make solid progress in transforming service delivery to reduce dependency and promote independence.”*

CSSIW Annual Performance Evaluation 2014/15

More than a third of the population of Carmarthenshire is aged over 65. There are 18,500 people who are over the age of 75 and this number is predicted to grow by 18% by 2020. This is significant because people in this age group are predisposed to developing frailty and are more likely to require health and social care services in the future.

Managing this increase in demand at a time of significant reductions in funding is going to be challenging. The policy and practice change in the last 5 years to supporting people to maintain their health and independence will need to be strengthened in order for the needs of the population to be met and to ensure compliance with both the new SSW Act and the Future Generations (Wales) Act.

We have developed 'Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade'. This strategy highlights the challenges we face with the current and future demographic position and sets out a plan for delivering more sustainable services over the next ten years. Specifically, it highlights our approach to care provision over three offer areas:

- 'Help to Help Yourself' – Encompassing universal services for the whole community that promotes and / or improves health and wellbeing, preventative services to prevent or delay the need for formal services and support for communities to build their capacity to meet population need. Crucial to this will be the need to ensure a robust Information, Advice and Assessment service
- 'Help When you Need It' – Short targeted intervention to promote or regain independence
- 'Ongoing Support if you Need it' – Self-directed, highly individualised support to meet assessed needs which are complex and likely to be long term in nature

### ***Help to Help Yourself***

In line with the Welsh Government's Primary Care Plan for Wales (WG, 2014), each Cluster (Locality) in Carmarthenshire have utilised available funding to support service development in the specified areas of prevention, early intervention and improving health, not just treatment; active involvement of the public, patients and their carers in decisions about their care and well-being; prudent healthcare; and planning services at a community level of 25,000 to 100,000 people.

Examples of development in this area include:

- A therapeutic exercise programme supported by our leisure team, GPs and the 'Education for Patients Programme (EPP)' to support individuals with respiratory disease. Based in Llanelli, this programme has been positively evaluated with demonstrable improvements in health outcomes for participants. Learning from this programme will be shared across the County in order to implement in other areas.
- Last year, the Public Health Wales trained social care staff in health promotion techniques which would better equip them to have conversations with people who smoke, drink excessively or are obese to motivate them to seek help to address these problems. Following an evaluation, this has been developed

further by identifying lifestyle advocates to support health promotion and associated behaviour change in each GP practice across Carmarthenshire.

The Health Board's Foundations 4 Change programme provides an assurance framework for partners to demonstrate the impact of services and initiatives on the well-being of the population. Although adult social care has previously been represented, this has been strengthened through the inclusion of officers from the Local Authority's Housing, Public Protection and Leisure teams.

Foundations 4 Change will be focusing on improved outcomes for our population in reducing health inequalities, reducing misuse of substances, obesity, dementia and frailty (including reduction in falls in older adults).

Carmarthenshire's single point of access to services 'Careline' is currently being redesigned to ensure that it is fit for service, safe and able to provide information, advice and assistance when required at the first point of contact. Careline provides a lifeline and Telecare monitoring service for approximately 30,000 people across South West Wales as well as providing a referral receiving service and information provision service to the people of Carmarthenshire. This service is being enhanced to ensure safe response times and to support staff competency in providing a consistent approach to services.

### ***Help when you need it***

Enabling older people and adults with physical disability/sensory impairment to live independently depends on Health and Local Authority services, third sector organisations and, for many, their families, friends and neighbours. Older people assist each other and it should not be underestimated how much mutual support people of advanced age give each other. The majority of older people do not have any contact with Social Care services. Strengthening communities, improving the physical environment to be 'age friendly' and encouraging people to access the range of community opportunities available will support older people.

The Welsh Government collects performance information on how many older people are supported to live in the community. Carmarthenshire's performance continues to decline on this measure over the past few years. This is a success, not a failure, as it shows that older people are now being assisted in different ways. Building community resilience is a crucial component to achieving this and a strategic paper outlining our approach to supporting this is currently being progressed.

Within recent years, each Locality's Community Resource Team has also benefitted from a 'Third Sector Broker'. These roles were funded by a fixed term European grant and were responsible for working with individuals and communities to identify their 'felt' and 'expressed' needs. The Brokers would also liaise with Carmarthenshire Association of Voluntary Services, Community Groups and other Third Sector provision to broker provision and meet identified gaps in existing service provision to support the identified needs.

Following positive evaluation and through the Welsh Government Intermediate Care Fund, it has been possible to ensure that these roles are continued substantively

within each CRT and will be an asset to ensuring implementation of the SSW Act specifically in relation to building community resilience and the development of social enterprises.

*“The development of multi-disciplinary community resource teams that are co-located with GP practices is helping to avoid unnecessary hospital admissions and reduce the length of stay.”*

CSSIW Annual Performance Evaluation 2014/15

The Community Resource Teams (CRTs) strive to enable people to make informed decisions and to empower and support them to do what matters to them. The CRTs based in each locality of the County continue to focus on delivering person-centred assessment and care provision to support the promotion and maintenance of individuals' independence. Their work has been enhanced through alignment of the multidisciplinary teams with GP practices and these close working relationships continue to ensure we deliver an optimal service avoiding hospital admissions where appropriate.

Supporting 'care closer to home' is a key objective for health and social care providers and we continue to identify opportunities to grow and sustain service provision within local communities. One example of this includes the GP led Dementia Review clinic in Llandybie. Prior to the establishment of this clinic, patients were reviewed in a hospital environment. This service is complemented by a 'one stop shop' which provides support and advice to patients' carers and families. It is anticipated that this model will be replicated in other areas of the County.

Strength and balance exercise programmes are delivered in community venues across Carmarthenshire. These programmes provide an opportunity to sustain improved outcomes following physiotherapy led rehabilitation as well as reducing the risk of falls in older adults. Strength and balance programmes are also delivered in the individual's home as an integral part of our reablement service.

The outcomes of our reablement service are generally positive in terms of supporting people to regain their independence, with around 45% of people being discharged with no long-term service. We are currently reviewing our reablement service and it is anticipated through realignment of all short term assessment and intervention provision that we will be able to improve our performance in this area. The realignment will specifically review and enhance how our reablement service works in partnership with the Health Board's Acute Response Team and Continuing Care Team, it will also ensure that we are maximising use of our Rapid Response domiciliary care team.

Where individuals have required a hospital admission, our Transfer of Care and Advice and Liaison Service (TOCALS) has been instrumental in reducing length of stay by up to two days. Our Delayed Transfer of Care (DToC) rate continues to improve and TOCALS provides an opportunity to further progress performance in this area.

## ***Ongoing Support if you Need it***

Most people want to stay in their own homes where they can exercise choice and control. The increase in the use of domiciliary care has been positive. Historically, however, due to our rural geography and associated challenges with recruitment and retention, we have found it difficult to consistently meet demand particularly in our most rural areas where services have not been available. In July, we introduced our new Domiciliary Care Framework. Early indications have suggested that this is having a positive impact on care availability even in areas of the County where we have previously struggled to provide care. It is hoped that this improvement will continue and will serve to enhance performance in other areas including DToC and reablement.

A review of our domiciliary care commissioning identified a high number of care packages providing four calls a day and an increased number of care packages requiring care being delivered by two carers. On review, cases were identified where the care provision could be reduced to three calls a day without compromising the welfare of the individual. Indeed evidence suggests that providing the minimum amount of care provision to meet an individual's needs can have a significant positive impact on the well-being of an individual.

A commitment has since been made to improve outcomes for individuals by introducing a single carer strategy and limiting the number of carer visits to only what is necessary at the time of assessment. Clinical reasoning by the multi-disciplinary team will ensure that individuals receive the appropriate level of care provision. A senior occupational therapist has been appointed to support this care model in order to ensure that the welfare and wellbeing of individuals is not compromised.

We have embraced this change and staff are committed to improve the client outcomes and care experience. Early indications suggest that the trend for commissioned care packages providing four care visits per day is decreasing.

There has been a significant reduction over the past few years in the numbers of people the Council supports in residential care. This decline is slowing because of the higher levels of need in the older population. Recently, there has been a sudden decrease in the number of individuals being supported in residential care. This has been due to a high number of decommissions relating to a number of deaths over the winter period. Much of the residential care that is commissioned is provided by the independent sector. The team of contract monitoring officers works with care providers, CSSIW and care management staff to ensure that processes are in place to deliver good care and also to identify and rectify problems if there are any.

We have made good progress with the development of our two new extra care schemes - 'Cartref Cynnes' at Carmarthen opened in November 2015 and 'Ty Dyffryn' at Ammanford is on target to open in April 2016. This replaces 3 care homes and Myrddin Day Centre transferred to Cartref Cynnes in March.

Collaborative working with health has funded two 'assessment beds' and it is hoped that these facilities will be able to support health promoting 'clinics' that are traditionally delivered in hospital or GP practices.

Following a judgement by the Supreme Court, the requirement to assess people who live in care homes and lack mental capacity under the Deprivation of Liberty Safeguards has widened. Not only has this presented a challenge in terms of our capacity to respond but it has also highlighted the need to protect the human rights of people in care homes.

### **3.2.2 Mental Health & Learning Disability Services**

Our leadership arrangements for this service area have changed from Anthony Maynard being the interim Head of Service to Avril Bracey taking on the permanent role from 1<sup>st</sup> March 2016. This permanent appointment will secure the strategic development of these services for the future in the light of the new SSW Act.

Services are provided for adults with mental health and learning disabilities; people with drug and alcohol problems; vulnerable adults and people who lack mental capacity in care homes and hospitals; disabled children and young people aged between 16 and 25 years; and people in need of employment, leisure and personal development opportunities.

We have progressed with the development of a strategic plan for the service area, building on our Business Plan and the 'Together for Mental Health Delivery Plan' at a local level. This will be completed in 2016/17.

#### ***Mental Health, Safeguarding and the Deprivation of Liberty Safeguards (DoLS)***

The Mental Health (Wales) Measure has introduced important changes in mental health services, with a shift away from the idea of mental illness to one of mental well-being. This is being achieved through the development of primary mental health services, early intervention, innovative day opportunities and the adoption of a recovery model.

In terms of our statutory protection work, we continue to perform well with more than 90% of mental health assessments completed within 48 hours and many of those on the same day. We closely monitor activity in this area to ensure that we can effectively deliver this key service and manage pressures. To this end, we have already successfully implemented a pilot standby project to ensure that we can provide out-of-hours cover, and are considering the extension of the model into office hours.

Protection from abuse and neglect is one of the aspects of the SSW Act and one of our priorities for 2016/17 will therefore be to ensure that we have the infrastructure to respond to the new safeguarding requirements.

At a regional level, we have been involved in the establishment of the Mid and West Wales Regional Safeguarding Adult Board whose vision is that "*All adults at risk in Mid and West Wales are safe*". The Board's purpose is to coordinate strategic direction, collaboration, consistency and improvement across the region. The inaugural meeting of the Board is scheduled for April when the terms of reference will

be agreed. We also have an operational group for Carmarthenshire which reports to the Regional Board.

Following an external review, we have restructured the Safeguarding and Deprivation of Liberty Safeguarding (DoLS) service, with both now being managed by one senior manager. Whilst the review confirmed that we provide an effective and safe service for protecting adults at risk, there were certain recommendations for improvement particularly to address capacity issues.

We have made good progress with more effective and timely decision-making (97% of decisions being made within seven working days for those meeting the threshold) and with the management of investigations. We have also implemented new criteria for allocating investigations to service providers and care management teams.

Performance in relation to adult safeguarding headline data is regularly scrutinised at our monthly departmental performance management meetings. In 2015/16, we had 466 referrals of which 50% met the threshold for adult protection; those that did not were signposted to more appropriate sources.

Carmarthenshire was chosen as one of two pilot areas in Wales, to design and test a new approach to justice for older people who experience abuse. Aberystwyth University are leading on the research and we hosted a consultation event with stakeholders in October.

The Deprivation of Liberty Safeguards (DoLS) provide a legal framework to safeguard vulnerable people who lack mental capacity. We make sure that legal processes are followed and that the deprivation of liberty is lawful and necessary. In 2015/16, we received 629 new requests for authorisations.

Like other authorities, we are experiencing a challenge due to the high levels of referral activity which, within the current financial climate and available resource levels, are simply beyond our capacity to address. Our short-term response has been to commission some independent assessments and fund additional assessor capacity. In the longer-term, the proposals of the Law Commission's Review and the introduction of a new model – the 'Protective Care Scheme' – will inform our future arrangements.

### ***Learning Disabilities, Transition and Substance Misuse***

We have continued to develop and modernise our services for adults with a learning disability and have a range of social enterprises linked to employment routes to maximise the independence of these citizens. Our aim is to provide services which have meaning for individuals, services which respond to their wishes and aspirations rather than services which individuals have to fit into.

Our social work service for adults aged 25 and over who have a learning disability undertakes assessments of need, focussing on those with the greatest complexity. We aim to ensure that people live as independently as possible and have opportunities to engage in family life, work, leisure and recreation. Management

structures have been reviewed and we have focussed on reviews to ensure that the service that people are receiving is safe and meets their needs.

Our Transition Team works with disabled children and young people aged between 16 and 25 to ensure that the transition from children to adult services is as smooth as possible for children and their families. CSSIW identified the model as an area of good practice whilst recognising the significant challenges that lay ahead in relation to the development of the strategic partnerships between the local authority, health and education to address this agenda.

The Transition Team continues to work closely with partners to increase opportunities for disabled young people and ensure our transition planning is effective. Team members therefore attend the Year 9 Reviews of those with the most complex needs, and a strategic approach has also been agreed with Coleg Sir Gâr to ensure disabled learners receive the support they require to remain in Carmarthenshire.

Future developments include improving the care pathways for all disabled young children into adulthood and reviewing the eligibility criteria.

The Substance Misuse Team continues to work in partnership with the Health Board and third sector providers, as well as mainstream social care services. The focus is on those cases with the most complex needs, with the team providing professional advice and support to other social work teams. The change in commissioning arrangements for substance misuse this year has had a positive impact upon service delivery and we have ensured that we now have representation on the Area Planning Board.

### ***Community Inclusion and Shared Lives (formerly Adult Placement)***

Our work in maximising the independence of adults and young people with learning disabilities has progressed during the year. We now have a solid foundation following last year's restructure to promote independence through a comprehensive range of day and employment opportunities, direct payments, adult placements and community-based placements.

Sustainable community-based services are being established through maximising external funding streams and developing innovative partnership schemes with voluntary organisations within local communities. We have also been able to respond more flexibly, enabling people to access our resources outside of normal opening hours, during the evening and weekend.

The Opportunities Team (a legacy of the COASTAL Project) provide a gateway to access training and employment services. In 2015/16, the Team received 122 referrals, all of which have been allocated and over 40 have been matched with opportunities.

During 2015/16, we successfully facilitated the transfer of the Independent Living Fund over to the Welsh Independent Living Grant with no disruption to service. There are 147 individuals with a learning disability receiving WILG with a total award of £3.1 million.



Direct Payments provide another way for individuals to access a range of opportunities for independence by being able to choose who provides the services that they need. In 2015/16, 138 clients received direct payments (an increase of 7 people from the previous year).

We manage the West Wales Shared Lives Scheme on behalf of Pembrokeshire & Ceredigion. This provides alternatives to traditional service models so that we can create opportunities for people to return to the communities they are familiar with. Our work with the Transition Team in establishing dual status carers is critical so that we can maintain the independence of those vulnerable young adults living with foster carers during their transition into adulthood.

At the end of March 2016, we had 56 approved households in Carmarthenshire, and we continue to recruit new adult placement families. 118 of our service users received a service from Shared Lives this year, 64 of these are residing in long-term placements.

We continue to make progress with the work started regionally in moving people from residential care to community-based services. By prioritising reviews through a programme of identifying high cost placements and providing dedicated social work resource, we have been successful in achieving the required efficiencies to date.

### **3.2.3 Commissioning & Contracting**

During the year, we have created a new Commissioning Division headed by Chris Harrison. This is an interim joint appointment with Pembrokeshire County Council to consider and explore future joint commissioning options. This has enabled us to work collaboratively in developing our commissioning and contracting arrangements. The Division is responsible for a variety of key strategic initiatives and legislative responsibilities.

A strategic commissioning framework is being developed which is underpinned by the SSW Act. The strategic direction for social services is based on:

- Building community capacity and resilience
- Prevention and self-help
- Maximising people's independence and,
- Where people require longer term care ensure they have greater voice, choice and control in how they wish their needs to be met.

Building and developing working partnerships with health, third sector and others will become increasingly important to the delivery of person-centred, cost-effective and quality services.

In July 2015, we implemented the **Domiciliary Care Framework Agreement** which has transformed how we commission domiciliary care. Key benefits of the exercise include outcome-focussed care and support planning for the benefit of the service user, and care hours commissioned on a weekly basis to enable greater responsiveness. We have undertaken an evaluation and provided a quality

assurance report for the Departmental Management Team and the Authority's Corporate Management Team.

An inspection has also been undertaken by the CSSIW which noted that:  
*"The new framework has generally been well received by all partners and we found that the implementation and the transition into the new framework was well planned with effective communication between all relevant parties"*  
CSSIW National Review of Domiciliary Care 2015/16 – Carmarthenshire

We are acting on the areas that the CSSIW identified, such as supporting providers and achieving the level of care delivery envisaged with the Framework.

We have maintained **effective, reliable and safe systems** to ensure we react robustly proportionately and promptly to any **safeguarding concerns** reported to our officers. We have excellent working relationships with all relevant professionals so that service users are not placed at risk. We have effective systems of contract monitoring with providers.

The Operation Jasmine workshop - 'In Search of Accountability' - held in December highlighted the effective multi-agency arrangements that exist locally to ensure high quality care provision and its oversight by the commissioning bodies.

We have achieved our target of **£500k of savings** through:

- Reviewing and right sizing high cost residential and supported living packages.
- Working social work teams to develop opportunities for individuals to move from residential to more appropriate community based services. One individual was relocated to Carmarthenshire that achieved multiple benefits including closer to family, provision by a well-known and monitored provider and £40k financial savings
- Intelligent commissioning of services that are appropriate to the individual. For example, an exercise has scrutinised the hours delivered against the needs and outcomes for service users that has produced a more appropriate rota and number of hours provided with savings per annum of approximately £25k
- Management of the supported living voids
- Mapping of accommodation needs of learning disabled adults
- Determination of a standard hourly rate for community based services
- Reviewing the department's approach to Continuing Health Care and Ordinary Residence issues

We have undertaken **contract monitoring** in a range of service areas which has included interviewing up to 200 service users and the use of questionnaires. We also interviewed 35 service users for quality assurance as part of the evaluation of the new Domiciliary Care Framework Agreement, 30 adults with learning disabilities on the respite service and 37 service users receiving supported living services. Other interviews took place with service users on the quality of residential and domiciliary care.

Continued progress was made with **Health and Safety audits** in the care home sector for older people with the exercise for other areas of adult services deferred owing to other priority work as noted above. This will be considered for 2016/17.

### 3.2.4 Carers

During the past year, we have progressed with our work in supporting carers. We have continued to participate in the roll-out of the Regional Carers Information and Consultation Strategy (commonly known as the 'Carers Measure') led by HDUHB; and secondly, the implementation of the Carmarthenshire Carers Action Plan which is linked to the Welsh Government's Revised National Carers Strategy.

The main thrust of the Measure is around information for carers and engaging with carers when planning care for service users and patients. As the Carers Information Service is provided by Crossroads Sir Gâr, it is part of a bigger organisation that specialises in supporting carers. The Service ensures that carers information is accessible and co-ordinates events on Carers Rights Day and Carers Week annually.

The Carers Action Plan was launched in 2014 to provide a framework to lead the work in supporting unpaid carers. Our progress has included awareness-raising for staff through E-learning and appointing Carers Champions in our adult social care teams; the expansion of the 'Investors in Carers' Scheme to pharmacies and schools which has resulted in an increase in 'identified carers'; improving access to information, e.g. with dedicated information boards at our two general hospitals so that carers can get targeted information about their rights and available support services.

Young Adult Carers in Carmarthenshire are benefiting from a project hosted and funded by Carers Trust. A worker has been appointed to identify and support these young carers.

For adults, the number of carers aged 18 or over known to social services who were offered an assessment or review of their needs in their own right during the year is 1,096, and those who were assessed or re-assessed in their own right during the year was 240.

### 3.2.5 Adult Services – General

Our financial position has necessitated the critical review of multidisciplinary practice and all services that are provided for older people and younger physically disabled people.

*"Increasingly collective leadership linked to the current budget pressures is contributing to a developing culture of change and innovation across the Council that is strengthening the focus on improvement with a willingness to explore alternative methods of service delivery."* Wales Audit Office Corporate Assessment Report 2015

Like all other councils, we face considerable financial challenges. As adult social care is often one of the biggest budget spend areas, we want to further explore the opportunities offered by alternative service delivery models, with the intention of ensuring quality, cost-effectiveness and the ability to respond to current and future demand.

We already work to the overarching principle of supporting a mixed economy regarding social care services. This means that providers come from all sectors, including our own in-house provision. It is anticipated that this principle will remain but this is set against a backdrop of continuing financial constraints. Giving consideration to alternative options for future service delivery is necessary if we are to retain the public sector values of the council and the delivery of a safe service.

We will be developing a business case, and potentially a business plan, regarding the possibility of delivering some, or all, of the existing in-house social care services through an alternative service delivery model, setting out the delivery options and the pros and cons associated with each.

We have established a project group and engaged professional and technical advice to support this work. The aim is to complete the business case by May 2016 which will determine the viable options and preferred service delivery models for further consideration. The preferred service delivery model will be subject to full stakeholder consultation prior to any political approval later in the year.

In preparation for the SSW Act, we have been reviewing our arrangements for providing information, advice and assistance (IAA). Following the review undertaken by the Institute for Public Care, we have a regional action plan for implementation. Locally, there is a plan for adult/older people services and we have appointed an interim IAA Manager to ensure that people are enabled to make informed decisions about their care and support in the spirit of the new Act.

A performance management framework developed by the department through a series of consultation events and workshops allows us to critically evaluate and monitor progress against key national and local performance indicators. Measuring performance in this way enables us to identify good practice and identify areas which require focused attention.

Whilst the most important focus is to improve outcomes for service users, performance management enables budget holders to capture activity and forecast its impact on the current and projected budget enabling us to plan and modernise the services accordingly. Modernisation and associated improvements have commenced in some areas and which are demonstrating early indications of improved outcomes at individual and organisational levels. Performance management also allows us to provide feedback to individuals and teams, which, in turn, creates a positive culture and work environment that thrives on achievements throughout the department. A robust appraisal and supervision has been introduced to the division.

It is important not to underestimate the scale of the challenge ahead. This will require large scale and whole system review of service provision and which will require difficult decisions to be made. We will also need to consider the implications of the

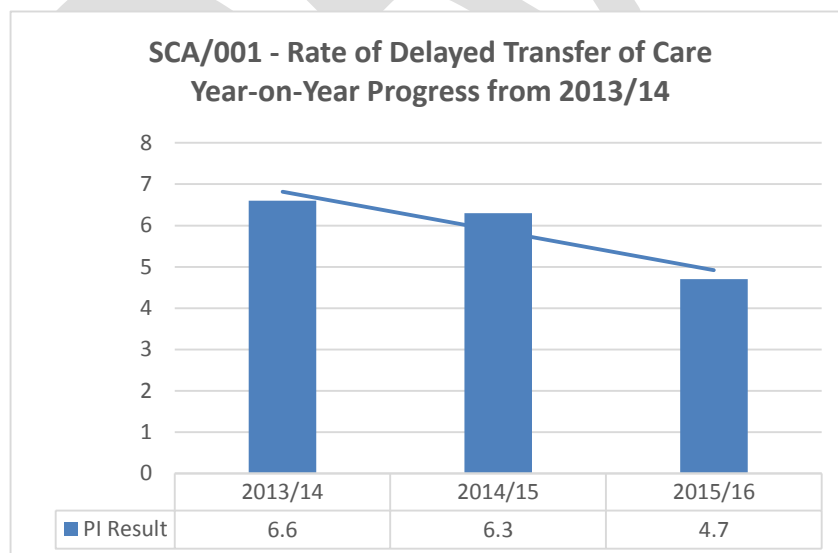
SSW Act and the Future Generations (Wales) Act. Continued collaborative working with our departmental colleagues in the Local Authority and integration opportunities with our partners in health will allow us to identify and embrace opportunities that improve the wellbeing of individuals while maximising the use of resources during this time of austerity.

### 3.2.6 Performance – Adult Services

Within adult social care, our new Performance Management Framework has been operational over the year and progress has been monitored and reviewed by monthly meetings of senior managers. We have focused on key areas, such as reviews, domiciliary care and DoLS, and have been able to collectively consider how we can do things better and make the required improvements.

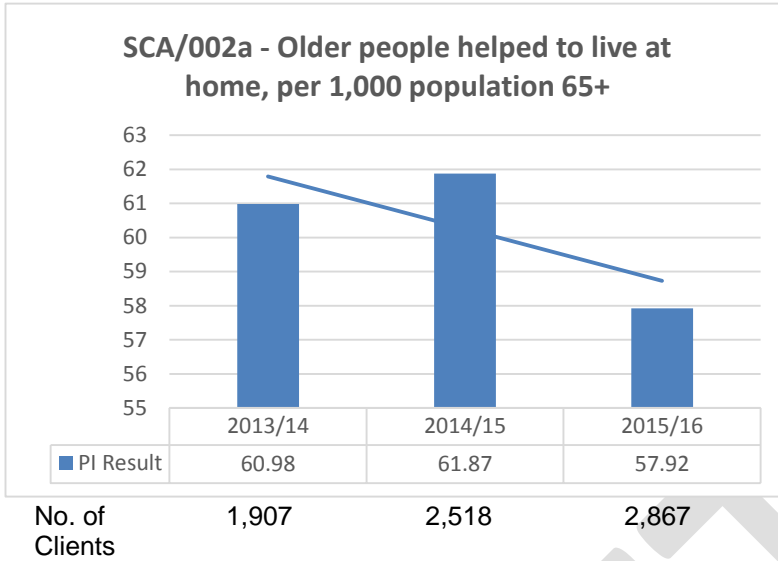
Our key service measures in relation to helping people maintain their dignity and independence have improved. This includes performance around the delayed transfers of care, the way in which we support people to live in the community and reviewing care and support plans.

Key Measures of Success	2014/15		2015/16	
	Actual	Welsh Average	Actual	Actual Progress
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 years and over <i>(SCA/001)</i>	<b>6.18</b> <b>(113 clients)</b>	<b>4.83</b>	4.69 (87 clients)	<b>-26 clients</b>
The rate of older people (aged 65 years and over) supported in the community per 1,000 population <i>(SCA/002a)</i>	<b>61.87</b> <b>(2,510 clients)</b>	<b>67.30</b>	57.92 (2,405 clients)	<b>-105 clients</b>



A delayed transfer of care (DToC) is where patients are ready to return home from hospital or transfer to another form of care but are prevented from doing so for a number of reasons. Long-term delays can significantly impact on the individual's ability to return to being independent and have a negative impact on their mental well-being.

There were 87 patients who experienced a delayed discharge from hospital due to community care reasons in 2015/16, a reduction of 26 clients.



This represents an improvement in performance of 23%. Whilst this is a good achievement, we recognise the impact that a delayed discharge can have on an individual's recovery and we are striving to make further improvements to be made to minimise these delays.

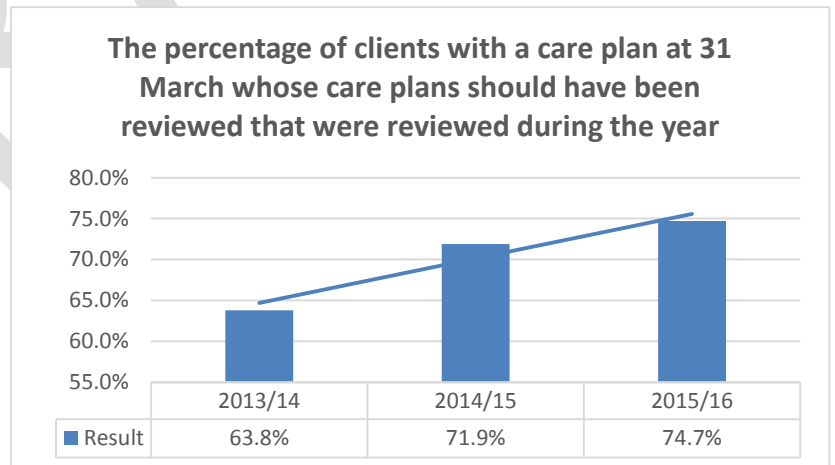
In line with the Council's strategy for sustainable services for older people, we continue to work in a way which supports older people to regain their independence, especially after an illness or injury, through a range of short term services. The number of older people requiring long term services, either at home or in a care home setting, continues to decline as expected.

Over the last year, the average length of stay in a care home has reduced by over 8 months, from 2 years and 8 months to just under 2 years. This demonstrates that fewer older people are moving in to a care home, and are doing so later, having been supported for longer at home.

We have placed greater focus on completing reviews whilst balancing the demands of referrals coming in.

We have initiatives such as 'releasing time to care' and a new domiciliary commissioning framework which has placed an emphasis on reviewing commissioned packages of care.

We continue to prioritise outstanding reviews and aim to increase these figures year on year.



However, there is still much room for improvement in this area with all client groups and this will be a focus over the coming year.

### 3.3 Workforce – Children & Adults



We recognise that we cannot do anything without a well-trained and capable workforce. To this end, we are implementing the Council's People Strategy Action Plan and the Communities Department's Performance Management Framework. The latter has measures so that we can monitor how well we are managing the performance of our staff.

In May, we had positive feedback from the Investors in People Review of the Council. There was encouraging evidence of a positive attitude within the adult social care workforce towards the changes taking place to services and the way in which people are being managed.

In September, we undertook a staff survey in the Communities Department to which 42% of the departmental staff responded. Of the 681 responses, 432 came from staff working in adult social care. The overall results were:

- The majority of those staff (72.5%) that responded were receiving regular supervision, of which 75.5% considered it to be highly effective
- 65.4% confirmed that they received appraisals, of which 67.3% felt that it was highly effective
- 89% felt competent and confident in carrying out their duties
- 72.6% confirmed that they had team meetings, of which 73.1% felt that they were effective
- 74.2% of staff confirmed that they had completed learning and development in the past 12 months, of which 77.5% felt that it had been effective in supporting them to undertake their duties.
- Finally the majority of staff were happy with the direction that the department was going in

*"My line manager is very supportive of his staff and gets actively involved in our casework."*

*"I very much value supervision and team meetings and hope that they will be protected and maintained despite the increasing pressures on us all"*

*"We are currently going through a lot of changes in our department, but I feel we are going in the right direction"*

The Departmental Management Team have acted on the results, with divisional management teams reviewing their arrangements so that all staff have regular appraisals, supervisions, team meetings and access to their line managers.

We have a good track record of providing regular supervision to our staff across the range of services. Our Performance Management Framework monitors the appraisals and supervisions of staff and 88% of staff have received these.

Staff are involved in identifying and contributing to improving the service via the Feedback Improvement Group (FIG) which includes representation from each of the child care teams.

We are engaged in the development of the **Regional Social Care Workforce Development Programme** (SCWDP) for 2016/17, which is aligned to the regional implementation plan for the SSW Act.

Locally, our commitment to the learning and development of a professional and skilled social care workforce has continued through the SCWDP. In 2015/16, 9,040 learning and development opportunities were provided across the whole of the social care workforce, with 2,656 attendances from the independent sector.

*“Thoroughly enjoyable course which will be used in the workplace”.*

*“Very informative and provided a great source of information. Whilst harrowing I feel the training has given a great insight into child protection. Trainers were great and kept everyone engaged throughout the day. Good job.” (Introduction to Safeguarding & Child Protection*

*“Increased one’s knowledge and awareness on a topic we think does not happen in our locality, the training opens one’s eyes.” (Modern Day Slavery Awareness)*

We have continued to support the qualifications and professional development of social workers in Carmarthenshire. In 2015/16, we hosted and seconded 55 people to train as social workers and 6 Carmarthenshire seconded staff achieved their qualification after a 3 year training programme. We also support the delivery of Continuous Professional Education and Learning (CPEL) for qualified social workers. 15 social workers started a consolidation programme after successfully completing their first year in qualified practice. We continue to implement our first year in practice support and development programme which includes a range of training opportunities and mentoring support.

Our SCWDP Team have also commenced a programme of delivery in preparation for the SSW Act, which has consisted of awareness-raising sessions and delivery of core modular training. Over 300 staff within our Adult and Children Services teams have attended awareness-raising sessions, with a further 127 from the private and voluntary sectors. During the year, 244 staff from across our services and 101 from sector organisations have attended the core modules of the SSW Act as follows:

- Introduction and General Functions – Part 2
- Assessment and Eligibility – Parts 3, 4, 5 and 11
- Safeguarding – Part 7

The SCWDP Team will continue with the SSW Act programme within 2016/17.



*[Awaiting information on turnover and sickness].*

### **3.4 Welsh Language**

We recognise the importance of engaging with vulnerable people in their first language and we have continued to develop a strategy which identifies the service user's first language at the point of contact, the Welsh language skills of staff and making appropriate matches between staff and service users. We know that different parts of the service have varying requirements and have agreed descriptors for each part of the service so that we know 'what good looks like'.

We have developed a performance management tool so that we can check on how well we are doing in delivering the 'active offer', i.e. giving Welsh speakers the opportunity to receive services through the medium of Welsh.

Our bespoke Carmarthenshire 'Welsh for Carers of the Elderly' course, which won a Welsh Government national award in 2014, continues to be available for in-house and commissioned care staff. This course supports paid carers (both in residential homes and in the community) and front-line staff, to communicate caring phrases to vulnerable individuals.

The initial 'More Than Just Words' Strategy is being followed up through a follow-on strategy framework to reflect changes in the political and legislative context, which includes the Welsh Language Standards. The need to ensure appropriate language choice and support vulnerable individuals to communicate freely and effectively is reflected in our strategic priorities for 2016/17.

We are also supporting staff to improve their Welsh language skills through direct learning and development opportunities, and through engaging with Welsh language champions in their own teams.

## 4. Awards, Achievements and Compliments

### Awards

- ★ **Transfer of Care Advice and Liaison Service (TOCALs)** has been recognised for its important work in helping frail, older inpatients return to the community where they live. In January's Health Board Best of Health Awards, they won their category 'Improving Health and Wellbeing' and also won the overall Chief Executive's award.



- ★ The **Community Memory Clinic in Llandybie** was also highly commended in the Health Board's awards, in their category 'Improving the Patient Experience'. Supporting 'care closer to home' is a key objective for health and social care providers and this project has been successful in providing support and advice for people with dementia and their families in the community of Llandybie.

★



Improvements in the way we deliver **domiciliary care services** was recognised for a national award from the iESE (the Improvement & Efficiency Social Enterprise) in the 'Transformation in Health and Social Care' category. 'Releasing Time to Care' set out to ensure service users received domiciliary care packages that were proportionate to their needs to achieve the outcomes set; that processes were

reviewed to address quality, cost and safety; and to develop a sustainable service for Carmarthenshire.

- ★ **The Welsh Government's Intermediate Care Fund** has funded the opportunity to challenge traditional models of care provision: the **Health and Social Care Worker** initiative has supported social care workers to be trained and accredited to provide non-complex wound care which was previously undertaken by community nurses. The benefits are threefold: continuity of care for the individual, skill and knowledge enhancement for social care workers and maximising community nurse resource. This initiative has been acknowledged by Welsh Government as a 'Bevan Exemplar' and is being promoted across Wales as example of excellent prudent care in practice.

- ☆ Joanna Thomas, an Assistant Team Manager in Dinefwr Child and Family Team won the BASW Spirit of Social Work Award in September 2015. Joanna was commended for excellent practice standards and being skilled at moving children, families and team members along in a way that achieves progress.



Karen Powell, a Social Worker in Carmarthen Child and Family Team, was given a Certificate of Achievement for the same award, for engaging and enabling young people and others accessing the service to make changes in their lives.

## Achievements

- ✓ The sixth annual corporate parenting event celebrating the successes of our looked after children, was held on 23<sup>rd</sup> October 2015. Over 200 people attended to see the children receive their medals and certificates celebrating all of their achievements from being brave to passing their exams. The awards were presented by Keith Towler, Children's Commissioner, and Cllr. Keith Davies, who was the Executive Board Member for Children and Family Services at that time.
- ✓ The Mid and West Wales adoption service has been operating as a region for the last two years and is continuing to develop. The regionalisation of adoption services in Wales is providing a more consistent approach with increased opportunities for permanent families for our children and a greater choice and efficiency of resources across the four counties.
- ✓ The Family Information Service (FIS) Working in Partnership with Schools Award ran successfully in 2014/15 as a pilot scheme. Through achieving the Award, the schools have ensured families and professionals are appropriately informed about the different support services and facilities available to them locally. 25 Primary Schools successfully completed the Award during 2014/15. The FIS have built excellent working relations with the schools and due to the success of the pilot, FIS have extended the scheme during 2015/16 to a further 6 schools.
- ✓ The opening of the Cartref Cynnes Extra Care Scheme in November 2015 and the scheduled opening of Ty Dyffryn in April 2016. Involved in the completion of these projects was the successful management of the planned closure of 3 care homes – Glanmarlais, Cartref Tawelan and Tegfan – and the transfer of Myrddin Day Centre.
- ✓ We have made progress with encouraging providers of the County's residential services to create "home from home" experiences for their residents with innovative "magic moment" opportunities. Examples include vintage tea rooms, big screen cinemas to a pub lounge, flower and vegetable gardens and even a beach with deckchairs and sand that residents can enjoy without leaving the safety of their home.



We held a workshop in June, which was open to carers and managers from homes (private and Council-run) across the County to share good practice and highlight how this new approach can improve outcomes for service users, carers and staff.

*“Innovative thinking that was a golden thread running through the day”*

*Jane Tremlett, Executive Board Member for Social Care &*

These ideas were gathered and used to develop a ‘Magic Moments’ booklet for care providers, which has been funded by the Joseph Rowntree Foundation. In March, Sarah Rochira, the Older People’s Commissioner, hosted an event at the National Botanic Gardens of Wales to launch the booklet so as to inspire and encourage our care providers to adopt this approach.

*I encourage care providers to use it [the booklet] to create their own ‘magic moments’ so that older people living in care homes can have the best possible quality of life.*

*Sarah Rochira, Older People’s Commissioner*

- ✓ CSSIW Annual Inspection Reports have confirmed many positive aspects to the quality of life evidenced in our care homes. Staff were found to be professional and welcoming with their interactions observed to be warm and sensitive towards people receiving the service.
- ✓ In 2016, we introduced a ‘Carmarthenshire Caring Boss Award’ event as part of our work in improving awareness amongst carers, working carers and employers. The awards were presented on National Carers Rights Day on 20<sup>th</sup> November with one going to a manager working within Children’s Services.



'The Opportunity Street Shop' in Llanelli is an example of our success in partnership. This has been a joint venture with our Regeneration colleagues and we have worked with Mencap in order to create a new outlet for craft made by individuals accessing day services. This opportunity provides experience of retail work, an opportunity for individuals to improve their numeracy and literacy skills, and increase their social skills, whilst raising the profile of people with a learning disability.

*"I would like to thank you for allowing Mencap to be involved at the exciting opening stages of 'The Opportunity Street Shop'. It offers our participants a fantastic chance to learn new skills and to develop their confidence. We look forward to working together with you on this exciting and forward thinking project." (Mencap)*



Our Cam Cyntaf Steps 2 Scheme in Johnstown has been very successful in making and selling their unique Welsh lady ornaments. More than 20 service users are involved in making around 50 ornaments a day, with all proceeds being ploughed back into the Cam Cyntaf service. As well as supplying local gift shops, shipments have been made to America, Canada and New Zealand,

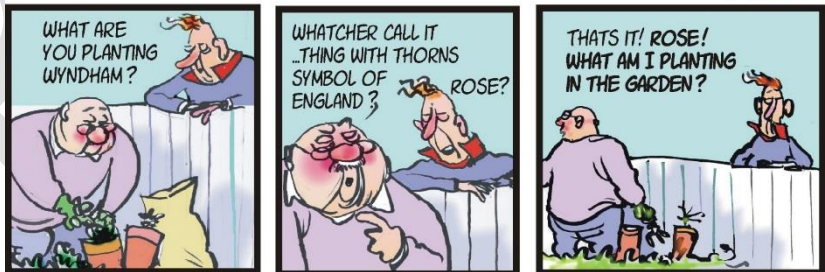
and demand is increasing.



We ran a successful campaign to raise awareness of dementia in Carmarthenshire during the year. A series of colourful and thought-provoking cartoon strips were created to bring a sympathetic humour to some of the many dementia conditions. Local newspapers included the cartoons and posters are being distributed to GP surgeries so that people are mindful of dementia and what support is available.

GONE WITH THE WYND

by **Rob**



## Compliments

One of our Flying Start Health Visitors (Jenny Wilson) has received an outstanding accolade from a family she has been supporting over the last 18 months in a Flying Start area. The children in this family have had numerous health and developmental problems. Jenny has been referred to as a tower of knowledge and support on many occasions by the parents. They have stated that they can be open and honest with Jenny and that she is non-judgemental but always has time for them even though she is busy. The children in the family adore her and that she ensures they are at ease in every task she has to undertake with them, including assessments of growth and development. Jenny is referred to as "a credit to Flying Start and the training she has received".

### Examples of compliments received

*“There are not enough ‘thank yous’ in the world to show my appreciation for everything you have done ... you have been my rock in my darkest hour ... Nothing ever fazes you and you go above and beyond your job description. With your dedication and providing the right intervention for her needs, my daughter has managed to thrive in all aspects of her life.”* (Children’s Disability Team)

*“The care she had was wonderful, all of the staff exceeded my expectations in their concern, support and professionalism. They dealt with her deterioration and death with great dignity and compassion, and also looked after myself and my daughter. I can never thank them enough.”* (Adult Social Care – Internal Carers)

*“It’s amazing what people having faith in you can do. I now have my life back. I couldn’t think of a greater gift.”* (Substance Misuse Service)

*“We found her to be most efficient in the manner she went about addressing the circumstances.”* (Occupational Therapy Service)

*“He is a pleasure to deal with, always has useful information that is passed on and feel we have a continued good relationship.”* (Finance Team)

*“She was brilliant and worked well over the call of duty.”* (Adult Safeguarding Team)

## 5. Complaints

We always strive to resolve difficulties at an early stage ensuring face-to-face meetings with complainants. Sometimes complaints received relate to cases in contentious court proceedings, but they are also important as they help identify where our services need to be changed or improved upon.

Safeguarding children remains our highest priority.

### **Ombudsman cases**

In 2015/16, two cases were concluded by the Ombudsman. One dating from 2014 related to a breach of article 8 of the Human Rights Act which was upheld. The other, also dating from 2014, related to a Police-led POVA investigation. Initially the Ombudsman stated this was not a complaint against the Authority but some months later revised this decision. The matter was concluded by the Ombudsman as settled following positive engagement by officers with the family.

During the year, two other complaints relating to social care were made to the Ombudsman but these were not investigated.

### **Complaints Audit Group**

The Complaints Audit Group is responsible for overseeing the handling of social care complaints. It analyses complaints data and trends and how effective and responsive the department is to complainants.

Its primary focus has been on finalising the Complaints Operational Policy and developing training for both department and independent sector staff. The Operational Policy has been approved and is being disseminated to all relevant parties. Training was provided in 2015 attended by almost 40 staff responsible for Complaints Stage One responses.

With the various changes that have taken place within the department, there has also been a review of the appropriate location of complaints. This will be progressed in 2016/17. Future work will also include reviewing Stage One and Stage Two responses in detail.

## 6. What we are going to do in 2016/17

### 6.1 Our Strategic Priorities

#### 6.1.1 Children's Services

- a. We will continue to improve the quality of Care Plans ensuring a multi-agency assessment, with a focus on outcomes, and engagement of children and families.
- b. We will consolidate the regional Adoption service and develop Adoption support in line with national and regional priorities.
- c. We will implement the Child and Family Unit (CFU) systemic model of working across children's services teams.
- d. We will review our assessments in light of the implementation of the Social Services and Well-being Act (2014).
- e. We will ensure Sexual Exploitation Risk Assessments (SERAF's) and Missing Persons Risk Assessments are completed as required.
- f. We will develop and implement changes to how we provide information, advice, assistance to our services in accordance with the Social Services and Well-being (Wales) Act 2014.
- g. We will further develop the Team Around the Family (TAF) approach across the county for 0-25 year olds as a means of accessing preventative services, in accordance with the implementation of the Social Services and Well-being (Wales) Act 2014. We will actively engage in planning for future change and sustainability in view of changes to the Families First (FF) grant and focus on reducing the need for statutory care and support.
- h. We will continue to implement the final year of the expanded Flying Start (FS) programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities. We will actively engage in planning for future change and sustainability in accordance with Welsh Government future guidance for the grant.
- i. We will continue to implement the final year of the re-commissioned Families First (FF) (0-25) programme, promoting early intervention for disadvantaged families across the County. We will actively engage in planning for future change and sustainability in accordance with Welsh Government future guidance for the grant.
- j. We will further develop childcare and play opportunities in line with gaps and priorities detailed in the respective Child Care and Play Sufficiency Action Plans 2016/17.



- k. We will undertake Reviews of foster carers on an annual basis in accordance with regulations to achieve 100% target.
- l. We will implement the plan for improving placement stability.
- m. We will implement the 'Signs of Safety' model within Carmarthenshire and incorporate into practice.
- n. We will continue to work with partners to improve appropriate accommodation options, and housing support for all vulnerable young people (aged 16-25) to ensure no children/young people end up in B & B.
- o. We will implement new arrangements in respect of our leaving care services in accordance with the Social Services and Well-being Act (2014) and 'When I am Ready' guidance.
- p. We shall ensure that all councillors are equipped to act as corporate parents to looked after children.
- q. We will ensure the Independent Reviewing Service (IRO) becomes more outcome focused in line with recommendations and reflect on the outcomes of Welsh Government Review.
- r. We will develop a multi-agency transition strategy and implement in partnership with disabled young people and their families.
- s. We will ensure that disabled children and young people are supported to access work, education, training and leisure opportunities.
- t. We will undertake a review of our services for disabled children and their families to ensure that we are making best use of our resources and meeting our duties under the Social Services and Well-being Act.
- u. We will develop a business case for the extension of specialist provision on the Garreglwyd site for children and young people with Autistic Spectrum Disorder (ASD).

### **6.1.2 Adult Services**

- a. To implement the Codes of Practice within the Social Services & Well-being (Wales) Act 2014 in all relevant service areas within adult social care.
- b. To complete the management restructure and operational arrangements in preparation for the Social Services & Well-being (Wales) Act 2014
- c. To progress and develop a robust and efficient Information, Advice & Assistance service

- d. To conduct a population assessment at locality level to inform population needs assessment and service planning
- e. To promote the Welsh language and ensure compliance with the 'Active Offer' across all service areas
- f. To utilise the Section 33 agreement in a manner that allows us to pool appropriate funds to support efficient use of resources
- g. To identify the strengths and resources within communities which can contribute to promoting and supporting the health and well-being of their population
- h. To progress prudent commissioning using effective professional and performance management
- i. To effectively commission short term assessment and interventions to maximise independence and well-being outcomes for our population
- j. To improve the quality and consistency of assessment, care plans and reviews across care management teams
- k. To develop a commissioning plan for Learning Disability and Mental Health services
- l. Review how we meet the needs of young adults who are physically disabled as part of transitional arrangements.
- m. To establish regular forums for Investigating officers and Adult Services Managers to learn lessons and share best practice
- n. To review Adult Safeguarding to improve the timeliness of investigations
- o. To manage the risks associated with outstanding reviews and DoLS applications
- p. To develop an Information Strategy for Deprivation of Liberty Safeguards to ensure that we meet the needs of staff and the public.
- q. Develop proposals for a Local Authority Trading Company
- r. Further develop our approach to performance management and how we can use information to make the service more efficient and meet budgetary pressures

## 6.2 Our Risks

Looking ahead, we are mindful of the need to protect the most vulnerable across the range of social care services. We have therefore identified the risks that have been identified as part of our business planning process and how we will manage them. These details are included in our Risk Register.

In order to manage the identified risks we need to:

- Ensure compliance with the Social Services and Well-being Act (Wales) 2014.
- Fulfil active offers for people to have services in their preferred language in accordance with the 'More Than Just Words' Strategy.
- Deliver on the savings identified through our priority based budgets.
- Contain expenditure relating to commissioned care.
- Recruit and retain an adequate number of social workers (Children's Services)
- Provide appropriate support in schools for children with complex needs.
- Deliver effective safeguarding arrangements for vulnerable groups.
- Effectively manage Deprivation of Liberty Safeguards referrals.
- Progress restructuring plans so that we have the required resources and capability.
- Effectively manage social care caseloads.
- Complete assessments and reviews in a timely way.

## 6.3 Our Management Arrangements

*"During the year, there have been changes in senior officers with the previous statutory director and the two heads of adult social care retiring. These senior officers have left a positive legacy for their successors. The new statutory director has continued to ensure effective delivery of the strategic priorities and the director's annual report provides an accurate account of the Council's performance and sets out the priorities for the next 12 months. One key aim is to improve performance management, with new measures and better use of the collected data. The officers in adult and children services continue to provide effective leadership and are clear on their priorities. The Council continues to be amongst the best in Wales"*  
*CSSIW Annual Performance Evaluation 2014/15*

By the end of March 2016, the new Departmental Management Team for Communities was complete, with permanent appointments having been made to the posts of Head of Integrated Services (Rhian Dawson) and Head of Mental Health & Learning Disabilities (Avril Bracey). Divisional management arrangements have also been reviewed with changes at senior manager level.

Work has also been undertaken within the Education and Children's Services Department to review the structures within children's social care services.

The current structure of social care management is shown in Appendix 2.

We have implemented our new approach to Performance Management, which has been reviewed towards the end of 2015/16. This ensures that we:

- Meet our strategic commitments and responsibilities
- Balance the relationship between service demands, the allocation of resources and service user satisfaction
- Use measures to ensure we do the right thing and drive continuous improvement
- Are clear about where teams and individuals fit into the approach

Having robust and reliable information is critical in making decisions about the future shape of services and the allocation of resources. It is also important in judging how well we are doing and whether we are improving or not.

The chart in Appendix 3 shows the context of where our approach fits into the wider performance management framework and how it links with our Council's (and partners') priorities, through the directorate, to teams and individuals.

#### **6.4 Our financial outlook**

As a local authority, we are faced with having to find savings of £39m over the next 3 years. Social Services has identified savings of £6.942m against this target.

However, as in previous years the pressures on the Social Services budget have been recognised in the authority's Budget Strategy through the allocation of additional funding. In 2016/17, this additional funding will amount to £1.668 million.

The net social services budget for 2015/16 was £92.873m and for 2016/17 this will increase by £0.476m to £93.349 million. However after allowing for inflation and pay increases, the budget for social services will reduce by £1.081m for 2016/17.

There have been extensive discussions and consultation in developing the budget strategy and proposals for savings. These have included the public, third sector and staff. For Social Services, the total savings for next year amounts to £2.749m. The main savings identified are:

Private Sector Residential Homes	£500k
Private Sector Home Care	£450k
Extra Care	£350k
LD residential Care	£500k

## 7. Conclusion

This report demonstrates the progress that we have made in 2015/16 in transforming service delivery to reduce dependency and promote independence.

In Adult Services, it has been a year in which we have continued with the effective delivery of our strategic priorities, whilst establishing a new departmental management team, having a clear strategic direction and developing a performance management framework.

*“This increasingly collective leadership linked to the current budget pressures is contributing to a developing culture of change and innovation across the Council that is strengthening the focus on improvement with a willingness to explore alternative methods of service delivery.”*

Wales Audit Office Corporate Assessment 2015

We have an ambitious work programme with clear priorities for the year ahead, which are linked to the implementation of the SSW Act in order to meet the needs of individuals and make services sustainable for the future. We will also be working towards closer integration with HDUHB and other partners in order to achieve improved well-being outcomes.

If you would like to comment on the report, please click here to use the on-line survey form on the Council’s website, or complete the feedback form at the end.

Alternatively, you can write to me at the following address:

**Statutory Director of Social Services, Carmarthenshire County Council,  
County Hall, Carmarthen. SA31 1JP**

Finally, I would like to take the opportunity to thank all members, staff, partners and independent sector providers for their unrelenting hard work and support.

**Jake Morgan,  
Statutory Director of Social Services**

....., 2016

## APPENDIX 1 – Areas for Improvement Noted by CSSIW in the 2014/15 Performance Evaluation

Area for Improvement	Progress in 2015/16
<b>Adults</b>	
Adult safeguarding	<p>The Council has continued to operate a Central Safeguarding Team based in Headquarters, Carmarthen during 2015/16.</p> <p>Performance in relation to adult safeguarding headline data is regularly scrutinised via the Director’s monthly performance management meetings. This includes decision making around thresholds.</p> <p>The majority of threshold decisions are within the 7 day timescale. Where these are not, this is generally due to circumstances beyond the control of the Co-ordinators, e.g. awaiting further information from third parties.</p>
Continue to improve opportunities for people attending day care services to access work based employment opportunities	<p>The restructure of the services carried out in 2014/15 has bedded in and is now delivering opportunities to enable us implement the progression model encapsulating our objectives of promoting independence and providing <i>just enough</i> support. These new initiatives and the changing shape of the service were subject to a full consultation with all stakeholders, and we are now seeing a steady growth in the use of our day opportunity services.</p> <p>This person-centred approach continues to drive service delivery, recognising that everyone, regardless of their skills and ability, should have the opportunity to reach their full potential.</p> <p>This year has seen the development of several new partnerships and projects building on previous modernisation work, for example:</p> <ul style="list-style-type: none"> <li>• Opportunity Street, Llanelli (see Page 35).</li> <li>• Activities at Llyn Llech Owain, offering activities such as path-clearing, building bird-boxes or hide maintenance;</li> <li>• Providing opportunities for people to increase their independent living skills whilst providing a home for the local community library service at Cross Hands.</li> </ul> <p>Lastly, the Opportunities Team (a legacy of the COASTAL Project) received 122 referrals for training and employment, all of which have been allocated and over 40 have been matched with opportunities.</p>

Area for Improvement	Progress in 2015/16
<b><i>Children and Young People</i></b>	
<p>Performance outcome measures are developed for preventative services</p>	<p>Results Based Accountability (RBA) and Distance Travelled Tool are used in respect of Team Around the Family (TAF) and all other commissioned (Family First) preventative projects. There are also key performance indicators in respect of 'contract monitoring'. WG have introduced an extensive monitoring framework for FF, and we have created a survey to gain feedback from service users.</p> <p>An example of a performance outcome measure is the completion of JAFFs for people receiving services. In 2015/16, we completed 1,162 JAFFs, of which 76% showed a forward, positive movement on the distance travelled tool. This is an indication of the effectiveness of the intervention.</p> <p>The survey results were very positive – 99% said that they would recommend the service to others. Quotes from service users included: <i>“knew the support was there”</i>, <i>“always had time to talk”</i> and <i>“worked together to resolve things”</i>.</p>
<p>The council ensure improvements are made in placement stability for looked after children, and that this is monitored by the corporate parenting group</p>	<p>The number of children who have had 3 or more placement moves has increased. 14.9% of Looked After children had three or more placement moves during the year compared with 11.7% during 2013/14 and 2014/15.</p> <p>We have seen an increase in challenging teenage placements during the year which places an added pressure on services and placement stability. This along with a decrease in the number of Looked After Children this year has impacted on the end result. Many young people do not wish to be in the care system despite this being in their best interests and as a result placements subsequently become fragile and break down despite our best efforts.</p> <p>On a more positive note, some of the three or more moves have been where children have returned home to their parent/relative carer. An Accommodation Panel has been set up to assist the matching process and resource allocation, in addition to a Resource Panel to ensure appropriate resources are put in place to support placements to avoid placement breakdown.</p> <p>The department are focussed on recruiting foster carers for older children.</p>

<b>Area for Improvement</b>	<b>Progress in 2015/16</b>
The support to care leavers is reviewed to ensure young people are receiving appropriate support	We have reviewed arrangements in respect of our leaving care service. Roles have been reorganised to increase capacity to meet demand and to meet the requirements of the new Social Services and Well-being Act (the SSW Act) which is being implemented from April 2016. The Team have developed and are delivering a suite of accredited learning and training modules. Participation and consultation with care leavers on the structure and content of their pathway plan is ongoing.
<b><i>Leadership, Governance and Direction</i></b>	
The council needs to make permanent arrangements for the heads of adult social care	<p>During the year, permanent arrangements have been established with Rhian Dawson being appointed to the Head of Integrated Services in December 2015, and Avril Bracey starting as Head of Mental Health &amp; Learning Disabilities on 1st March, 2015. We have also secured joint arrangements with Pembrokeshire County Council for Chris Harrison to undertake the role of Head of Strategic Joint Commissioning for Carmarthenshire.</p> <p>The Management Team is now complete.</p>
Corporate oversight of safeguarding for children	Carmarthenshire now has a Corporate Safeguarding Policy and a Corporate Safeguarding Group. The Corporate Parenting Panel has oversight of safeguarding (as well as in respect of Looked After Children). Our Local Authority Designated Officer (LADO) for safeguarding is a member of Corporate Parenting Panel. All elected members are required to undertake safeguarding training.



# APPENDIX 2 – Management Structure for Community Services As at April 2016

Jake Morgan  
Director of Community Services



Ian Jones  
Head of Leisure  
Services



Robin Staines  
Head of Housing &  
Public Protection



Rhian Dawson  
Head of Integrated  
Services (Older Persons  
& Physical Disabilities)



Avril Bracey  
Head of Mental  
Health, Learning  
Disability Services &  
Safeguarding



Chris Harrison  
Interim Head of  
Strategic Joint  
Commissioning  
(Pembs and Carms)



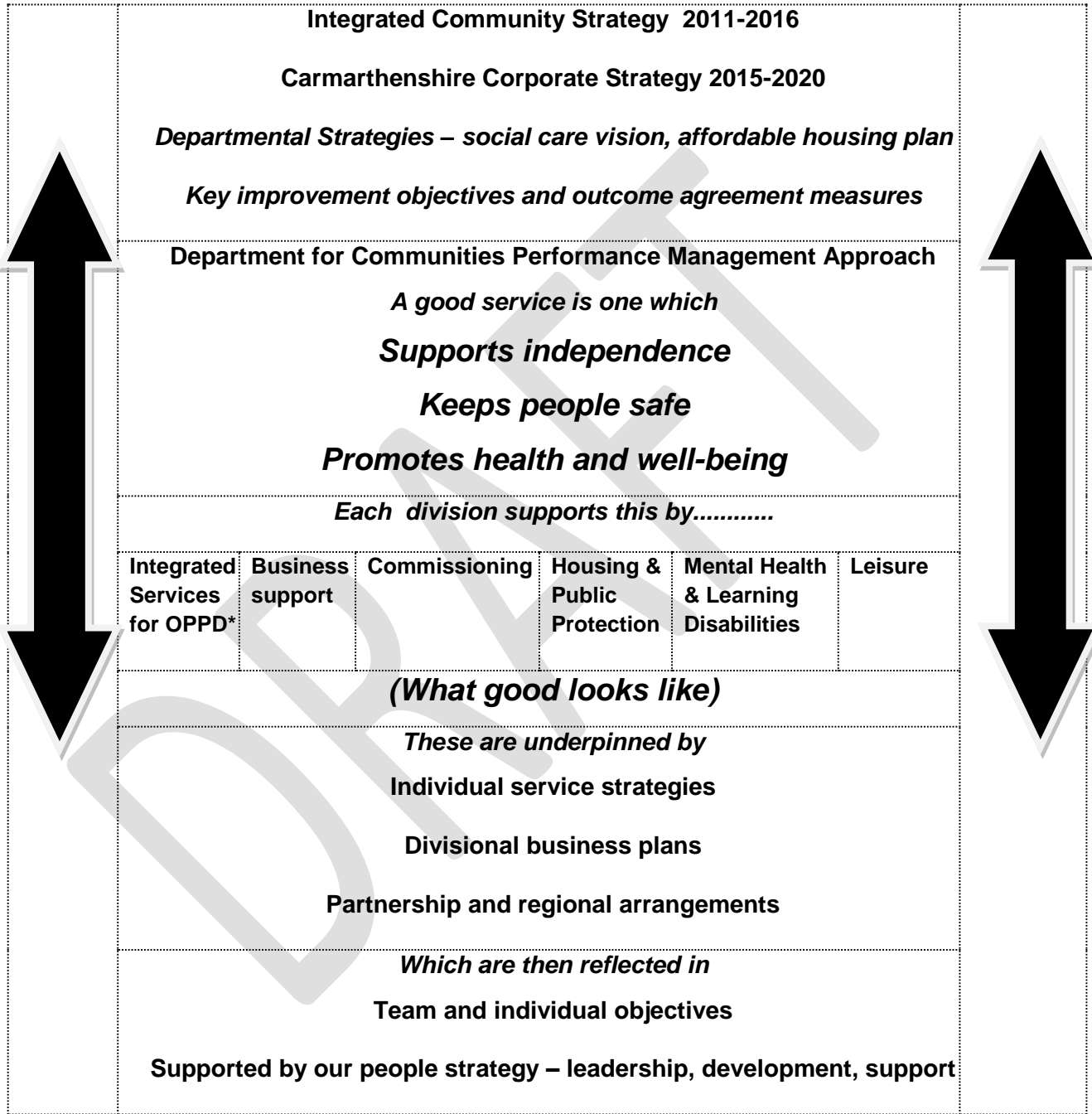
Lyn Walters  
Business Support  
Manager



Stefan Smith  
Head of Children's  
Services



# APPENDIX 3 – Revised Performance Management Framework



\* OPPD – Older People & Physical Disabilities

## APPENDIX 4 – Glossary of Terms

**Carers Strategies (Wales) Measure 2010** - requires local authorities to work with the Health Board to develop and implement an 'Information and Consultation Strategy for Carers' in the Hywel Dda area.

**CASB** – Carmarthenshire Adult Safeguarding Board

**COASTAL** – Creating Opportunities and Skills Team Alliance, European funded project to help people access training and employment

**CEI** – Coleshill Centre for Economic Inclusion based in Llanelli, which is a pan-disability service that aims to promote social and economic inclusion and provide a bridge between mainstream opportunities and people who have been economically inactive for reason of disability or disadvantage.

**Corporate Parenting** – the role that the Authority plays in helping to support children who are “looked after”

**CPEL** - Framework continuing professional and education for social workers

**CRT (Community Resource Teams)** – multi-disciplinary teams (Council and Health Board) based on 3 main areas – Aman Gwendraeth, Llanelli and TTT (Tywi, Teifi, Taf) – which provide an integrated approach to care and support for individuals and their families.

**CSSIW** – Care and Social Services Inspectorate Wales, the regulatory and inspection body for social services

**Cynnydd** - a Project Lead Organisation led by Pembrokeshire County Council, other organisations involved are: Local Authorities: Carmarthenshire, Ceredigion, Swansea, Neath Port Talbot (parallel application for East Wales Programme by Powys County Council); further Education Colleges: Coleg Ceredigion, Coleg Sir Gar, NPTC Group, Gower College Swansea, Pembrokeshire College. It provides a full range of engagement, learning and training activities for 11–19 year olds in order to reduce the number of young people who are at risk of becoming NEET (Not in Employment, Education or Training). Also to increase the attainment levels of 11–16 year olds who are at risk of becoming NEET. It incorporates the former “Real Opportunities” project

**CYSUR** – Mid and West Wales Regional Safeguarding Children Board (known as CYSUR – ‘Children and Youth, Safeguarding and Unifying the Region)

**Delayed Transfers of Care (DToC)** – delay when being discharged from hospital into social care services, for a variety of reasons

**Deprivation of Liberty Safeguards (DoLS)** – a new law to protect vulnerable adults in hospitals or care homes who might be deprived of their liberty

**Direct Payments** - a payment that can be made to people who are eligible to receive community care services from Social Services who would prefer to arrange their own services.

**Estyn** – the education and training inspectorate for Wales.

**ESF (European Social Fund)** – funding provided by the European Union to tackle economic inactivity and reduce unemployment by removing barriers to work for disadvantaged groups, raising skills levels and reducing skills gaps in the workforce, and improving gender equality.

**Extra care complex** – self-contained accommodation units offering assisted living and care support.

**Families First** - a Welsh Government Programme which provides early intervention for families, particularly those experiencing the effects of poverty

**FIS** – the Family Information Service provides a broad range of information about what services and support is available for children and families within the County, from a single point of contact

**Flying Start** – a local authority grant to provide preventative intensive services to pre-school aged children under 4 and their families in the most deprived areas of the County

**HR** – Human Resources.

**Hywel Dda** – Hywel Dda University Health Board, the local health board.

**IFST** – Integrated Family Support Team, a multi disciplinary team providing support to hard to reach families with complex needs.

**LEADER** – The LEADER programme is funded through the Rural Development Plan for Wales (2014-2020), and is designed to get local people, businesses and communities involved in delivering sustainable, yet innovative solutions to address some of the economic, social and environmental challenges facing rural areas. In Carmarthenshire, the programme is being managed by the Grŵp Cefn Gwlad Local Action Group.

**Looked after children** – children and young people who are legally in the care of the local authority.

**LSCB** – Local Safeguarding Children Board.

**LSB** – Local Service Board.

**MAPPA** – Local Multi-Agency Public Protection Arrangements for the management of offenders

**MARAC** – Multi agency risk assessment conference used for domestic abuse and disability related harassment.

**Mental Health (Wales) Measure 2010** - introduced important changes to the support available for people with mental health problems in Wales.

**Mid and West Wales Regional Collaborative** – a partnership between social services departments and health boards \*, to promote cooperation with the aim of improving the well-being of people needing care and support and their carers across the Region

\* Carmarthenshire, Ceredigion, Pembrokeshire and Powys County Councils and Hywel Dda University and Powys Teaching Health Boards

**NEET** – refers to children/young people who are not in education, employment or training

**Personal Education Plan (PEP)** – every looked after child should have a PEP which sets clear objectives relating to academic achievement and other personal (including behavioural if appropriate) targets.

**Reablement** – a short-term care service provided for up to 6 weeks to people who have just been discharged from hospital to encourage them to develop the confidence and skills to carry out daily living activities and continue to live at home.

**Relevant Person's Representative (RPR)** – someone who is appointed to support a person who is deprived of their liberty under the Mental Capacity Act 2005 Deprivation of Liberty Safeguards.

**Respite** – short-term temporary care

**Serious Case Review (SCR)** - A review which must be carried out in the event of the death of (or reported serious harm) to a child or a vulnerable adult.

**Shared Lives (formerly known as Adult Placement)** – accommodation and care provided for an adult with social care needs in the adult placement carer's own home

**Social Care Workforce Development Programme** – a Welsh Government grant to improve the quality and management of social services provision through a planned approach to training and by seeking to increase the take-up of training across the social care sector

**SSIA** – Social Services Improvement Agency

**TAF (Team around the Family) model** – a team of multi-agency practitioners who co-ordinate support services for children and their families with multiple needs

**Telecare** – assistive technology: alarms and monitoring devices that support vulnerable people at home

**TASC (Transforming Adult Social Care)** - a new system for multidisciplinary team (MDT) working within the Community Resource Teams (CRTs) in Carmarthenshire

**Third Sector Broker** – a post based in each of the CRTs to support people to better manage their own conditions and to live independently in their own homes, by increasing awareness and uptake of third sector provision.

**TOCALs** – Transfer of Care, Advice and Liaison Service targets frail elderly patients who are admitted to Hospital Accident & Emergency Departments or who have already been taken to a ward, so as to make a multidisciplinary intervention to enable the patient to return home as quickly as possible

**Young Carer** – someone aged under 18 who takes responsibility for someone who is ill, disabled, elderly, experiencing mental distress or affected by substance misuse, or substantial responsibility for caring for a sibling

DRAFT

## Annual Report of the Director of Social Services 2016/17

We would like to hear your view on this Annual Report. We would be grateful if you could complete a short questionnaire, which is also available online at:

Please return to:

Lianne Jones, Access & Engagement Co-ordinator, Department for Communities,  
3 Spilman Street, Carmarthen. SA31 1LE

1. Having read the Director's Annual Report, does this reflect your experience of Social Care Services in Carmarthenshire?

Yes  No

2. Please give comments on your experience of services:

Yes  No

3. Do you agree with the improvement priorities set out in the Annual Report?

Yes  No

4. If no please tell us why/what you would like to see:

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5. Did you find the report easy to read and understand?

Yes  No

6. Is there any specific section of the Annual Report that you are particularly interested in or would you like more information?

Yes

No

7. If yes please give details:

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8. What is your involvement with Social Care?

- Customer
- Potential Customer
- Carer
- Partner (e.g. Health/GP/Education/Voluntary Sector/Service Provider)
- Other (please state) \_\_\_\_\_

9. Any other comments on the Annual Report?

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**Thank you for taking the time to respond**



**EICH CYNGOR arleinamdani**  
[www.sirgar.llyw.cymru](http://www.sirgar.llyw.cymru)  
**YOUR COUNCIL doitonline**  
[www.carmarthenshire.gov.wales](http://www.carmarthenshire.gov.wales)