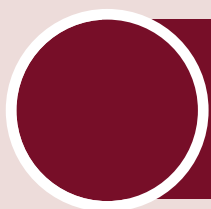


Annual Report

by the Statutory Director of Social Services

“Achieving more, in an improved and quicker way”

Report on the Efficiency of Gwynedd Council Social Services 2010/11



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Annual Report

by the Statutory Director of Social Services

I. DIRECTOR'S INTRODUCTION

Welcome to the second Annual Report of the Statutory Director of Social Services, Gwynedd Council 2010/11. This is an overview report that outlines how we provide social services for the people of Gwynedd. The purpose of the report is to share information about the performance and efficiency of Gwynedd Social Services with the people of Gwynedd, elected members, staff and partners. It looks back on the progress made since last year, what we do well and what we need to improve.

The process of drawing up the report has included a number of steps, including:

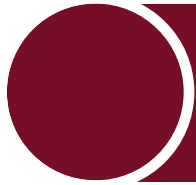
- Preparing self-assessments of the service's efficiency and performance (evidence grids).
- A 'challenge' day (21 January 2011) – in the company of almost 60 partners and service user representatives.
- Two 'Have Your Say' sessions with the Department's staff (28 February and 2 March 2011).
- An opportunity for elected members to scrutinise and contribute to the document (May and June 2011 – Care Working Group and both the Care and Children and Young People Scrutiny Committees).

The 2009/10 Annual Report referred to the need to change if our services were to continue to be suitable and sustainable. This message has been endorsed by the Welsh Government in the document “Sustainable Social Services” (March 2011). I believe that our work programme here in Gwynedd has preceded this message. A number of our work programmes that are included in the Council's [Three Year Plan](#) and in the North Wales regional work programme identify and are in accordance with the objectives and expectations.



The national recession, policy climate and demographic changes have resulted in a continued increase in the demand for services and in people's expectations. This had led to extreme pressure on some fields. The aim is to seek to achieve more by spending less and to do so without damaging the support and opportunities for the most vulnerable.

Despite a huge work programme Gwynedd Social Services has managed to improve the quality of care services in many fields. Our ambition is to be amongst the best, and the title of the Report, “Achieving more, in an improved



and quicker way” is a statement of our success and ambition.

Since our services were criticised in the Joint Review (external joint-review of social services in 2008 undertaken by the CSSIW and WAO), we have been busy laying foundations and strengthening arrangements. This year, we have evidence of that success and the inspectors have acknowledged our success in 2010.

2010/11 has been a year of change. As a result of externalising the Council’s housing stock, the remaining units of the housing service merged with us and the new Housing and Social Services Department was established in April 2010. This has offered opportunities to strengthen joint-working arrangements. As the statutory requirement is to report on the responsibilities of social services, the report does not report formally on housing functions. Nevertheless, reference will be made to housing issues where they relate to the work programmes of social services.

I would like to note our thanks to Dai Rees Jones as the Social Services Portfolio Leader for his leadership and unyielding support to the Service when planning and implementing the work programme. The news of his premature death was a shock to everyone and it is a great loss. His stamp can be seen as the improvement plans are submitted, and his support as Carers Champion was invaluable. He was challenging and supportive to us as staff and

management team within the Service.

Finally, I wish to take this opportunity to acknowledge the commitment and hard work of all our staff, providers and partners to ensure that children, young people, vulnerable adults and their families receive the best possible services. This has been acknowledged and reiterated in many external inspections of the service over the years. I fervently hope that this report provides an image of the quality of the services we provide for the people of Gwynedd and conveys our commitment to continuous improvement.

Gwen Carrington
Statutory Director of Social Services
(Head of Housing and Social Services)

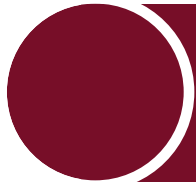
2. OUR PERFORMANCE DURING 2010/11

Despite the increase in demand and expectations of services, we can report that the service provided is safe and appropriate in the work field of children and adults. This was confirmed in internal and external inspections received during the year. In the 2009/10 report, four key fields to prioritise during 2010/11 were identified, namely: :

1. **Commissioning and developing services**
2. **The Workforce**
3. **Performance and resources**
4. **Partnership work and engagement**

Therefore, the report will draw attention to our progress, successes and intentions against those fields.





PRIORITY 1 - COMMISSIONING AND DEVELOPING SERVICES

Children and Families

Commissioning is at the core of effective social care provision for children and adults and their families. This is the process used by local authorities to decide how to spend their money to arrange the best possible services for local people. Effective Commissioning relates to anticipating the future needs and expectations, rather than responding to current needs only.

Action

Developing robust commissioning plans for the Department, for the following fields:

- Older People
- Learning Disabilities
- People with physical impairment and sensory impairment

Performance 2010/11

Having robust social care commissioning plans for the Department and Council is all important. The plans identify where the Department needs to spend its resources in response to the needs of Gwynedd people.

We were able to attract funding to create two new commissioning officer posts in order to strengthen the Department's commissioning arrangements. The work of preparing commissioning plans has continued throughout the year. By now, the Older People, Learning Disability and Children and Families commissioning plans are in draft form and they will be finalised by Autumn 2011.

The Department has not managed to achieve its promises in full as the original timetable slipped. Also, the Management Team had to reprioritise the work programme as a result of an increase in the demand for children and families services during the year. Therefore, in order to mitigate risk, it was decided to give priority to the Children and Families commissioning plan. This has meant that the plan for people with physical and sensory impairments has slipped and this will be published in March 2012.



PRIORITY I - COMMISSIONING AND DEVELOPING SERVICES

Children and Families

Action

Respite and accommodation provision – identify the need and increase the provision

Performance 2010/11

During the year, we collaborated with the Schools Service to submit a bid to the Welsh Government for a local residential short respite care provision. This was part of the funding bid to develop a new building for Ysgol Hafod Lon, Y Ffôr.

In addition, the service has managed to reach the target of 20 new foster carer registrations to provide respite care; this is the highest number across north Wales.

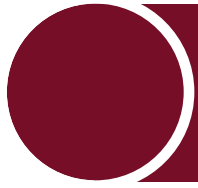
During the year, work was commissioned to identify the accommodation needs of young people who are leaving care. This has highlighted substantial shortcomings in terms of the availability and range of accommodation. A work programme to respond to the needs is being developed as part of the Children and Families Commissioning Plan and we will benefit from having housing officers within the Department.

Story of Dylan, 15 years old

Dylan was 15 years old and lived mainly on the streets with his mother who had a serious alcohol and drug problem. He was a young carer to his mother. There was real concern about his health. Dylan had been offered foster care on a number of occasions but he refused to leave his mother. When his mother was admitted to hospital, he was offered a period of respite care for a fortnight so that he could be cared for and have an opportunity to regain his strength.

Dylan agreed and he was placed with a couple who specialise in working with young teenage boys. After a fortnight, Dylan was more than happy to stay at the placement. Today, almost eight years later, Dylan is still there and he lives there independently within the home. The carers have worked hard with him to ensure that he has kept in close contact with his mother.

Dylan is now a second-year student on the Social Work course in Bangor University and he hopes to work with children and young people in the future.



PRIORITY 1 - COMMISSIONING AND DEVELOPING SERVICES Older People

Action

“Building for the Future” and “Residential Care Strategic Review” schemes for older people

- Ensure that the residential and accommodation provision is fit for purpose and in accordance with the expectations of users.
- Improve the quality of care homes across the sector, including in the adults and learning disabilities field. This will involve a substantial capital investment.

Performance 2010/11

According to what they tell us, the people of Gwynedd wish to live at home, independently, for as long as possible but with the necessary support when needed. Introducing services such as telecare and enablement has allowed us to increase the number of people who receive support at home.

What do the older people of Gwynedd tell us?

Of the 170 people who took part in the consultation only
1 said they would want to go into a care home!

“I want to live without help for as long as possible.”

*“Services should not make you dependent – we can help ourselves and
we should be given help to enable us to do this.”*

“Independence is so important - we all want to keep our independence”

The quotes are real and come from consultation sessions with Gwynedd communities. The full report “First Hand – Community Engagement” (June 2010) is available via the Council website.



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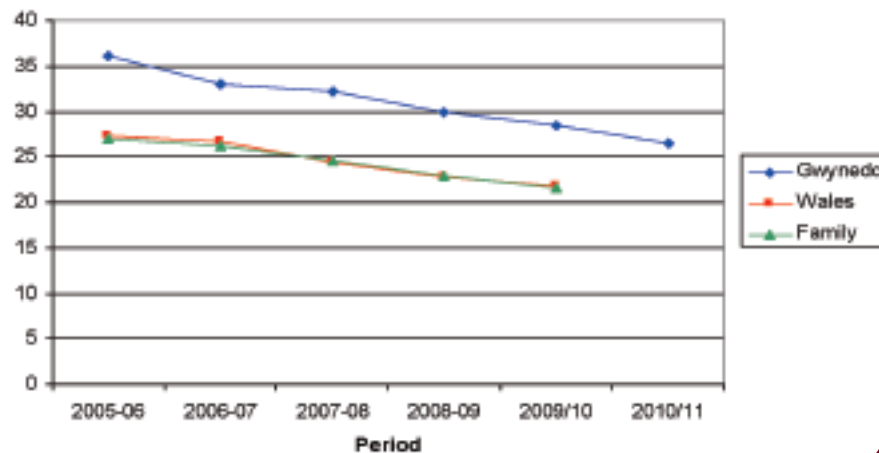
Compared to the rest of Wales, Gwynedd supports many more in residential homes. Also, as a result of the increase in the number of people suffering from dementia, the need for nursing care has increased over the years. Considering the factors, the Council now acknowledges that it is not sustainable to have so many residential beds in Gwynedd. In response, the Council has approved Phase 2 of the Strategic Review of residential care, namely the need to reduce the number of traditional residential beds from 689 to 599 and to commission additional dementia provision. This has led to the Council's decision to close Bron y Graig home, Bala and Bryn Llywelyn home, Llan Ffestiniog. The Council is also in the process of consulting on the future of Hafod y Gest, Porthmadog and work is underway to decide upon a suitable site in Porthmadog for Extra Care Housing.

The work of constructing Extra Care Housing in Bala has commenced and it is expected to be ready by April 2012. Agreement has been reached on a site in Bangor and a new construction plan has been created for Llan Ffestiniog. Confirmation of planning permission is expected during the summer 2011.

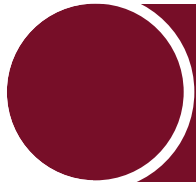
What is Extra Care Housing?

- Flat or bungalow to buy or rent, with support, if required by the person
- Allows people to live independently and safely in their own homes, for as long as possible
- Each home with its own front door, ensuring privacy
- Choice of facilities and social activities on the site, with 24 hour access to care when required.

SCA/002 b The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March



During the year, the provision for dementia sufferers was increased by changing the registration of the homes in Maesincla, Caernarfon and Bryn Blodau, Llan Ffestiniog. National praise was received for the quality of this provision - in terms of the suitability of the building, along with the skills and confidence of staff. New developments have also been seen within the independent sector in terms of dementia care, including in Caernarfon, Bontnewydd, Criccieth and Tywyn



PRIORITY 1 - COMMISSIONING AND DEVELOPING SERVICES Older People

Action

Enablement Scheme

introduce home care arrangements that promote independence

Performance 2010/11

The Enablement scheme has now been mainstreamed within the service and is operational across the county. It is going from strength to strength and there are exciting plans to extend the scheme as part of the transformation programme for adult services. Our figures show that the number who receive care to live at home has reduced. Further analysis of the data is required; however, this is a sign of our success (by means of the enablement scheme), to support people over a short period of time to regain confidence and do things for themselves, so they can live independently without further support.



What is Enablement?

Support to re-learn skills and boosts confidence to live independently

Short term service in the home by a team of care workers

Care, support and therapy to improve the individual's ability

Help to stay at home or return home from hospital or residential home.

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PRIORITY I - COMMISSIONING AND DEVELOPING SERVICES

Older People

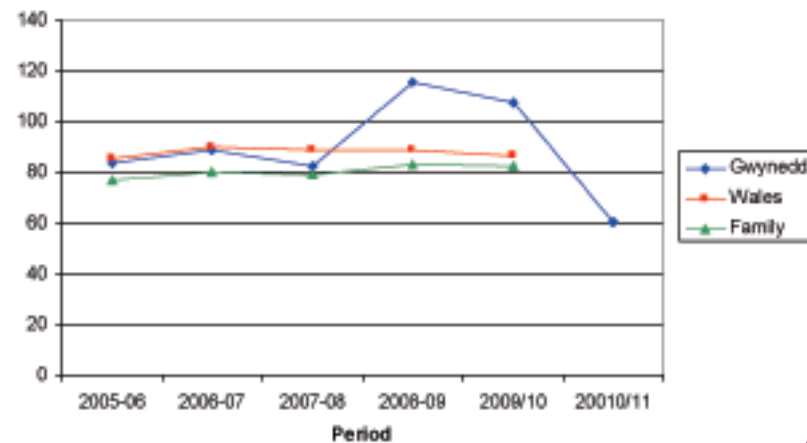
Story of Mrs M, Dwyfor

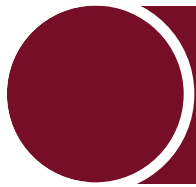
Mrs M is 81 years old. After she was discharged from hospital following an operation, she received the Enablement service for six weeks. The workers came to the house to support her to gain confidence and assisted her so that she could do things for herself. She also received equipment such as handrails on the stairwells, in the bathroom and in the bedroom. By now, she does not need a home care service and she is able to live independently in her own home. She said *"It (the service) has made a huge difference, I have more confidence now."*

"My brother and I were so please with all you did to help my father live at home for as long as possible." **Relative of a service user, adult service**



SCA/002a: The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March





PRIORITY 1 - COMMISSIONING AND DEVELOPING SERVICES

Older People

Action Telecare Scheme

maximise the use of technology
in order to promote
independence

Performance 2010/11

The Telecare scheme is now a central part of the service and over 800 users (figures for May 2011), have received equipment to assist them to live independently. Five local authorities in north Wales (Anglesey, Gwynedd, Conwy, Denbighshire and Flintshire), have agreed to collaborate from a bilingual call centre. This will provide a more cost effective and robust service for the residents of Gwynedd.

Examples of Telecare making a difference to the lives of individuals are increasing. For example, an epilepsy sensor gives peace of mind to the carer of a young man with a learning disability or allows a young single mother to live with her child independently of her family. Also, three adults with learning disabilities are living independently without night support with the assistance of telecare.



What is Telecare?

- System and equipment within the home which gives a warning if a person is in danger, sick or has a fall
- Alerts to problems such as smoke, floods and gas, and reminds the person to take medication
- Boosts confidence, helps people to live at home safely and gives assurance that assistance is available if required
- Support and peace of mind for the individual, carers and families.

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Story of Ms T, Arfon

Ms T is an adult who suffers from epilepsy. She receives Telecare services in order to safeguard her and enable her to continue to live independently with her 10 year old daughter.

She has the following equipment:

'Lifeline' – equipment within the house connected to the phone line, with calls going through to the call centre, Galw Gofal. Her daughter has received training and knows that she must press the trigger or the red button on the 'lifeline' if her mother has a fit or does not feel well.

Smoke alarm – connected to Galw Gofal and in the event of a fire, the officer who receives the call takes the appropriate steps and informs the Fire and Rescue Service if needed.

Epilepsy alarm – contacts Galw Gofal if she has a fit it when she is in bed at night.

Absence from bed sensor – if she gets up during the night for a period of more than 20 minutes, the centre will contact her and take appropriate steps.

Medication administering equipment – She receives a reminder to support her to remember to take her medication. If she has not taken her medication, the Galw Gofal Service will receive a call after thirty minutes, and then they will respond by attempting to contact her and her family.

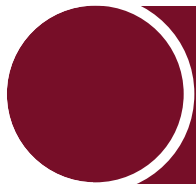
Ms T is very proud of her daughter and the Telecare service that gives them the freedom to live independently in their home and also gives peace of mind to her family and friends who live in the area.

As a result of using the service, Ms T and her daughter are able to live independently in the knowledge that assistance is at hand when required, and on the whole the service responds to her concerns.



"Before Christmas I was referred to Social Services as requiring some aid to help me to still live in my own house. For this I cannot thank you enough. HH came to visit me and she was so helpful and pleasant and within ten days I had been supplied with equipment which at the moment has changed my life!"

Service User, Adult Services



PRIORITY 1 - COMMISSIONING AND DEVELOPING SERVICES
Children and Families

Action

Day Care – review and remodel the older people day care provision by working closely on a community basis with the Third Sector

Home Care

- Ensure consistency in home care fees
- Establish a Brokerage system
- Rationalise payments across the sector that provides on a north Wales comparative basis and transparency in our business arrangements

Performance 2010/11

During the year, successful events were held with the service users, their families, carers and providers based on Results Based Accountability in order to secure a planning basis for the future. Gwynedd Social Services are committed to introducing a new model of day care, subject to the approval of members during 2012. We intend to increase the support available in the community.

The **Brokerage** scheme was introduced in September 2010. The scheme has been very successful. The scheme has led to the establishment of a central team that is responsible for arranging home care packages with providers. It has meant a more effective response to every request for home care and has freed up the time of social workers who previously arranged care packages. The development has also been an effective way of managing and developing the home care market, e.g. the percentage of the independent sector provision has increased from 7% to 25% in Meirionnydd over the year. By February 2011, the new procedure had brought a saving of £132,000 to the Council, without cutting the services to the people of Gwynedd, but by means of changing the working arrangements and more effective commissioning.

"To all concerned with my care plan. The service is wonderful, the staff excellent and very thoughtful and have given me the care and confidence to heal and return to useful life once more."
Service User, Adult Services

"I wish to thank the home care workers (Provider) from the bottom of my heart for their efforts during the recent bad weather. They showed real grit during this period and did not miss a single call."
Service User, Adult Services

PRIORITY I - COMMISSIONING AND DEVELOPING SERVICES

Learning Disabilities

Action

Accommodation

rationalise our provision that meets statutory expectations and good practice expectations

Reviewing Care Packages – ensure consistency in provision

Performance 2010/11

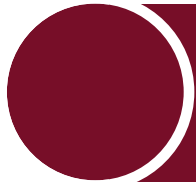
The work of reviewing accommodation for people with learning disabilities has identified that a number of houses used to enable them to live independently in the community are unsuitable. A part of the long-term strategy is to work with the Housing Partnership to identify the type of accommodation that is most suitable and to assist current tenants and future tenants to secure an appropriate tenancy.

In November 2010, the Council agreed to a process of formal consultation regarding the closure of two hostels (Pant yr Eithin, Harlech and Tan y Marian, Pwllheli). A recommendation relating to their future will be made to the Council in June 2011. The work programme has included working with prospective investors to develop the accommodation sites in order to secure modern and suitable accommodation.

The work of reviewing the care that people with learning disabilities receive has been completed successfully. A total of 120 cases were reviewed; the work has enabled us to make better use of resources and has contributed important information towards the future commissioning plans. Also, the work has led to greater consistency, without having a negative impact on users.

"We wish to note our sincere thanks to two members of Frondeg's staff, where our son is a resident. On both occasions.....gave their full commitment to the concerns and worked far beyond their normal working hours."

**Parent of a Service User,
Learning Disabilities
Service**



PRIORITY 2 - THE WORKFORCE

The workforce was noted as a priority last year in order to acknowledge that it forms the backbone of the services we provide. In order to provide the best services, staff members with various skills and the motivation to work in a changing field are needed. This is particularly relevant in the adult social care field where there has been a shift towards promoting independence and increasing the confidence of individuals to enable them to stay at home.

Action

Workforce Planning

We need to improve our ability to plan for the staff of the future

Performance 2010/11

During the year, a workforce sub-group was established which is accountable to the Social Services Management Team.

It includes representation across the Department and input from the Corporate Human Resources team. The aim and purpose of the group is to plan for securing a sufficient workforce with suitable skills and experience at the right time.

The objectives are as follows:

1. Identify our existing workforce across the entire care sector
2. Identify the number of employees required in the future
3. Identify the skills that the workforce of the future will need and develop the skills of our existing workforce
4. Promote staff recruitment and retention processes

It is premature to see the effect of establishing this group at present. It will respond to the Department's commissioning plans by planning and ensuring a suitable workforce to meet the needs of the people of Gwynedd.

"I would like to let you know that Aftercare is a very good team of Social Workers. I've been a handful and workers have been so supportive of me. They really care for me, so thank you so much."

Comment from former Service User on the 16+ Team, Children and Families Service plant a theuluoedd

PRIORITY 2 - THE WORKFORCE

Action

Supporting the Workforce

Respond to the report on the workforce (commissioned by the Human Resources Department)

Performance 2010/11

A report by the Human Resources Department noted that staff had reported that they were under pressure. The workforce sub-group is responsible for ensuring sufficient support for staff and planning to respond to these issues. The flexible working pilot scheme has been introduced in Meirionnydd and staff are reporting that it is successful, as it means that they are able to spend more time out in the field.

Training is an important element of supporting and skilling staff across the entire care sector. A comprehensive programme is being provided for the entire care sector, e.g. courses on leadership and management, dementia awareness, safeguarding children and activities for carers.



Lis Jones receiving her award from the Chief Executive

Management Training

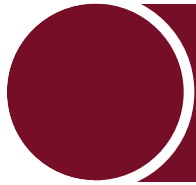
Leadership for Collaboration course: Qualified Statutory Director and Senior Managers have 4 Managers attempting to qualify

Leadership and Management Courses: 29 Managers ILM3, 25 Managers/Workers ILM2,

Team Management Development programme : 6 Team Leaders

It is a requirement that every member of staff is supervised regularly by their line manager. Unfortunately, it was not possible to undertake an audit of the supervision arrangements during October 2010. The Management Team made this decision as a result of the need to prioritise other work programmes. An agreement is in place to introduce arrangements to measure compliance with supervision within the Services for 2011/12.

We are proud to report that a number of our staff members were nominated for an award as recognition of their work at the 'Council at its Best' awards ceremony. This includes the Specialist Children's Service Social Work Team, Manager and staff of Bryn Blodau Home and Children's Service Project Officers. Lis Jones, Senior Practitioner – Children and Families Social Work, won the award for Respect – respecting our people, our language and environment.



PRIORITY 2 - THE WORKFORCE

Action

Recruitment of Home Carers

Performance 2010/11

Considerable difficulties have been experienced in the past in terms of recruiting home carers in Meirionnydd. By now, the home care provision has increased and the situation has vastly improved as noted in Priority 1.

Reviewing our administrative systems

The need to review the Department's administrative arrangements was highlighted in order to improve consistency. Examples were seen where some teams did not have an administrative resource and where large teams had only one administrative officer. The first step of the administrative review has been completed; however, there is further work to be done in 2011/12.



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PRIORITY 3 - PERFORMANCE AND RESOURCES

Substantial progress was achieved in the way the Service manages and reports on performance during the year. The establishment of a new Business Service and Performance and Data Unit has contributed to this. By now, the quality of our data has improved and this has led to improved reporting, along with improved performance monitoring and quality of services.

Action

Ensuring Data Accuracy

Performance 2010/11

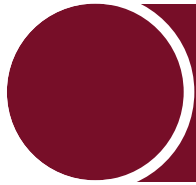
Accurate data enables us to monitor quality, improve services and plan services for the future. A WAO audit reported in 2009/10 that the service data was unreliable; the service has now managed to respond successfully to the recommendations made. The process of 'cleaning' data within our electronic system (RAISE) has continued throughout the year, thanks to the creation of new Data Officer posts. We are certain that the accuracy of our data has improved, but acknowledge that further work is required during the coming year.

Recording information

Our method of recording information electronically has generally improved. By now, the adult field can input information regarding assessments, care plans and carer assessment information into RAISE.

In terms of the children and families service, there is a statutory requirement to conform to the requirements of the Integrated Children System (ICS). This is a framework and process for working with children and families in need and social services and partner intervention must be recorded on the system. The Department has redirected resources during the year to focus on the system and the programme is ongoing.





PRIORITY 3 - PERFORMANCE AND RESOURCES

Action

Presenting information

Performance 2010/11

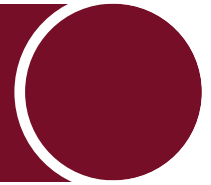
Last year, it was reported that there was a need to improve the way that managers and staff present information regarding their performance. By now, it is expected for every manager and senior manager to present quarterly monitoring reports on behalf of their service. It is also a requirement to report on a quarterly basis on progress against our business plans and performance indicators. The Management Team holds a quarterly monitoring meeting to scrutinise and challenge the progress of services and we report to Elected Members every six months by means of the scrutiny committees' procedure.



Financial Management

We identified the need to improve how we manage our resources and report on expenditure. Following restructuring within the Department, we have created the post of Financial Resources Manager with an overview of the Department's budgets and expenditure. Also, we have established a finance sub-group (under the Management Team), responsible for identifying risks and monitoring the Department's finances. By now, our arrangements have improved and we have managed to control expenditure up to 0.2% of the budget set for 2010/11.

We have managed to meet our savings targets for 2010/11 and identified our programme of action for 2011/12. Plans are in hand to meet the savings targets of 2012/13 and business cases are being prepared that will confirm the fields in which we will make savings from 2013/14 onwards.



PRIORITY 4 - PARTNERSHIP WORK AND ENGAGEMENT

In general, effective Social Care cannot be provided by a single agency or individual. Working in partnership is central to social care, but this is not always easy. The message regularly heard from families and users is that they wish to receive seamless and integrated services. Also, we are responsible for ensuring that the available resources are used as efficiently as possible.

Action

Formalising partnership working arrangements

Performance 2010/11

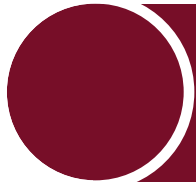
The Specialist Children's Service is a comprehensive service for children and young people who are sick or disabled. It is provided jointly between social services, health and education. Work is taking place to establish it formally as a multi-agency service by means of a legal agreement, and the service will be re-launched in 2012.

The Adult Services are provided in multi-agency teams that are jointly planned and delivered with Betsi Cadwaladr University Health Board (BCUHB). The new Area Teams in Meirionnydd, Dwyfor and Arfon also include formal arrangements with the third sector. Also, after some delay, agreement was received from BCUHB to sign a formal Agreement (Section 33) for Learning Disabilities Services.

Our ability to proceed with formal arrangements with Health have also continued to be affected by the reorganisation within BCUHB. These issues have been discussed openly and constructively with our colleagues in Health, and we are certain that we will be able to press on with work programmes in 2011/12, including intermediate care, respite care and dementia services.

Working with the third sector and independent sector

It is essential that our partners and stakeholders are included in the process of planning and commissioning services. During the year, consultation events have been held across a number of services fields by using the Results Based Accountability (RBA) method. This method assists us to ensure that the agreement is based on results that are to be achieved for users. For example, third sector organisations were included in consultation events to decide on the future of telecare services.



PRIORITY 4 - PARTNERSHIP WORK AND ENGAGEMENT

Action

Communicating with our partners and stakeholders

Performance 2010/11

Partners noted during the 'Challenge Day' that they were unclear about the direction and vision of Gwynedd social services and what role the sector will fulfil in terms of providing services for the future. The proposed commissioning plans will set a direction for specific work fields and we will ensure that we raise our partners' awareness of this during the year. Partners have also been included in the work of developing the commissioning plans, in particular through the Service Improvement Groups.

The Department has established an Engagement Group that is responsible for leading on the Department's engagement and communication work to support the process of managing change. We held a successful conference in November 2010, 'Adult services are changing', in order to raise the awareness of partners and stakeholders of the direction of services for older people in Gwynedd. We will hold a further conference for the learning disabilities field during the year.

Story of Bethan, 17 years old

When I first met my Key Worker, I was living at home with my family. I was receiving support from the Specialist Children's Service and had a Social Worker who made a referral for a Key Worker. I was nearly 18 years old at the time, and planning to move out of home. I would soon be having a new Social Worker from Adult Services. I wanted a Key Worker to help me plan for the future and help me start a new life. I wanted someone to listen to me.

My Key Worker has spent time with me so that we can get to know each other, and we have started working on my Person Centred Plan which I have chosen to do in a scrap book. I have a One Page Profile for home and for college, which show what is important

to me and how I want to be supported. In the past few months since my move to my new home, things have not always been working out for me. My Key Worker has supported me to change things, by arranging meetings and making me central to them. She helps prepare me for meetings and explains clearly what they are about and what we are trying to achieve. Due to these meetings, I now have an agreement in place with the staff at my new home, which helps keep me safe.

Another matter my Key Worker has helped me with is finding out about getting my provisional driving licence and learning to drive. This is something that is important to me for the future. I would really like to be able to drive. I am happier because I have someone who spends quite a bit of time with me. She listens to what I want to say to her. I feel that meetings are easier to understand and I can be more involved with them.

PRIORITY 4 - PARTNERSHIP WORK AND ENGAGEMENT

Action

Users and carers central to monitoring quality and planning services

Performance 2010/11

Our arrangements have improved in general, but there is further work to be done. A 'Speak Out' session is being held with looked after children on a regular basis in order to discover their views regarding issues affecting them.

The group has also worked on developing and planning a booklet for looked after children. Work is also underway to discover children's views regarding case conferences, with the aim of improving the experience for them.

A 'Family Celebration Day' was arranged by Specialist Children's Services this year with over 75 families having the opportunity to participate. It is not only a day for disabled children and their families to come together to have fun by playing and participating in arts and crafts workshops, but also an opportunity for parents to ask the staff questions, and the Service to collect information and comments about the service provided.

"A brilliant day, we need more days like this. A day for everyone, as a parent it gives us the chance to interact with other parents, about similar events, situations, emotions etc."

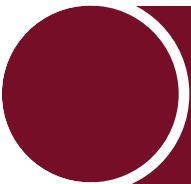
Comment from parent who attended the Specialist Children Services Family Day

*"It gives you experience
It helps you to change things
and people listen
Important experience and gives you
confidence
Helps you to find things out
You get to hear about what everyone else
thinks"*

Comments from young people who are being looked after and who take part in a 'Speak Out'

During the year, we held a series of interviews with home care users to discover their views on the quality of the provision. On the whole, the feedback was positive and the issues requiring attention were discussed with the individual providers. A series of further interviews were held with enablement and telecare users; the feedback was very positive and almost 100% were happy with the service and they felt that it had made a difference to their lives.

We have also commissioned Age Cymru to lead on the 'Dignity in Care' scheme. Currently, they are holding a pilot scheme in residential homes and individuals' homes (home care), and the scheme's aim is to discover the views of users on the quality of services, independently of the service.



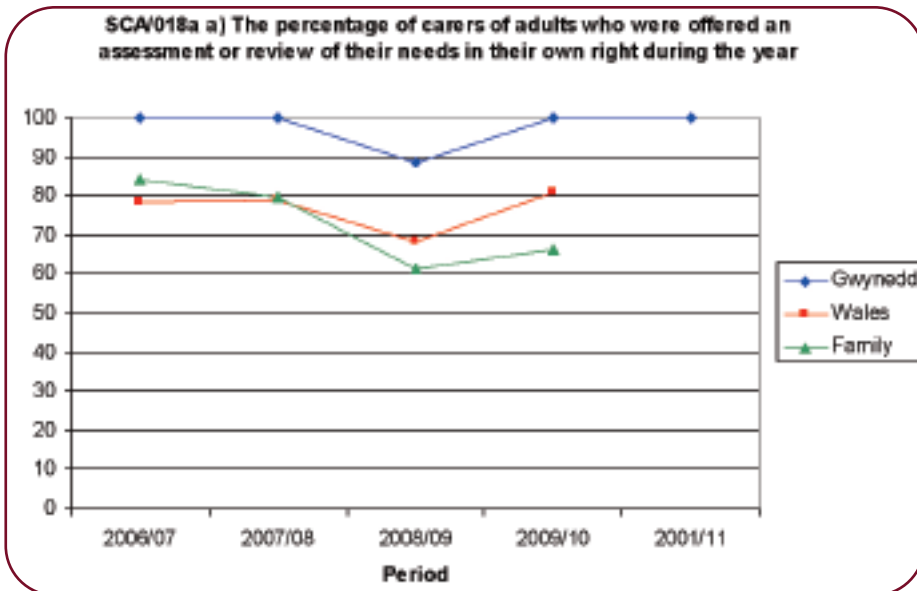
A 'user feedback report' is created on a quarterly basis, which includes information on complaints, comments and expressions of gratitude. It is scrutinised by the management team in order to identify what is to be learnt and what could be done to improve services. The number of complaints is consistent with the number received last year, but we acknowledge that there is a need to improve the timetable for responding to complaints (10 statutory days). Training for frontline staff on dealing with complaints, including Council residential homes, has been held during the year and we will be holding specific training for managers this year with the aim of encouraging a culture of welcoming complaints and seeing them as an opportunity to improve services.

Council has funded the Planning for Older Carers of People with Learning Disability Scheme for two years, up to March 2011. Below is a comment from a carer on the impact of the scheme on a specific situation.

"Just a few words to thank you very much for all the support we have received from you in this very early stage with (name). I am delighted to say that the panel had approved the request to (name) go to (name of scheme supporting people with learning disability). He loves it there and has come out of himself. He is not the same since going there. If it weren't for you I do not think we would have reached where we have. Once again thank you."

Comment by carer

"We would like to be able to meet up with parents, of children with the same disability, to share our experiences. We want to learn from others, who are going through the different stages in life, talking to others would help me eliminate built up emotions, WORRIES, of living with a person with a disability". **Comment from parent who attended the Specialist Children Services Family Day**



"My son has cerebral palsy and profound mobility problems; when he came to live with me, aged 18, we struggled to manoeuvre a wheelchair around a small bedroom and narrow doors. I contacted our occupational therapist who came and assessed the bungalow for accessibility, safety and ease of caring and decided that the bungalow needed adaptations. Following several meetings involving Care and Repair, the occupational therapist, a physiotherapist, a council grant specialist and myself, it was decided that we would apply to the council for a maximum grant and redesign two bedrooms to create a new accessible bedroom and en-suite bathroom for David.

The grant covered the cost of building work and a track and hoist which enables David to be transported from this bedroom to the bathroom. The specialist bath is filled with water and then rises to immerse the user, who is secured on a platform. This is not only extremely safe and secure for David but is very carer friendly too, preventing minor (or major) injuries to the carer. New floor to ceiling doors were fitted between the bedroom and bathroom, and a new fire door provides access to the new ramping outside the bungalow. All the doors which David needs to use were widened and full accessibility was ensured for the wheelchair.

David feels happy, safe and secure and sleeps well after relaxing in the bath, and I would like to thank the whole team for the massive support we received." **Comment by Carer**

3. OUR FINANCIAL POSITION

Our budget

This is a very challenging period for all involved in providing public services. The level of funding available to Local Authorities is shrinking due to the recession along with higher demands for services in light of the squeeze on individuals and families. Social Services is responsible for the expenditure of £53.7m, which accounts for 24.5% of the Council's finances. Despite the Council's investment to maintain and develop key services it is inevitable that the Service must identify savings and respond to the challenge. An additional investment of £1.713m to the Service's funding was given on the basis of the evidence of higher requirements for services. Steps were also taken to review our budgets, verifying between budgetary headings as necessary in order to respond to priorities such as placements for children in care .

The success in strengthening the department's financial management continues, and at the end of 2010/11, expenditure was within 0.2% of the budget. The creation of the Financial Resources Management Unit during the past year has strengthened the capacity of the Department to be able to support managers in managing and understanding their budgets, and we hope that this encouraging performance can be maintained. This Unit is also responsible for the financial processes of those who pay for their care. The Client Asset Management Unit is responsible for £ 3.5 million of client assets.

Another step being taken to strengthen financial management is the development of a tool for mapping commissioning intentions, in terms of

service units and the amount of the proposed budget to be spent on different categories of service. Since a very high proportion of Social Services' expenditure goes on provision for service users, this device should strengthen further our understanding of our spending and our ability to manage budgets in conjunction with managing activity and performance.



Obvious examples exist where efforts over the past year have proved how reviewing practice and decisions about care packages have had a positive impact on our financial position. An obvious example is in the field of learning disabilities - the figures for 2010/11 show how breaking the pattern of significant overspending that had existed for some years was achieved.

Cuts and Savings

Since the beginning of 2011/12, the grant money we receive is much lower than last year. The Collaboration Grant came to a complete halt, while the Performance Management Development Fund grant was cut by about 50%, down to £113,000. Social Services has successfully overcome the risks arising from the loss of this money by:

Annual Report

by the Statutory Director of Social Services

1. securing funding through the Council's annual bidding process (worth £1.713m)
2. working in a more efficient way - eg. by meeting development needs / supporting information technology with internal human resources within the Council, rather than paying for specialist consultants.

Due to the share of the Council's budget which is managed by Social Services, the efficiency savings targets faced are large and challenging. The Service is expected to make efficiency savings of £316,500 over the next year. The work programme also involves ensuring appropriate plans for the years 2012-15 are equivalent to £2.375m.

One of the main priorities for the Department at present is to decide how it intends to meet this target, and it is currently undertaking research and preparing business cases, prior to submitting more definite intentions to be discussed corporately and with elected members. Among the ideas are:

1. place expectation on providers to achieve efficiency savings
2. review care packages
3. review how we commission, and the sectors we are commissioning from.

The challenge over the next year

There are many challenges facing us over the next year. As has been outlined above, we have challenging plans to make significant savings, and the challenge

of finding additional savings. We also have the challenge of maintaining our success to keep very close to our budget level.

In terms of specific issues on the horizon that could destabilise our financial position, it is intended to give specific attention to the following factors:

1. National Commissioning Framework implications and the statutory expectations of fee setting
2. the emerging trend of increased numbers of notifications and referrals in the area of Children
3. the massive impact of transformation projects on the nature of our provision and nature of our markets, and the need to keep a close eye on the impact on our budgets and expenditure patterns.

Over the past few months, we have strengthened our internal capacity to deal with such challenges, and intend to take additional steps (such as strengthening the capacity of commissioning and procurement) in the near future, in order to ensure that we respond wisely and proactively to the financial environment around us.



4. OUR PRIORITIES FOR 2011/12

Gwynedd Council's **Three Year Plan** is a strategic plan that summarises the improvement objectives that the Council will address over the next three years. Within this plan Social Services priorities have been identified and have received corporate and political support for the next three years. These have also been reconciled with the Department's business plans for the year. The Council's emphasis has been on ensuring positive outcomes for our citizens and the Results Based Accountability procedure. Consultation sessions with the Council's partners were held during the development and agreement of the strategy.

Priorities can be summarised as follows:

- Act on commissioning schemes with particular reference to the residential area of older people, learning disability and children and young people
- Increase range of provision of community care and financial efficiency through our partnership working across the care sector and regional programme
- Continue to improve performance measures and evidence on the quality of provision across the Service

For more information you can contact us for a copy of the relevant business plan, see details on page 35.



5. THE FUTURE

The main priority for the Service is to keep people of every age group safe and to respond appropriately when individuals are facing a risk.

Story of Mr D, Arfon

Mr D is in his forties. Before he received assistance from the mental health service, he explained *"I was arrested when I was ill, but the Services came to me and placed me in the appropriate place soon after."* Mr D received support from the mental health service and a place to live in the area he wished to live in. Mr D appreciates the assistance he has received greatly and notes *"I would not be in the position I am in now without their assistance."*

The demographic changes result in an increase in the demand for services year on year. The services have been planning and responding to the demographic changes for some years. Although there are common issues between the Children and Adult Services, different patterns were highlighted during the year.

The effect of the recession on our communities was seen this year with an increasing number of children and families being referred; 5,042 referrals compared to 4,205 in 2009/10. From the information to hand, this pattern is common across the United Kingdom. An increase was seen in numbers, but

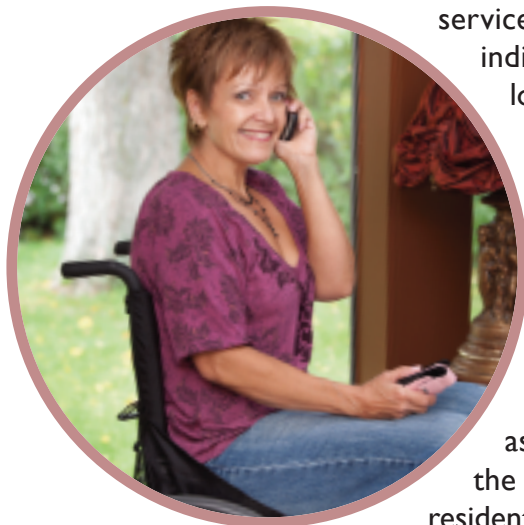
also in the intensity of issues brought to the attention of the Service.

Higher demands were responded to in some work areas and fields. It was decided to move a senior practitioner from the Meirionnydd children and families Service in order to strengthen the Arfon arrangements as a result of a substantial increase in cases. By giving priority to ensuring that frontline services were safe, slippage was seen in some targets in terms of specific timescales.



Within the children field, an increase was seen in the number of disabled and sick children who wish to receive a service. Not all sick or disabled children meet the service's criteria and the service has found it difficult to cope those who meet the criteria. During the year, the procedure of providing support services had to be changed and group sessions rather than individual sessions were introduced in order to ensure that the service was able to offer a service to those who were eligible, within the resources available. This was welcomed by some, but it was not suitable for everyone.

The pattern regarding the demand for services is an interesting one which shows the success of a number of our preventative programmes in the adult field on a community level. Despite the increase in the number of adults who reach 70 years of age, fewer were referred directly to the attention of the



service. This is evidence that more individuals manage to live healthier for longer with support in the community. We intend to strengthen preventative arrangements in the community in order to maximise these opportunities.

The need for specialist services in the dementia field is increasing and the provision profile must be changed as a matter of urgency; this is one of the main objectives of the review of residential care services.

The review of the learning disability field has shown that the service has been providing services to those who fall outside the threshold for access to services on occasions. Nevertheless, it is acknowledged that a number of these individuals are in need and that they benefit from the services received. This practice has identified the need for the Council and society to consider how to ensure opportunities, and opportunities for individuals, within mainstream services rather than referring to specialist services.

Thus far, across the children and adult services, the Service has managed to maintain the current criteria without making it more difficult for individuals and carers to gain access to services. However, the high number that continues to come to the attention of the Service and who are not eligible for service is cause for concern.

As noted in “**Sustainable Social Services**”, Social Services have a key role to play in influencing the services provided and commissioned by the Council; however this is not the sole responsibility of Social Services. If we wish to secure sustainable services for the future, consideration must be given to how to increase access for vulnerable individuals to all Council services.

To summarize, this has been a very challenging but successful year for Social Services in Gwynedd. It has been borne out that the direction set last year was correct and firm and we have been able to respond positively to the challenges faced during the year. There is much more to do, and experiences this year bear witness to the need and capability to achieve more. The measure of our success next year is how our plans are implemented in a co-ordinated way across the Council and in partnership with the care sector and the citizens of Gwynedd.

Annual Report

by the Statutory Director of Social Services

6. HOW TO PRESENT COMMENTS AND CONTRIBUTE TOWARDS IMPROVING OUR SERVICES?

We welcome your feedback and questions regarding this report. We also welcome suggestions on how to improve our services, along with any complaints or compliments.

For more information or to offer comments on this report contact:

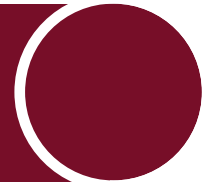
**Customer Care and Information Unit,
Housing and Social Services Department,
Gwynedd Council, Shirehall Street,
Caernarfon, Gwynedd LL55 1SH,**

✉ gcdc@gwynedd.gov.uk ☎ 01286 679268



CSSIW	Care and Social Services Inspectorate Wales
WAO	Welsh Audit Office
Vision	A vision statement takes into account the current status of the organisation, and the direction of where the organisation wishes to go.
Engagement	User engagement means involving service users, partners and the public in planning and evaluating services and decision making
Results Based Accountability (RBA)	It is a management tool for making services more accountable for their performance, starting with what outcomes we want for the user. It provides a focus on improving services for communities and users by using measures that can be measured. Involving users, families and partners in the process is key to this method of working. The important questions of “whether anyone is better off?” as well as just “how much are we doing and how well we are doing it” are asked to measure service performance. The RBA tool has been used successfully in over 40 states in the USA, Australia the Netherlands, Ireland and Chile.
Joint Review	The Joint Review is a joint inspection every 5 years of social services (by CSSIW and WAO). Joint Reviews provide an independent assessment of how well the public is being served by social services locally. The reviews identify what authorities do well, and highlight those areas that could be improved.
Programme Board	A Programme Board's main role is ensuring delivery of a specific programme and identifying and solving issues which affect and obstruct achievement of the programme. Gwynedd Council have established 6 Programme Boards to ensure delivery of its main priorities. A Vulnerable People Programme Board has been established in order to deliver on the Councils key priorities which affect this particular group. The Head of Social Services is responsible for this Board.
Portfolio Leader	Elected Members have a duty to the whole of the County but have a special responsibility to their constituents in dealing with local issues. Some elected members undertake additional responsibilities and duties to ensure the Council’s decisions

Appendix 1 - Glossary of terms



are robust and transparent; these additional duties can include responsibility over specific services.

Child in Need

The Children Act 1989 is designed to help keep children safe and well and, if necessary, help a child to live with their family by providing services appropriate to the child's needs. The Act imposes a general duty on local councils to provide a range of services to 'children in need' in their area if those services will help keep a child safe and well. A 'child in need' may be...:

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

Initial Assessment (Children and Families Services)

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

Core Assessment (Children and Families Service)

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

POVA

Protection of Vulnerable Adults

SSIA

Social Services Improvement Agency

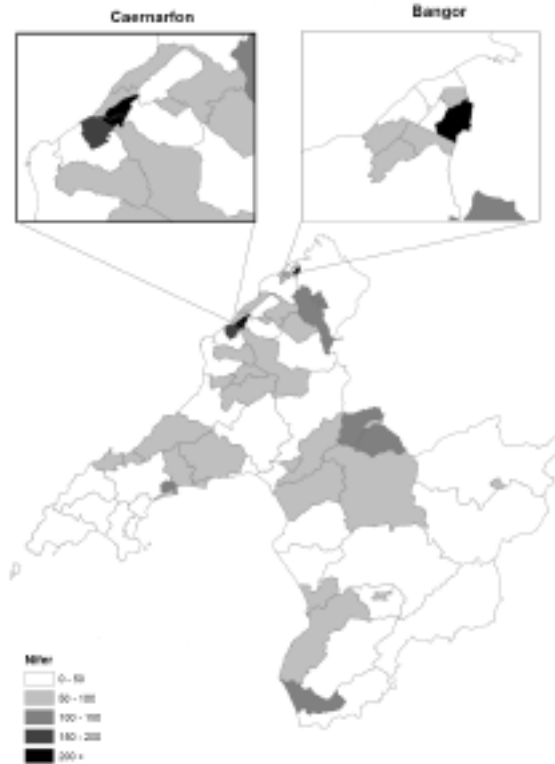
ICS

Integrated Children's System

Appendix 2 - Summary of Performance Indicators

Providing services across the county.

Number of referrals and notifications to childrens' services by ward in 2010/11



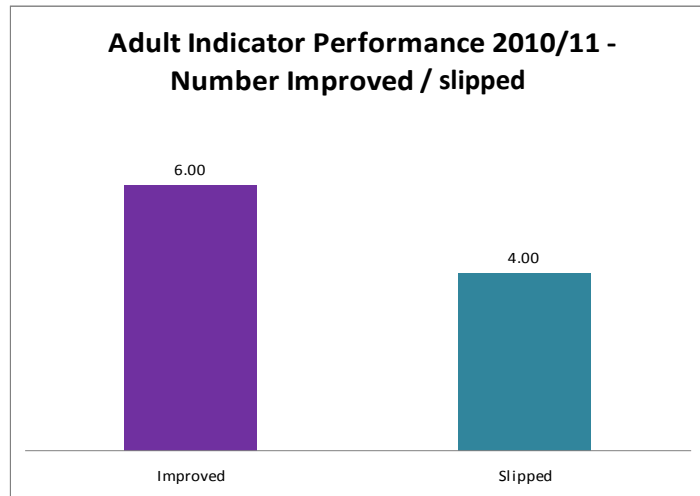
Number of older people (over 65) who received help to live at home by ward in 2010/11



The nature of the County's population varies from area to area. We can see that the percentage of young people in the North of the County is higher than the rest, and also that there are 'hotspots' of older people in areas such as Llanbedrog and Llan. Our clients are across the county, but the above map shows that the demand for our services is higher in some areas of the County. The population in the County also varies, younger in the North and older moving South and West, which obviously affects how we design and deliver our services.

Appendix 2 - Summary of Performance Indicators

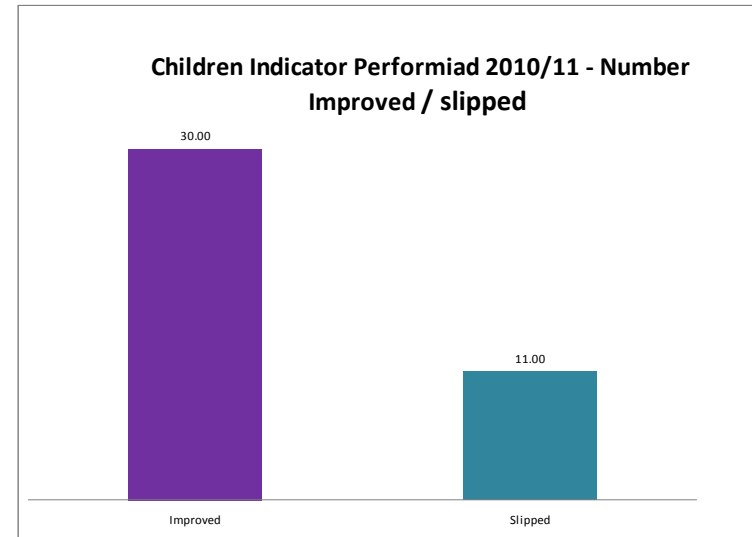
General Performance



We can see that Adult performance has generally improved across the indicators with 6 improving and 4 slipping. Of the 4 slipping:

Reviews: This has slipped due to re-prioritising of work due to officer sickness. In this light, the service had anticipated a decrease in performance in excess of the 5% drop actually measured.

People helped to live at home (3 indicators) -
See page 5 for an explanation of this complex area.

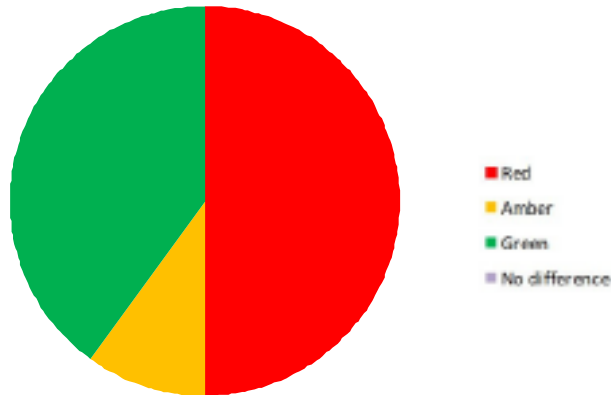


2010/11 has been a challenging year for the Children and Families Services, but nevertheless there is evidence of maintaining high standards in a number of core areas and improvement of performance in a number of strategic indicators in spite of the significant increase in demand for services this year .

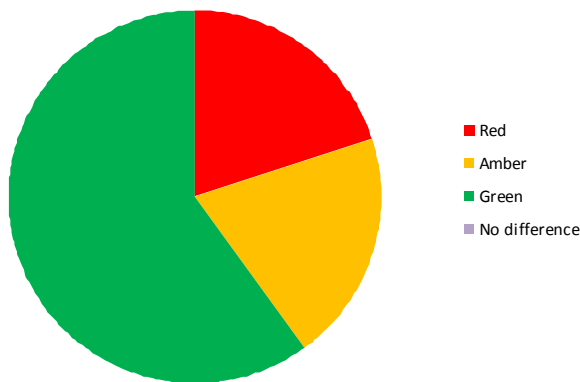
The service has managed to meet this increase although staffing levels have remained stable, and we can see that the vast majority of the indicators have shown improvement this year.

Appendix 2 - Summary of Performance Indicators

**Adult Indicator Performance 2010/11
Against Wales 2009/10**



**Adult Indicator Performance 2010/11
Against Internal Targets**



Adults.

We continue to perform below the Welsh average in more than half of the indicators, but performance is improving.

We can see that only two indicators have failed to meet their internal targets for improvement. Of the 5 indicators that are worse than Wales, 3 have shown improvement this year. Again, the two sliding are:

Reviews. It is acknowledged that the reviewing of cases, in particular within the field of Older People, has been difficult. Strong efforts were made during 2009/10 to address this deficiency and this was successful. We achieved 67% of reviews. It was disappointing to see that the number had dropped to 62% for the year 2010/11. The reason for this is due to the staffing situation within Adult Services.

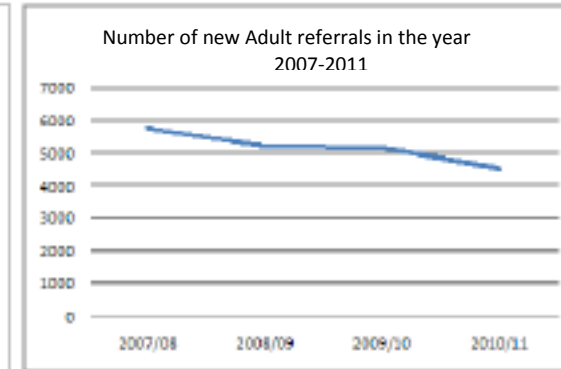
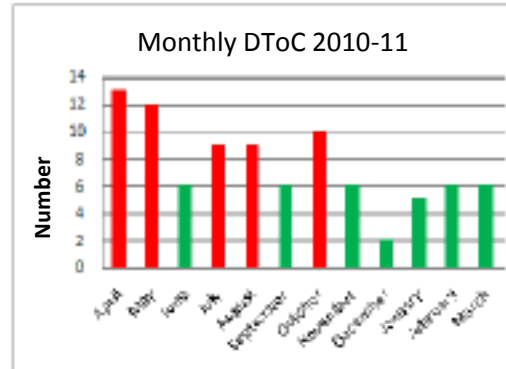
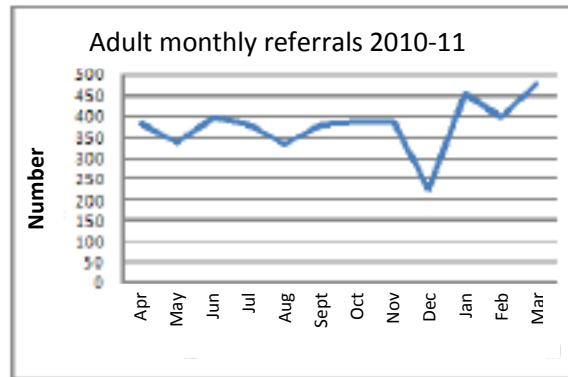
During 2010/2011 Adult Service experienced challenges due to long-term illness and retirement of senior managers within the structure. Others had to try to address the gaps, and although we have managed to maintain services there is no question that this has hampered our ability to carry out reviews of services. There is a need to review the work of the Advice and Assessment Team to ensure that best use is made of resources.

People we help to live at home at the end of the year - See page 5 for an explanation of this complex area.

Page 15 has an explanation of the Traffic Light – Red/ Amber/Green system used in these graphs.

Appendix 2 - Summary of Performance Indicators

The demand on Adult services.



Delayed transfer of care due to social care reasons (DToc): During 2010/11 the service reached the DToc target hitting 7.84 which is slightly below the expected number of 7.87. It can be seen that the performance has improved over the year with a number of 13 in April 2010 reducing significantly to 6 by March 2011.

The service is of the opinion that the commissioning of two residential units for people with dementia in Meirionydd, Bryn Blodau and Llys Cadfan, has been one of the main reasons that this change has occurred. Historically, the lack of specialist residential placements has been a factor in our ability to discharge from hospital. Due to the lack of choice many families found it difficult to decide on a suitable placement.

Appendix 2 - Summary of Performance Indicators

Helping people to live independently.

Note that performance in the number of people we have helped to live at home has fallen significantly since last year, but the story behind the performance of this is complex.

The numbers that we support to live in care homes has fallen again this year, and panels have been established for access to residential care. Factors which can effect this are the:

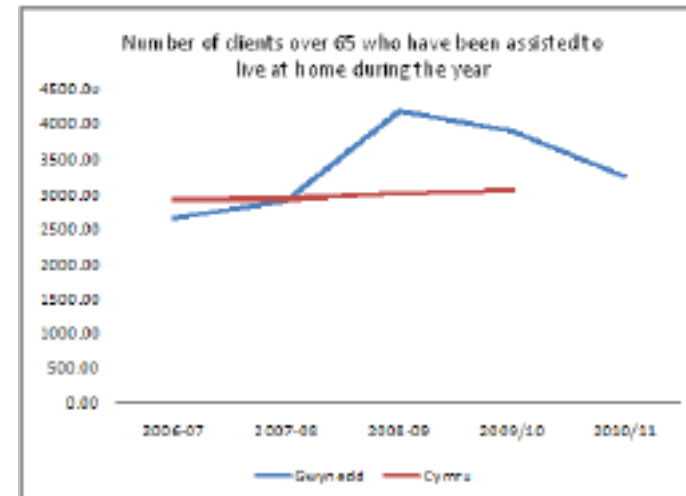
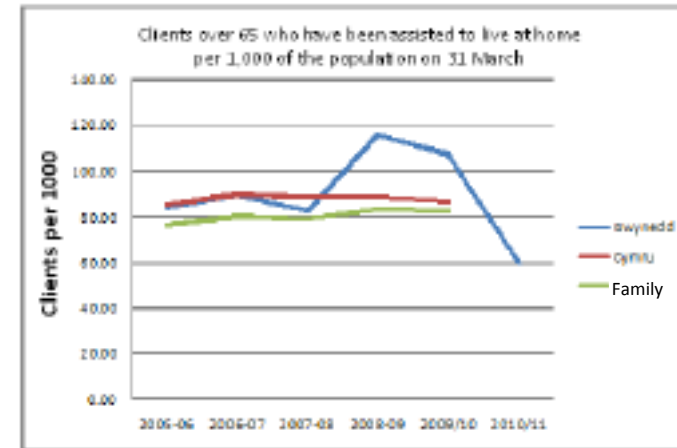
- Enablement Plan
- Telecare (need level 3 / 4 out of the total)
- Data cleansing issues

Note that the way the indicator is measured differently this year, telecare is excluded and data cleanliness issues highlighted by the Wales Audit Office have been resolved.

Note that the performance is expected to fall in line with reduced dependency on services.

The number of clients receiving services through the year fell less than expected because people are in the system for less time. Further analysis work is needed on the results of this year (i.e. it may be expected to show a similar pattern on the financial side as well).

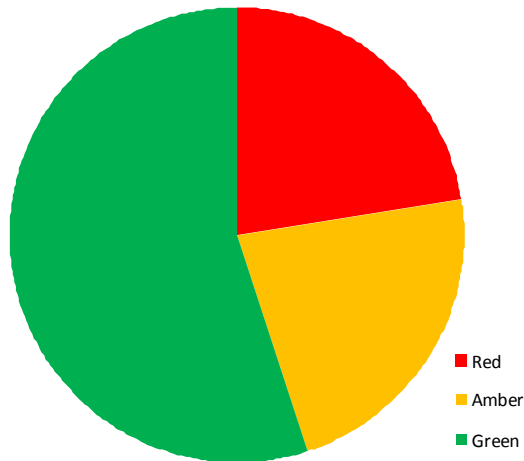
Note as a comparison with Wales the numbers of clients we help to live at home, we are about average, although our population is much lower than average. Therefore, although the indicator, which shows the performance in one particular way, fell significantly, we can see that our performance has fallen, but by reducing dependency we can look at this as improvement. Further work is require in order see why this has fallen, have results for the client improved, and do people have the opportunity to live more independent lives with less reliance on social services.



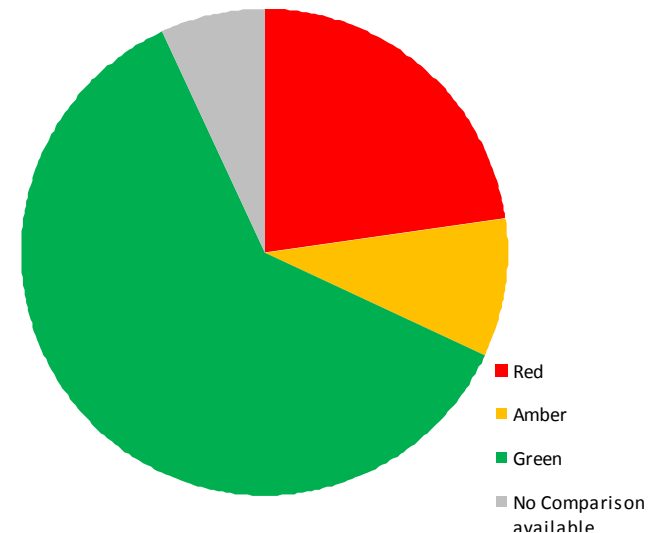
Appendix 2 - Summary of Performance Indicators

Children Service Performance

Childrens' Service Internal Indicator Performance 2010/11 against Internal Targets



Childrens' Service Indicator Performance 2010/11 against Wales (2009/10)



From the graphs above we can see that children's services have met their targets for over half of their indicators. Only less than a quarter of the indicators failed to meet their targets.

If we compare the performance of Children's Services in Gwynedd with Wales, we can see that two out of every three have performed comparatively, or better than the Welsh average. Again, only less than a quarter of all indicators performed well below the average.

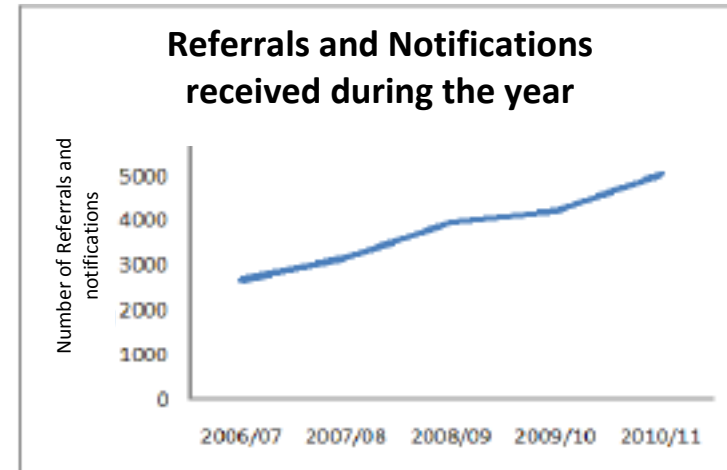
Page 15 has an explanation of the Traffic Light – Red/ Amber/Green system used in these graphs.

Appendix 2 - Summary of Performance Indicators

Referrals / notifications 2010-11:

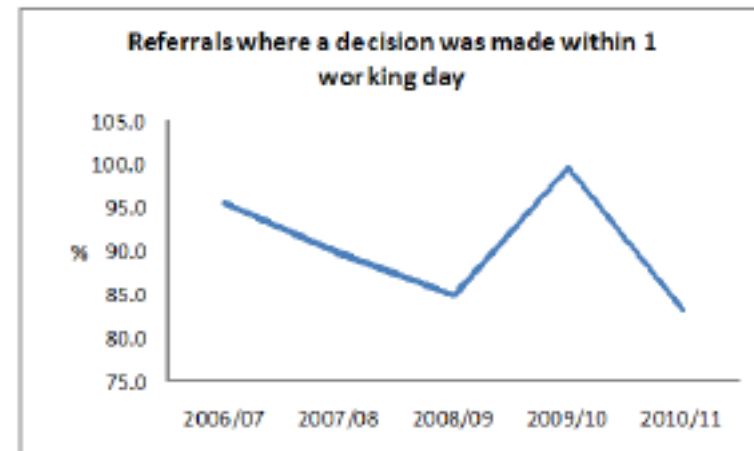
- 3899** Includes referrals and notifications assigned to team
- 1143** Notifications for information only
- 5042** Total contacts received in the year

The number of referrals received during the year excludes all notifications received for information only. This differs from previous years where all referrals and notifications were included. On the basis of previous year's calculation there was a 20% increase in the number of referrals and notifications received in 2010-11 when compared with the previous year. If we compare 2010-11 against 2006-07 we can see an increase of 91% in the number of referrals and notifications received.



The percentage of referrals during the year on which a decision was made within 1 working day

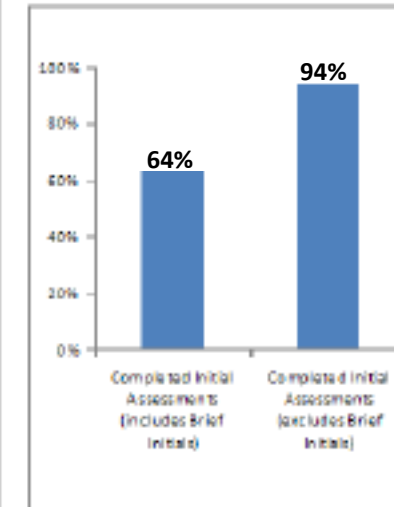
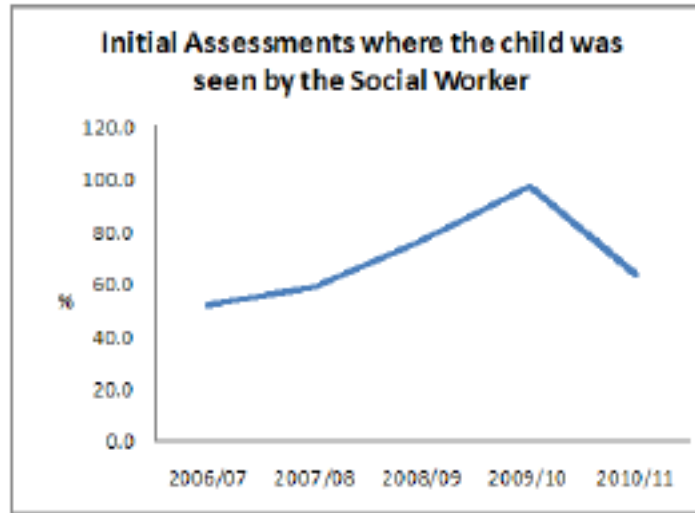
The percentage of referrals where a decision was made within 1 working day is 83.4%, this was lower than last year's performance of 99.7% (5th highest throughout Wales). This includes referrals and notifications which were assigned to team. The performance for this indicator, based on referrals only was 91%



Appendix 2 - Summary of Performance Indicators

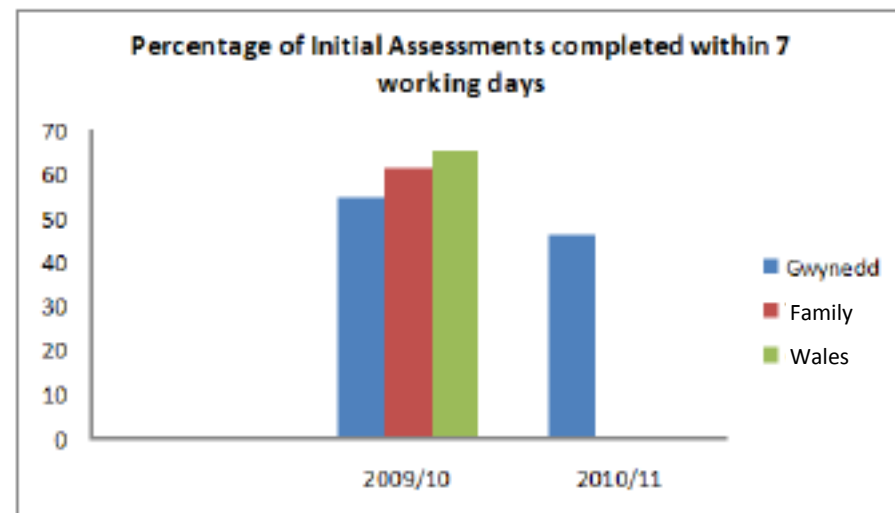
The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker.

Performance for this year is lower at 64%. Two contributing factors are the increase in demand which resulted in an increase of 34% of initial assessments compared to the previous year. There was also a proportional increase in the number of Brief Initial Assessments completed in the year (child is not seen). Therefore if we exclude Brief Initials from the indicator the performance is 94%



The percentage of initial assessments completed within 7 working days

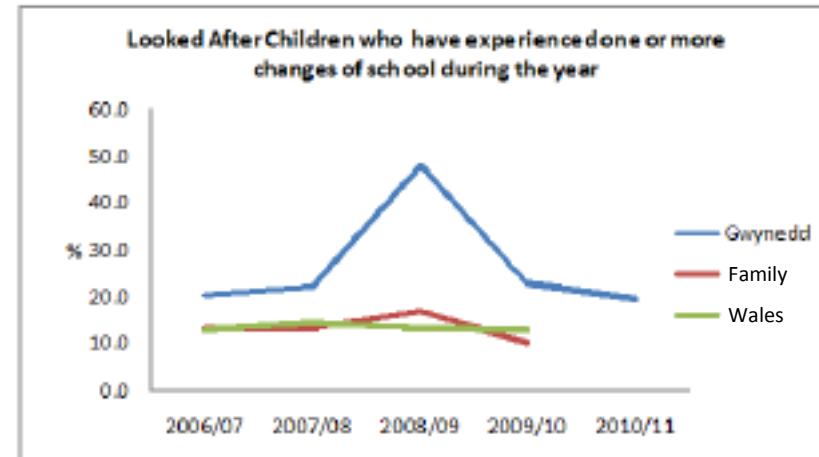
Performance in 2010-11 was 47%. The increase in demand has resulted in more Initial Assessments completed during the year - an increase from the previous year of 34%. The service has managed to complete a higher number of assessments without any additional staff capacity.



Appendix 2 - Summary of Performance Indicators

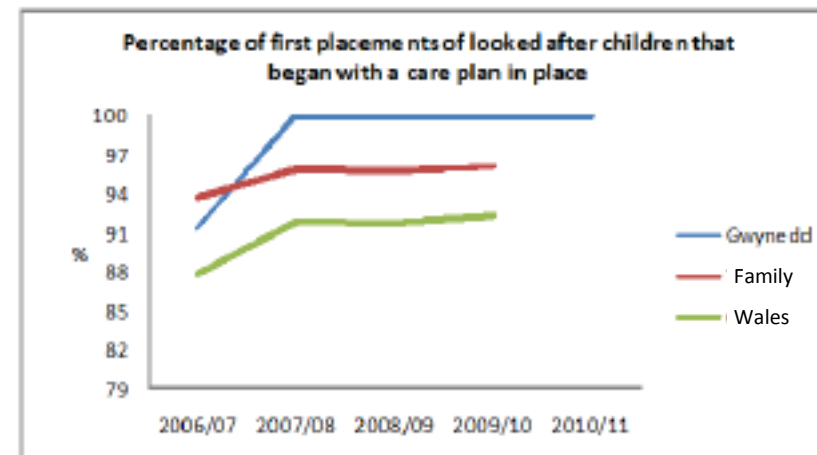
The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.

Performance for this indicator continues to improve as fewer children were required to change school. 45% of the changes were regarded by the service as a positive change for the child.



The percentage of first placements of looked after children during the year that began with a care plan in place

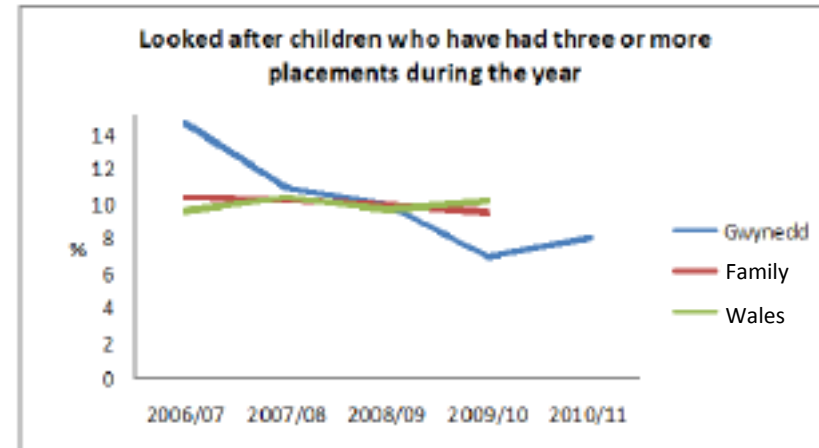
There were 36 new placements for looked after children during 2010-11, all of which had a care plan in place at the start of the placement. Performance has remained consistent at 100% during the last 4 years.



Appendix 2 - Summary of Performance Indicators

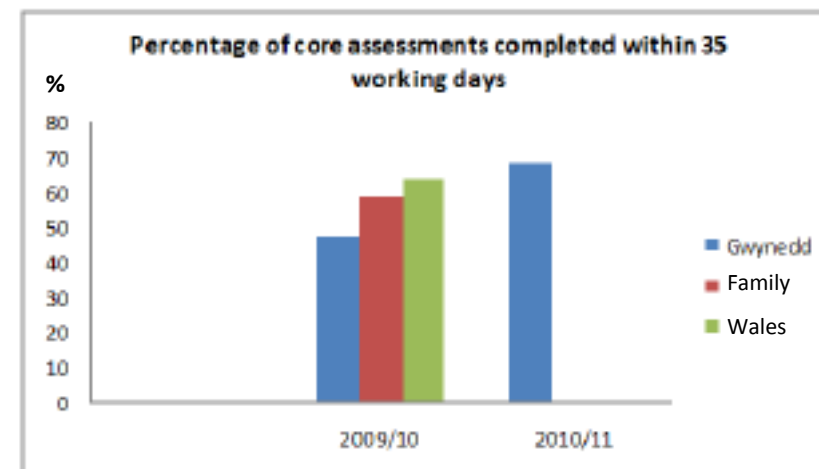
The percentage of children looked after on 31 March who have had three or more placements during the year

175 children were looked after at 31st March 2011, 14 of which had three or more placements during the year. The performance for this indicator has remained lower than the Family and Welsh average at 8%.



The percentage of required core assessments completed within 35 working days

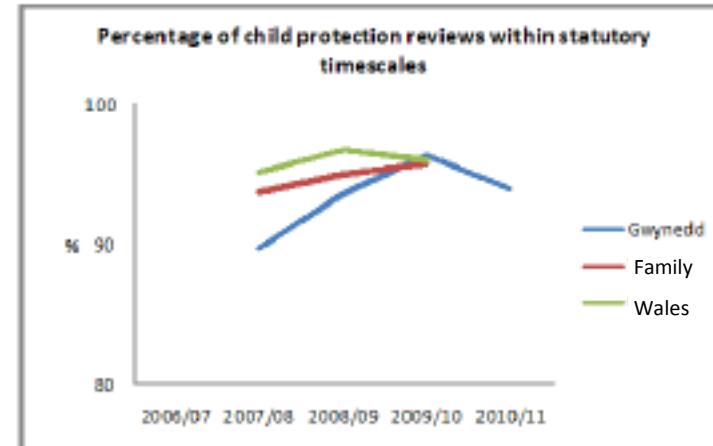
The number of core assessments completed within 35 working days has increased by 4% from last year. Performance of this indicator has also improved in 2010-11 at 68.5%



Appendix 2 - Summary of Performance Indicators

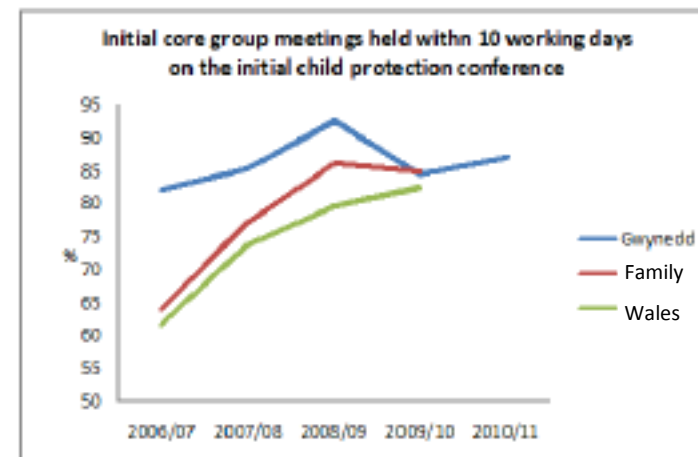
The percentage of child protection reviews carried out within statutory timescales during the year

The number of reviews completed in the year has increased by 29% from the previous year. 13 reviews were not held within the statutory timescale - a number of which were beyond the control of Social Workers. The performance has remained high at 94% even though the workload has increased.



The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference

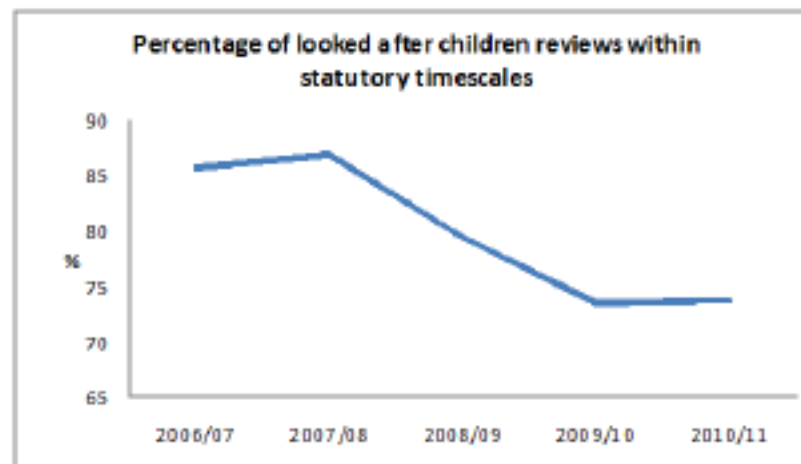
The number of initial core group meetings held during the year has increased by 14% from the previous year. 12 core group meetings were held after 10 working days. Performance has increased to 87.1% this year and is higher than the Family and Welsh average for 2009-10.



Appendix 2 - Summary of Performance Indicators

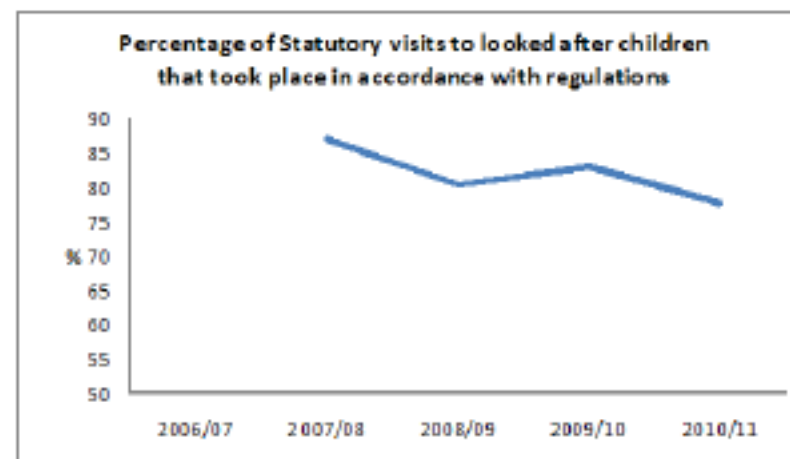
The percentage of looked after children reviews carried out within statutory timescales during the year

361 reviews were carried out during 2010-11 - an increase of 5% from the previous year. Performance has remained consistent for the last two years at 74%. The service aims to improve the performance of this indicator for 2011-12.



The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.

The number of statutory visits has increased by 7% from the previous year. Performance was slightly lower in 2010-11 than previous years at 78%.



Appendix 2 - Summary of Performance Indicators

Further Information –Adults’ Indicators

Adult National Indicator	Gwynedd 2010/11	Wales 2009/10	RAG v Wales 0910	Gwynedd 2009/10	Trend	Target 2010/11	RAG v Target
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over STATUTORY	7.84	6.13	R	7.87	↑	7.87	G
The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over STATUTORY	60.47	86.69	R	107.64	↓	107.64	R
The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over STATUTORY	26.72	21.75	R	28.47	↑	28.47	G
The percentage of clients who are supported in the community during the year, in the age groups: a) Aged 18-64	96.13%	94.16%	G	95.63%	↓	96.50%	A
The percentage of clients who are supported in the community during the year, in the age groups: b) Aged 65+	84.20%	83.80%	G	86.81%	↓	85.00%	A
The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	62.70%	71.50%	R	67.40%	↓	55.00%	G
Of the adult protection referrals completed during the year, the percentage: (iii) Where the risk has been removed or reduced	63.64%	69.40%	R	63.64%	↑	63.00%	G
a) The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	100%	81%	G	100%	↑	90.00	G
b) The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	72.08%	43.8%	G	48.7%	↑	100.00	G
c) The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	44.03%	46.6%	A	43.7%	↑	50.00	R

Appendix 2 - Summary of Performance Indicators

Childrens' Indicators (statutory and ones that the service have prioritised).

National Indicator	Gwynedd 2010/11	Wales 2009/10	RAG v Wales 0910	Gwynedd 2009/10	Trend	Target 2010/11	RAG v Target
The percentage of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	19.5%	13.08%	R	22.8%	↑	20%	G
The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.	100.0%	95.14%	G	90.0%	↑	80%	G
The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.	88.2%	92.74%	A	77.8%	↑	90%	A
The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19.	47.1%	49.19%	A	33.3%	↑	80%	R
The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	188	152	G	129	↑	-	-
The percentage of first placements of looked after children during the year that began with a care plan in place.	100.0%	92.28%	G	100%	↑	100%	G
The percentage of children looked after on 31 March who have had three or more placements during the year.	8.0%	10.23%	G	6.9%	↑	9%	G
The percentage of referrals during the year on which a decision was made within 1 working day.	83.4%	95.24%	R	99.7%	↓	80%	G
The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the Social Worker	63.6%	59.97%	G	97.0%	↓	100.0%	R
The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference	87.1%	82.42%	G	84.5%	↑	90%	A
The percentage of looked after children reviews carried out within statutory timescales	73.7%	90.87%	R	73.6%	↔	85%	R

Appendix 2 - Summary of Performance Indicators

National Indicator	Gwynedd 2010/11	Wales 2009/10	RAG v Wales 0910	Gwynedd 2009/10	Trend	Target 2010/11	RAG v Target
The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	77.7%	82.23%	R	83.0%	↓	80%	R
The percentage of child protection reviews carried out within statutory timescales during the year	94.0%	96.07%	R	96.4%	↓	90%	G
The percentage of eligible, relevant and former relevant children that: have pathway plans as required	93.2%	89.1%	G	86.9%	↑	100%	A
The percentage of initial assessments completed within 7 working days	46.5%	65.5%	R	54.8%	↓	70.00%	R
The percentage of required core assessments completed within 35 working days	68.5%	63.4%	G	47.7%	↑	65.00%	G

A note on the Traffic Light (Red – Amber – Green) System.

Green – performance better than or equivalent to Wales average or internal target

Amber- failed to reach Wales average or internal target, but has reached an agreed standard

Red – failed to reach Wales average or internal target