

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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1. 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 disturbing 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.

After 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 joined 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 program. Received the news of his premature death was a shock to everyone and 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.

To close, 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 greatly 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 in 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

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 the current needs only.

Priority	Performance 2010/11
<p>Developing robust commissioning plans for the Department, for the following fields:</p> <ul style="list-style-type: none"> ➤ Older People ➤ Learning Disabilities ➤ People with physical impairment and sensory impairment 	<p>Having a robust social care commissioning procedure for the Department and Council is all important. The plans identify where the Department needs to spend its resources in order to respond to the needs of the people of the County.</p> <p>It was managed to attract funding to create two new commissioning officer posts so as 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 Young People commissioning plans are in draft form and they will be finalised by Autumn 2011.</p> <p>The Department has not managed to achieve in full what had been promised 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.</p>
<p>COMMISSIONING AND DEVELOPING SERVICES</p> <p>Children and Families</p>	
<p>Respite and accommodation provision – identify the need and increase the provision</p>	<p>During the year, we have 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 bid for funding to develop a new building for Ysgol Hafod Lon, Y Ffôr.</p>

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 variety 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 as we now have housing officers within the Department.

Story of Dylan, 15 years old

Dylan was 15 years old and mainly lived 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.

COMMISSIONING AND DEVELOPING SERVICES

Older People

“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.

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 enabled us to increase the number of people who receive support at home.

What do the older people of Gwynedd tell us?

**Out of 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 dependant – 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”

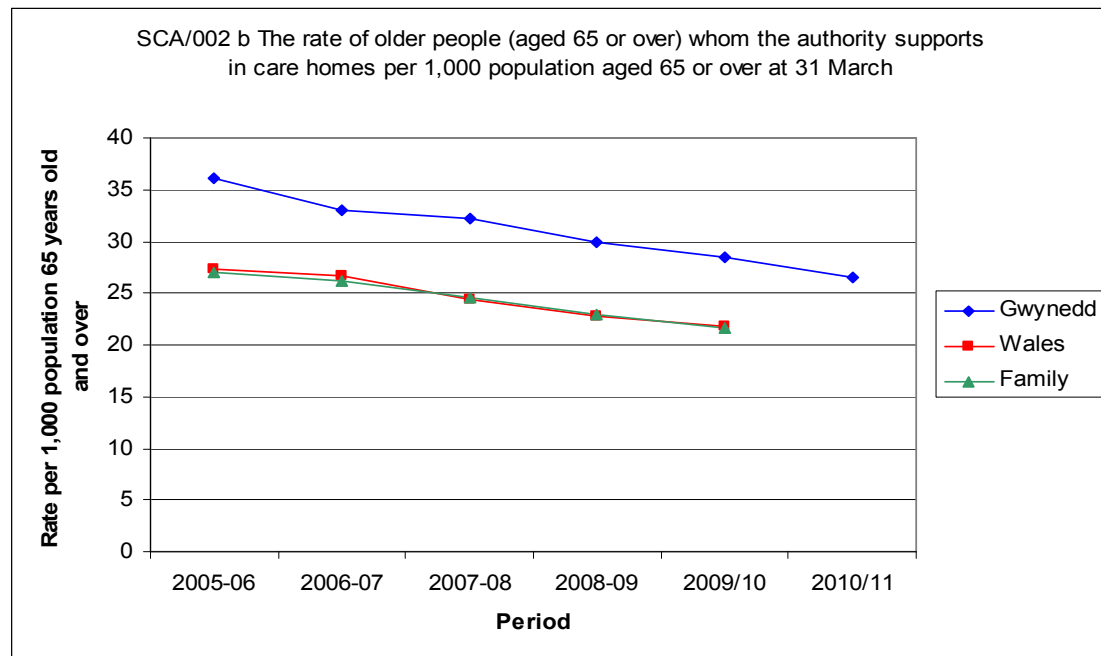
The quotes are real and come from consultation sessions with Gwynedd communities. The full report “First Hand – Community Engagement” (June 2010) is available via the Council’s website.

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.

During the year, it was managed to increase the provision for dementia sufferers 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.

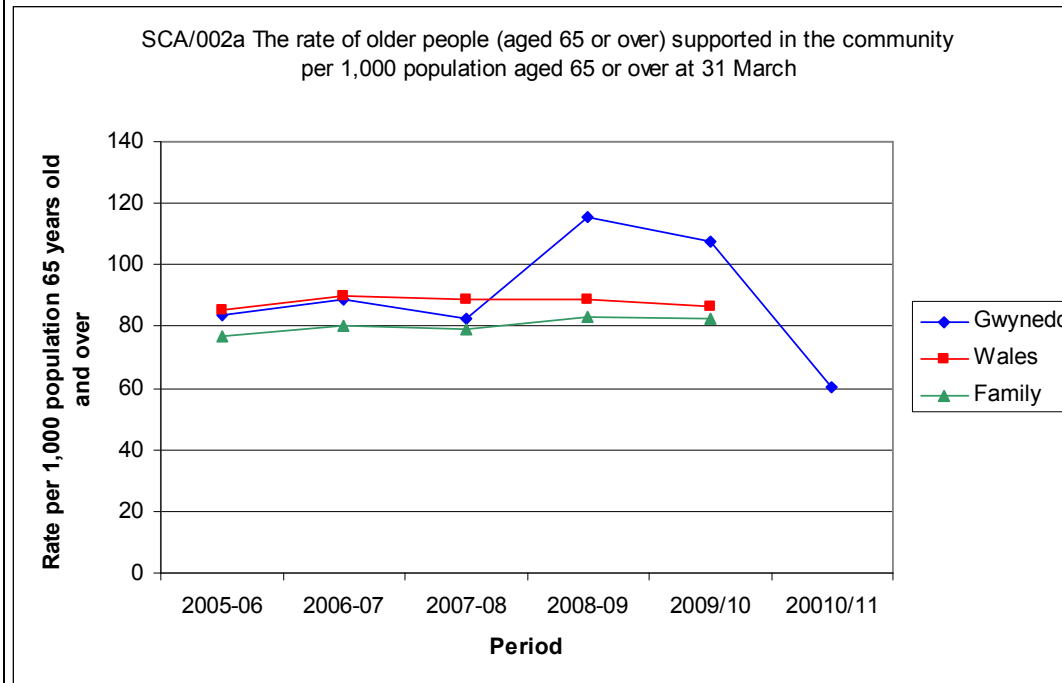


Enablement Scheme – introduce home care arrangements that promote independence

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.

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.



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

Telecare Scheme – maximise the use of technology in order to promote independence

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.

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.

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.

“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**

Story of Ms T, Arfon

Tanwen 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 – if she has a fit it contacts Galw Gofal when she is in bed during the 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.

Tanwen 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, Tanwen 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.

Day Care – review and remodel the older people day care provision by working closely on a

During the year, successful events were held with the service users, their families, carers and providers based on Results Based Accountability in order to have a planning basis for the future. Gwynedd Social Services are committed to introduce a

<p>community basis with the Third Sector</p>	<p>new model of day care, subject to the approval of members during 2012. We intend to increase the support available in the community.</p>
<p>Home Care</p> <ul style="list-style-type: none"> ➤ 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 	<p>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 released the time of social workers who previously arranged care packages in the past. 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.</p>
<p><i>“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.”</i> Service User, Adult Services</p>	<p><i>“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.”</i> Service User, Adult Services</p>

COMMISSIONING AND DEVELOPING SERVICES	
Learning Disabilities	
<p>Accommodation – rationalise our provision that meets statutory expectations and good practice expectations</p>	<p>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.</p> <p>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.</p> <p>The work programme has included working with prospective investors to develop the accommodation sites in order to secure modern and suitable accommodation.</p>
<p><i>“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.”</i> Parent of a Service User, Learning Disabilities Service</p>	
<p>Reviewing Care Packages – ensure consistency in provision</p>	<p>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 more consistency, without having a negative impact on users.</p>


PRIORITY 2 – THE WORKFORCE

The workforce was noted as a priority last year in order to acknowledge that it is 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.

“I would like to let you know that after care is a very good team of Social Workers. I’ve been a handful and workers have been so supportive to me. They really care for me, so thank you so much.”
Comment from former Service User on the 16+ Team, Children and Families Service

Priority	Performance 2010/11
<p>Workforce Planning We need to improve our ability to plan for the staff of the future</p>	<p>During the year, a workforce sub-group was established which is accountable to the Social Services Management Team.</p> <p>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:</p> <ol style="list-style-type: none"> 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

	<p>4. Promote staff recruitment and retention processes</p> <p>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.</p>
<p>Supporting the Workforce Respond to the report on the workforce (commissioned by the Human Resources Department)</p>	<p>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.</p> <p>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.</p> <p>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.</p> <div data-bbox="720 1062 1917 1312" style="border: 2px solid blue; padding: 10px; text-align: center;"> <p>Management Training <i>Leadership for collaboration Course:</i> The Statutory Director and Senior Manager qualified, 4 Managers attempting to qualify <i>Leadership and Management Courses:</i> 29 Managers ILM3, 25 Managers/ Workers ILM2, <i>Team Management Development programme :</i> 6 Team Leaders</p> </div> <p>It is expected for every member of staff to be 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</p>

	<div data-bbox="726 245 1131 719" data-label="Image">  <p data-bbox="751 630 1108 686">Lis Jones receiving her award from the Chief Executive</p> </div> <p data-bbox="1157 245 1906 440">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.</p> <p data-bbox="1157 480 1906 894">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 Project Officers Children’s Service. Lis Jones, Senior Practitioner – Children and Families Social Work, won the award for Respect – respecting our people, our language and environment.</p>
<p data-bbox="186 935 621 967">Recruitment of Home Carers</p>	<p data-bbox="709 951 1875 1092">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.</p>
<p data-bbox="186 1138 632 1219">Reviewing our administrative systems</p>	<p data-bbox="709 1146 1913 1398">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.</p>

PRIORITY 3 – PERFORMANCE AND RESOURCES

Substantial progress was seen 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.

Priority	Performance 2010/11
Ensuring Data Accuracy	Accurate data enables us to monitor quality, improve services and plan services for the future. A WAO audit reported in 2009/10 that the data of the service was unreliable; by now, the service has managed to respond successfully to the recommendations made. The process of 'cleaning' data within our electronic system (RAISE) has been happening continually throughout the year and creating new Data Officer posts has enabled us to do this. We are certain that the accuracy of our data has improved, but acknowledge that further work is to be done in 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 it is expected for social services and partner intervention to be recorded on the system. The Department does not comply with the statutory requirements at the moment;

	<p>however, we have been able to redirect resources to focus on the system. Progress has been made during the year and the work is continuing.</p>
<p>Presenting information</p>	<p>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. There is also an expectation 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.</p>
<p>Financial Management</p>	<p>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 who has an overview of the Department's budgets and expenditure. Also, we have established a finance sub-group (under the Management Team), which is 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.</p> <p>We have managed to meet our savings targets for 2010/11 and 2011/12. Plans are in progress 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.</p>

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.

Priority	Performance 2010/11
Formalising partnership working arrangements	The Specialist Children Services 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.

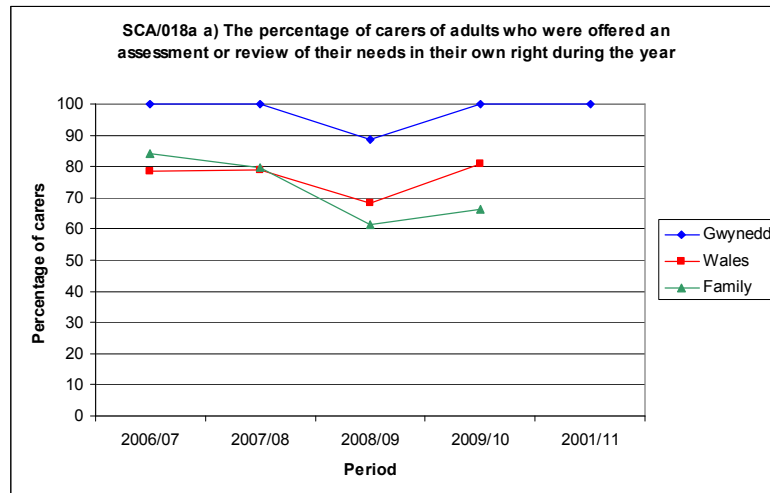
Story of Bethan, 17 years old

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 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 thing 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.

The department leads on the Autistic Partnership and Carers Partnership



"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 Gofal a Thrwsio, 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**

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.

<p>Working with the third sector and independent sector</p>	<p>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.</p>
<p>Communicating with our partners and stakeholders</p>	<p>Partners noted during the ‘Challenge Day’ that they were unclear about the direction and vision of Gwynedd social services. The 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.</p> <p>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.</p>

Users and carers central to monitoring quality and planning services

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.

*"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' group

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

"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

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.

“We would like to be able to meet up with parents, of children of 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 elevate built up emotions, WORRIES, of living with a person with a disability”. **Comment from parent who attended the Specialist Children Services Family Day**

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.

The Council has funded for two years, up to March 2011, The Planning for Older Carers of People with Learning Disability Scheme. 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**

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 is 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 and to respond to changes in practice and trends such as the number referrals, which affect spending.

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 the management of 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 units of services 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 effort over the past year has proven how that 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:

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 program also involves ensuring appropriate plans for the years 2012-15 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 is currently doing research and preparing business cases, prior to submitting more definite intentions to be discussed corporate 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 Children area
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 to 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 program
- 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 by 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 density 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 by considering those who meet the

criteria, the service has found it difficult to cope. 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 was evidenced that the direction set last year was correct and firm and we have managed to respond positively to the challenges faced during the year. There is much more to do, with the experience of this year witnessing the need and ability 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.

6. HOW TO PRESENT OBSERVATIONS 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 expressions of gratitude.

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,

e-mail: gcgc@gwynedd.gov.uk ☎: 01286 679268

ATODIAD 1 – RHESTR TERMAU

AGGCC CSSIW	Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru <i>Care and Social Services Inspectorate Wales</i>
SAC WAO	Swyddfa Archwilio Cymru <i>Welsh Audit Office</i>
Gweledigaeth Vision	Mae gweledigaeth yn cymeryd mewn i ystyriaeth lle mae'r sefydliad nawr ac i ba gyfeiriad y mae'n dymuno mynd. <i>A vision statement takes into account the current status of the organisation, and the direction of where the organisation wishes to go.</i>
Ymgysylltu Engagement	Mae ymgysylltu â defnyddwyr yn golygu cynnwys defnyddwyr gwasanaeth, partneriaid ar cyhoedd mewn cynllunio a gwerthuso gwasanaethau a'r broses o wneud penderfyniadau. <i>User engagement means involving service users, partners and the public in planning and evaluating services and decision making</i>
Canlyniadau'n Cyfrif (RBA)	Mae'n declyn rheoli ar gyfer gwneud gwasanaethau yn fwy atebol am eu perfformiad, gan gychwyn gyda beth yw'r canlyniadau yr ydym eisiau i'r defnyddiwr. Mae'n rhoi ffocws ar wella gwasanaethau i gymunedau a defnyddwyr drwy ddefnyddio mesurau y gellir eu mesur. Mae cynnwys defnyddwyr, teuluoedd a phartneriaid yn y broses yn allweddol i'r dull hwn o weithio. Gofynnir "a oes unrhyw un ar ei ennill?", a "faint rydym yn ei wneud? A pha mor dda rydym yn ei wneud" er mwyn mesur perfformiad gwasanaethau. Mae'r

Results Based Accountability (RBA)	<p>teclyn RBA wedi ei ddefnyddio yn llwyddiannus mewn mwy na deugain talaith yn UDA, yn Awstralia, yr Iseldiroedd, Yr Iwerddon a Chile.</p> <p><i>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.</i></p>
Adolygiad ar y Cyd Joint Review	<p>Archwiliad pob 5 mlynedd ar Wasanaethau Cymdeithasol yw'r Adolygiad ar y cyd (gan CSSIW a'r WAO). Mae'r Adolygiad yn darparu asesiad annibynnol o ba mor dda y mae'r cyhoedd yn cael eu gwasanaethu gan wasanaethau cymdeithasol yn lleol. Mae'r adolygiadau'n adnabod pa awdurdodau sy'n gwneud yn dda, ac yn tynnu sylw at y meysydd hynny y gellid eu gwella.</p> <p><i>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</i></p>

Bwrdd Rhaglen	Prif gyfrifoldeb Bwrdd Rhaglen ydy sicrhau gweithredu ar raglen penodol ac adnabod a datrys materion sy'n effeithio ac yn rhwystro cyflawni'r rhaglen. Mae Cyngor Gwynedd wedi sefydlu 6 Bwrdd Rhaglen i sicrhau gweithredu ar ei brif flaenoriaethau. Sefydlwyd Bwrdd Rhaglen Pobl Fregus er mwyn gweithredu ar brif flaenoriaethau'r Cyngor sy'n ymwneud â'r grŵp penodol hwn. Pennaeth Gwasanaethau Cymdeithasol sydd yn gyfrifol am y Bwrdd hwn.
Programme Board	<i>A Programme Board's main role is ensuring delivery of a specific programme and identifies matters which affect and obstruct achieving the programme. Gwynedd Council have established 6 Programme Boards to ensure delivery of its main priorities. A Vulnerable People Programme Board has been established in order to deliver on the Councils key priorities which affect this particular group. The Head of Social Services is responsible for this Board.</i>

Arweinydd Portffolio	Mae gan Aelodau Etholedig ddyletswydd i'r holl Sir, ond mae ganddynt gyfrifoldeb arbennig i'w hetholwyr wrth ddelio â materion lleol. Mae rhai Aelodau Etholedig yn ysgwyddo cyfrifoldebau a dyletswyddau ychwanegol i sicrhau bod penderfyniadau'r Cyngor yn gadarn ac yn dryloyw, gall y dyletswyddau ychwanegol hyn gynnwys cyfrifoldeb dros wasanaethau penodol.
Portfolio Leader	<i>Elected Members have a duty to the whole of the County but have a special responsibility to their constituents in dealing with local issues. Some elected members undertake additional responsibilities and duties to ensure the Council's decisions are robust and transparent, these additional duties can include responsibility over specific services.</i>
Plentyn mewn Angen	Mae Deddf Plant 1989 wedi'i chynllunio i helpu i gadw plant yn ddiogel ac yn iach ac, os oes angen, helpu plant i fyw gyda'u teulu drwy ddarparu gwasanaethau sy'n briodol i anghenion y plentyn. Mae'r Ddeddf yn gosod dyletswydd gyffredinol ar Awdurdodau Lleol i ddarparu ystod o wasanaethau i 'blant mewn angen' yn eu hardal os bydd y gwasanaethau hynny'n helpu cadw plentyn yn ddiogel ac yn iach. Gall 'plentyn mewn angen' fod yn...: <ul style="list-style-type: none"> ➤ anabl ➤ annhebygol o gael safon resymol o iechyd neu ddatblygiad heb wasanaethau gan awdurdod lleol, neu'n annhebygol o gael y cyfle, neu ➤ annhebygol o weld cynnydd o ran iechyd neu ddatblygiad, neu ➤ annhebygol o weld cynnydd o ran iechyd neu

<p>Child in Need</p>	<p>ddatblygiad, heb wasanaethau awdurdod lleol</p> <p><i>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....:</i></p> <ul style="list-style-type: none"> ➤ <i>disabled</i> ➤ <i>unlikely to have, or to have the opportunity to have, a reasonable standard of health or development without services from a local authority; or</i> ➤ <i>unlikely to progress in terms of health or development; or</i> ➤ <i>unlikely to progress in terms of health or development, without services from a local authority</i>
<p>Asesiad Cychwynnol (Gwasanaeth Plant a Theuluoedd)</p>	<p>Mae Asesiad Cychwynnol yn asesiad cryno o amgylchiadau plentyn yn dilyn cyfeiriad at Gwasanaethau Cymdeithasol. Diben yr asesiad yw casglu mwy o wybodaeth. Mae Asesiad Cychwynnol yn cael ei gynnal pan fydd cyfeiriad at Awdurdod Lleol yn dangos y gall plentyn fod angen y gwasanaethau a ddarperir gan Wasanaethau Cymdeithasol. Bydd Asesiad Cychwynnol yn penderfynu a yw plentyn mewn angen ai peidio, a pha wasanaethau fyddai'n cynorthwyo'r plentyn ac a oes angen gwneud Asesiad Craidd mwy manwl ai peidio.</p>
<p>Initial Assessment (Children and Families Services)</p>	<p>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</p>

	<p>more detailed Core Assessment needs to be undertaken.</p>
<p>Asesiad Craidd (Gwasanaeth Plant a Theuluoedd)</p> <p>Core Assessment (Children and Families Service)</p>	<p>Mae asesiad craidd yn darparu asesiad strwythuredig a manwl o anghenion plentyn neu berson ifanc pan fo'u hamgylchiadau yn gymhleth. Mae'n caniatáu i weithwyr cymdeithasol gofnodi gwybodaeth a gasglwyd o amrywiaeth o ffynonellau er mwyn darparu tystiolaeth ar gyfer eu barn broffesiynol, hwyluso dadansoddi, gwneud penderfyniadau a chynllunio.</p> <p><i>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.</i></p>
<p>POVA</p>	<p>Amddiffyn Oedolion Bregus <i>Protection of Vulnerable Adults</i></p>
<p>SSIA</p>	<p>Asiantaeth Gwella'r Gwasanaethau Cymdeithasol <i>Social Services Improvement Agency</i></p>
<p>ICS</p>	<p>System Integredig Plant <i>Integrated Children's System</i></p>