

APPENDIX 1

FINAL DRAFT

Annual Report 2012-13

by the Statutory Director of
Gwynedd Social Services



July 2013

The Statutory Director's Annual Report 2012-13

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Executive Summary

This is the Director of Social Services' Annual Report for 2012-13. The report's purpose is to share information on the performance and efficiency of Social Services in Gwynedd. It is possible to obtain more detailed information by contacting the Council's Social Service, Housing and Lesiure Department.

As the Social Services Director, I wish to thank all that have contributed to the work of Social Services over the past year. The successess noted within the report derive from the efforts of a number of sectors and individuals.

2012/13 has been a year of successes and challenges. Progress was noticable in a number of areas including responding to referrals, holding reviews, safeguarding conferences, statutory visits and young carers, and this during a period where there has been increasing demand due to demographic changes and families needs in general. Certain areas remain a challenge, including the high level of traditional residential provision, level of support in the community for adults, and ensuring timely personal educational plans and health assessments for looked after children. Further efforts are required to ensure future success within these areas.

When looking to the future, we must consider the context of prolonged financial pressures, demographic changes and increased expectations. Future services need to be sustainable and this is mirrored in the Welsh Government Social Services and Welfare Being Bill. The Bill identifies the need to ensure the well-being of people is central, by providing those who need services a voice and control in addition to protecting and safeguarding children, young people and vulnerable adults. To ensure this we must develop new appropriate services for specific groups and to regulate and monitor the services provided so to ensure the highest standard.

We in Gwynedd must plan a future that is sustainable. We must think differently to ensure that this occurs. We are very fortunate in Gwynedd that we have a strong foundation of viable communities and committed individuals. This is the foundation essential for future planning and provision. By ensuring that we co-produce services through building upon the strengths of individuals and communities, there is a potential to create a sustainable future.

Ensuring change is not an easy task, especially if it entails us to all think differently. Even so, there exist a real opportunity for us to co-create and co-produce a positive and sustainable future for the people of Gwynedd.

Foreword

The past year has been very challenging but exciting and I predict that this will also be true for the year ahead. We certainly cannot continue to operate in the same way as we have been doing. We must co-produce new ways to respond to the challenges that exist and to those that are ahead of us. To do so we must all be open minded and show a willingness to find new and exciting solutions. Together we can succeed in providing the best for Gwynedd's citizens, both today and tomorrow, and within a financially challenging period.

We increasingly hear about the enormous problem that is ahead of us in terms of the forecasted growth in the number of older people who will require our services. Here in Gwynedd I believe that it is our duty to celebrate this growth as it is these people who contribute such a great deal towards maintaining our communities by being active members of local societies and organisations. They volunteer to support others, and of course, these are the people who are likely to be "caring" either for a partner, a family member with special needs, a neighbour or a friend, or are "babysitting" and enabling young family members to go out to work knowing that their children are receiving the best care. Therefore, the contribution of older people means that there is less demand for our sparse formal services and it is certainly our duty to collaborate with them to plan and develop our services for the future.

We know that one of the priorities as people become older is to ensure that they can remain at home in their communities for as long as possible. This could mean promoting and maintaining independence using different methods, such as reablement, home care, day care and telecare. Our challenge within Social Services in Gwynedd is to ensure that we support communities to fill the gaps in informal care which could promote the independence of individuals. This will release our limited resources to provide formal care to enable us to meet the care needs of the people who are facing intensive and complex needs.

Whatever we face as a Department, there is no doubt that we will need to continue to protect and safeguard those children, young people and adults who are vulnerable and open to harm – this is our priority. The Council's vision is that we will support them to live fulfilling lives. If we are successful we shall see a reduction in the number of children in need and the number of looked after children in Gwynedd – the numbers have gradually increased over previous years. We shall also see a reduction in the number of people moving to residential placements and it is encouraging to note that we've seen a reduction in these numbers in recent years with more and more people receiving support to live in their own homes.

We are very aware of the need to target those families who are facing the greatest difficulties and provide them with support to develop the necessary skills and experience to reach their potential as parents and provide their children with the best possible opportunities. Part of the solution is the provision of support services which can prevent difficulties, and are placed within communities that are easily accessible to everyone. Our responsibility will be to plan and develop more specialist services to support families who face complex and intensive problems.

However, it is inevitable that some children and young people will be so vulnerable that it will not be possible for them to stay at home. As a Department we are very grateful to the foster carers who work with us and who are part of our team – they are more than willing to provide these children and young people with a stable home and are happy to work in partnership with parents (as appropriate) to facilitate the process of allowing the child to return home.

Perhaps what is most apparent in this short foreword is the fact that Social Services is a partnership rather than a standalone body. A Partnership that includes the third sector, private

sector, communities, carers, volunteers, foster parents, today and tomorrow's service users, and children and young people. We are all members of society and are likely, at some point, to require assistance and support.

My vision is that our communities will be strong enough to ensure simple support and that this will be an integral part of the future of "care" in Gwynedd. We, within Social Services, can contribute towards the work of developing such a model but we will be able to focus our resources on responding to the intense and complex needs of individuals in order to help them to "remain at home" safely and happily, be those children, young people or vulnerable adults. The challenge is to co-produce the care of the future and provide equal status in the relationship to individuals, families and communities. The process requires everyone's input.

It is my pleasure to present the Annual Report of Gwynedd Council's Social Services Department for 2012/13. It provides an illustration of our efforts over the past year and provides an indication of our priorities for the year ahead. This is my first Report following my appointment in August 2012 as Statutory Director of Gwynedd Social Services. It is my honour and privilege to lead Gwynedd Council's Social Services, Housing and Leisure Department, a department which came into existence in its new form following the Council's internal restructuring to coincide with my appointment. It is unlikely that any other department contributes more towards the well-being of individuals in Gwynedd; as a department within the Council we are also critical in responding to several social challenges, those that face us now and those that are foreseen in the future.

I wish to take this opportunity to thank all of our staff, providers and partners for their commitment and hard work in ensuring that children, young people, vulnerable adults and their families receive the best possible services. I would also like to thank the Cabinet Member for Care for his tireless guidance and support during the year. I sincerely hope that this report will provide a clear picture of what is being accomplished and of our commitment to continuous improvement.

If you have any suggestions regarding the development of care services in Gwynedd you are more than welcome to contact me. It must be borne in mind that "care" is a dynamic process – solutions will only be found through collaboration.



Awen Morwena Edwards

**Statutory Director and Head
Social Services, Housing and Leisure Department
Gwynedd Council**



July 2013

1. “We must all think differently”

The purpose of this report is to share information with our service users, families and carers along with our staff, partners, and the people of Gwynedd about what we achieved last year and how successful we were. We are also eager to share our vision, intentions and priorities for the year ahead.

Social Services and Care encompasses a broad area and it would be difficult for this report to address every aspect – therefore we offer an overview and we invite any one who requires more detailed information about a specific area to visit Gwynedd Council’s Social Services website www.gwynedd.gov.uk/socialservices. People can also contact the Department directly and the details can be seen at the end of the report.

What is happening on a national level, and our local vision

This section deals with some of the national factors which impact on the development of our services on a local level. It also notes our vision, our principles and the pledges given to the people who come into contact with our services.

Social Services in Wales

We anticipate significant changes in social services in Wales in response to the Social Services Bill (Wales). In January 2013 the first phase of the Bill was launched with the aim of establishing a cohesive legal framework for Social Services in Wales and transforming services. It is inevitable that these changes and developments will have an impact on us in Gwynedd and we look forward to embracing the challenges ahead.

Why is change needed?

- An increase in demand for services is projected, especially considering the increase in the older population
- Society is changing and there will be a need to respond to these changes
- There are fewer resources available and there is a need to ensure that we provide services that offer value for money, are timely and are of the highest standard.
- There is a need to ensure the consistency of provision across Wales so that service users and carers are treated equitably
- There is a need to develop strong and sustainable services to response to the needs and aspirations of children, young people and adults of the future



What will be the main changes and priorities?

- Focus on the well-being of people in need, including carers
- Give those who need services a voice and control

- Ensure a strong national direction and local accountability
- Protect and safeguard children, young people and vulnerable adults
- Regulate and control services and provision in order to ensure the highest standard
- Develop new appropriate services for specific groups

Welfare Reform Act

One major policy change which came into effect on the 1st of April 2013 was the reform of the welfare benefits system in Wales and Britain. Commencing this year, some existing welfare benefits will begin being phased out and replaced by a new benefits system. Means-tested benefits, such as income-based Jobseeker's Allowance, Working Tax Credit and Housing Benefit, will eventually be replaced by one benefit called Universal Credit.

The Welfare Reform Act is likely to have a negative effect on approximately 12,300 Gwynedd residents and it is estimated that up to £19million per annum will be lost from the local economy.

As a local response Gwynedd established a multi-agency Task Group in August 2012 and an internal Project Board in December 2012. The Task Group includes representatives from the relevant departments within the Council, housing associations, Citizens' Advice Bureau (CAB), Shelter Cymru and the Department for Work and Pensions (DWP) alongside four Cabinet members. The internal Project Board sets the strategic direction, tracks progress and co-ordinates expertise and resources across the County through the Task Group.

The purpose of these arrangements is to ensure that our most vulnerable citizens are supported to cope with the measures contained within the Welfare Reform Act in a manner which makes full use of the skills, expertise and resources which are available within the County.

Our Vision as a Council...

“Supporting the people of Gwynedd to thrive in difficult times.”

- Ensuring that the voice of citizens, users and carers is central to planning, developing and evaluating services along with individual care arrangements
- Contributing to strengthening communities in order to enable us to support the most vulnerable people
- Developing our relationship with service providers within and outside the Council
- Continually improving practice by focusing on outcomes for our service users
- Securing a workforce that has the necessary skills and managers who can lead on change
- Strengthening the ability to safeguard children, young people and vulnerable adults
- Improving and developing joint services, particularly with key partners such as health and developing new service models with them
- Developing the preventative agenda and the agenda of promoting independence

Our Aim as a Department...

“To support our service users to reach their full potential to live at home for as long as they wish securely and happily.”

The main purpose of the Social Services Department is to safeguard children, young people and vulnerable adults and support them to live as independently as possible in their communities. We do this by co-producing the future in equal partnership between individuals, families, communities and professionals.

Our intention in doing this will be to:

- Promote and maintain the well-being of individuals, families and carers
- Develop the resilience of families and communities
- Provide a sound basis for social work and good care provision
- Focus on rehabilitation and maintaining independence
- Ensure the right care in the right place at the right price

Our basic principles – our pledges

We will:

- Regard everyone as individuals.
- Promote the voice of service users and collaborate with them to plan, develop and evaluate services
- Enable people to make decisions based on clear and accurate information
- Respect and maintain dignity, promote equal opportunities and respect diversity
- Develop and promote services that respect and encourage independence whilst protecting the most vulnerable from harm
- Develop and support services that gain the trust and confidence of service users, carers and families and that are also highly respected by the population of Gwynedd
- Employ staff who embrace responsibility for continuous development and improvement

2. Our social services in Gwynedd

Service users, carers and the public deserve safe services of the highest standard and Social Work and Care organisations have a statutory duty to provide these services. Therefore, when developing services there is a need to secure the factors that contribute towards strong and effective governance. The core factors of such a model include:

- Leadership and Accountability
- Safe and Effective Practice
- Accessible, flexible and responsive services
- Effective communication and information
- Promote, safeguard and improve social health and well-being

Social Care Governance Model



(Smyth, C. and Simmons, L., 2006)

The following section elaborates on specific factors of the model within the context of the Department's functions.

Leadership and Accountability

The Statutory Director

Recently, in accordance with the recommendations of CSSIW and guidance from the Welsh Government, it was decided to place the responsibilities of the Statutory Director of Social Services on the Corporate Director in Gwynedd. This ensures that the role is at the highest level in the Council. It is inevitable that this will mean some structural changes within the Department during the year ahead. These will be on a higher managerial level with the intention of strengthening accountability and increasing the emphasis on developing high quality practice which provides value for money.

The Council's Strategic Plan

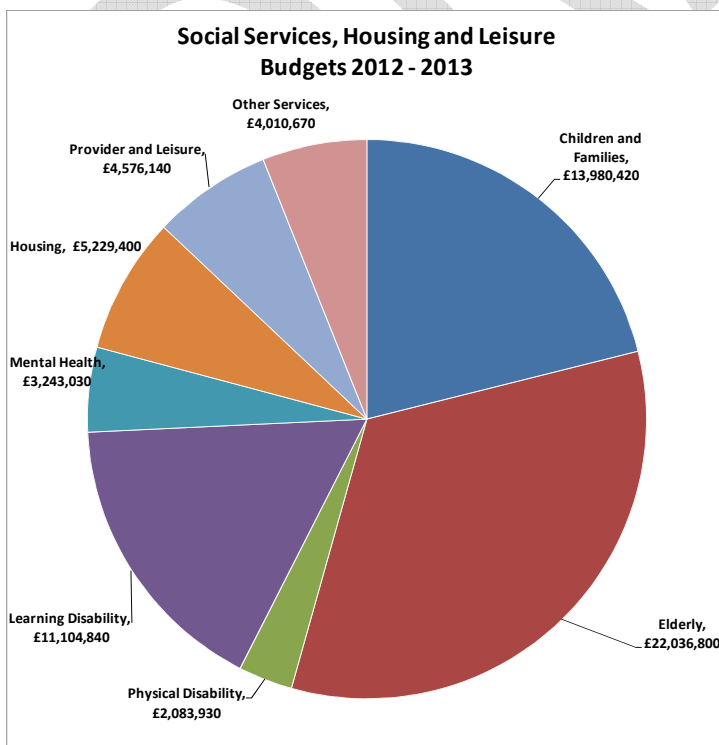
The Council has adopted a Strategic Plan for 2013-17 which gives due attention to undertaking significant changes in social care. The primary visions in terms of health care and well-being is to "support children and vulnerable people to live fulfilling lives" and "to inspire the people of Gwynedd to live healthy lives".

It is aimed to realise the visions by:

- Responding efficiently to the needs of vulnerable people so as to ensure sustainable care services
- Increasing preventative work in relation to adults and older people services
- Protecting children and adults
- Increasing preventative work and targeting inequalities in the health field



Financial and Human Resources



During the last year the Department succeeded in keeping a satisfactory control on the budget and improving financial management overall. Given the difficult financial climate this should be commended. Savings targets were also set for the services and although significant savings were achieved through various projects, delays were seen in realising the objectives of some of the main projects. It is inevitable that this will increase the pressure over the coming year as there will be a need to achieve the savings target as well as identify further savings. This is one obvious reason for the need to transform the way we operate.

Although there is pressure placed on our budgets, we are very fortunate here in Gwynedd to have a committed and enthusiastic workforce that is willing to face the inevitable challenge and changes ahead. We have a workforce that is very stable with only a few staffing changes from year to year. This is beneficial to the service but we also recognise that there is a need to ensure that this does not contribute to a sense of self-complacency and that services continue to develop and improve based on the evidence of best practice.

Learning, developing and training

If we are to ensure professional development (individuals, teams and the services in their entirety) it is necessary for learning opportunities, including training opportunities, to be available to every member of staff.

During the previous year a successful Adults Services conference was held which focused on the theme of “Change” whilst also a successful conference based on changes in the Learning Disabilities service for providers, staff, service users and carers was held. A comprehensive programme of training for the Learning Disabilities service has been arranged for the forthcoming year as a response to the findings of an external and independent review. The review is addressed later on in the report.

The Children and Families Service decided to focus their training programme on improving and strengthening the core skills of social workers and in doing so improving the quality of the assessments and the care planning for children and young people across the service.

A new qualification has been established for newly qualified social workers in Gwynedd and across Wales to promote their skills and confidence. The qualification, a Graduate Certificate in Consolidation of Social Work Practice validated by the University of Wales Trinity Saint David, has been designed and developed by a partnership of 12 Welsh local authorities, collectively called **Porth Agored**.

This certificate is the first to be approved by the Care Council for Wales, as part of its new framework of Continuing Professional Education and Learning for Social Work in Wales, which aims to further improve the standard of social work practice and to support social workers as they progress within their profession.



“This is an important development for Gwynedd in order to ensure the development of our social workers to correspond with the Sustainable Social Services for Wales agenda. It is good to see Gwynedd collaborating with councils and partners across Wales in order to ensure that there is an appropriate and sustainable provision for our workforce.”

Councillor R H Wyn Williams, Gwynedd Council Cabinet Member for Social Services

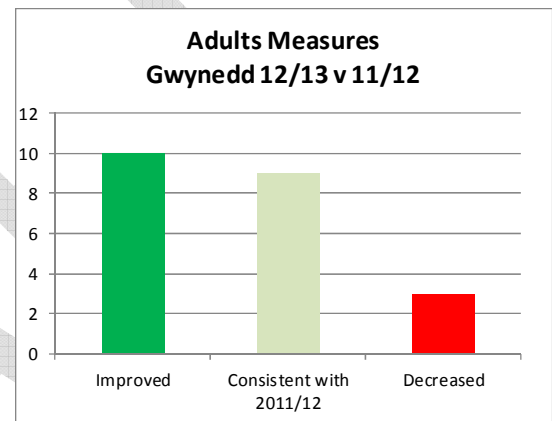
Performance Management

We continue to improve our processes for gathering data and we are confident that we can report in an intelligent, accurate and timely way on our performance. However, the need to ensure progress in this area continues and we have established a work programme for 2013/14 which includes working with specific teams in order for them to develop information analysis skills as a first step when evaluating and planning their work for the future. Our hope is that this information will be beneficial on a local level when identifying gaps in provision and when prioritising developments.

For some years now, social workers have used a computerised system to store information about cases. It is now time to update the system and we are evaluating the systems in consortium with a number of other authorities. The priority is to secure a system that facilitates the process of recording and storing information by securing the interests of service users. We aim to choose the most appropriate system during the year.

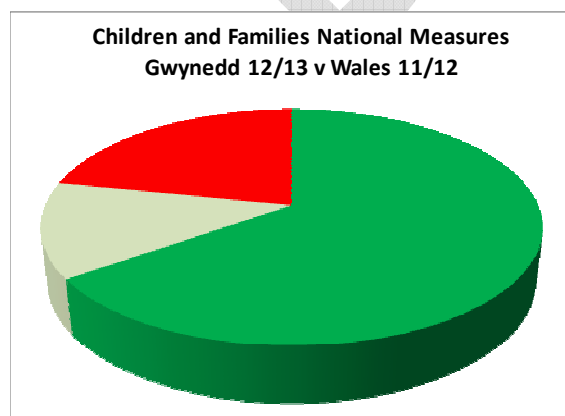
2012-2013 Performance Measures

The Adults Service succeeded in either improving or maintaining its performance during 2012-13 in 86% of local and national measures. This is very encouraging but we recognise that more work needs to be done in some areas if we are going to compare favourably with the other Welsh authorities, including the percentage of people who receive support in the community and the percentage of older people who receive support from the authority in care homes. Gwynedd's achievement in 2012-13 was either higher or consistent with Wales' achievement in 2011-12 in 64% of the national measures.

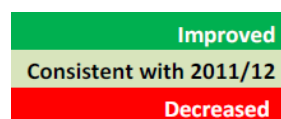


Comparison of the performance of the Adults Service in 2012-13 and 2011-12

Following specific work to improve Gwynedd's Children and Families Service's performance in 2012/13, it was seen that our performance in 74% of national measures had either improved or had remained constant compared with 2011-12. Gwynedd's achievement in 2012-13 was either higher or consistent with Wales' achievement in 2011-12 in 78% of the national measures. The service will put specific steps in place in order to ensure improvement within the headings where achievement has declined or is substantially lower than the national level. In 2013/14 this will include continuing with the efforts to increase the accommodation and training provision for children aged 16+ and collaborating with the Education Department and Betsi Cadwaladr University Health Board on personal education plans and health assessments.



National Measures performance comparison of the Childrens and Families Service 2012-13 v Wales 2011-12



Agreement was reached on a new series of local measures for 2012-13 under the theme of stability, well-being and safety in order to be able to measure the impact and quality of interventions on the lives of children and their families. Targeting these aspects has contributed towards ensuring improving quality, including case conferences reports.

Safe and Effective Practice

Strategic Panel for Safeguarding Children and Vulnerable Adults

Without a doubt, our priority as a Service and as a Council is to safeguard and protect children, young people and vulnerable adults. To this end the Strategic Panel for Safeguarding Children and Vulnerable Adults was established on a corporate level to ensure an overview of this area which has relevance to every Department and Service within the Council. The challenge is to ensure that we as a Council take ownership of the safeguarding agenda on a corporate level, and that we don't view it as an issue for Social Services alone.



Corporate Parent Panel

As a result of the expectations of the Children Act 1989 and the Children Act 2004 a Corporate Parent Panel has been established as a consultative panel to advise Gwynedd Council's Cabinet on matters regarding the welfare and interests of Gwynedd Council's looked after children and young people. In doing this the Council, namely all the elected members, delegate their responsibilities in this area to the Lead Member – Children and Young People. The Panel has a right to request that matters which are a cause for concern to them be scrutinised on their behalf by a scrutiny committee of members, independent of Cabinet members.

Gwynedd Môn Youth Justice Service

Another essential aspect is the Gwynedd Môn Youth Justice Service. The Service is responsible for the provision of all Youth Justice Services for 10 to 17 year olds. This includes prevention work, early intervention work, pre-Court support work and post Court work. They also provide appropriate adult services for young people when interviewed by the Police.

Regular and consistent staff supervision

The Department has a formal policy and system in place for supervision of professional staff. Although operational and monitoring arrangements are in place, there is a need to continue to review and fine tune arrangements so to improve performance in relation to regular supervision.

Regulation and registration

The Department has arrangements in place to monitor the quality of services. This entails a range of activities including visiting of establishments. There is an intention to further develop quality assurance arrangements so that any problems and developmental needs are identified and resolved promptly and effectively.

Accessible, Responsive and Flexible Services

Commissioning

Progress was seen in our Commissioning programme this year with a lot of effective collaboration both across the Council and with external partners. In terms of the 2012-13 priorities, focus was placed on developing the Children and the Physical Impairment Commissioning Plans as well as implementing the Older People, Learning Disability and Children and Young People Commissioning Plans.



As a basis for the commissioning plans, a needs and resources mapping model has been developed. This is important as it brings information on activity (numbers), future trends, performance and finance together and allows us to plan effectively and measure progress.

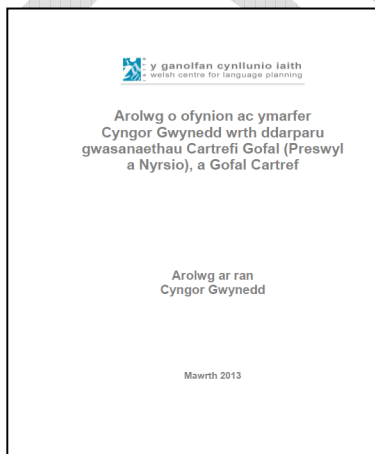
Integrated working

The Social Services Department can not complete its work programme or act as an effective organisation on its own. It depends on a strong relationship with a number of other services within the Council and with a number of external bodies, including local authorities, Health, the police, the third sector, social enterprises, housing associations, voluntary organisations and private companies.

When planning future work we will be eager to develop further our relationship with these key partners.

Equality and Diversity

We have strong support within the Council to ensure that we meet the requirements of legislation in the area of Equality and Diversity and we are cognisant of the need to consider equality implications and to carry out impact assessments when seeking to change or develop a provision or service.



We have a duty to offer our services in the chosen language of our service users and every effort is made to ensure a bilingual workforce. The department's workforce plan addresses the entire sector's language skills offering input on linguistic awareness and relevant training. We welcome the development of the MA course in Social Work at Bangor University. This should ensure that Welsh-speaking social workers of the highest calibre in the future.

We also aim to ensure that services are available in other languages when required and that key documents are available in an appropriate format for service users and carers.

We welcome "More than Words", namely the strategic framework published by the Welsh Government to secure Welsh language services in Health, Social Services and Social Care.

In 2012/13 the Council asked a consultant to undertake a “Survey of the requirements and practice of Gwynedd Council when providing Care Home (Residential and Nursing) and Home Care services.” Care home providers and home care companies were consulted in the process of forming the report and the survey was completed in March 2013. In response to the report we will be amending some elements of our contracts with providers to reflect the linguistic needs of service users.

Effective Communication and Information

Effective communication

Although effective communication is a basic skill in social care we are mindful of the need to change and develop communication methods if we are going to realise our aim of including individuals, families and communities in the process of planning, providing and evaluating the standard of care. There is a need to move on from a “paternal” model which suggests that professional staff know what is best, to a situation where we all sit together to discuss what services and care provisions the people of Gwynedd want to see in the future and how they can contribute to the work of developing these in their communities. Not all areas and communities will have the same needs – and the challenge will be to co-produce a system which includes informal community care and formal care based on the needs of the most vulnerable individuals. There will be a need to begin with a strategy that describes how we can achieve this and we intend to draw up such a strategy during the next phase.

Information

The Department’s Customer Care Unit co-ordinated 112 requests for information under the Freedom of Information Act during the year and they addressed 58 requests for access to personal information under the Data Protection Act 1998.

The Complaints Procedure

A total of 205 complaints were received through the Social Services Department’s complaints procedure during the year. 88 of these were informal complaints, 115 were formal and 2 cases were referred to the Ombudsman. A number of lessons have derived from complaints during the year and they are recorded in a lessons learned action plan format. Future intention is to incorporate lessons learnt in a much more comprehensive way. The need to learn lessons is a critical element of improving services.

Praise

“The girl who came here yesterday was very kind – she was out of this world.”

A total of 1,253 expressions of gratitude were received during the year. Due to the nature of the provision and the daily contact with the service users the majority of these are expressions of gratitude about residential and home care elements of the Provider and Leisure Service.

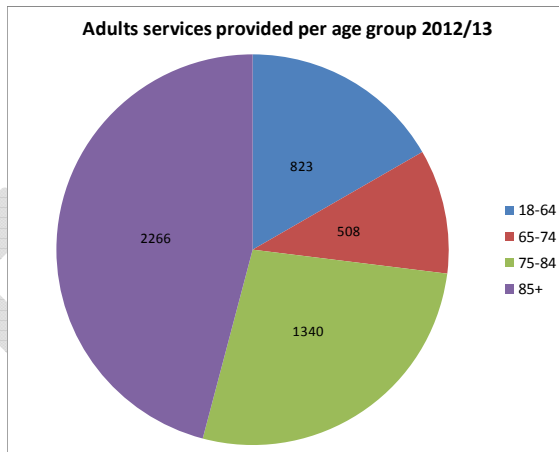
“As a family we are very grateful for the opportunity to voice our observations this morning, so once again on behalf of mam, thanks to everyone.”

3. Our service for our adults

Our aim is to promote and maintain independence by enabling people to live safely in their own homes and within their communities for as long as they wish to do so.

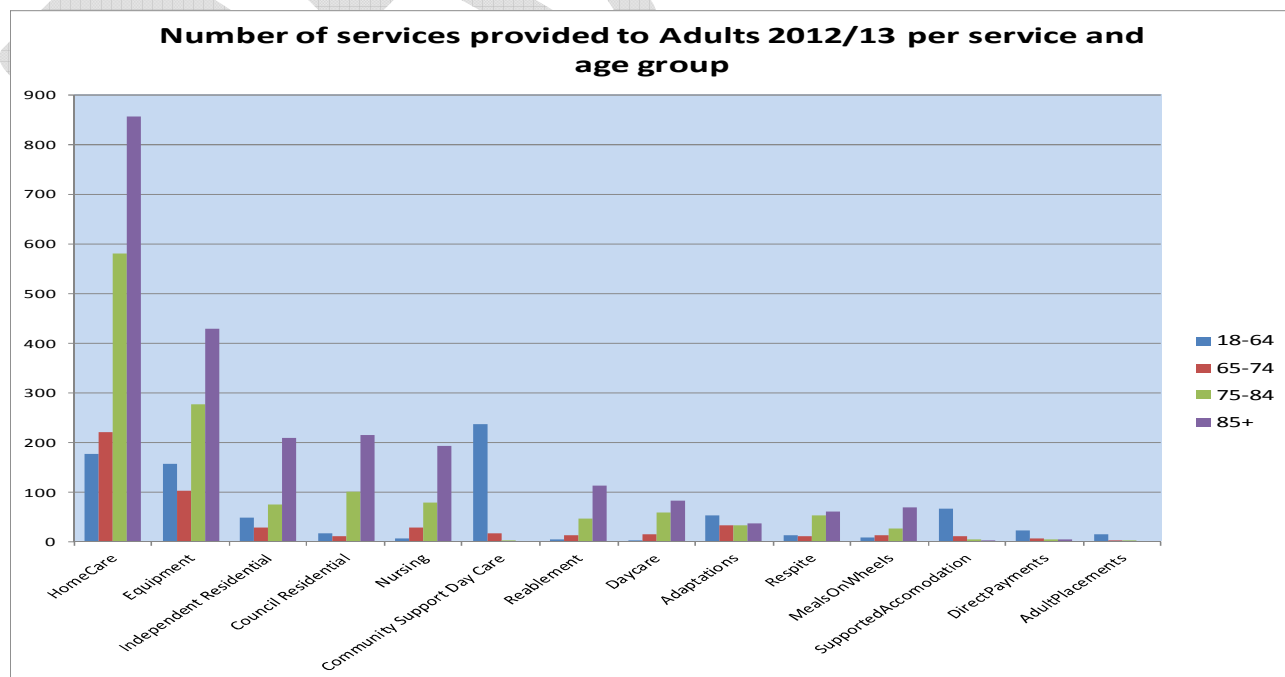
We provide a service for the following user groups:-

- Older People (namely people 65 years old or over)
- Physical and Sensory Disability
- Mental health support
- Learning Disability
- Protection of Vulnerable Adults (POVA)
- Carers



It is possible to contact the Social Services twenty four hours a day every day of the year. Currently only emergency services are provided outside working hours. Every new enquiry in terms of adult services, with the exception of the Mental Health Service, begins with the Advice and Assessment Team located in the Council's contact centre in Penrhyndeudraeth. The Mental Health Service has separate arrangements jointly with the Betsi Cadwaladr University Health Board.

During 2012/13 the Advice and Assessment Team (who receive referrals and respond to enquiries) dealt with 15,600 enquiries which led to 3,149 referrals to the Adults services.



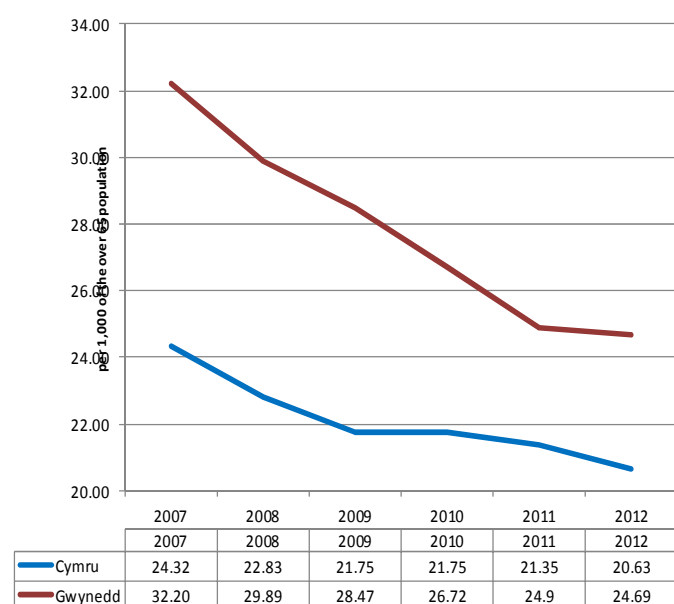
What did we do in 2012-13?

Performance in the Adults Services 2012-2013

Our vision clearly states that our aim is to help and support people to live as independently as possible for as long as they can and wish to do so, and the reduction in the use of residential homes reflects the focus we place on promoting independence. We also know that people who now move to residential or nursing homes are likely to be older and with needs that are more intense than previously with an increase in people with dementia.



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



One of the aims that we successfully achieved was to avoid delay when discharging people over 75 years old from hospital. Our performance was low compared to the Welsh average in 2010-11, but this year we are amongst the best in Wales.

We also continued to reduce the rate of users who move to residential homes, and this for the seventh year running. (See the table opposite). However it is acknowledged that there is a need to continue this trend in order to ensure that our performance reflects the Welsh norm.

Even though there was a reduction in the percentage of adult carers who received an assessment or a review of their needs during the year, an increase was seen in the percentage of carers who received a service following an assessment.

With regards supporting people to live at home, an increase of 30% was seen on the previous year in the number of users who received enablement service and an increase of 42% in the number who received new specialist telecare packages. A reduction of 24% was seen in the number of people who received new basic telecare packages.

Year	Reablement	Number of Telecare Users	New Specialist Telecare	New Basic Telecare
2012/13	529	1,417	88	379
2011/12	342	1,312	62	498

During the year efforts have continued to proceed with the service transformation programmes in order to promote health, well-being and independence including initiatives to:

- Support you to live at home
- Transform Gwynedd Residential Services
- Transform Gwynedd Day Care Services
- Safeguard, protect and support our most vulnerable residents
- Deliver more integrated working

Supporting you to live at home

Reablement

The main purpose of the reablement service is to provide support to individuals who have lost personal care skills due to illness or disability (or who have lost confidence) to reintroduce those skills and gain confidence with the support of home carers and specialist therapists.

The service contributes to our aim of supporting people to live as independently as possible for as long as possible and to reduce long-term dependency on formal services.



The Reablement service has now been mainstreamed and we are operating a model whereby everyone who requires support at home begins with a period of reablement with the intention of promoting the skills of everyday living. This service is free of charge for a period of up to six weeks. Specialist Reablement Officers are in place to ensure that we respond appropriately and in a timely manner to every individual case.

In 2012-13, 529 service users began using the Reablement service. Of those that came to an end in 2012-13, 46% successfully recovered total independence and left without a care package, whilst 15% left with a reduction in their care package.

Lleu Reablement Unit

The Lleu Reablement Unit opened in Plas Gwilym, Penygroes with 6 single bedrooms that were available to service users who required long-term intensive intervention. The Unit includes a special kitchen where cookery skills can be restored which is key to rehabilitating and promoting independence. Of the number of people who spent time at the Lleu Reablement Unit 53% returned to their own homes.



Lleu Reablement Unit, Penygroes

"I'm very happy that there is an alternative to entering a residential home and staying at home..."

"I feel safe here; the staff support me but don't take over..."

"It provides an opportunity to recuperate and helps people to look after themselves again."

Telecare

Telecare is available to any adults living in Gwynedd and who need support to live independently and securely in their home. The telecare system involves the use of sensors in the home. The sensors can send a direct message through the lifeline to a monitoring centre in an emergency. The system has a number of benefits, including increasing confidence, helping you to live more independently at home and providing assurance that help is available when it is required as well as providing support and piece of mind for you, your carers and your family.

"I would like to thank Gwynedd Social Services for their support in arranging for me to have a 'Loop System' installed in my home. Thank you for completing the work in an effective, jolly and a respectful way."

Although the target of 100 specialist packages was not met during the year, it must be acknowledged that 88 is a satisfactory increase on the 62 during the previous year. In addition to this, 379 basic packages were provided. A Gwynedd Telecare Service Development Manager was appointed during the year to market the system, to raise its profile and to promote the use made of this special equipment in every area. Following the appointment, a comprehensive improvement plan is being drawn up to ensure progress is made on the promotion and use of complex packages.

Transforming Gwynedd Residential Services

Extra Care Housing

Once again, in accordance with our vision of encouraging and promoting independence we see service users living independently in their own homes in an area of their choice but with a level of care that is appropriate to meet the needs of every individual.



In October 2012 Awel y Coleg was opened in Y Bala. This is a unit consisting of 30 Extra Care Houses that was developed following the closure of Bron y Graig residential home in Bala. We are very grateful to the manager, the staff and the residents of the home and the area for their co-operation during this difficult period and we are now confident that this new provision is welcomed.

"We have been welcomed with open arms to Awel y Coleg and we've settled in extremely well. We made the decision to move here as we both felt the time was right for us. I had a fall at home a few months ago, and my husband's health has been deteriorating...We have our privacy in our own flat when we want it but can socialise with our friends in the communal areas as and when we please. The facilities here are second to none, the staff is friendly and most of all there is already a close-knit community spirit here" A Resident at Awel y Coleg.

In terms of our broader strategy in this area, construction has already begun to develop extra care housing worth £8.4 million in Penrhosgarnedd for people over 55 years old. When it opens in 2014, Cae Garnedd – a joint plan between Gwynedd Council and North Wales Housing – will be the first of its kind in the Bangor area.

A plan of the development of Extra Care Housing in the Bangor area which began in 2012-13



Transforming the Learning Disability residential provision

Following the closure of Pant yr Eithin residential home in Harlech in March 2012, the residents of Pant yr Eithin were all successfully re-settled. We must thank the manager, the staff, the residents and their families for their untiring support during this difficult time – we appreciate that closing the home has caused considerable concern to a number of people but we hope that people can appreciate the efforts that were made to ensure that everyone was moved to a placement which met their needs and wishes.

Although it was not possible to transfer the land of Pant yr Eithin Harlech to a local housing association before the end of the year in accordance with the initial proposal, positive steps were taken to facilitate the development and a planning application was approved by Snowdonia National Park Authority to develop the site.

During 2012-13, the Cabinet's seal of approval was received to explore at the future of the sites in Tan y Marian Pwllheli and Frondeg in Caernarfon. We will proceed whilst bearing in mind the lessons that were learnt in relation to Pant yr Eithin.

Respite Care

The main aim of respite care is also to give carers a break and this service is provided at residential homes across Gwynedd. The number of respite nights provided has increased from 2,263 in 2011-12 to 2,389 in 2012-13. Our aim is to continue to increase respite opportunities and to this end we intend to develop one residential home to specialise in respite care. We will be trialling the new system during the coming year and we look forward to receiving feedback from service users and carers.

Transforming Gwynedd Day Care Services

Day care for older people

Traditionally, day care for older people was seen as an opportunity for people to socialise, to have a meal in good company and to receive support with aspects of personal care. We are currently providing day care in day centres and in residential homes.

Although the provision is very beneficial, we know that it is quite traditional and we are very eager to develop the service in a new form without losing the element of positive care that forms part of the original model.



The service needs to be flexible and as localised as possible in order to empower individuals and communities and maintain a balance between offering choice, independence and support. Age Cymru has been leading the work in this area and developments were made in Nefyn and Bala, whereby Age Well centres were established with the aim of providing a range of activities for older people.

Perhaps there is a need to ask whether or not resources that already exist in the communities could be used to provide elements of day care, as is done in other areas. These resources could include restaurants and pubs, leisure centres and sports clubs, chapels and churches and local organisations and societies. Every older person is an individual with a range of interests – it is important to promote the individual's ability to develop and maintain these interests rather than looking for one answer for all needs.

Dementia day care

A specialist day service was established for adults with memory problems in Arfon at Plas Hedd Day Centre, Bangor jointly between ourselves and Betsi Cadwaladr University Health Board. The service is provided every Wednesday and Saturday. We hope that it will be a way for people to socialise and enjoy and also an opportunity for carers to have a break and that helps to support them to continue to provide the special care they give.

"It is a very good day out for my husband as he doesn't socialise at all, he can't communicate much to give his own feedback, however, he is very eager to attend and he has a big smile on his face when he sees the taxi driver"
The carer of a service user, Adults Service.

Arfon Community Scheme

This is an innovative project as it seeks to respond to the needs of adults with learning disabilities who show early signs of dementia. Older people with dementia receive a high profile but this is not as true in learning disabilities. The scheme came out on top in the joint working category between health services and local government social services in an awards day at the Millennium Centre in Cardiff in 2012-13.

Protecting, safeguarding and supporting our most vulnerable residents

End to End review of the Learning Disabilities service

During the year an external company undertook a comprehensive review of the service. The outcome of the final report indicated that we were on the right tracks and we were given advice on how to improve. Consequently, efforts will be made in 2013-14 to include the findings of the review to develop action and training plans for the future.



Carers



It is estimated that there are around 14,000 unpaid carers in Gwynedd. 2012-13 saw the carers agenda increasing with greater emphasis on meeting the needs of informal carers. Carers are central to the care and welfare of service users and patients and are key partners with service providers, however the lack of support for carers can place them under great stress. In an attempt to increase the support carers receive, Carers Outreach established a full-time carer support worker post at Ysbyty Gwynedd, Bangor in February 2012.

Up until the end of March 2013, 110 carers in Gwynedd had received support from the service.

"I didn't feel alone anymore. Being a carer and now having my own care needs was a very sad prospect. I received the practical support and the confidence that I needed. Decisions were being made before I left the hospital, therefore I knew how to deal with any problems that came up."

A carer who has suffered a stroke and who cares for her husband who is dependant on her due to his lack of mobility.



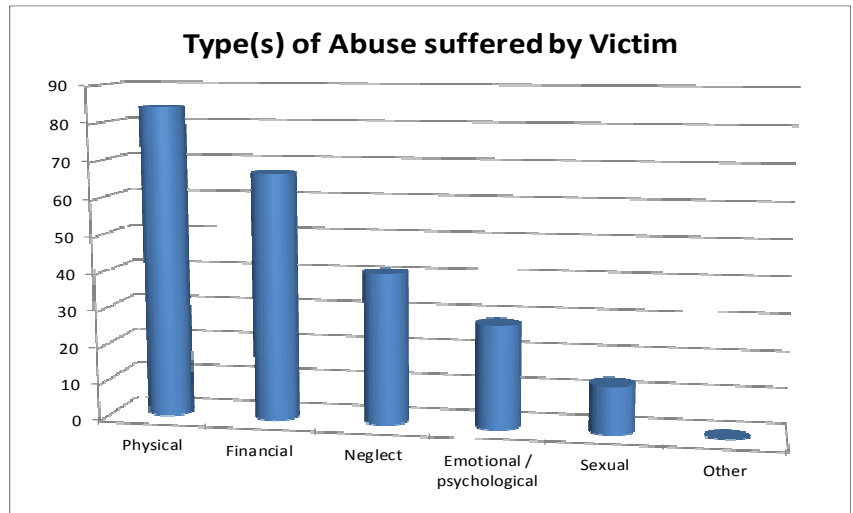
Undoubtedly, Gwynedd Carers Partnership is a means of ensuring that carers issues are addressed. It is an area which will need detailed attention by Social Services and Council as a whole over the next 12 months particularly as a consequence of the increasing emphasis placed upon it by the Welsh Government.

Protection of Vulnerable Adults

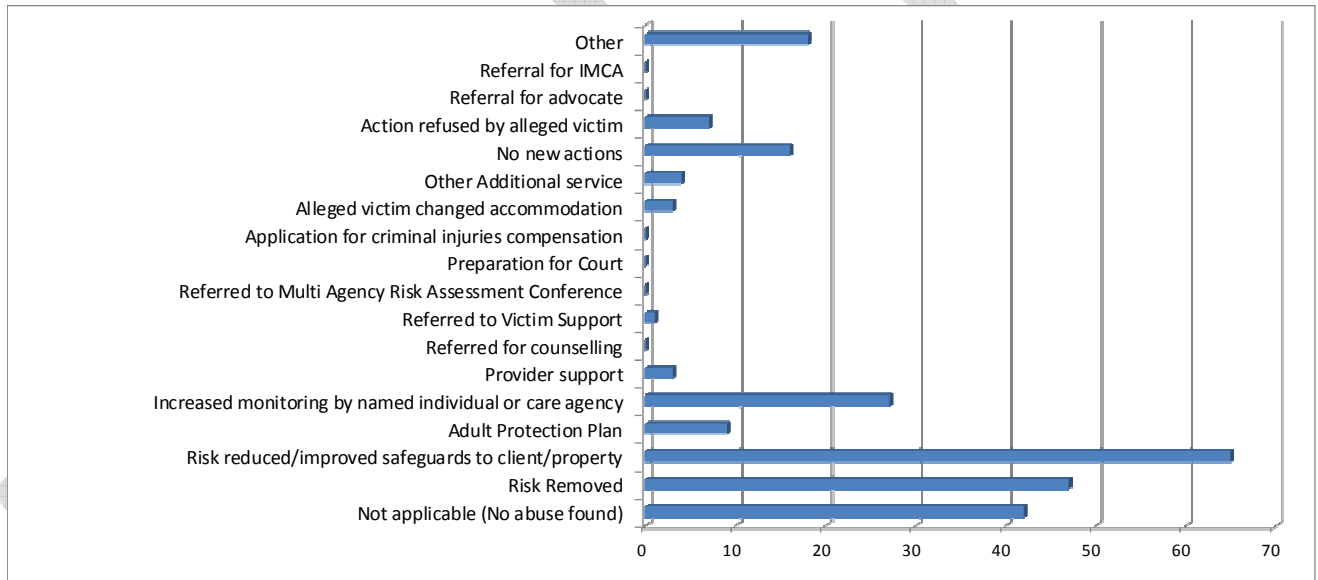
During 2012/13 we have worked with the Isle of Anglesey County Council to review the Protection of Vulnerable Adults arrangements with a view to ensuring that we are able to respond positively to the Social Services and Welfare Bill. By now, the Gwynedd and Anglesey Forum is now known as the Gwynedd and Anglesey Safeguarding Adults Shadow Board.

The Service received a total of 168 referrals which met the thresholds in terms of 'significant' harm. They succeeded in responding positively to all of these referrals. The main 'open to harm' categories were physical disability, learning disability, and mental health problems.

The adjacent table displays information on the types of abuse that have been highlighted through referrals in 2012-13. Note that more than a third of them are of a physical nature while 29% are of a financial nature. This financial element poses a specific challenge for the Service in future.



The table below demonstrates the response to the 168 referrals received in 2012-13.



Deliver more integrated working

Locality Work with Health

Historically, there has been a good working relationship between social care services and health services in Gwynedd. The relationship remains strong between the field staff of both agencies but it is fair to say that further work is needed on the joint planning, joint developing and joint provision of services. The foundations have been laid, but we need to build on them.

For the future, we are eager to strengthen our joint commissioning arrangements with the Betsi Cadwaladr University Health Board and the recent regional development in relation to establishing a single referral point or a single point of contact for adult services is a firm indication of the desire to strengthen collaboration. This is also a firm expectation of the Welsh Government.

The “Locality“ work began with great promise when a joint project was established with Health in Meirionnydd with the intention of securing early and suitable intervention for patients in their own homes who suffered from chronic illnesses. It was intended to contribute to keeping people out of hospital and to ensure timely and appropriate medical and care input. The initiative was a success and consequently the provision was extended to include other aspects of health services. It is believed that this was a step too far at the time and the initial progress could not be maintained. We will be reviewing the project during this next period.



As a service, we are also committed to collaborating with other local authorities in the north and to taking advantage of every opportunity to strengthen our relationship and working methods in order to be more effective and efficient. Collaboration has already led to positive results, for example, at Ysbyty Gwynedd in terms of establishing the Telecare arrangements; commissioning expensive packages for individuals with learning disabilities; the out of hours team jointly with Anglesey. We intend to build on this in the next period.

Ysbyty Gwynedd’s social work service

This social work service was established as a joint venture between the Councils of Gwynedd, Anglesey and Conwy. During the second half of 2012-13, Conwy withdrew from the partnership based on the fact that the number of patients from Conwy who used the hospital had reduced substantially. By now, however, more patients in Conwy are treated at the hospital and they have now re-established at the hospital.

DRAFT

4. Our services for our children and families

We intend to safeguard and promote the welfare of our most vulnerable children and young people in order for them to reach their full potential.

Gwynedd Council provides and commissions a range of services for children, young people and families, which include:

- Safeguarding Children
- Assessing the needs of children, young people and families who are referred
- Disabled and Sick Children
- Supporting Families and Children in Need
- Young people who leave care
- Young Carers
- Youth Justice Service
- Fostering and Services for Looked After Children
- Adoption and long term arrangements for looked after children



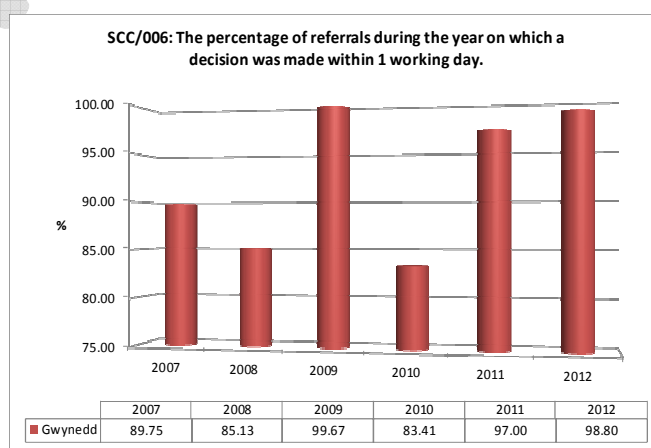
We succeeded in responding and making decisions within 24 hours on 98.8% of referrals received.

What did we do in 2012-13?

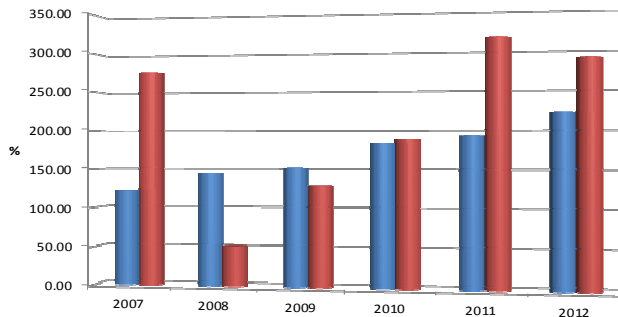
Performance for Children and Families 2012-2013

The service performed very positively in several areas identified by CSSIW as requiring improvement.

1,656 children and young people were referred to the Children and Families Service in Gwynedd in 2012/13 as opposed to 2,064 in 2011/12. The service succeeded in responding and in making decisions within 24 hours on 98.8% of the referrals that were received and this was an increase on previous years.



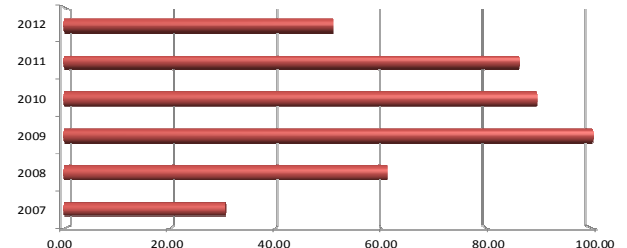
SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting



Nonetheless, there was a decline in performance relating to timely statutory reviews for looked after children, in ensuring that each child has a Personal Education Plan, and receives a health assessment on time. These matters are already being addressed by the service Managers and progress has already been made in the case of timely statutory reviews - the decline in performance had been reversed by the end of June 2013.

There was improvement in a number of measures leading to a positive impact on the lives of children, specifically the stability of looked after children in their placements; the educational attainments of looked after children; undertaking looked after children case reviews, child protection conferences and timely response to service referrals.

SCC/024: The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year.



	2007	2008	2009	2010	2011	2012
Gwynedd	30.43	61.25	100.00	89.47	86.10	50.90

Efforts during 2012/13 have included undertaking a comprehensive review of the Service, in addition to sustaining and developing the core duties including:

- Children and Families “End to End” Review
- Protecting and safeguarding our most vulnerable children and families
- Sustaining and promoting the stability of looked after children
- More integrated working
- Suitable accommodation and support for young people leaving care
- Mandatory Training Programme

Children and Families “End to End” Review

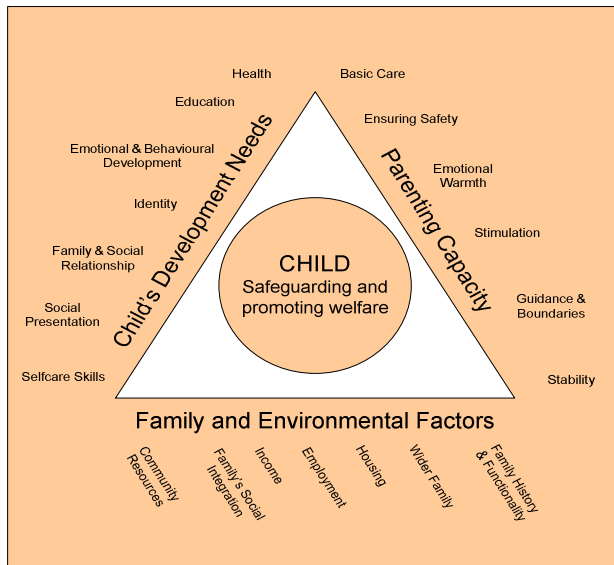
In view of the fact that Gwynedd spends substantially more on services for children and young people and their families than comparable councils, it was decided to undertake an “End to End” review to discover where the greatest spending was, and the reasons behind it. The final report will be completed by autumn 2013 but we have already found that the greatest spending is on out-of-county placements for young people who demonstrate challenging behaviour and /or unsuitable sexual behaviour.

These placements need a specialist input and of course, they are very expensive. There will be a need to review our use of such placements in future and create an expertise on both a regional and in-house level so that we can respond locally to the needs of these young people along with providing evidence of value for money.

Protecting and safeguarding our most vulnerable children and families

Safeguarding – Risk Model (1 and 2)

As a department we are continuing to maximise our use of the Risk Model (1 and 2) which is a means of identifying risks within cases. This way of working ensures that workers ask regular questions about risk and reach evidence-based decisions. We are increasing our use of this decision making framework, and it was noted recently that 96% of our reports to case conferences demonstrate good quality in terms of presenting an analysis of the risk of significant harm.



"It's obvious in conferences that the quality of workers' reports and their risk analysis has significantly improved. The effect of our investment in training our workers in this field shows the real impact."

Gwynedd Child Protection Co-ordinator

Stage 2 – Risk Assessment Model

Sustaining and promoting the stability of looked after children



During the year, the service has concentrated on planning arrangements to ensure stability for looked after children and there has been an improvement in arrangements and processes.

The performance of the Gwynedd Children's Service was the best in Wales in terms of the stability of the placements of looked after children during the year. The fostering service continues to work to recruit, assess and support foster parents of a high standard and it is possible to contact the Team should you require further information on fostering and adoption in general

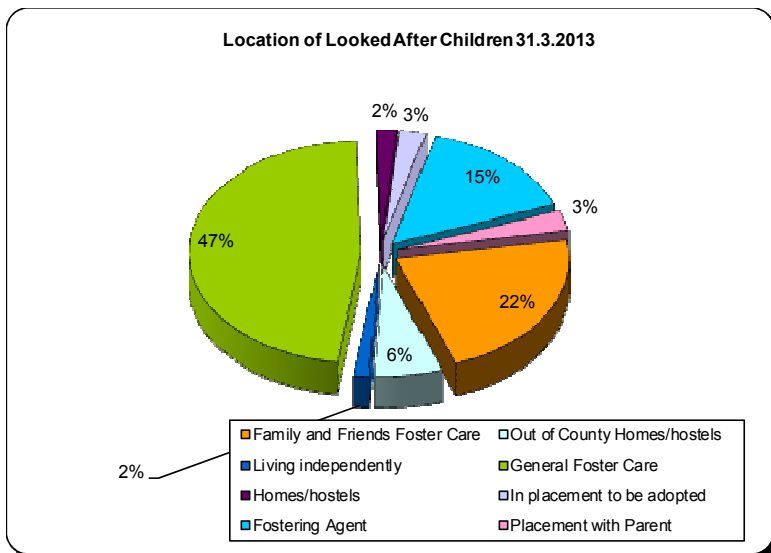
www.gwynedd.gov.uk/maethu.

Fostering Service

At the end of March, 106 foster parents were registered with Gwynedd Council - the highest number to date and the service is consistent in reaching its assessment and registration target of 20 new fostering units within any year. Feedback from a Fostering Inspection by the CSSIW in the autumn of 2012 was positive.

"The support and the guidance we receive is faultless and we consider this to be essential – she is always available to talk and to assist us with any concerns"

There is a growing emphasis on ensuring that members of the extended families of children who come into care are considered as their foster carers. This can be a very positive experience for the child and the family as a whole. Such cases require a higher level of support from the fostering team.



“Excellent support – professional and approachable.”

Also, a peripatetic foster care plan is in operation, meaning that the service has ‘mobile foster carers’ who are able to move into the home of carers who require respite thus causing minimal changes for the children. We have 4 peripatetic carers who regularly work with 2 specific families.

The Council and the Service owe a lot of gratitude to the foster parents.

Family Contact Centres

During the year, five contact centres were established in Gwynedd – one in Dolgellau, one in Porthmadog, one in Pwllheli and two centres in Caernarfon – and that was to ensure that families receive better quality contact with their children who are looked after. In these specific contact centres, there are resources available for families to be assessed under private and appropriate conditions.

More integrated working

Derwen



Derwen is a joint integrated team that was established between Gwynedd Council and Betsi Cadwaladr University Health Board and it provides assessments and services jointly to disabled children and young people and their families.

A full-time Occupational Therapist was appointed to the team during the year, however there is still a waiting list for the service and the same is also true for the nursing and clinical psychology service. During the year, the team has seen an increase in the number of referrals for autism spectrum assessments.



“Derwen has helped the whole family through a very difficult time with our child, we couldn’t imagine what the side effects would be on our other children and our family life without Derwen’s help.”

The service was unsuccessful in securing funding to continue with the transitional age key workers scheme, namely a service for young people who are about to move on to receive services as adults. On a positive note, it can be seen that a number of young people have benefited from this scheme over the last five years and the intention will be to secure alternative arrangements for this cohort of young people.

Integrated Family Support Service (IFSS)

This is a scheme that responds to the need to provide specialist interventions to assist families where a parent or carer suffers from alcohol or drug problems, or a combination of both and where this has a detrimental impact on the children of the home. Funding was received from the Welsh Government to set up specialist Teams and our decision locally was to establish a joint team with Anglesey (with Anglesey leading on the development). By now, a Shadow Board has been established and discussions regarding the team's structure are ongoing.

Suitable accommodation and support for young people leaving care

The Post-16 Team is in discussions with accommodation providers in the social housing sector in order to develop further arrangements to maximise the accommodation choice for young people. Finding 1 bedroom accommodation for young people continues to be a challenge in many areas in Gwynedd and working with partners in the housing area is crucial.

The Team continues to work on a multi-agency basis and now includes workers from Careers Wales who lead on the workplace scheme for young people leaving care. By now, there are four young people in work placements receiving mentoring support. This scheme was the direct result of listening to young people who had been in care discussing the obstacles they face when trying to secure suitable employment. The intention is to continue the scheme during the coming year.

Mandatory Training Programme

A mandatory training programme was introduced with the expectation that relevant staff would attend each of the six courses. They included the following:

- Needs assessment
- Analysing information
- Results based planning
- Risk assessment
- Using specialist assessment tools
- Assessment in domestic abuse cases

The programme was very successful and in order to build on this foundation, it was decided that it would be possible to create an expertise within the service by nurturing senior practitioners and coaches. This would ensure that we would be in a position to develop our own expertise amongst all of the service staff.

Additionally, the children and families service's training programme has concentrated on relevant areas within the permanent planning process including sibling assessments (Together or Apart) and life story work, in order to maximise social workers' skills resulting in holding effective planning arrangements that ensure the best outcomes for children.



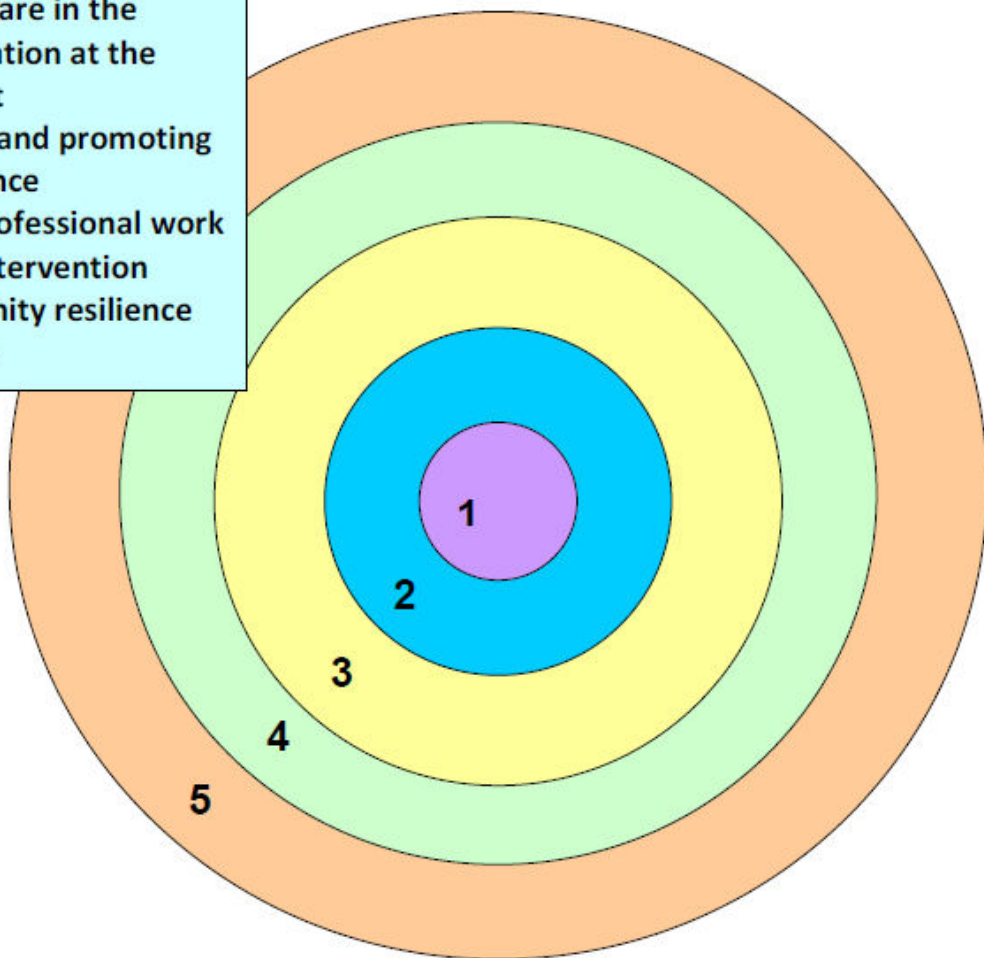
5. What will we be doing next?

The Strategic Context

The following model conveys the priorities of the Statutory Director of Social Services within the context of Gwynedd Council's strategic priorities. What becomes apparent is the need for the joint production of our services in future, by collaborating on an equal level with individuals, families, communities and professional people. This will include the joint planning, joint developing and joint appraisal of services. My intention as Director is to compile a co-production strategy during this next phase.

Priorities Model

1. Correct care in the correct location at the correct cost
2. Gaining and promoting independence
3. Good Professional work / correct intervention
4. Community resilience
5. Welfare



We are therefore:

1. Ensuring the right care in the right place at the right price.....by

..... responding better to the needs of vulnerable people and ensuring sustainable care services.

2. Focusing on rehabilitation and maintaining independence.....by

.....increasing preventative work in adults and older people care

3. Promoting Good Social work and care and intervention on a firm foundation.....by

.....ensuring a fit for purpose structure

.....safeguarding and protecting children and adults

.....promoting the Welsh language within the care

4. Developing the Resilience of Families and Communities.....by

.....aligning opportunities for vulnerable groups of children, young people and families

.....promoting a suitable supply of housing for local people

.....reducing the impact of poverty and deprivation

..... promoting community pride and responsibility

5. Promoting and maintaining the welfare of individuals, families and carers.....by

.....increasing preventative work and targeting health inequalities

Part 6 of the report elaborates on the projects associated to the above.

6. Priorities and Activities for 2013-2014

Field	Priority	Activities
<p>Ensuring the right care in the right place at the right price</p>	<p>.....by responding better to the needs of children, young people and vulnerable adults and ensuring sustainable care services:</p>	<p>Adults</p> <ul style="list-style-type: none"> • Undertake an “End to End” review of the entire Adult Service <p>Residential Care</p> <ul style="list-style-type: none"> • Consider the recommendations of the Porthmadog accommodation and care assessment • Identify the way forward for the provision in the Porthmadog catchment • Implement a programme of engagement on the way forward • Agree on the way forward with the residential homes of Gwynedd Council • Open a purpose built Respite Unit as a pilot and evaluate the pilot <p>Day Care</p> <ul style="list-style-type: none"> • Agree on a scheme that addresses the day care needs of older people including work opportunities, volunteering, socialising, personal care and intensive care • Identify day care options at Maesincla Caernarfon • Develop a joint work programme with the Betsi Cadwaladr University Health Board regarding the specialist dementia day care provision <p>Telecare</p> <ul style="list-style-type: none"> • Undertake a review of the Telecare business case and implement the recommendations • Disseminate the use of Telecare to all relevant fields including children and families <p>Transforming Learning Disability Services Project</p> <ul style="list-style-type: none"> • Implement the engagement programme with the stakeholders of the Fron Deg Care Home in Caernarfon • Identify day care and accommodation models for people with learning disabilities • Consider engagement information, decide on the options and create a business case for the Fron Deg care home

		<ul style="list-style-type: none"> • The Cabinet to consider the business case for the Fron Deg site • Implement the recommendations of the Alder Review into the field of Learning Disability Children and Families <ul style="list-style-type: none"> • Discover a form of offering better value for money when offering an effective service through the Children Service's "End to End" review • Implement the recommendations of the Children and Families Service's "End to End" review with an emphasis on edge of care interventions • Increase the number and the range of fostering units in Gwynedd giving particular attention to the needs of young people in their teens with challenging behaviour and/or inappropriate sexual behaviour • Increase the respite/residential provision for disabled/sick children
<p>Focusing on rehabilitation and maintaining independence</p>	<p>..... by increasing preventative work in adults and older people care</p>	<ul style="list-style-type: none"> • Agree on the way forward in-house and with health in relation to a single point of contact for adult services and implement the recommendations. • Establish a self-referral system on the internet for service users, families and partners • Undertake a review of the opportunities to expand the preventative provision in the field of adult and older people care • Seek the opinion of service users on the experience of receiving enablement
<p>Promoting good Social work and care and intervention on a firm foundation</p>	<p>.....by ensuring a fit for purpose structure</p> <p>.....by safeguarding and protecting children and adults</p> <p>..... by promoting the Welsh language within the care</p>	<p>Leadership Structure Project</p> <ul style="list-style-type: none"> • Review and amend the leadership structure within the service in light of the decision to place the role of Statutory Director of Social Services at the Corporate Director level <p>Safeguarding</p> <ul style="list-style-type: none"> • Adopt and implement Gwynedd Council's Policy and Guidelines for Safeguarding Children and Adults • Appoint a Designated Manager for each Service Ensure that all services have a Safeguarding Policy that is in line with corporate guidelines • Roll out a training programme for Safeguarding Vulnerable Children and Adults

		<ul style="list-style-type: none"> • Establish the nature of the situation of Protecting Vulnerable Adults by undertaking a review • Act on 'More than Words' and the Review on the use of language use in care situations in Gwynedd • Review the role and efficiency of locality teams • Continue to review agreements with external bodies – in the field of physical/sensory disability • Continue with reviewing the procedure for Prevention of Finance Loss / Mental Capacity
<p>Developing the resilience of families and communities</p>	<p>..... by aligning opportunities for vulnerable groups of children, young people and families</p> <p>.....by promoting a suitable supply of housing for local people</p> <p>.....by reducing the impact of poverty and deprivation</p>	<p>Children, young people and families</p> <ul style="list-style-type: none"> • Discover a method of offering better value for money when offering an effective service through the Children Service's End to End Review • Implement the recommendations of the Children and Families Service's "End to End" review in relation to the preventative agenda • Collaborate with the Team Around the Family to establish / develop preventative plans for families to include parenting, financial literacy, play and active leisure opportunities and early years work • Undertake a review to discover the strengths of individual communities in relation to supporting children, young people and vulnerable adults to achieve their full potential, identify the gaps and find methods of strengthening the support <p>Empty Housing</p> <ul style="list-style-type: none"> • Bring back 95 empty houses to use with an emphasis on smaller units <p>Housing supply for specific needs</p> <ul style="list-style-type: none"> • Identify alternative methods of using sheltered housing in the Meirionnydd area • Identify options to reduce the time it takes to complete disability adaptations • Increase the building and care planning work for the Extra Care Housing in Bangor • The Older People Accommodation Strategy to be put in place <p>Homelessness Prevention Project</p> <ul style="list-style-type: none"> • Safeguard and maintain 40 vulnerable tenancies.

		<ul style="list-style-type: none"> • Provide support for approximately 50 families to prevent homelessness • Provide 7 new units for those who would otherwise be placed in a bed and breakfast, and better prepare the residents of the units for more permanent accommodation • Target, lease, administer and manage 70 private sector units in order to reduce the numbers that would otherwise be homeless
<p>Promoting and maintaining the welfare of individuals, families and carers</p>	<p>.....by increasing preventative work and targeting health inequalities</p>	<ul style="list-style-type: none"> • Create a suitable provision for the family from the outset by considering the way in which the Health service and the Council could collaborate in relation to the Early Years of children and their parents • Offer a better service to individuals by considering collaboration and joint provision opportunities for rehabilitation treatments, services and programmes • Undertake a Health Needs Assessment in order to obtain a current picture of health inequalities in the County • Agree on the type of specific and intensive interventions that could be targeted in the areas or the identified cohorts of people by developing a long term strategy • Raise awareness and increase the contribution of Council services to improving health • Secure corporate ownership of the Healthy Living brand by establishing a procedure, standards and guidelines to be delivered
<p>Co-production</p>		<ul style="list-style-type: none"> • Establish a co-production strategy that will include service users, prospective service users, carers and communities in planning, developing, implementing and evaluating interventions • Establish and strengthen service user forums • Strengthen the advocacy process by providing clear and fair guidelines • Strengthen the voice of children and young people who receive services / who are looked after

7. Closing Statement

I very much hope that you will agree that substantial work has been accomplished within Gwynedd Social Services during 2012-2013. Nevertheless, we are very aware of the substantial agenda ahead of us in 2013-2014 and beyond. With increasing demand for formal services and pressures on diminishing budgets, we cannot continue as we are. Incremental change will not suffice; rather we are faced with significant transformation. Transformation that will involve each and every one of us thinking differently.

I know that social services alone cannot respond to this agenda. I know that individuals, families and communities are eager to contribute to the discussion on the future of care in Gwynedd and are also eager to be equal partners in the process of planning, developing, providing and evaluating services – co-production. This is also my wish and I shall be continuously promoting this message over the next period.

Further Information

If you wish to receive more information or to discuss the Annual Report further, we welcome you to contact the service directly. Any questions or comments should be sent to the Customer Care Unit:

Customer Care Unit, Social Services, Housing and Leisure Department, Gwynedd Council, Shirehall Street, Caernarfon, Gwynedd LL55 1SH, e-mail gcgc@gwynedd.gov.uk : 01286 679 268

8. Useful Links

Relevant websites

Cyngor Gwynedd

www.gwynedd.gov.uk

Cyngor Gwynedd Housing and Social Services

http://www.gwynedd.gov.uk/gwy_doc.asp?cat=2637&doc=23293&Language=1&p=1&c=1

Cyngor Gwynedd's fostering webpage

www.gwynedd.gov.uk/fostering

Care Council for Wales

<http://www.cgcmru.org.uk>

North Wales Adoption Service

<http://www.northwalesadoption.gov.uk/english/index.cfm>

Wales Audit Office (WAO)

<http://www.wao.gov.uk/home.asp>

Care and Social Services Inspectorate Wales (CSSIW) website

<http://wales.gov.uk/cssiwsubsite/newcssiw/?skip=1&lang=en>

Action for Children website

<http://www.actionforchildren.org.uk/>

Children in Wales website

<http://www.childreninwales.org.uk/index.html>

Betsi Cadwaladr University Health Board website

<http://www.bcu.wales.nhs.uk/>

National Youth Advisory Service website (NYAS)

<http://www.nyas.net/>

Improving Social Care in Wales website (SSIA)

<http://www.ssiacymru.org.uk/index.cfm?articleid=4127>

Young People and Children Strategic Partnership Website

<http://www.gwynedd-ni.org.uk>