

CITY & COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

Director of Social Services



ANNUAL REPORT



**Chief Social Services Officer:
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City and County of Swansea

Director of Social Services Annual Report to Council 2013 / 2014 v5

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Section 1 Foreword by Chief Social Services Officer

This is the fifth Annual Council Report of the Director of Social Services (2013/2014), and my first as Chief Social Services Officer in City and County of Swansea.

Through the Social Services and Wellbeing (Wales) Act, the Welsh Government is redefining the purpose and core objectives of Social Services. This ground-breaking legislation places the enhancing of people's wellbeing, as a core duty of the Local Authority. In Swansea, we are well placed to adapt to these changes, building on the successful change programmes, which have been in place for the last 4 years:

- Transformation of Adult Social Services - TASS
- Child and Family Services Improvement
- Western Bay Regional Health and Social Care programme
- Supporting People programme

Many people are still feeling the impact, of economic recession, with welfare reforms and budget pressures within public services looking set to continue for at least the next few financial years.

To address these financial pressures alongside increased demand for services, both in terms of quantity and quality, Swansea has been, for the last few years, working towards a more sustainable model of social care, a model that can support citizens by:

- Placing a greater emphasis on prevention and wellbeing;
- Providing easier access to information, advice and the right assistance when needed
- Helping and more directly, through self assessment or a more flexible social worker assessment, which is focused on each person's strengths as well as needs
- Creating approaches to helping people build their own support plans, with solutions that may involve family networks and communities
- Joining up health and social care service through a range of community based services that can help prevent or delay a person stay in hospital or residential care
- Supporting carers and families, we can assist in ensuring their relatives remain safe and supported in their own homes, and within their own communities
- Ensuring citizens have choice and control over the outcomes they want, and the support they need to achieve them.

We will continue to promote better outcomes for children and families in Swansea by implementing a 5 year Safe Looked After Children (LAC) Prevention strategy, and by Transforming Adult Social Services to support people towards independence.

Within this report, we will highlight what progress we have made against expectations set by our service users and carers, our staff, our inspectors, auditors, scrutiny panels, the corporate Executive Board and the social services management team.

As the Statutory Director of Social Services, and as part of this Annual Report, I have a duty to reflect on how well we are delivering high quality, effective social care on behalf of the citizens of Swansea.

Positives

- We are reclaiming social work, by spending less time on completing assessments, and offering more of our time working directly with children, families and vulnerable people
- We can show we are achieving a positive impact in the lives of people we work with, through stories of achievement
- We are successfully applying signs of safety in Child and Family Services and Person Centred Thinking in Adults- these are whole service approaches that drive up improvements.
- Swansea has received considerable national interest in how well we are implementing signs of safety and solutions thinking approaches in all areas of child and family services
- Through skilled interventions, Social Workers are building on what already works for individuals and families, as the starting point for a more targeted support plan
- We have successfully put in place the new regional Safeguarding Children and Adults Boards. A recent event to launch the Western Bay Safeguarding Adults Boards was opened by Social Services Minister Gwenda Thomas, and engaged an audience of over 400 people
- In Child and Family Services there is strong evidence of some exceptional work by social workers and within teams, reflected in the overall improvement journey and the latest performance results
- Adult Services are transforming toward a sustainable model is starting to make progress, as seen in changes to the range of high quality services that can change the balance of care: already fewer people are needing residential forms of care.

- Adult Services has established strong foundations for this new social care model, with a range of alternatives to residential provision, including integrated working. The service also has a track record in successful commissioning for outcomes, such as Swansea Carers Centre, and Closer to Home.
- My personal highlights this year have been to attend the various workshops and conferences where citizens have shared their personal experiences of how social services have supported them to lead the lives they have chosen.
- Social Services were successful in achieving the budget targets set for last year, and Child and Family Services, through the Safe LAC Reduction strategy has managed, for the first time in a number of years, to lower the level of expenditure, whilst maintaining or increasing positive outcomes for children.
- Exceptional performance against targets, with Child and Family achieving their best ever set of result, and achieving improvements in 29 out of 41 indicators, and Adult Services reporting progress or consistency in most key indicators. Our focus this year will be on those measures where improvement is needed.
- Complaints in Swansea are currently managed by a dedicated corporate team, with only 10% of social services related cases proceeding to Stage 2 and beyond. A significant number of complaints are related to funding and service availability issues, and there is potential for dissatisfaction about future service changes amongst citizens, current service users and carers,
- CSSIW conducted a national review of commissioning in adult social care, and the overall report for Swansea was extremely positive with some best practice examples, such as the impact of Swansea's team of Community Connectors and our commissioning relationship with Swansea Carer's Centre
- There was also a national review of Safeguarding and Care Planning of looked after children and care leavers who exhibit 'risky behaviours'. The review highlighted lots of positives as well as some areas for improvement

Challenges

- Making sure the voice of individuals, families and communities are at the centre of the care and support they receive, and at the forefront of all decisions that impact on their lives
- Delivering a whole system change to promote support that is focused on strengths and achieving positive outcomes

- Deliver on the budget savings and efficiencies, which have to be realised across the Council to ensure that our services are sustainable for the future
- Improving the skills and capacity of the social care workforce to achieve the professional standards required to deliver high quality and person-centred social services.
- Having the resources available to deliver on the requirements of the new Social Services and Wellbeing (Wales) Act.
- Ensuring that the changes we have made to our safeguarding arrangements continue to be robust and resilient
- Maintaining good performance with diminishing resources

Opportunities

- Swansea's social care workforce, and managers are being trained and develop to improve their practice skills and they are motivated to achieve the best they can, with the resources we have, for the people we serve.
- We can continue to build on exciting new approaches to prevention and early intervention, for example our team of Community Connectors is already demonstrating an impact through their work across five health networks.
- We aim to be the first Local Authority to use the signs of safety approach in Adult Social Care, building on how well the person centred planning approach is shaping our services.
- We are working on a new strategy for safe prevention, aimed at helping older people to remain independent, to feel safe and to help tackle loneliness and social isolation.
- New approaches are needed to tackle the increasing demands for social care, and through Local Area Coordination, a preventative approach that pulls together community resources, and Adult Family Group Conferencing in which families are supported to develop strategies, and to build the resilience, that can see them through a crisis in their caring relationships, perhaps towards an elderly relative or disabled child.
- We expect to improve how we support a transition to adulthood for children looked after who are leaving care, and for those young people with complex needs.

- In Adult Services, there is to be a period of further change ahead, as we move towards integration with Health partners, such as a new single point of access, and 3 new network team which can offer citizens a simpler, more seamless way to access local health and social care services.
- The corporate budget consultation exercise as part of 'Sustainable Swansea -fit for purpose' showed just how much passion, feeling and commitment there is to finding the right solution going forward, and we are looking at ways to involve as many people in the changes as possible.
- Within Child and Family, we have had a review of looked after children at risk, and this brings more into focus some of the wider social issues such as child sexual exploitation, human trafficking, substance misuse, domestic abuse and the multigenerational impact of poor parenting. These are all themes which are being picked up via the newly created corporate safeguarding group and the regional Safeguarding Boards.

Learning the Lessons

To continue to share good practice and develop innovative services that are sustainable and citizen centred via the Western Bay Health and Social Care Regional programme.

My overall judgement is that Social Services in Swansea provides high quality and effective services with strong corporate and political support. However to continue to meet the future challenges outlined in this report, there will need to be an acknowledgement that we cannot continue to do things in the same way and that we will need to reconsider how we intend to meet the needs of the citizens of Swansea in a very different way in the future.

Section 2 Context

Swansea's population now stands at around 239,600 following eleven consecutive years of growth since 2001, and is expected to grow by 13% to 2036, particularly in the older age groups. The number of households in Swansea has also increased by around 9,000 (+10%) between 2001 and 2011, with the largest growth in single-person households. Demand for, and expectations of, social care has increased rapidly and this trend is going to continue. Of this population, Swansea Council's provided or commissioned social care support to nearly 10,000 adults and children last year. With around 6,500 adults supported, and over 3,000 children in need worked with during the year.

Swansea has been hit hard by the recession, with economic activity and employment rates in Swansea below the equivalent Wales and UK figures. Unemployment rates (survey-based) in Swansea are above Wales and UK rates. Swansea also has a large proportion of low skilled / low paid, service sector jobs, or jobs at risk within the public sector. Over 6% of Swansea's population, around 14,300 people, are from a non-white ethnic group (2011 Census). Around 11% of the total Swansea population class themselves as Welsh speaking.

Although over the last ten year period, life expectancy in Swansea has increased by around 2 years for both males and females, Swansea has some of the most deprived areas in Wales, in Townhill, Penderry and Castle wards in the Bottom 10%. Health and wellbeing outcomes are significantly worse in the more deprived areas of Swansea, with large variance in healthy life expectancy – a gap of nearly 23 years for males and 15 years for females.

A key aim of the **One Swansea Plan 2013** is to ensure that people are healthy, safe and independent. As well as contributing to significantly reducing the difference in premature mortality rates and the closing of a life expectancy gap between the most and least deprived communities, Social Services has a key contribution in making a better balance between residential / nursing and community-based care for older people.

Achieving a sustainable model of social care is a key area of focus for the Council to meet future demand and still work to achieve the best outcomes, and this is the focus of **Sustainable Swansea- fit for the future**, our corporate transformation programme, which has 4 delivery strands to look at:

- Prevention
- New Models of Delivery
- Efficiency
- Stopping Services.

Swansea Social Services also has two transformation programmes to support the implementation of Social Services and Well- Being (Wales) Act.

These are:

Child and Family Services Improvement programme, which has a 5 year Safe Looked After Children Reduction Strategy driving whole system change in areas of wellbeing, Supported Care Planning, Permanence and Safeguarding / Performance / Quality.

Transformation of Adult Social Services (TASS) has three pillars of change looking at Prevention, New Operating Model and Reshaping / Remodelling Services.

Summary of Budget Position 2014 / 2015

The Authority continues to face financial challenges. Social Services, along with other Directorates are committed to meeting these challenges by delivering on budget savings targets, whilst ensuring there is protection of the most vulnerable people.

The overall aim as set out in the Medium Term Financial Plan is to achieve a sustainable financial position, and this will require effective delivery of specific actions set out in the service business plans to realise the Adult **Swansea To Be Model** (p14,) and targets within the Safe LAC Reduction strategy. These targets will be achieved by the successful management of change projects and corporate projects / initiatives in support of *Sustainable Swansea – Fit for the Future*.

Directorate

Social Services were successful in achieving the budget targets set for last year, and with Child and Family Services there has been excellent progress, supported by strong management and skilled practice, in showing a lower final expenditure than in the previous year. Child and Family Services has a 5 year Safe LAC reduction strategy, and this sustainable approach has the confidence of the Council, who have shown their commitment to keeping children safe in a harsh economic climate, by allocating a service budget to reflect last year's spend.

Social Services is required to contribute to the current Authority target of **£45million** savings over 3 years, and put forward proposals to achieve £3.38m in service savings in 2014/15. There are additional savings to be made by reducing staff numbers, and changes in management and business support structures. Overall Social Services is expecting to face many challenges and tough decisions in the years to come.

In 2013/14 there was a Directorate overspend of £1.7m (£6.98m last year) as shown in table below.

Social Services	2014 / 2015 Budget £000s	2013 / 2014 Budget £000s	2012 / 2013 Budget £000s
Directorate	104,726	105,463	98,164
Child and Family Services	39,160	37,508 Less Transfers ¹	35,730 Less Legal costs
Adult Services	60,416	61,433	58,018
Net Overspend /Total	- (Projected)	-200	325

Social Services

The resources made available to Social Services for 2014/15, in the form of the approved budget, are shown in the table above.

Major areas of budget pressure in 2013 / 2014

Domiciliary Care - Older People due to demand pressures.

Funding placements for adults with complex needs, drop in CHC income from the NHS.

Direct Payments - more people receiving.

Out of Area Placements for Looked After Children.

Foster Swansea.

Budget areas where successful actions have been taken:

Overall expenditure budget for Older People

Residential-Older People (External) spend down

Expenditure Child and Family Services down

Social Services has been successful in meeting outcomes set within the 3 year Outcome Agreement - person centred dementia care, and helping to achieve performance results that enabled full payment to the Authority of the Welsh Government funding.

Budget Savings areas requiring action for 2014 / 2015 (£3.38m)

Aftercare / Transition to Adulthood

External Family Support Services

Youth Offending Service

Change skill mix of staff providing services

Social Services transport efficiencies

¹ Cost centres transfers to Flying Start

Contract changes and cost-effective commissioning, support to carers & supporting people

Central management & admin.

Talking Books (Special Projects)

*Older People Day Services = **deferred for one year pending Older People Services – Independent Review***

*Develop Independent Living by reinvesting money from closure of three Older People Residential Care Homes = **deferred for one year pending Older People Services – Independent Review***

Learning Disability Day Services- seeking alternative model

Increased supported living and reduced residential care for people with Mental Health needs and Learning Disabilities

There are further Budget savings in some of these areas expected in 2016 / 2017 and 2017 / 2018, depending on the next budget review process.

Some Budget Risk Areas 2014 / 2015

- i. Child and Family external placements:
- ii. Deprivation of Liberty Standards-increase in requests for assessment following Cheshire West² judgement
- iii. Domiciliary Care related issues
- IV. Other Cost pressures:
 - Pressure around Delayed Transfer of Care
 - External Provider future viability
 - Labour market changes
 - Mental Health S117 legal challenges
 - Increasing numbers of placements for people with complex needs

Medium Term Financial Plan (MFTP) 2014 / 2015

Swansea's latest MFTP acknowledges the demographic challenge presenting itself through an increasingly older population and greater demand pressures. The funding decisions of the UK government are likely to contribute to the challenge and strengthen the drive to achieve a sustainable model of social care. A more sustainable model supports people to remain at home, while encouraging self-help to enhance wellbeing and the development of stronger community networks with third sector involvement.

² Cheshire West refers to Supreme Court judgement in March 2014, which redefines deprivation of liberty and how these standards in social care apply to vulnerable adults.

As previously, the aim going forward is to achieve a further improvement in standards whilst simultaneously achieving cost reductions where possible. Within Child and Family Services the latter can only be achieved by a real terms reduction in numbers of Looked After Children, changes in practice and less reliance on high cost interventions.

Western Bay Health and Social Care Programme

As off 2012 the Western Bay Health and Social Care Programme, a collaborative programme bringing together the City and County of Swansea, Neath Port Talbot County Borough Council, Bridgend County Borough Council and the Abertawe Bro Morgannwg University Health Board was established. During 2013 / 2014 the programme continued to make progress.

The main priorities for the WBHSC Programme in 2013 / 2014 were:

- to test and review the case for collaborative working through the development of joint business cases and reviews,
- to establish the required systems and support mechanisms to facilitate the efficient running of the Western Bay Programme
- to review the governance of the programme.

The Western Bay programme has a number of project work streams including:

- Children Services - Adoption,
- Adult Learning Disability Services,
- Adult Mental Health,
- Community Services (Older People),
- Contracting and Procurement Services, a cross-cutting project.

There are also several other work streams alongside the main transformation programme, involving the same partner agencies; these include:

- Integrated Family Support Services,
- Safeguarding for Adults and Children,
- Supporting People,
- Substance Misuse.

The City and County of Swansea is the host organisation for the Programme, providing programme management and the financial lead on behalf of the partners in relation to Welsh Government grant funding to support regional working. Joint working with neighbouring Authorities and Health should lead to better outcomes for citizens through the sharing of best practice, better use of resources and delivering savings, improved commissioning of specialist services and innovative practice.

Section 3 What are Swansea's citizens are telling us?

People are telling us that they recognise the need for more sustainable services, yet they also demand high quality, accessible services for themselves and the relatives they care for. We have been building greater community involvement through the excellent work of a team of Community Connectors, which has been both evaluated and proposed nationally as a model of best practice.

To meet Swansea Council's budget shortfall of at least £45 over the next three years, Social Services had to contribute a large number of savings proposals, nearly all of which were accepted, pending consultation. Simultaneously Child and Family Services is required to ensure that the budget position is both stable and sustainable.

Swansea has already undertaken a range of initiatives to ensure the sustainability of social services for older people in the future and to comply with the Sustainable Social Care in Wales framework, these include the Western Bay Regional Health and Social Care Programme and the Transforming Adult Social Services (TASS) programme. Overall the national policy direction broadly supports a rebalancing of service provision away from residential care and towards intermediate and domiciliary care, enabling people to remain independent and living in their own homes for longer; through greater joint working and integration to improve care and support pathways and outcomes for older people, as well as community initiatives to promote wellbeing and reduce social isolation for older people in Swansea.

These savings proposals do fit with the strategic intent of the Transforming Adult Social Services (TASS) programme, where the closure of adult residential care homes and day centres could help release resources to support more people towards independence in their own homes. Across all survey responses, and of nearly 200 citizens who attended consultation meetings on social care, the vast majority were against any proposal which would result in the closure of care homes or day centres. People spoke emotively about how important social care support is to their lives, and to themselves as carers and how much they needed and relied on services.

We have taken on board the comments, and the shared request that citizen and community groups are kept involved in the changes we intend to make. Cabinet decided in response to broaden out the stakeholder involvement, by commissioning an Independent Review of Older People's Services in Swansea. Following a tendering exercise, this review is due to start in July 2014, and to report back to Cabinet in Autumn 2014.

We hope to extend this work within a regional Local Area Coordination project, and the development of a prevention strategy, supported by the Corporate Director of People, and a new Council service area, Poverty and Prevention.

Around 130 people, including over 40 carers, attended Swansea's Carers Rights Day 2013 event at the Liberty Stadium. The theme of the event was 'making life fairer for carers' and the day as a whole was very successful – 'informative', 'excellent', 'emotional' and 'positive' were comments that appeared over and again in feedback.

Over the year, we have engaged with new initiatives to give the community voice, choice and control, e.g.

Swansea' Carers Centre 'Dyma Ni' project - aimed at supporting parent carers of young people age 14 – 25 with a disability or illness and carers' own transition

Join in project

Did you know? Swansea held their sixth annual Achievement Awards at the Taliesin Centre, and this year over 150 looked after children attended, with families, carers and staff in attendance to celebrate their successes, and to participate in stage performances.

Participation work in Child and Family Services is extending beyond children looked after, to cover all Children in need, and by locating this function within the Service Quality Unit there will be a direct link to improvement.

More commissioning is taking place using coproduction as the guiding principle, ensuring that all those likely to experience an impact (older people, families, carers, service providers) are involved in the design, delivery and service management. At the same time, we are exploring ways in which people's experiences of adult safeguarding can be used to support our lessons learned approach.

An Equality Impact Assessment (EIA) is a tool for assessing and consulting on the likely effect of the way the Council does its business for different groups of people. Swansea completed EIAs on each of the budget saving proposals this year, and as a result of a budget strategy consultation with citizens and staff, Cabinet took a decision to postpone the changes to Residential Care and Day Services to Older People, and to commission an Independent Review.

A review steering group was set up, chaired by the Cabinet Member for Wellbeing, with citizens and provider representatives, to oversee the selection of the independent reviewing body. Once selected, the reviewers are being asked to look at the current range of services available to older people in Swansea, and to engage a wider group of citizens and stakeholders in looking to recommend a future model for older people based on likely demand for social care demand, and the resources available. A report will to be put forward to Cabinet in Autumn 2014.

Citizen Voice

- The Supporting People Programme has at its heart citizen empowerment and its focus is to develop the maximum potential of individuals to take control of their lives.
- The Supporting People grant is administered locally by Social Services and its conditions require citizens to influence front line service delivery and strategic commissioning.
- The Join In Service User Involvement Framework for Supporting People and Homelessness Services sets a Charter of Rights and Minimum Standards. This sets out the **expectations** that services should follow and the **standards** that citizens should expect from that service.
- There is an annual citizen consultation event focussed on strategic issues and regular Community Groups focused on more operational/service delivery issues.
- Citizens have been supported to acquire skills to attend strategic meetings and assist the Department in contract evaluations of SPPG funded contracts as peer reviewers

What has changed as a result of the citizen voice:

The **quality of services** has improved by:

- Commissioners have a better understanding of the needs of citizens, what matters to them the most and how change can happen in a meaningful way.
- Citizens have contributed new ideas about the way that services can be provided including the use of technology, peer support, use of volunteers, where and how support could be provided.
- Citizens have assisted in developing better understanding about the difficulties they face in accessing services
- Service managers and commissioners are better able to challenge their own service and make changes based on what people have said

Section 4 Adult Services

Over the previous 12 months Adult Services has concentrated on improving outcomes for people and families that use our services. In focusing on outcomes, building on our shared values and core principle of giving greater voice, choice and control to Service Users and citizens, we have been taking forward a transformation agenda.

Our key objective, as always, is to ensure that vulnerable adults in Swansea are safe, well and they are supported effectively to remain independent, for as long as possible in their own home. To achieve this we set out to place each person at the centre of their own support planning, and to ensure they receive the right support delivered by teams of well trained, committed Social Workers and high quality services.

Our transformation agenda has focused on 3 priorities within the TASS agenda are:

- (a) Redesigning our operating model to one that is flexible and proportionate in response to people's needs, and that is focused on achieving the outcomes people define for themselves.
- (b) Reshaping and remodelling our service delivery to become more flexible and responsive in supporting people achieve their outcomes, and greater independence, and to be better value for public money
- (c) Building community capacity to provide the support and care people need, within family, social and peer groups, by linking citizens into local resources and by working closely with the third sector.

This annual report will show that Adult Services in Swansea are, through their established change programmes, well placed to meet the challenges of the Social Services and Wellbeing (Wales) Act. There are some excellent examples of service redesign and innovation, such as dementia care at Ty Waunarlwydd, people with complex needs met at Bonymaen House, development of Assessment Beds, Step Up- Step Down Beds, the Integrated Gower Team, and continued investment in reablement services.

Around 60% of Swansea's adult social care measures, have improved or stayed the same, with most close to Wales average.

<http://www.mylocalcouncil.info/>

Yet there still remains work to do in achieving quality services across the whole of adult social care. This can only be achieved if we pool our resources, with partners, regionally and the across health and social care system.

In this report, there will be evidence of how well we are collaborating within the regional footprint called Western Bay to deliver on a Regional Health and

Social Care Programme, with examples where we are working with ABMU Health Board colleagues, to deliver on a Local Integration Plan and also achieving closer cooperation across council services, working in partnership with the 3rd sector and building stronger links into Swansea's network of local communities.

Summary of Achievements in 2013 / 2014

- Improving access to public information, advice and support through additional capacity at Intake to manage hospital, and safeguarding enquiries, and the development of Social Services web pages to support service transformation.
- Fewer people are experiencing delays in their discharge from hospital due to delays in receiving home care.
- Continuing to develop new, and integrated reablement opportunities, as well as residential assessment beds to help people remain in, or return to, their own homes.
- We continue to ensure more people are having their care plans reviewed.
- There have been reductions in the number of older people placed in residential care, and in the period of time people remain in long term residential / nursing care. These reductions contribute to improving the overall balance of care.
- Improvements to commissioning of services closer to home, and through availability of supported living for adults with complex needs.
- Carers are being offered an assessment of need in their own right, and can access a range of support services.
- Following process changes to ensure Safeguarding Adults is 'everybody's business', we remain effective in managing risk.
- Collaboration and integrated working across local, regional and national partnerships.

Wellbeing and Prevention - people are supported to remain healthy, safe and independent

We seek to place the citizen at the centre of everything we do, by building on their strengths, capacities and skills to best manage their own care, safety and support. The corporate Sustainable Swansea programme supports a shared focus on wellbeing and prevention, and that promoting these as community and personal outcomes, is best managed as "everybody's business". Our Intake Team, currently based at the Civic Centre, helping us manage demand for social care more effectively. They undertake a simple assessment; listening to the outcomes people want to achieve, helping the person to find solutions and access suitable support within their community and through universal services. Where people need the help of a social worker, where there are safeguarding concerns, or a specialist assessment is required, the intake team refer on to the social work teams. Collaboration with

health partners, and the development of a single point of access will enable people to access community, health and social care services through our front door in the future.

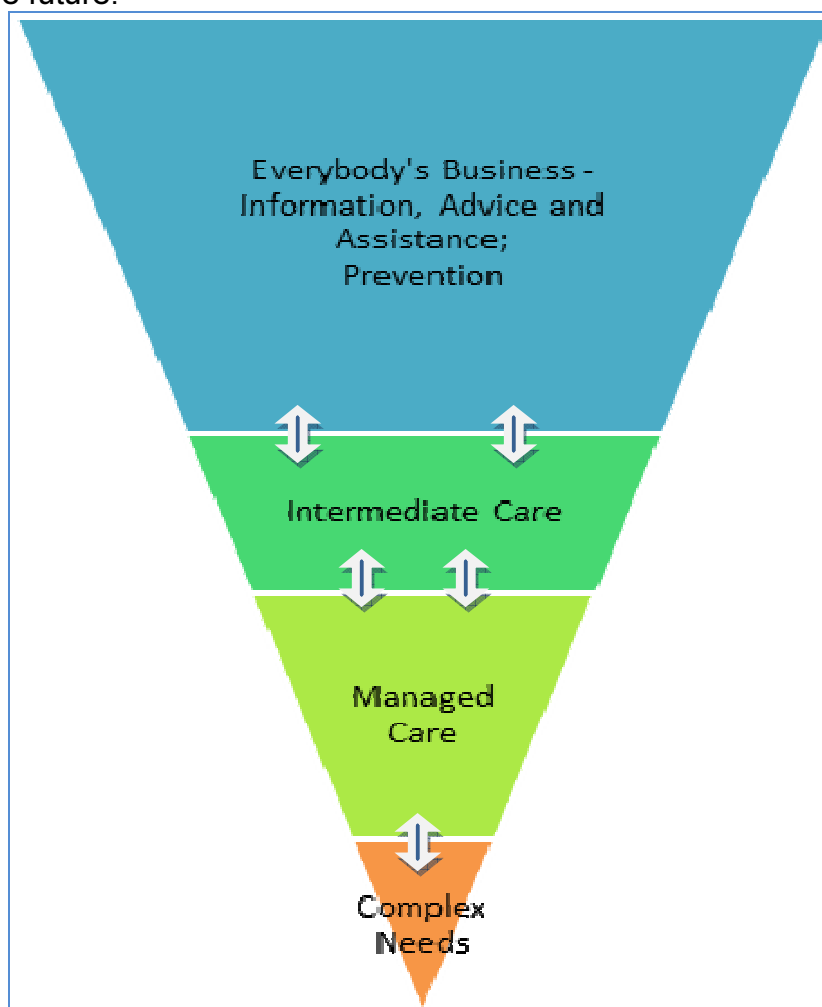


Figure 1 Swansea To be Model

How well are we doing?

Swansea's approach has already been successful in reducing the number of contacts we receive which require a formal social work assessment. With the service dealing with around 2000 contacts a month, it is important to recognise that most people, about two thirds, can be helped by being given up- to-date information, some specific advice on their needs, or by being directed to a source of support. Currently only a third of people who make contact, require some form of specialist or social work assessment to access the help they need.

All contacts are recorded onto the PARIS information system and in September 2013 a new assessment was implemented, which is briefer and focuses more on holding a conversation to accurately determine what the citizen expects as outcomes. We have also designed a new Integrated Assessment form with health colleagues to meet national guidance, with plans for training and implementation well underway.

A simple bulletin-board system is used by Intake Team to keep their local knowledge up-to-date about services, welfare benefits, available resources, and service capacity, and basic public information is directly accessible through a redeveloped City and County of Swansea website. The redesigned Social Services web presence has already been singled out for praise by SOCITM in 2013.

How do we know we are doing well?

We now regard safeguarding vulnerable adults, in the same way as child protection, wellbeing and prevention, best managed as “everybody’s business”. Since September 2013 all safeguarding enquiries are received by our Intake Team, and, where a concern is raised this is directed to the most suitable specialist team, so that they make a timely and joint decision on whether there are significant risks faced by a vulnerable adult. Once a decision is made, prompt action is taken and, where necessary, further investigations are conducted.

We have improved how well risk is being managed (93% of all cases, last year 92%), and evaluating whether there are still further improvements possible.

We were asked to: consider Swansea’s approach to the preventative agenda, and how we can improve the uptake of carers’ assessments.

There have been improvements in our services to Carers, with more take up by Carers of the offer of an assessment, and through our positive commissioning relationship with Swansea Carers Centre and other Carers support services. There are corporate plans to develop our public website. These changes seek to highlight the range of poverty and preventative interventions available to help people, such as community connectors, social inclusion unit; alongside some new initiatives, e.g. Local Area Coordination, Adult Family Group Conferencing and volunteering and befriending schemes available through third sector.

A corporate Sustainable Swansea programme has been launched, which includes a Prevention and Early Interventions workstreams to coordinate the Council’s efforts in these areas.

We will continue to improve by:

- developing a single point of access to up-to-date information, advice and assistance for citizens, carers and partners. This will help people decide on the right level of support they need to promote their wellbeing
- working together, with the vulnerable adult at the centre, to achieve the best possible outcomes and to manage risk effectively

Integrated Services – working jointly with health to improve how we support people to remain at home

Swansea's approach is to see health and social care as a whole system, which people who may need help or support should find it easy to access, regardless of which service may be needed, in order to enhance their overall wellbeing. As more people are living longer, there is evidence, that these additional years are not always be healthy years. As well as planning preventative services to help people remain healthier for longer, we are anticipating that demand for health and social care is likely to be most acute among the frail, very elderly (aged 80+), as well as for younger adults with significant, complex needs.

At the same time there are inequalities in life expectancy and experience across the City and County of Swansea, as a range of factors can affect people's wellbeing, such as poverty, housing, proximity to services, can affect people's wellbeing. The Authority now has two Directorates People and Place which, in support of the Council's policy commitment, are focused on targeting resources in a more joined up, sustainable way.

Story: **Mr H.J** was leading an independent life until one day last year when he had a stroke which affected his independence and speech, leading him to suffer from anxiety and depression. He wished to keep his independence, and we established his views through a best interests process. We supported his wish to be rehoused. **Outcome:** A combination of reablement, family interventions, privately arranged support and some support from Social Services has enabled Mr H.J to settle very well in a new flat.

Within this approach, Adult Services has actively developed a new operating model which is focusing on people's strengths, and the community and family resources that can be used to help them achieve the outcomes they wish.

How well are we doing?

Our development of an 'intermediate care' tier is aimed at ensuring reablement services are available to support a timely, safe and effective discharge from care in hospital that help people return to their own homes. We are continuing to work closely with partners in ABMU Health Board and with providers of domiciliary care so that we maintain, and improve the capacity and quality of services. A Joint Statement of Intent has been agreed to support the integration of health and social care, and the further development of Intermediate Care Tier services, funded through a successful joint Western Bay bid Intermediate Care fund.

Through the pilot Integrated Gower Domiciliary Care Team, we have successfully increased domiciliary provision in previously hard-to-reach areas. We are using the residential reablement service (RCAS) linked into the use of new Assessment Beds at Bonymaen House and Ty Waunarlwydd, and to the development of Gorseinon Community Hospital beds to support people with complex care who require a period of reablement before returning home.

Swansea is an active participant in the five Local Community Health networks, chaired by GPs or Primary Health care professionals, and we are actively working with our health partners to develop integrated community health and social care teams.

How do we know we are doing well?

Currently around **60%** of people receiving RCAS are returning home, instead of being admitted to long term residential care or hospital.

We are successfully managing delayed transfers of care. There was a slight increase in the rate (2.47), taken at a monthly census, compared to previous year (2.11). This translates to eight more people being delayed in hospital through the year. Of the 52 adults who were delayed in 2013 / 2014 for social care reasons, over two thirds relate to domiciliary care availability.

As part of Swansea's Integration Plan, there is programme governance in place to support the development of a Single Access Point, Integration of Care Homes Quality Team and further development of community networks to support integrated health and social care community teams.

We were asked to:

- Improve support for Carers and the response to the Carers Measure.

We have improved by continuing to promote direct access for carers, to a range of specialist help, which has been commissioned, through Swansea Carers Centre and other third sector organisations. Swansea has achieved positive feedback from CSSIW, in a recent national inspection of commissioning, for our relational approach to carers support services. We have improved the carers assessment process, to develop the conversational approach agreeing the support needed to help carers to continue to support relatives or friends.

We will continue to improve by...

We will continue to:

- Speed up access to health and social care support, through an intermediate care tier, to help people return home following a stay in hospital or to remain at home when they may be at risk of going into hospital or long term care
- Work together with Health on strengthening community networks, creating shared pathways and implementing an integrated assessment framework
- Looking at ways of preventing delayed transfers of care for social care reasons

- To ensure that there is support freely available within communities, to come to the help of people in adversity.

In order to improve support to older people in hard to reach areas, all requests for reablement services are going straight to the Integrated Gower Team, and this has eliminated waiting times.

Support Care Planning is centred on each person's strengths

Social Workers have for some time been required to act as gatekeepers to services, where limited resources are allocated according to need.

Swansea is implementing a new Operating Model, one that looks to reclaim social work as a valued social service in its own right. Social Workers and Managers have received additional professional training in coaching skills and person centred thinking, and given a set of tools, such as a new unified assessment.

We are expecting social workers to move away from a deficit model in which each assessment of need is focused on problems that people face and services, and that social work becomes a way of working with people to achieve independence. This can be achieved by:

- building on what is already working for the individual,
- acknowledging the strengths existing within themselves, their family and community,
- agreeing on the most important outcomes, as sometimes it is the small things that can make the biggest difference
- planning together, with the person and their carers, how best each outcome can be achieved.

Our ambition has to be to achieve the highest standards of health and social care support that can promote the continued independence of the people of Swansea.

How well are we doing?

We are continuing to support people to remain independent, and to stay in their own homes for as long as possible by adopting a reablement approach, within all directly provided social care services. We are anticipating a further reduction in the number of people being placed in long term residential care this year. We are increasing the number of direct payments being used to secure a range of support, and, as a partner in Western Bay, we are retendering for a provider to support citizens in self – managing their own care. This can help create additional capacity in community based support.

Mr A, aged 73, was of no fixed abode and living on the streets at the time of his admission to Cefn Coed Hospital in January 2013. His admission was triggered by his memory and mental state due to years of alcohol misuse, and concerns for his safety on the street.

Following a best interests meeting, Mr A was supported to access the homelessness gateway and adult mental health services who worked together to find a unique solution for supported accommodation.

Outcome: Mr A moved to a new home, where there is on-site support.

How do we know we are doing well?

Overall we are changing the balance of care in favour of shorter term, community based support, which helps people regain their independence and health. For younger adults, there is clear evidence of very high performance, and this has been achieved by the strong emphasis we place on a Supported Living model of care. This model enables people to live in their own homes, with a tenancy, and the necessary support to remain as independent as possible.

The increasing older population has had an impact on the overall rate of services provided, and at the same time there have been fewer deliveries and installations of smaller pieces of equipment during the year. This because the service now operates within a regional agreement to prioritise larger, specialist items to people with an assessed need.

Still over the course of the whole year, the SCA / 002a result 73.51 (last year 77.22) shows only 61 fewer older people receiving a community based service at the end of March. At the same time 32 fewer older people were placed in nursing and residential care, although this was outside the target level performance.

We almost maintained our performance on ensuring that people's care plans are reviewed (this year **81%** last year **83%**), in spite of changes in the operating model, community networks and "everybody's business" approach to safeguarding which are creating new demands of Social Workers.

We were asked to:

- Ensure adult safeguarding – practice, quality, audit and governance- is effective.
- Continue to progress outcome/recovery focused care planning in mental health

We have recently evaluated the changes to Adult Safeguarding. The changes have contributed to a better understanding of safeguarding issues and more equitable distribution of the tasks involved. Swansea is still generating a high number of safeguarding concerns, with an average of nearly 100 per month. Of these nearly 60%, currently meet the threshold of there being a significant threat or risk of abuse or harm, and this represents an increase from the 48%

reported prior to the changes. However there are signs that confidence is growing within the new model and there will be further improvements to be taken forward following the evaluation report. Designated lead managers meet as a group to ensure consistency of practice, and samples of decisions are considered by the Adult Services Management team. Swansea is part of Western Bay Safeguarding Board arrangements, and there is a Swansea Audit and Monitoring group which ensures continuous improvement across the local partnership.

The Mental Health Project within Western bay aims to respond to:

- the increase in demand for mental health services across the region,
- financial pressures and limited staffing resources
- a greater complexity of need alongside the need to manage prevention and wellbeing.

We have used the Regional Collaboration Fund grant funding to support the recovery model, as well as to consider options for a “Tier 0” service that can help promote or improve mental well-being of the broader local population. Whilst there is a need to improve individual and community resilience, promote timely and appropriate assistance and where possible alleviate mental health problems, there is now a recognition that Tier 0 services are broader than mental health services alone, and the future approach should support a whole system focus.

We will continue to improve by:

- Decommissioning and re-commissioning the range of preventative and reablement services to improve the wellbeing of the population
- Improving the professional skills of the social care workforce in working with individuals, families and communities to target their support and make a difference in peoples’ lives

Commissioning a range and quality of remodelled services to support people in achieving their outcomes

Swansea aims to deliver on the change agenda, by refocusing the Transformation of Adult Services (TASS) on the implementation of the new Social Services and Wellbeing (Wales) Act. This will involve developing joint commissioning plans with health, to develop the range of integrated services that are safe, sustainable, and responsive to individual needs. These remodelled services are supporting a new way of working, to deliver support which is focused on improving outcomes for adults. At the same time, we aim to ensure that the market deliver high quality services, as experienced by citizens and service users.

In order to meet the increase in future demand and changing expectations of adult social care, our approach is to respond by:

- Building individual and collective resilience by working with local communities to expand the available support to meet social care needs;
- Supporting strategic commissioning by ensuring there is multi-agency partnership working and joint planning in place;
- Working with partners, to revisit the range of commissioning plans that make best use our limited resources, to ensure we are cost effective in meeting the increasing demand and future- proofing social care for people in need.
- Set the right conditions for a health social care market that is fit for purpose in responding to more localised requirements, and to achieve better outcomes

How well are we doing?

Adult Services Commissioning Strategic Framework for 2011 - 2014 was drafted in December 2010 to support adult social care in working towards meeting the standards from *Fulfilled Lives, Supportive Communities*. This strategy sets out Swansea's vision for services to adults with social care needs over a 3 - 4 year period.

This framework, and individual commissioning plans for service areas, were drawn up using stakeholder reference groups and linked into service business plans by considering current and future activity, performance targets and the financial context. We also considered the national guidance and policy framework which helped to shape our commissioning priorities across all three pillars of the TASS programme. We have been successful in changing how our directly provided services are now focusing on assessment of complex needs, reablement, short term support, and intermediate tier.

How do we know we are doing well?

Progress against the '25 Priorities for Change', as set out within Adult Services Strategic Commissioning Framework (2011- 2014):

No	Commissioning Priority	What we have achieved / Evidence
1.	Range of outcome focused services, which can be purchased by individuals themselves or via the Local Authority.	Improved range of services directly provided and within social care market
2.	Services are flexible and responsive and will provide value for money	Focused on reablement, how experienced and person centred care
3.	Joint services to provide a rapid response	Development of intermediate care tier and pilot Integrated Gower Team
4.	Short term reablement services	Domiciliary and Residential Assessment Care Services (DCAS and RCAS) to help people return or remain supported at home
5.	Domiciliary care will be evaluated by success in meeting outcomes rather than time and task	Changes to service level agreements, contract monitoring and escalating concerns arrangements

6.	Assistive technology to help people to maintain control over their lives	Plans for service viability linked to direct access and charging policy, alongside extending Just Checking service to support RCAS and Carers
7.	Reshaping of day services	Plans for new models of delivery under consideration with service users and carers in support of budget savings targets
8.	Explore options to meet the future demand for accommodation with care and support	Alignment of Supporting People funding to help achieve supported living models Mental Health and Learning Disability placements
9.	Long term residential care will be commissioned where a positive choice;	Range of directly provided, specialist residential care sits alongside external residential care to be spot purchased, and as positive choice of individuals
10.	Locally available supported accommodation as tenancies	As eight, and through closer links with Housing.
11.	Capacity and variety in dementia care services.	Swansea plans to be dementia friendly place, and a dementia supportive organisation, with range of expert, specialist services, as highlighted through recent National Inspection.
12.	Sensory impairment services to meet current and future needs of service users.	Remodelled services now based at Swansea Vale Resource Centre, with more focus on coproduction
13.	Sharing of services across Adult Services as opposed to the service user grouping	Through TASS programme, and Western Bay Community Services
14.	Carers' services focusing on their needs	Commissioning relationship with Swansea Carers Centre, praised in National Inspection, and Carers Support Action Plan, supported by Carers Champion and Planning Officer (Carers)
15.	Workforce are skilled and supported to work differently across whole sectors	Workforce Development / Training plans to support sector, and whole service transformation e.g. coaching skills, person-centred planning and solutions focused thinking
16.	Assessment is a more proportionate response to people's needs	Remodelled unified assessment, Intake arrangements and design of Integrated Assessment
17.	People can construct their own packages of care where they wish	Supported Care planning model, and retendering of citizen support service
18.	Allocation of resources is transparent, and ensures equity	Fair access to care arrangements in place, and indicative care costs with PARIS
19.	Working in localities and in a more co-ordinated way with health partners	Support to five Health networks, and plans for integrated, network hubs (3)
20.	Information and advice covers support, services that can be commissioned independently	Extending roles and capacity of Intake, and plans for Single Point of Access
21.	Regional commissioning or procurement is pursued to deliver better outcomes	Through Western Bay Health and Social Care programme
22.	Stronger partnerships within the Local Authority and community	Through People, Place and Resources Directorates, and within Sustainable Swansea –fir for the future programme
23.	Take up of direct payments	Increase in number receiving direct payments, and ceasing following review of outcomes
24.	Leadership role in community development initiatives and collaborative approaches to service provision.	Proposals to be taken forward within corporate prevention workstream, e.g. Local Area Coordination
25.	Access to universal services to support all citizens to enhance wellbeing	Additional focus on prevention and early intervention within Sustainable Swansea

We were asked to:

- Focus on Learning disability services including transition from children to adult services
- Develop commissioning arrangements and progress with Western Bay consortium.

The Learning Disability (LD) project within the Western Bay programme, aims to improve the cost effectiveness of care and support for people with a learning disability for whom each of the regional partners are responsible for assessing or providing / funding services. Three strands to this project are:

- i) Research to inform a business case identifying options, obstacles and challenges relating to transition, with a view to identifying a preferred service model for Western Bay;
- ii) An opportunities appraisal for the Swansea local area (similar work having been previously undertaken in Neath Port Talbot and Bridgend) therefore bridging any information gaps;
- iii) Options appraisal for a Learning Disability Services Operational Model.

The basis of the options appraisal is that improved joint working has the potential to deliver better outcomes and high quality, lower cost services for people with a learning disability.

The outcomes associated with this project include ensuring each person with a learning disability has the care and support that reflects his or her needs based on a single joint support plan that describes how health and social care services will meet those needs.

We were also asked to monitor the level of training and knowledge acquired by staff at the completion of their induction period to identify and ensure that further learning and development needs are met.

We have reviewed the Social Care workforce development plan (SCWDP) in support of the adult social care sector, and have developed training plans to meet requirements for the next stage of transformation and particularly in support of Social Services Act.

We will continue to improve by:

- Ensuring we update joint commissioning plans to reshape and remodel the range of services to be sustainable, high quality and focused on supporting people to live as independently as possible, in their own homes, in their own communities.
- Implementing the recommendations of the independent review of Older People Services due to report in September 2014, once there is approval of a way forward from Cabinet.

Conclusion

We have to meet the challenge of implementing the Social Services and Well-being (Wales) Act by April 2016, and there will be a new phase of Transforming Adults Social Services programme for all staff to be involved in. The new Act will involve moving to a new Operating Model, and we will have to ensure that all citizens have the offer of up to date information, advice and assistance to access the support they need to enhance their well-being.

Whilst we must continue to focus our resources effectively on those vulnerable adults by reshaping services to help people remain independent, or to regain their independence, on returning home from a stay in hospital and to support those people who need long term managed care.

We are making good use of new, effective service models such as Reablement, Just Checking, Step Up / Step Down beds and through Integrated Teams.

We can ensure services are sustainable, to meet the increasing demand that comes from a growing, and aging population in Swansea. We can only do this by improving the professional skills of our social care staff who work directly with people and families in their homes, communities and in services. Staff will also need to become more innovative and creative in coming up with solutions that can make a difference to peoples' lives. We are making sure that support plans can deliver the outcomes that people set for themselves.

Over the next period we will need to ensure that everyone is aware of the considerable budget pressures facing the City and County of Swansea, and wider public sector. We need to agree together how we are going meet these challenges, and to deliver on saving targets whilst delivering on the changes required.

Key Priorities for next year (2014 / 2015)

- To continue to promote preventative approaches, early interventions and to improve support available to Carers.
- To ensure that people and Carers can quickly access information, advice and assistance to find the right support that can enhance their wellbeing, and to achieve the outcomes they identify for themselves.
- To speed up access to health and social care support services which can help people return home following a stay in hospital or to remain at home. We will work with Health partners on shared pathways and integrated assessment.
- To continue to reduce delays in discharges from hospital for social care reasons.
- To build sufficient capacity to sustain high quality, long term domiciliary care, home care and a range of reablement opportunities.

- To ensure the range of services commissioned and provided, are sustainable, high quality and focused on supporting people to remain independent in their own homes, within their own communities
- To safeguard adults, by evaluate recent changes to see whether we can improve the experiences of the vulnerable adult at the centre of safeguarding process and to extend the everybody's business approach across the Authority
- To ensuring that staff are supported to gain the right qualifications and continue to be supported in their professional development
- To address the impact staff sickness rates are having on Swansea's capacity to deliver sustainable, high quality care
- To continue to improve professional practice so that we can de-escalate need whilst promoting better outcomes for children, families and adults.

Section 5 Child and Family Services

A transformation of Child and Family Services is needed to deliver sustainable social care in Swansea, in order to meet the aspirations of the Social Services and Well Being Bill and most of all to improve outcomes for children in need and their families in Swansea. Our improvement journey is well underway. This year has seen a leap forward for the service as a whole. There are some great stories being shared within the service of how new ways of carrying out social work is helping children and families to achieve some important changes. At the same time as reclaiming social work practice, in 2013 / 2014 we have produced our best ever set of performance results.

Last year, I set out some challenges as the basis for continued improvement of Child and Family Services.

These remain as our three key objectives in the year ahead:

- Achieving the targets set out in our five Year Safe LAC (Looked After Children) Reduction strategy
- Delivering a financially sustainable Child and Family Services
- Reclaiming social work through the implementation of signs of safety, to ensure children are well safeguarded, protected, and supported to the best possible outcomes

Practice, Practice, Practice was the theme at our most recent Child and Family Staff event, at which all teams were able to share approaches and stories of achievement. Improving the quality of social work practice is the key to ensuring we are achieving our Safe LAC reduction targets, working effectively within the available resources, and therefore contributing to a sustainable financial position.

We are using a signs of safety methodology across the whole service to achieve these improvements. Signs of Safety is an innovative, strengths-based, safety-focused approach to child protection casework originally developed in Western Australia, and refined by a network of Social Workers across the world. Swansea is the first local authority in Wales to implement Signs of Safety, and our approach is based on evidence of what we know works well in complex child protection case work.

Swansea's Sustainable Safe Looked After Children strategy

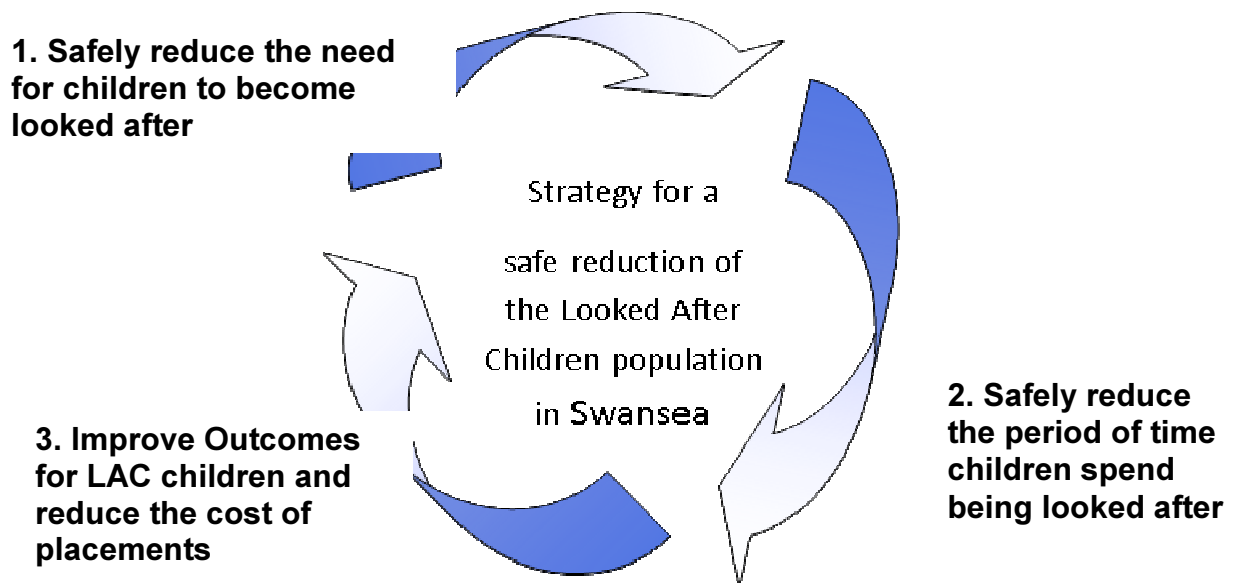


Figure 1 Safe LAC Reduction strategy

In taking forward our Safe LAC Reduction strategy, we are managing the social services budget by careful monitoring and forecasting expenditure. This year 2013 / 2014, we have seen spend on out of county placements fall by 15%. Our transformation agenda supports the Sustainable Swansea – fit for the future programme to consider how we can best meet the requirements for £45million savings across the whole Council in the next three years.

By increasing the number of children with complex needs supported to live in or close to Swansea, we can ensure that children have access to the best possible services. We are achieving better outcomes by matching and placing more children with adoptive parents, and within supportive foster families, trained and supported by Foster Swansea.

These high quality services are vital in promoting better outcomes for children, and in placing the voice of the child at the centre of what we do.

Our whole service implementation of signs of safety and solutions focused thinking is now reaching into all parts of the service, and this forms the basis of much of our work with families and children, in focusing on strengths to create the changes they wish for in building safety, security and resilience into their lives.

We know that there are improvements still to be made from the feedback in the last CSSIW Annual Performance evaluation and recent National Inspection of looked after children at risk. In fact the level of demand on resources and complexity in children's services was seen as a corporate risk, and we continue to benefit from a high level of cross-party political support

and strong corporate leadership.

Among the challenges we identified for Child and Family Services in 2013 / 2014 were:

- Development of permanency planning
- Reduce the number of children becoming looked after through preventative and supportive strategies
- Increased performance in statutory visits to children looked after, those on the child protection register and children in need
- Improve the rate of reviews for look after children
- Improve timeliness of core group meetings
- Reduce the rate of staff sickness within children's services.

How are we doing?

- We are making effective use of the resources by working towards a balanced budget this year (2014 / 2015), and by continuing to develop a **commissioning strategy** that supports high quality local services, through effective collaboration within Western Bay Regional Programme, and with the support of new ventures like the National Adoption Service
- These developments help to ensure there is a range of specialist placements and adoption opportunities to achieve plans for permanence; particularly for children with complex needs, and looked after children at most risk.
- Although we have reduced the number of children looked after by 8% this year, there still is much to do
- We are working more closely with Adult Services to improve transition to adulthood services, and to improve the coordinated range of services available to families.
- Performance on statutory visits and reviews carried out has improved due in equal part to improvement in teams and how well they are supported by the Service Quality Unit.
- Performance in timeliness of core groups remains a priority this year down to 67% from 76%

Although staff sickness rates across social services remain an area of focus, Swansea's Child and Family Services has been successful in achieving a strategy to recruit, train, develop and retaining a high quality, skilled and motivated workforce. We continually review this strategy, and to ensure that training plans fit with the overall service plans. These are reflected in Swansea's Social Care Workforce Development Plan (SCWDP), which sets out our priorities in maintaining and developing the social care workforce across the whole sector, and how we intend to take forward the CPEL (Continuing Professional Education and Learning) framework. We will continue to build management and leadership skills through a management

development programme. We will also build whole service approaches through the next phase implementation of Signs of Safety. Over 500 professionals, including all social workers for children, have now received training in signs of safety, and solutions focused planning.

In reviewing this past year 2013 / 2014 and looking towards 2014 - 2015 and beyond, we are better placed, with a new management structure, to deliver on a more sustainable model of social care:

- to achieve better outcomes for children and families
- to achieve the targets set in the five year Safe LAC Reduction strategy;
- to deliver next phase in a whole service implementation of the Signs of Safety / Solutions focused practice model.

Safeguarding, Performance and Quality

Our targets within a Safe Looked After Children strategy can only be achieved by maintaining effective safeguarding, and child protection practice. The Signs of Safety framework places an emphasis on direct work with children and creating partnership with families as being at the heart of building real safety for children.

Our Service Quality Unit has been able to provide a more responsive and robust service, without a reliance on sessional staff.

Performance in child protection work and with looked after children is improved:

- i) Percentage of initial case conferences in timescale up from 82.5% to 90.5% (the Wales Average 2012 / 2013 = 87.4%)
- ii) Percentage of Child protection review conferences carried out within the statutory timescale has improved from 92.4% to 98.1% (Wales average = 96.1%)
- iii) Percentage of Looked After Children Reviews held within timescale is up from 83.2% to 98% (Wales average 2012 / 2013 = 92%)

Since September 2013, a pilot has also been taking place through the Service Quality Unit to hold child protection conferences using the signs of safety methodology. Conferences held in this way are designed to help families participate more easily, to help all participants assess risk better and to be engaged in the development of a protection plan that emphasises real safety for children. To date 47 Child Protection conferences, considering the safety of 72 children, have been held using signs of safety approach.

Our Safeguarding, Performance and Quality service has a vital role to escalate concerns about practice and performance, as well as to promote good practice in our work promoting positive outcomes for children. An area of focus this year will be to expand the way we seek the views of children and young people throughout the service, using their views to improve quality.

Also to agree an approach to developing further the quality of care planning as a means of improving each child's journey.

Wellbeing

Our 'Wellbeing' service has performed exceptionally well during the year, and we have a good range of high quality, targeted prevention and early interventions, managed through stronger partnerships.

Wellbeing covers a range of services

- Central Children's Referral, Advice and Assessments (CCARA) Team,
- Foster Swansea,
- Ty Nant,
- Family Support Services,

As well as linking into Team Around the Family, Option 2, Integrated Family Support Service

- i) This year 99.8% of our decisions on referrals received were made within 1 working day (Wales average 2012 / 2013 – 97.2%).
- ii) This year the percentage of referrals that are re-referrals decreased from 27.8% to 19.6% to (the 2012 / 2013 Welsh average was 28%).
- iii) We've improved the percentage of initial assessments completed within 7 working days from 84% to 91% (Welsh average 2012 / 2013 – 73%).
- iv) Whilst the percentage where a child was seen as part of the initial assessment remains the same at 83.2%, above the Wales average.
- v) Where child seen alone improved from 34.7% to 42.7% above the Wales average (2012 / 2013) - 37.5%.

Last year 90% of children who needed a foster placement were placed with Foster Swansea carers. We are really proud that Foster Swansea now has 171 Foster carers.

37 were approved last year, and through this recruitment and development of new Carers, we have achieved a net gain of up to 56 placements in one business year.

"It Takes a Village" (...to raise a child)
(Andrew Turnell and Susie Essex, pioneers of Signs of Safety).

More children are now looked after nearer to their home area, and benefit from consistency around family relationships; friendships; education; interests; hobbies and support services. We know children do better when they are looked after in or close to City and County of Swansea.

Foster Swansea have developed an excellent support care service (short breaks service- SBS), and last year 21 children were helped to remain at home by receiving SBS. We are putting in place expert support to Carers,

using signs of safety to help prevent placement breakdowns, which helps children to develop secure attachments that can help them cope with any trauma they have already suffered.

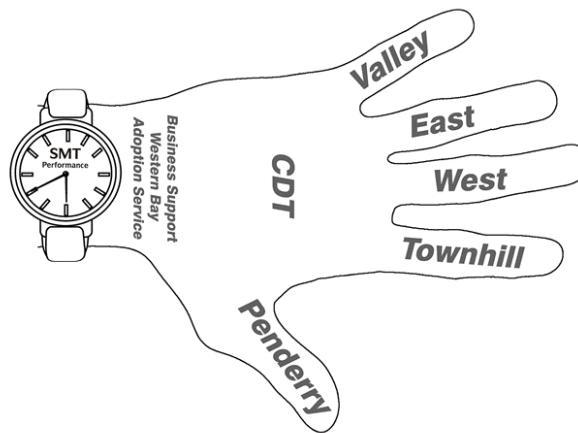
N's Story: N is a 13 year old with her own 'complex problems', spent three months at Ty Nant to help overcome family trauma. She was successfully placed with a Foster Carer and her school attendance improved from 30% to 96%. Ty Nant, our children's accommodation service has been remodelled, and uses restorative, collaborative approaches to promote a looked after child's successful reunification with their family, a transition to leaving care and to improve their placement outcomes (from her own video case story).

We recognise that we do not have enough local provision for older and harder to place children; large sibling groups and we do not have any parent and child placements locally. We are developing a commissioning strategic framework as one of the building blocks for future change and we continue to develop our business support capacity to meet service and team priorities. Swansea are active participants in the Western Bay regional programme, with Neath Port Talbot and Bridgend local authorities and the ABMU health board, and within the Welsh 4 Cs Consortium.

A website to promote child well-being is managed by the Children and Young People's Partnership. It is designed for access by children and their families. There is now a specialist website for Carers of children with disabilities.

Supported Care Planning

Figure 2. Supported Care Planning



Achieving fewer children becoming looked after this year (190, compared to 221 in 2012 / 2013) is the culmination of considerable effort in taking the Safe LAC Reduction strategy forward. Swansea's population rate of LAC is now closer to Wales average at 114, compared to 125 last year.

Further progress is expected over the full 5 years, albeit the step changes seen this year are not expected to be repeatable year on year. There are still a number of children who continue to need to be cared for away from their birth families.

Through signs of safety we are building a better understanding of the unique factors that contribute to children becoming looked after, and the reasons behind their presenting needs. There are common factors involved in a child needing to be looked after, such as sexual abuse, emotional abuse, neglect, family conflict or behavioural difficulties, and cases are often typified by incidence, and combinations of domestic violence, poverty, family substance misuse, and family breakdown. However each set of circumstances is unique, and has to be assessed by the social work in supporting a child and involving the family or Carers in a plan for permanence and safety. Making timely decisions based on a proportionate, early and quality assessment is fundamental to effective and safe social work practice.

A Carers Story: "D" has complex needs and spends the occasional respite nights with his nana, whose only spare bedroom would need a specialist double bed and waterproof mattress costing £1000. "D" has a wonderful caring CMO called "CW", part of the Child Disability Team. The family and CW discussed the issue together and found out about Tough Furniture a specialist provider who makes furniture which is virtually indestructible. CW and the family worked together to find out about charities who would possibly fund the cost of the bed and each contacted different ones. Between them they obtained funding of £800.00 from three separate charities (including the Carers Centre) and the family were happy to pay the balance.

Outcome – D can sleep properly in the special bed, the carer is happy to continue with the respite – and his parents manage to have the odd night off to sleep”

A pilot is being carried out in two locality social work teams, aimed at improving the continuity of support available to children and to target signs of safety interventions earlier and help prevent an escalation of need. This has involved Social Workers from our Central Children’s Advice, Referral and Assessment Team (CCARA) being placed within EAST and PENDERRY Teams to support Social Workers undertaking initial assessments, investigative visits and to agree children in need plans. If successful this might mean that families will experience fewer changes of Social Worker.

Each care management team is focused on improving the quality of assessment, direct work and care planning, and we see and hear about outstanding examples during the regular staff events and team meetings. By using signs of safety from the start, very detailed work is taking place by engaging with children and family networks. We build a rich picture of the dangers and concerns and together we map the changes the family need to put in place to build a safety plan for each child, and to achieve positive outcomes. We are implementing changes to how we are safeguarding and protecting the most vulnerable children, through the new public law arrangements. The number of children on the Child Protection Register (CPR) in Swansea has been around the 200-250 mark for a number of years; although the figure has been slightly lower during most of this year. However within the overall figure, more children are receiving support as part of a child protection plan for shorter periods. This work on implementing the new public law arrangements has reduced the amount of time children are subject to care proceedings.

- i) The percentage of more in depth core assessments completed within the statutory timescale increased from 69.6% to 81.5%, with the average time taken to complete those assessments that took longer than the required timescale down by nine days.
- ii) The percentage of initial child protection core group meetings carried out within the statutory timescale increased from 76% to 78.8% (remaining below the 2012 / 2013 Welsh average of 88%).
- iii) Of those children who are on the protection register, those who remain on the CPR for more than 1 Year, is down to 11% this year from 14% in 2012 / 2013.
- iv) Percentage of children on CPR who have been de-registered and then re-registered is now 19%, up from 16% last, and we will be monitoring this next year.

Our Adoption service has been successful in identifying 19 prospective adopters (20, last year); with 40 children being matched, 40 children placed 35 Adoption orders and 32 Placement orders granted. We are working

towards a Western Bay Regional Adoption service, which is expected to be up and running by September 2014.

Permanence

Permanence is a key element in achieving better outcomes for looked after children, and a key part of the Safe LAC reduction strategy. We are consolidating service improvements by carrying out a permanence review this year to propose a new structure in September 2014. This review will consider our arrangements and services to support transition, older looked after children and care leavers, within the resources available and utilising partnerships we value.

Did you know? Family and Friends have set up a “fun, nurturing, child centred and safe” Youth Group with 4 events held to date in the Evolve Centre, Gorseinon, to promote the benefits of peer support to children (7+) in F&F care.

We want to support more children looked after to be cared for in families, and to achieve permanence, and the best outcomes through adoption, special guardianship arrangements or placements with family and friends. There are still a small group of looked after children who remain in placements in England, since there remains a lack of specialist services in Wales, for example:

- residential schools to support children with complex autism;
- services to support vulnerable children at significant risk of sexual exploitation or harm

We are collaborating both regionally and locally to ensure a wider range of services is available to support children with complex needs, and to ensure placements are available at lower cost and high quality.

Our Permanence review will help ensure that placements and local services provide adequate support for young people who may be at risk of sexual exploitation, mental health issues or offending, and to improve support to care leavers.

We are improving our model of transition for young people aged 16 and over, who have complex needs, in planning and supporting their move from children’s to adult services. A Joint Transition protocol has been developed this year to improve early involvement and multi-agency coordination, and a project group has started work with a view to exploring the benefits of setting up a Joint Transition Team.

KM is looked after under the care of a Social Worker in the LAC 14+ team. Using the SoS model, rehabilitation back to mother’s care was made possible. Through effective use of words and pictures, we could help KM explain her current situations, make plans and to identify a positive safety network to help keep her safe and to manage the impact of parental substance misuse.

The current service priorities are:

- Implementation of the **5 Year Safe LAC Reduction strategy**
- Delivering financially sustainable child and family services
- Safeguarding and protecting children in Swansea by high quality social work practice using signs of safety approach.

We will continue the improvement journey by:

- Placing the **wellbeing** of child in need at the centre of everything we do through, and by coordinating family support delivered through effective partnerships
- Effective and timely **safeguarding, protection and quality** of service to the most vulnerable children in Swansea
- By working in partnership with other professional, families and Carers, we will do everything we can to achieve **permanence** for children looked after at the earliest opportunity
- In order to achieve best possible outcomes, we will achieve the highest possible standards of **supported care planning** for children in need, children we protect, and children with a range of complex needs
- Implementation of Social Services and Well-Being (Wales) Act, **locally and regionally** through Western Bay Health and Social Care Programme
- **Leading** child welfare agencies in a joined-up response to local and regional changes in demographics, in particular the increasing levels of children in need, with rising levels of social and economic problems in families
- Ensuring we have a skilled, motivated and **professional workforce**; and that our recruitment and retention strategy ensures the highest quality, experienced social workers are in place to deliver continuous practice improvement
- Working towards **corporate objectives**, policy commitments, and key performance targets.

Section 6 Focus on Communities

Building supportive communities is a key aspect of Swansea's sustainable strategy.

Adult Services has developed a model of local area practice through a team of 'Community Connectors' - linking in with localities through the five health networks (Llwchwr, Cwmtawe, City Health, Penderi, Bay Health). These networks are established to help people to stay independent, reduce social isolation and to put people in touch with community resources. Social Workers are working more closely with GPs through the Community Networks, to meet the diverse, local population needs with a range of integrated services

Welsh Government has a **Strategic Framework for Welsh Language Services** in Health, Social Services and Social Care, "*Ymgynghoriad: Mwy na geiriau*" / "*More Than Just Words*", and Swansea has developed an action plan to support a phased implementation.

Social Services Departments and Social Care providers are to be expected to:

- Implement a systematic approach to Welsh language services as an integral element of service planning and delivery.
- Build on current best practice and plan, commission and provide care based on the 'Active Offer' of service carried out in Welsh
- To increase the capability of the workforce to provide Welsh language services in priority areas and improve language awareness among all staff

Social Services have a Welsh Language champion, to support implementation of Welsh Language Strategic Framework and Action Plan for the services, which includes mainstreaming the Welsh language into all transformational developments linked to Sustainable Social Services in Wales. We have recently updated our Directory of Welsh and Other Language Speakers.

Swansea's Strategic Equalities Plan 2012 - 2016 sets the following Equality Objective (180 for (Social Services) to:

Improve access to Social Services provision, ensuring that the Service User's needs are at the centre of all planning and commissioning activities.

We are also required to continue with transformation of Adult Social Services to ensure more personalised and citizen-directed services.

A full set of **Equalities Impact Assessments** were opened, to address changes linked to budget strategy, and as part of the Sustainable Swansea - fit for the future programme.

Supporting People Programme

The Supporting People Programme makes a significant contribution to the well-being of citizens by providing support to enable people to remain as independent as possible.

The Programme is closely aligned to Adult and Children Social Services, Homelessness Prevention and Safeguarding and puts policy into practice by funding priority services identified within these key strategies.

There continues to be uncertainty regarding on-going funding levels which relates to the inequitable distribution of Grant across Wales when the Programme commenced in 2003.

However the programme has continued to be successful in delivering a reliable prevention programme commissioned mainly through the third sector.

Other key challenges and outcomes

- Innovative use of the Grant by exploring less traditional forms of provision and by developing more creative forms of targeted support
- A robust citizen presence within the planning, design, evaluation and design of commissioning of services
- Constructive working relationships with partners and neighbouring Local Authorities
- Provider and landlord collaboration and co-production
- Robust systems of contract evaluation, scrutiny and improvement resulting in better services
- Contribution to the development and on-going implementation of a national outcomes framework which is consistently applied across all Social Services and Homelessness Services funded by Supporting People both internally and externally
- The successful transition of additional £2 million worth of services formerly funded directly by the Welsh Government (WG)
- Focused evaluation programme of former WG services to determine whether they are fit for purpose, continue to meet the needs of citizens and are of a reasonable cost

Section 7 Business Support and Service Improvement

Swansea's approach is changing; we are moving from having a commissioning support unit with teams of information, planning and contracting officers for each service area, towards a more integrated approach, in which specialist support is made available to each local network and within commissioning 'hubs'. **Business support** remains as a key enabler of improvement and service transformation. This model is working well in Child and Family Services, and enables service managers and commissioners to specify their support requirements needed to meet their change programme.

Our **Performance Management** arrangements are well established at all levels: corporately, departmentally and in most teams through improved reporting cycles. New arrangements are in place to support the People Directorate, including a People Performance and Financial Monitoring (P&FM) meeting on a monthly basis to account for and track performance against targets. A new Corporate Performance Management Framework has been agreed with Top Managers, and a **balanced scorecard** is to be implemented as a key mechanism for Senior Managers to asked give a full account of performance.



Figure 3 Corporate Performance Framework: Balanced Scorecard

Performance Reporting and Scrutiny:

We provide comprehensive reports on performance on a quarterly basis, and report on service developments to the Well-being Scrutiny Performance Panel. This established group now has separate meetings to cover both Child and Family and Adult Services Community and Adult Services Scrutiny.

In Child and Family Services there is a particular scrutiny focus, together with separate reporting to Executive Board on progress with the Safe LAC

Reduction strategy, as well as safeguarding adults and children. The Director's Annual Report is put to the Wellbeing Scrutiny Performance Panel, before going to Council.

Complaints about our services are viewed positively and feedback is considered an essential part of our improvement systems. People are encouraged to use the complaints procedure; listening to our service users is an essential part of how we work, and our Corporate Complaints team are expected to respond to the new National Guidance for Social Services Complaints.

Did you know: Swansea Council received about 350 complaints last year, all but about 5-10% were resolved at Stage One

Financial

Financial Assessments, Income generation and Debt recovery are now an integral part of social services budget monitoring.

Did you know: Our Business Support Team completed 3229 Financial Assessments last year.

Social Services has clear management and governance arrangements in place to support decision making on commissioning social care and procurement. Managers work within clear corporate spending and accounting rules. Services are subject to internal audit processes and managers are expected to ensure compliance and to implement each of the audit recommendations, with a systematic monitoring of progress on actions required.

Information Communication Technology (ICT)

Work has also been begun on a major upgrade to PARIS 5.1 to roll out by end of 2014/15, and with a view to incorporate PARIS Finance. This major project will impact on all 2243 PARIS registered users within the range of specialist, integrated, social work, health and business support teams. Swansea are involved as watchers of the procurement of an All Wales social care system. At this stage our preference would be to stay with our own system PARIS, as a development partner with Civica, as it offers integration and the range of functionality. We are also, as part of a corporate pilot looking at agile working to support a sustainable delivery model, using tablet devices, hot-desking and home working.

The Council has agreed a set of **Policy Commitments**, against which we track our progress, for example:

Relocate social services to work directly, with partners, in the communities they serve- which are being taken forward through locality working in Child and Family, and in current plans for local area coordination and network hubs.

Intervene in social care market to extend range of provision- this is a key strand within our service transformation, and with Western Bay programmes

Learning from National Review of Commissioning for Dementia Services

The Care and Social Services Inspectorate for Wales (CSSIW) conducted a national review of commissioning in adult social care between July 2013 and January 2014.

The review was conducted in two phases:

- The first phase involved the completion of a self-assessment by local authorities, evaluating the quality of their overall commissioning with their partners in relation to their strategic priorities. This was followed by meetings between CSSIW and local authorities to verify the evidence within their self-assessment.
- The self-assessment focused on the commissioning of adult social care, and how far local authorities are compliant with the standards and best practice in the statutory guidance.
- The second phase comprised field work which focused on the commissioning of services for people with dementia.

Swansea

The overall report for Swansea was extremely positive specifically within the following areas :

- **Commissioning Infrastructure**

Recognised that the Authority undertakes a very detailed needs analysis informed by robust data and engagement with stakeholders, service users and areas

- **Relationships with the third Sector**

Noted as good with evidence of innovative work being undertaken to stimulate capacity in the third sector

- **Regional governance arrangements across the Western Bay**

Recognition of sound project management and a clear plan for delivery.

- **Strong political leadership and strong corporate focus on social care**

The strategy for transforming commissioned services has been presented to full council and the leaders of the council have engaged with the press and with members to ensure that implementation is clearly understood.

- **Prevention and early intervention**

The balance between prevention and support services is good

- **Supporting people in the community**

Highlighting proposals to reshape services including residential services and reinvestment into preventative and re-ablement services.

- **Community Connectors**

This was specifically highlighted as an area of **good practice**.

- **Complex needs**

Good working relationships between the local authority and the health service with regard to services for people needs arising from dementia

- **Engaging service users and carers**

The Local Authority has developed a set of defined outcomes for people with dementia and has consulted on an outcomes focused commissioning model

Key Achievements

- Strong performance and improvement across many areas of social services
- Continuing to carry out the full range of commissioning tasks, from analysing need, planning service changes, working with stakeholders, reaching agreement on service standards with providers, and monitoring against these standards during period of changes.
- Progress towards new model of commissioning support, where specialist support is made available to each service and network team- this change will improve resilience, flexibility and robustness
- Business support are helping to simplify processes, to help reduce bureaucracy and to meet service requirements, e.g. changes to how PARIS case record are used to support decision making and legal involvement; paper-lite approaches to quality assurance and contract monitoring

Key Priorities

- Succession planning, to ensure smooth handover of knowledge tasks and responsibilities, alongside workforce skills development and recognising staff capabilities in this time of rapid change.

- Building resilience and emergency planning into all service business planning, and through new corporate and regional arrangements
- Continue to provide expert support, and leadership within change programmes, performance and quality management and service reviews, e.g. Sustainable Swansea – fit for the future workstreams:
 - Prevention,
 - Efficiency,
 - New Models of Delivery
 - Stopping Services

Section 8 Improving our Workforce

Our workforce is the most valuable resource. We have developed a Social Care Workforce Development Plan (SCWDP) to ensure high quality social care staff are ready to support the needs of the whole sector. This updated plan focuses on the effective recruiting, inducting, supporting, developing and retaining of the right people to meet the strategic and operational challenges ahead.

Our SCWDP Partnership supports the vision of "One Sector, One Workforce." Raising standards across all parts of the social care sector will need a long term commitment. To help us keep on track with this, we try to set realistic objectives that, although challenging, can be achieved with hard work and cooperation.

Strenuous efforts by Child and Family Services to recruit and then retain high quality teams of a mix of young and experienced social workers have proved successful. There has been no agency workers used this year, and there a very low turnover for last year. The Child and Family services workforce remains relatively young, so the effects of early retirement and voluntary redundancy have been minimal. Sickness, maternity leave and absence rates are increasing, and these can have a major impact on teams and workloads. The induction and Mentoring process has recently been reviewed and updated to reflect current workforce requirements.

There is a workforce of about 1853 staff in Social Services, of which Child and Family Service has 435 staff (386 FTEs) about 10-15% are part time. Adult Services employs 1,253 staff (1012 FTEs), of which 80% are female, and a high proportion are less than full time. The remaining 175 are currently employed as Directorate Services.

Adult Services has a more stable, experienced workforce, with over 50% of staff having 11 years or more in service. 106 Managers in Adult Services have already attended coaching skills training. There is a cohort of 12 managers identified for Level 7 coaching course. We are commissioning solutions focused, signs of safety training for implementation across Adult Services

A strategy for minimising vacancies in critical posts in Assessment Case Management teams has been included in the SCWD Plan 2013 / 2014. All staff are supported through regular good quality supervision. We are committed to ensuring that staff can access to Training and Development opportunities achieved through a comprehensive Training Plan which is updated annually.

There are a number of challenges ahead:

- Single Status
- Job Evaluation
- Responding to Early Retirement/Voluntary Redundancy applications

- Proposals for delayering management structures and efficiencies in business support
- Care Council for Wales standards of professional practice
- CPEL Qualifications framework - requiring a competency based and professional development pathway for qualified Social Workers

A number of Social Services Managers have completed the Team Management Development Programme provided by Social Services Improvement Agency. This will be continued in 2014 / 2015.

Child and Family Staff Days have been important events for teams to showcase the improvements in practice. Child and Family Services aims to further raise standards of service, by developing practice expertise through the further embedding of Signs of Safety (next phase), and using the 20 trained Practice Leads.

This emphasis on working directly with child and families, and building on their own support 'family networks', is one area we expect to be taken forward in Adult Services. The whole service Coaching Skills and Person centred thinking skills training is changing how social workers are using their practice skills and tools to make a difference in people's lives.

Business Support Services are, rightly, regarded as a key component in delivering services. The Business Support Services have been reviewed and cost reduction made. Further efficiencies are expected to be recommended in 2014 / 2015, as part of Sustainable Swansea - fit for the future programme.

Our Directorate Management Team (DMT) is aware of the scale of the changes we are expected to make, and key to success is, as always *communication, communication and communication*. There are now regular briefings about what is discussed at DMT and senior manager meetings, as well as a new TASS Update.

Section 8 Key Challenges in 2014 / 2015

These have been identified as:

- Implementing Budget Savings Proposals and Medium Term Financial Plans whilst addressing long term demand pressures
- Child and Family Services to achieve balanced budget through sustainable model of social care, and shared responsibility for, long term, care of children with complex needs
- Building sustainable, high quality social care, through implementation of Social Services and Wellbeing (Wales) Act
- Continue to implement Safe LAC Reduction strategy
- Reskilling/ professionalising the whole Social Care sector workforce, and to raise standards of care
- Maintaining service quality / standards during period of change
- Delivering on Integration plans by developing integrated pathways, network commissioning hubs and joint teams
- Implementing transformational change and new service models in Older People Services, following Independent Review
- Changes to management structures, business support staffing and skill mix affecting teams and staff morale
- Involving a wider range of people in new corporate change programme: Sustainable Swansea – Fit for the Future
- Embedding whole service approaches (Reclaiming Social Work) in Adult Services and Signs of Safety in Child and Family Services
- Improving support to Carers, in partnership with third sector and Health partners
- Response to new guidance on Social Services Complaints procedure.

Key Improvement Priorities in 2014 / 2015

- Improvements in core groups, child in need planning and reviews
- Review of Permanence arrangements to help achieve permanence at the earliest opportunity, and improve support available to care leavers
- Implementing further improvements to everybody's business approach to wellbeing, prevention and safeguarding
- Creating skills, resilience and capacity in Domiciliary Care Market to support Intermediate care tier
- Maintaining Business Support and investment in systems
- Updating commissioning strategic framework / plans
- Deliver on policy commitments by focusing on Target areas, through networks, community connectors and local area coordination

Section 9 Appendices:

1. Key changes in activity and performance in 2013 / 2014

a) Child and Family Services

Child and Family Services	2010 / 2011	2011 / 2012	2012 / 2013	2013 / 2014	% Change (since last Year)
Activity					
Children supported during the year	3001	3407	3720	3494	-6.1
Referrals	2762	3538	2634	1598	-39.3
Re-referrals	961	1094	733	313	-57.3
Initial Assessments	1317	1737*	1756	1313	-25.2
Core Assessments	1068	1143*	1297	1153	-12.1
Strategy (SD) Discussions held	812	1022	1170	1072	-8.4
Section 47 resulting (from SD)	550	708	813	803	-1.2
Child Protection Registrations	286	296	317	295	-6.9
Child Protection De-registrations	273	326	304	302	-0.7
Initial Child Protection Conferences	204	260	372	336	9.4
Child Protection Reviews	634	710	651	591	-8.8
CP Reviews in timescale	613	669	599	580	-3.2
Looked After children at Year end (open cases)	580	554	588	539	-8.3
LAC Placements Started	193	161	227	190	-16.3
Statutory visits carried out	2724	3034	2660	3288	23.6
LAC Reviews in year	1500	1385	1276	1284	0.6
LAC Reviews carried out in timescale	1281	1218	1062	1260	18.6
Young Carers known to service	41	42	29	49	69.0

b) Adult Services

Adult Services Activity	2010 / 2011	2011 / 2012	2012 / 2013	2013 / 2014	% Change (since last Year)
Referrals	10814	10,829	10258	11734	14.4
Unified Assessments	8483	8940	8912	6961	-21.9
OT Assessments	4316	4278	2358	2021	-14.3
Reviews	4862	4762	5328	4580	-14.0
Direct Payments	179	180	183	211	15.3
Carers known	2053	2924	2046	1854	-9.4
No. of people delayed in hospital (for social care reasons)	186	150	44	60	36.4
Adults receiving a service during year	7635	7427	7957	7340	-7.8
People receiving residential support	1573	1566	1641	1617	-1.5
People receiving home care	1481	1422	1439	1284	-10.8
Total hrs of Home Care (Internal & Commissioned)	749,764	710,931	623,010	624,723	0.3
Nights of respite provided	11,950	8971	9977	10473	5.0
People receiving equipment delivered and installed	1617	1166	1774	1442	-18.7
People receiving Adaptations	1159	1020	1339	924	-31.0
People receiving Meals	663	550	494	506	2.4

c) Directorate Services

Directorate Activity	2010 / 2011	2011 / 2012	2012 / 2013	2013 / 2014	% Change (since last Year)
Financial Assessments	3481	3961	3742-	3229	-13.7

Section 2. Table showing Key Performance Results 2013 / 2014 (with New Targets set for Corporate Improvement Plan 2014 / 2015)

Ref.	Service	Key Performance Indicator	Swansea End of Year 2010 / 2011	Swansea End of Year 2011 / 2012	Swansea End of Year 2012 / 2013	Swansea End of Year 2013 / 2014	Swansea Target (TAF) 2013 / 2014	Wales Ave 2012 / 2013	New Target 2014 / 2015	Desired Direction of Travel
SCA001 NSI	Adult Services	Delayed Transfers of Care	9	7.18	2.12	2.47	2	4.57	2.2	∞
SCA002a NSI	Adult Services	Older People Supported in Community at end of year	69.87	67.59	77.22	73.51	85	77.53	75	∅ (TBA)
SCA002b NSI	Adult Services	Older People Supported in Care Homes at end of year	22.16	22.84	22.91	21.50	19.5	20.63	20.9	∞
SCA003a	Adult Services	Supported in Community during year, aged 18-64	96.9	97.09	97.72	97.38	98	93.87	97.5	∅
SCA003b	Adult Services	Supported in Community during year, aged 65+	80.43	79.32	80.21	78.21	86	83.47	80	∅
SSA1 Local	Adult Services	Initial enquiry and care-plan, including specialist (working days)	57	24.17	26.65	21.3	45	Local PI	Deleted	∞
SCA007	Adult Services	Reviews	74.2	76.9	83.2	81.1	85.7	80.9	81.5	∅
SSA2 Local	Adult Services	Installation of aids / equipment (working days)	5.46	7.10	6.69	7.29	7	Local PI	Deleted	∞
SCA018a	Adult Services	Carers offered assessment or review	100	97.2	96.6	97.3	99	86.8	97.5	∅
SCA018b	Adult Services	Carers had assessment or review	11.3	12	35.5	37.6	No Target	33.6	37	∅
SCA018c	Adult Services	Carers provided with service	24.7	84.3	73.6	68.3	No Target	62.8	70	∅
SCA019	Adult Services	Adult Protection referrals-evidence risk managed	83.77	90.41	92.65	93.3	94	91.8	93.5	∅
SCA020	Adult Services	Adult supported in the community			85.8	84	88.5	86.2	84.5	∅
SCC/001a PAM	Child and Family	First Placements of looked after children with care plan	100	100	100	100	100	89.1	100	∅

Ref.	Service	Key Performance Indicator	Swansea End of Year 2010 / 2011	Swansea End of Year 2011 / 2012	Swansea End of Year 2012 / 2013	Swansea End of Year 2013 / 2014	Swansea Target (TAF) 2013 / 2014	Wales Ave 2012 / 2013	New Target 2014 / 2015	Desired Direction of Travel
SCC/001b	Child and Family	Looked after children at 2 nd review with a plan for permanence	96.7	95.5	91.9	98.4	98	91.7	99	∅
SCC/002 NSI	Child and Family	Looked after children experiencing one or more changes of school	19.2	14.7	16.3	17	10.4	13.7	15	⊕
SCC/004 PAM	Child and Family	Looked after children with 3 or more placements in year	11.8	6.5	7.7	8	6.5	9.4	7	⊕
SCC/006	Child and Family	Referrals on which decision made within 1 working day	98.3	97.4	100	99.8	100	97.2	100	∅
SCC/007a	Child and Family	Referrals allocated to social worker for initial assessment	42.5	47.9	63.4	80	>70	63.8	80	∅
SCC/007b	Child and Family	Referrals allocated to someone other than a social worker	5.1	1.2	3.3	2.2	<5	8.3	2	⊕
SCC/007c	Child and Family	Referrals did not proceed to allocation	52.3	50.9	33.3	17.8	<25	28	18	⊕
SCC/010	Child and Family	% of referrals that are repeat referral within 12 months	34.8	30.9	27.8	19.6	24.7	27	16	⊕
SCC/0011 a	Child and Family	% initial assessments carried out where evidence that children seen	72.9	74.4	83.2	83.2	85	75.4	88	∅
SCC/0011 b	Child and Family	% initial assessments carried out where evidence that children seen alone	32.6	32.5	34.7	42.7	46	37.5	45	∅
SCC/013ai	Child and Family	% open cases of children on CPR allocated to a	99.9	99.7	100	99.7	100	99.7	99.8	∅

Ref.	Service	Key Performance Indicator	Swansea End of Year 2010 / 2011	Swansea End of Year 2011 / 2012	Swansea End of Year 2012 / 2013	Swansea End of Year 2013 / 2014	Swansea Target (TAF) 2013 / 2014	Wales Ave 2012 / 2013	New Target 2014 / 2015	Desired Direction of Travel
		qualified social worker								
SCC/013aaii	Child and Family	% open cases of children looked after allocated to a qualified social worker	97.3	94	96.3	97.8	97.3	94.9	98	∅
SCC/013aaii	Child and Family	% open cases of children in need allocated to a qualified social worker	57.9	61.4	73.5	75.1	80	74.5	78	∅
SCC/013bi	Child and Family	% open cases of children on CPR allocated to non qualified social worker	0.1	0.2	0	0.3	0	0.2	0.2	∞
SCC/013bii	Child and Family	% open cases of children looked after allocated to non qualified social worker	2.6	3.3	1.2	1.6	0	4.4	1.2	∞
SCC/013bii	Child and Family	% open cases of children in need allocated to non qualified social worker	30	18.6	18.7	19.2	13	21	18	∞
SCC/014	Child and Family	Initial Case Conference held within 15 days of strategy discussion	65.17	71.8	82.5	90.5	90	87.4	92	∅
SCC/015	Child and Family	Initial Core group meetings held with 10 days of Initial Case Conference	69.23	66.3	76.1	78.8		88.4	90	∅
Ref.	Service	Key Performance Indicator	Swansea End of Year 2010 / 2011	Swansea End of Year 2011 / 2012	Swansea End of Year 2012 / 2013	Swansea End of Year 2013 / 2014	Swansea Target (TAF) 2013 / 2014	Wales Ave 2012 / 2013	New Target 2014 / 2015	Desired Direction of Travel
SCC/016	Child and Family	Reviews of Children in Need plans	-	50.3	57.3	73.3		71.4	80	∅
SCC/021	Child and Family	% LAC reviews carried out within statutory timescales	85.4	87.9	83.2	98.1	96	91.9	98.5	∅
SCC/024	Child and Family	% of looked after children with PEP	70.37	62.3	79.1	81.3	No Target	65	85	∅

Ref.	Service	Key Performance Indicator	Swansea End of Year 2010 / 2011	Swansea End of Year 2011 / 2012	Swansea End of Year 2012 / 2013	Swansea End of Year 2013 / 2014	Swansea Target (TAF) 2013 / 2014	Wales Ave 2012 / 2013	New Target 2014 / 2015	Desired Direction of Travel
							Set			

Ref.	Service	Key Performance Indicator	Swansea End of Year 2010 / 2011	Swansea End of Year 2011 / 2012	Swansea End of Year 2012 / 2013	Swansea End of Year 2013 / 2014	Swansea Target (TAF) 2012 / 2013	Wales Ave 2011 / 2012	New Target 2014 / 2015	Desired Direction of Travel
SCC/025 PAM	Child and Family	% statutory visits to looked after children	91.1	87.5	79.7	83.6	90	83	88	∅
SCC/030a PAM	Child and Family	Young carers known who were assessed	75.6	57.1	100	100	100	92.3	100	∅
SCC/030b	Child and Family	Young carers who were provided with a service	75.6	57.1	62.1	100	100	89.4	100	∅
SCC/033a PAM	Child and Family	Young people formerly looked after still in touch at 19	85.2	89.7	94.1	81.1	97	93.4	95	∅
SCC/033b PAM	Child and Family	Young people formerly looked in suitable accommodation	91.3	92.3	93.8	96.7	96	93.2	97	∅
SCC/033c PAM	Child and Family	Young people formerly LAC in education, training or employment at 19	39.1	57.7	56.3	46.7	70	56.4	60	∅
SCC/034	Child and Family	% of CPR reviews within statutory timescales	96.7	94.2	92.4	98.1	98	96.1	98.5	∅
SCC/035	Child and Family	Looked After children at Key Stage 2 achieving core subject indicator	37.5	64.29	42.11	46.7		49.09	48	∅
SCC/036	Child and Family	Looked After children at Key Stage 3 achieving core subject indicator	21.21	30.77	14.29	44.1		30.36	48	∅
SCC/037 NSI	Child and Family	Ave. external qualifications point score for 16 yr old LAC	156	185	330	249	310	221	260	∅
SCC/039	Child and Family	Health Assessments for looked after children undertaken	89.6	92.4	93.7	98.1	100	80.3	98	∅
SCC/040	Child and	Placements started where	96.78	100	-	TBC	No	90.1	90	∅

Ref.	Service	Key Performance Indicator	Swansea End of Year 2010 / 2011	Swansea End of Year 2011 / 2012	Swansea End of Year 2012 / 2013	Swansea End of Year 2013 / 2014	Swansea Target (TAF) 2012 / 2013	Wales Ave 2011 / 2012	New Target 2014 / 2015	Desired Direction of Travel
	Family	child is registered with GP within 10 days					Target			
SCC/041a	Child and Family Services	Eligible children with pathway plans	93.2	98.2	97.5	93.5	100	89.5	94	∅
SCC/041b	Child and Family Services	Eligible children allocated a personal advisor	96.26	93.6	92	95	No Target	96.3	97	∅
SCC/042a (formerly SCC/008a)	Child and Family Services	% Initial Assessments completed within 7 working days	78.7	77.8	84.4	91.5	88	73.1	93	∅
SCC/042b (formerly SCC/008b)	Child and Family Services	Ave time taken for those initial assessments that took longer than 7 days	13	16	14	12	<10	20	10	⊕
SCC/043a (formerly SCC/009a)	Child and Family Services	% Core Assessments completed within 35 working days	57	68.9	69.6	81.8	80.7	76.6	84	∅
SCC/043b (formerly SCC/009b)	Child and Family Services	Ave time taken for those core assessments that took longer than 35days	66	65	69	60	<50	65	50	⊕
SCC/044a	Child and Family Services	% children looked after who were permanently excluded from school	0.36	0	-	0	0	0	0	⊕
SCC/044b	Child and Family Services	Ave. no. of days spent out of school on fixed term exclusions for children looked after	8.49	8.9	5	9.8	No Target Set	6.3	5	⊕
SCC/045 New PAM	Child and Family Services	% of reviews Children looked after, CPR and CiN within statutory timescales	New	75.8	86.3	88.6	85	86.4	90	∅

NSI =National Strategic Indicator; PAM = Public Accountability Measure; TAF =Target to aim for, as agreed by Corporate Management Team)