

CITY & COUNTY OF SWANSEA

DINAS A SIR ABERTAWE

Chief Social Services Officer



ANNUAL REPORT 2014 / 15



Acting Chief Social Services Officer: Dave Howes

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**CITY AND COUNTY OF SWANSEA
CHIEF SOCIAL SERVICES OFFICER
ANNUAL REPORT
2014 / 15**

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Purpose of report:	To tell the Council, citizens and partners how well we are delivering social care; how well Local Authority Social Services is performing. This report is part of the Annual Council Reporting Framework for Social Care in Wales.
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1. INTRODUCTION BY DAVID HOWES, ACTING CHIEF SOCIAL SERVICES OFFICER

- 1.1 Social Services must ensure that people with care and support needs are able to access the services they require, when they most need them. Delivering effective social care to those who are the most vulnerable people in our communities is the main function of our vital service. We support individuals, their families and carers to manage disability and illness. We aim to help people live independently and in their own homes, with as good a level of wellbeing as is possible.
- 1.2 I am writing this Annual Report as an Acting Chief Social Services Officer and on behalf of my colleague Deborah Driffield, who has taken some time off work with a serious illness. As Head of Child and Family Services and part of the social services senior management team, I worked closely with Deborah and the recently retired Head of Adult Services. I am well placed to report on how Social Services are performing in support of vulnerable adults, children in need and carers to achieve wellbeing, safety or to regain their independence.
- 1.3 As we prepare for the new Social Services and Wellbeing (Wales) Act, which is expected to be implemented by April next year, we are changing the way we work. This new Act aims to ensure that people and families do not become dependent on public services and that the support they require in the short term helps them to achieve safety goals and the outcomes they identify for themselves to remain independent.
- 1.4 I know Deborah is proud of and admired for her strong leadership of the Corporate Safeguarding agenda. Swansea now has some of the best arrangements in place to ensure that safeguarding is firmly “everybody’s business” and is the number one corporate priority. Mandatory safeguarding training, utilising e-learning and other approaches is now in place for all staff and Elected Members across the Council. Safeguarding Champions are in place across the Council to share and cascade information and to promote safeguarding in all aspects of the Council’s work.
- 1.5 As part of the Council prioritising safeguarding the City and County of Swansea held a Child Sexual Exploitation event at the Liberty Stadium, attended by 360 delegates including Council staff from all areas, partners across the Western Bay area and representatives from local businesses and the wider community. Many of those people were moved and stirred by the stories and experiences they listened to and the call to action from the conference has been taken up by a growing network of organisations and professionals. The recommendations that emerged from the conference and other activities have been used to inform the wider plans now being taken forward by the regional safeguarding board.
- 1.6 In my previous role as Head of Child & Family Services I was extremely proud of the improvements that continue in Child and Family Services. A continued focus on excellence in social work practice, genuinely putting children and

families at the very heart of our work fits very well with the Council's implementation of the UNCRC and commitment to the Rights of the Child.

1.7 Swansea is now firmly 'on the map' as a UK, if not worldwide, lead authority in the implementation of Signs of Safety practice. Many of our best hopes for how we could be the best support to children and families, in the most difficult of circumstances, are now beginning to be realised. Our staff have been in high demand to present on our implementation and use of the signs of safety and solution focussed practice. We have broken new ground by taking signs of safety beyond child protection practice into our fostering service, our work with children with disabilities, our family support services and our service quality unit. Feedback from families and other professionals has been overwhelmingly positive and there have been many examples of social workers inspiring hope for families in the most difficult and challenging of circumstances when we know that in the past at least some of those families would have become permanently disrupted.

1.8 One particular highlight this year was that three of our Foster Swansea Social Workers were invited to Perth, Australia to present at a Signs of Safety International Gathering of experts in safeguarding and other social work practice from around the world. The feedback they have received has been amazing. The co-creator of Signs of Safety Andrew Turnell, said:

"You (Swansea) delivered everything I could have hoped for bringing vision, passion and new hope to this work and helping us get the foster care ship in Western Australia turned around to focus on children and their families, the carers and their families. I am glad Signs of Safety has helped you be the workers and team you all wanted to be. We will change the whole foster care world from Swansea."

Other plaudits came from New Zealand and the US among others.

1.9 Under Deborah's leadership Swansea Adult services have continued to progress implementation of the local and regional integration plans, working closely with Neath Port Talbot and Bridgend local authorities and the ABMU health board. A key aspect includes the development of a single point of access for advice, support and assistance as well as providing the gateway for access to integrated social care and health based community services to support citizens to remain safely in their own homes. Additional investment in intermediate care services by both the local authority and the health board has also enabled increased capacity to be developed in reablement services, a further key plank of the integrated plan.

1.10 This year will see the launch of three Locality Network Hubs (North, West and Central) bringing together social care and health professionals in order to provide direct support to people in managing their own care and by linking with the full range of primary care services, such as GP surgeries, health centres, etc.

- 1.11 During the year, we gather and report information on a wide range of activities in order to both monitor and manage performance (**see Section 9. Summary Tables**). The effective management of performance and delivery of the two key strategic priorities in social services; the safe LAC reduction strategy and Transforming Adult Social services (TASS) are absolutely crucial to ensuring that Swansea has sustainable social services going forward in the context of an extremely challenging budget position for the overall Council. In 2014/15 social services delivered a balanced budget and in doing so achieved the savings targets set out as part of the sustainable Swansea program. However this overall balanced budget masked some significant challenges going forward.
- 1.12 Both the Safe LAC reduction strategy and TASS describe a transformation of services and practice to models that promote prevention, de-escalation of need, less dependence on traditional services and a strength based, outcome focussed approach to supporting families and vulnerable individuals. These approaches are intended to both support better outcomes for our citizens and maximise the effective use of limited and reducing resources. Therefore the success of these strategies needs to be tested against both the outcomes achieved for those we support but also by the cost effectiveness of our service delivery.
- 1.13 The expected reductions in the numbers of children having to be looked after in Swansea has coincided with both evidence of better outcomes achieved and a subsequent reduction in the cost of children services. However in adult services the expected reductions in recourse to residential and other institutional forms of care and the expected reductions in the overall number of domiciliary care hours to be delivered have not begun to be demonstrated as yet. Consequently the budget pressures for adult services are continuing to increase particularly in the areas of mental health and learning disability services and for older peoples' services. The management of these increases in demand and their associated costs will need to be an area of particular focus in 2015/16 to deliver the strategy for sustainable social services as part of the overall program for sustainable Swansea. However it remains an absolute bottom line that first and foremost our services must continue to support the effective safeguarding of Swansea citizens and their families.

1.14 In 2014 / 15, our Social Services in City and County of Swansea were as busy as ever:

- We receive nearly **2000** contacts per month from people wanting information, advice and assistance
- We carry out about **1000** assessments per month (all types) of people with a social care need, adult or child safety or welfare concern
- We also carried out **100** financial Assessments per month, of people who may have to contribute financially to their own care
- We also assess about **50** people who cared for someone else, (including young carers).



**Dave Howes,
Acting Chief Social Services Officer**

2. PROGRESS SINCE LAST YEAR

2.1 OUR PROGRESS ON SOME AREAS FOR IMPROVEMENT

The tables below set out our progress during 2014 / 15 against:

- Areas for improvement (CSSIW Performance Summary Report 2013-14)
- Areas of suggested development (CSSIW Performance Summary report 2013-14)
- Our priority actions as set out in last year's Chief's Annual Report.

Tables shown in Section 9.2 and 9.3 set out Swansea's progress against each of our performance targets and set out the new corporate plan priorities for the year 2014 / 15.

Overall from the table below, there is evidence that Social Services continues to make progress against its set objectives for the year and in addressing the challenges we identified last year.

2.2 AREAS FOR IMPROVEMENT

Area for Improvement	Some example of progress in 2014 / 15
Progress on the modernisation and integration of adult social care.	<p>With our partners in ABMUHB, Swansea has made big strides towards an integrated approach to health and social care services. We now have a shared management structure within Adult Services which oversees:</p> <ul style="list-style-type: none"> • Single Point of Access for Swansea citizens • Three Locality Network Hubs (West, Central and North) - multi - professional teams working together to coordinate services, covering all of Swansea • Intermediate Care Tier to respond quickly to help people back to independence, perhaps following a stay in hospital.
Early intervention and prevention services.	<p>Under the leadership of Dave Howes, now Acting Chief Social Services Officer and the Corporate Head of Service for Poverty and Prevention, there has been work on a Corporate Prevention strategy and development of a Prevention Fund to generate innovations. Through Western Bay Wellbeing Board and within our corporate Sustainable Swansea- Fit for the Future programme there is an exciting range of projects being taken forward to meet increasing demand and the new Act:</p> <ul style="list-style-type: none"> • Creating a continuum of Family Support to ensure all services are working towards the same outcomes and those children and families with the greatest need

	<ul style="list-style-type: none"> New Prevention projects (supported by Fund): <ul style="list-style-type: none"> - Domestic Abuse MASH - Option 2 - Local Area Coordination - Turn Up & Fix It - Volunteering / befriending- 3rd Sector - Adult Family Group Conferencing.
Overview and scrutiny arrangements.	There are new scrutiny and cabinet arrangements in place and elected members work closely with paid officers in agreeing the way forward, with each scrutiny panel having a clear work programme to monitor how change is delivered in key areas such as Child and Family Performance and Transforming Adult Social Services (TASS).
Outcomes and recommendations of the Looked after Children inspection	<p>Following a national review of services to looked after children at risk and our own Permanence review, there are important changes underway, including</p> <ul style="list-style-type: none"> - Family and friends becoming <i>Kinship Care Team</i> - New <i>LAC team (up to 16 years)</i> - Reconfigured <i>Post 16 Service</i>, which will be delivered in partnership, following tendering process.
Outcomes and recommendations of the review of deprivation of liberty safeguards (DoLS)	Since the landmark Cheshire West legal judgement, there has been an unprecedented number of referrals to the Local Authority and Health. Swansea now has the resources in place to manage those assessments, which are outstanding, as well as responding to new requests. All adult services Social Workers are now expected to train as Best Interest assessors, to ensure that Deprivation of Liberty Safeguards become an important part of a routine integrated assessment; where restrictions on liberty are likely e.g. admissions to nursing or residential care homes.
Western Bay Health and Social Care Programme progress.	There have been significant milestones achieved by Western Bay partnership. As mentioned the Wellbeing Board is bringing together developments around early intervention and prevention to help manage increasing demand for health and social care. There are Regional Safeguarding boards operating to ensure local arrangements, supporting those most vulnerable in our society, are robust and responsive to vital emerging agendas, such as human trafficking, modern slavery, female genital mutilation and child sexual exploitation. There is now regional adoption service to aid recruitment of potential adoptive parents and a regional Youth

	<p>Offending Service to help reduce reoffending rates. Through Western Bay, Swansea has re-commissioned a specialist provider, DEWIS, to help extend the use of Direct Payments and to recruit and support local paid carers (PAs).</p>
<p>Progress following WAO led review to examine whether councils are effectively supporting older people to live independently, including through joined up working across health and social care.</p>	<p>There are important developments in the areas of integration and intermediate care, as outlined above. Swansea is acknowledged as having a wide range and balance of high quality services to meet the continuum of need from information and advice, to assistance in forms of telecare and equipment, carers support, social opportunities, respite at home, day services, reablement, home care and residential care. Some services are directly provided, whilst others are commissioned by external providers, with quality and outcomes being monitored.</p>

2.3 OTHER AREAS OF SUGGESTED DEVELOPMENT

Areas of Suggested Development	Progress in 2014 / 15
<p>Make progress with the commissioning and contract monitoring re-structuring in adult services.</p>	<p>Changes have been made within Social Services and particularly in the areas of business and commissioning support. Greater collaboration has made this possible, through work within the Western Bay programme and within the Sustainable Swansea –Fit for the Future, as well as closer working with corporate procurement. CSSIW and local providers has helped to maintain a focus on quality of care, as well compliance to standards and costs.</p> <p>There is greater understanding of the costs of care, across a wider range of services, which contribute to outcomes for Service Users. For example, remodeling day services by promoting day / work opportunities and direct payments for people with a learning disability.</p> <p>We are continuing to shape local markets, particularly in the areas of dementia care, supported living, reablement and complex care.</p> <p>Further opportunities will arise through the three Local Integrated Network Hubs, as the mapping of services to Hubs continues and as gaps may emerge. Further work, assisted by corporate procurement and TASS scrutiny is taking place to understand in more detail unit costs within the types of services. At the same time, Swansea is reviewing the business support needed to carry out</p>

	changes within commissioning plans and strategies, as well as to understand future population needs.
Evaluate the independent review of older people's services.	This important independent review was carried out by Cardiff University and reported in September 2014. Work to evaluate the finding, to agree and to implement a way forward, is being carried out through the Commissioning workstream (SSftF) and by updating Swansea's commissioning plan.
Make further progress with the transformation of adult social care.	Transformation of Adult Social Services (TASS) is focused on the implementation of the New Act and the modernization of services provided to meet the future needs of Swansea's local population. Some recent examples are: <ul style="list-style-type: none"> • Changes to day services for people with learning disabilities • Intermediate care tier • Single Point of Access.
Make further progress with Western Bay.	Western Bay Health and Social Care programme remains a strategic priority and Swansea has been active in the reprioritisation of the programme aims and the range and scope of projects. There has been a review of governance, to ensure that scrutiny and engagement with elected members is fully incorporated in how business is conducted. A Programme Director / Change team are based locally and there has been recent work on a shared readiness statement for New Act.
Continue to work closely with health to develop community networks and to implement an integrated assessment framework.	As above in relation to Integration plans and shared services, with additional work being undertaken through <ul style="list-style-type: none"> • Local Area Coordination • GP Health Networks The Integrated assessment framework is now within the PARIS system and a key tool within the Single Point of Access and three Locality Hubs.
To evaluate adult safeguarding review findings and to maintain standards which ensure best practice, quality and governance arrangements.	Safeguarding vulnerable people is the number one Corporate priority and regarded as "Everybody's Business" across the whole Authority, with a new policy and governance in place. <p>Following an evaluation of adult safeguarding, there are further improvements with new management arrangements and a greater focus on placing the person at the centre of each concern, with their risk managed effectively and quickly with less bureaucracy.</p>
Progress on further establishing Western Bay	Under Western Bay governance, regional Boards are now well established, working alongside these local

Adult and Children Safeguarding Boards.	arrangements. The Boards have the lead role on highlighting important issues of shared concern, for example a recent Western Bay Safeguarding Board event held on Child Sexual Exploitation at the Liberty Stadium was attended by over 300 people. Learning events, following practice reviews, have been held with similar success.
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2.4 PRIORITIES FOR ACTION - SWANSEA SET FOR 2014 / 15

Our Improvement Priorities from 2013 / 14	Progress in 2014 /15
Improvements in core groups, child in need planning and reviews.	<ul style="list-style-type: none"> • Core groups up to 92.7% (Last Year =79%) • CiN Reviews remains above 70%. <p>Through the implementation of Signs of Safety, we are more confident in the quality of direct work being carried out with children and families.</p>
Review of Permanence arrangements to help achieve permanence at the earliest opportunity and improve support available to care leavers.	As above, as the recommendations following a permanence review are being implemented and Swansea expects to see improved outcomes for older looked after children and care leavers.
Implementing further improvements to everybody's business approach to wellbeing, prevention and safeguarding.	As above, with safeguarding now very much regarded as "Everybody's Business" across the whole Authority and aligned to a focus on wellbeing and prevention.
Creating skills, resilience and capacity in Domiciliary Care Market to support Intermediate care tier.	Swansea has experienced capacity issues within the Domiciliary market and efforts are being made to ensure the quality of service and resilience offered by providers. The service has to focus on needs of Service Users and Carers, with an emphasis on reablement and promoting independence. There are robust systems for monitoring quality, as well as and contract compliance, with active use of escalating concerns protocol, where there are patterns of concern or compliance issues. When tested, for example when providers become insolvent, these systems are responding to the needs of the Service User by ensuring choice and continuity in the offer of services.
Maintaining Business Support and investment in	In the current financial climate, there is a need to ensure value for public money in all aspects of public services and

systems.

in Swansea there has been a corporate review of business support and management tiers to ensure that all opportunities for efficiency saving are explored, for example shared services, commissioning by category or the consolidation of manager responsibilities.

- Capitalising on opportunities within Western Bay .

2.5 SUMMARY OF ACHIEVEMENTS TO DATE

- Swansea has continued to make good progress with a modernisation programme based on achieving excellence in social work practice. The learning from the implementation of strengths based outcome focussed practice in children's services is beginning to inform the staff development plans for adult services as part of the plans to implement the Social Services and Well Being Act.
- Whilst there have been changes in leadership during this year, there is good continuity among service managers and of staff at team level. The focus remains on ensuring we retain a skilled and motivated workforce during a time of enormous change and the significant funding pressures for the Council.
- There is strong corporate leadership within the Executive Board with a clear focus on safeguarding and relative protection of those frontline services that support the safeguarding of vulnerable citizens and their families
- Strong governance arrangements delivered through Cabinet Members and scrutiny panels
- Swansea has focussed on strengthening performance and financial controls to help achieve challenging savings whilst improving performance against key indicators. Some of the infrastructure changes in children's services to support robust financial and performance management are beginning to be applied across adult services.
- The implementation of the safe LAC reduction strategy and TASS have helped to support the delivery of sustainable social services in Swansea. The Safe LAC reduction strategy has supported a £2million reduction in costs of children's services whilst continuing to deliver better outcomes for the children and outcomes with whom we are working. TASS has supported reduced costs and safer independence for citizens in some areas of adult services for example reducing recourse to institutional care and better supporting citizens to remain safely in their own homes. However the growth in demand overall, associated with an aging population remains a huge challenge. There is work to do in ensuring the whole system across health and social care operates as effectively as possible to promote prevention and de-escalation of need.
- Safeguarding vulnerable people is the number one corporate priority and an infrastructure to support and promote corporate safeguarding is now well established.

- Collaboration regionally and locally with health partners is beginning to deliver better access to a range of services, will contribute to greater efficiencies and support better outcomes for citizens.
- Lessons from the focus on whole workforce development in children services are beginning to be applied in adult services and with an emphasis on ensuring a strong focus on social care practice within an integrated health and social care model.

2.6 OUR CHALLENGES IN THE NEXT YEAR OR SO

These have been identified by Social Services Senior Management Team as:

- Implementing a revised three year Budget Strategy to meet savings targets and requirements set out in Corporate Medium Term Financial Plan whilst supporting better outcomes for citizens and their families and above all ensuring safeguarding arrangements remain robust.
- Implementation of Social Services and Wellbeing (Wales) Act by April 2016 and beyond.
- Addressing long term demand pressures, by building a sustainable, high quality model of social care in Swansea, through
- Effective safeguarding of vulnerable children and adults through regional board and local monitoring arrangements
- Child and Family Services to maintain a balanced budget through the Safe LAC Reduction strategy with the continued objective of promoting that all children have the opportunity to live safely within a family setting, in or as close to Swansea as possible, at some point during their childhood
- Improving support to carers and young carers, in partnership with third sector and Health partners
- In partnership, reskilling / professionalising the whole social care sector workforce to raise standards of care
- Further progress on Integration plan by improving integrated pathways and commissioning through the three network Hubs and joint specialist teams
- Minimise any impact of changes in management structures, business support, staffing and skill mix on citizens, services, change programmes, 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
- Continue to actively seek feedback from citizens and their families about what works in relation to our current practice and service delivery (a strong feature of our signs of safety practice model), including through the monitoring of complaints and compliments and the ongoing implementation of the Social Services Complaints procedure.

3. PERFORMANCE

3.1 WHAT WE KNOW ABOUT THE SOCIAL CARE AND WELLBEING NEEDS OF PEOPLE IN SWANSEA

The numbers of people needing care and support continue to grow year by year. Swansea receives a high number of contacts and referrals for Child and Family services although there has been success in reducing the Looked After child population and number of children in need.

There are a high number of vulnerable people, particularly those over the ages of 75 who may have more acute and complex needs. Demand management is a key challenge for Social Services and requires a range of approaches which involves providing services in different ways and often in collaboration with others e.g. Health, Third Sector and local communities.

3.2 HOW DO WE IMPROVE THE WELLBEING OF FOR PEOPLE WHO NEED OUR CARE AND SUPPORT?

In Swansea, we strive to be a learning organisation – and set high expectations for learning / improvements. Our leaders and managers listen to Service User and family's feedback and to the comments made by staff. We are always striving to understand what good practice / services looks like, by asking children and families to share their experiences of social work.

Leaders are champions for the achievement of good practice and use appreciative inquiry to build on what is already working well. They are expected to model a 'parallel process', which means showing staff what really good practice looks like, by "walking the talk", by listening, questioning, promoting high expectations and demonstrating practice skills.

3.3 WHAT PEOPLE ARE TELLING US ABOUT THEIR EXPERIENCES AND OUTCOMES

Over the coming years, Swansea aims to develop and implement a 'citizen centred', sustainable model of social care. This approach is about people having choice and control over the support they need to live their life as independently as possible. It is likely to take a number of years to fully embed a citizen centred approach. It will require significant change for Social Services staff, providers, Service Users and families – but the change is worth making.

Social Services welcomes feedback from the children, young people older adults, carers and families who are the recipients of social work and we use this experience to focus learning and to continuously improve practice.

To ensure people have a strong voice and control, we have carried out a lot of engagement work with citizens and communities throughout Swansea. For example in developing our use of Local Area Coordination, citizen volunteers were involved in the recruitment of the LAC Coordinators for each of their areas.

3.4 FEEDBACK FROM THE INDEPENDENT REVIEW OF OLDER PEOPLE'S SERVICES IN SWANSEA.

This review carried out by Dr. Rod Hick and Dr. Shane Doheny of Cardiff University found that the broad policy direction of supporting older to remain in their own homes for longer being undertaken in Swansea was the right one. Although they proposed that Swansea exercises caution when considering the future of residential and day services in order to meet need associated with increasing future demand and an aging population.

Significant investment would be needed to ensure Swansea's six remaining in-house residential care homes are fit for purpose and fully compliant to changing care standards regulations. The report published in September 2014 suggests again that caution be exercised in making changes, as the level of need among the older people receiving services is set to increase, as the number of acute hospital beds available decreases.

After listening to a broad canvass of opinion, the reviewers concluded that where possible, Swansea should wait and see whether the demand and need for residential care falls before considering the closure of in-house services to invest in support at home. At the same time, the reviewers recognised that the policy direction regarding day services, that promote the use of day opportunities rather than traditional, buildings-based provision is in line with other local authorities. However the reviewers took on board citizens, concerns in this area, where there is no clearly defined alternative model of day service to meet a high level of personal care needs and one that supports carers

3.5 FEEDBACK FROM CARERS EVENT

To mark Carers' Rights Day Swansea Council, Swansea Carers' Centre and Abertawe Bro Morgannwg University Health Board stage an annual event to facilitated sharing of views and experiences of carers and to identify what is needed to support the informal care of family or friends.

Jane Harris, Cabinet Member for services for adults and vulnerable people: "Carers Rights Day raises awareness of the needs of carers among us all and we want to work towards a society that respects, values and supports carers. "We would welcome all carers to the event. It's important we support them so that they have the chance to access services."

Swansea Carers centre celebrate their 10th anniversary in 2015 and they continue to successfully support carers with a range of support to enhance wellbeing. There is a shared awareness locally that more is needed to identify and support those hidden carers in having their own support need acknowledged by the range of public services.

Swansea could do more to recognise, support and engage with young children and young people acting as carers and who need to reach their own potential. Swansea Bay now has a Young Carers Board and this year we will need to better respond to their needs; for them to be heard and understood.

3.6 YOUNG CARER'S STORY

I am a young adult carer (19) and I attend Crossroads young carers project (now known as Carers Trust Swansea Bay Young Carers Service) until I turned 18 and I had to leave due to their age limit. At that age I felt lost as there was no specific Young Adult Carers Service in Swansea. The main challenges of being a young carer are, juggling daily life, lack of friends and lack of friends understanding, strains of their caring role, getting all school, college and uni. work in on time, working around having a caring role. The list is endless and depends on the carer role and responsibilities they have.

The only service which I could have accessed was the Swansea Carers Centre but this in my opinion was more adult friendly not for someone who has come out of a youth provision. I then instigated at meeting with my old key worker from Carers Trust Swansea Bay Young Carers Service (and the Carers Trust Network Liaison and Development Manager (Wales).

After an initial meeting we decided something should be in place and get on board the Swansea Carers Centre. I am now a Youth Worker for Ethnic Youth Support Team (EYST) so this also helped as a partnership with the YAC work.

Since meeting with individuals from all four organisations (EYST, Carers Trust Wales, Carers Trust Swansea Bay Young Carers Service and Swansea Carers Centre), we have set up a consultation for YAC to identify there need, how it felt with a gap in service for young carers after 18 and what can be done now.

Swansea Carers Centre have entered a funding bid to help establish a group for these YAC ensuring they get supported and not left in a gap post 18.

Social Services recognises how important it is to provide young carers with the support they need and we will be seeking to extend our involvement by supporting carers prior to 18 and after 18- as part of the new Post 16 arrangements.

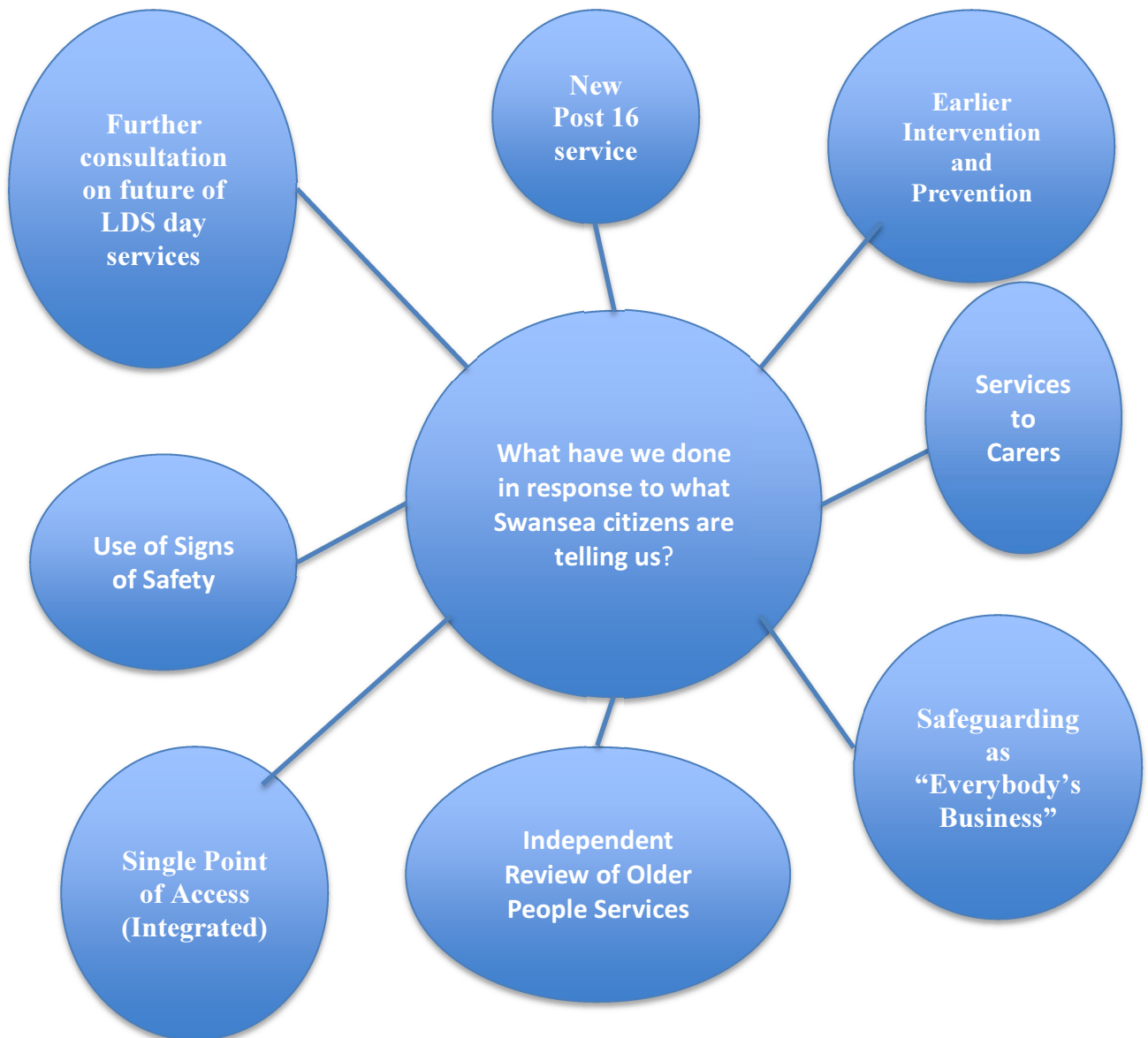
3.7 FEEDBACK FROM SIGNS OF SAFETY WORK

Swansea routinely captures feedback from children, young people, parents, foster carers and Social Workers to learn about the outcomes possible through signs of safety based practice. These digital stories are available to share excellence in social work practice across the service. Participants share their experiences, feelings and generally speak about the positive relationships they have built up with their Social Worker and family networks. Parents speak about how much it helps being able to set out what is expected of them in safety planning, using the child's experiences and their own words and pictures. Also how the direct work helps them face the challenges of believing in the changes they can make and then convincing the Court and other professionals that a child will achieve safety in their care.

3.8 FEEDBACK ON SOCIAL CARE AND WELLBEING NEEDS

The diagram below shows how Swansea is responding to feedback from citizens and in shaping a policy direction to meet the future needs and requirements of a Local authority social service.

Figure 1 How Swansea has responded?



4. ADULT SERVICES (REPORT BY HEAD OF ADULT SERVICES)

4.1 SERVICE OVERVIEW

Adults in Swansea are supported to live independent and fulfilled lives, safely in their own homes and within their local communities and to have a strong voice, choice and control over the range and quality of support, in order to help them to achieve their personal outcomes.

The primary aim is to ensure that among Swansea's citizens, those who are most vulnerable: frail older people, younger adults with physical disabilities, adults with learning disabilities and people with serious mental health conditions are best supported to achieve their identified outcomes and to ensure they are safeguarded. Swansea are promoting access to information, advice and support to enable citizens to achieve wellbeing and to live healthy, fulfilled and independent lives in their own homes and within their communities.

Table 2 Activity in Year

In Adult Services, we are proud amongst other things that:

Of the **194,267 adults aged 18+** in Swansea, we directly provided support to **7340** in 2014 / 15, or **3.8%** of the local population.

- of this group, **5866** adults were supported in the community
- approx. **120** adults aged 18-64 receive residential support.

Of the **46,266 older people (65+)** in Swansea, we directly provided Social Services to **4746** in 2014 / 15, or **10.2%** of the local population:

- **1,172** received re-ablement services
- **127** received a direct payment
- **2,634** received domiciliary / home care
- **1,229** received residential and nursing care
- Informal adult carers identified = **1,629**

Of the **6,210 people aged 85 and over** in Swansea, we directly provided services to **2,385**, or **38.4%** of the population.

- **2746** were supported in the community during the year
- **753** were in residential / nursing care placements during the year.

There are now more older people accessing services directly. However there are also increasing numbers of people accessing support through alternative channels:

- Self-funding residential care (approx. **430** at a point in time)
- RSL Sheltered Housing (current est. **2,000**), *of which there are:*
 - extra care places within sheltered accommodation: **43**
 - floating support, through supporting people: **700**
 - floating support: **400** tenure-neutral.

4.2 KEY ACHIEVEMENTS

4.2.1 City and County of Swansea and Swansea Locality of ABMU through the Western Bay partnership board has set out a vision contained within a statement of intent for delivering integrated health and social care for older people and younger adults with complex needs.

4.2.2 There is now a Section 33 agreement pending to ensure joint funding across health and social care between the Chief Executives of the Health Board and City and County of Swansea. This joint funding will support the implementation of the Swansea Integration Plan, within which there are a number of joint projects.

4.2.3 We have already jointly invested in integrated innovations in response to national policy and operational pressures. Some examples of these achievements are:

- Integrated Gower Team - the team comprises co-located health and social care staff, providing support for hard to reach areas of the Gower. This model has been successful in reducing delays for care in the Gower area and the unnecessary time spent in acute hospital beds waiting for care provision
- A local Joint Community Resource Team (CRT) Manager, who has been in post for the past two years in anticipation of integration of services
Co-location of the Local Authority Occupational Therapy Team with the Health Community Resource Team (CRT) as another step towards integration, with the development of a single job specification for an integrated Occupational Therapist being trialled
- Development of an integrated Care Homes Quality Team with Health and Social Care staff all sharing in a set of aims and objectives for supporting people in care homes is under way
- Joint emergency duty daytime service between the older peoples community based assessment and care management staff and the community resource team to provide emergency assessment to any older person during working hours
- Step up / step down residential reablement facilities provide a service aimed at either preventing longer term institutional care or for the reablement of people leaving hospital. A successful model is now available at Bonymaen House and Ty Waunarlwydd
- Community Connectors who provide a community focal point for supporting people to live independently.
- The development of the role of primary and community health networks as a platform for key approaches to minimising impact on services and joining up services across geographical areas for the benefit of citizens
- Better links with the Third Sector such as signposting to the provision by the voluntary sector and greater access to information and 3rd sector services in GP services.

- 4.2.4 Moving into the three Integrated Community Network Hubs, at the start of 2015 / 16 is seen as a key enabler of Swansea's 'strengths-based' approach to health and social care by focusing on building on the positives already in place. We recognise the life skills and interests that people already have, together with their existing support networks and by building on and pooling resources using excellent social work practice, it is expected that we can then help people to live independent lives in their own home. Our shared strategy is to shift the model of health and social care towards prevention and early intervention; promoting effective work with third sector and other partners through innovative approaches to helping people to remain well supported within their own communities. We also expect to develop a consistent range of services available across all localities and to be available 24/7 across the whole Swansea Local Health Board area.
- 4.2.5 There has been a successful use of one-year Welsh Government funding into Intermediate tier services through Western Bay, to maintain this progress and to reduce the take up of longer term packages of care support. This is a new service tier focussed around early intervention and prevention by promoting 'reablement', that is the recovery of skills lost during a stay in hospital or following illness. There are encouraging signs of shorter duration needing to be spent in residential care, as people are supported effectively to stay at home for longer and to return home following admission.
- 4.2.6 Whilst our 'reablement' approach is seen as well advanced, within the domiciliary care service, there is room for improvement. People need to be able to access services that help promote independence without delay and to ensure that their needs are met quickly in order to facilitate a return to their normal life, with the minimum of intrusive support. There has been success made using this approach within two assessment units in the in-house residential homes: Ty Waunarlwydd and Bonymaen. This year Adult Services has achieved a reduction in admissions to basic residential care, as a direct result of successes in a person centred model of care, working alongside reablement approaches. As mentioned, *p14 Feedback from Independent Review*, further significant investment would be needed to improve the physical environment in order to meet minimum standards within a buildings based model of service, environments, in providing residents and Service Users with accessible, appropriate size rooms with en-suite facilities.
- 4.2.7 Our day services are also now following a 'reablement' model aimed at supporting people to return to achieve their own outcomes (based on a social model of independence) and to focus our long term day services around providing personal care to people with higher level needs and as respite for carers. A new Mental Health accommodation and support resource opened recently, based in Gorseinon. Working with Family Housing, the old Ty Eithen building has been converted into six independent flats with low key support available and six shared living flats when a lot of support is required.

4.3 HOW WELL IS ADULT SERVICES PERFORMING IN KEY AREAS?

4.3.1 Safeguarding and Prevention

Adult Services prioritises safeguarding and protection of vulnerable adults as “everybody’s business” and in working to ensure there is a clear understanding amongst all staff and partners about corporate safeguarding policy, priorities and guidelines for the protection of vulnerable adults. We want to make sure that vulnerable people are protected from abuse, which may be financial, physical, sexual, emotional or something else. We work with our partners, across the Western Bay region including ABMU Health Board, South Wales Police, the voluntary sector and other community services to prevent abuse, stop it where it occurs and an effective response to managing risks and providing support.

4.3.2 We have strengthened the management oversight of adult safeguarding arrangements through the establishment of a new post of **Service Manager – Safeguarding Adults** to ensure that we have a consistency in response, an interface with practitioners and a focus on prevention. Following the most recent review, an action plan has been put in place to ensure that all adult safeguarding practice is clear and demonstrably person-centred and that actions to protect and safeguard are agreed, taken quickly and to a proportionate level.

In 2014 / 15, we have started to see a fall in the number of adult safeguarding referrals. This can be attributed to a combination of factors including:

- more consistency in how referrals are received via Intake
- greater awareness of safeguarding across whole sector
- working in partnership with health and police to ensure proportionate response.

4.3.3 Of those adult protection referrals accepted, where risk was managed (**SCA/019 this year = 92.6%**; last year = 93.3%)

Our extensive corporate and service based training programme is raising multi-agency and professional awareness and through the work of the regional Safeguarding Board there is now increasing public awareness of adult protection.

We, along with all other Local Authorities across Wales, are still trying to manage the significant increase in Deprivation of Liberty Safeguards (DoLS) referrals and the specialist assessments needed, arising from the two Supreme Court judgements (Cheshire West) relating to the law on deprivation of liberty.

4.3.4 Overall, there have been significant changes to the arrangements to manage and support safeguarding within adult services, made within a context of significant service change, increased demand overall and reducing resources. The changes made have been planned with that challenging context in mind. Given the scale of the changes made, safeguarding practice and the extent to which it is supporting good outcomes for citizens will need to remain an area of focus during the next year.

4.4 INTEGRATED CARE AND SUPPORT

Improved integration of Social Services with Health can deliver improved local services that are focussed on the most vulnerable adults in the community and their carers;

- Using the Intermediate Care Fund, Adult Services are now integrating services with health colleagues in ABMUHB, GPs and other organisations to reduce avoidable admissions to hospital, residential care or nursing homes
 - When people are admitted to hospital, we will work together to improve our care and support pathways to reduce the length of their stay and enable them to return home sooner
- By 2016-17 we aim to reduce the amount of people admitted directly to residential or nursing care home from hospital by ensuring that all people are first considered for a reablement assessment or rehabilitation in order to promote their independence and to have an opportunity to return home
- We will implement the Social Services and Well-Being (Wales) Act by enable people with health and social care needs to identify their own care and support needs, in order to achieve the wellbeing outcomes they set for themselves
- We will continue to work with our colleagues in Health to reduce any delays in transfers of care from hospital to social care

4.4.1 There is a significant benefit of working jointly with health professionals in coordinating the care of people with complex conditions and we can expect to see fewer admissions to residential care and fewer delayed transfers of care once these arrangements are fully established. Swansea has established a single point of access to ensure a responsive and effective service that minimises any delays and ensures that customers can access intermediate tier services quickly. It is hoped that improving pathways will improve the client journey and at the same time, help to prevent pressures in the system caused by peaks in demand.

4.4.2 Swansea's wide range of community based services is vital in helping people remain supported within their own homes. Our in-house services supports clients with **3,800 hours of home care per week** (Last year = 2538 hrs / week), alongside an additional **12,333 domiciliary care hours per week** provided by the independent sector (Last year = 9749 hrs / week); which represents market share in 2014 / 15 of **24% LA provision to 76% externally provided** (Last year 21% LA provided to 79% externally provided).

We also provided **1312 items of equipment** (last year = 1422 items), through a jointly commissioned Community Equipment Service; and carried out **1422 adaptations** of property (last year = 924).

4.4.3 Our Domiciliary Care Assessment Service (DCAS) service aims to promote citizen independence and minimising long term reliance on Social Care. Swansea has plans for an integrated reablement / response service within each of the three locality Hubs, capable of dealing with emergencies and other referrals in a timely way has to be the ultimate objective.

Swansea acknowledges that any citizen experiencing a delay in returning home, will likely face poorer outcomes and face additional risks, such as falls and MRSA. For the first time in recent years, this key performance indicator increased (**SCA/002** this year = **4.7**; last year = 2.85), mainly due to delays experienced with domiciliary care availability.

- 4.4.4 Some people are remaining in our reablement service for longer than intended to and we will be focusing on improving the outcomes for this group to ensure more people leave as independent or with a reduced health and social care need. Once people start to receive a package of care it is a challenge to reduce levels of support and it is even more challenging to support someone with dementia to return home, following a period in residential care. Yet with the Step Up / Step Down assessment beds, Swansea has had some success in this area using a person centred support planning.
- 4.4.5 One of the key priorities for 2015 / 16 is to review whether vital services such as reablement, home or domiciliary care and day care can be delivered in new and different ways within an integrated service to help prevent people experiencing any delays in their discharge home.

4.5 Managed Care

- 4.5.1 The new approach to supporting people and communities as set out in the Social Services and Well-being (Wales) Act will change how statutory Social Services, are delivered. More people will be given information, advice and assistance in seeking the solutions that meet their own care and support needs and outcomes. We will need to change the managed care provided by social Workers, through joint teams to ensure that the most vulnerable within our community continue to be well supported and achieve their own outcomes.
- 4.5.2 Swansea would expect every adult receiving a service to have their care plan reviewed annually, though performance has fallen (**this year = 71%**; last year = 81%). The number of people having been reviewed during the year **decreased by 4%** (182) compared to last year.
- 4.5.3 During 2014 / 15, there was considerable disruption caused to care management services by the Cheshire West Court judgments relating to Deprivation of Liberty Safeguards - increasing related referrals to **1119** in 2014 / 15 (last year = 40). This sharp increase in demand has meant that staff who would otherwise have been carrying out reviews, were instead carrying out the DOLs work required by the unexpected change in the law. There have also been a number of changes to management structures during the year leading to disruption to normal activity. The newly-established Hubs will review care management processes and resources during 2015 / 16.

- 4.5.4 Adult Services and ABMU HB have continued to work closely together to improve strategic planning, service developments and the implementation of recovery service models across mental health services. These joint efforts are ensuring that the Mental Health (Wales) Measure 2010 is appropriately complied with and implemented through Western Bay regional programme. The availability of Approved Mental Health Practitioner's (AMHPs) continues to be an issue with a need for more social workers to complete AMHP training to ensure there is availability across Community Mental Health teams.
- 4.5.5 We are continuing to implement changes within Learning Disability Services following recent external (BILD) and Western Bay reviews, which highlighted areas for greater use of a person-centred approach. Work is continuing with this to develop the model of managed care to ensure it fits with the strengths based approaches used in other service areas. Swansea has been reviewing existing Supported Living Schemes and to ensure availability of day and work opportunities to support the remodelling of Local Day Services. Adult Services has had considerable engagement with clients and their families on the current budget situation and the impact on future service delivery which has ensured that meaningful citizen participation in discussion regarding future model of services, planning the changes and any bottom lines for carers.
- 4.5.6 There is a legal agreement within Western Bay region that relates to regional arrangements for the funding and commissioning of substance misuse services. Substance Misuse Action Fund (SMAF) is managed regionally with Neath Port Talbot now acting as the grant recipient body. A Regional Area Planning Board has developed, fully engaged and consulted on a new substance misuse and alcohol commissioning strategy. There has been close working with Service Users to develop this strategy, drawing upon the substantial experience that service providers have in this area, many of whom are Third Sector organisations. 2015 / 16 is seen as a transitional year in which existing local contracts in Swansea are rolled forward for one additional year until the regional commissioning takes place.
- 4.5.7 Our Specialist Sensory Impairment team is a new integrated service based at Swansea Vale Resource Centre with direct access to a range of resources and support to people with visual and hearing impairments. This is a unique service provided by Adult Services alongside other agencies and third sector providers.
- 4.5.8 Overall the take up of Direct Payments, as an alternative to service provision, continues to rise across Adult Services as a whole (**this year = 308**; Last year = 250), with more people accessing them in the areas of physical disabilities = **226** (last year = 198) and mental health = **33** (last year = 9). Our direct payments support contract was retendered through Western Bay, with the DEWIS Centre for Independent Living successfully awarded the contract to improve the outcomes for people, by increasing the quality of support, including the recruitment and development of personal assistants . There is now a pool of around **700 PAs**

available in Swansea. Swansea's Planning Officer, Direct Payments, continues to work with DEWIS and with all care management teams to develop the awareness of and take up of direct payments. It remains a strategic objective to significantly increase the take up of direct payments across adult services.

4.6 COMMISSIONING FOR OUTCOMES AND WELLBEING (INCL. WESTERN BAY)

4.6.1 A critical element of a commissioning strategy is delivering on our shared vision for the future of Adult Services in Swansea. Our TASS programme is now focused on implementation, in order to achieve the step change improvement in practice and service delivery. Swansea's TASS programme remains entirely in line with the policy expectations as set out within the new Act and if successfully implemented would support compliance with the new statutory duties placed on Local Authorities and Social Services.

4.6.2 City and County of Swansea is focussing on improving the effectiveness of commissioning and procurement activity across the Council through the development of a Category Management methodology. Social Services is being supported by a dedicated Category Manager to implement the methodology with the aim of reducing cost, improving efficiency and driving up quality to achieve best value whilst ensuring compliance with all relevant Legislation.

Commissioning Reviews form a key part of the Council's Sustainable Swansea – fit for the future programme. Every Council service is being reviewed within a 2-3 year cycle. The priority areas in adult services to be subject of a commissioning review will be day services, domiciliary care and residential care. These reviews will help ensure that services in these crucial areas are both fit for purpose and sustainable in the longer term.

4.7 SERVICES TO CARERS

4.7.1 Section 6 highlights the full range of support available to carers who make a vital contribution to a sustainable model of social care. Our Social Workers and staff such as Community Connectors regularly identify and support carers on a daily basis.

Staff within all service settings are more carer aware and able to ensure that carers are provided with the right information at the right time.

4.7.2 As well as indirect assistance to carers, they can be offered an assessment of need in their own right (**SCA / 018a** this year = **95%**; last year = 97%), with the actual take up of the assessment offer (**SCA / 018b** this year = **42%**; last year 38%). Of those carers who are assessed in their own right who were provided with a service, there is a reported fall in performance (**SCA / 018c** this year = **45%**; last year 68%). However this is believed to be as a result of errors in data entry and work is ongoing to correct this process error with a view to ensure reported performance properly reflects the extent of service being provided.

4.8 SOME IMPROVEMENTS WE IDENTIFIED IN OUR BUSINESS PLAN

In view of considerable budget savings to be achieved this year within Adult Services, in the context of significant funding reductions for the whole Council over the next 3 years, there are important enablers to put in place to ensure the future sustainability of adult services, that citizens continue to achieve good outcomes and that safeguarding arrangements remain robust and effective.

- gather feedback from Service Users and carers and their experiences of services we provide e.g. adults who are the subject of a safeguarding concern
- improve the availability, quality and range of performance and management information inc. financial data to help with strengthening strategic management capacity and capability
- ensure a fit for purpose business and commissioning support infrastructure is in place, including drawing on wider corporate support, to assist with service transformation and
- explore new ways of measuring outcomes for citizens, carers and communities
- improve social work, social care and integrated practice through the development of strengths based, outcome focussed approaches across the whole of adult services.
- Improve the effectiveness of risk management and business contingency plans to address current and emerging issues
- have open and honest dialogue with all stakeholders to seek consensus on how best to meet the challenges faced in adult social care
- pool resources by integrating with Health, working with council partners and commissioning through regional arrangements
- include citizens and communities in the design and co-production of new solutions to the many challenges ahead.

4.9 OUR PERFORMANCE AIM FOR 2015 / 16 IS TO ACHIEVE TARGETS WITHIN:

- Safeguarding adults (NSI / PAM; Corporate Plan measures)
- Delayed transfers of care (NSI; Building Sustainable Communities)
- Reviews within timescale (PAM; Building Sustainable Communities)
- Balance of Care to older people (Building Sustainable Communities)
- Carers receiving assessment (PAM; Building Sustainable Communities)

4.10 CHALLENGES WE FACE IN 2015 / 16

The following are expected to impact significantly on Adult Services:

- Managing the transition to the new senior management arrangements for adult services and ensuring that reductions in principal officer capacity remain sustainable.
- Implementation of the Social Services and Wellbeing (Wales) Act by April 2016 and beyond
- Budget and financial pressures within the Council and public sector and managing their impact on the health and social care market
- Demographic pressures especially a rising number of older people 85+, with increased physical and mental frailty
- Increased expectations from citizens in terms of standards / quality of service and the challenge of moving to a model of prudent social care when citizens expectations
- Updating commissioning plans to reflect current and future needs, within a changing local population
- Swansea also recognises a need to modernise some building and traditional Social Services; for example, improving the physical environment within Local Authority care homes and day services, as well as developing social care staff in reablement skills, to support new models of service
- At the same time we have to build, train and retain a skilled, professional workforce who work to core professional standards; delivering on targets set within a Social Care Workforce Development Plan
- Improve the availability and quality of performance information to support decisions taken by Officers and to elected members

4.11 PRIORITIES FOR YEAR AHEAD

Top four Priorities for Adult Services in 2015 / 16 onwards:

- To ensure the leadership and organisational capacity is in place to support and sustain the changes needed
- To implement a sustainable model of adult social care by achieving excellence in social work practice, keeping vulnerable adults safe, promoting wellbeing and achieving independence
- Continue a transformation and modernisation programme across Adult Services, with effective management of resources and by enhancing access to advice, information and early intervention or prevention services
- To review whether vital services such as reablement, home or domiciliary care and day care can be delivered in new and different ways within an integrated service to help prevent people experiencing any delays in their discharge home

5. CHILD AND FAMILY SERVICES (REPORT BY HEAD OF CHILD AND FAMILY SERVICES)

5.1 SERVICE OVERVIEW

- 5.1.1 Child and Family Services aims to achieve the best possible outcomes for children, young people and families in Swansea. We will achieve this by offering excellent social work practice, using signs of safety approaches, collaboration and effective safeguarding to build greater resilience within families, children, young people and communities.
- 5.1.2 We believe that our best contribution to successful outcomes for children, young people and families in Swansea is through achieving excellence in leadership and social work practice; that improving the performance and quality of Child and Family Services makes a significant contribution to the Authority's aims and corporate priorities.
- 5.1.3 Child and Family Services is focused on achieving a sustainable model based on excellence in social work and social care, to be best placed to implement the new codes of practice and guidance accompanying the Social Services & Well Being (Wales) Act and most of all to improve outcomes for children in need and their families in Swansea.
- 5.1.4 These are now five key service priorities, linked to the Corporate Improvement Plan, which aim to ensure the most vulnerable children are well safeguarded, protected and supported to the best possible outcomes:
- Refocusing the Safe LAC (Looked After Children) Reduction strategy
 - Achieving a financially sustainable Child and Family Services
 - Reclaiming social work through the implementation of signs of safety
 - Supporting, training and developing our workforce to
 - Working across a continuum of need to reduce dependency.

Swansea's Safe Looked After Children Reduction strategy

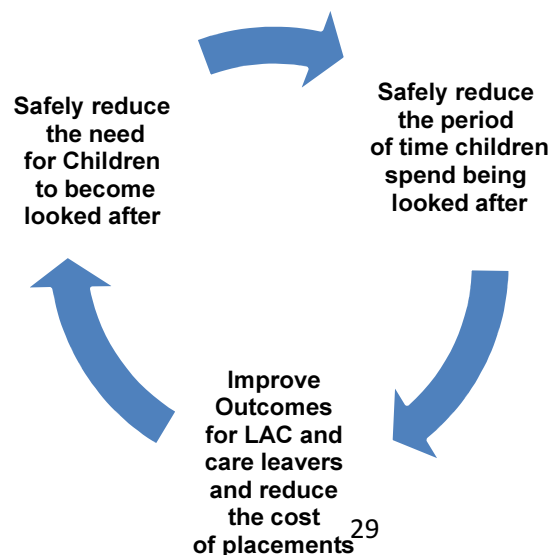


Figure 2 Safe LAC Reduction strategy

- 5.1.5 This sustainable strategy means identifying and helping more children and families with complex needs and by early intervention and prevention reducing demand for a formal Social Services intervention and achieving better outcomes for children who are looked after in Swansea.
- 5.1.6 Swansea is proud to be the first local authority in Wales to implement Signs of Safety and to have made such significant progress throughout so many service areas, at the front door, in complex child protection case work, working with younger and older looked after children to achieve permanence, through family support services and with foster carers to achieve resilience within placements and within conferencing and reviewing work.
- 5.1.7 We are using a Signs of Safety methodology across the whole service to achieve these priorities, as the key is to support families to address the challenges they face as parents. In order for children and families to achieve their own wellbeing outcomes, there also needs to be better life opportunities, with improved access to family support, employment, housing, leisure and lifelong learning opportunities.

Signs of Safety Assessment and Planning Form

What are we Worried About?	What's Working Well?	What Needs to Happen?
Past Harm to Children Action/ Behaviour – who, what, where when, Severity, Incidence & Impact	Existing Strengths	Future Safety/ Protection What must the caregivers be doing in their care of the child that addresses the future danger?
Future Danger for Children Worries for the future is nothing changes.	Existing Safety/ Protection The Strengths demonstrated as protection over time. Must directly relate to danger.	What does the family want generally and in relation to safety?
Complicating Factors Factors which make it more difficult to resolve		Next Steps What are the next steps to be taken to move towards achieving the goal?

Safety Scale On a scale of 0 to 10 where 0 means everyone knows the children are safe enough for the child protection authority to do what it can and arrangements are in place for the children to live at home where ever it is safe for them. 10 means everyone is worried about the children's safety and the child protection authority is taking action to protect the children.

0 ←————→ 10

Figure 3. Safety Map



Figure 4. Words & Pictures

5.2 MAIN ACHIEVEMENTS IN 2014 / 15

5.2.1 Child and Family Services, we are proud amongst other things to report:

- Nearly 100 fewer Looked After Children
- Rate of recourse to LAC reduced from **125:10,000 to 105:10,000**.
- Rate of new LAC entrants reduced from average **20/** month to **14/** month
- Number of IFA placements reduced from **150 to 100**
- Number of in house Foster placements increased by **60**.
- Number of children living in residential placements reduced from **60 to 35**.
- The small number of LAC who continue not to live in or close to Swansea are only those for whom provision does not yet exist locally (single figures).
- The number of care proceedings has reduced by more than a half.
- The rate of successful matching for adoption is the same as the rate of new placement orders being granted.

- The number of children supported via a special guardianship arrangement has doubled.
- Swansea is the leading UK authority in implementing The Signs of Safety safeguarding practice framework.
- We have no agency Social workers.
- Children services cost **£3million** less than 2 years ago

5.2.2 Child and Family Services are also proud amongst to report:

- Swansea is the leading UK authority in implementing The Signs of Safety safeguarding practice framework
- We have no locum Social Workers
- Children services cost £3million less than 2 years ago
- Number of more costly independent fostering agency placements has reduced
- More in house Foster placements available
- Fewer children are living in residential placements (reduced from 60 to 43)
- The small number of LAC who continue not to live in or close to Swansea are only those for whom provision does not yet exist locally (single figures)
- The number of care proceedings has reduced by more than a half
- More children are being placed for adoptions and finding suitable families; our rate of successful matching for adoption is the same as the rate of new placement orders being granted

- More children are supported via a special guardianship instead remaining in care of local authority.

5.2.3 Some of the key enablers of these successes are:

- Remodelling of child and family 'front door' to improve continuity of social work support to children in need within locality teams
- Our referral and re-referral levels are now more consistent, though 'events' are more variable
- Lifestory work to support those children who are looked after to grow and own their personal journey through experience of care and being placed
- Achieving lower rates of re-referrals, now 16.7 (last year 19.6) and maintaining levels in initial assessments at around **90%** during this big period of change
- Performance in timeliness of core groups (SCC/01) improved from 78% to **93%**
- Cases allocated to a qualified Social Worker have all improved, with more recent higher level of children in need allocations to 80% (@ May 2015)
- Retaining our workforce, with low turnover and effective recruitment
- Case supervision evident within each child (open) record between 80-100% by team
- Child and Family Services Budget spend down by £2m on previous year, mainly due to efficient and collaborative commissioning of placements and by improving social work practice.
-

5.3 HOW WELL IS CHILD AND FAMILY SERVICES PERFORMING?

5.3.1 WELLBEING (PREVENTION AND EARLY INTERVENTION)

Working with partners and other professionals to ensure there are shared and common approaches to dealing within child welfare, safety and in working with families at risk. We are reducing demand for statutory intervention by ensuring a continuum of family support services, effective front door arrangements.

Also to address shared concerns such as the impact of domestic abuse and substance misuse on family life and child safety.

5.3.2 There is a wider range of family support services working together to deliver intensive, solution focussed interventions that best support the rehabilitation of

children home. The restructure of Swansea's in house residential service at Ty Nant has supported emergency or short term provision, with important work with children to ensure they have the best chance to return home or to leave care with the best possible outcomes.

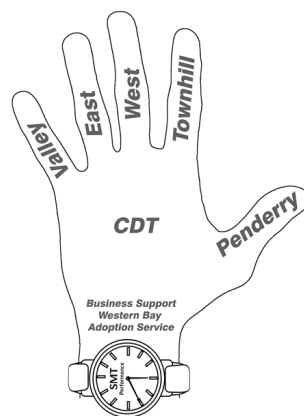
- 5.3.3 A measure of successful early intervention and alignment of family support is the re-referral rate, within 12 months showing significant improvement (SCC/010 this year = **16%**; last year = 19%).

By moving to a regional adoption service, this allows for greater investment and pooled resources. Swansea achieved **33 Placement Orders granted** (last year = 32) and **19 Adoptors approved** (last year = 19).

5.4 SUPPORTED CARE PLANNING

- 5.4.1 Swansea are focusing on placing the child in need at the centre of everything we do and Social Workers are using a Signs of Safety and Solutions focused thinking so that children and parents are clear on why we are involved. These approaches are driving up standards of practice within each of the locality team and specialist teams.

All assessments for social care input apart from children with a disability and those young people at risk of offending, are undertaken by one of the five locality teams:



- 5.4.2 Initial Assessments undertaken within the seven working day timescale in **90%** of cases compared with 91% the previous year, whilst all others were completed within an average of 12 working days. A qualified Social Worker should endeavour to see the child, this was done in **80% of cases** (last year = 83%). Children seen alone as part of an initial assessment was evident in **38%** of cases (last year = 42%), though we would expect Social Workers who are focused on direct work with each child and family to be significantly better than the reported figure if signs of safety work were included rather than a tick box approach.

5.4.3 Core assessment of needs should generally be completed within 35 working days. Performance has fallen from to **81%** (last year =68%). Again this reflects the additional workloads within the teams to manage the whole child journey following referral. Within the locality teams there has been a greater focus on Initial Assessments and child protection work which was previously carried out by the front door team time, now called the Swansea model. This ensures there is better continuity of Social Workers for each child in need.

5.5 PERMANENCE (LOOKED AFTER CHILDREN AND CARE LEAVERS)

5.5.1 Swansea has one of the highest rates of looked after children in Wales, although during the last two or three years the Safe LAC Reduction strategy has been working and we have, to some extent, bucked the national trend, as the overall looked after population in this City and County has fallen from around **600** children within 2012 / 13, to our current position – **514** children (May 2015).

5.5.2 Swansea has a legacy in which there are some children who have been looked after for a considerable proportion of their lives. Around **50%** of all children looked after in Swansea are aged 10 or over and **15%** of the population are aged 16 and over.

5.5.3 There are over **40** looked after children, with complex needs who remain in specialist residential care, with only half of this group now outside the Swansea boundaries.

5.5.4 Research continues to show that outcomes for LAC are generally poorer than the rest of the population. A key aspect of Swansea's strategy is to improve the outcomes that each child looked after can expect and this requires all partners: education, primary and secondary health, housing, mental health, supporting people, careers and substance misuse, to work together towards the agreed safety goals and outcomes.

5.5.5 The creation of a permanence service in Swansea is helping to promote the timely discharging of care orders as a milestone towards positive outcomes rather than an end in itself and to establish a new set of arrangements that best support children, subject to special guardianship orders.

5.5.6 All looked after children have their care and support plans reviewed by an Independent Reviewing Officers. These officers provide an independent quality assurance mechanism and the senior managers provide regular monitoring reports to Cabinet and Scrutiny. There are a number of ways elected members carry out their corporate parenting function; one is to consider at quarterly Corporate Parenting meetings the latest performance

and activity data, to consider new service developments, though the most important is to receive the views of the children and young people themselves whether through participation feedback, digital stories or placement visits.

5.5.7 All LAC are registered with a GP and have regular assessments of their health needs undertaken by a health visitor or School Nurse, with some being undertaken by the specialist Health Visitor for LAC, which is a post shared with Pembrokeshire. Preventative advice and follow up of actual health issues are identified and addressed via this process. Where CAMHS can deliver mental health services they are used and Swansea has now recruited **two** in house therapeutic workers to help support young people with emotional health needs. Social Workers are working closely with schools to achieve outcomes set within each child's Personal Education Plans (PEPs).

5.5.8 Swansea has access to a LAC Education team employed to support looked after children who are finding it hard to engage in lessons or schooling. There has been school attendance of LAC at both primary (**this year = 94%**; last year = 94%) and secondary level (**this year = 89%**; last year = 91.6%) and **0** children looked after have been excluded from school permanently (last year = 0), although a small number have had fixed term exclusions (SCC/044b This year = **24 children** / ave. time of **5.3 days**; last year = 16 children/ ave. time of 9.8 days).

5.6 SAFEGUARDING, PERFORMANCE & QUALITY

5.6.1 In addition to the new Corporate Safeguarding steering group, there is also a local safeguarding children management group to oversee the improvements, audits and agendas raised at Western Bay Safeguarding Children Board.

5.6.2 A wider use of safety networks and safety planning within child protection and care planning practice is driving up standards of support to looked after children, children returning home. There is a reduced recourse to care proceedings with improved timescales for public law outline arrangements and better support for a no order principle within care proceedings.

Whilst Swansea is achieving targets set within Safe LAC Reduction strategy, there are still things we need to improve on.

5.7 AREAS FOR IMPROVEMENT:

- To reduce number of children entering the care system by managing the drivers that can reduce overall demand on Child and Family Services

- Managing effectively across the 'continuum of need' to be implemented through targeted project in Townhill to build multi agency team working around those more troubled families and children in need
- Post 16 year olds and care leavers to be supported within a remodelled service, in partnership following Permanence Review, implementation plan and recent tendering exercise
- Core Assessments in timescale have been impacted by workloads in teams and this area will have to be more focused in readiness for the new Act
- Performance on statutory visits, conference and reviews, to be carried out in statutory timescales, have generally improved during the year and this work is being well supported by the Service Quality Unit
- We need to proactively manage the services in place that can identify and support young carers
- Targeting areas of high sickness, particularly short term e.g. family support / supervised contact.

5.8 SOME CHALLENGES WE FACE IN 2015 / 16

To implement the act and achieve a sustainable model means scaling up Swansea's way of working with those most troubled families and in the most deprived target areas, within locality teams, through multi-disciplinary working to lead on and co-ordinate all of the interventions and services to meet the particular needs of individual children and families to achieve safety and wellbeing.

We will have to achieve an integrated way of working across the provision of early intervention and prevention work across the whole continuum of family support services so that we support families to tackle problems at an earlier stage, in the most proportionate way and to the best outcomes.

Although we have reduced the overall number of children looked after by 27 this year, there still is much work to do to keep children in need out of the formal court and care systems.

Ensuring a range of adoption opportunities and choice of placements in particular to 16-17 year old looked after children, for children with complex needs and those looked after children at most risk

Meeting additional workforce development requirements of CPeL and the New Act, as well as making sure that skilled and experienced Social Workers are best placed to support the level of practice needed to achieve the service priorities (Training Plans are in place for whole service and Foster Swansea).

This will only be possible if we retain a well- supported, deeply engaged, professional and highly skilled workforce committed to the improvement journey.

5.9 PRIORITIES FOR NEXT YEAR

5.9.1 Our efforts to continually make improvements in service delivery will only happen if social work practitioners, managers and teams feel:

- empowered to take decisions and to do their best work
- confident to evaluate and respond to risk
- know what they should be doing
- how they should be doing it
- can feel valued and appreciated for their practice
- recognise how what they are doing contributes to the achievement of corporate priorities.

5.9.2 In 2015 onwards, we will

- Safely reduce the number of looked after children in Swansea
- Improve outcomes for children, young people and their families by Improve their wellbeing through a continuum of effective prevention, early Intervention and family support services; as well as a robust front door and locality response to children in need
- Continue to improve the effectiveness and governance of local and regional safeguarding of our most vulnerable children and young people
- Improve the quality and value for money of placements for looked after children to achieve permanence at the earliest opportunity and to enhance their life trajectory
- Deliver on 3 year budget strategy; by targeting the prevention of personal, social and economic costs; and through effective and collaborative commissioning to achieve targets set within Safe LAC Reduction strategy
- Invest in our workforce to achieve excellence in practice; through signs of safety approach building the evidence base on the interventions that work and contributing to the new model of children services nationally and regionally.

6. SUPPORT TO CARERS

6.1 OVERVIEW

The City and County of Swansea are committed to supporting unpaid Carers in our area. In recognition of the number of unpaid Carers in Swansea (over 30,000) and the significant levels of support they provide to relatives, friends and neighbours, the City and County of Swansea currently commission a range of support services from a variety of service providers. This is in addition to ongoing Social Services interventions where staff such as Social Workers and Community Connectors regularly identify and support Carers on a daily basis.

6.2 CARERS RIGHTS DAY

Carers Rights Day is a nationally recognised date which aims to raise the profile of unpaid Carers across the UK and focuses particularly on their rights as an individual. Every year in Swansea we collaboratively plan and facilitate an event that allows Carers to have their say and to hear the latest developments in relation to services and legislation etc. We have been fortunate to have a number of high profile individuals attend such as Sarah Rochira (Older People's Commissioner for Wales) and Keith Bowen (Director of Carers Wales). Attendance at these events has been very pleasing and we encourage practitioners to participate so that they are to hear directly from Carers what matters to them.

6.3 CARERS WEEK

Carers week focuses on recognising the contribution that Carers make to supporting the people they care for. Every year the City and County of Swansea in partnership with other organisations makes sure there are ongoing awareness raising opportunities taking place across the City. For example, Swansea's Sainsbury's stores usually sponsor Carers week and we can make use of their stores to attract Carers to speak with us. Consultation with Carers during Carers Rights Day and Carers week provide us with vital information for commissioning and planning service delivery.

6.4 SWANSEA CARERS ACTION GROUP

Swansea Carers Action group was established over 10 years ago. It is a multi-agency group of service providers who meet quarterly to share information, discuss policies and initiatives. The group are also a sounding board for consultation and contribute to developing and delivering the Carers Action Plan.

6.5 CARERS PLANNING GROUP

This is small group of people who meet fortnightly to plan, organise and evaluate Carers Rights Day and Carers Week events. The group consists of two local authority staff, two Carers, two Carers Centre Staff, one Young Carers staff member and one Local Health Board staff member.

6.6 CARERS MEASURE- ACTION PLAN

The City and County of Swansea, Social Services Department are core members of the ABMU Carers partnership. This group was responsible for developing the ABMU Information and Consultation Strategy and Action plan (AKA Carers Measure). They are responsible for implementing the action plan and ensuring that an awareness of Carers and Carers issues is constantly raised within Health and Social Care settings. A number of initiatives have been introduced as a result of the strategy and action plan and staff within these settings are now more Carer aware. The emphasis of this work is to ensure that Carers are consulted and involved in Care planning at every stage. It also ensures that Carers are provided with the right information at the right time.

6.7 E-LEARNING RESOURCE FOR STAFF

As part of a regional approach and using monies available from the Carers Measure implementation fund, Swansea have adopted an on-line training resource for staff. This course enables staff to learn more about Carers and how they can help support them. The induction training for City and County of Swansea staff also includes a specific session on Carers and the induction packs also includes information on Carers.

6.8 COMMISSIONED SERVICES TO SUPPORT CARERS

6.8.1 **Swansea Carers Centre** delivers a wide range of local support services to meet the needs of adult carers in the area. Staff regularly consult with local carers to ensure their services continue to make a positive difference to people's lives. All services are free of charge.

Services run by Swansea Carers Centre include:

- Carers support groups – drop in sessions, coffee mornings, therapy sessions, stress control, book club, photography and music
- Counselling
- Small grants
- Holiday fund
- Expert information and advice for Carers
- Welfare benefits advice and support for appeals process
- Advocacy service
- Life skills – Access to Work project
- Training courses for Carers
- Caring break service (see Ty Conway support at home and day service).

6.8.2 **Ty Conway Caring Break** Service is a free day service which offers Carers a regular full of half day break (there is a small fee for lunch). Carers regularly tell us how important it is for them to have a break from caring so that they can recharge and carry on. The Carer can also receive advice and support from staff at Ty Conway which is managed by Swansea Carers Centre

6.8.3 **Hafal** is a “Drop in” centre for Service Users with mental health difficulties and their Carers (Drop-in service is provided to the Cared-for person allowing the Carer to have a break, however, Carers are also supported).

6.8.4 **Cwmbwrla Day Centre** Carer Support offers a monthly support group for Carers who are caring for someone with a mental health disorder. The group meets monthly and will arrange regular discussions with professionals and agencies within the mental health field. The group are relatively self-sufficient and act as a support network for each other.

6.8.5 **Respite at Home Services** allows Carers who are caring for someone, who is either immobile or suffering from Dementia, to have a break from their caring role. A member of staff from one of the commissioned agencies will attend the home and carry out what ever tasks are necessary in order for the Carer to go out. There are currently three commissioned providers for this service, throughout 2015 / 16 the Home Support service will be reviewed to evaluate current demand and supply and to identify any efficiency or joint working opportunities.

6.8.6 **The Alzheimer’s Society**- their support at home service provides support at home for Carers who are living with someone with dementia. The support offered can include taking the Cared for person out and about if that is desired and appropriate. Staff from the Alzheimer’s society will assess the Cared for person to ensure the service they offer is suitable and appropriate for them and their Carer. The Swansea branch offers a range of additional services including:

- Advocacy
- Befriending
- Carers information programmes
- Carers support groups
- Dementia café (locations across Swansea)
- Ex carers club
- Singing for the brain.
- The Alzheimers Society will also signpost Carers to other support services.

6.8.7. **Ty Conway** provides a support at home service. Trained staff will attend at the cared for persons home to undertake any tasks necessary, this may be just spending time with the Cared for person or could include undertaking personal care tasks. Ty Conway are able to support a whole range of clients including those with dementia. Staff will assess the Cared for person to ensure the service they offer is suitable and appropriate. The service is available six days a week.

6.8.8 SNPT Crossroads Support at home service and Emergency Respite at Home

SNPT Crossroads offers a support at home service for Carers who are supporting someone with any condition and are experienced at managing those with higher personal care needs. Also a service is available if a Carer experiences a crisis, emergency or unplanned set of circumstances resulting in them needing a short period of respite.

6.8.9 Swansea Care and Repair

Swansea Care and Repair are a voluntary sector home improvement agency supporting older and disabled people and their Carers living in Swansea. They have a dedicated Social Services Carers budget which can be used for such things as minor building works, odd jobs and purchasing and installing key safes. They will identify Carers are part of their day to day work and will actively signpost Carers other support agencies such as Swansea Carers Centre.

6.9 OTHER SUPPORT TO CARERS

6.9.1 In addition to the services which are provided directly to the carer, the Local Authority also commissions or provides through in house services a range of respite services.

6.9.2 Whilst such services cannot be categorised as a service provided to the carer although they do enable the carer to have a break from their caring responsibilities, e.g. a placement in a residential respite unit through the Shared Lives Welcome Break Scheme, or in a day service for people with more complex needs helps to support many carers to continue in their caring role.

7. ORGANISATIONAL CAPACITY

OUR PRIORITIES AND OBJECTIVES

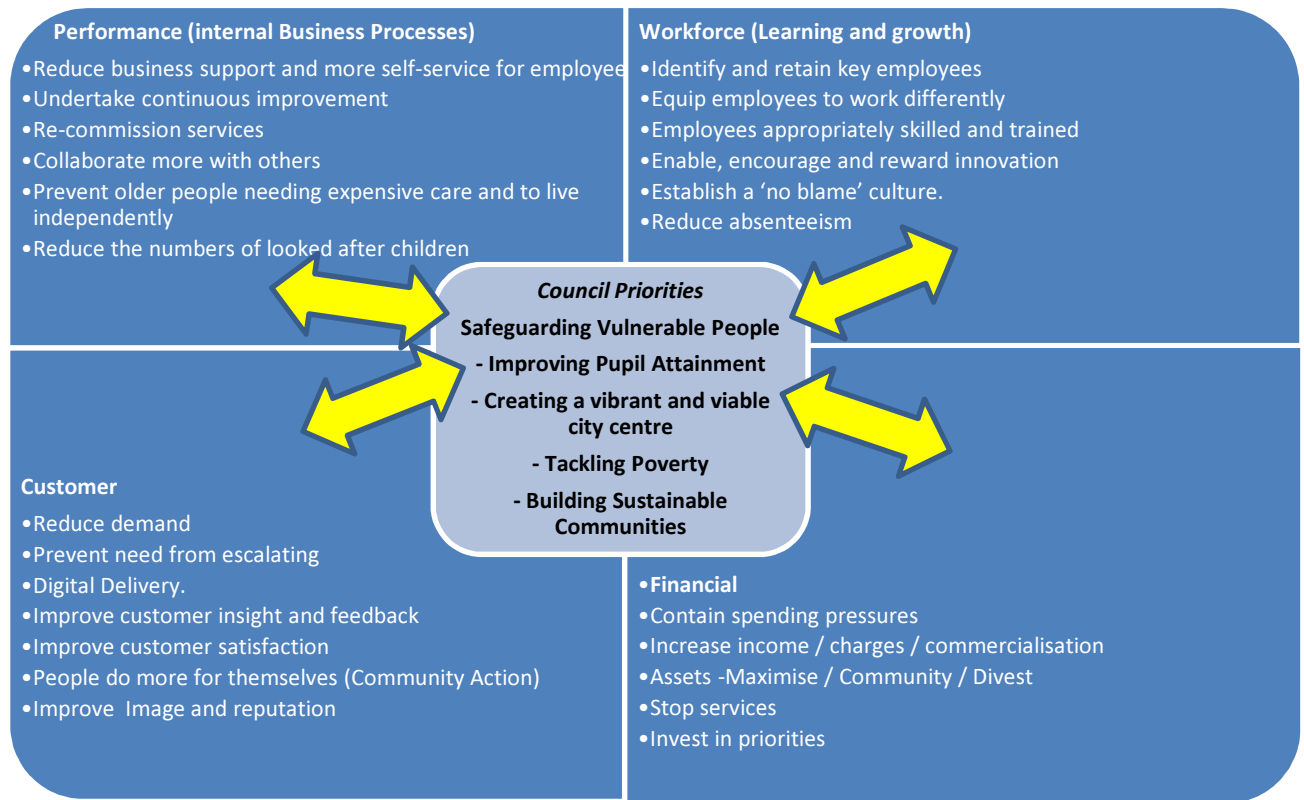


Figure 5 Priorities & Objectives

7.1 LEADERSHIP, GOVERNANCE AND DIRECTION

“Leaders become great, not because of their power, but because of their ability to empower others” (John Maxwell).

City and County of Swansea’s vision is set out within the Sustainable Swansea Fit for the Future programme and the revised Corporate Plan. This is a clear view of what the Council wishes its services and staff to achieve in terms of its internal operations and for its citizens and the means by which it intends to manage the challenges it faces now and in the future.

7.2 OVERVIEW AND SCRUTINY ARRANGEMENTS

7.2.1 Council’s Cabinet and scrutiny arrangements continue to change along with the changing agenda within the Council. A Scrutiny Programme Committee can set up performance panels and time limited inquiry panels to enable a more flexible response to issues and this affords elected members the opportunity to consider in depth topics that matches their areas of interest. In the area of Social Services there are currently two scrutiny panels Child and Family Service performance; the TASS panel which relates to the Adult Services transformation programme and readiness for the Act. The Scrutiny Panel meets to agree a work programme and the chair reports regularly on

progress to the respective Cabinet members of which there are currently three with portfolios which relate to social services functions.

7.2.2 There is the development of a more members led approach to decision making and policy, which requires the officer to provide clear evidence to make the case for changes in direction. Cabinet Advisory Committees also have a role in 'advising' the relevant Cabinet Member on potential changes to policy.

7.2.3 There has been an increase in the range of methods employed by Cabinet members and scrutiny functions to form their opinions and these include weekly meetings with the Chief Social Services Officer and Heads of Services, holding inquiries in matters of interest e.g. domiciliary care, site visits, public engagement events, carrying out research, benchmarking other organisations e.g. Nottingham Council and participation in commissioning activities such as Sustainable Swansea workstreams.

7.3 SOCIAL CARE WORKFORCE

7.3.1 Swansea's lead role in the Social Care Workforce Development Partnership continues to support the "One Sector, One Workforce" ethos and to support the establishment, maintenance and development of a shared arrangement as well as the provision of and facilitation of access to resources for workforce development.

7.3.2 This partnership has to address the challenges that arise from reducing public sector resources, requirements of new legislation, increasing change and the transformation of services make the raising of standards across all parts of our sector ever more important. To support this work, we set realistic objectives that are challenging but achievable with hard work and cooperation. It is important that we also take into account other key Welsh Government and other strategies, not least of which will be the new Social Services and Wellbeing Act. The outlook for all in our sector is one of challenge as we strive to deliver services that vulnerable people need to keep them safe and as independent as possible. We all have a part to play in this journey which will be characterised not only by changing patterns of service, but also different working practices that need different skill sets. The workforce agenda over the next few years is likely to be formidable and reducing resources mean that we will need to make some tough choices about priorities. We will need to work together to make sure we understand the direction of travel and how we can all contribute to meeting objectives.

7.3.3 As well as developing the Swansea Social Care Workforce Development Partnership, Swansea has a number of routine responsibilities:

- Developing, agreeing and submitting appropriate SCWDP plans and monitoring reports or other analyses as required by the Welsh Government or Care Council for Wales
- Working with service areas to agree training programmes for the year in support of transformation agenda and practice standards
- Attending provider forum meetings arranged as part of the commissioning and contracting infrastructure to represent a workforce perspective
- Through SCWDP partnership meetings progressing any agreed actions and plans
- Arranging and holding conference events each year that all commissioned providers are invited to attend.
- An event this year focused on recruitment and retention as our annual survey show that retention continues to be an issue for the sector. A further event held focused on improving providers' awareness of the Social Services and Wellbeing (Wales) Act and in particular workforce issues.

7.3.4 Chief Social Services Officer is very aware that the many changes already going on around us, or likely to be introduced across the Council, Social Services and the wider social care sector over the next year or so is already impacting on the workforce. A series of information sharing events has been held with a range of staff covering the current internal and external issues affecting Social Services, the Social Services and Well Being (Wales) Act 2014 as well as the future direction of services and sharing ideas and best practice.

7.4 BUSINESS SUPPORT

7.4.1 A review of business support is taking place and Social Services expects, whilst saving have to be made, that business support will remain as integral to service delivery.

7.4.2 The corporate accommodation strategy has required Child and Family Services to move the social work teams into the Guildhall and business support has contributed hugely to the success of these moves by ensuring that there is continuity in systems and resources for Social Workers to access.

7.4.3 The Financial Assessment and Receivership section have recently relocated to the Civic Centre to promote more efficient use of the assessment process and information system in use across the Council. A Principal Officer, Resources, has been recently appointed to lead on a strategic remodelling of business support across the whole service and a newly structured business support, to underpin the new management arrangements in Adult Services and Child and Family Services is expected this year and in readiness for the new Act.

8. OUR PRIORITY AREAS FOR 2015 / 16 ONWARDS

8.1 THE SOCIAL SERVICES AND WELLBEING (WALES) ACT

The Welsh Government has introduced a new legal framework for Social Services. The Act includes a range of new challenges which will impact on local government as a whole. "Well-being" now cuts across all public service functions, including Local Government, the NHS, the Third Sector and Independent Providers. Meeting the range of new responsibilities will require changes to current practice and models of service; additional resources will be required to deliver on the quality standards as outlined in the codes of practice accompanying the Act, at the same time the Council is focused on achieving efficiency savings.

The change to a universal "offer" of information, advice and guidance being made available to all citizens in order to promote wellbeing is expected to substantially increase the number of people contacting health and social care services.

8.2 READINESS

In preparation for the implications of the Social Services Act, Swansea is responding as follows:

1. Providing a more comprehensive public information service, with changes to the corporate public website and
2. Reviewing our Intake team to strengthen the Department's early intervention and preventative response and pathways to intermediate tier.
3. Reviewing the capacity in the Domiciliary Care/ Reablement service to improve both the service resilience and client outcomes
4. Social Services now has a cross-cutting, corporate People Directorate
5. The Department is set to introduce a single (cradle to grave) learning disability service and fully integrated, community mental health services.

8.3 SWANSEA PRISON

8.3.1 Under the Social Services and Well-being Act all prisoners in Swansea Prison are classed as having 'ordinary' residence in the City and County of Swansea. This will mean that Social Services in Swansea will become responsible for meeting their care and support needs whilst they are in prison, in preparation for their release and through post release support. Work is on-going at a local, regional and national level to identify the implications of this and to develop a plan for implementing these additional duties.

8.3.2 HMP Swansea is a typical inner city prison, a traditional Victorian establishment that holds up to **455** adult and young adult male prisoners. The most recent Prisons Inspection report **October 2014** found that: pre-release

preparation by health care staff was appropriate, with information for community GPs and supplies of prescribed medication on release. Prisoners with severe and enduring mental health needs were linked effectively with community mental health teams. Substance misuse reintegration planning was good and the CCARA team had effective links with community support agencies. p16

<http://www.justiceinspectors.gov.uk/hmiprisons/wp-content/uploads/sites/4/2015/02/Swansea-web-2014.pdf>

8.4 WELSH LANGUAGE

8.4.1 Local Authorities are expected to implement a set of actions to achieve the objectives set within the strategic framework “More than Just Words”. A further set of standards are expected as part of the Welsh Language measure. Swansea is currently meeting the commitments set out in an action plan, with a strong awareness of the need to respond to citizens in Welsh and as the ‘active offer’ on request. Swansea’s ‘Welsh language profile’ is **44,659** with one or more skill in Welsh, which is **19.3%** of the City and County’s population aged 3 or over.

8.4.2 We will continue to deliver on the year three Welsh language priorities from Welsh Government strategic Framework for Health & Social Services. (“More than just words”).

Overall “*More Than Just Words*” is a big change agenda, with Swansea having some way to go, but with positives to build on, for example:

- Directory of Welsh Speakers within Social Services
- Recent training - Welsh Conversation in a Social Care Setting
- Translation of Public Information / key reports into Welsh

8.4.3 Social work practice is building on strengths and achieving the small things that contribute most towards a person’s positive outcomes, and this is assistance is best offered in their first language. The **four main areas for development** are:

- I. Information, Advice and Assistance ensuring there is proactive offer and choice of language during this early conversation around wellbeing and prevention at our access point and within preventative services and for any letter relating to this contact to be sent out in language of choice.
- II. Assessment ensuring that language needs are identified early and once over and that there is opportunity for assessment to be carried out in Wales and recorded in language of choice
- III. Local Population needs understanding local and community needs and developing services and responses locally to meet priority needs within integrated partnerships, primary care clusters or commissioning Hubs

IV. Workforce development improving work based language skills of the whole sector workforce, so that offer of service in language of choice can be delivered, supporting confidence to use skills and to monitor skill levels and deployment of all staff.

8.4.4 Whilst a provisional standard for all training programmes to be made available to staff as delivered, in the Welsh language, is something that should be considered regionally, as there would require a massive investment or new kind of partnership, perhaps a with university, to realise this and meet our continuing professional education framework.

8.5 IN THIS NEXT YEAR (2015 / 16) WE WILL ALSO BE

1. Focusing on greater integration with Health by launching three Integrated Locality Hubs, where Social Workers, health workers work alongside Occupational Therapists, Homecare workers etc. to improve the patient journey from hospital or to prevent admission
2. Full implementation and expansion of Single Point of Access
3. Work with a range of key stakeholders to commence local population needs assessment
4. Further expansion of intermediate care tier.

9. SUMMARY TABLES PERFORMANCE IN 2014 / 15

9.1A ACTIVITY TABLE

a) Child and Family Services	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	Change (since last Year)
Children supported during the year	3001	3407	3720	3494	3471	-1%
Referrals	2762	3538	2634	1598	1804	11%
Re-referrals	961	1094	733	313	301	-4%
Initial Assessments	1317	1737*	1756	1313	1507	13%
Core Assessments	1068	1143*	1297	1153	1473	22%
Strategy (SD) Discussions held	812	1022	1170	1072	1157	7%
Section 47 resulting (from SD)	550	708	813	803	786	-2%
Child Protection Registrations	286	296	317	295	338	13%
Child Protection De-registrations	273	326	304	302	362	17%
Initial Child Protection Conferences	204	260	372	336	394	15%
Child Protection Reviews	634	710	651	591	711	17%
CP Reviews in timescale	613	669	599	580	684	15%
Looked After children at Year end (open cases)	580	554	588	539	511	-5%
LAC Placements Started	193	161	227	190	213	11%
Statutory visits carried out	2724	3034	2660	3288	3573	23%
LAC Reviews in year	1500	1385	1276	1284	1328	3%
LAC Reviews carried out in timescale	1281	1218	1062	1260	1304	3%
Young Carers known to service	41	42	29	49	87	44%

9.1B ACTIVITY TABLE

b) Adult Services	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	Change (since last Year)
Referrals	10814	10,829	10258	11734	11,055	-1%
Unified Assessments	8483	8940	8912	6961	5028	-38%
OT Assessments	4316	4278	2358	2021	1969	8%
CPA Assessments				3503	3790	-3%
Reviews	4862	4762	5328	4580	4398	-4%
Direct Payments	179	180	183	211	308	19%
Carers known	2053	2924	2046	1854	1623	-14%
No. of people delayed in hospital (for social care reasons)	186	150	44	60	100	40%
Adults receiving a service during year	7635	7427	7957	7340	6920	-6%
People receiving residential support	1573	1566	1641	1617	1431	-13%
People receiving home care	1481	1422	1439	1284	1537	16%
Total hrs of Home Care (Internal & Commissioned)	749,764	710,931	623,010	624,723	842,681	24%
Nights of respite provided	11,950	8971	9977	10473	9076	-25%
People receiving equipment	1617	1166	1774	1442	1312	-10%
People receiving Adaptations	1159	1020	1339	924	590	-57%
People receiving Meals	663	550	494	506	231	-119%
Safeguarding Referrals completed			375	432	380	-14%
c) Directorate	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	Change (since last Year)
Financial Assessments	3481	3961	3742-	3229	3412	5%

9.2 PERFORMANCE TRENDS

Ref.	Key Performance Indicator	Swansea End of Year 2011/12	Swansea End of Year 2012/13	Swansea End of Year 2013/14	Swansea End of Year 2014/15	Wales Ave 2013/14 (12/13)	Swansea Prov. Target 2015/16	Desired Direction of Travel	RAG Statu s
SCA/001 NSI	Delayed Transfers of Care	7.18	2.12	2.47	4.70	4.68 (4.57)	4-6	□	R
SCA/002a NSI	Older People Supported in Community at end of year	67.59	77.22	73.51	70.28	74.48 (77.53)	72	□	R
SCA/002b NSI	Older People Supported in Care Homes at end of year	22.84	22.91	21.50	21.50	19.84 (20.63)	19.5	□	G
SCA/003a	Supported in Community during year, aged 18-64	97.09	97.72	97.38	97.3	97.5 (93.87)	97.5	□	A
SCA/003b	Supported in Community during year, aged 65+	79.32	80.21	78.21	79.0	83.71 (83.47)	81	□	A
SSA1 Local	Initial enquiry and care-plan, including specialist (working days)	24.17	26.65	21.3	21.3	Local PI	18.5	□	A
SCA/007	Care Plans reviewed in timescale	76.9	83.2	81.1	71.6	81.1 (80.9)	80	□	R
SSA/2 Local	Installation of aids / equipment (working days)	7.10	6.69	7.29	8.4	Local PI	7	□	R

Ref.	Key Performance Indicator	Swansea End of Year 2011/12	Swansea End of Year 2012/13	Swansea End of Year 2013/14	Swansea End of Year 2014/15	Wales Ave 2013/14 (12/13)	Swansea Prov. Target 2015/16	Desired Direction of Travel	RAG Statu s
SCA/018a	Carers offered assessment or review	97.2	96.6	97.3	94.9	85.8 (86.8)	97.5	□	A
SCA/018b	Carers had assessment or review	12	35.5	37.6	41.8	33.8 (33.6)	40	□	
SCA/018c	Carers provided with service	84.3	73.6	68.3	45.3	63.8 (62.8)	70	□	
SCA/019	Adult Protection referrals where risk has been managed	90.41	92.65	93.3	92.63	94.5 (91.8)	96.5	□	A
SCA/020	Adult supported in the community			84	84.77	86.3 (86.2)	85.3	□	G
SCC/001a	First Placements of looked after children with care plan	100	100	100	100	91 (89)	100	□	G
SCC/001b SID	Looked after children at 2 nd review with a plan for permanence	95.5	91.9	98.4	97.0	93.42 (91.7)	99	□	A
SCC/002 NSI	Looked after children experiencing one or more changes of school	14.7	16.3	17	15.7	13.8 (13.7)	15	□	A

Ref.	Key Performance Indicator	Swansea End of Year 2011/12	Swansea End of Year 2012/13	Swansea End of Year 2013/14	Swansea End of Year 2014/15	Wales Ave 2013/14 (12/13)	Swansea Prov. Target 2015/16	Desired Direction of Travel	RAG Statu s
SCC/004 NSI	Looked after children with 3 or more placements in year	6.86	7.7	8	10	8.27 (9.4)	7	□	R
SCC/006 SID	Referrals on which decision made within 1 working day	97.4	100	99.8	99.9	96.26 (97.2)	100	□	G
SCC/007a SID	Referrals allocated to Social Worker for initial assessment	47.9	63.4	80	78.9	79.29 (63.8)	80	□	A
SCC/007b SID	Referrals allocated to someone other than a Social Worker	1.2	3.3	2.2	4.6	7.94 (8.3)	2	□	R
SCC/007c SID	Referrals did not proceed to allocation	50.9	33.3	17.8	16.7	16.68 (28)	18	□	G
SCC/010 SID	% of referrals that are repeat referral within 12 months	30.9	27.8	19.6	16.7	22.22 (27)	15	□	A
SCC/0011a PAM	% initial assessments where evidence that children seen	74.4	83.2	83.2	80.1	78.9 (75.4)	88	□	R
SCC/0011 b NSI	% initial assessments where evidence that children seen alone	32.5	34.7	42.7	38.0	47.9 (37.5)	45	□	R

Ref.	Key Performance Indicator	Swansea End of Year 2011/12	Swansea End of Year 2012/13	Swansea End of Year 2013/14	Swansea End of Year 2014/15	Wales Ave 2013/14 (12/13)	Swansea Prov. Target 2015/16	Desired Direction of Travel	RAG Status
SCC/013a i SID	% open cases of children on CPR allocated to a qualified Social Worker	99.7	99.4	99.7	100	99.85 (99.7)	99.8	□	G
SCC/013a ii SID	% open cases of children looked after allocated to a qualified Social Worker	94	96.3	97.8	99.7	95.15 (94.9)	99.8	□	G
SCC/013a iii SID	% open cases of children in need allocated to a qualified Social Worker	61.4	73.5	75.1	75.4	76.37 (74.5)	78	□	A
SCC/013b i SID	% open cases of children on CPR allocated to other than a qualified Social Worker	0.2	0	0.3	0	0.04 (0.2)	0.2	□	G
SCC/013b ii SID	% open cases of children looked after allocated to other than a qualified Social Worker	3.3	1.2	1.6	0.05	5.0 (4.4)	1.2	□	G
SCC/013b iii SID	% open cases of children in need allocated to other than a qualified Social Worker	18.6	18.7	19.2	20.6	19.61 (21)	18	□	R

Ref.	Key Performance Indicator	Swansea End of Year 2011/12	Swansea End of Year 2012/13	Swansea End of Year 2013/14	Swansea End of Year 2014/15	Wales Ave 2013/14 (12/13)	Swansea Prov. Target 2015/16	Desired Direction of Travel	RAG Status
SCC/014 SID	Initial Case Conference held within 15 days of SD	71.8	82.5	90.5	87.8	89.87 (87.4)	92	□	R
SCC/015 SID	Initial Core group meetings held with 10 days of Initial Case Conference	66.3	76.1	78.8	92.7	90.02 (88.4)	90	□	G
SCC/016 SID	Reviews of Children in Need plans	50.3	57.3	73.3	70	78.84 (71.4)	80	□	A
SCC/020	% LAC with teeth checked			92.1	-	74.5 (73.6)		□	
SCC/021 SID	% LAC reviews carried out within statutory timescales	87.9	83.2	98.1	98.2	95.92 (91.9)	98.5	□	A
SCC/024 SID	% of looked after children with PEP	62.3	79.1	81.3	69.8	62.73 (65)	85	□	R
SCC/025 PAM	% statutory visits to looked after children	87.5	79.7	83.6	83.9	85.3 (83)	88	□	A
SCC/030a ex PAM	Young carers known who were assessed	57.1	100	100	65.5	85.9 (92.3)	100	□	R
SCC/030b SID	Young carers who were provided with a service	57.1	62.1	100	66.7	80.12 (89.4)	100	□	R

Ref.	Key Performance Indicator	Swansea End of Year 2011/12	Swansea End of Year 2012/13	Swansea End of Year 2013/14	Swansea End of Year 2014/15	Wales Ave 2013/14 (12/13)	Swansea Prov. Target 2015/16	Desired Direction of Travel	RAG Status
SCC/033a NSI	Young people formerly looked after still in touch at 19	89.7	94.1	81.1	89.74	93.4 (93.4)	95	□	R
SCC/033b NSI	Young people formerly looked in suitable accommodation	92.3	93.8	96.7	100	92.74 (93.2)	97	□	G
SCC/033c NSI	Young people formerly LAC engaged in education, training, employment at 19	57.7	56.3	46.7	67.71	54.8 (56.4)	60	□	A
SCC/034 SID	% of CPR reviews within statutory timescales	94.2	92.4	98.1	96.2	98.07 (96.1)	98.5	□	A
SCC/035 SID	Looked After children at Key Stage 2 achieving core subject indicator	64.29	42.11	46.7	83.3	51.64 (49.09)	48	□	-
SCC/036 SID	Looked After children at Key Stage 3 achieving core subject indicator	30.77	14.29	44.1	47.06	37.22 (30.36)	48	□	-
SCC/037 NSI	Ave. external qualifications point score for 16 yr old LAC	185	330	249	282	262 (221)	260	□	G
SCC/039 SID	Health Assessments for looked after children undertaken	92.4	93.7	98.1	96.0	81.03 (80.3)	98	□	A

Ref.	Key Performance Indicator	Swansea End of Year 2011/12	Swansea End of Year 2012/13	Swansea End of Year 2013/14	Swansea End of Year 2014/15	Wales Ave 2013/14 (12/13)	Swansea Prov. Target 2015/16	Desired Direction of Travel	RAG Status
SCC/040 SID	Placements started where child is registered with GP within 10 days	100	95.2	TBA	A	83.16 (78.28.1)	90	□	-
SCC/041a NSI	Eligible children with pathway plans	98.2	97.5	93.5	98.2	89.2 (89.5)	94	□	G
SCC/041b SID	Eligible children allocated a personal advisor	93.6	92	95	98.2	85.66 (96.3)	97	□	A
SCC/042a SID	% Initial Assessments completed within 7 working days	77.8	84.4	91.5	89.94	71.88 (73.1)	93	□	A
SCC/042b SID	Ave time taken for those initial assessments that took longer than 7 days	16	14	12	12	19.47 (20)	10	□	A
SCC/043a SID	% Core Assessments completed within 35 working days	68.9	69.6	81.5	68.52	81.23 (76.6)	84	□	R
SCC/043b SID	Ave time taken for those core assessments that took longer than 35days	65	69	60	59	57.6 (65)	50	□	R
SCC/044a SID	% children looked after who were permanently excluded from school	0	0	0	A	0.27 (0)	0	□	-

Ref.	Key Performance Indicator	Swansea End of Year 2011/12	Swansea End of Year 2012/13	Swansea End of Year 2013/14	Swansea End of Year 2014/15	Wales Ave 2013/14 (12/13)	Swansea Prov. Target 2015/16	Desired Direction of Travel	RAG Status
SCC/044b SID	Ave. days spent out of school on fixed term exclusions for LAC children	8.9	5	9.8	A	6.75 (6.3)	5	□	-
SCC/045 PAM	% of reviews Children LAC, CPR and CiN within statutory timescales	75.8	74.6	88.6	A	89.6 (86.4)	90	□	A
Key: NSI refers to National Strategic Indicator; PAM refers to Public Accountability Measure; SID refers to Service Improvement Data Measure									

9.3 PROGRESS EXPECTED WITHIN NEW CORPORATE PLAN PRIORITIES

5 Corporate Priorities (City and County of Swansea's Corporate Plan 2015-2017)	How Social Services aims to contribute in 2015-16 onwards
1. Safeguarding Vulnerable People	<ul style="list-style-type: none"> - By ensuring there are effective safeguarding arrangements and governance are in place to drive safe practice improvement - Children are kept safe and protected; children are seen as part of the assessment, that safety plans are put in place, carried out effectively and reviewed within timescales so that children and families can return to a normal way of life
2. Improving Pupil Attainment	<ul style="list-style-type: none"> - Improving continuity of Social Worker - Improving educational outcomes of looked after children - Through Local area coordination and support to families and carers
3. Creating a vibrant and viable city centre	<ul style="list-style-type: none"> - Continue to redesign front door, improving access and referral route for people in need and professionals - Development of integrated locality network Hubs - Creating a new permanence service to ensure effective support is available to care leavers - Commissioning for outcomes
4. Tackling Poverty	<ul style="list-style-type: none"> - By safeguarding vulnerable adults - Tackling neglect through safeguarding and effective family support - Supporting children looked after closer to home - Supporting foster carers, family and friend carers and care leavers - Using direct payments to give a voice, choice and control to parent and children with disabilities
5. Building Sustainable Communities	<ul style="list-style-type: none"> - Promoting resilience within children, young people and families; - Building family networks using signs of safety and strengthening communities

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|--|---|
| | <ul style="list-style-type: none">- Reducing delayed transfers of care for social care reasons- Carrying out reviews of care plans- Achieving a sustainable 'Balance of Care'- Supporting carers |
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10. GETTING IN TOUCH

If you have any comments on this report, or further questions about the information it contain, you are welcome to use the contact details below:

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