

ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO:	The Council
DATE:	15 July, 2013
TITLE OF REPORT:	Statutory Annual Report by Director of Community (Statutory Director of Social Services) 2012/13
Lead Officer:	Gwen Carrington, Director of Community
Portfolio Holder:	Councillor Kenneth Hughes

Nature and reason for reporting

To receive the report by the Statutory Director and to facilitate public awareness and accountability of the performance and progress of Social Services on the Isle of Angelsey..

Background

The overview report presented to the Council forms part of the statutory performance cycle for Social Services in Wales. The aim of the Annual Director's Report is to provide the Council, and people living in Anglesey, with an overview of how well we are delivering our social care responsibilities.

The process involves the completion of the overview report along with critical appraisal of all service areas including 'analysis grids' which identify what it is that we are trying to do and how well we are doing it and what the outcome has been for the service user.

The comments and judgement in these grids are based on information gathered from a wide range of sources: some statistical data and other information from our service users, carers and key partners.

A constructive challenge session was held on the 22 March, 2013 with our partners with services reporting on their business plans and end of year performance.

The Council will receive a formal letter from the Social Services Regulators (CSSIW) in the Autumn which will comment on their view of the Authority's performance.

Director's Annual Report on the Effectiveness of Social Care Services 2012-13





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Welcome to the Isle of Anglesey's Director's Annual Report for 2012/13

It is with great pleasure and a real sense of honour that I present my first annual report as the Director of Social Services here on the Isle of Anglesey. This report will consider the Council's performance relating to social services from April 2012 to April 2013. It is intended to provide a considered and public account of how well the authority has performed in this key practice area.

This is statutory requirement in Wales and a valued opportunity to evaluate and reflect on what has been achieved and to consider lessons learnt. Additionally it should inform the reader of what will happen in the coming year noting areas for further improvement and priority actions.

This report covers a period before I was in post and, at the outset, I note my thanks and appreciation for those who contributed to the successes noted and evidenced throughout the year. I joined the team on Anglesey and took up my position as the Corporate Director Community at the beginning of September. It was evident that there was a great deal of enthusiasm and determination to secure the best possible services for the island's citizens. There are notable successes and improvements to be reported alongside significant progress and steps taken to address ever increasing challenges.

Throughout my working life I have learnt and recognised that social care is never successfully developed and delivered in isolation. Good quality care is dependent on effective and consistent partnership working. This includes the citizen, carers and whole range of agencies and teams that contribute to the support systems provided. This report is presented "through the lens" of social services nevertheless, I believe that, its contents is relevant to all those who contribute to the effective and safe delivery of social care for the benefit of those needing services.

The process of preparing this year's annual report has included some challenge through a Stakeholder Challenge Session which was convened on 22 March, 2013. The session included a good cross-section of partner, provider and user/carer interests across both adults' and children's services. The views we received on our achievements in 2012 and priorities for this coming year have been reflected in my report. We would welcome your comments and look forward to the continued collaboration as we plan and deliver social care of the highest quality for the people of Anglesey.



Social Services on the Isle of Anglesey

It would be inappropriate to present this annual report without reference to the local and national context and how this presents both real challenges and opportunities for social care on Anglesey and Wales. It presents a personal view of social services here on the Isle of Anglesey and captures my experience of engaging with the transformational journey for Anglesey Council.

This is a significant period for Social Services and social care. As we prepare this Annual Report the Welsh Government is progressing the Social Services and Wellbeing Bill through the committee stage. The purpose of the bill is to facilitate and underpin the transformational change announced in "Sustainable Social Services". The drive for change is driven by a recognition that without "transformational change" services will not deliver what people tell us they want and will not be sustainable.

Additionally Anglesey Council is emerging from a period when both political leadership and the quality of children's services have been criticized. This period has evidenced the council's ability and determination to provide good public services and to manage change effectively. This is not to say that the necessary changes have been completed but that there is now experience, determination and proven ability to manage the required changes that face public services. The "Transformation Plan" adopted by the Isle of Anglesey County Council has social care as an identifiable priority for both adult and children's services. This recognises the importance of corporate responsibility and engagement in the delivery of change within social services but also, and maybe more importantly, given the ambition of the Social Services Bill, the required ownership of all the Council's services in the effective delivery of social care.

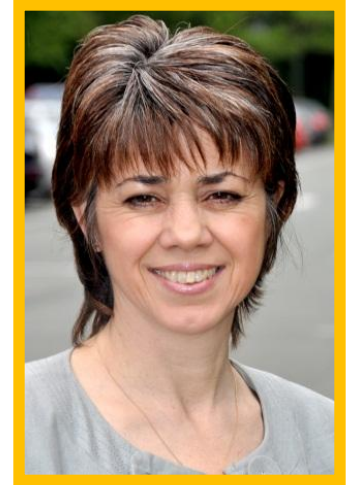
These are challenging times, and the new council elected on the 2nd May, has a great deal of important work to do. It is my view, based on the experience of my first few months in post, that there is a sound platform from which to move forward, but that the task is considerable and will require the ongoing engagement, learning and commitment to continual improvement which characterised the work programme adopted by the service and council during 2012/13.

Gwen Carrington, Corporate Director of Community, May 2013





Gwen Carrington
Corporate Director of Community



Anwen Davies
Head of Adults' Services



Anwen Huws
Head of Children's Services



Carys Emyr Edwards
Head of Community Support

The Isle of Anglesey is truly unique and has been identified as an Area of Outstanding Natural Beauty, famous for its coastlines and beaches. The largest of the Welsh islands, it covers nearly 720km². The iconic landmark of the Menai Suspension Bridge, completed by Thomas Telford in 1826 which along with the Britannia Bridge, connects the island to the mainland.

In 2011, the population of Anglesey was estimated at 69,913, of which:

- 11,885 were aged 0-15 (17% of total population)
- 41,948 were aged 16-64 (60% of total population)
- 16,080 were aged 65+ (23% of total population)



However it is projected by 2033 Anglesey's total population will have increased to 72,563 (12,333 aged 0-15, 37,518 aged 16-64, and 22,712 aged 65+). Understanding and planning for the future is key in order to be able to procure quality services to meet the needs of the citizens of Anglesey, now and in future, in line with the ageing population.

Key Statistics for Anglesey include:

- ❑ Average gross earnings per annum (Males) recorded in 2012 was £25,236, compared to a national average of £26,023;
- ❑ Average gross earnings per annum (Females) recorded in 2012 was £19,167, compared to a national average of £20,802;
- ❑ Number of population in receipt of Job Seekers Allowance recorded in March 2012, was 2,112 (5.1%) compared with a national average of 4.3%;
- ❑ 13.2% of employed people (16-74 yrs) are employed in Health and Social work (2001) ;
- ❑ 41,500 of the population of Anglesey say they can speak Welsh (60.9%), compared to the Welsh average of 24.8%.
- ❑ % of economically active who are unemployed in December 2012 was 5.0%, compared with 8.4%.
- ❑ 2,560 Total people on Anglesey aged 18-64 entitled to is Disability Living Allowance (February 2013)
- ❑ Average house price in Anglesey recorded in March 2013 was £122,594, compared with £116,174 across Wales.

(Source: Isle of Anglesey Infobase Dataset)

Social Services Priorities

Social Services has an over-riding commitment to safeguard those children, young people and adults for whom it has responsibility. We do this through the on-going provision of services across the island and in 2013/14 seek to ensure that not only do we continue to do this but that we improve how we do it now and how we can continue to do it in the future in the face of increasing demand for those services and on-going budgetary constraints.



To that end our priorities across the Services for 2013/14 are to:

- Improve the consistency and quality of services provided as we modernise our practices and delivery models
- Continue with the improved use of evidence based practice and performance management to embed the improvements and strive for excellence
- Invest in the Social Care Workforce to ensure we have the skills and capacity for the future
- Develop preventative services to reduce the demand on complex high cost provision
- Improve the outcomes and placement options for the children in our care
- Work to empower the service users to make decisions as we transform services to be respond to need and be outcome based.

Our Achievements in 2012/13 – Children’s Services

What do we do

Although we play a full part in partnerships and corporate activities that aim to improve the lives of all children who live on the Island, we are not designed to be a universal service. We work with the children in the community who for a range of reasons are most vulnerable, that is Children and Young People:

- who have complex needs and are in need of our support
- in need of protection from abuse
- who are looked after by the Local Authority
- who are leaving the care of the local authority
- with disabilities
- who offend or who are at the risk of offending
- who are carers for others



Our Vision

We believe in making a positive difference to the lives of children for whom we are providing a service. By this, we believe that we will be judged, not only by what we do, but also by the impact of what we do has on the lives of children. This means that, as a result of our interventions, children can expect to be:-

- Safe
- Healthy
- Enjoying stability in their lives.
- Achieving their potential.
- Listened to and taking part in key decisions about their lives.

Key Achievements

- Improved Performance across all areas and are now amongst the best performing authorities in Wales in some areas
- An expanded, new and energised workforce
- Moved from stabilising provision to improving and transforming
- Establishing effective Quality Assurance processes

Assessment

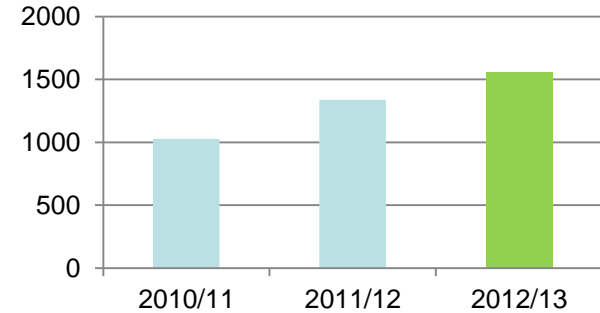
Improvements in our referral and assessment functions have been made. Much attention is being given to improving assessment and care management through faster response rates, better care planning and reviews. The timeliness of decision making, initial and core assessments has improved as we reviewed and improved our assessment and care management arrangements. This has been the result of increased management attention, improved processes, social work training and resources including increasing the number of staff within the front line team.

We also reviewed our systems to ensure that they were not unduly bureaucratic and were fit for purpose. All service user information is now held electronically on file which has improved our ability to access and share (when required) information, as well as reducing the risks associated with data protection.

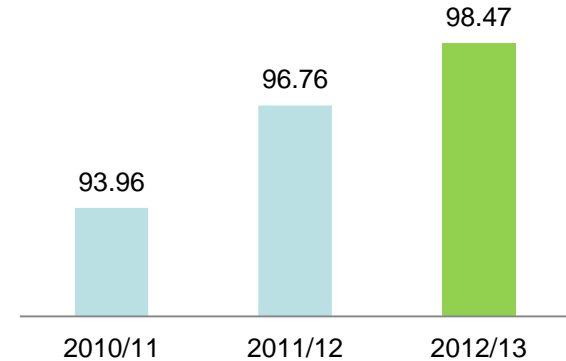
The Referral and Assessment team have continued to perform well. We have seen an increase in the contacts to the service (although, referrals fell). However it is notable that a third of the contacts do not meet our criteria for service.

We aim to consider all referrals or requests for support within one working day. This is a process of screening in which contacts and referrals are logged and then a decision is made by the Team Manger on the appropriate response. This is an area where we have improved over the last three years.

Contacts

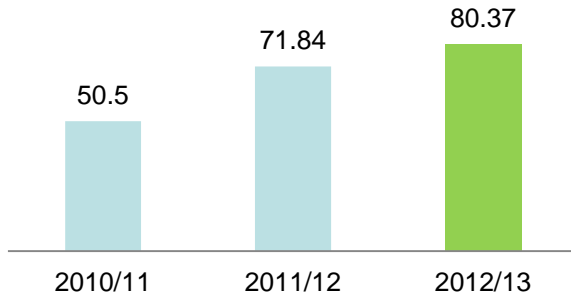


Case Decision in 24 Hours



Our Achievements in 2012/13 - Children's Services

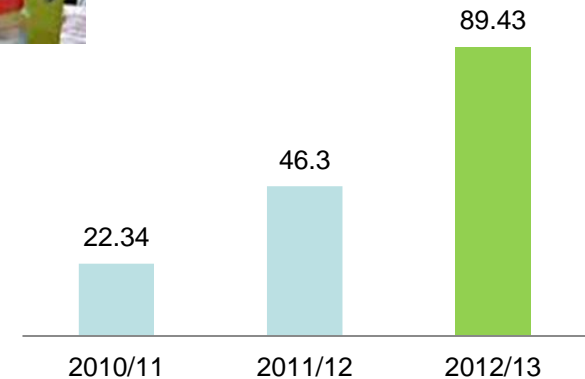
Initial Assessments in 7 days



The improvement over last 3 years in timeliness of completion of core assessments is significant; in 10/11 we were worst performing authority in Wales in this area. Last year's performance would put us in the upper Quartile for Wales.



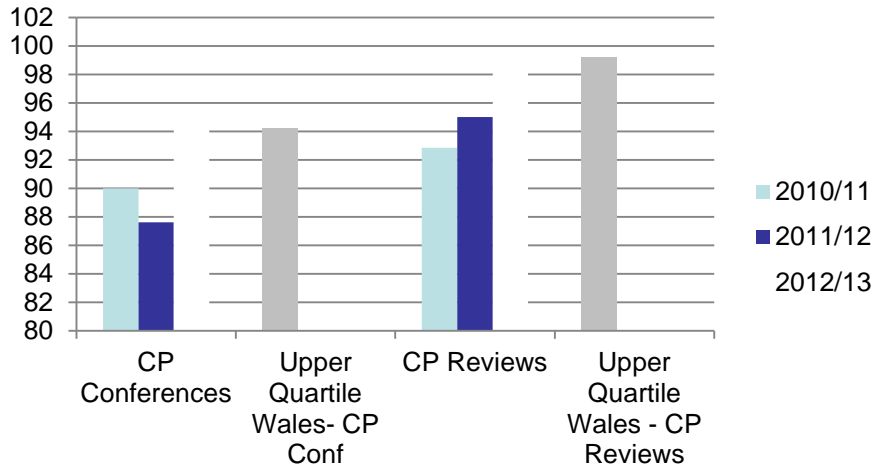
Core assessments in 35 days



An independent audit in October 2012 looked at quality of assessments & timeliness of decision making and concluded that quality of assessments had improved and that investments in staff training and development was leading to improvements in practice.

Safeguarding

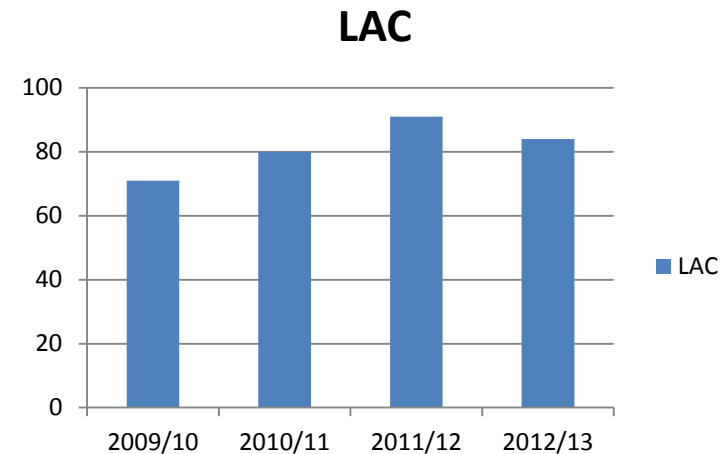
The service began this year, showing signs of improvement in our safeguarding practice. It is my view that we built upon this position, as improvements in conferences and reviews held demonstrates. Key strengths include partnership arrangements to ensure effective multi-agency approaches to protection issues, and effective policies, procedures and processes to support operational activities.



Training, especially multi-agency training is also a strength. In summary I believe that much work has been undertaken to develop and improve services, and there is still more to be done. However I believe that we are well placed to continue improving despite facing the challenges.

Looked After Children

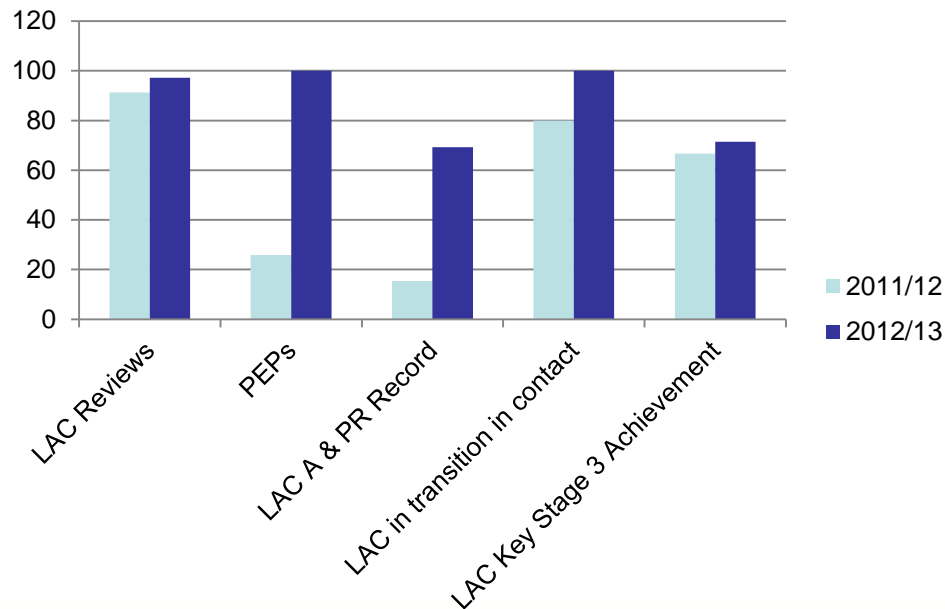
Over the last few years we have seen an 18% increase since 2009/10 in our Looked After population. This is in the context of an average 16% increase across Wales. However there is no 'right' number, it can change daily. Indeed during 2012/13 we have seen a slight decrease in our looked after children population during the year to 84. Never the less with both more LAC and increased contacts and referrals but with increasing pressures on costs, the Service has had to look at more efficient working, to start a remodelling of service provision and seek additional support for more staff resource from the authority.



Education & Care Leavers

When we look at what we do with our Looked After Children (LAC) population there are a number of areas that we consider to be important in showing how well we are supporting them, and looking after them. Including when they move from care.

These areas include our reviews of their Plans, ensuring that we have Personal Education Plans (PEPs) in place and their Assessment and Progress Record (A & PR), as well as ensuring we stay in contact with those in transition and achievements at Key Stage 3. Progress in certain areas is shown:



Foster Care

No need for the speak out box here

In December 2012 CSSIW undertook a regulatory inspection of the Fostering Service and found that no requirements (to change) were needed, which means that the service is compliant with regulatory requirements. Where we do have concerns is over the low numbers of our own foster carers, something we are looking to address in 2013/14.

We have worked hard to ensure efficient processes for purchasing third party placements when required. I am grateful to my colleagues in the contract management team for their considerable contribution to this work. Also together with the other 5 local authorities that form the North Wales Social Services Improvement Collaborative, we have developed a Regional Commissioning Hub for specialist residential placements.

We have also worked on more effective management of our child placements, recognising the need to increase the number of our own foster carers and a development plan has been developed for 2013/14 implementation.

Engagement with Service Users

A "Have Your Say" event was held during the summer 2012. The aim of the day was to give looked after children and young people the opportunity through consultation/art work and an outdoor activity to express their views about being in foster care. Positive messages were relayed regarding the care they receive and excellent art work was produced by our talented children and young people. We have also consulted with looked after children and young people on the LAC packs that are given to them when they become looked after.



We commission advocacy service for children and young people from NYAS Cymru. In June 2012, the County Council presented its response to the recommendations contained in the report 'Missing Voices' – a review of independent professional advocacy services for children and young people in care, young people leaving care and children in need – that was published by the Children's Commissioner for Wales. The Children's Commissioner expressed satisfaction with our responses.



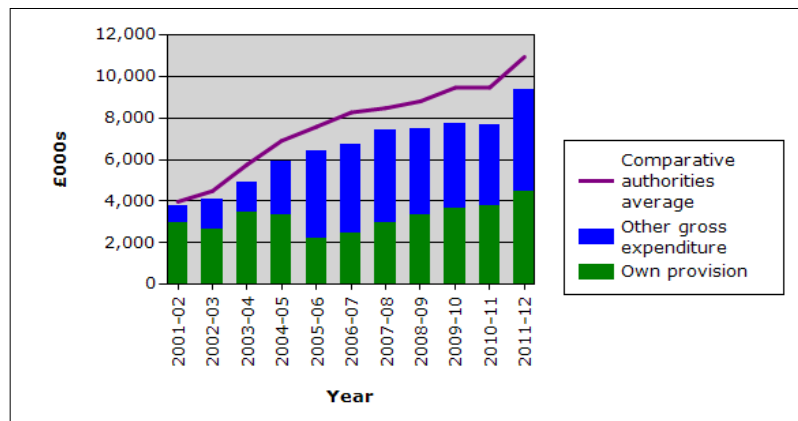
However our analysis identified areas where we could improve the participation of children and young people and the provision and to promote independent professional advocacy provision for children and young people at risk of harm. As a result, we have produced a local Action Plan based on our responses to the recommendations contained in the 'Missing Voices' report. The current advocacy provision is that of an issue based service and the service. It is our intention to review this when the current contract comes to an end, to focus on an on-going relationship between a looked after child/young person and their advocate

Financial Management

The structure for the service, going forward, has been progressed, reflecting the management and operational capacity and associated skills required to meet the service needs. The council invested for 2012/13 onwards an additional £300,000 pa to increase staffing capacity on a permanent basis. This significant investment in the recruitment of staff enabled all frontline social work vacancies to remain filled last year.

Budget setting and financial planning processes are well managed with devolved budget management and a scheme of delegation arrangements in place. Over the year the overspend from 2011/12 was reduced by almost 50% and the savings of 7% that were required corporately were made. We have also reduced by over 50% the number of Agency workers and have introduced improved monitoring and control of our "out of county" placements.

In the period 2001-02 to 2011-12 Isle of Anglesey has increased its spending on children and young people's services by 146%. In the same period however the average expenditure of the comparable authorities increased by a greater amount, still leaving the Authority spending less/child than most other Authorities in Wales.



Contracting & Commissioning

We approved the first Service Commissioning Strategy, which identifies service priorities and makes clear how those services can be delivered effectively and in a way that improves outcomes for vulnerable children and young people. Its scope is those statutory services that the Local Authority's Children Services is charged with; children in need of protection/safeguarding, children with complex needs, children looked after by the Local Authority, fostering and adoption, care leavers, children with disabilities.

Working in partnership with colleagues in Housing we have completed a needs assessment of young people's housing and support needs and will implement during 2013/14 a Young People's Housing project, in order to increase the range of accommodation and tenancy support options available for vulnerable young people, including young people who are homeless, care leavers and young offenders

We will need to develop our capacity in commissioning in the future as we explore how 3rd party providers can be a part of The service models.

We have been closely involved in the formation of the new approach to the Team around the Family (TAF) under the local implementation of the Welsh Government's Families First Initiative. The Team around the Family (TAF) will establish co-ordination of services to families who need support but are not eligible for a support from Social Services.

We have led on the development of the Integrated Family Support Service (IFSS) for Gwynedd and Môn. This will be operational in 2013/14. The Integrated Family Support Service (IFSS) aims to improve the quality of life and life chances of vulnerable families through an integrated multi-agency approach.

The Team around the Family (TAF)) works directly with families to address specific support needs and provides practical and hands on support, to prevent families' needs escalating to the point where they require an intervention from statutory services. They also provide a step down service for families who have had previous involvement with Children's Services

Workforce Management

The structure for the service, going forward, has been progressed, reflecting the management and operational capacity and associated skills required to meet the service needs. The council invested for 2012/13 onwards an additional £300,000 pa to increase staffing capacity on a permanent basis. This significant investment in the recruitment of staff enabled all frontline social work vacancies to remain filled last year. We welcomed 12 new staff in Autumn 2012, and this led to a 50% reduction in Agency Staff over the year, although we chose to maintain some agency workers over the usual staffing numbers to provide a skill mix within our teams that marries practical experience with the enthusiasm and creativity of the newly qualified social workers.

During 2012/13 the Local Authority invested further additional funding to provide an additional senior practitioner for a period of 2 years to provide mentoring and coaching to the newly qualified workers. They will establish Learning Support Groups / Action Learning Sets which will be mandatory and help provide the support that newly qualified social workers required. We want to create a work environment where staff are continuously supported to develop. Also it is imperative that we protect the caseloads of our newly qualified and early professional staff.

We have and continue to support this with training and development opportunities and we implemented a bespoke, mandatory induction programme for all the new staff. We have also developed a comprehensive Workforce Development Strategy with colleagues in HR and the Workforce Development Unit, to enhance our recruitment and retention capability.



The local authority has provided two social workers over establishment for a period of two years. There is a clear need for us to invest in building capacity so that we are able to dedicate enough time into growing our newly qualified social workers in line with national requirements so that burn-out and retention issues further down the line are avoided

OVER ARCHING SERVICE PRIORITIES

We will maintain and consolidate excellent performance achieved during 2012/13 in relation to Key Performance Indicators to ensure that we maintain good performance and progress and focus on assuring the quality of what we provide.

Influence the development of more early intervention and prevention services through the Children and Young People's Partnership including supporting the implementation of the Families First Programme

We will ensure that children will be supported in the local community or in a family setting rather than in institutional care, wherever possible by investing in the recruitment and retention of own Agency Foster Carers. We will recruit 20 generic foster carers to ensure we have local placement choice and matching availability. This will improve placement stability, educational attainment and achievement of our looked after child and the aim is to reduce the costs of Independent Fostering provision and residential provision

Remodel the services to children and young people with disabilities to create a better focused service that manages child protection concerns and that is both deliverable within existing resources and acknowledged by children, young people, parents and carers as meeting needs

We will ensure that LAC children are supported to achieve educationally to the best of their ability
 We will restructure and redesign services in order to improve service delivery and to ensure families are provided with support at the earliest opportunity to prevent the need for more intensive specialist intervention.
 We will embed the Quality Assurance Framework

Our Achievements in 2012/13 – Adults' Services

Our Vision

Adult social care and support endeavours to:

- Support adults and their carers to develop solutions to their social care needs which wherever possible enables them to either maintain or regain independence;
- Work with partners like Health and Housing Services, Independent & Third Sector organisations and community groups so that vulnerable people may be safely supported in their local communities;
- Collectively ensure that vulnerable adults are protected from harm.
- Encourage and embed the ethos of high quality customer care throughout our services and in the day-to-day practices and delivery



Our Achievements in 2012/13

- Significant preparatory work around the transformation of adult social care (older people);
- Stable and experienced workforce – with good examples of multi-disciplinary approaches to casework;
- Continued to provide effective response to allegations of abuse/neglect and pursued our efforts to raise awareness of POVA
- Significant progress in developing a sub-regional safeguarding framework compliant with the Social Services and Wellbeing (Wales) Bill;
- Good performance maintained locally across the suite of national and local performance indicators
- Well evidenced user and carer engagement activity – older people and mental health;
- In May the Community Support Service was launched, providing strategic support functions for social services, including: contracts, workforce development, informatics, complaints and customer care
- Initial adult social care financial strategy in place and continued progress in meeting needs within a diminishing financial envelope.

Access to Services – Getting Help

There has been significant progress in our arrangements on access to services:

- Aspects of our Service work within the corporate approach of “tell us once” - Blue Badge applicants or service payments ;
- A multi-agency Project Board has been established to mainstream our local single point of entry arrangements across health and Social Care;
- A Single Point of Access and Assessment arrangement for mental health issues is in place;
- Our eligibility criteria is published and widely circulated and has enabled us to support older people in different ways and with greater independence;

During 2012:

- 4,524 referrals with 85% (8% increase from 11/12) allocated within 5 working days.
- 64% of the referrals (45% the previous year) were allocated within 2 working days.
- 50% of our leaflets reviewed and re-published
- We have presented the Older People's Council with a range of leaflets for formal feedback in relation to format and communication of key messages/language

Assessment and Case Management – Effect on People's Lives

In a context of increased referrals and a changing staff profile (with 35% of staff working part-time) we have worked hard to ensure that our performance has been at least maintained or improved in areas including: those carers who were offered an assessment or review of need; those with care plans that were reviewed. Where performance did decline (rate of delayed transfers of care for example) we know the reasons and are reviewing our arrangements.

“My father is receiving regular respite services allowing both myself and my wife to have a break from caring and have social opportunities”

We are generally performing well locally and compare well against the national average. However, we will not be complacent as our reviews of service demonstrate and also the ways in which we are working strategically to respond to need. We have approved the North Wales Carers information and Consultation Strategy for 2012-15 which is a partnership between the Health Board and 6 North Wales Authorities.

Responding to Need

We have worked hard to ensure that what **we provide** is meeting the needs of the community, and we work closely with partners in doing this:

- All 6 of the Local Authority Residential Care Homes and the Domiciliary Care Service produce individual service user's guides which are reviewed annually
- Annually we liaise with our stakeholders to gain their views / experience of our home care service and our re-ablement service



- We monitor progress through staff supervision and provide further support and training as necessary

What we have been doing:

- We have introduced the Dignity in Care champions in all Residential Care settings.
- We have produced a dignity in care self-assessment audit tool for care staff to complete in conjunction with their annual performance review.
- All service users have an individual outcome based delivery plan which is reviewed annually
- Introduction of a North Wales Regional Domiciliary Care Contract and Quality Assurance Framework
- Improving our management systems through introducing electronic monitoring system (CACI).
- Consulting with service users, their families and other stake holders to aid learning and development for improvement

Delivering Adult Social Care

The picture in how we deliver services highlights both the good work of staff in a challenging context as well as the need to continue our review and remodelling of service delivery over the coming years. Thus performance is mixed. Our local performance around the rate of older people we support in the community on the census day (31 March) has dropped significantly as Reablement has continued to have a positive impact – enabling individuals to remain outside of the care system for longer. Our strategy of information giving, signposting and empowerment is having a direct impact on the numbers of adults receiving a service from us – in 2012 we have seen a significant reduction in the number of adults receiving a service compared with the previous year – equating in a reduction of 133;

I am pleased to report that we have been able to maintain our performance around the **percentage** of all adult users we are supporting in the community. Indeed, there has been a slight improvement to 93.91% which is encouraging as we embark on our transformation journey for older people. Our local performance relating to Telecare has also improved to 97% of installations completed within timescale.

Assessment and support of informal carers is important to us and we increased our carers' assessment and support capacity leading to a further improvement in our performance and remain well above the national Welsh average. During 2012/13, 81.7% (10% more than 2011/12) of informal carers of adults were offered an assessment or review of their needs in their own right (compared with the national Welsh average of 76.1% during 2011/12).

We have continued to evidence that people – where they are eligible – receive a good and timely response to their assessed needs.

There has been progress in relation to some exciting areas of developments over the past year:

Penucheldre Extracare (Holyhead) – the first extra-care housing facility on the Island opened in October, 2012 with all 59 units full. We are now piloting a 24 hour care service on the premises;

Plas Crigyll specialist dementia provision (Bryngwran) – a hub and spoke dementia provision within a residential setting which provides specialist day facilities supported by community psychiatric nurses as well as a 24 hour outreach crisis support service for informal carers;

Agewell – a universal service offering social and leisure opportunities for older people with well over 500 attending. The service is now run by older people themselves and they have recently gained charitable status. This has been nominated for a Care Council for Wales Social care accolade.

Enhanced Care – Môn Enhanced Care (MEC) has been developed by the Health Board to engage early with adults in the community during episodes of acute medical crisis. We are working with health colleagues so that we can provide effective help. 250 adults have gone through MEC since its inception in May, 2012

Safeguarding

Safety of our most vulnerable adults is of great importance to us; 92.78% of all completed adult protection referrals we received in 2012/13 evidenced that risk is being managed. This slight drop in performance is due to a small number of service users opting to withdraw from the adult protection process.

We have fully implemented the All Wales Interim Adult Protection Procedures and training was delivered to 407 professionals at Level 2 and 30 at Level 3/4 covering the spectrum of the adult social care staff and health service.

We commissioned an independent audit (via the Social Services Improvement Agency) of our local adult protection arrangements as a quality assurance check on our arrangements.

Community Services have worked to ensure that:

- Staff are confidently able to identify and report issues and concerns
- Staff have increased awareness and confidence to report issues, and improved understanding of role and responsibilities, resulting in a safer service
- Staff and Service users have clarity around accountability and expectation

Additional actions have included:

- An audit tool has been developed and piloted and is now evolving as mainstream quality assurance practice. This case file auditing is to be consolidated and fully embedded in the Service during 2013.
- We instigated the establishment of a North West Wales Shadow Adult Safeguarding Board supported by a jointly agreed self-assessment tool and implementation plan. This development has also been a catalyst for regional consideration in developing a North Wales Adult Safeguarding Board.
- An Adult Safeguarding Lead elected member has been appointed to steer political responsibilities and accountabilities for safeguarding. A programme of safeguarding training has also been provided for Elected Members as a mechanism to raise awareness of responsibilities.

"The Service has successfully embedded a positive culture of safeguarding adults and has created a co-operative "can do" approach to responding to alerts and referrals. Staff are committed to safeguarding and managers provide a supportive environment within which to work"

Independent Audit Report, March 2012

Engagement with Service Users

Adults' Services have improved how we engage with the citizens of Ynys Môn around the planning and evaluation of services

Engagement with Older People is done through a range of means:

- The Older People's Council is firmly rooted in our local engagement framework and contributes to both national and local policies.
- Agewell has gained independent Charitable status and as part of their development plan are developing current practice in Amlwch, Llangefni and Brynsiencyn. A new Agewell is currently being developed in Menai Bridge.
- The Council is working in close collaboration with Medrwn Môn to develop the Community Voice Project to build upon the capacity of citizens to engage in planning and running services and also projects that respond to their community needs and therefore increase community benefit.
- A series of listening events have been held with members of the Older People's Forum in order to identify issues around:
- access to information, health and social care, and transport issues.

The role of the Older People's Champion (Elected Member) is key in providing a voice for older people and to highlight older people's issues which need to be kept at the forefront of Council business.

Engagement frameworks for users of mental health services are developing, with users being represented on a range of fora at a local, sub-regional and national level such as the Involve Project which provides users and carers with training and mentoring to enable them to participate in meetings, recruitment and selection of staff and to deliver training themselves.

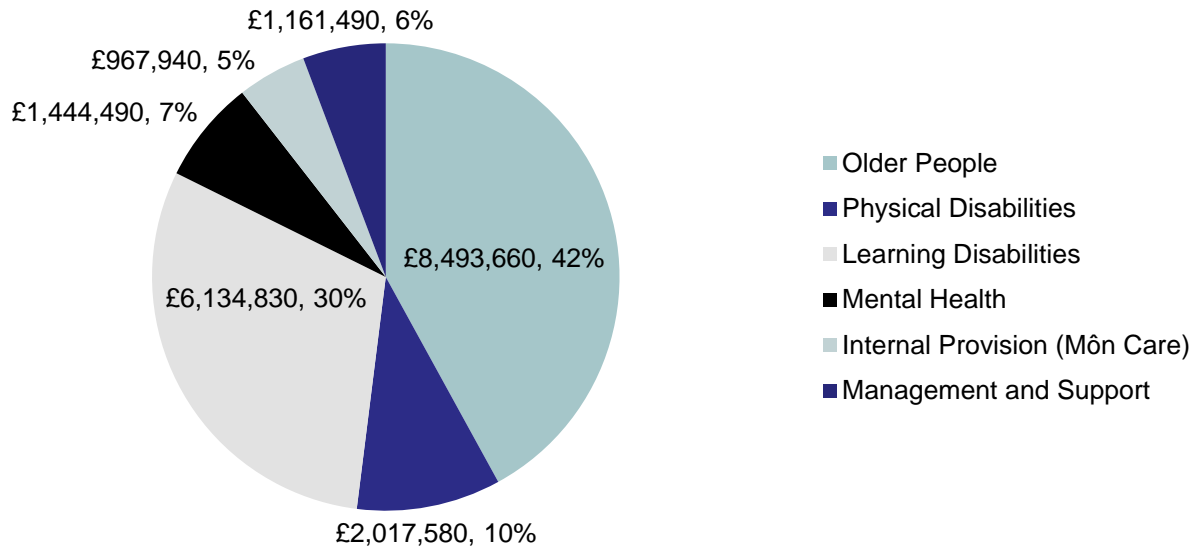
Learning Disability service users are consulted in a range of different ways:

Introduction of more person-centred approaches to reviews;

A range of self-advocacy groups meet regularly to discuss current issues with the Self-advocacy Forum as a vehicle for consulting with users in a more formal way; Service users are also linked to national organisations such as the All Wales People First Movement

Financial Management

2012 / 13 Adults' Services Budget (£20.22m)



The Council's spend across all of adult social services does however fall short of the average spend across Welsh Local Authorities:

Older people's spend is £702.60/head 65+ - which ranks the Authority 21/22 with the median spend for all Welsh Local Authorities being £849.65; Social care spend for adults under 65 is £246.62/head – which ranks the Authority 12/22 with the median spend being £247.12

I can report that the Service was required to make significant savings during 2012/13 – totalling £994k. There are however some significant cost pressures that we must address during the coming year – they are within mental health services, nursing home placements for older people and domiciliary care.

Adults' Services finds itself well positioned given the significant work that has been carried out on its medium term financial plan. This work has identified some real challenges around the need to strike an appropriate balance between efficiency and effectiveness/quality and delivering better outcomes for our users of services.

Performance and Business Management

Given the role within the Directorate as a whole, of the Community Services element this is a key area, and 2012/13 has seen a number of improvements:

- Service scorecard has been adopted as a framework for reporting on key performance targets to the Council on a monthly basis as a further strengthening of our Service performance management activity. It is also encouraging to report our continued progress in developing more mature performance information which is scrutinised and challenged via a corporate quarterly mechanism. This framework includes the Service Management Team, corporate interests and Portfolio Lead for Social Services. I can also report further maturity in the Service Management Team as it receives, scrutinises and deliberates on Service performance (activity and spend to budget).
- The Service has been able to further evidence progress in its use of the Social Services electronic case monitoring system (DRAIG/RAISE). There have been 3 particular priorities:
 - 1) Fully exploiting the capability of our current system to improve electronic recording – fully implementing the Adult Protection module is one example;
 - 2) Electronic case files since September, 2012
 - 3) Planning for the replacement electronic system – which we are progressing through an All Wales tendering process.

Other Developments:

We concentrated on further developing a strong and sustainable culture of performance management in the Service within which we all have a contribution to make. Key elements of our evolving quality assurance and performance management framework are being put in place incrementally. Target setting, together with service and business plans, are now the focus to drive improvement in both quality and performance. Regular performance reporting – against performance indicators and also spend to budgets - is now mainstream practice. Indeed, we regularly review our performance against our targets and data reports are received at Team, Service and Corporate levels.

We can report good practice of escalating early concerns in relation to performance breaches which have resulted in local improvement planning and a turnaround in performance by year end. The suite of Telecare targets associated with the Welsh Government Outcome Agreement framework would be one such example of this practice being effective

Our Quality Assurance and Performance Management Framework has been rewritten with considerable external inputs based on contemporary best practice so that we adopt a framework which will remain current over the next 3 years and aspire to being best in class. We now need to prioritise the task of finalising and publishing the framework – this timeframe has hitherto been aligned to the evolving Corporate Performance Framework which is now nearing maturity

Commissioning & Partnerships

We have made significant progress in 2012/13 in preparation for transforming our service models for older people, including a statutory public consultation process between October – December, 2012 with all current users, carers, families, citizens and partner organisations and stakeholders.

During 2012, progress has been made with the programme of rationalisation of formal partnerships at the Gwynedd and Anglesey level. The newly formed Partnerships Team will lead on the development of sub-regional partnerships & production of a single Integrated Plan including priorities for Community-based prevention in Health, Social Care & Well-being, Children & Young People & Community Safety & Community Cohesion

- We have worked with Cymdeithas Tai Eryri to develop extra care housing provision on the Penucheldre site in Holyhead.
- We have commissioned housing-related support services for the residents at Penucheldre through the Supporting People Programme.
- The Supporting People Team has procured a 'Housing First' model to provide a floating support service for people aged 25+ who are homeless and/or sleeping rough.

Our efforts during 2012 have both consolidated and further strengthened our partnerships which we are naturally proud of. :

- Community Equipment Stores – a partnership with Gwynedd, Conwy and the Health Board which has unified its commissioning and delivery of equipment.
- Assistive Technology – sub-regional partnership with Gwynedd to develop both Telehealth and Telecare services;
- Out of Hours Service – we have a long standing partnership with Gwynedd Council for the provision of social services out of hours response;
- Hospital Social Work Service –close partnership with Gwynedd for the provision of hospital social work in the acute hospital in Bangor;
- Adult Placements Scheme – we are a partner in a local shared lives scheme hosted by Gwynedd Council providing adults with an opportunity to live within an ordinary family environment. During 2012, we have increased the number of placements available locally by 2;
- Services around the Family - We have worked over the year to prepare the foundations of an Integrated Family Support Service across Môn and Gwynedd to improve the quality of life and life chances of vulnerable families through an integrated multi-agency approach
- Work with Providers to commission day services, accommodation and supported living services to meet individual needs
- Needs Mapping Process used by our Supporting People Team to support the needs of the community

Workforce Management

We fully recognise the importance of supporting all of our workforce. In 2012/13:

- We held a series of information sharing sessions for all teams to share information and encourage dialogue with colleagues.
- Over 2000 training and development places were taken by staff from Social Services, Third and Independent Sectors ; a 9% increase on the previous year.
- 80 staff members undertook NVQs
- 120 staff members completed accredited training leading to unit and award accreditation under the Qualifications and Credit Framework.
- We recognised and supported users and carers as training participants and trainers;
- We have strengthened our partnership with the M.A. social work programme at Bangor University to ensure an adequate, appropriately skilled and competent workforce;
- A new consortium was established of 12 local authorities in Wales, Porth Agored, to ensure a robust continuing education programme for newly qualified social work practitioners.
- All care staff have completed Level 2 POVA training

Leadership– Providing Direction

The modernisation/transformation of Adult Social Care is one of the Local Authority's key priorities.

Despite significant and increasing financial pressures for the Local Authority, Elected Members have sought to support Adult Social Care advocating for an ambitious, quality service for our most vulnerable people in society. Members of the Council's Executive and Housing & Social Services Scrutiny Committee have fully engaged with our agenda for change around services for older people. This has included a recent public consultation on older people's services.

Adults' Services Mentoring by Councillors is now fully evidenced practice across the spectrum of Adult Social Care functions – and has in recent months been extended to also include the Internal Provision function. This further development and embedding of Elected Member mentoring of Adult Social Care has resulted in the convening of regular sessions at 6/8 week intervals and have been very well received and attended. Adults' Services Mentors have also spent time with our frontline duty team thus affording an opportunity to appreciate first-hand the nature of our business.

A series of informal development sessions have also been facilitated for members of the Housing and Social Services Scrutiny Committee to share the complexities of our everyday business in supporting vulnerable adults who meet our eligibility thresholds for services. We have delivered these informal sessions through anonymised case study scenarios. These sessions have also been very well received by Members as an opportunity within an informal environment (outside of the Council Chamber) to begin to fully appreciate our business.

In Summary

Adult social care needs to transform over the next period to encompass a broader agenda than it has hitherto – moving beyond traditional delivery of social care and towards delivering a citizen centred, holistic and joined up vision for adults on the Isle of Anglesey. This vision needs to be ambitious and include the following components:



- People are supported to remain in their own homes – with a range of high quality community based services;
- Independent, healthy adults who are socially and economically included in the community;
- Recognition that a healthy mental state and wellbeing is equally as important as physical wellbeing;
- Adults know and maximise the benefits of employment;
- Recognition that adults have different and complex roles to fulfil with different social responsibilities – which all impact upon their lifestyles and health choices;
- Early intervention and preventative services will feature prominently with our health and social care partners;

OUR MAJOR ACHIEVEMENTS DURING 2012

- We have laid the groundwork for the transformation of adult social care (older people);
- There is an experienced and stable workforce;
- Effective response to, and management of, allegations of abuse/neglect and have pursued our efforts to raise awareness of POVA (prevention);
- Our delivery against national performance indicators has been well maintained ;
- We have effective user and carer engagement activity ;
- An Initial adult social care financial strategy is in place and there is continued progress in meeting needs despite a reducing budget

The role of the complaints officer will be clearly related to the ethos of customer care with a wider spread of the same principle encouraged in day to day practices and functions. In addition, and alongside this principle will be a more robust approach to safeguarding



As the emphasis moves from direct and internal provision of services to external commissioning, we will need to become clearer about our commissioning intentions and the focus will be on the likely reduction of council services and the increase in external commissioning and contracting. In order to meet this challenge we will need to ensure that our systems for monitoring quality and performance are robust and the introduction of a new brokerage system will enable us to do this effectively.

RESPONDING TO NEED:

- We will seek to improve the quality of our response through reviewing what we do and then adjusting our actual delivery of services to respond to what we find out through these reviews, and in that way improve the service
 - Our reviews will include
 - A review/of dignity procedures needed to ensure continuity of the principle at all times
 - Completing the review of our current range of, and access to, information;
 - A review of our current Re-ablement Service as part of our Transformation of Services;
 - Complete the recently commissioned evaluation of Penucheldre –including its potential as a model for other communities
- In addition we will then:
- Progress the Transformation Programme for older people – with particular priority to strengthening community based services

SAFEGUARDING VULNERABLE PEOPLE:

- Further strengthen local safeguarding practice in an improvement plan framework and adopt the national set of outcome measures for safeguarding;
- Fully embed case file audits of safeguarding practice within our evolving Service QA framework;
- Continue to develop the North West Wales Shadow Safeguarding Board with our partners;

PERFORMANCE & BUSINESS MANAGEMENT:

- Publish the final version of our quality assurance and performance management framework;
- Publish and implement an improvement plan in response to the external evaluation of our information and data systems;
- Scope the implications of the welfare benefit reforms.
- Ensure that processes within the SSD as a whole are compatible for the purpose of reviewing and recording information

OVERARCHING SERVICE PRIORITIES**RESOURCE MANAGEMENT:**

- Implement the Consolidation Programme for newly qualified Social Workers under the Care Council CPEL framework;
- Prepare a workforce strategy for Adult Social Care; and review our investment to ensure skilled workforce
- Continue to modernise ensuring best possible use of resources and contributing to the Council's efficiencies programme (a Service financial target of £640k during 2013/14);
- Adopt a medium term financial strategy - reducing dependency on long term residential/nursing placements
- The introduction of refresher training is required in order to ensure that staff's knowledge is up-to-date

COMMISSIONING & PARTNERSHIPS:

- Continue at pace on our transformation and remodelling of older people's services;
- Undertake a comprehensive review of learning disabilities services;
- In partnership with Gwynedd Council and the Health Board, appraise our current hospital social work arrangements;
- Continue to develop our partnerships with the Independent and Third Sectors;
- Further strengthen and develop our relationship with Health – via the proposed Health and Wellbeing Board.
- We need to develop and establish Commissioning and Provider Forums in different service areas and a Market Position Statement is required to reflect our commissioning intentions

CORPORATE & POLITICAL LEADERSHIP & SUPPORT:

- Deliver an induction programme on adult social care for new Members;
- Develop an engagement strategy for Members and senior managers with front line staff in Adult Social Care Opportunities should be made available for appropriate members in order to gain a better understanding

As will be clear from this Report it has been, and continues to be, a challenging financial context. There have been savings made of c£1.5m during the year and for the next two years there will be further reductions of 7% pa. as the Authority itself continues to have to exercise careful financial control as its overall resources reduces. We operate in an area of service provision where there is increasing demand (through an ageing population and health and social care reform) and statutory requirements to provide and we cannot avoid the conclusion that the financial context is providing pressure points and informing the agenda of change and direction of travel.

The financial pressures are forcing us to look carefully at :

- what we provide;
- How we provide
- What our partners provide and
- What we have to provide.

This in itself is no bad thing and is helping drive modernisation and more efficient provision. Yet it also provides significant pressures on staff and on what is able to be provided. We need to continue careful financial management and work with our partners in both developing more efficient provision of our own and looking at ways that other local providers can contribute.

SERVICE DESCRIPTION	Budget 2012/13 £'000	Actual 2012/13 £'000
Children's Services	6,007	6,310
Adults' Services		
• Older People	8,883	8,964
• Physical Disabilities	1,935	1,646
• Learning Disabilities	5,248	5,136
• Mental Health	1,468	1,820
Support Services	391	351
Provider Unit	3,795	4,176
Other Services	190	170
TOTAL	27,917	28,573

Further information can be found by visiting the following websites:

- [Isle of Anglesey County Council](http://www.anglesey.gov.uk) - www.anglesey.gov.uk
- [Improving Social Care in Wales](http://www.ssiacymru.org.uk) - www.ssiacymru.org.uk
- [The North Wales Adoption Service](http://www.northwalesadoption.co.uk) - www.northwalesadoption.co.uk
- [Welsh Government](http://www.wales.goc.uk) - www.wales.goc.uk
- [Betsi Cadwalador University Health Board](http://www.bcu.nhs.uk) - www.bcu.nhs.uk
- [Welsh Audit Office](http://www.wao.gov.uk) - www.wao.gov.uk
- [Care & Social Services Inspectorate Wales](http://wales.gov.uk/cssiwswebsite/newcssiw/?lang=en) - <http://wales.gov.uk/cssiwswebsite/newcssiw/?lang=en>



Further information on any aspect of this report or wish to see the supporting evidence grids, please contact:

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This document is also available in large print, Braille or other language formats upon request.

