

ISLE OF ANGLESEY COUNTY COUNCIL

Report to:	Executive Committee
Date:	14 July, 2014
Subject:	Annual Director's Report 2013/14
Portfolio Holder(s):	Councillor Kenneth Hughes
Head of Service:	Gwen Carrington, Director of Community
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Local Members:	

A – Recommendation/s and reason/s

Opportunity for the Executive Committee to comment on the final draft document as presented by the Director of Community and to contribute to the final document.

B – What other options did you consider and why did you reject them and/or opt for this option?

Not Applicable.

C – Why is this a decision for the Executive?

Not Applicable.

D – Is this decision consistent with policy approved by the full Council?

Not Applicable.

DD – Is this decision within the budget approved by the Council?

Not Applicable.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	Not Applicable.
2	Finance / Section 151 (mandatory)	Not Applicable.
3	Legal / Monitoring Officer (mandatory)	Not Applicable.
5	Human Resources (HR)	Not Applicable.
6	Property	Not Applicable.
7	Information Communication Technology (ICT)	Not Applicable.
8	Scrutiny	Not Applicable.
9	Local Members	Not Applicable.
10	Any external bodies / other/s	Not Applicable.

F – Risks and any mitigation (if relevant)		
1	Economic	Not Applicable.
2	Anti-poverty	Not Applicable.
3	Crime and Disorder	Not Applicable.
4	Environmental	Not Applicable.
5	Equalities	Not Applicable.
6	Outcome Agreements	Not Applicable.
7	Other	Not Applicable.

FF - Appendices:

G - Background papers (please contact the author of the Report for any further information):

Ynys Môn

THE ISLE OF

Anglesey



Annual Director's Report on the Effectiveness of
Social Care Services 2013-14



Director's Introduction

I am pleased to present this Annual Report which provides a considered and public account of how well the authority has performed when delivering Social Services in the Isle of Anglesey.

The Authority has embarked on a challenging Transformation Programme which will deliver on its Corporate Plan endorsed by the full Council on the 5th December 2013. This has included a Council Review of its Senior Management Team and realigning its Heads of Service. A new structure was introduced during November 2013.

The Corporate Plan embraces the range of council responsibilities including "Energy Island" and the need to prioritise services for the most vulnerable members of our community. The Plan also provides a clear vision for the future whilst acknowledging the immediate actions needed to address current pressures. These changes and programmes require a commitment to shared work programmes and commitment to delivering together, as officers and members across the Council.

Many of these work streams link directly with the responsibilities and services within Social Services. This means that programmes within the Transformational Plan are fully endorsed as corporate programmes and key council priorities.

Both Adult and Children's Services have specific programmes within the Transformation Plan. Other key programmes have a direct impact on Social Services functions such as:

- "Customer Services" which puts the customer at the centre of Council Business
- "Equal Pay" and "Single Status" which will contribute towards addressing identified employment issues within Social Care, and
- "Smarter Working" which will allow for a more responsive service with reference to location and time availability

This has been a significant year for Ynys Môn County Council and Social Services. On May the 2nd the Council held local elections, following which the Minister for Local Government, Lesley Griffiths, announced on the 23rd May, that the period of formal intervention came to an end. There has been a reduction of elected members from 40 to 30 with more than one member now representing each area. A significant number of members were new, and had not served as Local Authority members previously.



The priority within Adult Social Care has been to ensure that the Council has an agreed and deliverable programme for current and future service provision. Within Children Services the priority has been to maintain and consolidate improvements achieved; to focus on developing our workforce and to bed in the quality arrangements.

The approach adopted by the Council means that the priorities are supported across services. Staff from Social Services have contributed to and informed corporate programmes. The identified Social Care work streams secure the full support of colleagues from other directorates. This has been a valued experience and the Council will be well placed to respond to the aspirations contained within the Social Services and Wellbeing Act 2014, with its emphasis on corporate responsibility for safeguarding and wellbeing.

We have also successfully introduced the “Community Voice” programme with Medrwn Môn, BCUHB and Third Sector organisations. This provides a platform for our engagement programme with communities as we plan and shape services for the future. It is an approach which promotes opportunities for co-production and shared ownership based on a common understanding of neighbourhood aspirations and needs.

During March 2014 the first meeting of the Integrated Delivery Board between the Local Authority and Betsi Cadwaladr University Health Board (BCUHB) was held. The Board, which has representatives from the executive and senior operational managers of both the Local Authority and BCUHB, will lead on the integration of health and social care services across both Adult and Children’s services.

We are fortunate on the Isle of Anglesey that the council’s long term commitment to promoting and supporting a bilingual workforce means that we are well placed to deliver on the expectations and requirements on the Welsh Government’s strategy “More than Words”. Nevertheless we have taken the opportunity to review the needs of users and commitment to further strengthen arrangements which secures the availability of services in the language of choice .

This year’s work programme has been achieved within a reducing financial envelope. The Isle of Anglesey County Council is a comparatively low spender on Social Care when compared to the

national profile and similar authorities. Nevertheless Social Services accounts for 26% of the Council’s whole expenditure. During the last year the Council needed to identify 7% savings with 28% of this required from the Social Service budget.

Given the above it has been necessary to revisit the commitments reported in last year’s Annual Report and to prioritise further.

I am of the view that a critical appraisal of the Council’s performance within Social Care testifies solid progress and a commitment to prioritising the right things given the range of options available. However, it is also evident that there needs to be continued focus and commitment to implementing change.



The Council's reorganisation of its Heads of Service introduced a more aligned structure within Social Services. There has been a reduction of Head of Service capacity within the Service but with it an opportunity to introduce greater clarity of leadership and responsibility across social care. A new Head of Adult Social Care will be in post from June 2014. Interim arrangements have been in place since November 2013.

Within Social Services there is a commitment to introduce a clearer focus on family based interventions and shared approaches across Adult and Children's Services. The proposed changes, to be introduced during the autumn 2014, will also address the need to strengthen commissioning and quality assurance arrangements across services. It is believed that the changes will serve to strengthen our ability to deliver on the aspirations and requirements of the Social Services and Wellbeing Act and offer assurances to the people of Anglesey as we progress the aspirations of the Council's Corporate Plan.

Our priorities for the coming year must be about delivering what we are already committed to doing along with strengthening our business infrastructure. This will be essential if we are to deliver effective and viable services in the future. This was endorsed by our partners during our service challenge event held on the 4th April 2014, where 35 Organisations attended.

Having considered available information our key priorities for 2014/15 include:

- Confirming commissioning intentions and implementation programme for Extra Care Housing for three areas, Amlwch, Llangefni and Seiriol area
- Presenting an action plan for the Integrated Delivery Board by the Autumn 2014 which will outline priorities and delivery programme for integrated services. Identified priorities include: Intermediate Care (including unscheduled care), Services for Disabled Children, and the Transformation Programme for Children's Services.
- Complete the re-structuring of Social Care (following Heads of Service review) and introduce a shared family and community focus for services and strengthen commissioning and quality assurance mechanisms
- Promote stability and positive opportunities for young people by their ability to remain within their local communities by progressing the improvements in the fostering service by increasing the range and availability of foster carers on the island.
- Continue to strengthen the partnership arrangements developed with the Third & Independent Sector by bedding in contact arrangements, strengthening quality assurance and financial information in consultation with the sector.
- Deliver on the efficiency programme agreed with the Council. This will include the development of a mid - term financial strategy within the Corporate programme.



This has been a particularly busy and challenging year and one of significant change and progress for the Council as a whole, officers and members alike. The achievements noted in this report must be considered within this broader context. There has been a shared determination to commit to the necessary change programme.

I take this opportunity to thank all of those who have contributed to the effective work achieved during the year. Given the changes introduced during the year particular reference must be made to the management team and staff who have contributed consistently throughout the high level of changes experienced. I wish to give particular thanks to the Heads of Service who have worked with me during the year. Anwen Davies, who was the Head of Adult Services, took up a new post as the Senior Partnerships Manager for Gwynedd and Anglesey during February 2014. Carys Emyr Edwards, former Head of Provider Unit, and Interim Head of Adults Service who retires after over 25 years of experience in social care and Anwen Huws who is now leading on Children's Services & Safeguarding within the new Corporate Structure.

Gwen Carrington, June 2014

The Senior Management Team during 2013/14

(Left- right), Gwen Carrington, Director; Anwen Huws, Head of Children's Services; Carys Emyr Edwards, Interim Head of Adults' Services (former Head of Provider Unit), and Anwen Davies, former Head of Adults Services (February 2014).





Content

The Annual Report is made up of 6 inter-related sections:

1. Directors Overview and Introduction
2. Demographic Information
3. Summary, Achievements & Priorities for Children Services
4. Summary, Achievements & Priorities for Adults' Services
5. Financial Information
6. Glossary & Information

The Annual Report is supported by key evidence documents which are available through electronic links:

- Children's Service Report - electronic link to the full report by the Head of Children's Service, Evidence Grids & Performance Information
- Adult Service Report – electronic link to the full report on behalf of the Interim Head of Adults' Service, Evidence Grids & Performance Information.



Demographic Information

Famed for its beautiful coastlines, beaches and bridges, the Isle of Anglesey, the largest of the Welsh Islands, has a distinctive heritage and culture. It is a truly bilingual society with nearly 60% of the population stating Welsh as their first language.

Analysis of the changing demographics during the last ten to fifteen years, clearly highlights that Anglesey now has an ageing population. This has been largely due to increasing life expectancy within the older population, high level of inward migration of people retiring to the area and an outward migration of our younger population who leave in search of improved employment opportunities, and higher salaries due to Anglesey's diminishing economy.



Understanding local issues, the economy, the community and demography is an integral part of planning and procuring high quality services to meet both current and changing needs within the Anglesey population.



Our Local Profile

In 2011, the Island's population was estimated to be 69,913 of which:

- 11,885 were aged 0-15 [17% of the population];
- 41,948 aged 16-64 [60% of the population];
- 16,080 were aged 65+ [23% of the population].

However, it is projected that 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+].



Children Services - Introduction

This summary is underpinned by a detailed overview report, a comprehensive service self-evaluation referred to as “evidence grids” and performance reports for each service. Copies of these can be accessed electronically at the end of this report.

[Click HERE to view the detailed Head of Children’s Services Overview Report](#)

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 we have on outcomes for children. As a result of our interventions, children and young people can be expected to be:-

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





Children Services - Areas of achievement and progress 2013/14

There is a real desire in Anglesey to do the best we can for the children and families that we work with. We have built on the developments highlighted in last year's report. The following is an overview of our developments and achievements in the last 12 months:

We have undertaken

- Fundamental reviews of our first contact arrangements, the pathways that cases take through the service, and the quality of help and intervention offered to families in order to inform our Transformation Programme.
- Hosted a series of conferences led by the Head of Service to outline the change programme and to generate a strong sense of purpose and ownership of developing a social work model for Anglesey.
- Maintained and consolidated our performance achievements.
- Ensured stability of frontline staff, frontline managers and the senior management team. Maintained reasonable levels of social work case loads and invested in additional staff to support the learning opportunities for our newly qualified staff.
- Progressed the Fostering Improvement Action Plan – and are on target to recruit 10 new carers by December 2014 as part of our ambitious recruitment campaign to ensure we have local placement choice and matching availability.
- Delivered, with Betsi Cadwaladr Local Health Board, an integrated service for Children with disabilities and their families.
- Led the delivery of the Gwynedd/Môn Integrated Family Support service; which will be operational in May 2014.
- Had successful inspections of both our Adoption and Fostering Services.
- Remained actively involved in the All Wales agenda to improve the delivery of social services through a collaborative approach.
- Continued to embed Quality assurance processes across the management tiers.
- Held Safeguarding Seminars for Members and Heads of Service.
- Worked in collaboration with our partners in North Wales to deliver a Regional Children's Safeguarding board.



The task of improving the performance of children's services is being pursued energetically within the authority served by an enthusiastic and committed workforce. The first stage of our improvement journey was to take all necessary steps to improve performance in key areas, of



assessment and care management whilst maintaining good performance across the board. Whilst this has resulted in improvements in many areas of practice, these changes have not fully addressed some of the fundamental issues that relate to a wholesale transformation of delivery of Children's Services in Anglesey.

Future services need to be sustainable and this is mirrored in the Welsh Government Social Services and Wellbeing Act. We need to develop a different approach, which will have at its heart:-

I am confident that we have a strong foundation from which to build, and whilst there is no room for complacency, I am confident that the Children Services will continue to deliver efficient, effective and safe services to children of Ynys Môn.

- Social workers working proactively with families to manage risk- spending much more time working alongside families helping them to change so that the family is a safe place for their children.
- For families where this is not possible, timely action will be taken to protect Children and provide stability.
- Enhancing family support services [both practical and therapeutic] thus producing a virtuous circle of improved services to children and families. In particular, investment will be targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together.
- Restructuring and redesign work systems so that they are relevant, intelligent, flexible and useful to practitioners.



Based on this demonstrable progress, and the effort and commitment of staff across the service it is clear that we can continue to adapt and transform.

I fully endorse the children services management team's desire and intention to continue to build on our strengths and ensure quality across every part of the child or young person's journey through the service.



What do we say we would do?	Did we do it?
Responding to Need	
Maintain the focus on the quality of decision-making, and ensure the reasons for decisions are consistently recorded, including better capture of service users' views	<p style="text-align: center;">✓</p> <p style="text-align: center;">In progress/On track</p>
Improvements in Case Management practice within Specialist Children Services	<p style="text-align: center;">✓</p> <p style="text-align: center;">In progress/On track</p>
Further develop integrated ways of working that ensure families are provided with support at the earliest opportunity to prevent the need for more intensive specialist intervention	<p style="text-align: center;">✓</p> <p style="text-align: center;">In progress/On track</p>
Review our “front door” arrangements and the interface with the Team around the Family	<p style="text-align: center;">✓</p> <p style="text-align: center;">Completed /Achieved</p>
Safeguarding	
On a Local Authority basis – implement the Safeguarding policy to ensure safeguarding children and people at risk from harm and neglect and raise awareness that safeguarding is everyone’s business	<p style="text-align: center;">✓</p> <p style="text-align: center;">In progress/On track</p>
Consider options for improved regional working through the Regional Local Safeguarding Children’s Board	<p style="text-align: center;">✓</p> <p style="text-align: center;">In progress/On track</p>
Work more closely with agencies dealing with domestic abuse to inform service responses	<p style="text-align: center;">✗</p> <p style="text-align: center;">Behind Schedule</p>
Promoting Wellbeing, Independence and Stability	
Providing a quality social work services to looked after children and young people that focuses on achieving permanency	<p style="text-align: center;">✓</p> <p style="text-align: center;">Completed /Achieved</p>
Continuing to support extended family members to look after related children and young people who are subject to residence, special guardianship or care orders where it is assessed as safe and appropriate to do so	<p style="text-align: center;">✓</p> <p style="text-align: center;">Completed /Achieved</p>



Recruit 20 generic foster carers (over two years) 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	✓ In progress/On track
Continue and develop collaborative arrangements for the provision of placements for looked after children and develop new arrangements where they will improve the range and choice of placements available to our children	✓ In progress/On track
Improve the life chances of Children Looked After by delivery of the Corporate Parenting Strategy	✗ Behind Schedule
Ensure that a particular focus is given in respect to educational attainment and achievement of our looked after children	✓ In progress/On track
Work with partners to implement the accommodation option for young people (up to the age of 24)	✓ Completed /Achieved
Commissioning and Partnerships	
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	✓ In progress/On track
Develop intensive family support arrangements so that the chances of ensuring long term good outcomes for children in families in crisis, where the children's safety is a concern and permanence is in doubt, is improved	✓ In progress/On track
Remodel the services to children and young people with disabilities to create a better focused service that is both deliverable within existing resources and acknowledged by children, young people, parents and carers as meeting needs	✓ In progress/On track
Work with Gwynedd Council & partners to deliver the Integrated Families Support Service (IFSS) service on a collaborative basis	✓ Completed /Achieved
Resource Management	
Continued implementation of the Workforce Strategy	✓ In progress/On track



Appoint to key management posts – reducing agency costs	✓ In progress/On track
Manage within in budget – reducing dependency on third party placements	✓ Completed /Achieved
Performance and Business Management	
Fully Implement the Quality Assurance Framework (QAF)	✓ In progress/On track

Staff retention rates :
2013/14 = 91.3%,
compared to 88.4% in
2012/13.

“The child care social workers we spoke to demonstrated the corporate parenting ethos of the County Council and showing their motivation to achieve the best possible outcomes for children for whom a decision to be placed had been made”.

(CSSIW, 2013)

90.86% of Initial assessments were completed within 7 days during 2013/14, and for those outside the 7 days’ timescale we have seen a continued reduction, down to an average 12 days. This compares well with the Welsh Averages of 73.10% and 20 days respectively



Children Services - Areas of Priority for 2014/15

We are committed to work towards completing the following this year:

Responding to Need

Reconfigure our first point of contact team

Maintain and consolidate performance achieved during 2013/14 in relation to key areas of practice that ensure that where children may be eligible, they will receive a good and timely response to their needs

Improve quality and timeliness of core assessments

Implement our revised Family Support Service

Feasibility Study - Edge of care services

Safeguarding

Maintain and consolidate performance achieved during 2013-14 in relation to Key Performance Indicators that ensure children will have up to date good child protection plans that ensure their needs are met

Have systems in place to ensure that children who are subject of private fostering arrangements are protected from harm and abuse wherever possible and offered timely support and protection in compliance with National Policy, Statutory Guidance and Regulations

Implement the Safeguarding People Service - encompassing both adult and children protection work

Co-ordinate the implementation of the Corporate Safeguarding Action Plan



Make a decision on whether we adopt the Multi-Agency Safeguarding Hub (MASH) in Anglesey – as a precursor to a single point of access for all Child in Need and Children at risk referrals.

Promoting Wellbeing, Independence and Stability

Anglesey's Looked After Children will be supported to live within or as close to Anglesey community.

Anglesey's Looked After Children will be supported to live within a family at some stage in their childhood wherever and whenever possible

Approve our Corporate parenting strategy and provide training for members on their Corporate Parenting responsibilities

Increase the number of in house fostering placements by a net gain of 10 households by December 2014, and an additional 10 by December 2015, therefore reducing our spend on third party foster placements

Improve our performance in relation to placement stability and changes of schools for children who are looked after

Commissioning and Partnerships

Continue to influence the development of key components of effective support to families across the continuum of need - from prevention to high risk - include: establishing an articulated and coherent child wellbeing model which sets out responsibilities for respective intensive, targeted and prevention services; and which is owned and understood by all staff and other partners

Develop intensive family support arrangements so that the chances of ensuring long term good outcomes for children in families in crisis, where the children's safety is a concern and permanence is in doubt, is improved

Remodel services for disabled children and young people to create a better focused service that is both deliverable within existing resources and acknowledged by children, young people, parents and carers as meeting needs

Work with Gwynedd Council & partners to deliver the IFSS service on a collaborative basis.



Resource Management
Maintain staffing stability
Improve rates of staff sickness
Manage within in budget – reducing dependency on third party placements
Performance and Business Management
Continue to fully Implement the Quality Assurance Framework (QAF)

Click [HERE](#) to access 2013/14
Children's Services
Evidence Grids

All
Children in
Care have
a qualified
Social
Worker

95.68% of all
reviews were
held within
timescale,
remaining
above the
Welsh average
2012/12 of
71.40%

Click [HERE](#) to access 2013/14
Performance Information
and Score Cards.



Adults' Services - Introduction

This summary is underpinned by a detailed overview reports, evidence grids and performance reports for each service, copies of which can be accessed electronically at the end of this report.

[Click HERE to view the detailed Adults' Services Overview Report](#)

Adult social care and support aims 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

This vision needs to be ambitious and include the following components:

- Supporting people to remain in their own homes and ensuring the availability of a range of high quality community based services;
- Promoting and supporting independent, healthy adults whom are both socially and economically included in the community of the Island;
- Recognition that a healthy mental state and wellbeing is equally as important as physical wellbeing;
- Supporting adults to maximise the benefits of employment;
- A recognition that adults have different and complex roles to fulfil (worker, parent, volunteer, carer, role model to others) with different social responsibilities – which all impact upon their lifestyles and health choices;
- Ensuring a focus on early intervention and preventative services will feature prominently with our health and social care partners;
- Ensuring the most efficient and effective use of health and social care services.



Adults' Services - Areas of achievement and progress 2013/14

Much progress has been achieved over the last 12 months in taking forward a number of workstreams in accordance with our stated priorities and principles. Some of these major achievements include:

- progress in taking forward the Transformation Programme for Older Adults including the publication of our vision and Service Intentions following a period of engagement, re-launch of Re-ablement, development of Accommodation and Support, Development of Brokerage arrangements and a Schedule of Rates for domiciliary care services, and "Building Communities".
- Working with the Betsi Cadwaladr University Health Board in further developing the single Point of Access; developing service responses through the Môn Enhanced Service and Rapid Response (Intermediate Care) and through joint locality work overseen by the Model Môn Locality Leadership Team which includes strategic and operational managers for community health and social care disciplines.
- Continued effective response to allegations of abuse and negligence and continuation of our efforts to raise awareness in relation to protecting vulnerable adults (preventative programme). This includes progress in establishing a Gwynedd and Ynys Môn safeguarding Board which means that we are well placed to respond to the expectations expressed through the Social Services and Wellbeing (Wales) Act.
- We have facilitated the development of a more robust domiciliary service in conjunction with the independent sector by accelerating the externalization of long term domiciliary care provision.



At the end of March 2014, we estimate that 53% of domiciliary care provision is now purchased from independent sector providers compared to 37% in March 2013



- We have evidence of good service user and carer engagement as well as community activity in certain service areas (e.g. older people and adults with disabilities). We have reviewed Service Level Agreements and our investments in the 3rd Sector. We have developed a Domiciliary Care Forum for providers and commenced the work of shaping and developing the market to meet service demands across all 6 geographical patches on Ynys Môn. We have commenced work under the Building local Communities workstream to develop a community Partnership approach in the Seiriol patch in order to make more effective use of community resources and social capital through a co-productive model of approach.
- We have published a draft carers strategy outlining our commissioning intentions in relation to services to support Carers and we have worked jointly with Gwynedd council and the Health Board to develop Carers Facilitator posts to identify and support Carers in Ysbyty Gwynedd and in GP surgeries.
- We have maintained good performance locally across the suite of national Key Performance Indicators and within our local performance management framework. This has been achieved within a reduced budget allocation meeting the council's challenging efficiency strategy.
- We have established an Integrated Delivery Board for Health and Social care to provide more robust governance arrangements to develop joint working with Health to integrate services. We have also worked with the other local authorities and the Health Board in North Wales to develop a Joint Statement of Intent in relation to integrating services for final submission to Welsh Government by 31/03/14.



Anglesey County Council Councillor Llinos Medi Huws, appointed the Carers Champion for Anglesey, pictured with Portfolio Holder for Social Services, Councillor Ken Hughes and Ms April Smith, who carers for her elderly mother

"I'm looking forward to take up this very important role. According to the recent Census there are over 9000 unpaid carers on Anglesey. It is an acknowledged fact that our society and public services could not function without the massive contributions made by carers. I will be working with Council officers and third sector partner organisations to make sure I have as much contact as possible with carers on Anglesey."

Councillor Llinos Medi Huws, Carers Champion



What did we say we would do?	Did we do it?
Responding to Need	
Complete review of current published information leaflets and review current information arrangements including the range of information points and development of our web pages.	✓ Completed / Achieved
Mainstream our Single Point of Access (SPOA) arrangements with the Health Board.	✓ In progress/On track
Reshaping and remodelling services for older people guided by two goals – enabling people to stay at home, deliver better outcomes for service users and improving efficiency/affordability.	✓ In progress/On track
Community based early intervention and re-ablement becoming an increasingly more prominent feature in our service response models as we reduce our reliance upon long term residential care.	✓ Completed /Achieved
Business like – improving efficiency and effectiveness across the spectrum of Adults’ Services as a driver underpinning our operations, evidencing accountable service delivery within a robust, local performance management culture. This to include embedding a programme management discipline across all aspects of the business.	✓ In progress/On track
Further develop the strategic and operational interface with Health (e.g. further development of the Môn Enhanced Care (MEC), mainstream current pilot single point of access arrangements within an integrated customer care model.)	✓ In progress/On track
Complete and implement the current review of commissioned advocacy services.	✓ In progress/On track
Enable further strengthening of community preventative universal services by developing community capacity and increased social capital – adopting a community leadership role within one community in the first instance.	✓ In progress/On track
Ensure a sustainable mainstream Age Well model across all communities on the Island.	✓ In progress/On track
Refresh our current commissioning strategies as key documents to guide our Service vision, direction and priorities.	✓ In progress/On track



In collaboration with Health, review our strategic arrangements to support carers across all user groups ensuring that our local commissioning intentions are contemporary, fit for purpose and in line with local, regional and national priorities.	✓ In progress/On track
Safeguarding	
Further strengthen local safeguarding practice within an improvement plan framework – to include risk assessments, protection plans, user experiences and links to Community Safety.	✓ In progress/On track
Consider opportunities available to strengthen strategic capacity in safeguarding.	✓ In progress/On track
Continue to fully comply with the Corporate Safeguarding policy/procedure.	✓ In progress/On track
Fully embed case file audits of safeguarding practice within our evolving Service quality assurance framework;	✓ In progress/On track
Continue to develop the North West Wales Shadow Safeguarding Board with our partners.	✓ Completed /Achieved
Consider options for improved regional working (regional Adult Safeguarding Board and the proposed north Wales safeguarding referral hub).	✓ In progress/On track
Review our current local Escalating Concerns protocol.	✓ Completed /Achieved
Commissioning and Partnerships	
Continue at pace on our transformation and remodelling of older people’s services in order to provide more community based support, prevent deterioration in health and wellbeing, reduce reliance on long term residential services and reduce avoidable admissions to hospital.	✓ In progress/On track
Undertake a comprehensive review of learning disabilities services.	✗ Behind Schedule
Further develop and strengthen our local arrangements for engaging service users, carers and citizens within an evolving Corporate framework.	✓ In progress/On track



In partnership with Gwynedd Council and the Health Board, appraise our current hospital social work arrangements.	✓ In progress/On track
Jointly review with the Health Board governance and accountabilities underpinning mental health services within an ethos of continuous improvement.	✓ In progress/On track
Continue to develop our partnerships with the Independent and Third Sectors.	✓ In progress/On track
Further strengthen and develop our relationship with Health through the proposed Integrated delivery Board for Health and Social Care.	✓ In progress/On track
Resource Management	
Continue to consolidate communication and information sharing practice within the Service.	✓ In progress/On track
Meet all specific mandatory and relevant national qualification targets.	✓ Completed /Achieved
Continue to work with Qualifications and Credit Framework (QCF) developing training opportunities to underpin qualifications.	✓ In progress/On track
Continue to work collaboratively and maintain our existing formal partnerships (workforce development).	✓ In progress/On track
Prepare a workforce strategy for regulated Adult Social Care services.	✓ In progress/On track
Ensure robust mechanisms to manage absence/sickness.	✓ In progress/On track
Continue to modernise ensuring best possible use of resources and contributing to the Council's efficiencies programme (a Service financial target of £972k during 2013/14).	✓ Completed /Achieved



Adopt a medium term financial strategy for Adult Social Care - reducing dependency on long term residential/nursing placements as well as addressing identified cost pressures.	✓ In progress/On track
Performance and Business Management	
Publish the final version of our quality assurance and performance management framework.	✗ Behind Schedule
Publish and implement an improvement plan in response to the external evaluation of our information and data systems.	✓ In progress/On track
Implement an improvement programme around the management of complaints.	✓ In progress/On track
Continue to actively review the Service risk register as mitigating actions are progressed.	✓ In progress/On track
Corporate and Political Leadership and Support	
Ensure the appointment of Adults Services Member Mentors, a Carers Champion and Older People's Champion when the New Council is confirmed in May, 2013.	✓ Completed /Achieved
Deliver an induction programme on adult social care for new Elected Members following the Local Government elections in May, 2013.	✓ In progress/On track
Continue to further strengthen the development and appreciation of Elected Members and Senior Managers (with corporate responsibilities) around roles and function of Adults' Social Services and develop an engagement strategy for Members and senior managers with front line staff in Adult Social Care.	✓ In progress/On track
Further clarify levels and limits of delegated responsibility which is in tandem with the full implementation of the Council's new financial ledger system.	✓ In progress/On track
Further strengthen corporate and political scrutiny of adult social care within a scrutiny/performance framework.	✓ In progress/On track



Adults' Services - Areas of Priority for 2014/15

The following priorities have been identified for 2014/15:

- Continue with our programme to transform services for Older People. We have commenced with the planning of projects that will focus on Dementia services and the development of our approach to Citizen Directed Support.
- Continue to develop our strategy to remodel the range and choice of accommodation and support services for Older People.
- Develop a joint work programme with Health to integrate services in response to the demands and expectations of Welsh Government as set out in the 'Framework for Integrated services for Older People with Complex Needs' (July 2013).
- Introduce revised Integrated Assessment arrangements jointly with Health and provide multi-disciplinary training for health and social care staff.
- Strengthen community-based models of service delivery in partnership with Health, Housing and the 3rd sector through the Intermediate Care Grant approved by Welsh Government.
- Commence the review to remodel Learning disability services.
- Further strengthen our Commissioning and Business support arrangements
- Further develop our arrangements for engaging with service users and carers and 3rd and independent sector providers in reviewing our commissioning intentions to ensure a range of appropriate community support services.
- Formulate our future commissioning intentions in relation to securing appropriate independent advocacy services to meet the needs across adults' services.

Significant progress has been achieved during 2013/14 although we have not been able to complete all of our workstreams within the expected timeframe. Nevertheless we will continue to make progress over the next 12 months. There is a need to be realistic about what can be achieved within existing resources and there will be a continued need for prioritization and rationalization of work programmes within the service and authority. The Council's Corporate Plan has identified the challenges and established a corporate approach to identify priorities and monitor progress. Adult Social Care is a recognized priority within this programme of work.

In the following table, we outline other key areas for achievement of progress for this year:



Responding to Need
Agree a model of care and eligibility for Extra Care Housing.
Secure formal Council endorsement to progress 3 extra care housing facilities in Amlwch, Llangefni and the south of the Island.
Undertake local engagement on accommodation and care needs across the Island.
Implement the Action Plan in response to the recommendations contained in the Supporting People Review of the contract to provide a warden Service in sheltered housing;
Commence a substantive review of learning disabilities services jointly with partner organisations;
Commence work on the Dementia Services Project and the Citizen directed Support priority workstreams under the Transformation Programme.
Safeguarding
Conduct regular case file audits of safeguarding practice within our evolving Service quality assurance framework.
Review and strengthen our arrangements for responding to requests for Deprivation of Liberty Safeguards authorisations, particularly for those vulnerable people who lack capacity and lack family support in care homes and supported living facilities.
Promoting Wellbeing, Independence and Stability
Develop the building local Community Partnership approach to delivering preventative community-based service responses in the Seiriol area and develop an approach to Local Area Co-ordination.
Implement the commissioning intentions for the future of Older People Housing Related Support Services set out in the Supporting People Commissioning Strategy.
Commissioning and Partnerships
Continue to develop service intentions under the Enhanced Accommodation and Care Project under the Transformation Programme for Older People.
Confirm commissioning intentions in relation to Garreglwyd Residential Home
Commence work on a comprehensive review of learning disabilities services



Establish formal Project Management arrangements in support of the development of Dementia Support services under the Transformation Programme.
Develop formal Project Management arrangements in support of the development of the Citizen Directed Support work
Agree final version of the Carers Strategy and commence implementation of the 3-year Action Plan
Implement the North Wales Residential Pre-placement Framework Agreement with residential and nursing care providers on Ynys Môn and revive the local Residential and Nursing care Provider forum.
Implement the Action Plan in response to the recommendations contained in the Supporting People review of warden services in sheltered housing schemes.
Develop a programme of priorities for the delivery of more integrated services with Health under the auspices of the Integrated Delivery Board for Health and Social Care.
Resource Management
Develop effective working relationships with the Workforce development Unit that is now line managed within the Corporate Human Resources and training section.
Continue to ensure meaningful training and development opportunities across the social care workforce, users and carers in accordance with the priorities in our Transformation Plans.
Continue to work with partners in providing Qualification & Credit Framework (QCF) training opportunities to further strengthen a qualified social care workforce.
Fully implement the newly launched Consolidation Programme for newly qualified Social Workers under the auspices of the Care Council CPEL framework.
Continue to work collaboratively and maintain our existing formal partnerships in relation to Social Care Workforce Development.
Continue to modernise ensuring best possible use of resources and contributing to the Council's efficiencies Programme (a Service financial target of £1,261,000 during 2014/15).
Performance and Business Management



Develop a Quality Assurance and Performance Management Framework across the Department to improve the focus on monitoring the quality of services.

Strengthen capacity in Business Support to mitigate the risk associated with our ability to respond to information compliance requests within statutory timescales.

Continue to monitor the effectiveness of our arrangements in responding to and resolving complaints and learning the lessons to continuously improve the quality of our services.

Implement the Improvement Plan drawn up in response to the recommendations contained in the external review of our information systems.

Provide frontline Social Workers with laptops to complete forms and input information on to DRAIG/ RAISE (Electronic Social Care Database) whilst out in the field, in response to Smarter Working

Continue to work with the ICT Section in prioritising and progressing work on ICT systems development, replacement and implementation.

Continue to collaborate with partners in the Welsh Systems Collaborative in securing a replacement for the DRAIG/RAISE information system.

Corporate and Political Leadership and support

Develop effective links between the new Head of Adults' Services and key portfolio holders and Corporate scrutiny.

Continue to develop engagement with elected members through the arrangement of information sessions on key topics.

Further clarify levels and limits of delegated responsibility which is in tandem with the full implementation of the Council's new financial ledger system.

Further strengthen corporate and political scrutiny of adult social care within a scrutiny/performance framework.

Adult social care needs to continue to transform over the next period to encompass a broader agenda than it has to date – 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.



**Click [HERE](#) to access 2013/14
Performance Information
and Score Cards.**

5,440 the number of referrals in 2013/14,
(compared to 4524 in 2012/13). Of these,
5,061 were new referrals (3493 in 2012/13)
with 84% allocated within 5 working days
(76% allocated within 2 working days)
providing a timely response to referrals.

**Click [HERE](#) to access
2013/14 Adults' Services
Evidence Grids**





Financial Information 2013/14

The last year has seen continued pressure to meet service demands within a context of significant budget pressures. When looking to the future, we must consider the context of prolonged financial pressures, demographic changes and increased expectations.

Children's Services

The Council's spending across the spectrum of Children Social Services is below the average spend across Welsh Local Authorities.

Children's Services spend is £565 per head of the 0–18 population (Welsh Median £680).

Looked after Children's spend is £221 per head of the 0-18 population (Welsh Median £310).

Adults' Services

The Council's spending across the spectrum of Adult social services is below the average spend across Welsh Local Authorities:

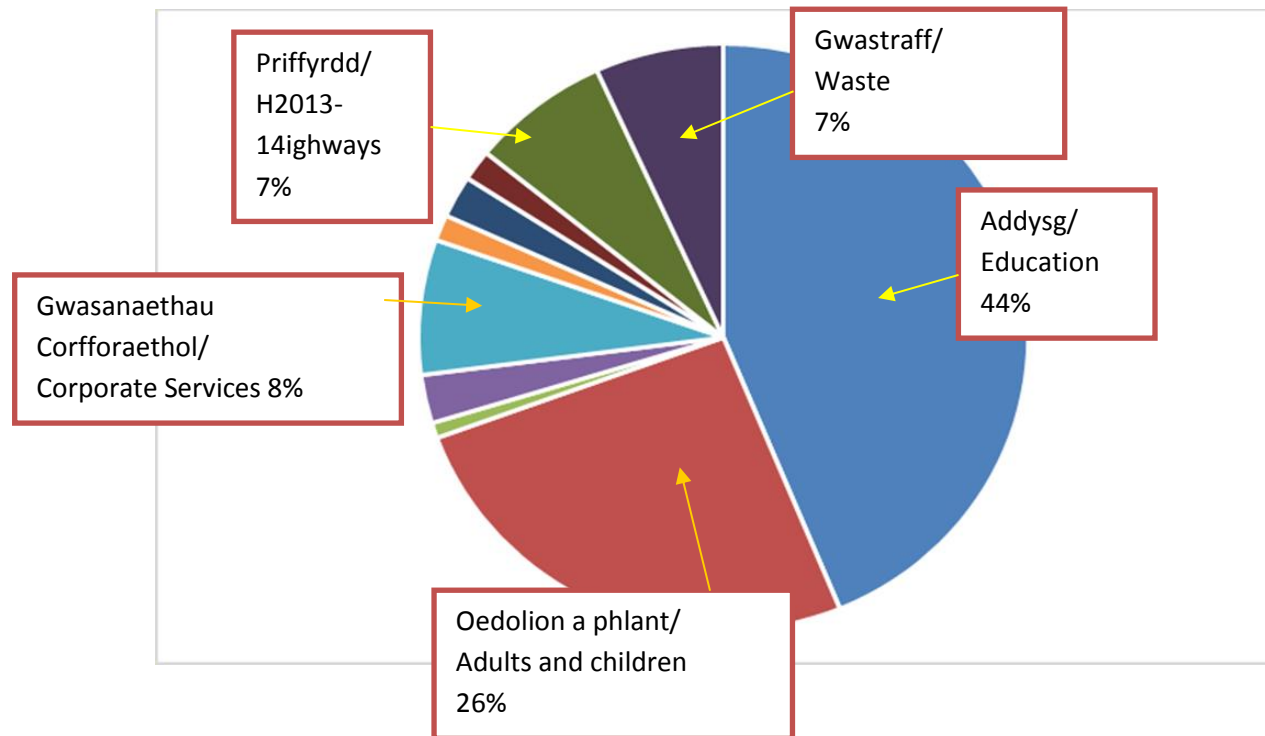
Older People's spend is £702.60 per head of the 65+ population (Welsh Median £849).

Social care spend for adults under 65+ is £246.62 per head (Welsh Median £247.12)

SERVICE DESCRIPTION	Budget 2013/14 £'000	Actual 2013/14 £'000
Children's Service	6,781	6,566
Adults' Services		
- Older People	6,188	5,958
- Physical Disabilities	1,512	1,421
- Learning Disabilities	4,663	4,805
- Mental Health	1,605	1,880
Support Services	704	722
Provider Unit	8,609	8,086
Other Services	144	132
TOTAL	30,205	29,569



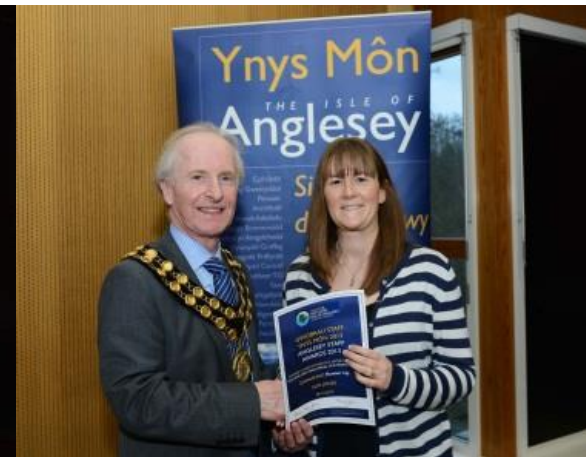
£129m Net Council Budget, by Service 2013-14



- £129million budget, 26% of the Council budget is spent on Social Care (6% Children's Services & 20% Adults' Services)
- 2013/2014 savings for Social care was £1,213,720 which represents a reduction of 4.35% against the prior year (2012/2013) budget of £27,917,310, which was met by the Service in full.
- 2014/2015 savings have been identified for Social care at £1,774,940 which represents a reduction of 5.88% against the prior year (2013/2014) budget of £30,204,960



2013 Staff Awards in pictures



Above left: Customer, Citizen and Community Focused Award – Rona Jones (Runner Up); Above Centre: Professional and Well Run Award – James Dawson (**Winner**); Above right: Valuing and Developing Our People Award – Elin Jones (Runner Up); Left: Achiever Award – Reablement Service (Runner Up); Right: Committed to Partnership Award- Domiciliary Care Dementia Support Team (**Winner**).





Glossary & Further Information

Building Communities - The Building Communities project is looking at partnership working between communities, the voluntary sector and those agencies who provide public services locally. The project will consult with communities to identify the local resources and assets that exist, what they feel is missing and what they believe are the priorities for the future in building social capacity and resilience within local communities to improve the range of facilities and services available to support citizens.

Citizen Directed Support - Citizen Directed Support (CDS) is an approach/model by which people who require assistance to live as independently as possible and thus access the mainstream opportunities most people enjoy, are enabled to do so. This outcome to be achieved through the support of others who recognise that the person her/himself is best placed to know what they need and how these needs can be met.

Community Partnership - This term refers to a partnership approach between statutory public services, the 3rd (voluntary) and independent (for profit) sectors and community interests working in a co-productive approach to consult and engage with local citizens to develop social capacity, resources, facilities and the assets within local communities to improve the environment and lives of local people.

Community Voices - This is a four year Lottery funded project which involves 9 voluntary organisations working together on Ynys Môn to increase the engagement of individuals and communities of interest in the design and delivery of Public Services locally. The Portfolio is managed and administered locally through Medrwn Môn's appointed Community Voice Manager. The portfolio is a partnership of 9 projects each of whom are responsible for engaging with and supporting their communities of interest to become actively involved in the design and delivery of the services that affect them the most.

Dementia Support - This term refers to a range of care and accommodation services planned and delivered to provide support for people living with dementia and their carers

Domiciliary Care Forum- This is a quarterly meeting between Social Services and the independent domiciliary care agencies operating on Ynys Môn to work together, to share information on population needs and service demands and commissioning priorities and intentions in order to shape and develop the local social care market to respond to service demands on Ynys Môn in the medium to long term

Enhanced Accommodation & Care Project - that part of the Adult Services Transformation Programme that is concerned with changing and improving how we can enable older people to live and be cared for in their own home for as long as possible or in other accommodation that will support the best quality of life. It is concerned with giving the recipients of care more choice and control over the care they receive to promote dignity and respect.



Extra Care Housing- The extra care model aims to meet older people's housing, care and support needs while helping them to maintain independence within their own private accommodation. Communal and social facilities are often provided to help address social isolation and build a sense of community. Extra care schemes reflect key government policies that promote independence, control and person-centred care for older people.

Integrated Family Support Service - The Integrated Family Support team (IFST) is a multi-agency team working with children and families where parental substance misuse co-exists with concerns about the welfare of the child.

Môn Enhanced Care (MEC)- Provides MEDICAL CARE FOR PATIENTS registered with a participating GP Practice in order to avoid unnecessary admissions to hospital (step up) and to facilitate discharge back home to the community or normal place of residence (step down). It is anticipated that both 'step up' and 'step down' patients identified as suitable for the MEC service will typically be under the care of the MEC Team for up to 14 days before being discharged to the 'normal' ongoing care of their GP and/or other health and social care professionals

Multi Agency Safeguarding Hub - The Multi-Agency Safeguarding Hub (MASH) is the single point of contact for all safeguarding concerns regarding children and young people. It brings together expert professionals, from services that have contact with children, young people and families, and makes the best possible use of their combined knowledge to keep children safe from harm.

Re-ablement Service –This refers to an intensive package of domiciliary care services that are provided for a period of up to 6 weeks to help people to regain their confidence and ability to function at their optimum level to maintain their independence and ability to continue to live at home following a period of illness, disability and/or frailty.

Regional Children's Safeguarding Board - Local Safeguarding Children Boards are statutory partnerships. The objective of Local Safeguarding Children Boards, to co-ordinate and ensure the effectiveness of partners' safeguarding activities, is established in the Children Act 2004. A two-tier system of Safeguarding Boards has been in place across North Wales since early 2013. A Regional board was established, but the statutory functions remained with the three sub-regional LSCBs.

Single Point of Access (SPOA) - the Single Point of Access (SPOA) communications hub, based in Social Services, Llangefni, which is operational Monday to Friday, 8am-6.30pm, will be the focal point for receiving referrals for community health and social care services to support people at home in the community or in their normal place of residence.

Supporting People - Supporting People is a policy and funding framework initiative by the Welsh Government that provides housing related support (assistance with obtaining and maintaining tenancies and promoting independence and social inclusion) for a range of diverse but equally vulnerable individuals or families. The programme focuses on the planning, commissioning and monitoring of supported accommodation and floating support services, which are delivered by various providers across a range of tenures, but does not fund the accommodation, personal care or health care costs to support individuals.



Team around the Family (TAF) is a Welsh Government Initiative being promoted across Wales. The approach recommends that professionals supporting children and families (teachers, health visitors, counsellors, youth workers, etc.) work together at an early stage to problem solve with families. A TAF approach for families and children is an early, preventative model. Its purpose is to effectively engage vulnerable families with existing community services. It is part of a wider Families First initiative. The aim of Families First is to improve both short and longer term outcomes for parents, children and young people living in poverty

Transformation Programme - the means of achieving the changes needed to make the services provided both more modern and more efficient, so that they better meet the (current and future) needs of the citizens of Anglesey. This involves changing ways of thinking about what and how we deliver, what we deliver and how we deliver the services and who delivers them, in particular working more closely with those in the community.

This document is also available in other formats (e.g. large print, Braille or audio) upon request.

If you would like further information on any aspect of this report please contact:

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Ynys Môn

THE ISLE OF

Anglesey

**Social Services Annual Report
2013/14**

**Children's Services
Overview Report**



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1 Introduction

This is my third overview report as Head of Children's Services. As in previous years, the purpose of my report is to give an accurate and honest appraisal of our performance and progress against the priorities that were set out in last year's report. I also outline our priorities for improvement over the next year or so. My report forms part of the analysis and evaluation informing the Director of Social Services Report as required by the Annual Council Reporting Framework. The analysis and the judgments in the report are supported by detailed evidence contained within our service evaluation process.

Before I explain where we are at I think it would be helpful if I remind you what we are all about.

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 we have on outcomes for children. This means that, as a result of our interventions, children and young people can be expected to be:-

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

Areas of achievement and progress 2013/14

There is a real desire in Anglesey to do the best we can for the children and families that we work with. We have built on the developments highlighted in our previous reports and the following is an overview of our developments and achievements in the last 12 months:

- Undertaken fundamental reviews of our first contact arrangements, the pathways that cases take through the service, and the quality of help and intervention offered to families in order to inform our Transformation Programme
- Hosted a series of conferences led by the Head of Service to outline the change programme and to generate a strong sense of purpose and ownership of developing a social work model for Anglesey – to support doing a difficult job, better
- Maintained and consolidated our position and progressing positively against key performance targets
- Ensured stability of frontline staff, frontline managers and the senior management team. Maintained reasonable levels of social work case loads and invested in temporary staff
- Progressed the Fostering Improvement action plan – aiming to recruit 10 new carers by December 2014 as part of our ambitious recruitment campaign to ensure we have local placement choice and matching availability
- Delivered, with Betsi Cadwalader Local Health Board, an integrated service for Children with disabilities and their families
- With Gwynedd Council and Betsi Cadwalader Local Health Board led the delivery of the Gwynedd/Môn Integrated Family Support service which will be operational in May 2014
- Had successful inspections of both our Adoption and Fostering Services

- Remained actively involved in the All Wales agenda to improve the delivery of social services through a collaborative approach
- Work continued to embed Quality assurance processes across the management tiers to ensure that the quality of work is closely scrutinised
- Safeguarding Seminars for Members and Heads of Service held
- Worked in collaboration with our partners in North Wales to deliver a regional children's Safeguarding board

The task of improving the performance of children's services is being pursued energetically within the authority served by an enthusiastic and committed workforce. The first stage of our improvement journey was to take all necessary steps to improve performance in key areas, of assessment and care management whilst maintaining good performance across the board. However, whilst this has resulted in improvements in some areas of practice, it is my view that these changes have not fully addressed some of the fundamental issues that relate to a wholesale transformation of delivery of Children's Services in Anglesey.

We recognise that we are working within a challenging, complex and changing environment including prolonged financial pressures, demographic changes and increased expectations. An analysis of our spend shows that a significant level of the expenditure is dedicated to those cases at the highest extreme of our interventions – children looked after, children whose names are on the child protection register or those subject to care proceedings. Without being able to invest in interventions aimed at supporting families' resilience and independence, there is the risk of increased individual, family and community exclusion – especially at a time of financial austerity. Future services need to be sustainable and this is mirrored in the Welsh Government Social Services and Wellbeing Act 2014. We need to develop a different approach, which will have at its heart:-

- Social workers working proactively with families to manage risk- spending much more time working alongside families helping them to change so that the family is a safe place for their children
- For families where this is not possible, timely action will be taken to remove the children through court processes and a permanent placement in a substitute family found for them
- Enhancing family support services [both practical and therapeutic] thus producing a virtuous circle of improved services to children and families. In particular, investment will be targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together
- Restructuring and redesign of systems so that they are relevant, intelligent, flexible and useful to practitioners

Based on this demonstrable progress, and the effort and commitment of staff across the service I am confident that we can continue to adapt and transform. As a management team, we wish to continue to build on our strengths and ensure quality across every part of the child or young person's journey through the service. There are clear challenges ahead. However we will continue to ensure that our staff are well trained and supported. We will continue to ensure our reporting mechanisms are robust in terms of both quantity and quality and that we have sufficient challenge and innovation within the service to respond flexibly alongside our partners. I am confident that we have a strong foundation from which to build, and whilst there is no room for complacency, I



am confident that the Children Services will continue to deliver efficient, effective and safe services to children of Ynys Môn.

These are my views, and we would like to hear what you think? In particular, are we describing the service that you know from your experience?

2 Service Context

The delivery of children's social services continues to be a complex and challenging business with significant risks associated with working with very vulnerable children and their families. 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. Our key responsibility is to plan and develop the more specialist services to support children and families who face complex and intensive problems; that is those children:-

- 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

All our services are delivered, county wide, from two locations in Llangefni. We have a number of specialist roles including the Quality Assurance Manager, the Child Protection Co-ordinator and the Independent Reviewing Officer. We work collaboratively with other local authorities to deliver a number of key services including the Adoption Service and the Youth Justice Service. We also work in partnership with other departments, agencies and organisations. The service for children with disabilities is a formal partnership between health and children's services, bringing together staff to provide an integrated and co-located service. A number of our support services are commissioned from the Third Sector and the departmental internal provider. These include contact supervisors, family support services, family group conferencing, support services for Young Carers, and support services for children who are exposed to the impact of domestic violence.

We also work with the Children and Young People's Partnership initiatives to influence the development of services for a broader group of children in need. We have embraced the Families First Initiative, "Team around the Family" and the Potential Project; working with partners to shape the development of a comprehensive range of services for children and families across a range of needs and difficulties.

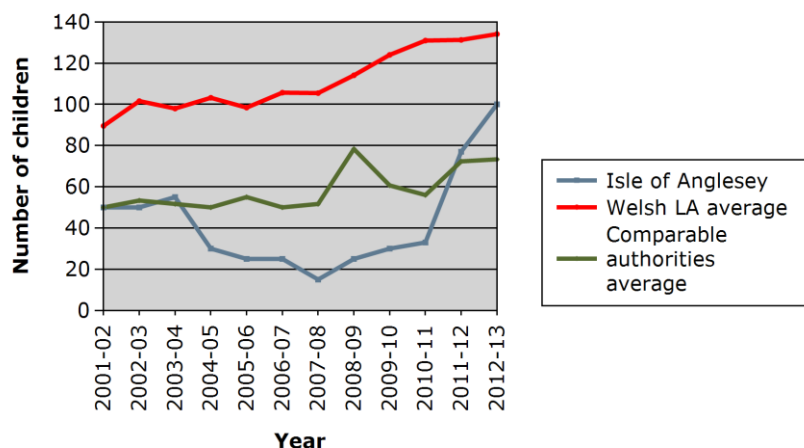
Some Facts and Figures

It is important that the Service's performance is understood in the context in which staff within the service are operating and to recognise the demands on the service.

Every year families, professionals and the general public contact us to share concerns about children and young people. The rate of social care users of children services in Anglesey is less than the Welsh average (¹ 42 per 1,000 population compared to 46 per 1,000 population), and that of comparable authorities. However between 2002-03 and 2012-13, the rate of child social care clients per 1,000 population aged 0-17 in Anglesey increased by 48%, compared to a 42% increase across Wales. Whilst the general demographic information is not available for 2013/14 at this point, our own data shows that generally the increase in demand continued:-

	2012/13	2013/14
Contacts	2695	3230
Referrals	1111	1464
Police Contacts	1503	1765
Initial Assessments	540	514
Core Assessments	123	110

Where necessary we undertake child protection investigations often leading to multi-agency conferences where children may be placed on the Child Protection Register (CPR): which are maintained by every local authority in order to improve child protection procedures for children and young people. Across Wales we have seen an increase in the numbers on the child protection registers across the period 2001-02 to 2012-13. The same period saw an increase, albeit a lower increase, in the number of children and young people on the Child Protection Register in Anglesey compared to the Welsh average. However our increase was higher than our comparable authorities' average.



Whilst the general demographic information is not available for 2013/14 at this point, our own data shows that this increase was halted during the year:-

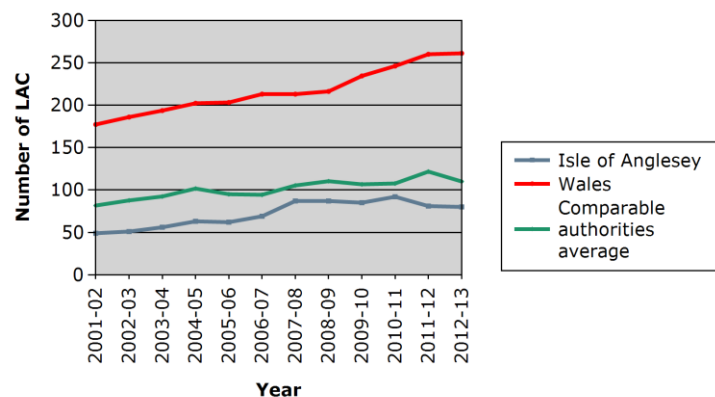
¹ Based on 2012/13 figures – SSIA Local Authority Profile

	2012/13	2013/14
Children Placed on the Register during the year	111	83*
Children whose names were removed from the Register during the year		110
Children's names placed on the register on the 31.03.14	98	71
Children subjects of an Initial Child Protection Conferences during the year	163	110
Children subjects of a Review Child Protection Conferences during the year	232	265

*Of these most children were registered because of physical abuse (35), followed by Emotional abuse (22), Neglect (14), Sexual abuse (11), Physical & Sexual abuse (1)

We have identified the need to hold a Child Practice Review during the year to ensure transparent professional practice and the identification of any learning. This will be completed in 2014/15.

Where family support is unsuccessful in managing the risk of harm, children can become looked after by the local authority. Across Wales, for the period 2002-03 and 2012-13 we have seen an increase in the numbers of looked after children. The same period saw an increase in the number of looked after children in Anglesey and the average number within our comparable authorities. For 2012-13, the number of looked after children was lower than the Welsh LA average.



During 2013/14 20 children were looked after as a direct result of abuse. Whilst the general demographic information is not available for 2013/14 at this point, our own data shows that this increase was halted during the year, with 78 children looked after on the 31st March 2014 compared to 80 at the same time last year.

During the period 2001-02 to 2012-13 we increased our spending on children's services by 119%². In the same period the average expenditure of our comparable authorities also increased: therefore during 2012-13 the net expenditure on children services remained lower than the comparable authorities. During the same period we have seen an increase in the social work staff employed: we currently have a higher rate of social workers than the Welsh average (as at 31.03.13).

² Based on 2012/13 figures – SSIA Local Authority Profile

3 Responding to Need

This section of the report is around our processes of access to services, identifying children's needs (called an assessment), providing support to meet those needs and reviewing how effective we are in meeting those needs. We do this through following a national process which is known as the Framework for Assessment Guidance.

What we have said we will do?

- Maintain the focus on the quality of decision-making, and ensure the reasons for decisions are consistently recorded, including better capture of service users' views
- Improvements in Case Management practice within Specialist Children Services
- Further develop integrated ways of working that ensure families are provided with support at the earliest opportunity to prevent the need for more intensive specialist intervention
- Review our "front door" arrangements and the interface with the Team around the Family

What did we do?

We have maintained improvements in our assessment and care management arrangements. We are confident that in the majority of cases children who come into contact with Children's Services receive a timely assessment of their needs. We aim to ensure that referrals are dealt with in a timely manner and that decision making is robust and therefore interventions responsive.

- ✓ Achieved 98.77% of referrals where a decision was made within 24 hours for the year 2013/14. Our performance places us above the Welsh average for 2012/13 and is an area where we have generally improved over the last three years
- ✓ Continued reduction in the re-referral rate in 2013/14 with a performance of 18.87%, which is a significant improvement on our position in 2010/11 when the re referral rate was 31.18%
- ✓ All initial and core assessments are carried out by qualified social workers
- ✓ All our social workers have been trained to use a consistent Risk Model which is a means of identifying risks within cases. This model is currently used in a number of English and Welsh local authorities. The Risk Model won a social care accolade award in 2010. This way of working ensures that workers ask regular questions about risk and reach evidence-based decisions
- ✓ 90.86% of Initial assessments were completed within 7 days during 2013/14, and for those outside the 7 days' timescale we have seen a continued reduction, down to an average 12 days. This compares well with the Welsh averages of 73.10% and 20 days respectively
- ✓ 92.51% of our review of child in need plans were held within timescale, which shows a year on year improvement over the last two years and remains above the Welsh average for 2012-13 (86.40%)

- ✓ 95.68% of all reviews were held within timescale, which shows a year on year improvement over the last three years and remains above the Welsh average for 2012-13 (71.40%)
- ✓ 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 Framework for Assessment is implemented within our services for children with disabilities (Specialist Children Services)
- ✓ We have progressed projects enabling us to build on greater integration in order to support improved service delivery through our Integrated Children with Disabilities Service and ensuring that the Team around the Family and has an effective interface with our Duty Team
- ✓ As a key partner of the Children and Young People's Partnership and other strategic partnerships we have continued to influence and support the Early Intervention and Prevention Agenda
- ✓ We successfully completed a review of our "Front door" arrangements: focusing on contacts, referrals and assessment processes and practices to provide an analysis of the contact, referral and assessment system and looking at the pathways that cases take through the service. The aim is to:
 - Establish where there is duplication of effort
 - Establish whether information gets to the right place so a decision can be made, with appropriate timeliness
 - Examine any blocks to efficient throughput
 - Analysis on quality of assessment and intervention
- ✓ We also successfully undertook a review of the child's journey within the social work system: Focused on the quality of help and intervention offered to families, particularly looking at the quality of help and support to families where children are at risk and thresholds for entry to care
- × We recognise the need to improve our performance in relation to the timeliness of the completion of core assessments. We completed 71.68% of core assessments within the required 35 days, compared to 80.49% last year and compared to a Welsh average (during 12-13) of 76.60%
- × We have not made as much progress as we had planned to in relation to developing our information strategy as we have dedicated our resources to maintaining performance delivery and quality



Judgement

It is my view that we are maintaining our position and progressing positively against key performance targets, which can be attributed to increased management attention, improved processes, social work training and resources. Whilst we are disappointed that we have not maintained the improvements achieved last year, this performance remains a significant improvement on our performance in 2010-11 & 2011-12. In addition the average time taken to complete those core assessments which took over 35 days has improved year on year during the same period: from 99.25 days in 2010-11 to 46 days in 2013-14. Overall, the service has over the last three years delivered significant improvements in the timeliness of decision making and assessments. We remain of the view that it would be difficult to greatly increase performance across the board, given the factors creating unpredictably. We have analysed our social work model focusing on what needs to be in place to enable children's social workers to deliver high quality interventions. The priority for next year will be the delivery of high quality social work interventions as a means of safeguarding children and facilitating sustainable change within families, focusing initially on our front door arrangements and restorative, solution focused and reabling interventions. We aim to have a service of trained workers able to implement intervention methodologies with families which can change behaviour and help manage varying levels of risk. Investment in highly skilled workers, able to provide a timely and intensive response where there is acute risk of family breakdown has the potential to be a very cost effective service – reducing the numbers of children in care and supporting families at times of crisis.

“You have been a joy to work with and so open, honest and supportive to me, the school and to our young people”

He always had time to talk through my own worries and his advice has been invaluable during the most stressful of times”

Priorities for action

- Reconfigure duty, consider multi agency arrangements and provide effective first contact information and signposting at point of contact with emphasis on crisis intervention and supporting families to safely care for their children
- Maintain and consolidate performance achieved during 2013/14 in relation to key areas of practice and ensure that where children may be eligible, they will receive a good and timely response to their needs
- Improve quality and timeliness of core assessments
- Implement our revised Family Support Service
- Develop a Business Case to establish an edge of care services

4 Safeguarding

This section of the report describes our performance in working with others, to protect children who may be/or who are at risk of being harmed or abused. Safeguarding children and promoting their well-being is a key priority for us. One of our key responsibilities is to protect children from harm and take action to protect any child who is found to have suffered abuse, or whose welfare is likely to suffer without further intervention or services. We try to do this in partnership with families, and where appropriate, keep children in their own homes. Making timely decisions based on a proportionate, early and quality assessment is fundamental to effective safeguarding practice and I have discussed our progress in chapter 3. The timeliness of multi-agency child protection assessment and planning are also an important part of effective safeguarding arrangements.

What we have said we would do?

- On a Local Authority basis – implement the Safeguarding policy to ensure safeguarding children and people at risk from harm and neglect and raise awareness that safeguarding is everyone's business
- Consider options for improved regional working through the Regional LSCB
- Work more closely with agencies dealing with domestic abuse to inform service responses

What did we do?

The Safeguarding Children Board (LSCB) continues to provide a robust strategic framework for Children's Services to work within and alongside our key partners:-

- ✓ We remain active members, leaders and contributors to the safeguarding agenda both on a local and regional basis
- ✓ All children with a child protection plan have an allocated social worker

Generally we have maintained or improved the improvements achieved in key indicators over the last three years.

- ✓ Improvement in our figures in relation to the holding of a core group meetings following on from the initial child protection conference. During the year 91.46% of required meetings were held within timescale, which is an improvement on our 2012-13 performance (82.66%) and the all Wales average (88.50%) for the same year
- ✓ Maintained our key focus on seeing children during their assessments. During 2013/14 the percentage of initial assessments carried out where there is evidence of a child being seen by social worker was 91.63%, which is again an improvement on our 2012-13 performance (89.91%) and the all Wales average (75.40%) for the same year
- ✓ Maintained performance in excess of the Welsh average (based on 2012-13 data) in relation to the timeliness of holding child protection conferences. During 2013/14 the percentage of Initial Child Protection Conferences held within timescale was 92.66%, compared to the Welsh average of 87.40%: and during the same year 98.49% of Review Child Protection Conferences were held within timescales compared to the Welsh average of 96.10%

In terms of the effectiveness of our child protection plans one way of measuring this is whether children's names are reregistered within certain periods. We continue to perform well in this area:-

- ✓ Only 4 children were re-registered within 12 months, and another 1 child within two years

Another consideration in the effectiveness of our child protection plans is the time the children's names remain on the register.

- ✓ The majority of plans are successfully implemented and the risk to children reduced within 6 months

	2013/14
Less than 6 months	43
Between 6 – 12months	14
Between 12 months and 24 months	12
Over 2 years	2

Audits undertaken during the year identified that improvements are required in terms of clear assessments of risk. As a consequence we have been piloting the incorporation of a specific risk tool within the supervision process and within our reports to Child Protection Conference Report. The intention of this is to ensure the consistency of approach towards risk management and to provide an evidence based approach to the measurement, improvement, and/ or escalation of risk. To date, the feedback received from staff on the pilot is positive. The Workforce Development Unit has incorporated the Risk Model within their staff training program and will disseminate this to all staff, including multi-disciplinary colleagues.

During 2013/14 we made improvements to our arrangements for managing allegations against professionals. At our request the LSCB commissioned a number of seminars on managing allegations against professional which were attended by a range of professionals and agencies. An independent audit carried out during the year confirmed our progress.

“I have found evidence of considerable progress in implementing the action plan which the authority drew up after the previous audit”

“Recommendations were clearer and they were also purposeful”

“There is evidence that thought was given as to how the child would be involved in every case I saw”

In October 2013 we implemented the new guidance in relating to court proceedings, called the Public Law Outline, and the need to have them completed within 26 weeks. We do not enter into legal proceedings unless absolutely necessary but some parents do not feel able to work with us and we need the Court to direct all parties to achieve the best outcome for a child. There was a

rise of 37% in proceedings between 2012-13 and 2013-14: court judgements continue to confirm they were all necessary.

- ✓ 16 of our staff have received the nationally recognised core training for undertaking work within the revised Public Law Outline

During the year, the Local Authority brought together the responsibility for safeguarding children and adults under one head of service. This is to ensure that our responses to the needs of vulnerable people are consistent, robust and our practice is of the highest possible standard. The intent is to set up a Safeguarding People Service. The plan is for this service to be operational by September 2014

We have in place a Council Safeguarding Policy, and associated Corporate Action Plan to ensure the effective implementation of the Corporate Safeguarding policy on consistent basis across the Local Authority. During the year we have ensured that:-

- ✓ There are effective safe recruitment and a whistle blowing policies in place for all employees and elected members
- ✓ The Corporate Induction Policy ensures that all staff are aware of their responsibilities in relation to safeguarding children and adults
- ✓ Training has been commissioned for all Heads of Service, Portfolio and Shadow Portfolio Holders, other Key Members and designated safeguarding officers in each service so that they are supported to understand their safeguarding responsibilities and are accountable for their safeguarding responsibilities. This will be delivered in April 2014. Training has also been commissioned for all other Members and will be delivered during 2014
- ✓ Member involvement in 'rota visits' was introduced where Members visit workplaces across Children Services to meet front line staff and gain a better understanding of how the service operates

In November 2012, further allegations of historical child abuse led to the establishment in North Wales of Operation Pallial and the Macur review. We have satisfied ourselves that we do comply with the recommendations of previous inquiries and, with other North Wales authorities, are ensuring appropriate support and counselling services are available for victims coming forward as a result of the recent investigations

We have seen partnership work across agencies to develop the safeguarding work in Anglesey during the year:-

- ✓ We have been working with North Wales Police to examine the business case to set up a co-located Multi-Agency Safeguarding Hub (MASH) in Ynys Môn to receive and risk assess referrals regarding child protection, child sexual exploitation, domestic violence and vulnerable adults. This would allow for relevant information to be shared between agencies in a timely manner before deciding the intervention required by existing teams within agencies
- ✓ In response to the Deputy Minister for Children and Social Services intention to reduce the number of LSCBs in Wales we have been working with partners and other local authorities

across Wales to plan the transition from 3 sub-regional LSCBs to a Regional Safeguarding Board.

- ✓ We chair the multi-agency Gwynedd and Môn Missing from Home/Child Sexual Exploitation Task Group which aims to prevent Child Sexual Exploitation and safeguard children by reducing the number of episodes of children and young people going missing. This will be achieved by way of strategic interventions and identification of good working practices which can be shared across a multi-agency forum. The work of this group will be strengthened by the CSE Practitioner Project - a 3 year project to raise awareness amongst professionals and young people from all communities about Child Sexual Exploitation (CSE) and to improve the outcomes for young people identified as being at risk of CSE. This project is led by North Wales Police and Barnardos. The benefits to the children and young people are that they are receiving appropriate interventions tailored to their individual needs
- ✓ Gwynedd and Ynys Môn LSCB adopted the preferred option of using AIM model of working with children and young people demonstrating sexually harmful behaviour and funded cross county multi agency training for agencies, in order to implement a consistent and evidenced approach to working with children and young people who demonstrate sexually harmful behaviour. A multi-agency Practitioners Forum group has been established to assist with ongoing practice development of staff in this area of safeguarding
- ✓ The Chief Executive, Isle of Anglesey County Council is the Chair of the North Wales Anti-Human Trafficking Project

Human Trafficking Project

The intention is for more victims to be identified and helped and for North Wales to be a more hostile environment for Traffickers. The North Wales Project has four main strategic aims:-

- Awareness Raising (Internal/external) through embedded staff training, intelligence sharing, data collection and public awareness campaigns;
- Safeguarding Victim Pathways with a strong emphasis on a Multi-Agency Risk Assessment Conference style of approach;
- Prevention by identifying and eliminating the risks to North Wales
- Enforcement by making North Wales hostile to traffickers.

- × We have not made as much progress as I had hoped in relation to working more closely with agencies dealing with domestic abuse to inform service responses. Priority was given to establishing the Integrated Family Support Service and implementing the Public Law Outline and the developmental projects outlined in the above paragraph. This work is now planned for 2014/15

Judgement

We have maintained the improvements in our safeguarding practice. We remain strongly committed to safeguarding children through robust decision making, assessment processes and interventions. Our evidence confirms that this position has been maintained, both on a service and corporate level, with proposals to further strengthen safeguarding support across Children's and Adults Services. During the year who have identified the need to strengthen our practice in respect of private fostering

Priorities for action

- Maintain and consolidate performance achieved during 2013-14 in relation to Key Pis that ensure children will have up to date good child protection plans that ensure their needs are met
- Have systems in place to ensure that children who are subject of private fostering arrangements are protected from harm and abuse wherever possible and offered timely support and protection in compliance with National Policy, Statutory Guidance and Regulations
- Implement the Safeguarding People Service
- Implement the Corporate Safeguarding Action Plan
- Make a decision on whether we adopt the MASH in Anglesey – as a precursor to a single point of access for all Child in Need and Children at risk referrals

5 Promoting Wellbeing, Independence and Stability

This section of my report discusses our arrangements Children and Young People who are looked after by the Local Authority – that means those in our care at their parents' request or due to a court order: young people at risk of or involved in offending behaviours and children who undertake a caring role. For each child coming into care there are a range of activities that we must undertake which include allocating each child a social worker, developing a care plan, ensuring they have an appropriate placement and that they are visited and reviewed in a timely manner to ensure they are happy, safe, and their needs are being met. Our analysis shows that we can be confident that we are only removing children from their parents care when this is unavoidable. Most of these are the subject of court orders which means that courts have agreed that it is in their best interests to be looked after

What we said we would do

- Provide a quality social work services to looked after children and young people that focuses on achieving permanency
- Continue to support extended family members to look after related children and young people who are subject to residence, special guardianship or care orders where it is assessed as safe and appropriate to do so
- Recruit 20 generic foster carers (over two years) 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
- Continue with and develop collaborative arrangements for the provision of placements for looked after children and develop new arrangements where they will improve the range and choice of placements available to our children
- Improve the life chances of Children Looked After by delivery of the Corporate Parenting Strategy
- Ensure that a particular focus is given in respect to educational attainment and achievement of our looked after children
- Work with partners to implement the accommodation option for young people (up to the age of 24).

What did we do?

Children who are looked after

Corporate Parenting is a critical responsibility that covers all council services and it has received renewed attention this year. We have a draft Corporate Parenting Strategy including a 'pledge' to children in care. We are currently working with Children and Young People to develop the strategy, and this will be an area of focus during 2014/5. We have maintained positive performance in relation to a number of key indicators in this area. On the whole children can be confident that they will have timely decisions made and that attention is given to effective planning to meet their needs.

- ✓ All children in care have a qualified social worker
- ✓ 96.67%, first placements began with a care plan in place which details services and support required to meet children's needs. This is an improvement on our 2012-13 performance (90.24%) and the all Wales average (89.10%) for the same year

- ✓ 97.14% of statutory reviews took place within timescale, a performance in excess of the Welsh average for 2012-13 (91.90%)
- ✓ 90.54%% of statutory visits to children in their placements were achieved; placing us firmly above the Welsh average for 2012/13 (83%). Whilst we have maintained our position on the previous year I did set out to improve on our 2012/13 performance; therefore this will remain a focus for improvement in 2014/15

We are pleased at the number of children who have been placed in adoptive settings and we have seen an improvement in securing permanency for individual children over the last year. This is evidenced by the number of children subject to a placement order and matched with adopters or placed with permanent families through other legal orders.

	2012-13	2013-14
Placement orders Granted	3	7
Adoption Orders granted	0	2
SGO Orders granted	5	4
In adoptive Placements on the 31.03	1	6
Awaiting Matching @31.03.14	6	6

We can also evidence positive outcomes for our Looked after Children. We have supported 9 children who were at one time looked after to be returned to the responsibility of their parents or to have their care orders discharged. This show the skills of our social workers spend much more time working alongside families helping them to change so that the family is a safe place for their children. I am particularly proud of one young man who joined the Police Cadets last year and was nominated by his Superintendent for his exceptional contribution. As part of the accolade he made a presentation about his experiences as a police cadet in the House of Lords. We worked with our education colleagues to articulate our shared values and strategy for meeting the educational and learning needs of Looked after children. I am grateful to Dr Catherine Robinson and her team at Bangor University for facilitating this work. Looked after children have the right to expect the same outcomes as every other child, and this includes educational outcomes. Although some do well, generally looked after children, across Wales have very low educational achievement, in comparison to their peers. We want to make sure that every looked after child achieves the highest standard of education that they possibly can, and have access to good quality education and attainment. Our reported performance is impacted by our low base number, and annual performance can be impacted by individual results. Some key achievements:-

- ✓ A better than Wales average performance for the provision of Personal Education Plans within timescale for Looked after children (90% compared to a Wales median of 65%)
- ✓ Small improvements in relation to the attendance of looked after children at schools

- ✓ No looked after children were permanently excluded during the year and the level of fixed term exclusions was reduced, and was below the Welsh average for 2012-13
- ✓ 10 Looked After Children (year 9 and above) have been provided with a personal lap top to aid their educational studies and a learning mentor is available to support Looked after children in their learning

Looked after children also benefit from the additional support provided by the Looked after Children's Nurse. Performance in relation to health assessments, accessing GP and dentistry services remained stable, and was above the Welsh average for 2012-13.

- ✓ 94.92% of Looked after children were seen by a dentist during the year
- ✓ 95.41% of Looked after children had an assessment undertaken of their health needs during the year
- ✓ 98.48% of Looked after Children were registered with a GP within 10 working days of becoming looked after

The consultation provided by the CAMHS clinical psychologist to foster carers and social workers working with looked after children is valued and well used. However we recognised the need to provide a more holistic health provision that promotes emotional and psychological wellbeing. In response we have reviewed the role of our social worker who was placed in the local CAMHS service. The post will now focus on looked after children and those on the 'edge of care' by providing specialist CAMHS mental health assessment, providing advice and support and when needed undertaking specific intervention in tandem with the child/young person's Social Worker. This will become operational in May 2014.

The majority of children and young people who are looked after are placed with foster carers (70% as at 31/03/14). Whilst the fostering service has faced difficulties in recruiting foster carers, the service itself is well run and delivers foster carers who are well supported and effective.

In January 2014 CSSIW undertook a regulatory inspection and found that no requirements (to change) were needed, which means that the service is compliant with regulatory requirements

The children who responded to our questionnaires were very positive about their foster placements. One described their placement as 'brilliant', another said 'they ask me if I am happy

CSSIW, 2014

- ✓ Implemented the Fostering Invest to Save Project and appointed a Fostering Recruitment Officer who commenced her duties in December 2013. We are on track to meet our target of recruiting 10 new foster cares within the first year of the project

One consequence of the lack of own agency foster carers is that local placement choice and matching availability is compromised. This is reflected in our performance in a number of key issues:-

- × Stability of placements -7.79% of children who remained looked after on the 31st March 2014 experienced 2 or more moves during 2013/14. Although this compares well to the all Wales average of 9.40% (2012-13) I remain concerned at our ability to ensure placement stability
- × Our performance in relation to children changing schools, whilst being looked after has deteriorated. We believe that this is related to the lack of placements available on the Island. Foster care recruitment and retention will be a key priority for us in 2014-15
- × 25 of our Looked after children are placed outside the area(as at 31.03.14)
- × Use of Independent Fostering Agencies has continued which is causing significant budgetary pressures. However these have been absorbed into the service budget

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 are a member of the North Wales Adoption Service, which is a Joint Adoption Service, which includes all six North Wales Local Authorities.

- ✓ This has enabled us to expand our post adoption support and services to birth parents
- ✓ Ready to respond to the requirements to set up a regional collaboration to underpin the National Adoption Service for Wales
- ✓ Our adoption inspection undertaken by CSSIW in November 2013 was also largely positive
- × The national shortage of prospective adopters continues to be an issue affecting the region and as such has restricted progress in recruiting a sufficient range of adopters who can be matched with our children who are suitable for adoption

“The child care social workers we spoke to demonstrated the corporate parenting ethos of the County Council, expressing commitment to children looked after by the Council and showing their motivation to achieve the best possible outcomes for children for whom a decision to be placed had been made”.

CSSIW 2013

We work with our partners, including third sector providers, in meeting the needs of our looked after young people:-

- ✓ The Coedlys Project become operational during 2013/14. This project provides housing and support for young people including care leavers who are facing homelessness
- ✓ All our care leavers are allocated a qualified social worker, as well as a Personal Advisor
- × Whilst we are we are in contact with 100% of our care leavers we intend to improve our performance in relation to supporting care leavers (into accommodation or training). Performance during the year in both areas compared unfavourably with last year's performance and the average performance across Wales

Young People at risk of or involved in offending behaviour

As part of the National Youth Justice Inspection framework, the service was chosen for a Short Quality Screening Inspection in January 2014; HMIP (YJ) inspectors visited the service for 3 days and reviewed 15 sample cases, their comments and recommendations were as follows.

- ✓ A dedicated staff team, where constructive relationships with children young people and their families had been built: good links were evident with a wide range of agencies and resources. Improvements were noted since our last inspection in the areas of; Reducing the Likelihood of re-offending, and Protecting the Public
- ✓ Management oversight in the area of Safeguarding the Child was not effective enough
- ✓ Inspectors were confident that improvements could be achieved quickly and efficiently due to the good work observed in other areas and the commitment observed in other areas of work

For the 4th consecutive year the Gwynedd and Mon Youth Justice Service has achieved positive results;

- ✓ First Time Entrants rates and numbers continue to fall
- ✓ Custody use is at its lowest since pre 2005 (reflecting a national trend)
- ✓ Although Re-offending rates have remained stubbornly high in recent years, the Management team and the Board were pleased to see slight reductions to rates and frequencies in the last 2 quarters of 2013-14

- ✓ No Youth Detention Accommodation Remands in 2013-14, improved bail support packages, and good protocol management and development are suggested as the main reasons for this success

Our 3 main welfare indicators continue to show good performance and reflect the excellent support we receive from our partner services within both local authorities and the wider partnership:-

- ✓ Accommodation provision and support can be very hard to manage as we do not have the capacity to resource all areas of potential need. However, it should be noted that there has been significant efforts made to ensure that flexibility and the needs of young people in the youth justice system have been factored into new provision and the restructuring of Supporting People framework
- ✓ Quarter on Quarter we perform very well in the provision of Education Training and Employment participation for children and Young people in the YJ system, there is now very little use of part-time provision for those of school age, and we benefit greatly from having a seconded Careers Wales Officer within the services, who ensures priority and smooth access to training and employment opportunities for those above school age
- ✓ Generally our performance in achieving Substance Misuse assessment and treatment target has been good to very good, however performance in both target areas have dipped in recent quarters due to staffing issues, fortunately management intervention has enabled alternative resource to be identified and planning is in place to ensure subsequent issues are better managed and avoided

Although the service has received significant cuts to central government funding since 2010, we continue to work within our budget, due to the continued support from our partnership especially the commitments from both local authorities. There have been significant efficiency savings achieved under the guidance of the service manager closely monitored by the management board. Where supporting services have been at risk, better use has been made of other funding which has resulted in increased funding at all levels of youth justice intervention.

As part of our continued efforts to improve practice, the service has embarked on a pilot to introduce a Bureau Prevention programme for North Wales. Bureau is a pre-charge assessment process to minimise the criminalisation of children and young people, increase the use of restorative justice (victim involvement). Triage and Bureau has been widely used in urban areas, ourselves and Powys will test the possibility of these processes in rural areas. We have support from the Youth Justice Board and North Wales Police.

Young Carers

We have been working in partnership with Action for Children since 1998. The current project has supported 134 children and young people across Ynys Môn by offering 49 group sessions ranging from social and leisure trips, to sessions on specific topics like 'money management', individual case work, direct liaison with other professionals, and 'drop in' sessions in all secondary schools on the island. Our young carers have been contributing to work across organisations. Two groups of young carers attended a North Wales consultation event facilitated by Betsi Cadwaladr University Health Board in April 2013. In June, a group of young carers took part in a project coordinated by Children in Wales and Welsh Government to gain the opinion of young carers about a range of services including Social Services, education, health and leisure. They were interviewed by Children in Wales staff and these sessions were recorded as part of a DVD that



was produced. The project received positive feedback about the input of Ynys Môn Young Carers into the project. Our young carers have taken part in a project set up by Unllais to improve the facilities within the family room at the Hergest Unit in Ysbyty Gwynedd so that the atmosphere and environment is more positive for family visits. The achievements of individual young carers are also noteworthy – be that in achieving educationally whilst undertaking a caring role, or using their personal experiences to raise awareness of the needs and resilience of young carers.

The Project reviews each young person's needs on an annual basis and feedback questionnaires are used after each activity session. This information is collated and the outcomes can be monitored and used to inform and shape the development of the service. The views of young carers will be important in the coming months as we plan future provision and ensure that the service provided meets needs effectively.

"It gives me relief from caring. I feel more relaxed and able to handle pressures at home better"

"I get all the support I need from the project; also they are there when I want someone to talk to"

"I have met a lot of people in the same situation as me which is nice, it relieves some stress"

"I like having my time with project staff and that they check I am all right"

"It's easier to talk about being a carer, it has helped me with school and at home"

Judgement

Despite the pressures, there is considerable evidence that all looked after children and young people are receiving timely support and quality services. I am confident that generally looked after children receive a timely service that complies with statutory requirements. Social workers manage complex cases where children and young people were at risk of significant harm and have become looked after by the authority. This work is undertaken by competent and confident social workers and practitioners. These needs are reviewed regularly and the work of the Independent Reviewing Officer continues to oversee the quality and standard of services provided. Our effort to recruit local foster carers to provide more local placement opportunities is showing early signs of being successful. A key priority for 2014/15 will be to increase the range and number of placement options for children and young people. Where we need to commission placements from external providers, we will work collaboratively with others, including our providers, to improve procurement and value for money.

We have a well performing Youth Justice Service and Young Carers Service, both clearly achieving positive outcomes for young people and providing examples of good practice.

Priorities for Action

- Anglesey's Looked After Children will be supported to live within or as close to Anglesey as possible in order that a full range of local services can be made available to them including a high level of social worker contact and to enable them to maintain safe relationships with family, friends and their local community
- Anglesey's Looked After Children will be supported to be able to live within a family at some stage in their childhood wherever and whenever possible
- Approve our Corporate parenting strategy and provide training for members on their Corporate Parenting responsibilities
- Increase the number of in house fostering placements by a net gain of 10 households and therefore reduce our spend on third party foster placements

Improve our performance in relation to placement stability and changes of schools

6 Commissioning and Partnerships

This section describes our arrangements for ensuring that children and their families and carers will be able to access services which are carefully planned, and are available when and where families need them, within the resources available to us.

What did we say we would do?

- 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
- Develop intensive family support arrangements so that the chances of ensuring long term good outcomes for children in families in crisis, where the children's safety is a concern and permanence is in doubt, is improved
- Remodel the services to children and young people with disabilities to create a better focused service that is both deliverable within existing resources and acknowledged by children, young people, parents and carers as meeting needs
- Work with Gwynedd Council & partners to deliver the IFSS service on a collaborative basis

What did we do?

Our Commissioning Strategy, whilst focusing on those statutory services that the Local Authority's Children Services is charged with makes a clear link to the importance of strategically influencing the development of those other services such as targeted and early intervention services, those funded through the Families First programme, and the work of the Children and Young People's Partnership and its members' individual agencies. Effective partnership working within the Children and Young People's Partnership is also a crucial element of this approach, delivering a strategic approach to the development and delivery of support services on Anglesey across the tiers of need. A crucial part of delivering sustainable social services and ensuring effective use of limited and reducing resources is to ensure a range of local early intervention and prevention services which promote well-being, reduce escalating need and thereby reduce demand on formal social services. The targeting of such services and close operational links with the front door of social services is another key component.

- ✓ The Joint Partnership Unit Gwynedd Council and Isle of Anglesey County Council have established separate local delivery boards to plan services for Children and their families on a local footprint. It is my view that this is a positive development that will allow for cross partnership collaboration, maximising the use of current partnership resources and external funding, planning the delivery of services that will promote individual strengths and resilience within families and within communities. This will also enable improved coordination of the early help offer to families. There is a need to clarify which families different preventative services work with and to ensure that prevention services work with the cohorts of families who need those services most i.e. before needs and risks escalate. Equally it is important that different services do not get in each other's way. Therefore the recent development of a locality based strategic approach from the children's partnership to ensure the best use of available resources is made is to be welcomed.

- ✓ We have been closely involved in developing effective interfaces with the Team around the Family and are members of the Management Board. 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

Last year we recognised the need to develop, in partnership with our partners, a range of support services for those families at the higher levels of need. This year we have:

- ✓ Remodelled our Family Support Service to focus on delivering parenting interventions – this will become operational in 2014/15
- ✓ Progressed the remodelling of support services for children with disabilities and their families, to move away from institutional and non-inclusive provision, to develop more support services for children with disabilities within their communities and family home and to provide a broader range of overnight respite
- ✓ Made a decision to appoint a Family Group Conferencing Coordinator within the service
- ✓ Reviewed all or investments in the Voluntary Sector – ensuring that we target resources on those services that are strategically relevant to our strategy
- × Made less progress than I had hoped in relation to working with partners to reassess our approach to commissioning and delivering services that are responding to the impact of domestic abuse on children. Therefore this will be a priority for 2014/15

A significant development this year, was the setting up of a number of new services and reviewing other services that are provided in partnership:-

- ✓ Led the development of the Integrated Family Support Service (IFSS) for Gwynedd and Môn. Although we did not reach our target of being operational by the 31.12.13 due to difficulties in recruiting to key posts within the team, I am pleased that the service will be operational in May 2014. 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
- ✓ We are a key partner in the well-established partnership Specialist Children Services – which provides services from both Health and the Local Authority for children with disabilities. The service was formally integrated under one line manager in September 2013

- ✓ We have been a partner within the North Wales Regional Adoption Service for a number of years. Over the last three years, the North Wales Adoption Service has been consolidating its position, and in May 2013 undertook a service review, led by the Institute of Public Care/Oxford Brookes University. This provided an opportunity to review existing arrangements especially in light of the publication of 'Sustainable Social Services' and the recommendations for a move to a national adoption service. The review and associated implementation plan has ensured that the North Wales Adoption Service is well placed to further develop over the next 3 to 5 years, and able to adapt to the changing national policy. Isle of Anglesey County Council led on a workstream within the Implementation Plan to improve the governance arrangements going forward

We are involved in a number of regional and national projects:-

- ✓ On service specific matters e.g. Fostering Recruitment, Commissioning of Independent Fostering Agencies, developing consistent policies and procedures, joining the 4Cs Fostering Framework (All Wales)
- ✓ On cross cutting matters e.g. North Wales Regional Workforce Development Board, North Wales Commissioning Hub, North Wales Family Support Board

We commission advocacy service for children and young people from NYAS Cymru. This contract comes to an end in March 2015 and we have been working with other authorities across North Wales to tender for a regional independent professional advocacy service for children and young people known to Social Services in North Wales. This collaboration includes the six North Wales Health Authorities in partnership with Betsi Cadwalader University Health Board.

A "Have your say" event with looked children after was held during October 2013 with another planned for May 2014.

Judgement

Partnership working can be evidenced as a consistent theme in the ways that we deliver and commission services. However we recognise that we are not, largely due to capacity issues, able to completely fulfil the requirements of the Fulfilled Lives, Supportive Communities Commissioning Framework. There are gaps in our commissioning arrangements – not only within Children Services but across Social Services. Completing the first Commissioning Strategy for the service was an achievement. We intended this strategy to be dynamic, and to be regularly reviewed and changed as new priorities and strategic needs were identified. We have not been able to do this in a systematic and consistent manner. Whilst we recognise that strategic commissioning emphasises the long term cycle of review, planning and development of services at local and individual level, we have to recognise that we do not have the staff capacity and process to consistently deliver across all the tasks within our commissioning framework. As a Social Services Management Team we have recognised the need to improve so that we deliver a robust and comprehensive commissioning function.

Key Priorities

- Continue to influence the development of key components of effective support to families across the continuum of need - from prevention to high risk - include: establishing an articulated and coherent child wellbeing model which sets out responsibilities for respective intensive, targeted and prevention services; and which is owned and understood by all staff and other partners



- Develop intensive family support arrangements so that the chances of ensuring long term good outcomes for children in families in crisis, where the children's safety is a concern and permanence is in doubt, is improved.
- Remodel the services to children and young people with disabilities to create a better focused service that is both deliverable within existing resources and acknowledged by children, young people, parents and carers as meeting needs
- Work with Gwynedd Council & partners to deliver the IFSS service on a collaborative basis

7 Resource Management

This section of my report describes our arrangements for ensuring that we have a stable workforce who are supervised, managed and supported to carry out their work effectively. The section also describes how we plan and use our financial resources.

What did we say we would do?

- Continued implementation of the Workforce Strategy
- Appoint to key management posts – reducing agency costs
- Manage within in budget – reducing dependency on third party placements

What did we do?

Staff remains our single most important and valuable resource. Previous inspections by the CSSIW highlighted major difficulties with recruitment and retention of frontline social work staff and the risks of over reliance on an agency workforce. However the majority of social workers are not as experienced as we would wish. Many are still at an early stage of their careers, and are consolidating their practice knowledge through experience, mentoring and learning. We are continually refining our training and development programme to ensure that it continues to meet the needs of staff at differing levels of experience. Our workforce development strategy focuses on effective induction and foundation training to fully support those staff in their first year of practice, progressing to continuing professional development for our more experienced staff.

- ✓ Children Services are now fully staffed
- ✓ Three social workers over establishment so that we protect the caseloads and learning of our newly qualified and early professional staff
- ✓ Relatively low turnover of staff during the year
- × Sickness levels remain above the anticipated internal performance target.
- × Welsh Language 'Mwy na Geiriau' 89% of Children's Services staff speak Welsh.

I continue to be grateful for the hard work, commitment and dedication showed by our frontline staff and managers. Children's social workers advocate for the children, and are committed to achieving the best outcomes for them.

"The work that was seen of the child care social workers and the discussions that were had with them confirmed their enthusiasm and commitment to developing the knowledge and practice skills in their work with children who may be adopted."
(CSSIW, 2013)

During the year the Local Authority held its first annual staff awards: recognising, celebrating and promoting the achievements its staff. Two members of the children services workforce received accolades. Rona Jones was recognised for her Customer, Citizen and Community Focus. Rona Jones is the Independent Reviewing Officer and is a passionate advocate and champion of the rights and interest of Looked after children. James Dawson, our Service Improvement Manager, nominated by a corporate colleague won the Professional and Well Run Award. The award recognised James's commitment to a public service ethos, his ability to show effective & strong leadership and notable effectiveness.



(Left) Professional and Well Run Award – James Dawson (Winner), Customer, Citizen and Community Focused Award – Rona Jones (Runner Up, pictured right)

I am extremely proud of their success, as I am of the whole team ethos of my workforce. We work to the Care Council for Wales Qualifications Framework and the Training Support and Development standards for Foster Carers. We provide a range of qualifying and post qualifying Training. For foster carers this includes Induction Training (6 Pathway courses; Safer Caring; Attachment; Behaviour; Contact; Education; and Health) followed by a Foster Care Development programme (that can be taken within 2 years of initial approval).

Over the past 12 months, the service has hosted 5 Social Work Degree Students to encourage the development of new and talented professionals.

Despite increases in demand and expectations we have managed to keep within the budget allocated to us whilst meeting our savings targets. We met in full our budget savings for 2013-14, of £312,000. During the same period the local authority provided £84,000 new funding to its Children Services to meet the costs of implementing new provisions, in addition to increasing the budget within service for the costs of third party placements. We have identified our savings for 2014-15, of £415K. A detailed monthly budget monitoring and forecasting process has been established that gives early indication of potential problem areas. A risk based approach has been adopted to facilitate action planning to address any problem areas identified. Despite this the service is facing pressures due to the costs of third party agency placements for Looked After Children. An Invest to Save project has been implemented with the aim of reducing these costs through increased provision of own agency carers.

Judgement

We have worked hard during the year, to tackle the workforce and financial challenges. Our workforce development work is bearing fruit, leading to positive outcomes with stability of frontline staff, frontline managers and the senior management, enabling sustained progress to be made. Going forward we are aware of the challenges that face us.



- Maintaining the stability of the workforce
 - Level of Sickness absence during the year and compliance with the Management of Absence policy.
 - The impact of the implementation of Job Evaluation
 - Meeting new qualification requirements or new standards guidance e.g. CPEL framework
 - Significant pressures to overcome to achieve a balanced budget at the end of 2014/15
 - The main budget pressure will be the costs of external residential and foster care
- The economic conditions in which all public sector services will be expected to deliver efficiencies, as well as improvements in service and better outcomes for service users

Key Priorities

- Maintain staffing stability
- Improve rates of staff sickness
- Manage within in budget – reducing dependency on third party placements

8 Performance and Business Management

This section of the report describes our arrangements for ensuring that we have processes and arrangements in place to identify our performance as a service in meeting the outcomes for children.

What we said we would do?

- Fully Implement the Quality Assurance Framework (QAF)

What did we do?

We have a comprehensive performance management and Quality Assurance Framework in place and regularly report performance information to enable informed management decision making and priority setting. Targets, service and business plans drive improvements in performance and in the quality of services provided. The Framework includes.

- Analysis and learning from complaints.
- Results of Service User and Carer engagement
- Use of case file audits
- Reports by the Independent Reviewing Officer and the Child Protection Coordinator
- A comprehensive programme of planned audits
- Establishment of a Quality Assurance Panel

Audits have been carried out on a regular basis within the service; and recently the members of the operational management team have undertaken peer audits on a monthly basis. The Quality Assurance Panel meets on a quarterly basis and reviews progress against improvement actions on a quarterly basis. Themes and trends arising from audits to date include: lack of consistency in the use of electronic records, the quality of content in statutory documentation, staff training needs, adherence to service processes and procedures, and the recording of evidence of work undertaken.

We have developed a strong culture of performance management in which “everyone has their part to play”. We review performance against our Key PI targets regularly. Data and narrative reports are received and considered at Team, Service and Corporate level. Reasons for poor performance are discussed and where necessary remedial action is taken. Regular use of management data is highlighting the issues on a weekly basis, which allows action to be taken as appropriate. This has supported our ability to achieve performance improvements and more efficient use of resources. We believe this area is one of our particular strengths. The Quality Assurance Framework is in the process of being implemented and embedded across the service, by the Quality Assurance Manager. We are able to demonstrate tangible improvements in processes, practice and performance as a result of our quality assurance activity.

We monitor complaints to identify any themes and trends that emerge from customer feedback in order that improvements can be made. It is pleasing that the level of positive comments (12) outweigh the negative comments (5). We have seen a slight increase in the level of complaints under the Social Services Comments, Representations and Complaints procedure. However no complaints reached Stage 3 for the first time in 4 years. We continue to put emphasis on improving our arrangements for recording comments and complaints under Stage 1 of the Guidelines and every attempt is made to deal with complaints and respond to them earlier in order

to resolve problems and avoid escalating concerns. During 2013/14 we have placed greater emphasis on meeting face to face with those dissatisfied at the earliest possible occasion and meetings are offered to complainants who are unhappy with the Stage 1 responses they receive in order to attempt to resolve issues without escalation to Stage 2.

Year	Stage 1 Children	Stage 2 Children	Stage 3 Children
2012/13	24	4	3
2013/14	26	6	0

The political culture is generally supportive of social care, with both the Portfolio Holder and the Shadow Portfolio Holder maintaining a strong and robust interest in children services. The Children Services Improvement Plan is scrutinised on a regular basis by the Improvement Board and the Sustainability Board. Laming Visits by members have been introduced during the year – and the Leader has already carried out two visits. Safeguarding training has been provided for Members during 2013/14.

Judgement

I am pleased at the progress we have made in putting in place effective systems to monitor performance. The priority going forward is to embed and improve further the process for ensuring quality of service. I recognise the critical role of quality assurance will ensure that robust quality assurance processes are fully embedded across the management tiers to ensure that the quality of work is closely scrutinised in order to improve outcomes for children and young people.

Key Priorities

- Continue to fully Implement the Quality Assurance Framework (QAF)

Ynys Môn

THE ISLE OF

Anglesey

Social Services Annual Report 2013/14

Adults Services Overview Report



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1 Introduction

In this Annual Report for Adults Services, it is important to firstly restate what our purpose and vision is for the service and then share with you what we believe we have achieved in 2013/14 and what our priorities need to be in 2014/15.

OUR VISION

Adult social care and support aims 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.

As we have previously reported, Adult social care needs to continue to transform over the next period to encompass a broader agenda than it has to date – 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:

- Supporting people to remain in their own homes and ensuring the availability of a range of high quality community based services;
- Promoting and supporting independent, healthy adults whom are both socially and economically included in the community of the Island;
- Recognition that a healthy mental state and wellbeing is equally as important as physical wellbeing;
- Supporting adults to maximise the benefits of employment;
- A recognition that adults have different and complex roles to fulfil (worker, parent, volunteer, carer, role model to others) with different social responsibilities – which all impact upon their lifestyles and health choices;
- Ensuring a focus on early intervention and preventative services will feature prominently with our health and social care partners;
- Ensuring the most efficient and effective use of health and social care services.

These principles and interventions will continue to shape our transformation and remodelling of both commissioning and service delivery models into 2014/15 and beyond.

Our Major Achievements during 2013/14

Much progress has been achieved over the last 12 months in taking forward a number of workstreams in accordance with our stated priorities and principles. Some of these major achievements include:

- Progress in taking forward the Transformation Programme for Older Adults including the publication of our vision and Service Intentions following a period of engagement, re-launch of Re-ablement, development of Accommodation and Support, Development of Brokerage arrangements and a Schedule of Rates for domiciliary care services, and “Building Communities”.

During the last year, considerable effort has been made to consult with all key stakeholders including service users and carers, all internal staff and Council Members over our proposals to transform Adult social care services. A number of consultation and engagement events were organised during the period of consultation on the service Intentions document between January and March 2014.

The key messages that people have shared with us include:

- ❖ People want to live at home for as long as possible.
 - ❖ People need to understand what the changes will mean and what services will be available for older people and carers.
 - ❖ People want to be involved in any further engagement concerning how we might develop our services.
 - ❖ People have told us that there is a need to make sure we consider how best to support carers in being able to continue to care.
-
- We have facilitated the development of a more robust domiciliary service in conjunction with the independent sector by accelerating the externalization of long term domiciliary care provision. At the end of March 2014, we estimate that 53% of this provision is now purchased from independent sector providers compared to 37% in March 2013.
 - Working with the Betsi Cadwaladr University Health Board in further developing the single Point of Access; developing service responses through the Môn Enhanced Service and Rapid Response (Intermediate Care) and through joint locality work overseen by the Model Môn Locality Leadership Team which includes strategic and operational managers for community health and social care disciplines.
 - Continued effective response to allegations of abuse and negligence and continuation of our efforts to raise awareness in relation to protecting vulnerable adults (preventative programme). This includes progress in establishing a Gwynedd and Ynys Môn safeguarding Board which means that we are well placed to respond to the expectations expressed through the Social Services and Wellbeing (Wales) Act 2014.
 - We have evidence of good service user and carer engagement as well as community activity in certain service areas (e.g. older people and adults with disabilities). We have reviewed Service Level Agreements and our investments in the 3rd Sector. We have developed a Domiciliary Care Forum for providers and commenced the work of shaping and developing the market to meet service demands across all 6 geographical patches on Ynys Môn. We have commenced work under the Building local Communities workstream to develop a community Partnership approach in the Seiriol patch in order to make more effective use of community resources and social capital through a co-productive model of approach.
 - We have published a draft carers strategy outlining our commissioning intentions in relation to services to support Carers and we have worked jointly with Gwynedd council and the Health Board to develop Carers Facilitator posts to identify and support Carers in Ysbyty Gwynedd and in GP surgeries.

- We have maintained good performance locally across the suite of national Key Performance Indicators and within our local performance management framework. This has been achieved within a reduced budget allocation meeting the council's challenging efficiency strategy.
- We have established an Integrated Delivery Board for Health and Social Care to provide more robust governance arrangements to develop joint working with Health to integrate services. We have also worked with the other local authorities and the Health Board in North Wales to develop a Joint Statement of Intent in relation to integrating services for final submission to Welsh Government by 31/03/14.

Our Key Priorities for 2014/15

We recognise that we are working within a challenging, complex and changing environment. The last year has seen continued pressure to meet service demands within a context of significant budget pressures. When looking to the future, we must consider the context of prolonged financial pressures, demographic changes and increased expectations. Future services need to be sustainable and this is mirrored in the Welsh Government Social Services and Wellbeing Act. The following priorities have been identified for 2014/15:

- Continue with our programme to transform services for Older People. We have commenced with the planning of projects that will focus on Dementia services and the development of our approach to Citizen Directed Support.
- Continue to develop our strategy to remodel the range and choice of accommodation and support services for Older People.
- Develop a joint work programme with Health to integrate services in response to the demands and expectations of Welsh Government as set out in the 'Framework for Integrated services for Older People with Complex Needs' (July 2013).
- Introduce revised Integrated Assessment arrangements jointly with Health and provide multi-disciplinary training for health and social care staff.
- Strengthen community-based models of service delivery in partnership with Health, Housing and the 3rd sector through the Intermediate Care Grant approved by Welsh Government.
- Commence the review to remodel Learning disability services.
- Further strengthen our Commissioning and Business support arrangements
- Further develop our arrangements for engaging with service users and carers and 3rd and independent sector providers in reviewing our commissioning intentions to ensure a range of appropriate community support services.
- Formulate our future commissioning intentions in relation to securing appropriate independent advocacy services to meet the needs across adults' services.

Significant progress has been achieved during 2013/14 although we have not been able to complete all of our workstreams within the expected timeframe. Nevertheless we will continue to make progress over the next 12 months. There is a need to be realistic about what can be achieved within existing resources and there will be a continued need for prioritization and rationalization of work programmes within the service and authority. The Council's Corporate Plan has identified the challenges and established a corporate approach to identify priorities and monitor progress. Adult Social Care is a recognized priority within this programme of work.

2 Service Context

We have continued with our commitment to consult and engage widely with the Island's citizens, service users, carers, key partner organisations and other stakeholders on our Vision and Service Intentions as we have moved forward with our programme of transforming Adult Social Care Services. This vision is focused on key deliverables over the next 3 years. Our Service business plan explains how we will achieve this.

Our Local Profile

In 2011, the Island's population was estimated to be 69,913 of which:

- 11,885 were aged 0-15 [17% of the population];
- 41,948 aged 16-64 [60% of the population];
- 16,080 were aged 65+ [23% of the population].

However, it is projected that 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+].

Our Resources

Adults' Services is broadly made up of five principle user groups:

- Older people; - served by two Social Work teams (one for the North of the Island and the other for the south of the Island) and an Occupational Therapy Team based at our main office in Llangefni.
- People with physical disabilities/sensory impairments; - served by the teams mentioned above
- People with learning disabilities – served by a co-located Health and social care Case Management Team based at the main Llangefni Office ;
- People with mental health needs. – served by the joint Community Mental Health Team based at two locations in Llangefni and Holyhead
- Carers – served by two Carers Officers based at the main office in Llangefni and working across Adults services and the specialist children's service.

In addition, the Service includes the following:

- Customer Care/first Contact Team (Joint Community Health and Social Care Single Point of Access);
- Protection of Vulnerable Adults (POVA) Co-ordinator;
- Hospital social work service in acute (jointly with Gwynedd Council) and community hospital settings);
- Rehabilitation Officer for the Visually Impaired – based in the Occupational Therapy Team and working jointly with the North Wales Society for the blind
- Carers support (across Adults and Children with Disabilities);
- Administrative and support services including client finance and means testing functions.
- Brokerage Office – 2 Brokerage officers who act as a single point of contact with domiciliary care providers in arranging and purchasing packages of care.
- Older adults Transformation Programme manager and support staff including the Older People's Co-ordinator.

During the last 12 months the Council has implemented its Senior Management function which has aligned Adult Social Services and the Provider Service. The changes, across the Council were introduced during November to allow for clearer accountability arrangements and as part of the overall efficiency programme. This has meant that the service is now introducing further changes to streamline processes. The new Head of Adult Social Care will be in post during June 2014. The former Heads of Service have effectively supported the transition programme during the year.

We have continued to maintain good multi-disciplinary working arrangements with colleague Community Health disciplines based on 6 geographical patches and overseen by the Model Môn Locality Development Team which includes a GP Locality Lead and service managers from a range of community Health and social Care disciplines. The Locality Development Team will oversee the development of a range of multi-disciplinary projects funded through the Intermediate Care Fund during 2014/15.

The line management for the Social Care Workforce Development Unit has been transferred from Social Services to the Corporate Training Unit under the Head of Human Resources. During the next year, we will need to ensure that the Workforce development Unit maintains close links with the service in order to respond to training and workforce development needs in the context of transforming services.

As is the case across the spectrum of Local Authorities in Wales, Adult Social Services accounts for a significant proportion of the Social Services spend on the Island. During 2013/14, the total spend on Adults Services is estimated to be £22,377,000 as compared to £21,742,000. Adult social care was required to make significant efficiency savings over the past year (£1.26m) and given the current national austerity, this will continue and is estimated to be in the region of £1.26m during 2014/15. There is however a real need for Adult Social Services to change, amend and modify current spending patterns – in support of extending the range of good quality outcomes for service users as well as improving efficiency and effectiveness.

The remainder of this report is an assessment of adults' services on Ynys Môn during 2013/14 and describes our priorities over the next 12 months under the following headings:

- Responding to Need – which covers access, assessment and care management;
- Safeguarding – of vulnerable adults;
- Commissioning and Partnerships – supporting adult social care;
- Performance and Business Management – which includes quality assurance and information technology;
- Resource management – includes financial stability and workforce management;
- Corporate, Political Leadership and Support – of adults' services.

3 Responding to Need

This first part of my report describes how we seek to ensure effective arrangements so that people are able to find information about available services and that adults are listened to, understood and are at the centre of making changes to their lives. We also report on the effectiveness of our arrangements in ensuring that people, where eligible, receive good and timely responses to their needs as well as having good quality sustainable care plans that ensure their needs are met.

Our Statistics 2013/14

	2011/12	2012/13	2013/14
No of adults receiving a service on 31 March	2,098	1,752	1,609
New care plans completed (Both Domiciliary and Residential Care)	Data not available	Data not available	739
New carers' assessments undertaken	450	396	403
People provided with a Direct Payment	26	33	44
Hours of domiciliary care commissioned	346,445	293,958	247,005
People provided with residential/nursing home care	901	767	690
Reviews undertaken	1,206	1,104	941
People provided with assistive technology	384	480	469
People provided with equipment to assist with activities of daily living	714	636	579
People provided with equipment to assist with major or minor housing adaptations	168	151	125
People provided with a re-ablement service	256	298	438

What did we say we would do?

Access to Services – Getting Help

- Complete review of current published information leaflets and review current information arrangements including the range of information points and development of our web pages;
- Mainstream our Single Point of Access arrangements with the Health Board;

Responding to Needs

- Reshaping and remodeling services for older people which will be guided by two goals – enabling people to stay at home, deliver better outcomes for service users and improving efficiency/affordability. Community based early intervention and re-ablement to become an increasingly more prominent feature in our service response models as we reduce our reliance upon long term residential care;
- Business like – improving efficiency and effectiveness across the spectrum of Adults' Services as a driver underpinning our operations, evidencing accountable service delivery within a robust, local performance management culture. This to include embedding a programme management discipline across all aspects of the business. Further develop the strategic and operational interface with Health – ensuring an appropriate balance between locality, patch-based operational models and regional service responses - e.g. further development of the Môn Enhanced Care (MEC), mainstream current pilot single point of access arrangements within an integrated customer care model;
- Complete and implement the current review of commissioned advocacy services;
- Enable further strengthening of community preventative universal services by developing community capacity and increased social capital – adopting a community leadership role within one community in the first instance;
- Ensure a sustainable mainstream Age Well model across all communities on the Island;
- Refresh our current commissioning strategies as key documents to guide our Service vision, direction and priorities;
- In collaboration with Health, review our strategic arrangements to support carers across all user groups ensuring that our local commissioning intentions are contemporary, fit for purpose and in line with local, regional and national priorities;

How did we do?

Access to Adults' Services is in the main as we reported last year and as such has continued to perform well during 2013/14. There were a total number of 5,440 referrals allocated to workers during the past year inclusive of service reviews (compared with 4524 during 2012/13). Of these, 5,061 (3493 during 2012/13) were new service requests with 84% (77% in 2011/12 AND 85% in 2012/13) allocated within 5 working days. Indeed, 76% (64% in 2012/13) were allocated within 2 working days providing a timely response to referrals.

We have continued to develop our first point of contact arrangements jointly with Health through the development of the single Point of access at our Customer Care duty Office in the main council offices in Llangefni. We have received a funding allocation through the North Wales regional collaboration Fund to appoint a Project Manager in order to take this joint initiative forward and we have established a Single Point of Access Project Board to guide further development.

We have continued to develop and strengthen the joint Single Point of access with colleagues in Community Health services and District Nursing Managers have been accommodated within adults Services at our main office in Llangefni. We have identified the need to strengthen the tracking of progress with referrals passed to Health disciplines and we have commenced discussions with Health and Council ICT colleagues to facilitate access and reporting for dedicated health staff through the RAISE Social Care Client Information System. We are also intending to further strengthen capacity in the Single Point of access with the appointment of another duty Officer with monies from the Intermediate care Grant to process Health referrals during 2014/15.

During 2012, we said that we would review our current information leaflets following consultation with user groups. Last year, we reported that we had not completed the revision of all information leaflets and that this work would be completed during 2013/14. We have now completed the programme of revision and these have been published and circulated to key information access points. Nevertheless, we are still working with the central Web Development Team to publish all leaflets on the council website. 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 and use of language.

We continue to promote access to services through Primary Care – with colleagues in the Health Board – to ensure a comprehensive range of information is available within Primary Care settings in each locality on the Island. GP surgeries, clinics, Age Well services and our in-house resource centre, Canolfan Byron provide key information points. During the year, we have had to close The Priory in Holyhead which acted as a Resource centre for Mental Health services due to health and safety issues. Much work has been undertaken with 3rd sector organizations to relocate their services in order to ensure business continuity and continued access for service users.

However, we acknowledge that there is more that we can do to review and continuously improve the effectiveness of current arrangements to ensure that timely information and advice is available to actual and potential service users.

Significant progress can also be reported against other priority areas in our arrangements on access to services:

- **Mental Health Services** - Progress has been maintained with ensuring timely access arrangements in mental health services. Operational Managers meet on a daily basis to monitor the Single Point of Access and the referral and Assessment arrangements which have been put in place to provide robust management input into decision making about referral allocation. Significant progress has been made in the use of electronic referrals from GP colleagues with a high level of compliance across the Island. The development of primary care services is now becoming embedded in referral pathways. However, it is recognized that further capacity to provide interventions following assessment in Primary Care is required. We have also developed a pilot scheme 'Integrated case notes' where case records follow service users admitted to hospital or other care settings.
- **Eligibility Criteria** - We have continued to monitor the application of our eligibility criteria in relation to processing referrals and providing service responses. We have continued with our efforts to divert people with lower levels of need to support services in the community and 3rd sector. We have continued to support older people in different ways and some of our users are able to maintain independence with less direct care hours following a period of re-ablement through the Intake Model that was reintroduced in October 2013.

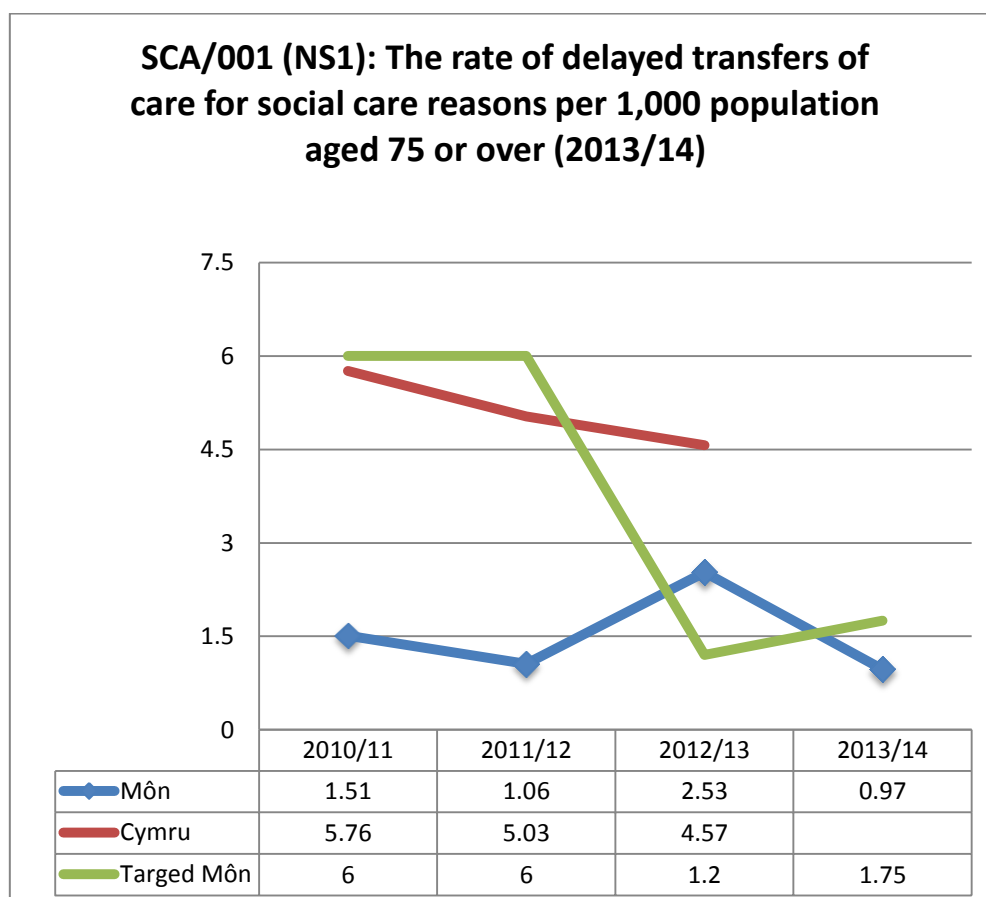
Service users who fall into Categories 1 and 2 (critical and substantial needs) are provided with services in line with their assessment of needs. Those who are assessed in categories 3 and 4 are signposted to other provision in the community and 3rd sectors. They receive information and advice relevant to their individual needs.

- **Advocacy Services** - We have commenced a review of the range of advocacy services available to support service users across adults Services. However, this work is ongoing since there is a need to identify resources to further strengthen provision particularly to support older people and adults with physical and sensory disabilities. There will be a challenge to provide appropriate advocacy services as we remodel some accommodation and support services under the Transformation Programme.

Assessment & Case Management

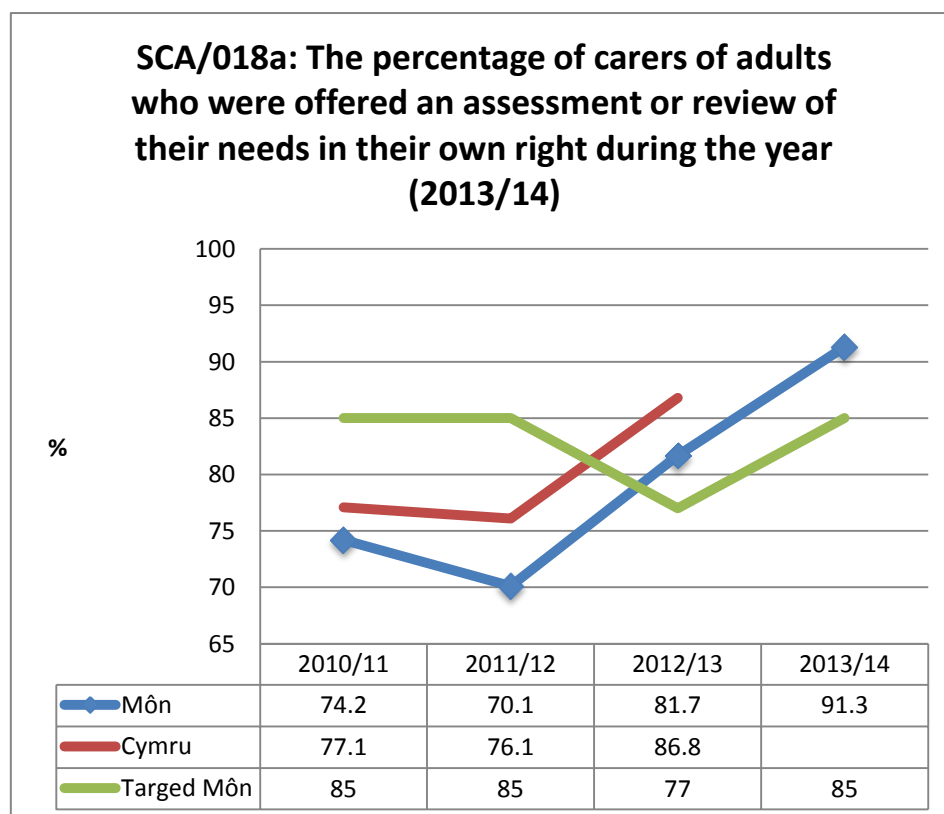
We have a dedicated, well trained and competent workforce in place and are a reflection on the quality service that we strive to achieve. A very high percentage (around 80%) of our workforce is bilingual and the Authority's language policy means that we are well placed to meet the requirements of the Welsh Government's language strategy "More than Words". We have been in a position over a number of years to report excellent staff retention levels enabling us to provide continuity across Adults' Services.

Effective joint working arrangements with the Health Board have been maintained underpinned by a multi-disciplinary team (MDT) approach to assessment and case management. We provide assessment and social work capacity within the acute hospital for adults as they prepare for discharge via a partnership with Gwynedd Council. The team at the hospital includes a complement of both social work and care assessor practitioners. Our performance around delayed transfers of care from hospital due to social care reasons has remained well within targets during the past year. This is illustrated within a 3 year context in the following graph:



Assessment and support of Informal Carers

Since 2012, we have 2 whole time equivalent Carers Officers in place to assess, review and support carers across Adults services and the Specialist children's Service. We have maintained our performance at a satisfactory level and remain well above the national Welsh average. 63.2% of carers offered an assessment received an assessment which is slightly lower than the previous year. Nevertheless we still remain far in excess of the National average (38.7% during 2012/13). Our local analysis of the data concluded that 20% of carers offered an assessment did not want an assessment which is seen as a negative in this performance indicator (SCA/018b) but a positive in another performance indicator (SCA/018a).



Carers on Anglesey have consistently said that the most important thing they need is good quality reliable support for the people that they care for, in sufficient quantity to enable them to have opportunities for themselves. To be able to carry out their caring role, people have said that what is important to them is:

- Recognition and respect
- Information and advice
- Clear and accessible assessments of their need
- Opportunities to have a break from the caring role
- Development of more respite services

During the year, we have revived the Carers Partnership Board with key stakeholders and this committee is currently chaired by the Chief Officer of the Carers Outreach Service. Membership comprises Social Services including the Carers Champion, third sector organisations providing a service to carers and carer representatives providing a voice for carers.

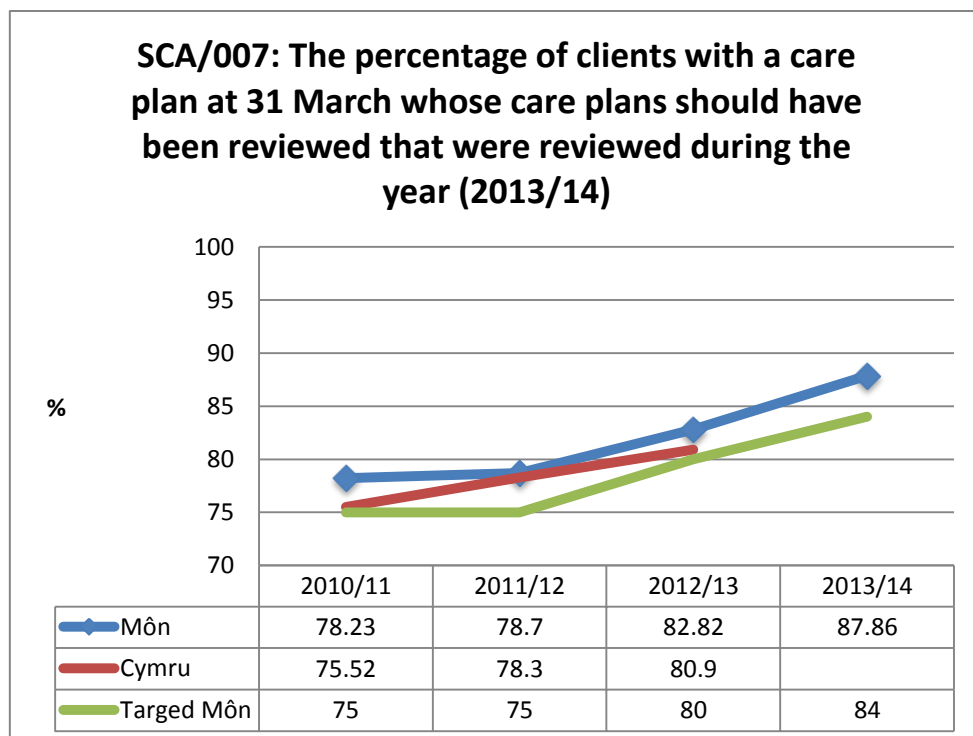
We have consulted with Carers in the development of the Carers Strategy and Action Plan. The Carers Outreach Service sent out questionnaires to approximately 900 carers registered with them and an online questionnaire was placed on the Council website to gather feedback. Carers Assessors have also gathered information around carers issues.

Re-ablement Services

Under the Transformation Programme for Adults Services, we have developed formal Project Management arrangements to support the re-launch of an Intake Model of Re-ablement in order to further reduce premature dependency on long term care services. As a consequence, there has been increased use of re-ablement and the service reported positive feedback from those who used the service. The council's use of its re-ablement service resulted in people having lower levels of homecare packages and being supported for shorter periods before living independently. From October 2013 to March 2014 264 adults were supported through the re-ablement service, with 42.2% exiting with no ongoing support needs to a reduced level of homecare package. Ultimately, less adults were supported in the community during the year, with less individuals developing long-term dependency on services, with a steady decrease of service users funded for care home places (reduction from 105 to 90 in LA care homes and from 197 to 182 in independent care homes).

Reviewing arrangements

Adults' Services have also maintained good performance in reviewing care plans during 2013/14 – which is another national performance indicator we are measured against. 87.86% of users with a care plan had their plans reviewed during the year (compared with 82% in 2012/13) which is again comfortably above the Welsh average. Our performance data paints the following picture:



In Mental Health Services, Care and Treatment Plans have now been introduced for all referrals in secondary care and all existing care plans have now been transferred to this new format.

There are two areas of our Service that have received particular comment from providers and user/carer interest groups:

- i) **Occupational therapy services** – There is a need to further develop joint discussions with Health to ensure greater focus and clarity of roles between local authority and health board functions. We have also received views around the timeliness of service responses, and more particularly in relation to the provision of equipment and adaptations to support hospital discharge for adults with severe physical disabilities;
- ii) **Day services** – the need to ensure clear commissioning intentions to underpin the delivery of day opportunities to meet a range of needs (particular reference has been made to older people's services as alternative day opportunities had to be found for a group of people in the Llangefni area);

Confidentiality and the management and governance of personal information and case files continue to be areas of vital importance to us. We have continued with our programme to transfer open case files (estimated to total some 10,500 files) to the Records Centre during 2013/14.

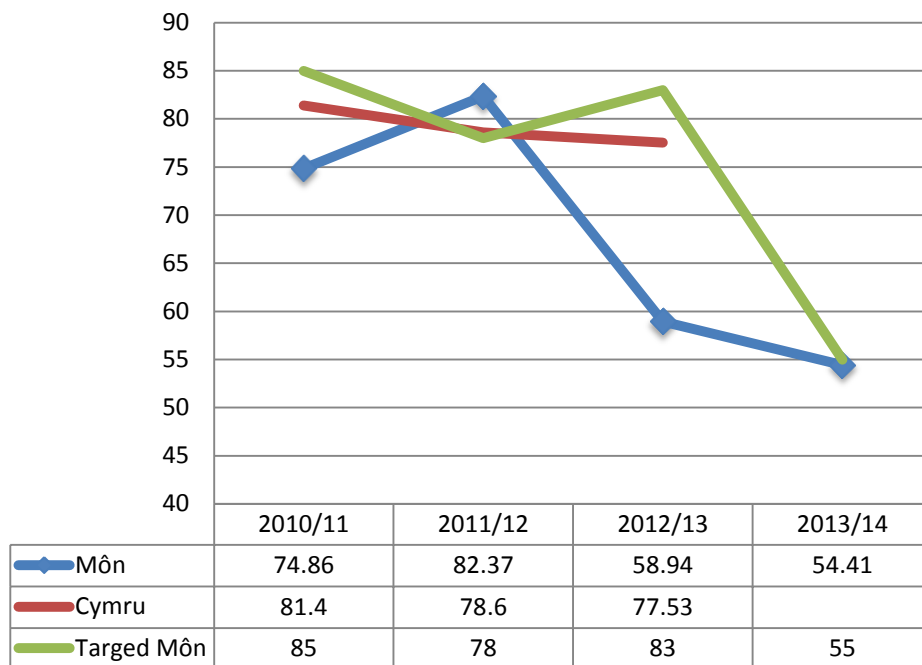
The Service has consolidated arrangements with the transfer to electronic case management and I am pleased to report that this has been a positive development and all staff have embraced this shift in practice. We are no longer reliant upon paper based case files and can evidence some real benefits in our attempts to minimise information duplication and omissions.

Delivering Adult Social Services

We reported in our last annual report that it was a priority for us to improve on the **rate** of people (per 1,000 population) whom we support in the community and also evidence a reduction in the **numbers** of older people we support within residential/nursing home settings. There are 2 different national performance indicators that measure our performance – the graphs below illustrate our local performance over the 3 years against this national performance framework.

Our local performance around the rate of older people we support in the community on the census day (31 March) has continued to drop as we signpost and divert people to receive support from services in the 3rd and community sectors. Our local direction of travel mirrors the national direction but is at an accelerated rate which is illustrated in the following graph:

SCA/002a (NS2): The rate of older people (aged 65 or over): Supported in the community per 1,000 population aged 65 or over at 31 March (2013/14)



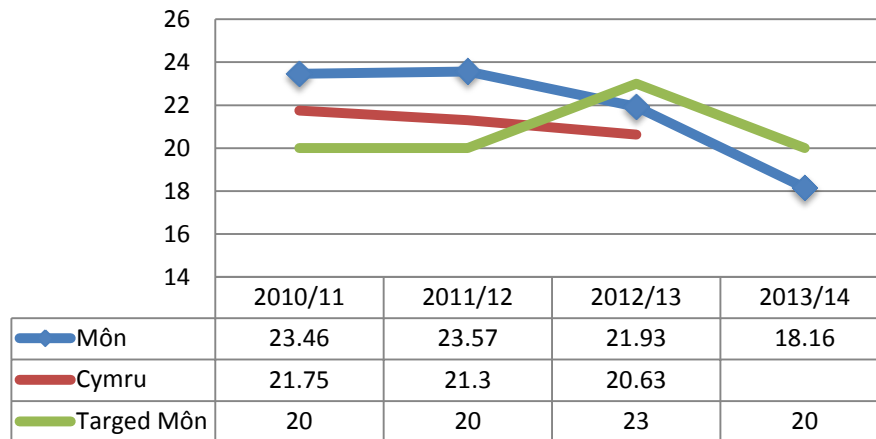
There are 5 key developments which SUPPORT our local performance:

- The renewed emphasis on an Intake model of Re-ablement for all Home care service applicants 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 at our access points (rather than drawing people into the system) is having a direct impact on the numbers of adults receiving a service from us – we have seen a significant reduction in the number of care hours provided through our in-house service or purchased through independent domiciliary care services.
- The prioritized work programme of reviewing our interventions with older people at critical and substantial levels (which is in accord with our published eligibility criteria) has resulted in reduced levels of service for a significant number of older people in the community.
- Externalising the meals-on-wheels services through diverting 152 service users to receive meals from 4 community providers operating on different geographical patches on the Island;
- Continued development of the Môn Enhanced care service in conjunction with the Health Board to support people at home.

The other side of this national performance coin is the rate of older people we support in care homes. The graph below illustrates our 3 year local performance:



SCA/002b (NS2): The rate of older people (aged 65 or over): Whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March (2013/14)

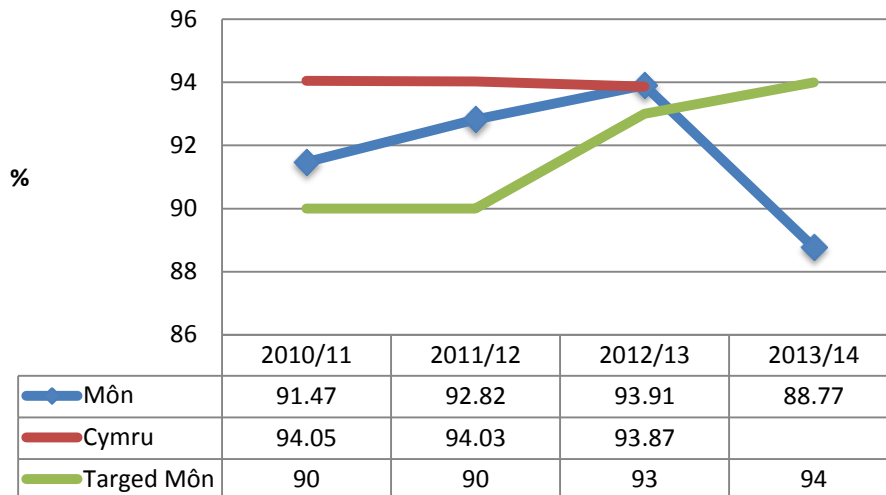


We will continue to make further improvements by transforming our models of service for older people by strengthening the availability of 24 hour community based support across the Island coupled with effective time limited Re-ablement services. This will include extending the range of responses available outside office hours and at the weekend.

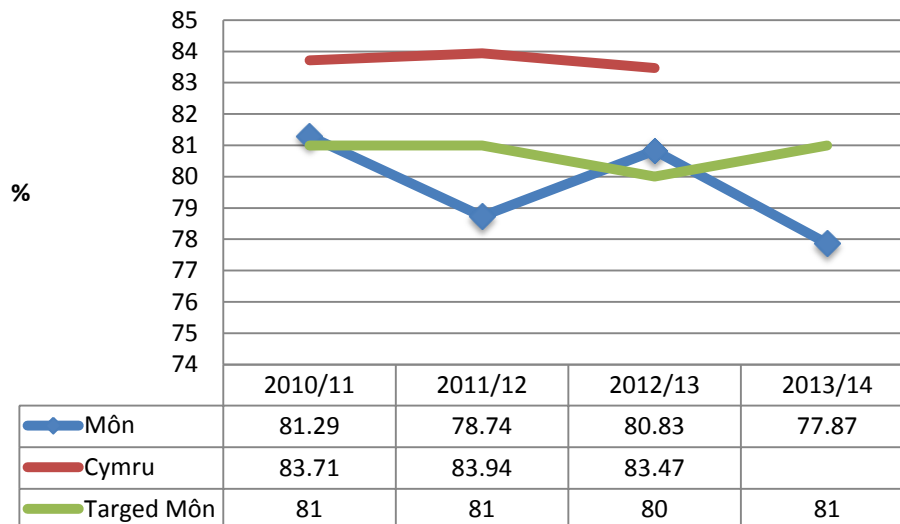
There is now a need to consider performance in relation to the percentage of all service users that we are supporting in the community as we proactively apply our eligibility criteria, promote re-ablement and continue to signpost and divert people to receive support from 3rd sector and community-based mainstream and prevention services in order to avoid premature dependency on statutory Social Services. Local performance over the last 3 years is illustrated in the following graph.



SCA/003a: The percentage of clients, in the following age groups, who are supported in the community during the year: Aged 18-64 (2013/14)



SCA/003b: The percentage of clients, in the following age groups, who are supported in the community during the year: Aged 65+ (2013/14)

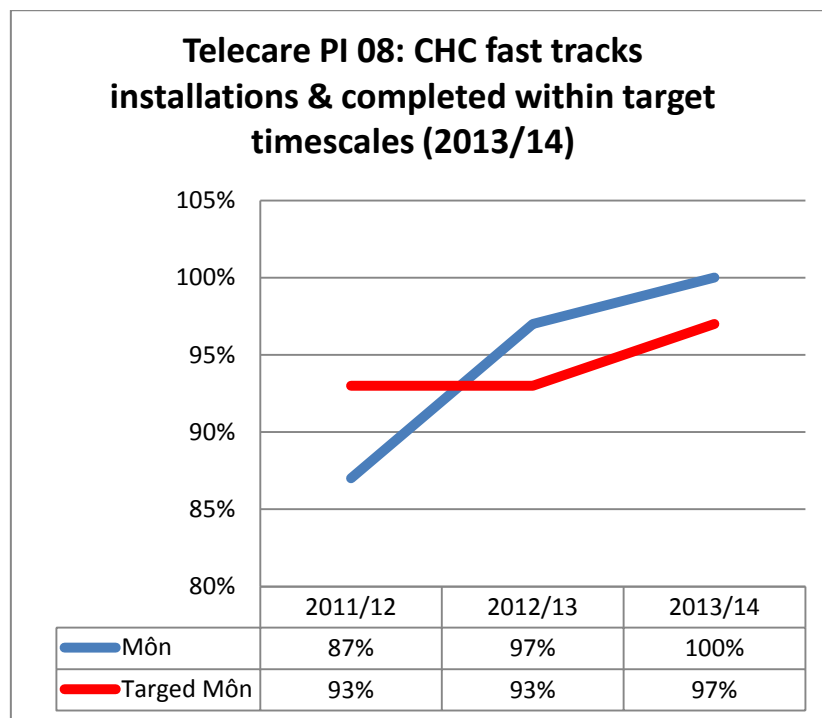


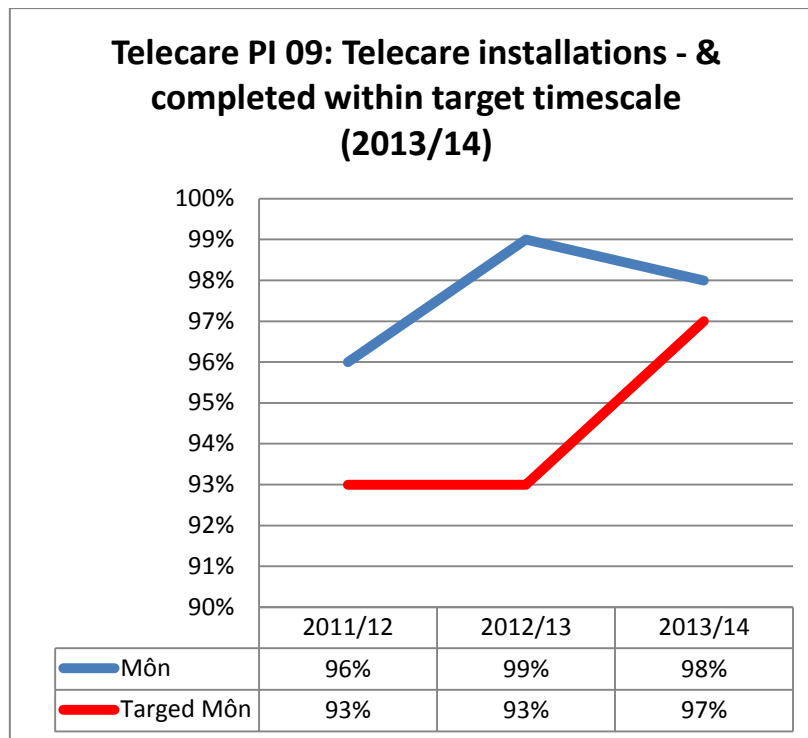
Over the last 12 months, we have seen a continuing increase in the number of people on the Learning disability Register and the number receiving support in various care settings. We are also seeing an increase in the complexity of needs experienced by people of all ages and this requires specialist targeted intervention which we deliver in partnership with the Health Board through the co-located Community Learning Disability team.

We must acknowledge that it will not be possible to make any further significant improvements in the percentage of younger adults supported in the community without remodeling current service models and approaches. We had planned to commence a substantive review of learning

disabilities services during 2013/14. However, a decision was taken to prioritise the transformation programme for Older People during 2013/14 and we are now planning to commence our review of Learning disability services during 2014/15. A review of contracts for respite care services and day opportunities has been programmed.

We have continued to evidence that people – where they are eligible – receive a good and timely response to their assessed needs. Our local performance relating to telecare is an area of our business worthy of particular mention which we are naturally proud of. The graphs below illustrate the progress we have made around installation targets over the past 3 years:





We are also pleased to be able to report progress in relation to some significant developments over the past year:

- **Age Well** – This model of day service provision for older people continues to evolve as a universal service offering social and leisure opportunities for older people with over 500 attending across the Island. The service is now run by older people themselves and they have recently gained charitable status. This model is to be replicated across the Island. The co-productive approach to community development in the Seiriol patch will build on the experience of developing the age well model. The provision of day services through this model also serves to divert people away from dependency on statutory Social Services and contributes to the decrease in the number of older people and adults supported directly by Social Services (See SCA/002a above)..
- **Community Meals Services** – Over the last 12 months, we have successfully decommissioned directly provided community meals services and we have worked with 4 providers and service users to ensure that those who require the provision of a hot meal will continue to receive such a service in all communities across the Island. We have reviewed the needs of 152 service users and put them in contact with local providers in order to ensure continuation of provision for those in need. This development has been well received by service users and a more flexible service. It has also resulted in efficiency savings for the Council. We will continue to monitor the quality of meals services supplied through community providers.

We were very happy with the process of transferring the service. We were informed by letter which was followed up with a home visit from the Transformation Officer; who provided all the information we required to make a decision on which provider to choose

Judgement

During 2013/14, Adults' Services has been able to report good performance in most areas of our business concerned with Responding to Need. Our performance in relation to delayed transfers of care (for social care reasons) has continued to be well within our targets. We have worked with the Third, independent and community sectors to shape the provision of community-based preventative support services within the local social care market. We are well positioned going forward given the significant progress that has been accomplished during 2013/14. The remodeling of current service models now needs to continue to progress at pace so that we may evidence good/ excellent outcomes for adults. This will mean becoming less reliant on unnecessary long term residential services, the provision of more time limited Re-ablement and increasing numbers of adults being supported through community assets, services and resources.

Key Priorities for action

Access to Services

- Complete the development of social care information pages on the Council's website in partnership with the corporate Web Development Team and ensure that all information leaflets are available electronically.
- Continue to develop our local joint Single Point of Access arrangements with the Health Board to improve co-ordination of service responses across health and social care;

Assessment & Case Management

- Implement new Integrated Assessment Framework arrangements jointly with Health and provide multi-disciplinary training for health and social care staff;
- Complete the review we have commenced of our commissioning intentions in relation to advocacy services;
- Continue to evaluate the effectiveness of the Intake model of Re-ablement;
- Develop an action plan in response to the information, advice and support needs of Direct Payments service users following the 'Your Life Your Choice' workshop held in December 2013;

Delivering Adult Social Services

- Agree a model of care and eligibility for Extra Care Housing.
- Secure formal Council endorsement to progress 3 extra care housing facilities in Amlwch, Llangefnï and the south of the Island.
- Undertake local engagement on accommodation and care needs across the Island.



- Implement the Action Plan in response to the recommendations contained in the Supporting People Review of the contract to provide a warden Service in sheltered housing;
- Develop the building local Community Partnership approach to delivering preventative community-based service responses in the Seiriol area and develop an approach to Local Area Co-ordination.
- Implement the commissioning intentions for the future of Older People Housing Related Support Services set out in the Supporting People Commissioning Strategy.
- Commence a substantive review of learning disabilities services jointly with partner organisations;
- Commence work on the Dementia Services Project and the Citizen directed Support priority workstreams under the Transformation Programme.

4 Safeguarding

Protecting our most vulnerable people is the core business of Social Services. It is paramount that we have effective structures and systems in place to protect the most vulnerable. We are committed to ensuring that these structures and systems are sustainable and place safeguarding at the heart of a partnership approach across the public sector and indeed the care sector in general.

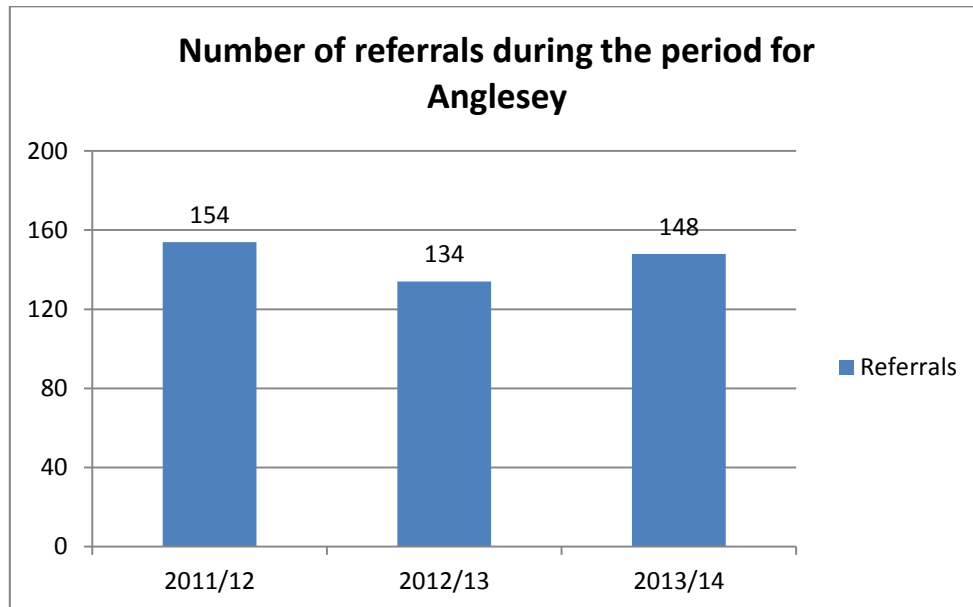
What we said we would do?

- Further strengthen local safeguarding practice within an improvement plan framework – to include risk assessments, protection plans, user experiences and links to Community Safety;
- Consider opportunities available to strengthen strategic capacity in safeguarding;
- Continue to fully comply with the Corporate Safeguarding policy/procedure;
- Fully embed case file audits of safeguarding practice within our evolving Service quality assurance framework;
- Continue to develop the North West Wales Shadow Safeguarding Board with our partners;
- Consider options for improved regional working (regional Adult Safeguarding Board and the proposed north Wales safeguarding referral hub);
- Review our current local Escalating Concerns protocol.

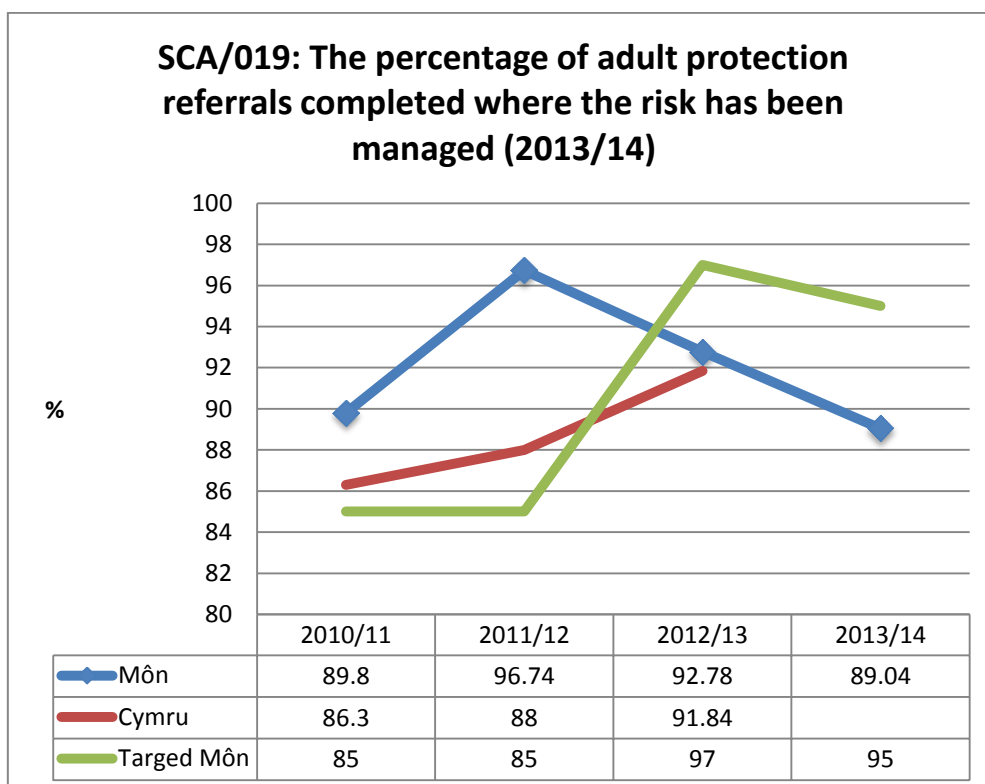
How did we do?

We continue to fully implement the All Wales Interim Adult Protection Procedures. The referral rates for adult protection have increased during the last year (148 referrals having been received in 2013/14, as compared to 134 in 2012/13).

The graph below illustrates the pattern of referrals over the past 3 years. We have provided a number of POVA Level 2 and general safeguarding courses during the year which have been well attended by staff across the Social Care sector.



During the year 10 alleged victims out of 90 refused the actions recommended by our safeguarding arrangements. This is reflected in our performance data:



Following the commissioning of an independent management review of the process leading to a home closure during 2012/13, a multi-disciplinary learning event was held to address the findings and recommendations contained in the independent management report. An Action Plan has been implemented with partners to address the lessons learnt. We have also completed a review of our Escalating concerns Policy with partner agencies during the first quarter of 2013/14.

During 2013/14, we have continued to consolidate and develop the North West Wales safeguarding Board jointly with Gwynedd council.

During the year, the Local Authority brought together the responsibility for safeguarding children and adults under one head of service. This is to ensure that our responses to the needs of vulnerable people are consistent, robust and that our practice is of the highest possible standard. The intent is to set up a Safeguarding People Service across Children and Adult services. The plan is for this service to be operational by the autumn of 2014. The authority has put into place a Council Safeguarding Policy, and an associated Corporate Action Plan has been adopted to ensure the effective implementation of the Safeguarding policy on a consistent basis across the Local Authority.

We have ensured that: there are effective safe recruitment arrangements and a whistle blowing policy in place for all employees, elected members and service providers. The Corporate Induction Policy ensures that all staff are aware of their responsibilities in relation to safeguarding children and adults.

Training has been commissioned for all Heads of Service, Portfolio and Shadow Portfolio Holders, other Key Members and designated safeguarding officers in each service so that they are supported to understand and be accountable for their safeguarding responsibilities. Training has also been commissioned for all other Members and will be delivered during 2014.

The Workforce development Unit continues to provide a programme that includes training and learning opportunities relating to safeguarding adults, including:

- POVA Level 1 to 5
- Universal Safeguarding
- Targeted Safeguarding
- Safeguarding for Adults/Adult Protection
- Assessing Risk of Significant Harm

During the course of the year, we have reviewed our internal arrangements to ensure effective responses in processing Deprivation of Liberty safeguard (DOLS) referrals and authorizations. We have ensured that Mental capacity and DOLS training sessions have been provided to staff across the Social care workforce as part of an ongoing training and development programme.

Following the Judgment of the Supreme Court P v Cheshire West and Chester Council and another P and Q v Surrey County Council, we will now need to scope the implications of this

decision on the number of service users in different care settings and our capacity to meet the additional demands on services.

Judgment

We have continued to make significant progress over the past 12 months in developing local protection practice and safeguarding as well as our strategic sub-regional developments. We have continued with our programme of raising awareness and providing training on adult Protection for staff across the social care sector. We are well positioned to play a full part in the evolving regional safeguarding framework as well as preparing for a step change in the legal framework underpinning adult safeguarding and protection. The integration of safeguarding responsibilities for children and adults under one head of service will provide opportunities to ensure that our responses to the needs of vulnerable people are consistent, robust and that our practice is of the highest possible standard.

Priorities for action

- Conduct regular case file audits of safeguarding practice within our evolving Service quality assurance framework;
- Review and strengthen our arrangements for responding to requests for Deprivation of Liberty Safeguards authorisations, particularly for those vulnerable people who lack capacity and lack family support in care homes and supported living facilities;

5 Commissioning and Partnership

This section describes our arrangements for ensuring that adults and their carers/families are able to access a range of effective and affordable care and support services. Commissioning arrangements need to ensure that these care and support services are delivered in partnership with our partners in the statutory, 3rd and independent sectors within the resources available to us as a Service. Whilst action has been taken during the year to develop and respond to immediate priorities there is a recognised need to further review and strengthen arrangements. This will need to be achieved by re-prioritising capacity within the whole service and will form part of the departmental review to be implemented by the Autumn 2014.

What did we say we would do?

- Continue at pace on our transformation and remodelling of older people's services in order to provide more community based support, prevent deterioration in health and wellbeing, reduce reliance on long term residential services and reduce avoidable admissions to hospital;
- Undertake a comprehensive review of learning disabilities services;
- Further develop and strengthen our local arrangements for engaging service users, carers and citizens within an evolving Corporate framework;
- In partnership with Gwynedd Council and the Health Board, appraise our current hospital social work arrangements;
- Jointly review with the Health Board governance and accountabilities underpinning mental health services within an ethos of continuous improvement;
- Continue to develop our partnerships with the Independent and Third Sectors;
- Further strengthen and develop our relationship with Health through the establishment of the proposed Integrated Delivery Board for Health and Social Care.

How did we do?

Transformation and Remodelling of Older People's Services

We have made much progress over the last 12 months with the development of a number of work-streams prioritised by the Older Adults Transformation Board which was established in March 2013 to lead on the Transformation Programme for Older People's services. We commissioned a comprehensive needs assessment through Housing support Partnership to inform the development of a service Intentions document which was released for consultation during the first quarter of 2014. The needs assessment has also evaluated the need for different models of accommodation and support to meet needs within a growing older population over the next 20 years.

Under the Transformation Programme, formal Project management arrangements have been established to drive forward

- **Re-ablement** - The re-introduction of an Intake Model of a Re-ablement service for all new referrals for a Home care service in order to maximise independence and safety through intensive support for a period of up to 6 weeks to reduce dependency for more long term health and social care services. Re-ablement support can be provided either at home or in designated Re-ablement beds in residential homes. We have decided to retain the re-

ablement service in-house at present for delivery by the Re-ablement Support workers trained by the council.

- **Accommodation and Care** - The development of the Accommodation and Support Project to identify potential extra care development sites in Amlwch, Llangefni and the southern end of the Island and to explore interest from Registered Social Landlords (RSLs) in the development of these facilities. This Project is also exploring interest in the purchase of one residential home for older people following the consultation and engagement that was carried out during 2012/13 and continued with staff, residents and the local community over the last 12 months as we confirm our service intentions.
- **Brokerage** – The establishment of Brokerage arrangements in September 2013 as a single point of contact to arrange and purchase domiciliary care packages from 9 independent domiciliary care agencies operating on Ynys Môn. This has helped us to build up intelligence and a better understanding of the local domiciliary care market and the ability and capacity of providers to respond to service demands across all 6 geographical patches. We have also accelerated the pace of externalising long term Home care provision and , by the end of March 2014, we estimated that 53% of the total number of long term maintenance hours provided are now purchased from independent domiciliary care providers at a reduced unit cost in order to achieve efficiency savings.
- **Schedule of Rates** – The gathering of intelligence on the capacity of local independent sector providers along with an analysis of the direct costs of service provision has informed the review of the hourly unit cost for the provision of domiciliary care services in order to ensure a sustainable local social care market as we continue to externalise Home care provision during 2014/15.
- **Building local Communities** - We have worked with Medrwn Môn (the Island's Third Sector umbrella organisation) and the 3rd sector organisations involved in the delivery of the Local Voices Project in providing training on Co-production. Two workshops were held in June and July 2013. We have also worked with Local Voices in consulting and engaging with the local community in the Beaumaris area in order to explore options for the development of a community Partnership approach to shaping co-productive models of service delivery on the Seiriol patch. This has included engagement with the Town and Community Councils.
- **Penucheldre Extra care (Holyhead)** – Following the opening of this extra care housing facility in Holyhead in October 2012, Tai Eryri and the Isle of Anglesey County council commissioned an independent evaluation to identify the lessons to be drawn from developing, commissioning and operating the new scheme. The corporate learning from this particular development will assist the council in developing its strategic approach to the future Provision of accommodation and care for older people under the Transformation Programme. This will impact on the future provision of registered care, patterns of care and support, and the development of new options for accommodation, including further Extra Care developments. The County Council wish to ensure that the Penucheldre scheme makes its full potential contribution to the provision of accommodation, care and support for older people in that area of Anglesey. They also want to ensure that the experience of developing, commissioning and operating the scheme inform the delivery of their new strategic approach across the island.



The independent evaluation report found:

There is widespread endorsement from all those consulted that what has been achieved already at Penucheldre represents a step-change in provision for older people in Anglesey.

The staff of Tai Eryri expressed pride in being associated with the development. Local authority officers endorse it as representing best practice and an overall environment and ambience that crystallizes aspirations for future provision in Anglesey. Most importantly the residents and their family members speak in terms of the scheme exceeding all their expectations: in their unanimous judgment this is a good place to live.

A number of residents spoke of the ways in which moving to the new Penucheldre had transformed their lives: there were a number of stories of widowhood, followed by isolation, loneliness and depression transformed by a move to the scheme. Many spoke of the balance between privacy and inclusion they had found there: they could be private in their own apartment if they chose but could always find convivial company if they sought it.

Review of Learning Disability Services

Despite our intention to commence the review of Learning Disability Services during 2013/14, the adults Services Transformation Board decided that priority and resources would be given to driving forward projects in relation to remodelling Older People's services as described above. We now plan to commence the review of Learning Disability services during 2014/15 under the auspices of the Transformation Board and a review of substantial contracts for the provision of respite and day services have been scheduled over the next 12 months.

Housing Related Support services

The supporting People Team has conducted a review of the contract to provide a warden service in sheltered housing and a number of recommendations have been made to improve this service.

The supporting People Team has developed a co-productive approach ('Ochr Yn Ochr') to the development of commissioning intentions for housing related support services set out in the Commissioning Strategy for 2014/17. This approach includes the development of a hub and spoke model for the delivery of accommodation and support services based around community hubs in each geographical patch on the Island.

Engagement with Service Users and carers

We have developed effective and meaningful consultation and engagement activities with service users and carers in a number of service areas over the last 12 months. The following are notable examples which are worthy of note:

- **Service Intentions Document** - Continued consultation and engagement in relation to the development of our service intentions in reviewing the need for the Authority to continue to provide residential care in the Holyhead area and the development of the extra care model at Penucheldre in partnership with Cymdeithas Tai Eryri.
- The organisation of 'Your Voice Your Choice' workshop with Direct Payments service users in December 2013 with support from the Local Voices Project. This has resulted in the production of a feedback report with recommendations for improving and strengthening the provision of information, advice and support to promote the take-up of Direct Payments (44 service users during 2013/14 as compared to 33 during 2012/13).
- Consultation and engagement with Carers in the development of the local carers strategy and Action Plan for the next 3 years.
- Consultation and engagement with service users and tenants in the development of the 'Ochr Yn Ochr' co-productive approach to the development of the Supporting People Commissioning Strategy (2014-17) referred to above.

Hospital Social Work arrangements

We have a long standing partnership with Gwynedd Council for the provision of a Hospital Social Work Service in the acute hospital in Bangor. Jointly with Gwynedd council and BCUHB, we have completed our review of the Hospital Social Work service at Ysbyty Gwynedd and we have reviewed the arrangements for the recording and validating of Delayed Transfers of care.

Mental Health Services

We have commenced discussions with the Health Board to formalise our longstanding local joint arrangements for community mental health services. This includes exploring the need for a formal Section 33 Agreement or a Memorandum of Understanding. We have in place a jointly agreed Improvement Plan for the delivery of community Mental Health services which we review on a quarterly basis through local service management arrangements. We also play an active part in the North Wales Mental Health Collaborative which includes the 6 Local Authorities and Health Board.

Partnerships

- We have re-established the Carers Partnership Board with key stakeholders in order to develop the carers Strategy and action Plan for the next 3 years.

- Supported through the resource provided by the European Social Fund Project, 'Designing Collaborative Improvement Frameworks', we have established a Joint Integrated Delivery Board for Health and Social Care on Ynys Môn. The first meeting of this Board was held in March 2014 to provide leadership and more robust governance arrangements for the development of a work programme prioritizing the delivery of more integrated health and social care services. A joint action plan will be agreed by Autumn 2014.
- We have worked closely with other local authorities and the Health Board across North Wales to develop a Statement of Intent and an action Plan (for Older People) in relation to developing more integrated service models over the next 12 months. The Statement of Intent and action Plan was submitted to the Welsh Government by 31.03.14.
- We have continued to develop close consultation and partnership working with the 3rd Sector through the Voluntary Sector Liaison Committee which meets on a quarterly basis. Over the last 12 months, we have conducted a review of Social services investments in a range of historical Service Level Agreements with providers in the 3rd sector in order to confirm that these services are still delivering against expected performance and are in line with our evolving commissioning and service intentions for the next 3 years. We recognise the role of the third sector locally as a strategic partner. We have developed governance arrangements to reflect this important role - e.g. the role of Medrwn Môn on key partnerships - Local Service Board and the contribution of the sector to key work-streams around financial inclusion for example. We have also developed, via the Voluntary Sector Liaison Committee, a local compact and associated codes of practice on finance and volunteering which will be subject to further updating in due course by the Committee.
- Community Equipment Stores_– This is a partnership across 3 local authorities (Ynys Môn, Gwynedd & Conwy) and the Health Board which has unified its commissioning and delivery of equipment. A revised formal Section 33 Agreement has provided a focus for improvement during 2013/14 and we have seen an improvement in the time taken to deliver equipment.
- During 2013/14, we have established an Independent Domiciliary care Forum with providers in order to continue with our work programme in relation to developing a co-productive partnership approach to supporting a sustainable local social care market to respond to service demands. This Forum will also provide a vehicle to share information on our future commissioning and service intentions under the Transformation Programme.
- In the latter part of 2013/14, we have finalized the Ynys Môn version of the North Wales Domiciliary Care Agreement and this has been signed by all independent sector providers. We have continued to work with other local authorities in North Wales and the Health Board in reviewing the setting of residential and nursing home fees for 2014/15 through the use of the North Wales Fee Methodology. We have decommissioned 3 contracts for the provision of training and employment support following the ending of the European funded 'Taith I Waith Project' in February 2014.

Judgment

We have made much progress over the last 12 months in taking forward a number of work-streams prioritized under the transformation Programme for older adults. We have developed a clearer focus on our future commissioning and service intentions. We have developed effective consultation and engagement arrangements in many service areas which we can continue to build upon over the next 12 months. We have set out a clear direction for the continued development of services to meet the needs of carers through the Carers strategy and Action Plan. We have also set out clear commissioning intentions and an action Plan for the development of a 'hub and spoke' model for the delivery of housing related and care and support services across all 6 geographical patches as we continue to develop accommodation and support models.

During the first half of 2014/15, we will need to give priority to the restructuring of the Department in order to strengthen commissioning and business support arrangements to ensure sufficient capacity to deliver central core functions such as commissioning, market facilitation activity and the monitoring of contract compliance across a whole range of services and providers. We will also need to review capacity to deal with the ever increasing demand for Freedom of Information and Access to files requests.

As described, our efforts in preparing for transformation and modernising services have concentrated on older people's services during 2013/14 and we are confident that we are now much better placed as we strive forward to continue to remodel services during 2014/15. We also need to commence with our planned substantive review of current learning disability services during 2014/15 in order to inform a revised commissioning strategy and Service delivery Plan to the medium term.

We have made much progress in firming up robust governance arrangements with the Health Board and the establishment of the Integrated Delivery Board for Ynys Môn will provide the impetus to develop more integrated models of service delivery in the future.

Key Priorities for 2014/15

- Continue to develop service intentions under the Enhanced Accommodation and Care Project under the Transformation Programme for Older People; Confirm commissioning intentions in relation to Garreglwyd Residential Home;
- Commence work on a comprehensive review of learning disabilities services;
- Establish formal Project Management arrangements in support of the development of Dementia Support services under the Transformation Programme;
- Develop formal Project Management arrangements in support of the development of the Citizen Directed Support work-stream under the Transformation Programme;
- Agree final version of the Carers Strategy and commence implementation of the 3-year Action Plan.



- Implement the North Wales Residential Pre-placement Framework Agreement with residential and nursing care providers on Ynys Môn and revive the local Residential and Nursing care Provider forum.
- Implement the Action Plan in response to the recommendations contained in the Supporting People review of warden services in sheltered housing schemes.
- Develop a programme of priorities for the delivery of more integrated services with Health under the auspices of the Integrated Delivery Board for Health and Social Care.

6 Resource Management

This section of the report describes our arrangements for ensuring that we have a stable workforce who are supervised, managed and supported to carry out their work effectively. The section also describes how we plan and use our financial resources to ensure financial stability for the Service within a challenging climate for the Local Authority.

What did we say we would do?

- Continue to consolidate communication and information sharing practice within the Service;
- Meet all specific mandatory and relevant national qualification targets;
- Continue to ensure meaningful training and development opportunities across the social care workforce, users and carers in accordance with the priorities of the County's Social Care Workforce Development Plan (SCWDP);
- Continue to work with partners in providing Qualifications and Credit Framework (QCF) training opportunities to further strengthen a qualified social care workforce;
- Fully implement the newly launched Consolidation Programme for newly qualified Social Workers under the auspices of the Care Council Framework for Continuing Professional Education and Learning (CPEL) for Social Work in Wales;
- Continue to work collaboratively and maintain our existing formal partnerships (workforce development);
- Develop a Workforce strategy for Adult Social Care provider services;
- Ensure robust mechanisms to manage absence/sickness;
- 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 for Adult Social Care - reducing dependency on long term residential/nursing placements as well as addressing identified cost pressures.

What did we do?

Anglesey's workforce continues to be our biggest and most valued asset in ensuring the provision of quality social care services. During 2013/14, we recorded 37 compliments from service users and their carers/families which in the main were complimentary of staff skills or caring approach to their work. Here is one example:

"Nothing is too much trouble for any of the staff, who treat the residents as if they were family. They epitomise the values we should be offering people within society... those of valuing the person, empowerment and communication."

Relative of service user, January, 2014

We consider timely communication and information sharing with our workforce to be an important component of our Service management and evolving culture. We have held a series of information sharing sessions and regular team meetings across the spectrum of adults' services during the year in order to share information and encourage dialogue with colleagues. These sessions have been well received and attended and included topics such as the Service and Council budgetary constraints and targets, year end performance, our vision and transformation plans for older people. These sessions complement the electronic communication bulletin updates to all staff of the Service, particularly on progress with projects under the Transformation Programme.

In introducing Brokerage arrangements for purchasing domiciliary care services from independent providers, we have developed the Brokerage Officer role within Adults Services and this will need to be further developed during 2014/15 as we explore opportunities to extend the contribution of this new function within the service.

Training and Workforce development

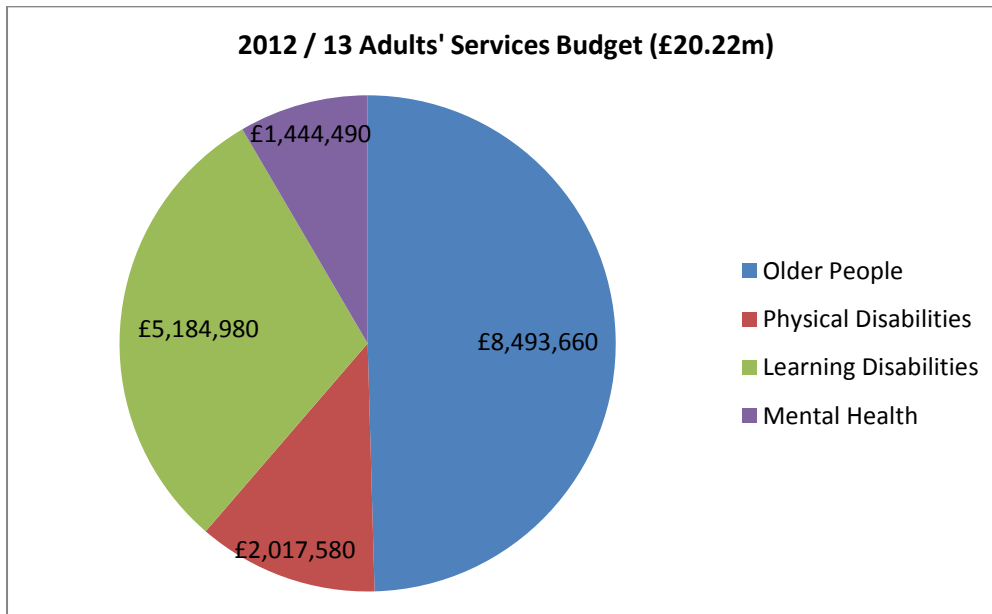
The corporate restructure of Head of Service functions within the council has resulted in the Social Care workforce development Unit being transferred to the Corporate Human Resource and Training Section within the council. We have continued to maintain communication links with the Workforce development Unit by inviting the adults Training Officer to attend Service Management meetings on a monthly basis.

During the past year, we have held a series of in-house Management Development sessions on a range of topics for middle and first line managers within Housing and Social Services which have focused on team and service development. These sessions have been well received by staff. We intend to continue with the provision of Management Training under the Social care Workforce development Programme during 2014/15.

We have continued to work with partners through the "Canolfan Anterth" to provide QCF training and qualifications opportunities for staff across the Social Care Sector. From the Social Care Improvement Partnership (SCIP) survey of providers conducted in November 2013, returns showed that 68% of the workforce had achieved qualifications and a further 15% will complete qualifying training during 2014/15. We will continue to provide specialist training opportunities in the areas of re-ablement, dementia care and health and social care tasks during 2014/15. In meeting the needs of an ever-increasing older population and the need to transform service models of delivery, we will provide training focused on community based Citizen Directed support and outcome-based support in delivering person-centred services.

Financial Resources

The net budget for adult social care was £20.22m in 2013/14 and was broken down as follows:



The Council's spending across the spectrum of adult social services is below the average spend across Welsh Local Authorities:

- Older people's spend is £702.60 per head of the 65+ population - which ranks the Authority 21/22 with the median spend for all Welsh Local Authorities being £849 per head of the 65+;
- Social care spend for adults under 65 is £246.62 per head – which ranks the Authority 12/22 with the median spend being £247.12.

The Service was required to make significant savings during 2013/14 totaling £1,261,000 (or £972,570???) . It is pleasing to report that this target was achieved and services were delivered within budget. WE have prioritized actions aligned with the principles within the Transformation Programme in order to focus on achieving efficiency savings through the introduction of Re-ablement, brokerage arrangements and a Schedule of Rates as we increase the rate of purchasing domiciliary care services from external providers in a more cost-effective manner. We will continue to focus on reviewing and remodeling service models within existing resources.

Capital Programme

During the Autumn of 2013, the Council approved a capital programme to improve the quality of facilities at the local authority run Brwynog Residential Home in Amlwch. We have had to restrict the use of 8 rooms at this home during the year. This work will be completed by June/ July 2014.

Judgment

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.

We have continued to demonstrate our commitment to supporting and developing our workforce to ensure the capacity and skills to respond to the changing needs of our local population. The transformation of adult social care will predictably pose challenges for our workforce over the coming years. Our workforce strategy for Adult Social Care will therefore need to ensure the effective recruitment, management and development of our workforce to deliver the best possible outcomes for our service users.

We have evidenced continued rationalisation of spend in Adults' Services during 2012/13 and managed our business within budget allocation. The challenge is to ensure a sustainable medium term financial plan that will deliver our strategic objectives.

Priorities for 2014/15

- Develop effective working relationships with the Workforce development Unit that is now line managed within the Corporate Human Resources and training section;
- Continue to ensure meaningful training and development opportunities across the social care workforce, users and carers in accordance with the priorities in our Transformation Plans;
- Continue to work with partners in providing Qualifications and Credit Framework (QCF) training opportunities to further strengthen a qualified social care workforce;
- Fully implement the newly launched Consolidation Programme for newly qualified Social Workers under the auspices of the Care Council Framework for Continuing Professional Education and Learning (CPEL) for Social Work in Wales;
- Continue to work collaboratively and maintain our existing formal partnerships in relation to Social Care Workforce Development;
- Continue to modernise ensuring best possible use of resources and contributing to the Council's efficiencies programme (a Service financial savings target of **£1,360,660** during 2014/15).

7 Performance and Business Management

This section of the report describes our arrangements for ensuring adequate systems and processes in place to understand all aspects of our performance as a Service as we strive to support adults to stay at home and live a fulfilling life.

What we said we would do?

- 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;
- Implement an improvement programme around the management of complaints;
- Continue to actively review the Service risk register as mitigating actions are progressed;

What did we do?

During the year, we have developed a draft Quality Assurance and Performance Management Framework for Adults services. We have been unable to secure a secondment in order to provide a dedicated resource to take this programme of work forward within the service. We will need to plan the full implementation of our Quality Assurance Framework with the newly appointed Head of Adult services when he takes up post in June 2014.

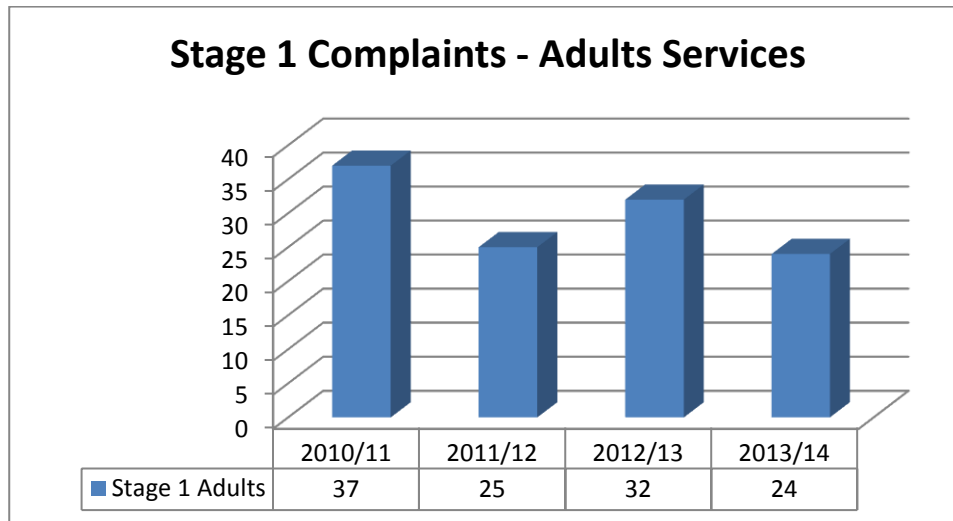
Peer Service Monitors scheme - Peer Service Monitors are people over the age of 50 who have been recruited independently and have an interest in Older People's issues. The volunteers have the capacity to represent the perspective and views of Older People, have relevant insight and experience of services and can include people who are service users, have used, or have acted in the interest of people who receive a statutory service. The scheme provides the Local Authority with an independent view to inform the quality assurance system for the services provided in Residential Care and Domiciliary Care sector. The Peer Monitors visited all six Local Authority run care homes during November 2013.

Management of complaints - We use complaints as a core component of our quality assurance within the Service and we strive to use complaints as a basis to influence how we improve our communication with service users and their carers and our service responses. Our complaints procedure is managed by a departmental manager within the Business Support Unit who is impartial of the Service. Activity on complaints and comments are presented on a quarterly basis to a departmental Customer care and Complaints Panel which includes senior management and elected member representation across the spectrum of both Housing and Social Services.

Anglesey's workforce continues to be our biggest and most valued asset in ensuring the provision of quality social care services. During 2013/14, we recorded 22 compliments from service users and their family carers in Adults Services, which in the main were complimentary of staff skills or the caring approach to their work.

In 2013/14, there was a decrease in the number of Stage 1 complaints against Adult Services received – from 32 in 2012/13 to 24 in 2013/14. The table below summarises the number of Stage 1 complaints against Adult Services received over the past 4 years.

ADULT SERVICES: 4 YEAR SUMMARY OF STAGE 1 COMPLAINTS RECEIVED



In addition to the above data, 5 (2 in 2012/13) of the complaints we received went to Stage 2 of the Complaints Procedure; however, 0 (2 in 2012/13) went to Stage 3 (review by an Independent Panel).

The table below summarises the number of complaints received over the last three years concerning the Adult and Children's Services under Stage 1, Stage 2 and Stage 3 of the Representations and Complaints Procedure.

Year	Stage 1 Adults	Stage 1 Children	Stage 1 Total	Stage 2 Adults	Stage 2 Children	Stage 2 Total	Stage 3 Adults	Stage 3 Children	Stage 3 Total
2011/12	25	40	65	3	4	7	0	0	0
2012/13	32	24	56	2	4	6	2	3	5
2013/14	24	26	50	5	6	11	0	0	0

There is a continuing need to monitor and improve our adherence to responding to complaints within statutory timescales under Stage 1 of the Procedure. This was an area which was identified as requiring attention last year and performance has improved somewhat: in 2013/14, 42% fell short of the statutory response timescale of 10 working days, whilst in 2012/13, 53% fell short.

In analysing the complaints, the following key messages can be summarised:

- Ineffective communication in responding to messages and reporting back to service users and/or relatives & carers;
- Dissatisfaction in relation to the cessation or reduction in service;
- Delays in preparing post-discharge care packages.

We will continue to monitor performance through the Service Management Team on a quarterly basis. We will also proactively develop Action Plans to take forward the lessons learnt from the investigation of complaints.

Information Compliance - Over the last 12 months, we have seen a continuing and substantial increase in request to access case records in relation to making complaints and challenging decisions made by the services. We are also seeing a year-on-year increase in the number of Freedom of Information requests that we receive from various sources. The volume of this work is now becoming a risk to the Department since we are not able to meet statutory timescales in responding to some requests that involve the processing of large volumes of historical case records. We have had to respond to two complaints made to the Information Commissioner's Office over a delay in responding to requests for access to case records. The capacity required to respond to this increased need will be reviewed within the proposed Departmental restructuring during 2014/15.

The following table outlines the sharp increase in requests over the last 4 years.

Indicator	2010/11	2011/12	2012/13	2013/14	% increase in requests from 2010/11 to 2013/14
Number of Freedom of Information requests	101	121	143	153	51%
Number of Data Protection Act requests	1	2	12	40	3900%
Number of Access to Files requests	13	13	41*	19	46%

- Anomaly due to the fact that some requests from police and NHS Retrospective Review Team were logged as Access to Files rather than Data Protection Act requests.

Use of Technology - We can report that the Service has been able to further evidence progress in its use of the Social Services electronic case monitoring system (DRAIG/RAISE) during 2012. There have been 3 particular priorities:

- Developing monthly Brokerage reports to monitor activity and quality of service responses from the internal and independent providers;
- The consolidation of practice in moving to electronic case files;
- Planning for the replacement electronic client information system which we are progressing through an All Wales tendering process.

Use of technology has also been evidenced in other parts of our business. We are now providing operational experience and input into the design of a new service specification for securing a replacement to the DRAIG/RAISE system. We have made significant progress in working with the Corporate ICT Section in drawing up a 3-year ICT Work Programme and action Plan to support Social services. We have also worked with other authorities in North Wales and the Health Board

to explore opportunities to introduce a joint Community Care Information System in order to facilitate greater sharing and management of information across Health and social care.

Judgment

Although we have drawn up a draft Quality assurance Framework for the service, we will need to identify a dedicated resource in order to fully implement quality assurance arrangements across the service. The corporate restructure of service functions has resulted in the transfer of the Social care workforce development Unit to the Corporate Training section during the year. During 2014/15, we will need to develop effective joint working arrangements with the workforce development Unit in order to respond to training and staff development needs in service priority areas.

Much progress has been achieved in realising efficiency savings through the externalisation of home care services, the re-launch of Re-ablement and the decommissioning of services through community building and market development initiatives.

During 2014/15, we will need to restructure the department in order to address capacity issues in support of business support functions – e.g. commissioning, procurement and contract management, developing the market, planning the replacement of the DRAIG/RAISE information system and responding effectively to information compliance requests.

Priorities for action

- Develop a Quality Assurance and Performance Management Framework across the Department to improve the focus on monitoring the quality of services;
- Strengthen arrangements in Business Support to mitigate the risk associated with our ability to respond to information compliance requests within statutory timescales.
- Continue to monitor the effectiveness of our arrangements in responding to and resolving complaints and learning the lessons to continuously improve the quality of our services.
- Implement the Improvement Plan drawn up in response to the recommendations contained in the external review of our information systems.
- Provide frontline Social Workers with laptops to complete forms and input information on to RAISE whilst out in the field;
- Continue to work with the ICT Section in prioritising and progressing work on ICT systems development, replacement and implementation.
- Continue to collaborate with partners in the Welsh Systems Collaborative in securing a replacement for the DRAIG/RAISE information system.

8 Corporate and Political Leadership and Support

This last part of the report describes how we seek to ensure effective corporate and political leadership and support of Adult Social Care. It also includes how the Authority has oversight and supports service improvements in the context of the effective delivery of our statutory Social Services functions.

What did we say we would do?

- Ensure the appointment of Adults Services Member Mentors, a Carers Champion and Older People's Champion when the New Council is confirmed in May, 2013;
- Deliver an induction programme on adult social care for new Elected Members following the Local Government elections in May, 2013;
- Continue to further strengthen the development and appreciation of Elected Members and Senior Managers (with corporate responsibilities) around roles and function of Adults' Social Services;
- Develop an engagement strategy for Members and senior managers with front line staff in Adult Social Care;
- Further clarify levels and limits of delegated responsibility which is in tandem with the full implementation of the Council's new financial ledger system;
- Further strengthen corporate and political scrutiny of adult social care within a scrutiny/performance framework.

How did we do?

I can report that significant progress has been made in developing the understanding and appreciation of elected members of the political leadership and support required by Adult Social Care during the past year following the Council elections held in May 2013. There are encouraging signs that Members and Senior Managers with Corporate responsibilities understand the role and function of Adults Social Care, how well services meet local need and give them appropriate priority. This has been reflected in the corporate priority given to the transformation programme for older people over the last 12 months, the establishment of the Transformation Board and the granting of additional resources to support Transformation Programme management.

In 2013, the Council restructured its Head of service functions and this has resulted in the loss of one Head of service post within Social Services. We look forward to a period of greater stability during 2014/15 with the appointment of a new Head of Adult Services and a revised structure to support Adults and Children's Services.

A series of informal development sessions have also been facilitated for members of the Housing and Social Services Scrutiny Committee during the past 12 months. These sessions have provided invaluable opportunities for officers to share the complexities of our everyday business in supporting vulnerable adults who meet our eligibility thresholds for services. We have delivered these informal information sessions on a range of topics in order to develop Member understanding and appreciation of the challenges faced by the service. These sessions have also been very well received by Members as an opportunity within an informal environment to begin to fully appreciate the nature of our business.

We have continued support from our Portfolio Holder for Social Services (Councillor Kenneth Hughes) and our Older People's Champion (Councillor Robert Llewelyn Jones). Also, we have



had wider involvement of Elected Members in our work e.g. Transformation Board for Older Adults, scrutiny of performance, customer care and complaints panel. Annual and quarterly performance reviews of Adult Social Care have been well attended by Corporate Directors and Portfolio Leads which provide the platform for constructive scrutiny and challenge of performance and pressures.

The Isle of Anglesey County Council has joined the Dublin Declaration, which aims to support older people in areas such as employment, public services, transport and social inclusion. Joining the Dublin Declaration will ensure that the Council considers the potential impacts its decisions may have on older people. The move also sees Anglesey forming part of the Ageing Well in Wales network – a five-year national programme which could lead to a share in a significant EU funding pot earmarked for Wales to support healthy, active ageing. One of the key aims of the Ageing Well in Wales Network is to develop ways in which councils and their partners respond to demographic change.

“Signing the Dublin Declaration shows we recognise the importance of the needs of older residents. This step will help raise the profile of older people and will give them a stronger voice throughout our decision making. It will also shape how we respond to the demographic challenges currently faced.”

Councillor Robert Llewelyn Jones, Older People’s Champion

During the last 12 months, the Council has appointed Councillor Llinos Medi Huws as the new Carers Champion for Anglesey. The main function of the Carers Champion is to promote carers’ rights and engage with unpaid carers on a regular basis so that any issues they have are highlighted.

“I’m looking forward to take up this very important role. According to the recent Census there are over 9000 unpaid carers on Anglesey. It is an acknowledged fact that our society and public services could not function without the massive contributions made by carers. I will be working with Council officers and third sector partner organisations to make sure I have as much contact as possible with carers on Anglesey.”

Councillor Llinos Medi Huws, Carers Champion

Over the last 12 months, a new corporate scrutiny committee structure (comprising of two committees) has been established to hold to account, in a positive and constructive manner, the work of the Council's Executive and Partner organisations in order to help the Council deliver its vision. The Scrutiny Committees' purpose is to support services in maintaining high service delivery standards, and to steer them towards improved efficiency and effectiveness. The two committees are: The Corporate Scrutiny Committee and the Partnerships and regeneration Scrutiny Committee.

Judgment

Adults' Services finds itself well positioned going forward given the significant work that has been accomplished during 2013/14. We have developed meaningful engagement through information sessions with elected members to develop focused and purposeful Elected Member scrutiny of Adult Social Care and to support the new council members so that they become well informed around Adult Social Care. We are pleased that we have nominated Champions amongst elected members to provide a focus on the strategic priorities for key service areas.

Priorities for Action

- Develop effective links between the new Head of adults Services and key portfolio holders and Corporate scrutiny;
- Continue to develop engagement with elected members through the arrangement of information sessions on key topics;
- Further clarify levels and limits of delegated responsibility which is in tandem with the full implementation of the Council's new financial ledger system;
- Further strengthen corporate and political scrutiny of adult social care within a scrutiny/performance framework.

Gareth Llwyd
Business Support Unit Manager

April, 2014

National Performance Indicators - Children's Services 2013/14

Ref	Indicator	PI target	Anglesey 2012/13	Welsh Average 2012/13	Anglesey 2013/14	Anglesey Target 2013/14	Performance in comparison with Anglesey 2012/13	Performance in comparison with Anglesey target
SCC/001	A) The percentage of first placements of looked after children during the year that began with a care plan in place	High number	90.24	89.10	96.67	100.00	↑	
	B) For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	High number	90.00	91.70	71.43	100.00	↓	
SCC/002 (NSI)	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	Low number	15.70	13.70	20.00	8.00	↓	
SCC/004 (NSI)	The percentage of children looked after on 31 March who have had three or more placements during the year	Low number	8.75	9.40	7.79	8.00	↑	
SCC/006	The percentage of referrals during the year on which a decision was made within 1 working day	High number	98.65	97.20	98.77	100.00%	↑	
SCC/007	A) The percentage of referrals during the year that were allocated to a social worker for initial assessment	High number	74.80	63.80	56.05	60.00%	↓	
	B) The percentage of referrals during the year that were allocated to someone other than a social worker for initial assessment	Low number	0.00	8.30	0.00	0.00%	↔	
	C) The percentage of referrals during the year that did not proceed to allocation for initial assessment	Low number	25.20	28.00	43.95	40.00%	↓	
SCC/010	The percentage of referrals that are re-referrals within 12 months	High number	25.02	27.00	18.87	26.00%	↑	
SCC/011	A) The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the Social Worker	High number	89.81	75.40	92.22	90.00%	↑	
SCC/011 (NSI)	B) The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by the Social Worker	High number	59.44	37.50	55.06	60.00%	↓	
SCC/013	Ai) The percentage of open cases of children on the Child Protection Register who have an allocated social worker	High number	100.00	99.70	100.00	100.00%	↔	
	Aii) The percentage of open cases of children looked after who have an allocated social worker	High number	100.00	94.90	100.00	100.00%	↔	
	Aiii) The percentage of open cases of children in need who have an allocated social worker	High number	98.27	74.50	98.21	100.00%	↔	
	Bi) The percentage of open cases of children on the Child Protection Register who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan	Low number	0.00	0.20	0.00	0.00%	↔	
	Bii) The percentage of open cases of children looked after who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan	Low number	0.00	4.40	0.00	0.00%	↔	
	Biii) The percentage of open cases of children in need who are allocated to someone other than a social worker where the child is receiving a service in accordance with her/his assessment or plan	Low number	0.58	21.00	1.79	0.00%	↑	
SCC/014	The percentage of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion	High number	95.51	87.40	92.66	100.00%	↓	

National Performance Indicators - Children's Services 2013/14

Ref	Indicator	PI target	Anglesey 2012/13	Welsh Average 2012/13	Anglesey 2013/14	Anglesey Target 2013/14	Performance in comparison with Anglesey 2012/13	Performance in comparison with Anglesey target
SCC/015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference	High number	82.86	88.40	91.46	100.00%	↑	
SCC/016	The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	High number	77.58	71.40	92.51	85.00%	↑	
SCC/020	The percentage of looked after children who have had their teeth checked by a dentist during the year	High number	93.80	83.40	94.92	87.00%	↑	
SCC/021	The percentage of looked after children reviews carried out within statutory timescales during the year	High number	97.21	91.90	97.14	100.00%	↔	
SCC/022	A) The percentage attendance of looked after pupils whilst in care in primary schools	High number	94.34	94.40	95.09	95.00%	↑	
	B) The percentage attendance of looked after pupils whilst in care in secondary schools	High number	88.66	90.60	90.94	90.00%	↑	
SCC/024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	High number	100.00	65.00	90.00	90.00%	↓	
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	High number	90.78	83.00	90.54	95.00%	↔	
SCC/028	The percentage of children looked after who had a fully completed and updated Assessment and Progress Record at their third review	High number	69.23	18.00	25.00	10.00%	↓	
SCC/030	A) The percentage of young carers known to Social Services who were assessed	High number	83.58	92.30	86.67	97.00%	↓	
	B) The percentage of young carers known to Social Services who were provided with a service	High number	100.00	89.40	92.00	97.00%	↓	
SCC/033 (NSI)	D) The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	High number	100.00	93.40	100.00	100.00%	↔	
	E) The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	High number	100.00	93.20	85.71	100.00%	↓	
	F) The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	High number	62.50	56.40	57.14	80.00%	↓	
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year	High number	99.57	96.10	98.49	100.00%	↓	
SCC/035	The percentage of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment	High number	25.00	46.09	100.00	60.00%	↑	
SCC/036	The percentage of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment	High number	71.43	30.36	50.00	75.00%	↓	
SCC/037 (NSI)	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	High number	206.00	221.00	136.00	200.00	↓	

National Performance Indicators - Children's Services 2013/14

Ref	Indicator	PI target	Anglesey 2012/13	Welsh Average 2012/13	Anglesey 2013/14	Anglesey Target 2013/14	Performance in comparison with Anglesey 2012/13	Performance in comparison with Anglesey target
SCC/039	The percentage of health assessments for looked after children due in the year that have been undertaken	High number	95.10	80.30	95.45	100.00%	↔	
SCC/040	The percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement	High number	100.00	90.10	98.48	100.00%	↓	
SCC/041	A) The percentage of eligible, relevant and former relevant children that have pathway plans as required	High number	95.65	89.50	77.78	100.00%	↓	
	B) The percentage of eligible, relevant and former relevant children that have been allocated a personal advisor	High number	100.00	96.30	100.00	100.00%	↔	
SCC/042	A) The percentage of initial assessments completed within 7 working days	High number	80.37	73.10	90.86	85.00%	↑	
	B) The average time taken to complete initial assessments that took longer than 7 working days to complete	Low number	13.83	20.00	12.15	13.00	↑	
SCC/043	A) The percentage of required core assessments completed within 35 working days	High number	80.49	76.60	71.68	75.00%	↓	
	B) The average time taken to complete those required core assessments that took longer than 35 days	Low number	75.29	65.00	46.00	45.00	↑	
SCC/044	A) The percentage of children looked after who were permanently excluded from school in the year 1 April - 31 March	Low number	0.00	0.00	0.00	0.00%	↔	
	B) The average number of days spent out of school on fixed-period exclusions for children looked after who were excluded in the year 1 April - 31 March	Low number	5.75	6.30	5.50	0.00	↔	
SCC/045	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timescale	High number	90.09	86.40	95.68	90	↑	

SCC/011a: Percentage of initial assessments were completed during the year where there is evidence that: Social Worker has seen the child

Owner:	Anwen Huws
Measure relevant to:	Natalie Woodworth
Collection Frequency:	Monthly

Current Ynys Môn Target
90.00%
PI Target - High Number

Current performance, compared to previous year
92.22%
↑

Performance previous year
89.81%

Performance in comparison with current target
↑

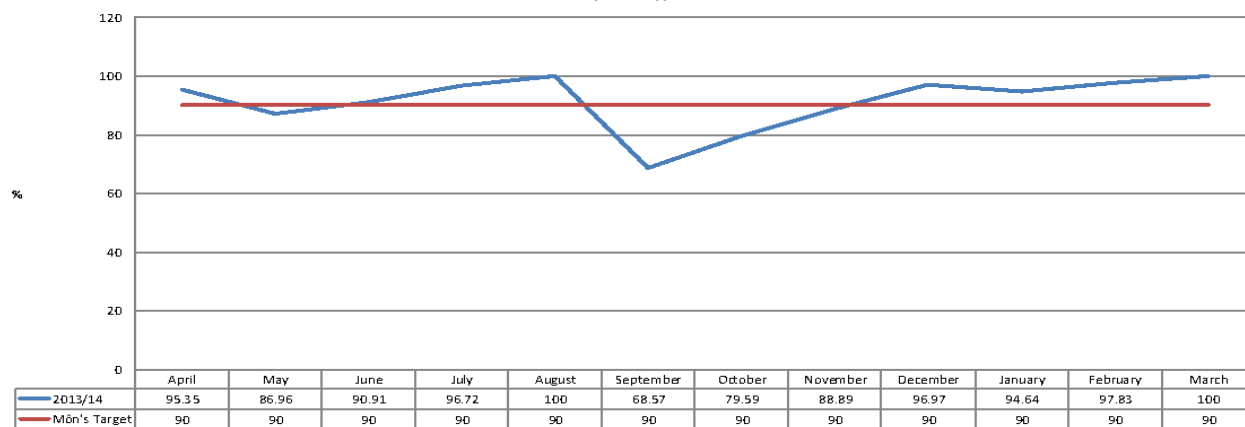
Story Behind the Performance

We have maintained our key focus on seeing children during assessment. During 2013/14 the percentage of initial assessments carried out where there is evidence of a child being seen by social worker was 91.63%, which is again an improvement on our 2012-13 performance (89.91%) and the all Wales average (75.40%) for the same year, placing us in the upper quartile.

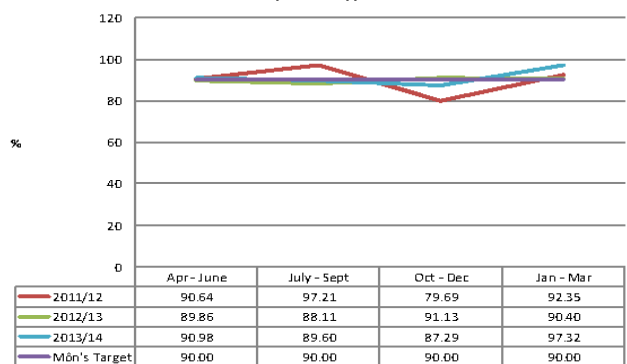
Our priority will be to

1. Maintain this performance
2. Identify how the children and young people judge the actual interaction with the social worker - what difference is it making
3. Where appropriate, we will always see the child on his/her own

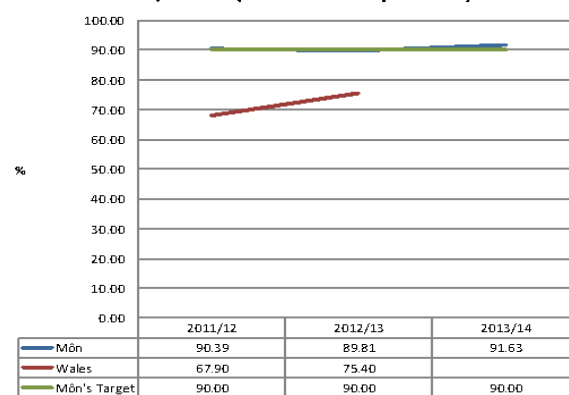
SCC/011a: Percentage of initial assessments that were completed during the year where the child has been seen by the social worker (monthly)



SCC/011a: Percentage of initial assessments that were completed during the year where the child has been seen by the Social Worker (Quarterly)



SCC/011a: (3 Years' comparison)



Description

Numerator: The number of initial assessments that were completed during the year where the child has been seen by the Social Worker

Denominator: The number of initial assessments that were completed during the year

Formula: $\frac{\text{Numerator}}{\text{Denominator}} \times 100$

SCC/025: Percentage of statutory visits to looked after children supposed to have been held during the year taken place in accordance with the regulations

Owner:	Anwen Huws
Measure relevant to:	Natalie Woodworth
Collection Frequency:	Monthly

Current Ynys Môn Target
95.00%
PI Target - High Number

Current performance, compared to previous year
90.54%
↔

Performance previous year
90.78%

Performance in comparison with current target
↓

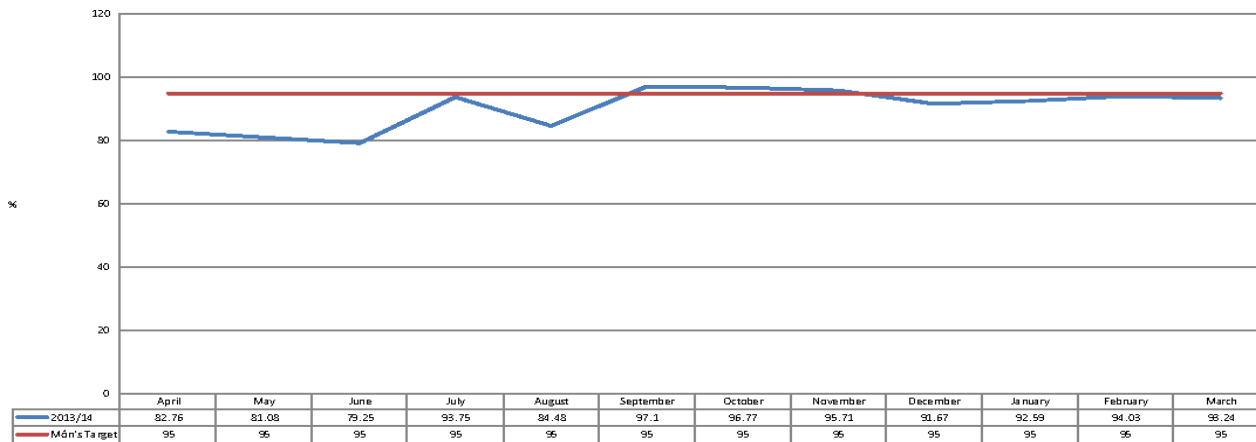
Story Behind the Performance

All children in care have a qualified social worker

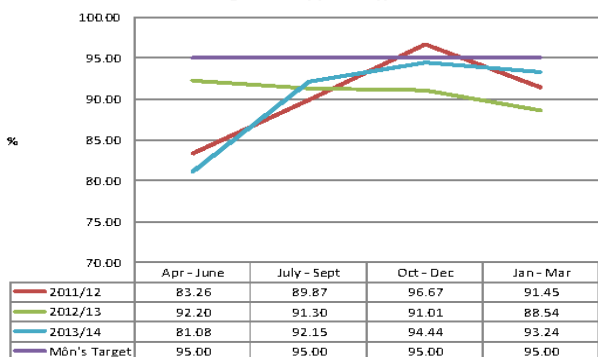
90.54% of statutory visits to children in their placements were achieved; placing us firmly above the Welsh average for 2012/13 (83%). Whilst we have maintained our position on the previous year I did set out to improve on our 2012/13 performance; In 2013-14, during some months we did achieve above the target.

Therefore this will remain a focus for improvement in 2014/15, as will the focus on how children and young people judge the actual interaction with the social worker - what difference is it making.

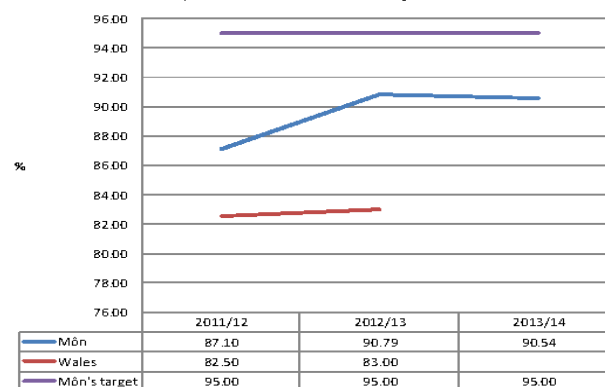
SCC/025: The percentage of statutory visits to looked after children that were due in the year, took place in accordance with regulations (monthly)



SCC/025: The percentage of statutory visits to looked after children that were due in the year, took place in accordance with regulations (quarterly)



SCC/025 - 3 Years' comparison



Description

Numerator: The number of statutory visits to looked after children due in the year to 31 March that took place in accordance with regulations

Denominator: The number of statutory visits to looked after children due in the year to 31 March

Formula: $\frac{\text{Numerator} \times 100}{\text{Denominator}}$

SCC/043(a): The percentage of required core assessments completed within 35 working days

Owner:	Anwen Huws
Measure relevant to:	Natalie Woodworth
Collection Frequency:	Monthly

Current Ynys Môn Target
75.00%
PI Target - High Number

Current performance, compared to previous year
71.68%
↓

Performance previous year
80.49%

Performance in comparison with current target
↑

Story Behind the Performance

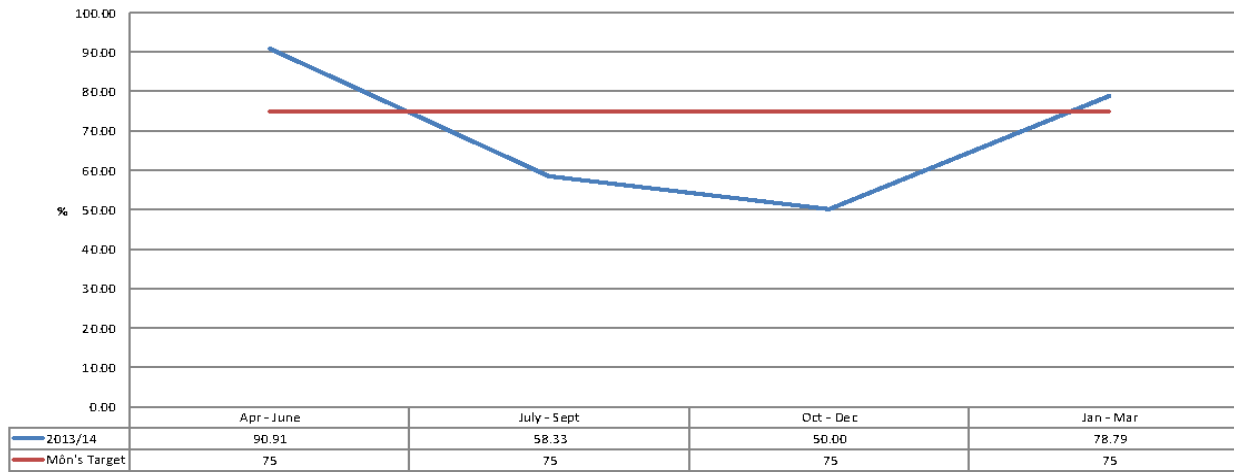
We recognise the need to improve our performance in relation to the timeliness of the completion of core assessments. We completed 71.68% of core assessments within the required 35 days, compared to 80.49% last year and compared to a Welsh average (during 12-13) of 76.60%. However this is a stronger position than our performance in 2010/11 & 2011/12.

The monthly peaks and troughs highlighted in the graph can be misleading due to the small numbers of core assessments completed during some months. However, whilst the end of year result is disappointing, we have seen an improvement in the average number of days to complete all core assessments, down from 99.25 days in 2010-11: 75 days in 2012/13, to 46 in 2013/14. This means it took half the time to complete all core assessments in 2013/14 than 2010/11.

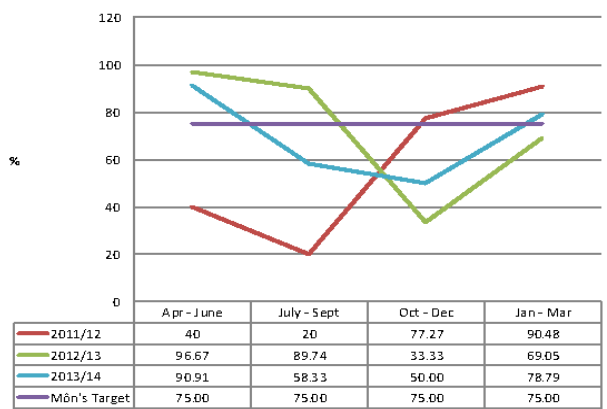
Whilst we are disappointed that we have not maintained the improvements achieved last year, this performance remains a significant improvement on our performance in 2010-11 & 2011-12.

All initial and core assessments are carried out by qualified social workers. All our social workers have been trained to use a consistent Risk Model which is a means of identifying risks within cases. This model is currently used in a number of English and Welsh local authorities. The Risk Model won a social care accolade award in 2010. This way of working ensures that workers ask regular questions about risk and reach evidence-based decisions. Our focus will be on improving this performance, whilst also focusing on the quality of the assessment and the ability of social workers to analyse information and manage risk.

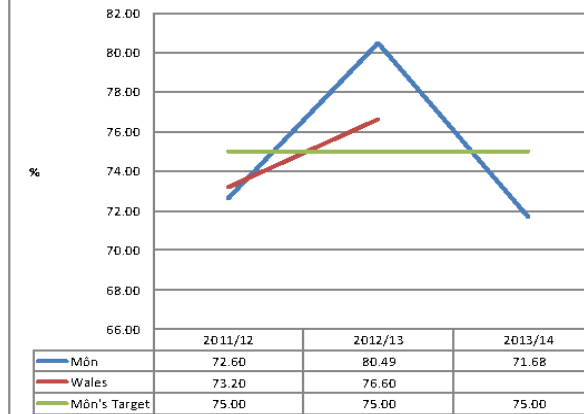
SCC/043a: The percentage of required core assessments completed within 35 working days during the year (quarterly)



SCC/043a: The percentage of required core assessments completed within 35 working days during the year (Quarterly)



SCC/043(a): (3 Years' comparison)



Description

Numerator: The number of required core assessments completed within 35 working days during the year

Denominator: The number of required core assessments that were completed during the year

Formula: $\frac{\text{Numerator} \times 100}{\text{Denominator}}$

National Performance Indicators - Adults Services 2013/14

Ref	Indicator	PI target	Anglesey 2012/13	Welsh Average 2012/13	Anglesey 2013/14	Anglesey Target 2013/14	Performance in comparison with Anglesey 2012/13	Performance in comparison with Anglesey target
SCA/001 (NSI)	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Low number	2.53	4.57	1.25	1.75	↑	
SCA/002 (NSI)	The rate of older people (aged 65 or over): a) Supported in the community per 1,000 population aged 65 or over at 31 March	Low Number (High Number - national expectation)	58.94	77.53	54.41	55.00	↑	
	b) Whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	Low number	21.93	20.63	18.16	20.00	↑	
SCA/003	The percentage of clients, in the following age groups, who are supported in the community during the year: a) Aged 18 - 64	High number	93.91%	93.87%	88.77%	94.00%	↓	
	b) Aged 65+	High number	80.83%	83.47%	77.87%	81.00%	↓	
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	High number	82.82%	80.90%	87.86%	84.00%	↑	
SCA/018	a) The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	High number	81.70%	86.80%	91.30%	85.00%	↑	
	b) The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	High number	75.00%	38.70%	63.20%	85.00%	↓	
	c) The percentage of carers of adults who were assessed or re-assessed in their own right during the year who were provided with a service	High number	72.00%	62.80%	73.90%	75.00%	↑	
SCA/019 (NSI)	The percentage of adult protection referrals completed where the risk has been managed	High number	92.78%	91.80%	88.89%	95.00%	↓	
SCA/020	The percentage of adult clients who are supported in the Community through the year.	High number	84.20%	86.16%	80.37%	85.00%	↓	

NSI National Strategic Indicator / Collected by the Welsh Assembly Government

SCA/001 (NS1): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over

Owner:	Carys Edwards
Measure relevant to:	Iola Richards and Barbara Williams
Collection Frequency:	Monthly
Quarter:	4
Report Date:	31/03/2014

Current Performance Indicator result
1.25
PI Target - Low number

Previous reporting period result
0.69
Performance compared to previous reporting period
↓

Anglesey 2012/13 result
2.53
Performance compared to 2012/13
↑

Anglesey Target 2013 / 14
1.75
Performance in comparison with target
↓

The story behind the performance

We provide assessment and social work capacity within the acute hospital for adults as they prepare for discharge via a partnership with Gwynedd Council. The team at the hospital includes a complement of both social work and care assessor practitioners.

During the past year the integrated Gwynedd and Môn social work team was increased to provide a seven day assessment and care management service by utilizing the winter pressure grant to fund this.

Between April 2013 and the end of March 2014 there have been 9 cases where there has been a delayed transfer due to social care reasons. This results in the current score of this performance indicator being at 1.25 which is better than our yearly target of 1.75 and significantly better than the 12/13 Welsh average of 4.57.

Our analysis of the 9 cases paints the following picture:

- Awaiting restart to Homecare package (8)
- Awaiting completion of adaptations assessment (1)

Further Improvement Action

- 1) Continue to jointly review with Gwynedd Council our assessment and social work arrangements in the acute hospital – with a view to enhancing the collaboration between the social work team and the discharge facilitators.
- 2) Appraisal of local arrangements in response to assessment processes and resource acquisition in support of timely discharge.
- 3) Capacity of providers available to us in the local care market is one of the work streams prioritised in our Transformation Programme of Older People's Services (Brokerage stimulating diversification of the care market in response to our published commissioning intentions.)
- 4) A range of Community based options will be introduced in 14/15 with a view of providing overnight care in the Community and implementing a seven day (MDT) assessment and care management service.

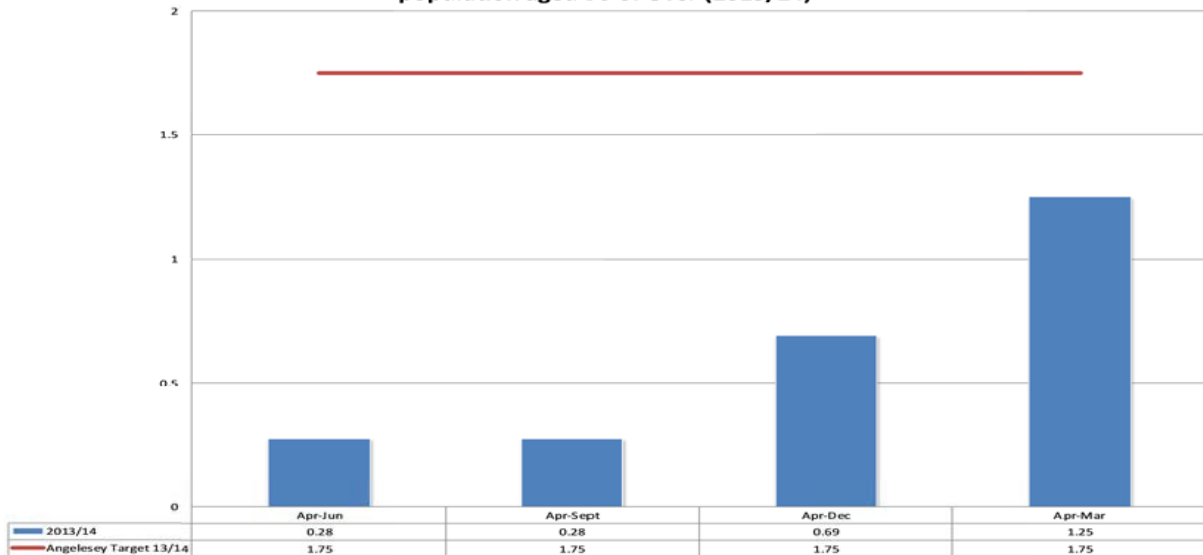
Description

Numerator: Total number of local authority residents (aged 18+) experiencing a delayed transfer of care during the year for social care reasons. The numerator is the sum of the 12 monthly census date figures.

Denominator: Total population aged 75+

Formula: $\frac{\text{Numerator} \times 1,000}{\text{Denominator}}$

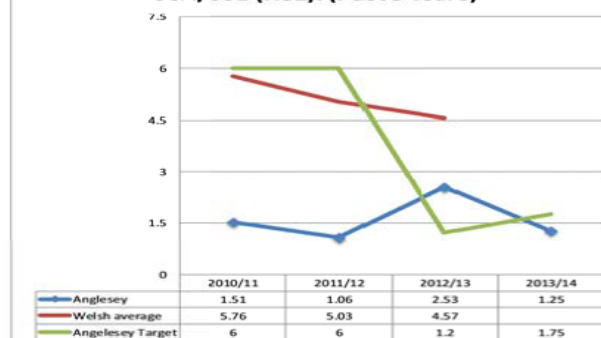
SCA/001 (NS1): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (2013/14)



SCA/001 (NS1): (Past and Present Quarterly Results)



SCA/001 (NS1): (Past 3 Years)



SCAb/002b (NS2): The rate of older people (aged 65 or over): Whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March

Owner:	Carys Edwards
Measure relevant to:	Iola Richards
Collection Frequency:	Monthly
Quarter:	4
Report Date:	31/03/2014

Current Performance Indicator result
18.16
PI Target - High number

Previous reporting period result
17.97
Performance compared to previous reporting period
↓

Anglesey 2012/13 result
21.93
Performance compared to 2012/13
↑

Anglesey Target 2013 / 14
20.00
Performance in comparison with target

The story behind the performance

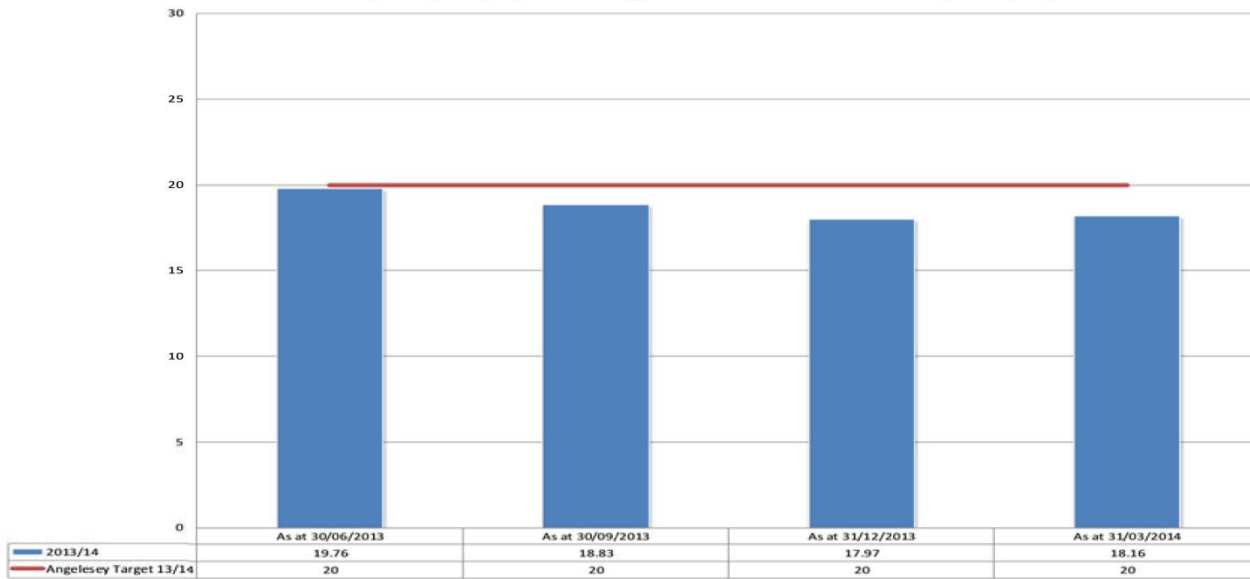
Our Intermediate Care strategy of utilizing designated intermediate care beds in a residential care setting supports a reablement model of transferring individuals back home into the community and avoids over dependency on long term care admissions.

Over the past year there has been an encouraging improvement in our local performance. As of 31/03/2014 there was a total of 295 users supported in Care homes - this was an increase of 3 clients from the previous quarter but a reduction of 50 users to total receiving service as of 31/03/2013.

The Introduction of the intake reablement model is having a positive impact on maintaining people's independence and preventing inappropriate admissions into long term residential care.

The number of people supported in care homes does fluctuate month by month with increased pressure on the care system during the latter part of the winter months, which is a historical pattern. These seasonal pressures on the statutory services (Health and Social Care) may have a negative effect on local performance during winter months.

SCA/002b (NS2): The rate of older people (aged 65 or over): Whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March (2013/14)

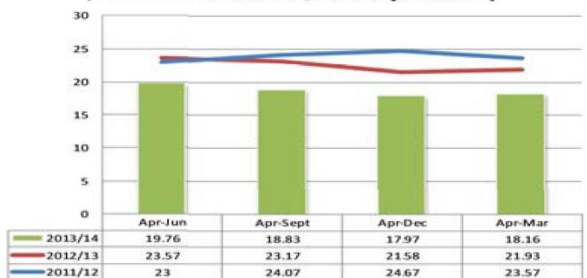


Further Improvement Action

We can only make further, significant and sustainable improvements in performance by transforming our models of service for older people – ensuring less reliance on long term residential care and enabling the availability of 24 hour community based support across the Island coupled with effective time limited Re-ablement services and the implementation of a raft of enhanced intermediate care initiatives.

In the short term our interventions will continue around intake reablement, effective information giving and signposting at our access points.

SCA/002b (NS2): (Past and Present Quarterly Results)



SCC/002b (NS2): (Past 3 Years)



Description

Numerator: Number of people aged 65 or over supported in care homes

Denominator: Total population aged 65 or over

Formula: Numerator x 1,000 / Denominator

SCA/018a: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year

Owner:	Carys Edwards
Measure relevant to:	Iola Richards and Barbara Williams
Collection Frequency:	Monthly
Quarter:	4
Report Date:	31/03/2014

Current Performance Indicator result
91.30%
PI Target - High number

Previous reporting period result
87.10%
Performance compared to previous reporting period
↑

Anglesey 2012/13 result
81.70%
Performance compared to 2012/13
↑

Anglesey Target 2013 / 14
85.00%
Performance in comparison with target

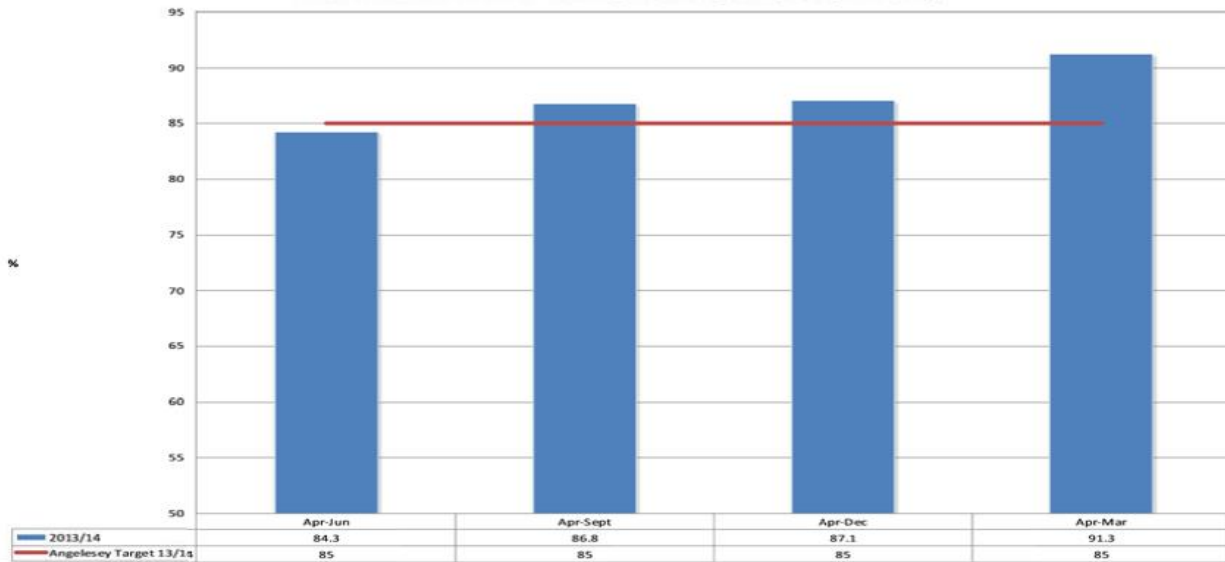
The story behind the performance

Assessment and support of informal carers is important to us.

We are expecting to evidence sustained performance during 2014.

Between April 2013 and the end of March 2014 91.3% of informal carers of adults were offered an assessment or review of their needs in their own right. This is above our 12/13 performance of 81.7% and the 12/13 Welsh average of 86.8%.

SCA/018a: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year (2013/14)



Further Improvement Action

- Continued targeted efforts to improve performance across all adult user groups
- The service has taken steps to improve data input by requesting clarification why an assessment is not offered.
- Introduced a monitoring framework to provide further detailed information about our data gathering processes.

SCA/018a: (Past and Previous Quarterly Results)



SCA/018a: (Past 3 Years)



Description

Numerator: The number of carers (of adults) aged 18 or over known to social services who were offered an assessment or review of their needs in their own right during the year

Denominator: The number of carers (of adults) aged 18 or over known to social services

Formula: Numerator x 100 / Denominator