

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>REPORT TO:</b>	<b>The Council</b>
<b>DATE:</b>	<b>27 September, 2016</b>
<b>TITLE OF REPORT:</b>	<b>Statutory Annual Report by Director of Social Services (Statutory Director of Social Services) 2016</b>
<b>Lead Officer:</b>	<b>Dr Caroline Turner, Director of Social Services</b>
<b>Portfolio Holder:</b>	<b>Councillor Aled Morris Jones</b>

### **Nature and reason for reporting**

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

### **Background**

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

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

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

A constructive challenge session was held on the 25<sup>th</sup> May 2016 with our partners with services reporting on their business plans and end of year performance.

# Ynys Môn

THE ISLE OF

# Anglesey



Annual Director's Report on the  
Effectiveness of  
Social Care Services 2015-16



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL



[cyngormon](#)  
[ioacc](#)



[@cyngormon](#)  
[@angleseycouncil](#)

## Director's Introduction



**Dr. Caroline Turner, Director of Social Services, Assistant Chief Executive**

### Introduction

I am pleased to publish my first report as Statutory Director of Social Services, following my designation in January 2016. I wish to thank all who have contributed to the work of Social Services in Anglesey over the past year, including the previous Director, Gwen Carrington, who retired in December 2015. I took up my responsibilities at a crucial time as we prepared to implement the provisions of the Social Services and Wellbeing Act (Wales) 2014 from April 2016 onwards, whilst balancing significant increases in demand for our services at a time of budget constraints for us and for our partners across all sectors.

The purpose of the report is to share information on the performance and effectiveness of Adult and Children's Social Services in Anglesey during 2015-16. The progress made is a reflection of the contribution made by staff in both services, as well as those of other services within the local authority, in particular Education and Housing. It is also a reflection of the support provided by carers, as well as the contribution made by service providers in the voluntary sector and in the private sector. A key element of our success is the strength of our long-standing collaboration with colleagues in Betsi Cadwaladr University Health Board, joint working arrangements with the five other local authorities across North Wales, and effective partnership working with North Wales Police, the Youth Justice Service, Bangor University and other partners.

This report outlines our response and progress against the areas the Care and Social Services Inspectorate for Wales (CSSIW) identified for improvement in their Annual Performance Evaluation for 2014-15. One of the key comments made by CSSIW was that "The council is aware of the risks within children's services where improvement is fragile". These comments reflect criticism of some elements of practice in Children's Services by the Judiciary and by CAF/CASS during the Autumn of 2015. The Performance Indicators for the service also indicated areas that needed to be improved. The service lost experienced staff during the year, and failed to recruit Social Workers, which added to the pressures on the service. The increase in demand, combined with retention and recruitment difficulties, had an impact on our Performance Indicators during the latter half of 2015-16. I have therefore prioritised this area in recent months, focusing on understanding the issues, raising the awareness of the Senior Management Team and the Executive, secured additional resource, and oversaw the development of an Improvement Plan for Children's Services. We have recently set up a cross-party Panel of Senior Elected Members to monitor the implementation of the Children's Services Improvement Plan. The Local Authority has undoubtedly achieved improvements in its Children Services over the years, and we are confident of its ability to build on this success. The service experienced demonstrable increase in demand during the year, and the Local Authority has invested additional resources in the Children Services. The service responded positively to the lessons from its Quality Assurance function and the external reviews of practice including the Extended Child Practice Reviews into incidents that occurred in 2013. The service invested considerable effort into improving its arrangements under the Public Law Outline, during the year.

Despite the challenges of increased demand and recruitment and retention of staff, Children's Services has made significant progress during the year in improving its processes and practice. The Improvement Plan is already having an impact on our compliance with the Public Law Outline. I expect to see the actions outlined in the Improvement Plan making a real difference across our work in support of children who require a managed support and care plan and children who are looked after from 2016-17 onwards. During January 2016 the Fostering and Adoption Team were inspected by CSSIW, and it was reassuring to see that they concluded that the service is providing a good quality of life for the children who use the service, which is a reflection of the improvements made within this area of work over the past two years. We were particularly proud to host the *Anglesey STARS Awards* during the year to celebrate the achievements of Anglesey's Looked After Children. During the Challenge Meeting in May it was reassuring to hear our partners praising improvements in Learning Disability Transition, as well as in the information provided to children and young people and to their parents and carers; the service provided by Canolfan Addysg Y Bont was also praised.

This report summarises performance against those priorities we identified in the Isle of Anglesey County Council's Annual Delivery Document (Improvement Plan), which highlights the Transformation of Older Adult Social Care as one of seven priorities for the period 2013-2017. In line with national policy, we're placing much more emphasis on enabling older people to remain independent for much longer, able to draw on support from strong communities, and assisted to live at home wherever possible; this includes working with housing providers to significantly expand the provision of Extra Care across the island over the next few years. We're also changing our provision for those where living at home is no longer an option, working with private sector providers and Betsi Cadwaladr University Health Board to increase the capacity for Elderly Mentally Ill (EMI) Nursing provision. Participants in the annual Challenge Meeting praised the effective service provided by the co-located Mental Health team, the engagement that has taken place in the Seiriol area in relation to strengthening Community support for older people, the service provided by the Care and Repair service, the newly-established Nightowls service in Holyhead, and the effectiveness of the service provided by the Third Sector Single Point of Access which has been supported by Adult Services.

As a small local authority, and at a time of continued budgetary constraints, it is vital that we pool resources and share expertise. During 2015-16 we established a number of joint working arrangements across Adult and Children's services within Anglesey. One example of this is the new Safeguarding Unit, which co-ordinates our work on Quality Assurance; over the next year we will improve the Unit's capacity to advise on improving our policies and processes. We work jointly with Gwynedd County Council and Betsi Cadwaladr University Health Board in providing a highly skilled, multi-disciplinary IFSS team to intervene with families who present a high level of need and risk due to parental/carer alcohol and substance misuse; this team is delivering sustained improvements to the families that it support, enabling children to remain safely with their families in most cases. We also work with a range of partners to provide a Youth Justice Service which provides a range of interventions and services to young people who have offended and those at risk of offending; this team is also able to demonstrate its effectiveness, with a significant reduction in offending and re-offending by young people in recent years. These specialist teams are in addition to long-established multi-disciplinary teams jointly funded and staffed by Betsi Cadwaladr University Health Board and the Isle of Anglesey County Council in the areas of Mental Health, Learning Disabilities, and with Social Workers based in GPs Surgeries as part of Model Môn.

We are participating in the preparation of the Population Needs Assessment for North Wales, which should be completed by the end of 2016, and the data and analysis should enable us to



plan more effectively for the needs of our residents and communities in future years. For Children's Services, the priority for 2016-17 is the implementation of the Improvement Plan, whilst we are also planning to implement an improved Information, Advice and Assistance Service, develop our preventative services, strengthen our capacity to work intensively with families, and ensuring that our programmes to support vulnerable families and communities are better co-ordinated. For Adult Services, we are working on a new Strategy for Older People, will continue to plan and roll out Extra Care facilities, work with Betsi Cadwaladr to implement changes to EMI Nursing provision, and also re-tender our domiciliary care contracts; we will also begin the work of scoping work on modernising Mental Health and Learning Disabilities services.

For both Adult and Children's services, improved recruitment and retention of staff is a challenge and a priority, both within our services and for some of our service providers; we are therefore working on a Workforce Strategy to include improved recruitment, training and retention within the local authority. This will be particularly important as a number of private sector developers are planning large-scale energy and leisure developments in Anglesey, leading to a sudden increase in population that may place significant demands on our services over the next decade, and may well compete to attract people currently working in the social care sector. Work has already begun to establish base-lines, work out likely impacts and the mitigation measures that we need to put in place. It is vital that we and our partners plan now to reduce risks to services and our workforce in future years; we will continue the work of professionalising the social care workforce in Anglesey and providing clearer career paths and progression routes for those working across all sectors.

Over the forthcoming year we will be strengthening our corporate commitment to safeguarding, with every Head of Services expected to address this requirement as part of their personal objectives for 2016-17; the membership of our Corporate Safeguarding Board has already been extended to include senior officials from Housing and Leisure. We're also ensuring that every Head of Service and all Elected Members understand the provisions of the Social Services and Wellbeing Act (Wales) 2014, with regular briefings on the provisions of the Act and what this means for our staff and partners in terms of changing practice and procedures. This should strengthen the authority's capacity to scrutinise social services effectively as we prepare for changes in inspection arrangements flowing from the Regulation and Inspection of Social Care (Wales) Act 2016.



## Adults' Services



### **Alwyn Rhys Jones, Head of Adults' Services**

#### **1. Introduction**

Adult Social Care in Anglesey County Council is committed to supporting adults of all ages to maintain an independent life and make a valuable contribution to society. In so doing we are also focused on safeguarding the interest of adults requiring our support from all forms of abuse.

Most adults have a wealth of support both within their communities, within their personal relationships and within their families and are able to maintain their role in society within this context. It is only when these networks of support, and the individual strengths of a person are not sufficient to maintain their independence and dignity that Adult Social Care can and should support an adult.

Adults' Services support adults who have a wide range of needs. These include:-

- Individuals who require advice and signposting to support within their local community or third sector either through day-to-day community groups or through preventative support within communities
- Individuals who require short term support following a change in their circumstances
- Individuals with disabilities or long term health conditions leading to complex needs whether that be associated with lifelong physical and/or sensory disabilities, age related disability/health condition, a learning disability or a mental health condition.
- Carers for others, who either require support or advice or occasional or ongoing support to maintain their roles as carers.

Therefore, my report should be read in the context, of providing a specific range of support to adults within the continuum of wellbeing. The support provided may include:-

1. Assistance and Advice to access local services and support. This is invariably provided through the department's Single Point of Access
2. Professional Social Work or Occupational Therapy Assessments
3. Short term and occasional support in the form of reablement, respite care on either a day care or residential care basis, or property adaptations to support independent living
4. Medium term support in the form of Mental Health Recovery support
5. Long Term support in the form of home care, extra care housing, residential/ nursing care and housing with support.

Services listed 1 and 2 are provided by staff employed by the local authority based within the Council offices in Llangefni. Services noted 3, 4 and 5 are ones that the council both provide through its managed services but also commission (buy) through a wide range of independent and voluntary sector providers. The Council's own services include:-

- 6 residential care homes
- 3 Learning Disability Resource Centres
- 1 Older Persons Day Centre
- 2 work opportunity schemes for individuals with a disability
- 1 work opportunity scheme for individuals with mental health illness
- Domiciliary Care in the community, including the provision of time-limited reablement support services
- Care and support to 3 supported living houses in the community
- A team of mental health support workers in the community
- Telecare
- 1 Supported Living house for individuals with mental health conditions
- Dementia Support workers.

An individual who comes into contact with Adult Services should :-

- Have improved physical and mental health and emotional well-being
- Be protected from abuse or neglect or suffering significant harm
- Have access to education, training and recreation
- Improved domestic, family and personal relationships
- Be able to contribute to society
- Secure their personal rights and entitlements
- Have improved social and economic wellbeing
- Live in suitable accommodation.

The Regulators' Performance Evaluation Report for 2014/15 recognizes the positive developments within the Adults Service, drawing specific attention to the following areas:-

- Engagement with communities
- Transforming services
- Number of carers supported.



The report also highlighted the need for the Local Authority to improve in the following areas:-

- Evaluating the impact of service modernisation
- Modernisation of services for people with learning disabilities
- Commissioning and monitoring of services
- Mental Health joint working and pooled budgets.

## **2. Social Services and Wellbeing (Wales) Act 2014 – Wellbeing for Adults and Sustainable Social Care for the Future**

I commenced this report by defining the role of the Adults' Services and the role that we can play in supporting people within their communities. As noted by the Head of Children's Services this is a period of major change and the work we are currently doing to both maintain and improve services should be considered in the context of the changes that we need to implement with the arrival of the Social Services and Wellbeing (Wales) Act 2014.

Anglesey County Council Adults' Services recognises more than ever the need to provide a model of social care for the future which meets the needs of the population, responds to the act and places people at the centre of decisions affecting their futures.

In this regard it is also important to understand the changes in our local population which will affect the need for services. These changes include:

- The total number of people over 65 years of age will increase by 39% by 2030. (Source: Anglesey Info base; Older People's Needs Assessment 2013-2033 Accommodation and Related Support Report published by the Housing and Support Partnership in 2013)
- The number of people over the age of 75 living with a long term illness will increase by 75% by 2030. (Source: Daffodil Cymru Website)

The positive changes in our demography means that more of us are living to older ages with chronic conditions, and individuals with learning disabilities are living healthy and fulfilled lives. Similarly, there is a gradual increase in those requiring support in communities with mental health conditions. This means that the changes we make now are essential in the context of delivering a sustainable future for social care.

Below are a number of the key changes that the Social Services & Wellbeing (Wales) Act 2014, will bring and the early steps we have taken in Anglesey to respond.



Changes Required	Anglesey Response
<p>More Information and Advice will be available</p>	<p>We have developed a local Single Point of Access since 2013. At present the service acts as a referral point to all community based health &amp; social care services. Over the last 12 months the service has gradually changed to offer a greater range of advice and information to individuals, often able to direct people to support within their own communities.</p> <p>In addition to the SPOA, the council have worked with our Voluntary Sector Partner Medrwn Môn to develop LINC Cymunedol Môn. This is a contact point within Medrwn Môn which is able to direct people to support and services within the Third Sector or their own communities. People may simply be directed to their local community centre, to a local befriending service or to a range of other facilities.</p> <p>Anglesey has also been a key partner in the development of the DEWIS website. This is a national development piloted in North Wales but now due for a national roll-out. It allows locally delivered community groups and services to upload their information to this website. It allows people to gain access to simple and up to date information about the services available locally.</p>
<p>People will have more control over the support they need and will be equal partners in care</p>	<p>Future assessments will be based on a different type of conversation, with individual asked “What matters to them”. Locally we have worked with our Local Authority &amp; Health partners to develop a new assessment framework which will be implemented from April 2016.</p> <p>This new assessment will focus on the strengths an individual has, the outcome they wish to achieve, the risks to achieving those and how a co-produced solution can be achieved.</p>
<p>Preventative Services will be available to prevent escalation of an individual’s needs</p>	<p>Prevention has been at the heart of our model in Anglesey for some time. Reablement services have been introduced since 2008 offering short-term home care and therapy support to allow people to recover. In 2015/16 over 400 people received support from our reablement service; of those nearly half required no ongoing support following reablement and were directed to community services at the cessation of support.</p> <p>In addition, a range of other preventative services exist. These</p>

include Age-well Hwyllog Môn, Intermediate Care Services, Parable, Hafal, Homeshare & Telecare.

In recognising that a managed care and support plan will not always be the right answer for people, Anglesey County Council has also committed a significant level of time and resource in local community development. In the Seiriol Area of Anglesey a model of Local Area Co-ordination has been in place since 2014. LAC has had direct intervention with 65 people, providing community based solutions by adopting a community asset approach. There is also the added value of promoting preventive approaches with community groups, supporting people who attend the community hubs, along with partnership working with GP practices to promote a social prescribing model. There is a marked increase in citizenship hours in the ward, totalling on average 508 hours annually in the form of participation in the community and volunteering, with 44 hours per week volunteering and leading sessions within our community hubs in the area.

The Council has also shown its commitment through supporting the development and extension of hubs within communities offering events to improve wellbeing. The Agewell Hwyllog Môn Centres in Amlwch and Llangefni, and further developments in Seiriol and Llanfairpwll, illustrate the strength of local communities.

As an authority we recognise that the Act and the challenges and opportunities it offers to us both now and into the future, will be crucial in providing those people who need our help with the right wellbeing outcomes. The level of cultural change which is required should not be underestimated.

### **3. Adults' Services – Looking Back at 2015/16**

Adults' Services, both through the staff we employ directly and those employed through our commissioned services, always aim to ensure that we support people to maintain their independence. In so doing we must always ensure that we maintain support and services to those people who have traditionally received our services, whilst at the same time ensuring that we focus on improving the way we work and maintaining services that are sustainable into the future.



### 3.1 The number of people we are supporting and those new people who accessed our services in 2015/16

	2013/14	2014/15	2015/16
No of adults receiving a service on 31 March	1,795	1,707	1,588
New carers' assessments undertaken	403	521	512
Hours of domiciliary care commissioned	247,005	247,073	279,331
People provided with residential/nursing home care	690	659	651
Reviews undertaken	941	971	939
People provided with a re-ablement service	438	500	429
Direct Payments	42	55	68

Our focus on supporting individuals with short-term preventative services and directing individuals to support within their communities is evidenced in the trends noted in this chart. A gradual decrease in the number of people being provided with ongoing services from the Council is noted; however, at the same time as the number of people receiving care in a residential and nursing home placement is falling, the level of domiciliary care provided to support people to remain at home is increasing significantly.

We are pleased that the number of carers assessments undertaken has risen, emphasizing our commitment to supporting carers to maintain their roles. Likewise, the level of people choosing to manage their care through a direct payment is rising, as can be seen in the below table. We hope to support further increases in these areas in 2016/17.

### Number of clients choosing to manage their care through direct payments:

Year	Number of Clients
2012/13	33
2013/14	42
2014/15	55
2015/16	68

### 3.2 What you told us about our services

We gather the views of the public regarding our services in a number of ways. One method of doing this is recording the number of compliments and complaints we receive regarding the support and services we offer. A total of 151 compliments were received for Adults' Services in 2015/16; this is higher than last year's total of 110. Of the 151 positive comments received by Adults' Services, 4 were from other professionals, while 147 were from service users or their family members. The positive comments were categorised as follows:

<b>Adults' Services</b>	
Residential Care	110
Home Care	20
Adults North Team	4
Adults South Team	4
Physical and Sensory Disabilities Team	7
Learning Disabilities Team	1
Client Finance Team	1
Senior Management	1
Contracts Team	2
Positive comments regarding more than one team	1
<b>Total</b>	<b>151</b>

Examples of positive comments received are as follows:



*“They are like angels visiting every day and providing an excellent service, they are always smiling and cheerful and they brighten up the day.” – Môn Care*

*“Your help has made it possible for me to continue to live at home. Thank you.” – Physical Disabilities*

*“Staff are professional, caring, dedicated and go over and above to make sure that everyone is OK.” – Residential Care*

*“Thanks for all your very professional assistance – processing all the plethora of documentation and administration... facilitating a care home – you are to be lauded by your profession” – Adults South Team*

*“Unfailingly sensitive of the family dynamics, has supported our needs and worked incredibly hard on our behalf” – Adults North Team*

A total of 12 negative comments / concerns were received by the Complaints Officer during the year regarding Adults’ Services. The 12 negative comments were categorised as follows:

<b>Adults’ Services</b>	
Physical Disabilities	1
Learning Disabilities	0
Residential Care	4
Adults North Team	4
Adults South Team	2
Client Finance	0
Duty	0
Home Care	1
Mental Health	0
<b>Total</b>	<b>12</b>

We consider feedback from service users to be very important and aim to learn and strengthen practice and service delivery as a result.

### 3.3 Other Communication

During 2015/16 a number of Consultation events have assisted us to gather views on key topics such as:-

- Gwelfor - A consultation event held in the locality assisted us to shape ideas, and to support the development of the community hub within Gwelfor Community Centre. Ideas were also shared on the best use of available Intermediate Care funding to develop the service to meet the wellbeing outcomes of the community.
- Haulfre- A consultation event was held regarding the future of Haulfre Residential Home. This provided a sound platform for the Executive to make decisions. Following the consultation a decision was made to maintain the home in the short term, with the Council committing to capital spend to improve the home, whilst committing to find a location for Extra Care in the locality. We consider this to have been a successful consultation exercise regarding a particularly sensitive issue.
- Direct Payments- Engagement has occurred with individuals who utilise direct payments and others to consider how the service should be strengthened in the future. This process has informed our ambition to relaunch and strengthen Direct Payments support during 2016/17.

Various consultation events over the past twelve months have assisted us to gather views on key topics, such as transport, media and technology, local knowledge and information, housing needs and health matters.

We consider ourselves to be fortunate as Medrwn Môn's Lleisiau Lleol project aims to enhance and strengthen links between communities and service providers, and increase the capacity of individuals to participate in service delivery and design, to support improved services on Anglesey. The Lleisiau Lleol project has been central to a number of the consultations that have occurred and in our view has strengthened our ability to engage in 2015/16.

### 3.4 Performance of services against national indicators

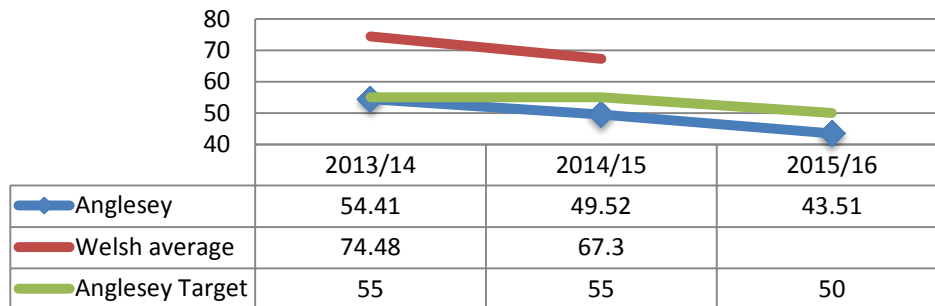
Our performance against core national indicators are shown on page 37.

Overall we are pleased to report that a number of the indicators, including individuals whose care plans have been updated, carers offered an assessment and the percentage of individuals subject to the safeguarding process where risks have been managed have risen.

We have suffered a significant fall in our performance against Delayed Transfers of Care, and we recognise a need to address this in 2016/17.

Specific performance indicators and trends are shown below:

**SCA/002a: The rate of older people (aged 65 or over): Supported in the community per 1,000 population aged 65 or over at 31 March**  
Pi target - Low number (Nationally - High number)

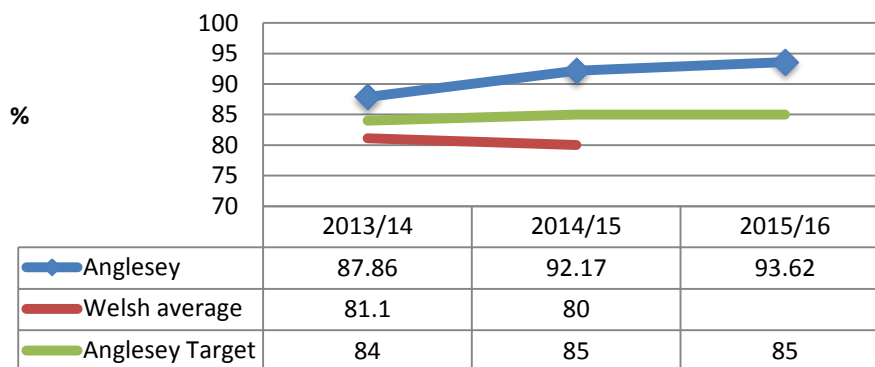


The story behind the performance:

The rate of older people we support in the community has dropped against an increasing older population. Our local direction of travel mirrors national policy and direction, with a stronger emphasis being put on short term preventative services and a focus on support within communities.

Information giving, signposting and empowerment at our access points is having a direct impact on the numbers of adults receiving a service from us.

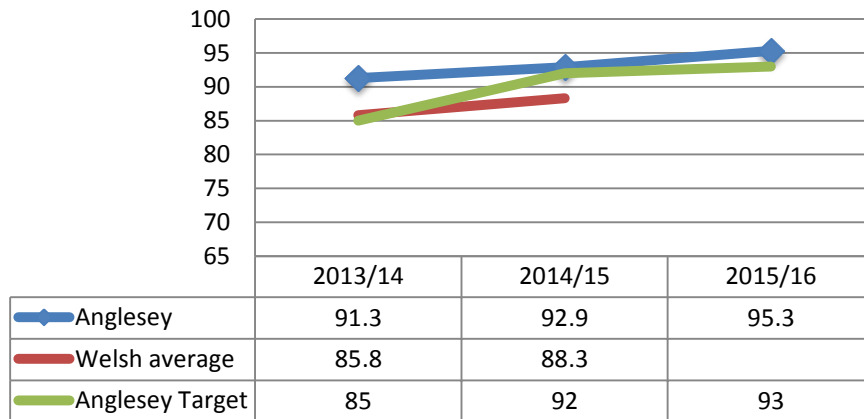
**SCA/007: The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year**  
Pi target - High number



The story behind the performance:

During the past year 939 of 1003 reviews due were completed (93.62%). This is an improvement on the past two year's performance and will place us in a strong position nationally.

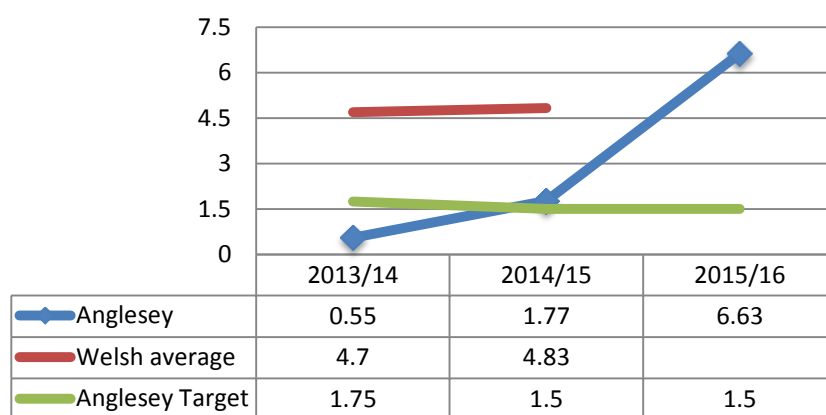
**SCA/018a: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year**  
**Pi target - High number**



The story behind the performance:

During the past year 95.3% of informal carers of adults were offered an assessment or review of their needs in their own right. This is above our 14/15 performance of 92.93% and the 14/15 Welsh average of 88.3%.

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



The story behind the performance:

We provide assessment and social work capacity within the acute and community hospitals for adults as they prepare for discharge via a partnership with Gwynedd County Council.



Between April 2015 and the end of March 2016 there have been 50 cases where there has been a delayed transfer due to social care reasons. This results in the performance indicator scoring at 6.63 which is well above our target of 1.50.

We have experienced significant challenges in this area in-year and are focussed on improving the ability of providers to provide care in 2016/17 and 2017/18.

#### **4. Areas of Development and Improvement in 2015/16 and how well we progressed**

As part of our planning process for 2015/16 we develop an annual Service Delivery Plan which sets our programme of work for the year. This section briefly indicates the progress we have made in some of those core areas.

##### **4.1 Extra Care Housing**

Developing Extra Care Housing in key locations across Anglesey is a corporate priority as well as being a key part of our Transformation of Adult Services. Our aspiration in April 2015 was to agree a partner to develop extra care developments in both Llangefni and Amlwch, as well as agree an appropriate land site in the south of the Island for such a development.

By the end of March 2016 a partner to develop extra care in Llangefni has been agreed, and we are on course to deliver a new extra care development in the area by May 2018. We were not able to agree a partner for Amlwch and a development within this area remains part of our plans.

As long as a site can be agreed in the Seiriol area, this will be the site for a new extra care development in the south of the Island. Significant progress in assessing local sites has been made.

##### **4.2 Domiciliary/ Home Care Changes**

Our Service Delivery Plan set out some ambitious targets of progressing further our externalisation of domiciliary care services. As a Council we have committed to a mixed economy of provision, with independent and voluntary sector providers supplying 70% of home care within localities, and the in-house provider providing 30%. In year this split has been achieved.

During the year we also intended to alter the nature of in-house provision, with a greater focus on specialist areas, including reablement and care for people with dementia. Whilst the reablement service has progressed, as a result of ongoing pressure on long-term home care, changing the service to provide more specialist dementia support has not been possible in year.

### **4.3 Learning Disability & Mental Health Services**

In 2015/16 we aimed to expand the scope of our transformation of services to include the support we offer to individuals with a Learning Disability and those with Mental Health conditions.

In year we have made progress in engaging with service users in relation to the development of Direct Payments as well as making preparations to outsource our in-house provision of Supported Living. The work carried out in 2015/16 places us in a positive position to progress this work in 2016/17.

## **5. Other Key Achievements**

### **5.1 Information Systems Replacement**

Over the course of the year Anglesey has been fully engaged in the procurement process to support the replacement of our current Information System, Raise. This system supports all our work with the public and ensures that we have accurate and useful information.

We are pleased to confirm that Anglesey have now agreed a replacement system in the form Welsh Community Care Information System (WCCIS). WCCIS is a national system which will be rolled out to all Local Authorities, and to community services within the NHS, over the coming years.

## **6 Our priorities for 2016/17**

For 2016/17 we will continue to aspire to support individuals to remain independent. As a priority for the year, we aim to support communities to strengthen the support available locally, as well as ensuring the services we provide and commission also support this goal.

### **6.1 Communities**

As part of our strategy to support older people we have set ambitious goals of extending the influence of communities on care and support. During 2016/17 we aim to extend Local Area Co-ordination (LAC) to two further areas of Anglesey. To date, the worker in Seiriol has provided great support to individuals living locally without ongoing need for services. We also hope to encourage the development of two further community hubs. Community Hubs provide a base and structure for local events, which provide people with local activities. We strongly believe that accessing these facilities promotes the wellbeing of individuals.

## 6.2 Home Care

The problems we have experienced in 2015/16 with access to home care not being as robust as we would hope has underlined our need to strengthen this provision. During 2016/17 we will retender services on a patch based basis. Our aim is to agree 3 geographical patches on Anglesey, which include both urban and rural areas. Following a tendering exercise we will agree a patch provider for each, this will strengthen our partnership with providers and ensure that people in all areas of the island receive timely care. Implementation of the model is likely to occur in 2017/18, following allocation of new contracts in 2016/17.

## 6.3 Learning Disabilities

In 2016/17 we aim to strengthen the ability of individuals to progress to further independence. Our goals for this year include re-tendering our current local authority operated and commissioned supported living projects, ensuring that we engage with providers of supported living and their tenants to ensure good outcomes from the process.

Following a review of our current day-care and supported employment projects we also intend to re-tender those projects, ensuring that they provide the best opportunity for individuals to enhance and strengthen their day to day living skills.

Underpinning this work and encouraging all individuals to manage and determine how their outcomes are met, we will be re-launching our Direct Payments scheme with enhanced support available to allow individuals to manage and control their own support.

## 6.4 Mental Health

Our Mental Health services are provided in partnership with the Betsi Cadwaldr University Health Board. Over the course of the next 12 months we intend to strengthen the partnership arrangements which govern this arrangement.

Recently we have agreed an Action Plan to strengthen support to individuals living with Dementia; and over the course of the year we intend to implement this ensuring that support is available to individuals and their carers to remain part of their community as the condition progresses.

## 6.5 Other Areas

There are a number of other areas we hope to strengthen in 2016/17. These include:-

- We will continue to train and support staff to implement the Social Services & Wellbeing (Wales) Act 2014 which was implemented on the 6<sup>th</sup> April 2016.

- We will ensure that we report in accordance with the Social Services & Wellbeing (Wales) Act 2014, ensuring a greater focus on outcomes for individuals.
- We will ensure that we put in place a robust structure of contract monitoring and management.
- We will remodel our contract with the voluntary sector in order to ensure they reflect our future aspirations.
- We will progress our preparation for the introduction of the new All-Wales Information Technology System, working closely with partner organisations both on a regional and national level.
- We will aim to achieve targeted savings.

## **7.0 Summary**

2015/16 has been a successful year for Adult Social Services. Over the course of the year we have continued to deliver support to significant numbers of adults over the County, and the feedback we receive continues to be positive.

We have faced challenges in the form of a shortage of domiciliary care capacity and a major consultation into the future of Haulfre Residential Home. In spite of these challenges, we believe that ongoing engagement with the public has allowed us to achieve the best possible outcomes for individuals.

2016/17 is likely to be a challenging year but we believe that we are well placed to maintain continuous improvement.



## Children's Services



**Anwen Huws, Head of Children's Services**

### 1. Introduction

Anglesey County Council has a duty to protect children from harm, and deliver a range of statutory functions in relation to children and young people's wellbeing. Most children are brought up and have their needs met within their own families and communities, accessing some services outside their immediate family unit by a range of universal services, early support services and prevention services. The Local Authority's Children's Services are not responsible for these services: we plan and deliver services to support children and families who face complex and intensive problems; children and young people who: -

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



In Children's Services we believe in making a positive difference to the lives of children and young people 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 the life chances of those children and young people. As a result of our interventions, children and young people can be expected to be: -

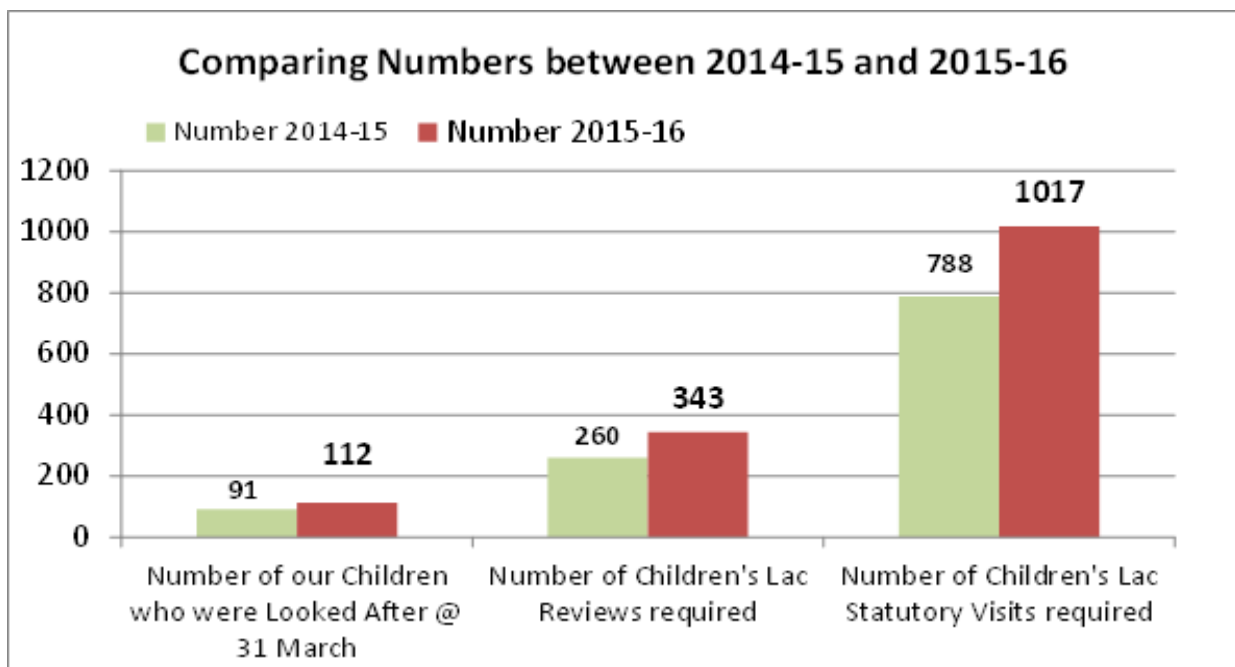
- Safe – children will be protected from abuse and neglect.
- Healthy – children will achieve in their physical, intellectual, emotional, social and behavioural development.
- Enjoying stability in their lives – children will have a sense of belonging, and contribute to, and enjoy safe and lifelong relationships, within supportive families and communities.
- Achieving their potential – children will be supported to achieve educationally, to access post school opportunities and to have the confidence and skills to do things that matter to them.
- Listening to and taking part - children will be supported to take part in key decision about their lives and to be valued members of their communities.

The Regulators' Performance Evaluation Report for 2014/15 recognised improvements within the Children's Service, and noted as areas for improvements: -

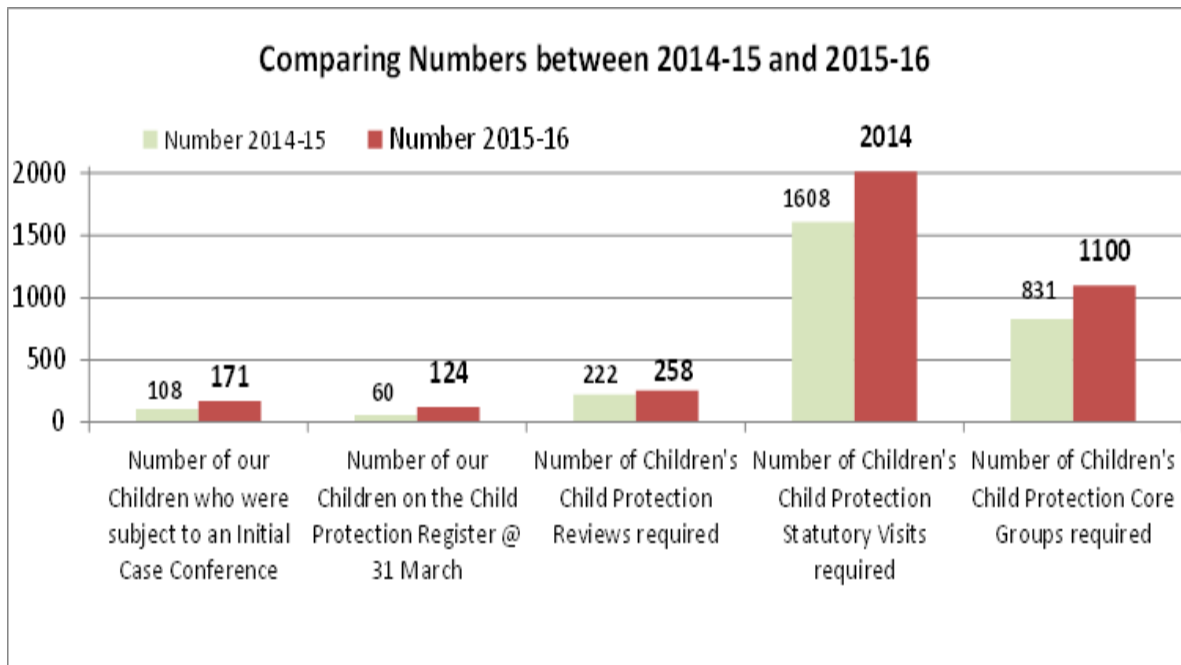
- Quality of decision-making and accountability
- Workforce development
- Website development and use of information, advice and assistance in accordance with the Act
- Capacity and supply in commissioning
- Providing a range of placements for children who are looked after

## 2. Children's Services – Looking Back at 2015/16

There is a genuine desire on Anglesey to do the best we can for children and families. We work in a challenging, complex and changing environment with financial pressure, demographic changes and higher expectations: all within a context of delivering statutory services. During 2015/16 the service has experienced a significant increase in demand across the board. We saw an increase of 15% in referrals that led to strategy meetings, compared to the previous year, and an increase of 33% in the number of referrals that led to a Section 47 investigation during the same period. Nowhere is this clearer than in the increase in children who are looked after and those subject to a child protection plan. At the end of March 2016 there were 124 children subject to a child protection plan, an increase of 106% in 12 months.



The story behind the performance: At the end of March 2016 there were 112 children looked after by the Authority, an increase of 22% in the last 12 months and 43% in the last 2 years.



The story behind the performance: At the end of March 2016 there were 124 children subject to a child protection plan, an increase of 106% in 12 months.

Undoubtedly this puts pressure on practitioners and performance. The Local Authority responded swiftly and during 2014/15 invested an additional £476k in its Children's Services budget to meet the costs of children who are looked after. An additional £500k has been committed for 2016/17.

### 3. Managing Performance Against Expectations 2015/16

We have developed a strong culture of performance management in which "everyone has their part to play". I consider our approach to managing performance as one of our strengths. Despite the palpable increase in demand during the year, we maintained an acute focus on understanding the demands and performance to support management decision making, priority setting and securing additional resources. I am confident that this will underpin our approach during 2016/17 as we achieve our identified performance improvements.

The **Fostering Service** is performing well. The team has been stable and has been able to recruit and retain experienced practitioners. The Care and Social Services Inspectorate Wales

Inspection Report of the Ynys Môn Fostering Service (Date of Publication 15 April 2016: Date of Inspection January 2016) concluded that the

- ✓ Management oversight and monitoring of the service was comprehensive.
- ✓ Service seeks and values feedback and participation.
- ✓ Foster carers valued the support they received.
- ✓ Staff morale in the child placement team was good.
- ✓ Service had increased its foster carers.

The Regulator concluded that children placed with Ynys Môn foster carers could be confident that the fostering service had them at the centre of their work and that the service advocated for them in relation to their individual needs. They noted that children have opportunities to develop feelings of self-worth and a positive identity by experiencing warm and consistent care from foster carers. We can evidence positive outcomes for the children during their time in foster care, some positive contact arrangements being established with family or friends, children moving on to longer term placements or returning to the care of their family.

The **Specialist Children Services (SCS)** is an integrated service between the Local Authority and the Health Board, providing services to disabled children and their families, when the children have complex needs. The team has been stable and has been able to recruit and retain experienced practitioners. The service is performing well against expectations. During the year it has achieved 100% in making case decisions within 24 hours, in undertaking Looked after Children Reviews and Visits to Looked after Children within timescales. Their performance in seeing children and seeing children alone was also excellent at 94% and 88% respectively. They completed 76% of their initial assessments within 7 days, with the remainder averaging 12 days. They completed 62% of their core assessments within 35 days, with the remaining three core assessments averaging 41 days each. The nature of these assessments are such that the input of other agencies is essential, and this may at times have an impact on the time taken to complete the assessments.

Partneriaeth Y Bont (Transition Pilot Project) is now mainstreamed. This provided a multi-agency initiative based at Canolfan Addysg y Bont to provide information, advice and assistance to children and their families who were approaching the transition stage. The pilot proved effective and efficient in supporting a greater number of pupils and their families through the Transition process. The initiative will provide a "Good Practice Guide" to other schools, and using technology will consider how it can be accessible to those children and their families approaching transition stage who are attending mainstream schools. During our challenge session with partners, this was an area of practice that was noted to be successful and appreciated by our partners.

The **Integrated Family Support Service (IFSS)** works with families who wish to make changes within their family to keep their children safe where alcohol or substance misuse is the main risk factor. The service has been established for two years. In this time the service has successfully established itself as part of the children's services offered by both Anglesey and Gwynedd Councils. They are achieving positive outcomes, helping families to make sustained changes in

their lives, which have kept the children safe. Families report that they find the intervention useful and empowering.

“I have been really happy with the level of support provided to me by the IFSS worker. She has supported me in making changes so that I can have my daughter back in my care. We need more workers like this”

“The IFSS work has helped me to realise that I have strengths. I liked using the strengths cards, the cycle of change cards and crisis card. I think that IFSS is doing a brilliant job, they have the time and the patience and confidence in me which is what people need to change”

In Children’s Services, the voice and experience of children and young people is central to what we do. We appointed Participation and Family Group Conference Officer in July 2015, and the **Family Group Conference Service** has now been established. I am pleased with the improvements we have achieved in this area which enables us to put into practice a key requirement of the Social Services and Wellbeing (Wales) Act 2014 – ensuring that we place the child and their family and carers at the heart of what we do and that we learn, develop and change our practice based on their experiences. The officer has also developed the Service User Participation Strategy to support a proactive and creative way to develop our participation and consultation activity, with the aim of giving children the opportunity to express their views about the care they receive.

**A personal highlight for me was the successful STARS Awards Ceremony for Looked After Children held during the year, which recognised and celebrated the achievements of the Looked After Children of Anglesey. Many of them have been through difficult times, but the awards celebrated that it is possible to achieve with courage, determination and support. The awards demonstrated the authority’s pride as a Corporate Parent, facilitated a feeling of being valued for both looked after children and their carers, boosted young people’s self-esteem and will hopefully spur them on to continue to achieve and develop in the future. We are grateful to Sally Holland, Children’s Commissioner for supporting the event.**

For the fifth consecutive year the **Gwynedd and Môn Youth Justice Service** achieved positive results in the six Key Performance areas for Youth Justice in Wales. First Time Entrants rates and numbers continue to fall. Custody use is at its lowest since 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 slightly lower rates and frequencies compared with the rest of North Wales.

The Service also measures the impact the service has on the welfare of young people, and the main welfare indicators continue to show good performance and reflect the excellent support received from our partner services within both local authorities and the wider partnership. The



recently developed Resettlement and Advisory Panels have increased and improved relationships with Homelessness Services and third sector housing providers. The service will be working closely with education services and the youth services in 2016-17 to seek ways of providing a more consistent response to ensuring that the educational achievements of young people is promoted by their inclusion and involvement in training and education. The Bureau process within the prevention service continues to deliver a steady reduction in the number of first-time entrants to the criminal justice system. Work is on-going between the Youth Justice Service and both Children Services in Gwynedd and Môn to review practice protocols to ensure the new duties within the Social Services and Wellbeing (Wales) Act 2014, specifically relating to children and young people in custody, can be managed effectively where standards are met and duplication is avoided.

**Statutory field work in the Children's Service** is an inherent area of risk and involves complex casework. In recent years the field work service showed continued performance improvements: and in a number of areas we were able to maintain and consolidate our performance, which in the context of increased demands is a testimony to the practitioners' commitment and hard work:

- ✓ A decision was made within one working day in 100% of our referrals.
- ✓ 96.08%, of children seen as part of the initial assessment, compared to 95.89% in 2014/15: with the children seen alone as part of the initial assessment also improving – 74.07% in 2015/16 compared to 63.93% in the previous year.
- ✓ Children who had a permanency plan at their second review increased to 87.18%.
- ✓ Improved performance in relation to a number of indicators of wellbeing for children who are looked after – with a reduction in the percentage of children who changed school because of becoming looked after and the attendance of looked after children at both primary and secondary school also showed an improvement compared to the previous year.
- ✓ 100% of relevant young people had access to the service of the Personal Advisor, and all those young people were in accommodation that was suitable for their needs.
- ✓ The performance with regards to meeting the health needs of children and young people who are looked after also remained stable.
- ✓ All identified young carers were provided with suitable support to meet their needs.

There were some areas where we did not meet our improvement objectives. Whilst not taking away that progress is needed to regain ground in these areas, last year's performance should be considered in the context of increased demand and workforce challenges. We did not improve our performance in relation to the timeliness of the completion of initial and core assessments. The



percentage of required core assessments completed within 35 working days for this year was 73.38% compared to 77.88% in the previous year. During the same period the number of core assessments completed increased by 23%. Over the last few years we have continually improved our performance in completing Initial assessments within 7 days. Whilst we were unable to maintain and consolidate this improvement in 2015/16 our performance remained above the Welsh average 76% (2014/15). Whilst this will not be an area of specific measurement next year, due to changes in the Assessment Framework under the new Act, we will

maintain an acute focus on the timeliness of assessment within the service.

The increase in the numbers of children looked after and the numbers of children subject to a child protection plan placed significant demand on the Safeguarding and Quality Unit which provides the Independent Chairing Service. This is reflected in the timeliness of holding Child Protection Conferences and the reviews of Looked After Children. Over the last few years we have continually improved our performance in holding Initial Child Protection Conferences within timescale. We were unable to maintain and consolidate this improvement in 2015/16. The Local Authority has increased the capacity of the Unit, and I am confident that this will ensure capacity to hold these meetings in a timely manner and to ensure robust plans are in place for Children who are Looked After and/or subject to Child Protection Plans. The increase also placed a demand on the case holders in terms of their compliance with visiting children on a regular basis. The percentage of visits to Children who were looked after completed within timescale fell this year to 82.79% from 93.53% in 2014/15. The Local Authority has increased its social work capacity, and I am confident that this will ensure that we will regain ground in these areas.

I am confident that based on our evidenced ability to respond to improvement imperatives in the past and the additional investment provided, we are well placed to achieve our improvement ambitions.

## **4. Achievement against Improvement Imperatives**

### **4.1 Workforce**

Staff remains our single most important and valuable resource. In recognition of this a priority for the Local Authority was to complete its Single Status process, which it did during 2015/16. Consequently, we have seen the offer to our Social Care Workforce improve, across the board, and this places the Local Authority in a favourable position in terms of recruitment.

Over recent years we invested in the development of our workforce, and for a number of years we saw a stable and developing workforce across the service. Our Workforce Development Plan was recognised by the Care Council in the Social Care Accolades 2015, where we were runner-up in the Developing Sustainable Workforce Category. However, during 2015, we experienced an increase in staff turnover, especially social workers within the fieldwork service. We are aware that this is a national issue, not specific to Ynys Môn, with field work social workers after two to three years deciding whether to remain in this area of work and make it their specialism or move into another field and specialise in that. This pattern is strengthened by the experiences of other areas of service function which are stable and have experienced practitioners in post - the Fostering Service, our Adoption workers, and the Specialist Children Service. The Local Authority has ensured that a number of the components of a Workforce Strategy are in place, and we are now working to draw these together, supplemented



by other elements will form a comprehensive and integrated Workforce Strategy which will develop a strategic approach in order to identify, plan for and secure a workforce which will meet the needs of the future. The Strategy, when completed, will be adopted formally by the Council and its implementation monitored by Councillors in order that they can be satisfied about the effectiveness of the approach to the recruitment and retention of staff.

Recognising that there is a correlation between work demands, staff wellbeing, turn over and morale the Local Authority responded by investing in increasing the social work capacity within the fieldwork service by three new posts, in order to respond to the increasing demands and ensure that individual workloads are managed, enabling workers to spend more quality time with families who are working to make changes so that the family is a safe place for their children. The optimum position would be being able to recruit qualified and experienced staff. The reality is that it is more difficult to attract candidates with the right experiences. In the short term we will continue with agency staff, whilst permanent and substantive appointments are made, and to provide a mix of skills in our teams that combines practical experience with the enthusiasm and creativity of newly qualified social workers. Over the course of the next twelve months we aim to appoint to the new posts and reduce the level of agency social workers. This is a strategy which the service has utilised successfully in the past, as a constructive and planned interim action, to underpin our approach to developing capacity, resilience and growing our own workforce.

Aligned to this there has been considerable investment in developing the capacity, experience, knowledge and skills of the workforce to meet the national and local expectations placed upon the Local Authority and to deliver a high quality service that improves outcomes for children and families on Anglesey. This included opportunities for staff to pursue professional development activities in order to develop their knowledge and skills. Regular Practice Learning sessions and Staff conferences have been introduced and they will run over the course of 2016/17, which ensure that our staff participate in, and own, the service improvement imperatives.



A range of training has been undertaken by staff during the year, and this will be continued as part of our approach to improving the service, through personal and professional development. This has included developing the skills and confidence of the **Workforce within the Public Law Outline and Undertaking Assessments within a Pre-birth Context** (Improved use of risk tools and management). In 2015/16, the Children's Services training plan focused on increasing the knowledge and skills of the workforce in areas such as neglect, impact of mental health and substance misuse on parenting capacity and parental capacity to change. In line with the new Act, a co-production workshop was held for managers and social workers to begin exploring how they can work in partnership with families. Training was held to develop professional confidence and expertise in writing later life letters and carrying out life story work. Workers also attended a session to explore the significance of sibling relationships, key areas of assessing sibling relationships and issues relating to contact. The importance of this issue was reflected in the



session '**A Child's World**' which included the impactful reflections of a service user on his journey through care.

The priority in terms of workforce development was the Social Services and Well-being (Wales) Act 2014 and supporting the workforce prior to implementation of the Act. The first phase of training focused on awareness and understanding the underpinning principles of the Act. The training sessions and workshops were reinforced through the Care Council for Wales e-learning module. The second phase was the roll-out of the more specialist core modules: **Introduction and General Functions, Assessing and Meeting the Needs of Individuals, Looked After and Accommodated Children and Safeguarding**. This work continues into 2016-17 with further specialist sessions to be arranged. The training resource '**What Does the Act Mean to Me?**' was created for the Direct Care Workforce which was supported by a facilitated session for managers. The Care Council for Wales Information and Learning Hub remains the one-stop shop for all resources on the Act. A knowledge bank on the Council's shared drive was also created to collate any resources specific to Anglesey, including presentations, consultation responses and news updates.

We want the service to be a good place to work and to develop professionally: and this is clearly shown in the progress made by staff across the service in achieving their post qualifying awards. Over the past year, the following staff achievements can be celebrated:

- 2 members of staff successfully completed the Consolidation Programme
- 3 members of staff completed a module of the Experienced Practitioner Programme
- 2 senior practitioners have been working towards completing the full Senior Practitioner Programme
- 2 members of staff are currently working towards the Practice Teaching Award
- 3 have completed the Pre-AMHP module at Chester University
- 2 managers completed the Team Manager Development Programme
- The Service offered 5 placements for M.A. Social Work Degree Students to encourage the development of new and talented professionals.
- 1 staff member was successful in gaining the Social Work Trainee post and is now working towards a Master's Degree in Social Work.

## 4.2 Quality and Accountability

The Service has a robust Quality Assurance and Performance Framework in place, and has been embedding this into practice. In addition, a Quality Assurance and Performance Management Framework has been established for the Fostering Service. The CSSIW Inspection of our Fostering Service (January 2016) found that the quality of care review report was thorough and included a detailed analysis of the fostering service. Both frameworks are essential in our approach to ensuring good practice and safe decision making at an operational level. IAs Head of Service I chair the service's Quality Assurance Panel, which means that I have the opportunity to see for myself, and discuss directly with my managers, the quality of practice and decision making. We have developed a number of ways in which we work with our practitioners and managers to

embed good practice. The key messages from quality assurance activity have been shared with staff through individual supervision sessions, Children's Services Staff Conferences and regular learning events. As a service we have a good understanding of the strengths within the our business, and those areas in which we need to develop. Our own and externally commissioned quality assurance shows that we can report some notable good practice.

We decided to focus on a number of key areas of improvements last year:

- Improving the overall quality of assessments, and the use of chronologies as a key tool in the assessment process.
- Development of our approach to assessment under the Social Services and Wellbeing (Wales) Act 2014.
- Increasing the skills and capacity of staff trained to undertake specific Parenting Assessments, called PAMS assessments.
- Improving the area of working with expectant parents to assess and support their ability to care for their new-borns, where concerns were known to us or to other agencies. We engaged Bruce Thornton, a prominent Consultant and Trainer, and the co-author of the Gwynedd/Thornton Risk Model, to work with us, so that our approach was based on evidence.

The introduction of the Public Law Outline has meant significant pressure in the context of an increase in the number of applications. During the year we became aware that this was an area of practice and decision making that required improvement. The Local Authority invested in supporting practitioners in their development as experts in dealing with cases in court. Procedures and process have been reviewed to ensure compliance with Public Law Outline expectations and timescales through the effective management of cases.

In readiness for the Social Services and Wellbeing (Wales) Act 2014, we have reviewed the Service Procedures and these will be launched in May 2016, they provide clear practice standards and requirements. Staff will be supported to implement these and have alongside these attended core training on the Social Services and Wellbeing (Wales) Act 2014. This will ensure that the practitioners understand what is expected of them, and the practice standards required.

An important element of quality assurance is the experience of children and young people, their families and carers. As in any organisation, there are times when service users are unhappy with the service they receive from us and times when people think we have gone over and above in the service that we have delivered. I am pleased that during 2015/16 the number of compliments the service received increased from the previous year, and that the majority of these were from service users.



*“Thank you so much for everything during the course. Incredible Years has changed mine and the kids' lives for the better.” – Children’s Support Work Team*

*“He has always put the interest of the children first and been honest about problems. He is a credit to your profession.” – Family Intervention Team*

*“Whatever you talk about [with the child] is having a magical effect and we really, really appreciate your help and advice.” – Looked After Children Team*

*“A pleasure and a privilege to work with you, we've so appreciated all your help and support.” – Child Placement Team*

*“They are really working in partnership with the placements in the interests of the young people they are supporting, and therefore getting better outcomes.” – Family Intervention Team / Looked After Children Team*

We monitor complaints to identify any themes and trends that emerge in order that improvements can be made. The number of complaints resolved at an early stage increased this year when compared with the previous year; from 20 to 29, which may be partly due to efforts to ensure service users and their families are aware of their right to make complaints under the procedure. The number of complaints escalated to a formal independent investigation was the lowest it has been for six years, which suggests that efforts by managers to resolve complaints at an earlier stage are increasingly successful.

We have articulated our plans to improve the quality of practice. This includes enabling staff to practice based on identified social work methodologies that will guide effective practice, management and organisational design. We will build on the progress made in terms of embedding the Gwynedd/Thornton Risk Tool and will review its application within the service alongside the “Signs of Safety Model”. This model aims to support practitioners to work collaboratively and in partnership with children, families and their wider networks to secure the child’s safety and wellbeing. We will continue to develop the knowledge and practical application of relevant law, legislation, procedures and case law by providing learning sets, led by respected barristers and supported by a Lead Practitioner Court Proceedings. A new role, the Lead Practitioner Court Proceedings will track cases within the Public Law Outline, and work with practitioners to ensure that the work is completed on time and up to standard. They will provide a skills development programme in this area, tailored to individual practitioners and to groups of practitioners. They will provide regular performance and quality reports to the Service

Management Team and be responsible for ensuring appropriate relations with the courts, CAFCASS and the Legal Service.

### 4.3 Range of placements for looked after children

The Placement Strategy was agreed during the year. This strategy describes the range of placement options provided for our Looked after Children and focuses on how we improve current arrangements to improve the lives of the children in our care. However the scope is not restricted to just making good quality placements, the intention is to bring together the range of activity across Children’s Services at all stages of the care journey, including a clear focus on supporting families to stay together, wherever it is safe to do so, and minimising the need for children to become looked after. This is a ‘whole system’ approach to supporting Looked after Children and keeping families together.

During 15/16 the Local Authority in line with the Social Services and Wellbeing (Wales) Act, and through working with carers and young people, developed a new service called “*When I am ready*”, which is operational from April 2016 onwards. This provides the opportunity for Young People to stay with their foster carers’ post 18years of age. It is estimated that there will be additional costs of up to £133k over the next three years, which the Local Authority have funded. In 2016/17 we aim to establish a Edge of Care/Supporting Resilience Team: and a proposal for funding has been presented to the Senior Leadership Team.

The Local Authority has experienced an increase in the number of children who are looked after and this has proved challenging in terms of our ability to meet that demand within in-house foster care. The Foster Carers Recruitment and Retention Strategy has been beneficial. Whilst we have not been able to achieve our aim of reducing the use of foster placements procured from the Independent Fostering Agencies, we have been able to limit the increase when compared with our own in-house service. The number of children placed with our in-house service increased by 58% last year compared to an increase of 13% in those placed with independent agencies. The number of looked after children being cared for by extended family as kinship foster carers increased by 133% during the year.



The significant increase in our children who are being looked after has impacted greatly on the capacity of the Fostering service. More children placed with extended family/family friends and Court timetables have led to increased pressures on the fostering social workers to complete assessments within increasingly demanding timescales. The increase in mainstream fostering assessments, friends and family assessments and viability assessment is impacting on the

Recruitment and Retention Strategy. For this to succeed we identified that additional staffing was required to ensure assessments are completed in a timely manner: therefore, we have increased the social work capacity within this team. Recognising the strength in collaboration we have worked closely with our partner Local Authorities on the North Wales Regional Fostering Project, which aims to develop joint working between local authority fostering services across North Wales.

#### **4.4 Use of website and development of information, advice and assistance**

Children's needs can and do fluctuate and change sometimes very quickly: therefore, different levels of need or complexity of presenting need may require different responses. All too often families tell us that the pathways between agencies supporting children and families remain complex and difficult to negotiate for many. Often organisational boundaries get in the way of swift access to support and families revolve between the various "doors of access". Therefore, I am pleased that we have made progress in building on the current arrangements for the provision of Information Advice and Assistance services on Anglesey by establishing the "HUB". This project, led by the Transformation Manager (Children's Services), will ensure that the Local Authority is able to provide:

- An accessible contact point relating to care and support which will be available through a variety of media (web, telephone, face to face, outreach, social networks and publications). This contact point will provide information on how the care and support system operates, the types of care and support available including preventative services, how individuals can access such services and how citizens can raise concerns about themselves or others who appear to have care and support needs. It will be flexible and responsive in order to deal with enquiries directly from the citizen as well as queries/referrals from professionals.
- A proactive service which supports individuals to access the care and support that matters to them. Presenting options and signposting citizens towards appropriate care and support, including advice on the range of preventative services available in the community. Where appropriate the service will actively assist people through, for example, the booking of appointments or commissioning services on their behalf.
- A proportionate assessment of care and support needs when offering advice and assistance will be undertaken.

The HUB involves the bringing together of services currently delivered within Children's Services and Lifelong Learning Service. There is initial interest from other agencies to join the Anglesey HUB and we are keen to develop this relationship. This is an exciting development which will be the first step in a better coordinated and an improved strategic approach to providing access to support as quickly as possible, so as to prevent problems arising at a later stage.

#### **4.4 Capacity and delivery on commissioning**

The Local Authority has appointed to a number of key roles which has increased its capacity in strategic planning and contract/procurement. The Transformation Manager leads strategic planning activities within the service, and is working with colleagues in respect of the Population Needs Assessment. The Service has time dedicated in the work programme of a Contract Manager. The Local Authority has appointed a Social Care Impact Officer (Wylfa 2) to understand and plan for the significant changes that this major development could have on the demand for Social Care, and on the social care workforce.

### **5. Organisational Arrangements**

With the advent of significant changes in the Local Authority's Senior Leadership Team there has been an opportunity to engage senior officers and Members in designing a strengthened approach suitable to the needs of the Authority. Laming Visits have been re-established and strengthened. Effective Scrutiny arrangements at Member level are important in ensuring that the Authority is aware of performance, progress with securing improvements, of difficult and/or sensitive issues and of the approach to dealing with them. A Member's Panel has been established to oversee and support the progress and achievement of the improvement objectives. The service is well supported by its Portfolio Holder. The Service has ensured it plays its part in a number of key corporate priorities – including embedding the requirements of the Welsh Language Standards (Mwy na Geiriau), Information Governance Improvements, relaunched Lone Working provision and the Customer Care Charter.

### **6. Social Services and Wellbeing (Wales) Act 2014 – A continuum of wellbeing for children and their families**

I started this report by defining the role of the Children's Services within services for children and their families. This is a period of major change, with the advent of the Social Services and Wellbeing (Wales) Act 2014. The Social Services and Wellbeing Act (Wales) 2014 propels us into a period of vital improvements and transformation to the service. 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 within vulnerable communities – especially at a time of financial austerity.

The Local Authority recognises more than ever the need to provide a cohesive model of well-being across services for children and their families. The importance of prevention and early intervention cannot be underestimated: building on developing universal services to offer additional support to those who need it most. Increasingly at the heart of our approach to public service must be the need to invest in individual and community reliance. A prosperous Anglesey must be based on independent individuals, within strong families, within prosperous and vibrant communities. Tackling factors which impact on resilience is necessary. The Local Authority will continue to improve the coordination of various strategic programmes involved in anti-poverty strategies and

supporting vulnerable children and their families. The aim is to ensure that scarce resources are used in a coordinated way and targeted towards those most at risk of family breakdown and abuse.

## 7. Looking to the Future

We understand the foundations on which we build change: and our approach balances change with appropriate pace. We will place an acute and immediate focus on strengthening the foundations and attaining key improvements, whilst side by side aligning these with our desire to change the social work model in Môn.

Alongside developing the skills and knowledge of our workforce we intend to change our current practice and philosophy to achieve an approach that is solution focused, minimizing the need for involvement, and which works with families in an open and honest way, focusing on changes needed and giving families the best chance of staying together while keeping children safe. We need to change the way we work with children, young people and their families. This is more than responding to a new Act. At the heart of this is our intention to deliver an approach that is far more focused on supporting the Social Work task and delivering a better service to children and families.

### Strategic Imperative 1: Recover, then Move Forward and Improve Field Work Services

<b>1.1 What would this look like?</b>
A confident and competent workforce with sufficient capacity to provide a consistent and effective service whilst being supported to develop their professional competence
<b>Outcomes</b>
<ul style="list-style-type: none"> <li>✓ The creation of a Workforce Strategy meeting the needs of the service in terms of delivery, professional standards and leadership</li> <li>✓ Enable workers to spend more quality time with families.</li> <li>✓ Workforce improvements – recruitments, retention, staff moral and confidence, reduction in staff sickness levels and making recruitment of high calibre candidates possible</li> </ul>
<b>What does this mean for 2016/17?</b>
Developing the skills and knowledge of our staff, recruiting and retaining a workforce of sufficient skills, experience and knowledge. Regular, high quality, professional and supportive supervision that includes detailed case analysis and challenge: access to continuous learning. Increased workforce capacity to ensure manageable workloads.

<b>1.2 What would this look like?</b>
Quality and timely assessments, interventions and decision making to protect, support and manage the risks for children
<b>Outcomes</b>
<ul style="list-style-type: none"> <li>✓ Good practice and safe decision making</li> <li>✓ Compliance with Public Law Outline timescales through the effective management of cases</li> <li>✓ Improved use of risk tools and management of risk</li> <li>✓ Avoidance of delays, drift and inefficient use of resources</li> </ul>



- ✓ Staff equipped with the skills, knowledge and procedures to carry out their roles
- ✓ Confident and effective professionals supported within the legal framework
- ✓ Increased % of looked after children where reunification to their parents is not possible that have permanency arrangements outside the looked after children system

**What does this mean for 2016/17?**

Embedding the use of the Gwynedd/ Bruce Thornton Risk Framework across Children's Services and reviewing its application within the service alongside the "Signs of Safety Model".

Supporting front line managers so that practice decisions are assured and evidenced.

### 1.3 What would this look like?

A quality assurance function that supports the council in effectively managing its responsibilities towards children

#### Outcomes

- ✓ Improvement in quality and performance against KPI's
- ✓ Clear standards and procedures available to all
- ✓ Regular qualitative reports to leadership team including members

**What does this mean for 2016/17?**

Implementation of Children's Services Procedures with staff supported to implement these. Ensuring a systemic quality assurance function, leading to continued improvement and safe practice.

Regaining ground in terms of areas of performance outside our targets.

## Strategic Imperative 2: Reset Vision - Transform and Change

### 2.1 What would this look like?

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.

#### Outcomes

- ✓ Families will be supported families to change and find strategies and use them to become more effective in managing their vulnerability and risk
- ✓ Increased numbers of children remaining at home with their families
- ✓ Reduced numbers of children requiring a multi-agency child protection plan
- ✓ Reduced numbers of children being accommodated by the local authority
- ✓ Reduced spending on the placement costs of Looked After Children
- ✓ Workforce improvements – recruitments, retention, staff moral and confidence, reduction in staff sickness levels and making recruitment of high calibre candidates possible
- ✓ Higher quality effective intervention with families

**What does this mean for 2016/17?**

Identifying the social work methodology/ies that will guide effective practice, management and organisational design. Staff trained to deliver these interventions.

Re structuring to support professional leadership to front-line services.

## 2.2 What would this look like?

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.

### Outcomes

- ✓ Compliance with Public Law Outline timescales
- ✓ Increased % of looked after children where reunification to their parents is not possible that have permanency arrangements outside the looked after children system
- ✓ Increase in stability of placement
- ✓ Workforce improvements – recruitments, retention, staff morale and confidence, reduction in staff sickness levels and making recruitment of high calibre candidates possible

### What does this mean for 2016/17??

Continuing to develop the knowledge and practical application of relevant law, legislation, procedures and case law by providing learning sets, led by respected barristers and supported by the Lead Practitioner Court Proceeding.

Increasing the social work capacity across the workforce, in order to respond to the increasing demand related to the Public Law Outline and proceedings

Increase the range of placements for looked after children.

## 2.3 What would this look like?

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.

### Outcomes

- ✓ Increased numbers of children remaining at home with their families
- ✓ Families will be supported to change and find strategies and use them to become more effective in managing their vulnerability and risk
- ✓ Reduced numbers of children requiring a multi-agency child protection plan
- ✓ Reduced numbers of children being accommodated by the local authority
- ✓ Reduced costs on Looked After Children
- ✓ Service Financial profile change increasing % on supportive interventions
- ✓ Higher quality effective interventions with families

### What does this mean for 2016/17?

Secure funding to establish a Family Support Service that works from 7am to 10pm which would include Family Intervention Experts and Support Workers: enabling us to respond through intervention programmes that are tailored around the family but which would have the clear aim of reducing need, promoting independence and safety

## 2.4 What would this look like?

Restructuring and redesign of systems so that they are relevant, intelligent, flexible and useful to practitioners.

### Outcomes

- ✓ Reduced processes, procedures and systems. Where they do exist, for them to be less burdensome and to support social work practice rather than social workers feeling tied down by them.
- ✓ Social Workers will be able to spend less time on administrative burdens
- ✓ Social workers will be able to work where they need to

**What does this mean for 2016/17?**

Embrace the opportunities provided by the Local Authority's Smarter Working programme to ensure that practitioners are able to work flexibly having access to the technology they need to work.



**Performance Indicators**

Included below over the next few pages, are our Key Performance Indicator results for the year, outlining where good performance has now been embedded, and where further efforts are now required. Challenges remain around resources available to support ongoing change and improvement; however we are now in a position whereby we are clear where we need to prioritise our efforts.

2016/17 will provide us with additional new challenges as a result of proposed changes in the collection of data sets, however these will allow us the opportunity to be more outcome focused in line with the requirements of the Social Services and Wellbeing (Wales) Act.

Below tables outline:

- 1) Adult Services Key Performance Indicator Results
- 2) Children's Services Key Performance Indicator Results



National Performance Indicators - Adults Services

	Ref	Indicator	PI target	Ynys Môn 2014/15	Ynys Môn 2015/16	Target 15/16	Performance in comparison with 14/15	Performance in comparison with target
NSI	SCA/001 (NSI)	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	Low number	1.77	6.63	1.50	↓	
NSI	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)	49.52	43.51	50.00	↓	
NSI		b) Whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	Low number	23.28	20.30	22.00	↑	
SID	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	89.03%	91.12%	89.0%	↑	
		b) Aged 65+	High number	76.00%	74.26%	78.0%	↓	
PAM	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	92.17%	93.62%	85.0%	↑	
PAM	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	92.90%	95.30%	93.0%	↑	
SID		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	57.10%	64.20%		↑	
Local		b local) The percentage of carers of adults who requested an assessment or review that had an assessment or review in their own right during the year	High number	92.00%	90.80%	93.0%	↓	
SID		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	96.00%	96.30%	96.0%	↔	
NSI	SCA/019 (NSI)	The percentage of adult protection referrals completed where the risk has been managed	High number	91.92%	93.18%	90.0%	↑	
PAM	SCA/020	The percentage of adult clients who are supported in the Community through the year.	High number	79.10%	78.66%	82.0%	↓	

NSI National Strategic Indicator  
PAM Public Accountability Measures  
SID Service Improvement Data



## National Performance Indicators - Children's Services 2015-16

Ref	Indicator	PI target	Anglesey 2014-15	Anglesey 2015-16	Anglesey Target 2015-16	Performance in comparison with Anglesey 2014-15	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	93.18	88.00	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	82.61	87.18	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	18.52	17.39	15.00	↑	
SCC/004 (NSI)	The percentage of children looked after on 31 March who have had three or more placements during the year	Low number	3.41	9.26	8.00	↓	
SCC/006	The percentage of referrals during the year on which a decision was made within 1 working day	High number	99.94	100.00	100.00%	↑	
SCC/010	The percentage of referrals that are re-referrals within 12 months	Low number	18.11	19.51	20.00%	↓	
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	95.89	96.08	100.00%	↑	
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	63.93	74.07	65.00%	↑	
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	98.15	84.80	100.00%	↓	
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	94.52	93.10	100.00%	↓	
SCC/016	The percentage of reviews of child in need plans carried out in accordance with the statutory timetable	High number	90.19	83.02	90.00%	↓	
SCC/020	The percentage of looked after children who have had their teeth checked by a dentist during the year	High number	96.77	90.41	90.00%	↓	
SCC/021	The percentage of looked after children reviews carried out within statutory timescales during the year	High number	96.15	93.88	97.00%	↓	



SCC/022	A) The percentage attendance of looked after pupils whilst in care in primary schools	High number	97.01	97.37	95.00%	↑	
	B) The percentage attendance of looked after pupils whilst in care in secondary schools	High number	92.37	93.32	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	94.29	88.89	100.00%	↓	
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	High number	93.53	82.79	100.00%	↓	
SCC/030	A) The percentage of young carers known to Social Services who were assessed	High number	84.38	75.41	85.00%	↓	
	B) The percentage of young carers known to Social Services who were provided with a service	High number	100.00	100.00	98.00%	↔	
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	50.00	57.14	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	100.00	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	100.00	75.00	75.00%	↓	
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year	High number	96.85	93.80	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	100.00	50.00	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	33.33	60.00	60.00%	↑	
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	289.00	269.00	262.00	↓	
SCC/039	The percentage of health assessments for looked after children due in the year that have been undertaken	High number	94.44	96.08	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	98.25	97.62	100.00%	↓	



SCC/041	A) The percentage of eligible, relevant and former relevant children that have pathway plans as required	High number	78.26	68.18	90.00%	↓	Red
	B) The percentage of eligible, relevant and former relevant children that have been allocated a personal advisor	High number	95.65	100.00	100.00%	↑	Green
SCC/042	A) The percentage of initial assessments completed within 7 working days	High number	94.77	78.87	85.00%	↓	Yellow
	B) The average time taken to complete initial assessments that took longer than 7 working days to complete	Low number	14.14	14.21	12.00	↔	Green
SCC/043	A) The percentage of required core assessments completed within 35 working days	High number	77.88	73.38	85.00%	↓	Red
	B) The average time taken to complete those required core assessments that took longer than 35 days	Low number	50.84	60.00	45.00	↓	Yellow
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%	↔	Green
	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	2.58	3.00	0.00	↑	Yellow
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	94.54	91.58	95	↓	Green

## Financial Information

The Local Authority has faced a period of unprecedented financial constraints for the public sector: and consequently each Council service has been required to find savings in its budget. Each service has been required to produce an annual service delivery plan, based on an analysis of its performance, their role in contributing to the Corporate Plan, and an analysis of any potential risks. Both Adult and Children Services recognise that in the context of financial austerity and increased demands/expectations things have to be done differently - we need to change the way we do things.

The ambitious work programme that we have in place across Adults and Children's Services is designed to support services to be able to do things differently, deliver positive outcomes for individuals, families and carers whilst also supporting the delivery of savings. In so doing Anglesey must deliver statutory social care services based on an approach that is solution focused, minimizing the need for involvement. Over time this will make Social services in Anglesey more sustainable.

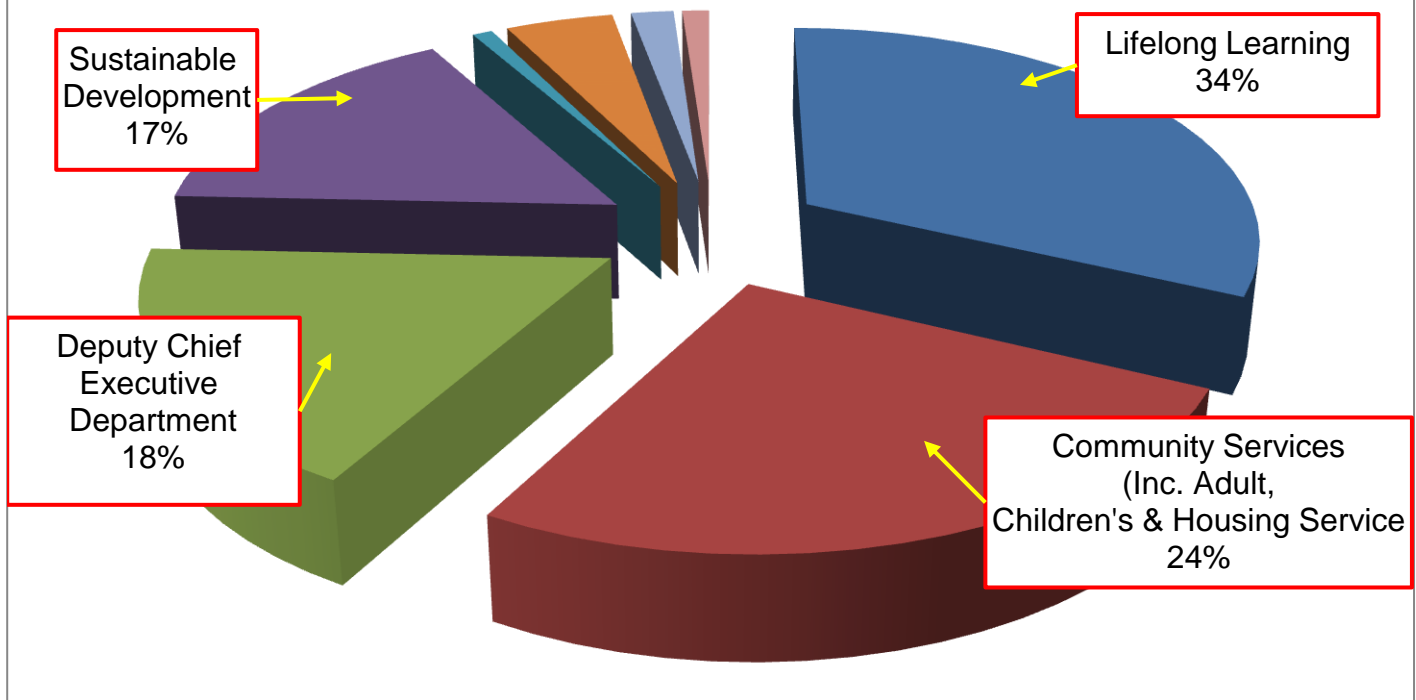
The following table outlines the Social Care Spend for the year, in comparison with the previous two years:

Service Description	Budget 2015/16 £'000	Actual 2015/16 £'000	Budget 2014/15 £'000	Actual 2014/15 £'000	Budget 2013/14 £'000	Actual 2013/14 £'000
<b>Children's Services</b>	6,877	6,656	6,508	6,240	6,781	6,566
<b>Adults' Services</b>						
- Older People	6,243	6,313	6,204	6,130	6,188	5,958
- Physical Disabilities	1,434	1,357	1,557	1,393	1,512	1,421
- Learning Disability	4,989	5,262	4,978	5,241	4,663	4,805
- Mental Health	1,697	1,900	1,713	1,834	1,605	1,880
<b>Support Services</b>	691	607	647	630	704	722
<b>Provider Unit (Mon Care / Other Services / Supp Emp)</b>	5,652	5,433	7,418	7,200	8,609	8,086
<b>Other Services (SSR)</b>	138	146	145	133	144	132
<b>TOTAL</b>	27,721	<b>27,674</b>	29,171	<b>28,801</b>	30,205	<b>29,569</b>

## £126m Net Council Budget (by Service 2015/16)

The below graph shows the whole Council budget for the year, 26% of which was allocated to Community Services.

### £181m Council Budget, (£124m net) by Service 2015-16

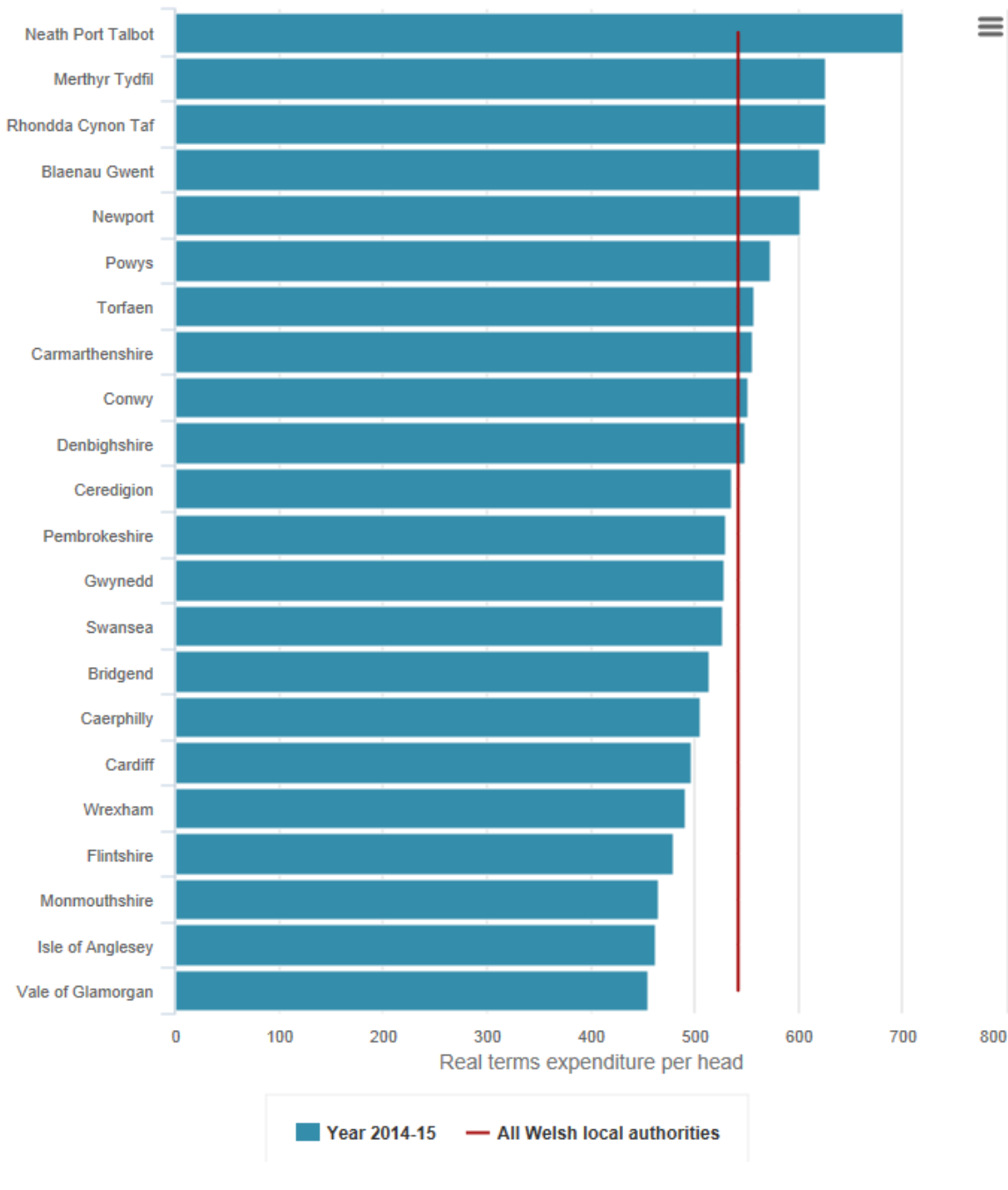


- £124m budget, 23% of the budget is spent on Social Care (6% Children's & 17% Adult Services)
- 2015/16 Savings for Social Care were £591,000 which represents a reduction of 2.19% against the prior year (2014/15) budget of £26,991,000, which was met by the service in full.
- 2016/17 Savings have been identified for Social Care at £478,000 which represents a reduction of 1.72% against the prior year (2015/16) budget of £27,721,000.



## Revenue Out-turn Expenditure per head of population on Social Services, 2014-15

The below table, as published by the Welsh Government, confirms that the Isle of Anglesey County Council has the second lowest revenue outturn expenditure per head of population on Social Services, across Wales in 2014-15.



Source: Local Authority Services Performance 2014–15, Welsh Government, February 2016

## Staff Awards 2015 – Social Services Winners



Clockwise from Top left:

- **Achiever Award – Winner** - Gerddi Haulfre
- **Committed to Partnership Award - Winner** - Specialist Children's Services
- **Customer, Citizen and Community Focused Award** - Gors Felen Support Staff - Social Services (Shortlisted).
- **Professional and Well Run Award** - RAISE Team - Social Services (Shortlisted).
- **Valuing and developing our People Award** - Dyfrig Williams - Performance and Systems Officer - Adult Services (Shortlisted, represented by Geraint Parry).

## Contact Information

### Contact Information

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

Mrs Emma Edwards  
Business Support Manager  
Isle of Anglesey County Council  
County Offices, Llangefni  
Anglesey, LL77 7TW.  
Telephone: 01248 751887  
Email: [emmaedwards@anglesey.gov.uk](mailto:emmaedwards@anglesey.gov.uk)

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

