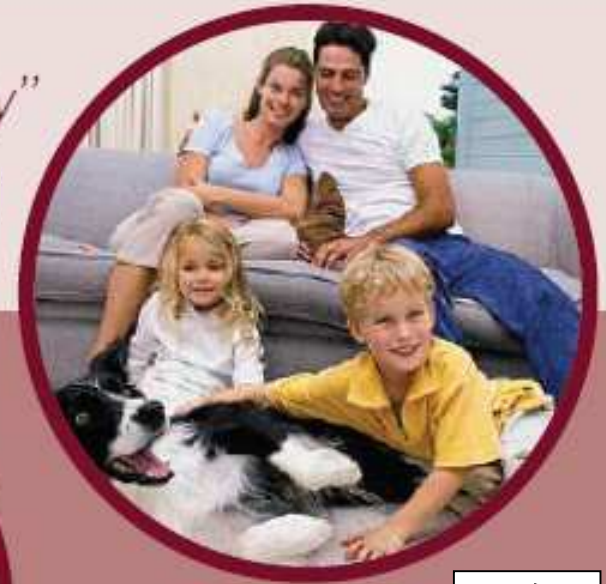


# Annual Report

by the Statutory Director of Social Services

*"Achieving more, in an improved and quicker way"*

Report on the Efficiency of Gwynedd Council Social Services 2011/12



APPENDIX 1

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## 1. Introduction

It gives me great pleasure to present the Gwynedd Council Social Services Annual Report for 2011/12.

The purpose of the Report is to share information about the performance and effectiveness of Gwynedd Council Social Services during the financial year 2011/12 and to outline those matters agreed upon as being the most important to tackle during the coming year. Social Services' span of responsibility and interest is extensive and it would be very difficult for this report to address all the matters and areas of work in a way that does justice to the work and achievements identified. Accordingly this is an overview report.

In Wales it is a requirement for the Director of Social Services to accept personal responsibility for reporting publicly regarding the provision and performance of local services.. The intention is to maximise responsibility and accountability in a transparent and accessible manner. This process was introduced during 2010 and it is anticipated that "The Social Services Bill 2012" will confirm and reinforce this expectation and responsibility. It is a process of self-evaluation, where I take into account the available information and experiences that impact upon the ability of Social Services to provide dependable and sustainable services of the highest quality. Although this is a specific responsibility on the Statutory Director, the work and the task must be carried out in a way that reflects and facilitates collaboration which is an integral part of this work area.

Again this year we succeeded in improving our performance including:

- a substantial improvement in our attainment relating to performance indicators in both children and adult services.
- the ability to provide services within the Council's budget allocation
- success in implementing the Council's saving plans

Most importantly of all, we succeeded in doing this within a framework where there is a high level of agreement regarding the strategic direction – with the aim of promoting independence rather than dependence. An increase was seen in the nature of the demand for services but also emerging evidence of our success with the programme of re-focusing services.

One consistent truth about Social Services is that the most important consideration is the experience of those people receiving services. The Service works with vulnerable individuals, families and communities that are facing challenges or problems in their lives. This applies to an increasing number of the population and, by now, it is fair to assume that everyone, at some time or other, will come into contact, either directly or indirectly, with the service. Because of this an important part of the work programme, when providing services today, is to plan for those who will need services in the future. It is necessary to make sure that services are responsive to need, of the highest quality and consistent with what the people of Gwynedd say they want to receive.

An important part of our learning when providing services today, is that service planning is vitally important and needs to be considered alongside front-line services. The current

planning programme facing the Service suggests that there has been an underinvestment when considering capacity and allocation of staff time in previous years. Because of this, the challenge facing officers, and the Council today, to ensure a suitable infrastructure, is significant. Although progress has been made again this year in implementing the change plans the task is considerable. This within the context of a financial recession, and a need to do more with less. Neither does the future forecasts, including the size of the public purse, suggest that the agenda will become easier, indeed there is increasing evidence that the economic situation is pushing more people into acute need.

At the same time, an increasing number of older people have the need and ability to pay for their own care without depending on the public purse. We have a responsibility to make sure that there is a suitable range of affordable care services for them that respects and strengthens their ability to be independent.

This report will be shared with staff, members of the public and partners working with Social Services. It has been prepared in accordance with the legal requirements in "The Role and Accountability of the Director of Social Services" (June 2009) and the "Framework for Submission of an Annual Report". Inspection services, such as the Care and Social Services Inspectorate Wales (CSSIW) and the Wales Audit Office (WAO), also use this report in order to plan their inspection programme for Gwynedd Council.

The process of preparing the report has included:

- Preparation of self-assessments on the effectiveness and performance of the service
- "Challenge" day (20 February 2012) in the company of a range of partners and users representatives
- Sessions with the Department's staff during September and October 2011

The Annual Report will be presented to the full Council and made public on 21 June 2012.

This is an exciting and challenging period within social care. The Welsh Government is currently consulting on "The Social Services Bill" that sets a strategic direction for social care for the next decade. The message is consistent with what is included in Gwynedd Council's Three Year Plan, namely that there is a need to continue with the transformational agenda, and empower individuals and promote independence. This is equally valid when considering both adult and children's services. It is essential to work with the family and carers within a community framework. There is a need for us to gain a better and shared understanding, and expectation, of what is meant by good quality, and at the same time have a sound business sense which promotes effective financial management and appropriate investment for the future.

it

It is necessary to emphasise again this year that carrying on to provide services in the same way is not an option. The message is getting stronger that more preventative community based services are wanted where possible. There is growing evidence of the need to refocus services in order to make sure that they are affordable. It will not be possible to succeed in providing appropriate services for the residents of today and tomorrow without decommissioning some of the current provision. This is a clear message for staff, the Council and our partners.

07/06/12

I take the opportunity to thank staff, providers and partners for their dedication and hard work in ensuring that children, young people, vulnerable adults and their families receive the best possible services. This has been acknowledged and reinforced by a number of external inspections and feedback received directly from our users. I hope that this report provides a picture of what is being achieved and our ongoing commitment to continuous improvement.

Further inquiries and request for additional information are welcomed by contacting the address noted at the end of the Report. The report has been prepared electronically with additional links to various background reports that provide more information.



**Gwen Carrington**

**Head of Housing and Social Services Department  
Statutory Director of Social Services**

**May 2012**

## 2. Summary of key issues

Gwynedd Council, and services delivering the social services agenda, need to make and implement difficult and challenging decisions if we are to ensure sustainable and affordable services in the future. I remain of the opinion that we can succeed in ensuring services of the highest quality if we embrace this challenge, but am equally fearful if delay becomes a feature of the transformational agenda in both adults and children's services.

A great deal has been achieved due to the high level of commitment from officers, partners and members but this is not enough within the context of spiralling demand, costs and growing expectation. The service is already stretched trying to deliver services to more people, deliver on the savings agenda and implementing the transformational agenda previously endorsed by the Council's as outlined in its Three Year Plan. This remains a considerable challenge.

Several reviews and independent reports have questioned whether there is sufficient capacity to deliver on this agenda. But the service recognises that the authority is already allocating funding above the recognised formula. We must ensure that we are efficient in utilising available resources appropriately, and that we avoid duplication of task and effort which seeps energy and enthusiasm.

Whilst accepting that the new Council and Welsh Government may require amendments to the scheduled work programme it is not, at this stage, anticipated that any new major work programmes will be introduced during 2012/13. This will be a period of delivering what has already been agreed. The detailed work programmes are contained within the service's Business Plans. The Department is committed to delivering and "doing what it says it will do", delivering on stated commitments and avoiding delay.

Considering all the various themes and messages within this report there are three main priorities:

### 1 People

We must continue to progress implementation of our stated priorities in extending availability of services for people within their own homes and communities.

#### **Within adult services our priority must be to**

- extend re-ablement and the use of assistive technology to better support people's ability to remain at home
- continue with the development and implementation of appropriate carer support services and short term care which includes day time provision and the re-configuration of day care
- continue to work with housing initiatives including extra care provision and securing timely and appropriate adaptations

**Within children's services the focus will be on:**

- continuing with the recruitment and support of foster carers, including carers who are relatives or friends
- extending the availability of short term and respite support for disabled children and their families
- extending the availability of appropriate accommodation for care leavers and vulnerable young adults by improved commissioning and arrangements with the Housing Partnership

**Workforce - Social Services are delivered by a host of staff across the social care sector**

During 2012/13 there will be a continued focus on ensuring that staff have the appropriate support to deliver on the required agenda. This will be achieved by

- continued monitoring of workload expectations across the service
- ensuring that staff are appropriately supervised
- collaboration with corporate Human Resources, developing and extending flexible working for those employed by the Department

**2 Financial Challenges and Managing our Resources**

Social Services spends public money and charges for services to those eligible to pay. With this comes a high level of responsibility to ensure efficiency and quality. Whilst a great deal has been achieved over the last few years we are too far away from the place we need to be and the risk, if we do not quicken the pace, is getting greater. If we continue to pay a cost premium on existing services there will be less available for preventive services and other non statutory services provided by the Council.

There will be a continued focus on the saving's agenda with the restated belief that delivering what has already been agreed in principle will go a long way to reaching the journeys' end.

**Within adult services we need to continue with the refocusing of services:**

- re-ablement – helping people regain independence
- assistive technology – use of telecare and equipment to keep people at home &
- ensuring appropriate range, quality and availability of accommodation (extra care housing, residential, nursing) working with the Housing Partnership, Health Board and Provider regarding immediate and longer term commissioning arrangements

**Within children's services we need to:**

- better understand what influences the cost of services, the nature and driver's for spend and why the provision of services are more expensive in Gwynedd than comparable authorities
- increase availability of respite break services and reduce the number of disabled and sick children being received into care
- continue to reduce the dependency on agency fostering services by increasing the availability and support of foster carers registered with Gwynedd Council.

**3 Community**

We must increasingly recognise and respond to the need to help people remain within their homes and communities where it is safe and appropriate to do so. This is not just about geographical location but also about family, friends and "a sense of belonging". We know that a sense of belonging is important when considering the resilience, health and well being of both adults and children. In Gwynedd children's and adult's services are already organised around the three areas of Arfon, Dwyfor and Meirionnydd.

**Our stated priorities for 2012/13 will be to:**

- continue with the development and availability of information to facilitate and support family and community members. This includes the development of the website and work commissioned by the Department.
- continue to support the development of locality services with Betsi Cadwaladr University Health Board (BCUHB) and the third sector
- continue to develop services with partners, including the independent providers, third sector and other local authority provision which extends availability and access to preventive services locally

There has been welcoming developments with BCUHB during 2011/12 as some key posts appointments have been confirmed but there remains a need to strengthen joint planning and delivery of services at a Gwynedd level.

It is maintained that the outlined work programme supports the ambition of the "Gwynedd Council Three Year Plan" in addition to the ten year strategy for Social Services "Sustainable Social Services" and the "Social Services Bill" announced during 2011/12. Whilst promoting and supporting the development of preventive services we will continue to prioritise the most vulnerable within the eligibility criteria determined by Gwynedd Council.



### 3. Social Services in Gwynedd

The Housing and Social Services Department in Gwynedd purchases and provides a range of services through three main units namely Children Services, Adults' Services and the Business Service. The Department also includes elements of the statutory responsibilities that remain with the Council for Housing namely homelessness, travellers and gypsies, supporting people and enforcement. The Senior Housing Manager is a member of the Housing & Social Services management team.

In addition, some of the care provision provided by the Council within residential, day care and home care is commissioned by the Council's Provider and Leisure Department.

The Department's vision is....

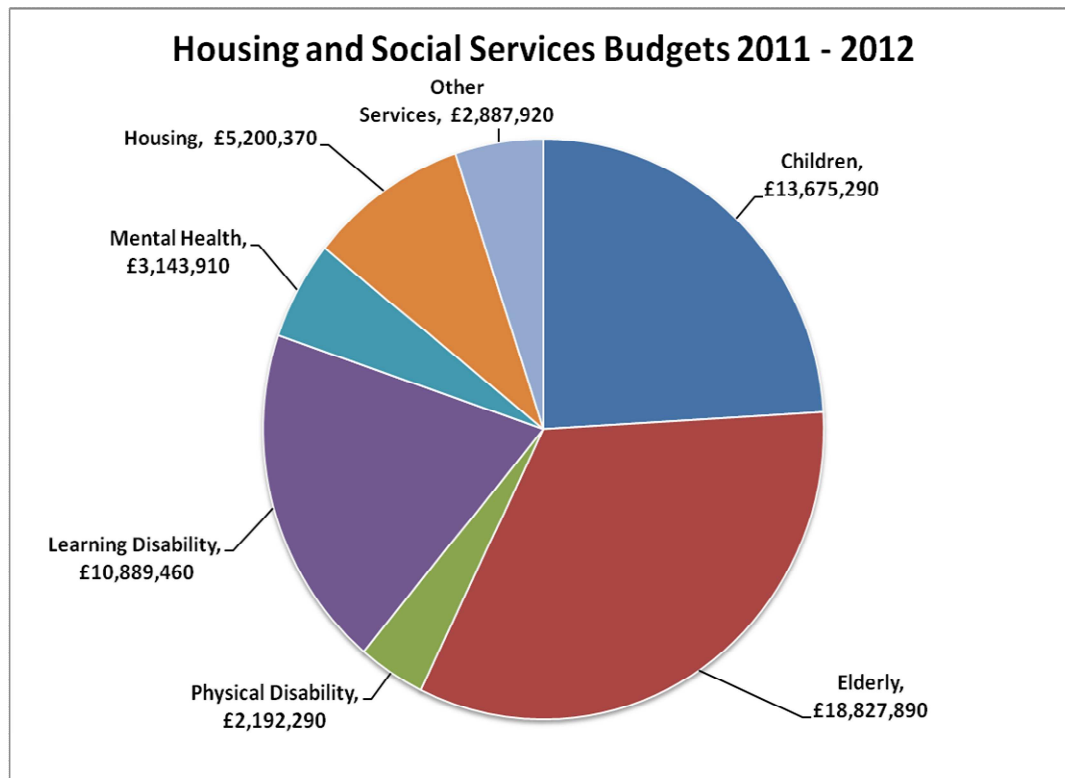
***“To support our service users to live an independent, safe and contented life.”***

The main purpose of Social Services is to protect vulnerable children and individuals and support them to live their lives as independently as possible within their communities. We do this by commissioning effective and cost-effective services of the highest standard in accordance with the statutory requirements. We aim to treat our service users honestly and fairly. Every effort is made to make sure that service users and their carers are central in the process of assessing needs and making decisions for the provision of services.

The main purpose of Housing Services is to provide support for some of Gwynedd's most disadvantaged residents who are in need arising from homelessness, unsuitable accommodation or at risk of losing their tenancy. Additionally to assist elderly and disabled people to remain in their homes by arranging housing adaptations.

The Department employed over 560 staff during 2011-12 and managed a budget of £60,863,000 which was 29.8% of the Council's expenditure. It is a work area that deals with the most vulnerable residents in Gwynedd.

The Department's budget in 2011-12 was allocated as follows:



Services are provided within partnership arrangements where there is high inter-dependency with a number of the Council's other Departments including "Provider and Leisure", "Economy and Community" and "Customer Care" and also with other agencies such as the BCUHB, the Independent Care Sector, the Third Sector and the Housing Associations.

Partnerships and working together is vital to the effective provision of services within children and adults services. The work programme is achieved through a number of key partnerships. Although substantial changes are currently being introduced to rationalise partnerships, the Service is a key member of the following:

- Young People and Children Strategic Partnership
- Health and Well-being Partnership
- Local Safeguarding Children Board (Anglesey and Gwynedd)
- Protection of Vulnerable Adults Forum (POVA) (Anglesey and Gwynedd)
- Gwynedd Carers Partnership
- Gwynedd Housing Partnership
- Gwynedd Community Safety Partnership
- Gwynedd Môn Youth Justice Board

#### 4. Review of Children and Families' Services

Gwynedd Council provides and commissions a range of services for children, young people and families including:

- Assessing Need
- Disabled and Sick Children
- Supporting Families and Children in Need
- Leaving Care
- Young Carers
- Youth Justice Service
- Fostering and Services to Children in Care
- Adoption and Permanency arrangements
- Safeguarding Children

The purpose of Social Services is to try to protect and promote the welfare of the most vulnerable children and young people in society to enable them to reach their full potential.

There are approximately 37,500 children and young people between 0 and 25 years of age living in Gwynedd. But not every child and young person currently living in Gwynedd is able to access the opportunities, services and resources that will enable them to reach and achieve their full potential, due to a combination of personal, family, social, economic and geographical circumstances.

*'Your demeanour has been exceptional towards C, you are the only Social Worker she has ever grown to trust.....You can say you have done a good job and are able to leave a well cared for baby in part due to your patient and caring attitude'. (excerpt from a letter from a relative to a Social Worker)*

The Department took account of the performance and effectiveness of our services across the work programme, considering access to services, the range and standard of services and how to promote independence. 2011/12 was a very busy and successful year as we concentrated on maintaining standards and performance in a number of work areas. It is with pleasure that I can report that very substantial progress was noted this year in some work areas identified as being in need of improvement during 2010-11. This testifies to the hard work and commitment of the workforce and managers within the Department.

During 2011/12, the Children and Families Service reviewed and improved the method of recording referrals. The intention is to more accurately reflect the services requests by referrals rather than including all notices referred by other agencies which are inappropriate referrals. As a result of the change in the process of collating this data, it is not possible this year to make 'like for like' comparisons with previous years.

Following specific work to improve performance in 2011/12 we found that 75% of the national indicators in child care either improved or remained stable. Of the 25% that slipped, 6 indicators were still performing comparatively or better than the Welsh average. Of the

remainder, 5 had slipped and performed below the Welsh average. The service will ensure that specific steps are in place to ensure improvement in these areas in 12/13.

The Service met the challenge set at the end of 2010/11, and by April 2012 our performances in key fields such as decisions making within 24 hours, initial assessments, children in care statutory reviews, pathway plans for young people leaving care and stability of placements, is good. A very acceptable improvement was seen in comparison to 2010-11.

This is very heartening, especially given the substantial increase in the demand for services. The number of children and young people referred to Social Services was 2,064 in 2011/12. We have been able to respond and make a decision within 24 hours in 97% of referrals.

## **SERVICE PROVISION**

### **Children in Care and Fostering**

At the end of 2010/11, 176 children were in the Council's care, but by the end of March 2012, the figure had reached 195. This is the highest figure ever for the service and it is a challenge to maintain a statutory service of high standard for these children and young people, not only the need for social workers to meet the demand but the additional resources required to respond.

The fostering service which is responsible for recruiting, assessing and supporting foster parents is recognised as an excellent service and succeeds in reaching the target of registering 20 fostering units per year. This performance is among the best, if not the best, in Wales. The service is a registered service that receives annual inspections, and the latest inspection, in December 2011 notes that strong leadership and robust processes are in place which improve experiences for children and young people who are in care. The service uses its imagination to develop successful recruitment strategies, for example, hiring a shop in one of the largest towns in the County to attract local people to think about fostering as an option for them.



An evening to celebrate the contribution of Gwynedd foster carers, 2012

Our foster parents offer an invaluable service when considering appropriate experiences for children and the effectiveness of resources. Every option must be continually considered to ensure appropriate support for them.

The fundamental principle at the root of the fostering service is the desire for children to be brought up by their families, as this, more often than not, secures better outcomes for them. Because of this a great deal of energy and enthusiasm is invested in making sure that members of the extended families of children coming into care are considered as foster

carers for them. This presents its own challenge as the support requirements are greater, and demands a higher level of practical support and staff time. Even so, the intention is to expand on this for the future.

"It's been a brilliant experience. If you can make a child happy for the time they live with you, you can feel proud of what you've achieved. That will be our goal with every child who lives with us....The support we've had has been great. My advice to anyone thinking about becoming a foster carer would be to get in touch with the Gwynedd Council fostering team." Comment from a Gwynedd foster carer.

### **Peripatetic Foster Care Scheme**

As one way of responding to the needs of some carers for respite, the service, during the year, has developed an innovative scheme, namely a peripatetic foster care service, which means that the service has 'mobile foster carers' who can move into the home of the carers who need respite, ensuring the least possible change for the children. The service is very proud of this scheme. It is the first of its kind nationally and is praised by the regulators.

### **Respite provision**

The demand for short breaks for disabled children and young people remains high and it is impossible to fully meet the demand within the existing resources. Slightly more provision is available now than in the past following the registration of specific foster carers to provide respite, but this remains adequate.

The service has worked very closely with the Schools Service to submit a successful bid to the Welsh Government for funding to build a new specialist school with a residential provision for short breaks included. The detailed timetable for this programme is presently unclear and so the service is developing a "temporary" scheme in order to try and respond to the identified need. The Department is reporting that a higher number of disabled and sick children come into the Council's care and it is our view that this number could be reduced by increasing the respite provision capacity so to support families. Often, the support provision currently available is some distance from the family homes and community. In the future our intention is provide short breaks within the child's local area.

The service is responding to the increase in the demand for service and is very aware of the pressure this creates on individuals and teams within the system. The system, as it currently exists, is not sustainable if the same level of demand continuous to be evidenced. During the year, discussions were held with health, police and education officers in order to ensure a better understanding regarding the support services that should be referred to the service. The Young People and Children Strategic Partnership is preparing a commissioning plan for the future and this should be published during 2012. It is envisaged that this plan will identify and address the need to introduce more preventative services that are targeted for those families that fall below the social services eligibility criteria, and so in time will have an effect on the numbers who are needlessly referred to the service.

## Case reviews

Formal and statutory reviews must be conducted in a timely manner for every child in care in order to ensure that the care plan is appropriate taking into consideration their safety, education and health requirements. Without these reviews, there is a risk of delay in the timely planning for children's futures. The increase in the number of children in care has meant that there have been more reviews required. Despite this increase there has been a very substantial improvement in our performance.

During the year 97.9% of child protection reviews were undertaken within the statutory timetable. This as a result of increasing the capacity but also tightening up on the practice expectations and reasons for postponing the meetings.

Children and young people consistently report the importance of having stability and consistency in terms of the same officers conducting reviews and not wanting to experience different people chairing. Despite our success this year, it is recognised that identifying appropriate capacity will continue to present a challenge and especially if the number of children in care continues to increase.

## SAFEGUARDING CHILDREN

Safeguarding children is a high priority for the service and we are committed to ensuring safe services of high quality in this field of work.

The service received an inspection of the assessment and care planning services during March and April 2011 by CSSIW. The report published in May 2011 stated that services in Gwynedd were safe and that there was evidence of good communication within the service. (<http://wales.gov.uk/docs/cssiw/report/110607gwynedden.pdf>). Certain areas were identified as requiring specific attention such as "improving the timeliness of initial assessments, ensuring that complex cases are not subject to delay to drift and ensuring that thresholds for intervention are consistent from area to area" These comments were accepted by the service and an appropriate action plan agreed. We are pleased to report that the recommendations have been addressed and the findings of the inspection reported to the Gwynedd and Anglesey Safeguarding Children Board as well as to the Children and Young People Scrutiny Committee.



Attention was given during the year to ensuring quality of practice, concentrating on core assessments, initial assessments, reports to child protection case conferences and

protection plans. Although generally in place and of a good standard, the need to ensure available support for teams and individuals in order to improve the quality of practice was identified. The inspection, training and mentoring programme available to the teams has assisted this improvement programme. The need to promote a culture that promotes the ability to challenge practice across the work of the teams and partnerships is evident. Managers within the service, despite very high workloads, are committed to securing continuous improvement supported by a planned audit programme for the service.

It is pleasing to report that an independent report by Bangor University, commissioned by the Gwynedd and Anglesey Safety Board, reports that our partners are very complimentary of our work and child protection practice.

“Thoroughness, effective leadership and decision making” were said to characterise Gwynedd Social Services... other agencies could learn from them.” Comment by officers of North Wales Police

There are exciting developments on the horizon for those families that are in the highest tiers of need where their children are either in care, in danger of going into care or on the Child Protection Register. Local authorities are required to develop Integrated Family Support Services/Teams (IFSS) which will be a multi-agency provided service offering support and an intensive assessment of needs in families where there are drug or alcohol misuse problems, mental health problems, or suffering domestic violence. Families will receive very intensive intervention for a period of four weeks and will receive a family plan that will then be managed by their social worker. Gwynedd and Anglesey have agreed to work together to develop this service.

During the year, the service received a prize from the Care Council for Wales for supporting effective intervention with children and families for “The Risk Model” developed by the service. (<http://www.ccwales.org.uk/sharing-good-practice-events/?force=1>). We are clearly very pleased about this as it raises the national profile of the service recognises that work in the area of risk assessment for children is an example of good practice for the rest of Wales. This model has now been adopted for implementation by the Gwynedd and Anglesey Safeguarding Board. Widespread interest, from Ireland and authorities in England in Gwynedd's work continues.



Gwynedd Council Officers with the reward received in relation to the Risk Management Framework model

The Risk Model is a framework to assess and manage significant risk within Statutory Children Services and it provides a framework for screening cases for risk as a matter of course in managing cases. It meets the need of social workers to produce professional risk assessments and improves communication in multi-agency work. It supports decision-making and reaching a professional opinion based on the evidence. Supporting the ability of staff to use professional discretion and make better decisions is an integral part of the Munro Report on improving child protection systems.

"We believe that our new way of working gives staff the correct framework, and the confidence, to make clear and consistent decisions as they assess whether a child is in danger of substantial harm. I am very pleased that seven other local authorities from various parts of the United Kingdom are now using the same framework and methods, something that is a real boost to us." Marian Parry-Hughes, Head of Children's Services for Gwynedd Social Services

Work pressures in terms of holding child protection case conferences for children on the Child Protection Register have been challenging during the year. Until this year our performance has been excellent. Based on available information the Department is reviewing the appropriateness and capacity along with longer term implications. The service is currently dependent on one officer. There has been a slight deterioration in our performance when holding case conferences within the statutory timetable of 15 days of the strategy meeting this year. However, we know that the conferences that are late were only a few days outside the expected timetable and the delay was not unreasonable and presented no major concern.. Progress and performance reports are submitted to the Local Safeguarding Children Board on a quarterly basis in order to ensure safe and appropriate arrangements. However in the coming year there is a need to look at how we can address these matters in the long-term.

In the meantime officers have been developing a number of schemes that are part of the commissioning programme for Social Services. Here is a taste of some of the schemes:

### **Services to Disabled and Sick Children**

As the result of the commitment of officers over a number of years, we succeeded in gaining formal approval for the integrated team for disabled and sick children which is an agreement between Gwynedd Council and the BCUHB. The purpose of the agreement is to ensure better consistency and stability in terms of how the services are planned and delivered in this key field. The Service is managed by a Management Board that includes the main partners as members in addition to representation from Education and the third sector. The main benefits of the change will be to improve the experience of families and children coming into contact with the service, to create earlier access to information and maintain an early response for families.

As far as service structure is concerned, one of the main benefits will be to share responsibilities across the professions, to make joint decisions about referrals and to delegate responsibilities across the work fields. The Council is the Lead Provider with the Service Manager acting as line manager across the nursing, psychology and social work service, and accountable for the service to the Social Services Management Team and to



the Service's Management Board. There is full commitment to the change, and despite an acceptance that there will be challenges along the way, the staff themselves have been included in the decisions through a number of consultation events, families and children and young people have had an opportunity to give an opinion and suggested a new name for the service as a sign of a new beginning. The members of the Management Board agreed, after receiving a recommendation, that the new name will be 'Derwen' which represents strength and development.

#### **GOOD PRACTICE - An Award for the Gwynedd Specialist Children's Service**

Gwynedd Council's Specialist Children's Service and the Betsi Cadwaladr University Health Board have been honoured by the First Minister of Wales for breaking new ground by promoting better collaboration between services and agencies for the benefit of vulnerable children and their families.

Service manager Iona Griffith said: "Our intention is to ensure that partners work together to make things easier for disabled children or children who are seriously ill and their families. Staff can respond better and see families earlier under the new system as families only have to come to one centre to get information and to receive services, instead of going from one place to the next and repeating the same story about the condition of their child or a problem they face

This means that families can turn to one centre for support from child development nurses, social workers, clinical psychologists and an education liaison officer. Support services, administrators and the voluntary sector work within the partnership too.

Gwynedd Specialist Children's Services also place emphasis on offering disabled children and young people new opportunities and promote events where families can talk to officers in much more informal circumstances by organising family Celebration Days.



Gwynedd Specialist Children's Services receiving its award

## Accommodation for young people leaving Council care

### **CASE STUDY**

When she was 18 Sian found herself requiring additional support from the 16+ Team. She'd been living with foster carers for some years, but the relationship had broken down which resulted in Sian having to present herself to the Team as a homeless young person.

A bed and breakfast placement was found for her in the nearest town however, the placement was not ideal. Sian had her own room, but other facilities such as kitchen and bathroom were shared with other tenants. She wasn't happy there and reported several problems about living conditions, the facilities and problems involving other tenants. In addition, she had to deal with new responsibilities as a tenant.

After almost two years at the B&B and constant support from the 16+ Team and Bywyd Bywiog, Sian was offered a flat in the town. She remains in the flat to this day. The flat made a positive difference to her life, but Sian has expressed her gratitude to Bywyd Bywiog and the 16+ Team for the support provided during the difficult preceding period in her life.

The Council remains responsible for children who have been in care after they reached the age of eighteen. Concern was expressed in previous years that the provision was not good enough with insufficient choice for these young people that was affordable and of the appropriate standard.

A report was commissioned during 2011 that researched into all available provision and suggested better options which offered improved value for money and improved quality of support to young people. The report's findings were presented to the Department's management Team and to the Corporate Parent Panel. As a result of this work, it was agreed to invite providers to apply for a contract to provide a supported accommodation service for this group of the population. We are confident that we can proceed in 2012-13 to award a contract to a successful provider and by so doing increase our options for young people and ensure quality and a good standard of support.

"I work a lot with young people who are not in contact with their families...Many young people in these situations have no-one else to help them and to teach them life skills....It can be hard work but it's incredibly rewarding. When I meet some of the young people for the first time they are at crisis point and there is nothing better than seeing them at the end able to stand on their own two feet." Comment from a member of Gwynedd Council's 16+ Team.

## **New developments in providing services to children, young people and their families**

During the year we have worked closely with the Community Safety Partnership and succeeded in gaining funding to employ a specific worker for children's services to work with

children and teenagers and their families, when drug misuse is a problem. This post is located with the Post 16 Team and is a valuable part of the service we can offer to families.

We have also worked closely with Careers Wales to look specifically at the number of young people open to the post 16 service who present as NEET young people (not in employment, education or training). From research work carried into the numbers registered with Careers Wales in Gwynedd, it was seen that 50% of them were known to the service. Because of this, we proceeded to identify funding and establish a post within the Post 16 Team to work specifically with these young people to ensure that they received access to education, training or work in order to improve their long-term outcomes and ensure that they are not economically inactive.

### **Improving contact and financial efficiency**

During the year, as part of the exercise of identifying savings and efficiency schemes within the service, we have been looking at ways of saving money and rationalising expenditure within the family support work area. For example this looked specifically at rationalising the use of locations available to arrange contact between children in care and their parents. As it stood, the service, due to lack of choices, was using a number of locations unsuitable for the purpose which made it difficult to assess the ability of parents to care for their children. We have worked closely with the education service to ensure that we have a provision in the new Hendre Community School in Caernarfon which opened before the end of March 2012. The provision includes a kitchen and meeting room with an independent access. It is an important resource for us as a service and improves the experiences of families as they have supervised contact with their children, or for carrying our direct work with children.

We have also decided to rent a house in Dolgellau for the same purpose for a lower cost than what we were previously spending on different locations in the area on an ad hoc basis and dependent on what was available. This has proved to be a sweeping success and the resource is in use throughout the week and during weekends. The service intends to extend this scheme for the Dwyfor area. In the Arfon area, a purposeful family room is being prepared in the Council office at Penrallt which is more appropriate than the provision that currently exists. Kitchen and child changing facilities will be available.

### **Young Carers**

The service is very aware of the need to support young carers, whether they are children and young people who undertake caring tasks for parents or members of their family for various reasons, or a brother or sister to a disabled child or young person. We are committed to ensuring that adult services and schools, for example, are aware of the needs of young carers and that they have access to a range of services that are responsive and meet their needs including in an emergency.



During the previous year a number of young carers have been identified and all those referred to the service have received an assessment of their needs. We also accept that not every family wants or requires social services intervention. Because of this, we have commissioned Action for Children to provide services to young carers across the County, which is available to any young carer, and in addition to providing direct support to individuals, they hold young carers forums in the three areas.

During the year, a group of young carers developed a young carers' rights charter and this was officially launched in the reception area of the Council Headquarters during June 2011.

## REGIONAL PROGRAMMES

The Service has contributed to the regional work programme that has established the North Wales Adoption Service. The aim of this service, launched formally during 2011/12 is to improve the consistency and quality of the provision, avoiding higher costs to the individual counties. Much work was carried out to establish the service and by now there is evidence that this initial phase has been completed and an assurance that the investment of time has been beneficial. Previously only one officer specialised within adoption work in Gwynedd and this led to delays and waiting lists. It is now easier to avoid a situation of this kind as there is a team operating across North Wales.

There has also been a decision to work regionally when purchasing specialised placements for children in care. The aim is to get better value for money and to ensure more consistent standards by sharing information regarding our providers. The information available by implementing this regional scheme, will also improve the quality of regional data which will facilitate appropriate commissioning arrangements in the future.

## 5. Review of Adults' Service

Gwynedd Council provides and commissions a number of services for adults and their carers with a range of needs, including the following elements:

- Older Persons (older persons are defined as those over 65)
- Physical and sensory disability
- Mental health support
- Learning Disability
- Protection of Adults (“POVA” - “Protection of Vulnerable Adults”)
- Carers

The Adults' Services are committed to promoting independence by offering and promoting access to services that support individuals to live independently within their communities and by not nurturing dependence on services.



The Department considered the performance and effectiveness of our services across the work programme, considering access to services, the range and standard of services and how to promote independence.

This year an improvement was seen in 6 of the national indicators.

We achieved significant improvement in our performance in avoiding delayed discharges from hospital from performing poorly in comparison to Wales last year to be among the best in Wales this year with 1.4 cases per month this year compared to nearly 8 last year

We continue to reduce the numbers of clients which we place within residential homes for the sixth consecutive year, and although we continue to maintain relatively high numbers in residential homes, we anticipate we will meet the Welsh average within two years.

Of the 4 that have fallen, these are all measuring different aspects of services within the community and the direction corresponds with the vision of keeping people independent. The same period saw a substantial increase of 43% in the numbers who received Telecare and the number who received our Enablement service doubled.

"I would like to thank your colleagues for the service Mum received from you over three years, services that were responsible for maintaining her in her own home up until this week when we as her sons had to accept that she needs residential care, being within three weeks of her 102nd birthday." Relation to a service user, adult services.

When looking at our statistics regarding the number of adults who have received services (community and residential) from the Department since 2005/06, the number has increased from 4,190 (2005/06) to 4830 (2011/12) which is an increase of 15%. Note that this includes additional services that are not included in the national indicators.

## **ACCESS TO SERVICES, ASSESSING AND MANAGING ADULT CARE**

During 2011/12 the Service dealt with over 9,000 enquiries. These led to over 4,500 referrals. Considering the demand and expectation, we are of the opinion that robust arrangements are in place to ensure access to social services. Nevertheless we implemented further improvement plans during the year in consultation with our users and partners.

It is possible to contact the Service twenty four hours a day throughout the year. Currently it is only emergency services that are provided outside normal working hours. Every new inquiry regarding the Adults' service, apart from the Mental Health service, is received by the Advice and Assessment Team. The Mental Health service has separate arrangements provided jointly with BCUHB.

### **Advice and assessment team**

The Advice and Assessment Team refers on to the appropriate teams or facilitates an appropriate response by providing advice or refers on to other agencies or sources of information as necessary.

In September 2011, the Advice and Assessment team moved from the Penrallt offices, Caernarfon to the "Galw Gwynedd" service in Penrhyndeudraeth. This was done in order to improve the standard of technical support available to the service and to ensure a more co-ordinated provision with the "Galw Gwynedd" Team. Previously, the telephone system could not cope with the number of services and this led to delays and frustration for those trying to contact the Department. The intention will be to further develop collaboration opportunities with the BCUHB in order to facilitate one contact point for the future.

Specific developments were seen during the year including:

- Increasing capacity in order to improve response to the number of additional inquiries regarding carers that are to be expected as a result of the new Carers Measure.
- Review of arrangements for minor adaptations in order to improve the experience of users when securing adaptations to their homes.

## **Waiting Lists**

An improvement has been seen in the Department's ability to respond to the need with a reduction in the waiting lists. Despite this, there is a waiting list for mental health services (provided jointly with BCUHB) in the Arfon area and for the occupational therapy service.

The Service Manager has conducted a review of the Therapy service and identified options for ensuring that we use our resources more effectively.

The situation as regards the Mental Health service is more complex with a historic waiting list in this work area. Our ability to respond to the challenge depends on collaboration with BCUHB and consideration must also be given to the implications of the Mental Health Act that is being introduced in June 2012. Certainly the restructuring within health has complicated our ability to act as the BCUHB wishes to ensure consistency of practice across the six counties of North Wales. By now, and in planning for the introduction of the Mental Health Act this year, there is a regional scheme that will, hopefully, ensure action and strengthen consistency of practice.

There will also need to be a further review of the arrangements for provision of services over the Christmas period. The Council offices close between Christmas and the New Year. Some staff volunteer to work with the Night Team in order to offer emergency provision during this period but it is our opinion that this is inadequate. Meetings were held with Gwynedd Council Human Resources and the Units during 2011/12, and the discussions continue in order to improve the provision over this period.

## **Ysbyty Gwynedd Team**

Gwynedd Council leads on the provision of the acute hospital team for Gwynedd, Anglesey and Conwy. This means that every inquiry regarding a patient from any county, receives a consistent response, allowing us to make the best use of our social services resources on the site for the three Counties. As more staff are available on the hospital rota it has been possible for us to let staff from the hospitals work in the community. This means that the patient can keep in contact with the same worker following a period in the hospital.

During the year, several reviews were completed with health officers in order to improve the experience of patients in the hospital and to make better use of resources. New arrangements were introduced in several work areas including the arrangements for advising health staff regarding the best way to act and the resources available. Currently, discussions are continuing with health in order to be able to jointly locate teams in order to promote further collaboration, but so far the Health Board has not been able to identify an appropriate location at the hospital. Attending to the arrangements for admission and discharge from the hospital remains an important field for our work programme during the coming year.

## **Locality working**

We have continued to strengthen our collaboration with Health within the Dwyfor, Arfon and Meirionnydd areas. Locality Leadership Groups exist within the three areas in Gwynedd and meet regularly. These groups developed action plans and local priorities. An increase was

evidenced in the collaboration arrangements and the confirmation of key appointments within the BCUHB has been a step forward this year. For the coming year it will be important to ensure clarity of expectation and consistent practice standards for the three areas together with how Gwynedd Council and BCUHB will manage on a joint basis.

A pilot scheme on Flexible Working in the Meirionnydd area came to an end in October 2011. Under the scheme the social care workers worked directly from a site in the area or from their homes. The sites in the area were ones agreed upon jointly with Health and located in surgeries or community hospitals. We are of the opinion that this development has been successful as it facilitated collaboration and multi-agency meetings in surgeries. These meetings have targeted early intervention in cases. A clear reduction was evidenced in the number of admissions to hospital from the surgeries that were a part of this pilot scheme. Our intention will be to roll-out this scheme across Gwynedd, but we will need to consider several stages before full implementation as we have to ensure that matters such as appropriate technology are available and also extending the flexible working arrangements.

## SERVICE PROVISION

As a result of the increase in the number of older people in our communities, it is important that we support individuals to continue to be as independent as possible for as long as possible. Our users state (see - [First Hand - Community Engagement](#)) their wish to remain in their homes and their willingness to accept services to ensure that this happens as long as these services are appropriate, timely and offered in a way that gives the individual control.



**“The number of people over 85 years of age in Gwynedd will have increased from 3,240 to 6,050 by 2030. This is an increase of 87%” Older Persons Commissioning Plan Gwynedd Council 2011**

## Enablement and Telecare

Gwynedd Council has held a series of open days across the County in order to show what equipment is available for older persons to enable them to live independently in their own homes. Such events are an opportunity for older persons, their families or carers to call in and have an informal chat and get information about what is available and how the Council's services can be of help to make people more comfortable and safe in their homes.

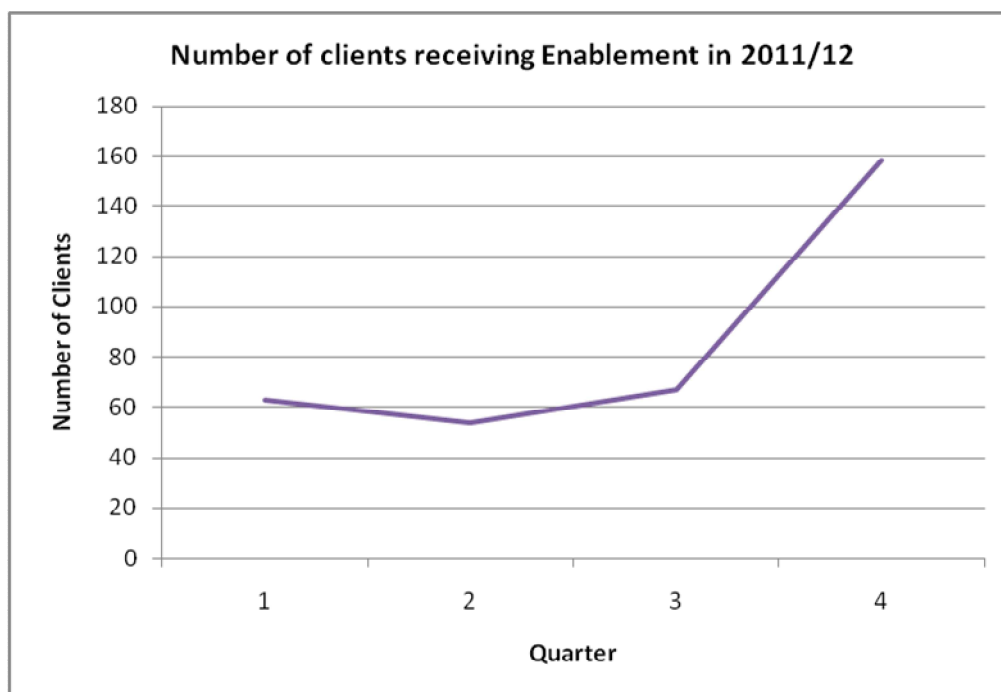


## Enablement

Enablement has been established across Gwynedd since 2010 for adults over 65 or adults with physical or sensory disabilities. It is provided by our internal provider the "Provider and Leisure Department".

We operate an "intake" system with every new referral (except individuals with serious dementia or those with end of life care) receiving the Enablement service for the initial period.

"It was invaluable and a means for me to be able to look after myself within ten weeks (including making a fire every morning). The girls were so cheerful and kind, and so willing to carry out any act of kindness" - Enablement service user, Caernarfon



Efforts during 2011-12 have included:

- Ensuring that every individual new to the service receives a period of enablement (unless there is a specific reason why this is not appropriate e.g. end of life care, serious dementia)
- Promoting external providers to be part of the Enablement system so that there is no need to change provider in order to receive the service.
- Introduction of the system in the Learning Disabilities service including the Specialist Children's Service.

## Telecare



It is important that we see Telecare as one element of Enablement together with other resources, equipment and adaptations that are available in the home. Often, this is the best way of supporting independence without intervention which can create dependence. A piece of appropriate equipment can remove the need for any further intervention.

The service has been mainstreamed and increased use is made of the service. Progress has been made across North Wales, merging the response centres, and “Galw Gofal” has now replaced “Gofal Môn”. This has been a means of ensuring more sustainable arrangements in the long-term. Bilingual provision has been confirmed within the service delivery contract

. Efforts during 2011-12 have included:

- The appointment of an officer to take a lead role in order to increase our use of technology across adults' and Specialist Children's services.
- Establishment of a system to work more closely with Health in terms of Telehealth within the county.
- Review of the practical arrangements for installing Telecare with “Care and Repair” in order to ensure convenience and effectiveness
- Continuing to work with other local authorities in the north to manage the Galw Gofal service and promote other developments in the field in the area.

Our target is to increase the number receiving telecare services substantially over the next three years with 1400 new clients receiving a basic package and 470 new clients receiving a comprehensive package over the period.

## Day Care

During 2011/12 we launched a review of our day care services for Older Persons and have already held a series of meetings with our stakeholders. The review is being conducted within a framework of principles agreed by the Council in September 2011.

### **PRINCIPLES FOR REVIEW OF DAY CARE SERVICES**

1 There is a need to develop more opportunities to socialise within communities. 2 There is a need to develop more opportunities for respite in order to support carers.

3 There is a need to develop more services for people with dementia.

4 Priority should be given to ensuring that people have resources for having a bath or shower in their homes.

5 It is acceptable to expect individuals to contribute financially for day care services and activities.

A number of developments are being developed that will contribute towards realising these principles:

1. "Awel y Coleg", Bala – "Age Cymru" is in discussions with "Cymdeithas Tai Clwyd" and the Council to establish a Dining Club in the new Extra Care provision. The discussions will also include the possibility of holding social activities on the site and in the Leisure Centre in Bala. It is foreseen that any new provision will commence during October 2012 in order to coincide with the opening of "Awel y Coleg".
2. "Plas Hedd Day Centre", Maesgeirchen, Bangor - the intention is to provide day care for people with dementia. There has been a delay in introducing the programme due to the need for BCUHB to appoint their staff. Discussions are continuing with the Health Board to ensure progress during 2012/13.



Contact Group Porthmadog.

### **Review of Day Care - Learning Disability Services**

During 2011-12 the day care service in the Arfon area was re-designed leading to promoting service models located in the community and which offer a variety of services and choice for the users. A robust provision is offered by the third sector in the area.

Social Groups for those with Learning Disabilities have started over the last year in the Arfon area. The groups of up to 10 service users at a time meet on a weekly basis at sites in Bangor and Caernarfon. The groups concentrate on cooking skills, socialising, training on matters such as sexuality and skills to promote independence in general. It is intended to roll-out the schemes across the county within the next year.

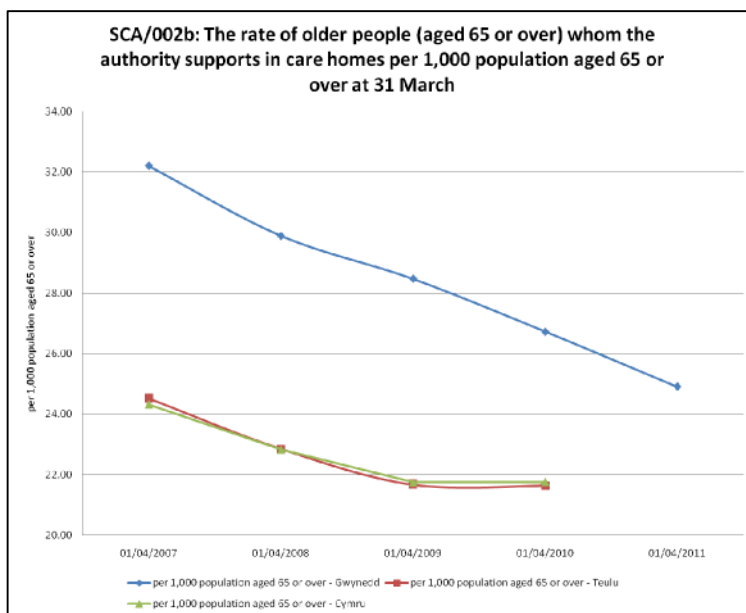
There is a need to review the provision available in the other two areas (Dwyfor and Meirionnydd) in order to be able to offer the same level of variety and choice. This will be more of a challenge due to the rural nature of these two areas. There is also a need to ensure that the provision has been targeted on reducing dependence on services and creating opportunities to strengthen communities.

## ACCOMMODATION - A SUITABLE PLACE TO LIVE

### Residential Care

There is overdependence in Gwynedd on traditional residential beds and current strategies are successful in reducing the demand for this kind of provision. The use of beds in residential homes has fallen but it remains too high.

During the year the service has succeeded in reducing the number of individuals over 65 who have been admitted to a residential home whilst seeing a small reduction in the number over 65 getting support to live in the community.



The service sees these statistics as a sign of the success of our strategy of not only reducing dependence on residential care but also making better use of preventative services. Despite our success in reaching the target this year, the new Council has to prioritise this work area. Gwynedd continues to compare unfavourably considering the performance of other authorities in Wales and Britain. In order to meet what the residents of Gwynedd continue to tell us, we must increase the provision in the community and reduce the dependence on residential care. The aim is to meet the Welsh average for this performance indicator by 2015.

With regards to the performance indicator in relation to providing community support for older persons (who are 65 years old or above), there is a need to work to strengthen and stabilise those services in the community that will allow us to keep individuals safely in their homes. These plans include redesigning and extending opportunities for community services

Residential services can contribute towards the vision by offering specialist services:

- Enablement residential beds as a step up/step down resource from hospital. A unit of 6 beds will open at Plas Gwilym, Arfon in April 2012. This scheme is provided jointly with the Provider and Leisure Department.
- Respite care in order to support the carers of older persons. We will present a document for commissioning specific respite provision for the county during the first quarter of 2012/13.
- Specialist care for dementia. The establishment of a sustainable fee level for 2012/13 and the future in order to support the development of the external market has been important and we will continue to hold discussions with external providers regarding new developments in the county.

**GOOD PRACTICE – Plas Gwilym Enablement Unit**

We are aware that current arrangements put pressure on individuals to make far-reaching decisions regarding their care often without having time to get better. In order to ensure that individuals get every opportunity to strengthen and reach the highest level of independence, a special unit will open in Plas Gwilym home, Penygroes in April 2012.

The purpose of the unit will be to offer an Enablement service in a more sheltered situation and it is foreseen that those needing residential care at the point of release from hospital will be able to spend a period of up to 6 weeks there developing confidence and improving independent living skills so that they can go home rather than into residential care.

The new development in Plas Gwilym is one of a number of services the Council supports in order to help older persons maintain their independence, and continue to be active in their own communities. If the Plas Gwilym Enablement Unit proves successful, the Council will hope to establish a similar facility in Meirionnydd.

**Review of residential homes - Learning Disability Services**

Historically, Gwynedd has succeeded in maintaining individuals with learning disabilities in their communities but we acknowledge the need to continue with residential resources to protect the welfare of individuals with the most acute needs within the county.

We have consulted on the future of homes for people with learning disabilities. As a result, the Council agreed to end the current use of Pant yr Eithin, Harlech on 31 March 2012. The site will be developed jointly with Cymdeithas Tai Eryri in order to offer a development of dwellings for people with learning disabilities in order to support them to live independently with a number of affordable dwellings for the residents of Harlech.

As a result of this consultation, the conclusion was reached that the sites at Tan y Marian, Pwllheli and Frondeg, Caernarfon also needed to be developed in order to upgrade the resources there. On these two sites, we will look for a residential provision for individuals with acute needs together with dwellings in which vulnerable individuals can live independently. We plan to look at options for these two sites during 2012/13.



## EXTRA CARE HOUSING

Building work on the first scheme in Gwynedd namely Awel y Coleg in Bala has started and the scheme is expected to open during October 2012. The Council approved a further development in the Bangor area. Planning permission was not obtained to develop a site in Llan Ffestiniog. The Council requested a further review before deciding on a scheme for the Porthmadog area. The extra care housing programme will continue to receive attention within the arrangements to Transform Older Persons' Services.



**An example of the facilities offered within an individual flat at Awel y Coleg, Y Bala**

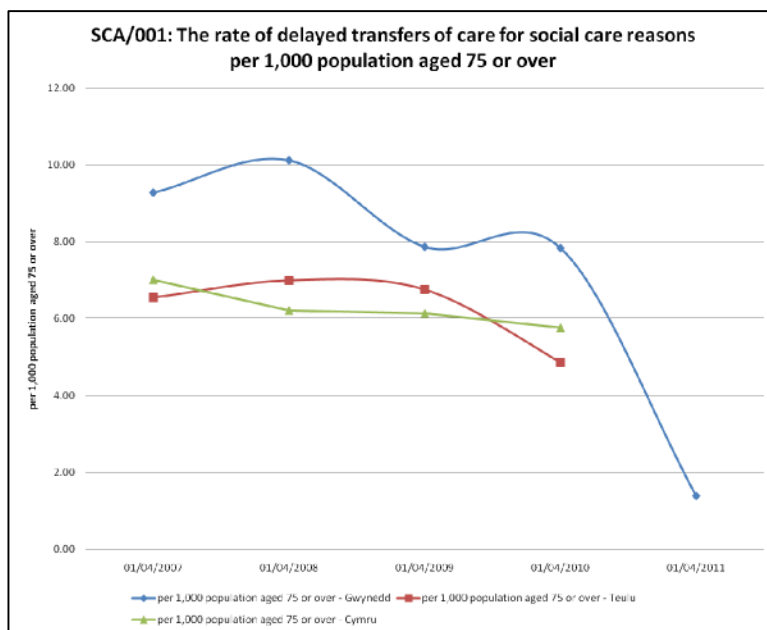
## Dementia Services

In accordance with the Council's and national strategic direction, the Department's work programme within the project to Transform Adults' Services, focuses attention on the need to reduce the number of traditional residential beds and to ensure a greater provision of specialist care in the area of dementia. Establishing specialist dementia units within the Council's homes, and the increase in the number of specialist beds in the independent sector, during the year has contributed towards a marked improvement in our performance in avoiding delay in discharging people from hospital.

“The staff are clearly doing good work ... and we would like to thank you all wholeheartedly for your patience and dedication.” (Sister of a Arfon Community Scheme user)

As the result of the increase in the number of older persons, there will be an increase in the number of people who will have memory problems. It is foreseen that there will be an increase of 35% in the number suffering from dementia in Gwynedd between now and 2021. Although we are confident that a large number of individuals with dementia can be maintained in their homes, specialist residential care will be needed for some with acute needs along with opportunities for respite in

order to support carers. These respite opportunities can be for a few hours, a day or a period of residential care.



Although the majority of people with dementia are older, a small percentage are young people. The provision of appropriate services for these people can be a challenge especially in a rural area and highlights the need to ensure flexibility of response to individual needs. A support officer has been appointed in the Meirionnydd area for the last few years in order to support this flexible approach. Our intention will be to review the effectiveness of this service during 2012/13.

### Learning Disability Dementia Scheme

A pioneering scheme has been launched in Arfon recently that works with adults with learning disabilities showing early symptoms of dementia to support them to live happy, healthy and meaningful lives. As part of the scheme, staff from the Council's day services - together with staff from Menter Fachwen and Antur Waunfawr - have received specialist training by a team of clinical psychologists.

The staff now use their new skills to improve the mental health of the clients, to identify early signs that they are suffering from dementia and to support the service user and their families to cope with the condition. It is hoped to introduce the scheme into other services across the county.



**Arfon Community Scheme service user with a Day Care Officer**

"Over time, by taking part in various activities, we see people change...It may not sound much, but for the individuals we support and for their families, it is life changing. We see it making a huge difference to people's self-esteem and confidence." Day Care Officer who works with the Arfon Community Scheme.

### **Intermediate Care**

Collaboration with the BCUHB to expand the intermediate care service in South Gwynedd by introducing the HECS (Home Enhanced Care Service) in Meirionnydd.

### **Occupational Therapy and Enablement Service**

An improvement was seen in our position with reference to waiting lists but there is still a need to continue with the improvement programme. It was found that a large number of individuals were waiting for minor adaptations and, following discussions jointly with the Housing Department and Cartrefi Cymunedol Gwynedd, a procedure was agreed that will allow minor adaptations to be carried out without an assessment by an occupational therapist. This system is supported by the professional body for therapists. The new system will begin in April 2012.

During the year, we restructured all adults' services in order to strengthen our ability to improve services within local areas. It is our opinion that the system is working well and is a way of giving area therapists an improved structure and additional support. It was also decided that it was necessary to ensure specialist professional supervision for the therapists in order to underpin high professional standards and appropriate interventions. A dedicated senior practitioner was identified who can offer this support at a county level. The system will facilitate improved consistency for the service throughout the county. The new system will be introduced during April 2012.



"I would like to take this opportunity to thank you from the bottom of my heart for your help and professional commitment and also the pleasant and homely way in which you dealt with my parents, myself and my brother whilst arranging for my mother to have a stairlift installed to facilitate her going up and down stairs. You were very effective and this has already had a great effect on my parents' lives, and enabled them to remain in their home and also helped stop a serious accident of falling downstairs which would have happened as circumstances were developing"  
(Family of a service user from Bala)



Substantial progress was seen in the enablement scheme which depends on effective collaboration including home carers, therapists, care assessors and social workers. On the basis of our experience, and in reviewing the best practice across Britain, it was decided to introduce the post of "enablement officer". These officers have received specific training and it means that the user has to deal with fewer people whilst at the same time speeding up the process of delivering the required service. This means that qualified occupational therapists are available for the most complex cases. The system, introduced during the year has been very successful, and has not only improved our system in terms of delivering enablement but has also enabled us to reduce our waiting list where therapists are needed for more serious cases.

We will continue to review the workforce balance needed and foresee the need to increase the number of staff in the preventative teams with the assumption that we will be required to increase the number of occupational therapists and reduce the number of social workers working in the Department.

During 2012/13 there is an agreement between BCUHB and the six regional Social Services Departments to review Occupational Therapy arrangements on a joint basis. The result of this review will contribute towards our plans for the future. The aim of the review will be to strengthen collaboration and appropriate use of resources across the agencies

## **CASE REVIEWS**

A very substantial improvement was seen in our performance this year. It is important to conduct reviews in order to ensure that support packages and plans are appropriate. There are several reasons for the improvement including the fact that a number of the staff who were on long-term sick last year have now returned to work. Further progress was also seen in the arrangements for collecting and reporting on data which has facilitated the ability of officers to plan and prioritise their work.

The percentage of clients whose cases were reviewed during the year increased significantly from 62% to 70%. This year's performance is comparable to that of the "Authority family" with an improvement target to be comparable with the Welsh performance during the next year.

## **ADULT PROTECTION**

Our main aim is to ensure that we can reduce the risk for adults who have been identified as being vulnerable. Between March 2010 and April 2011, the Police, Health, community, residential and nursing care providers from all sectors, the third sector and social services were part of training in relation to the launch of a new Protection policy with the training programme being held throughout 2011/12. A total of 429 workers received training during the year including officers and staff from several agencies such as residential homes and North Wales Police. Despite the awareness-raising programme, a reduction was seen in the number of referrals received this year.

We are confident that arrangements for responding and dealing with vulnerable adults procedures are in place. It is foreseen that this service will develop further as the 'Social Services' legislation is introduced and that the procedures will be introduced on a statutory basis..

The essential indicator is the percentage of cases where the danger to the individual has reduced. This indicator shows that the danger was managed in 98% of the cases that went through the process during this year. This compares with 78.85% in Wales and 84.89% within the family.

## **CARERS**

During 2011/12 more emphasis was placed on engaging with carers. During the year we succeeded in offering a direct assessment to every carer. An increase was seen in our ability to offer and co-ordinate provisions and to plan provision for the future.

There are a number of ways in which the Department contacts carers including a number of agencies from the Third Sector that are commissioned in partnership with the Department. The collaboration methods include consulting individuals directly if they are affected by any specific development, discussions in carers' groups held through Carers' Support, invitations to open days or awareness-raising sessions, or particular focus groups.



Launch of a new charter for Gwynedd Carers, Porthmadog December 2011

We developed our ability to send out regular information sheets to carers who are affected by any particular development. It was agreed to commission Carers' Support to provide an information booklet for Carers to ensure they have current information about the services available.

In December 2011, a new charter was launched to protect the rights of carers in Gwynedd. The purpose of the charter is to safeguard the rights of carers to be healthy and happy and to live normal lives - something that the majority of the population perhaps takes for granted.

**GOOD PRACTICE - Speaking volumes about support for carers**

Many of us will be responsible for caring for a partner, relative or friend at some point during our lives. It can be a worthwhile experience but also a difficult and tiring period. A series of books are now available through Gwynedd Council Libraries Service with the aim of helping carers cope with their responsibilities. The books are available in all Gwynedd Council libraries, mobile libraries and through the library to the home service. The books offer practical guidance to carers responsible for people suffering all kinds of conditions, including:

- Stroke
- Autism and Asperger's Syndrome
- Physical disability
- Mental health problems

A number of other important pieces of work that will directly affect carers are in the pipeline:

1. A review of respite arrangements for young people with physical disabilities - ensuring that the resources available meet with the needs of carers in order to be able to make the most of the resources available.
2. A review of Day Care arrangements of Older Persons and Learning Disabilities
3. There is a strong element of support for carers in the day services. We will share the business plan with stakeholders during 2012/13.

4. We have a website for carers and further work has been agreed for 201/13 to make further improvements. The intention will be to look at how correct information can enable individuals to take more control over their own welfare, to have quicker access to appropriate services and also to make better use of the Council's resources.

### **Strategies for Carers (Wales) Measure 2010**

We have already started planning for the effect of the new Measure ([http://www.legislation.gov.uk/mwa/2010/5/pdfs/mwa\\_20100005\\_en.pdf](http://www.legislation.gov.uk/mwa/2010/5/pdfs/mwa_20100005_en.pdf)) for example we have established a carers post in the acute hospital, (which is Ysbyty Gwynedd) to raise awareness of carers matters among the hospital staff and to support carers who come to our attention to get the support they need. The post holder, who has been in post since February 2012, works closely with the social work team in the hospital.

## **COLLABORATION**

### **Collaboration with Health**

Historically, collaboration and a good working relationship has existed between social care and health services in Gwynedd. The relationship between operational staff of the two agencies remains strong. Locality working and the Flexible Working pilot in the Meirionnydd area has allowed this to continue and improve for the benefit of our users. Reference is also made to the effective collaboration within the children's services such as "Derwen".

However, it is fair to note that the establishing of BCUHB has impacted on our ability to collaborate and develop services. This is an indication of the reality of introducing a body that incorporates a number of previous health boards all over North Wales. Even though the situation has improved in comparison to 2010/11, the work of collaborative planning and ensuring quality on a local level remains challenging. This is not a reflection on any individual but rather an indication of introducing a new body and the resource pressure faced by each public body. During 2012/13 we will continue to priorities building upon the structure of effective collaboration with the aim of strengthening the specific discussions regarding Gwynedd's needs within the regional context. This has already been agreed upon with key officers.

### **Collaboration with other Local Authorities**

We as a service are committed to working jointly with other local authorities in the North and to take advantage of every opportunity to strengthen our relationship and methods of working in order to be more efficient and effective.

We will continue with membership of regional groups across the services in order to make the most of the opportunities available. Collaboration has already brought results, for example, Ysbyty Gwynedd, Telecare arrangements, commissioning costly packages for individuals with learning disabilities and out of hours team managed jointly with Anglesey. We are keen to build upon this.

## **6. Review of the Business Service**

The Business Service is responsible for a number of functions to support the Department, including:

- Commissioning and Contracts
- Customer Care, Information and Engagement
- Performance, data and Information Technology support
- Administration and Workforce Support
- Workforce Development
- Managing Financial Resources.

The purpose of the Business Service is to assist the Adults, Children and Families and Housing Services to ensure that service users receive the best possible advice and care. The Service is also crucial in terms of ensuring that all the Department's resources, both staff and finance, are robustly managed.

### **Managing Resources**

The Department has succeeded in tightening the management of its budget of £60,863,000 million in 2011-12 and has kept expenditure within 0.3% of the budget. Considering the difficult financial climate, this is praiseworthy. Variations between budget and real expenditure continue in some work streams with the expenditure in the child care remaining higher than the budget allocation. Over the coming months we will be analysing these differences, and adjusting our budgets accordingly.

During the last year, the Department has identified a programme of work to save £1.8m over 3 years. This is a challenging amount, but the projects are positive ones giving us an opportunity to provide new and better services, which meet our vision of keeping people independent and safe in their communities. Hard work was evidenced across all the Department's work areas in order to identify and develop these work programmes, giving attention not only to the savings required but how to deliver the savings considering their implications for those individuals receiving services. These savings must be introduced with a recognition of the impact they will have when considering opportunities for improved independence and impact on risk for the individuals concerned.

The Department has committed to reviewing its structure and procedures, to be operational by April 2014, in order to make sure that it makes the best use of its staff and meets the challenging requirements that it will face over the coming years. The review will include various aspects such as multi-agency working, flexible working, use of technology, the number of sites desirable in terms of management and offering service to the customer, management tiers, career paths and business processes. This will build on a number of steps that have been taken over recent years to restructure at individual team level.

In considering our organisation and structures for the future, we will take advantage of opportunities to collaborate with other councils and agencies where it is likely to lead to advantages. We have already undertaken to invest in a regional hub for purchasing costly residential placements for service users with the exception of older persons.

## Commissioning and Partnerships

Progress with our Commissioning programme was evidenced this year with a high level of collaboration across the Department and with partners. Commissioning plans were presented for Adults and Learning Disabilities Services. Recognition was received from experts in the field that the contents and methodology of these schemes compare favourably with similar plans nationally. This offers a sound foundation for the work programme that is continuing within children's services and the remainder of the work programme including physical disabilities.



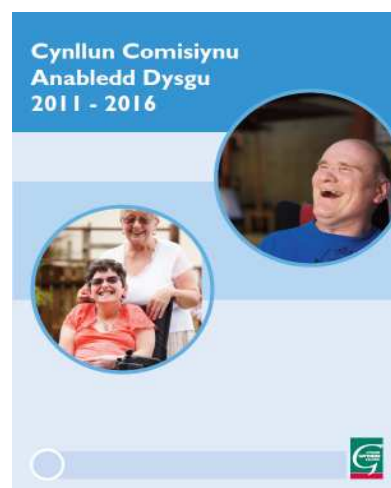
These plans report on the likely needs over the next 5 years, and give information about the kinds of services we will need to commission. The plans make a definite statement that the Council will commission from whatever sector offers the best quality for the best price

As a basis for the commissioning plans, a needs and resources mapping model has been developed, which is an important tool because it brings information about activity (numbers), trends for the future, performance and finance all together allowing us to plan in a much better way and see where we are in terms of realising the contents of our commissioning plans.

Action programmes, on these commissioning plans, are being implemented within the Council's Three Year Plan arrangements. These plans include the financial savings programme which must be achieved,

In the future, we are keen to strengthen our joint-commissioning arrangements with the BCUHB. Following restructuring within the Health Board, the collaboration has at times been challenging but we aim to continue to strengthen the relationship. Over the last year, we succeeded in signing a Formal Agreement for services for Disabled Children (Section 33 Agreement) when establishing the "Derwen" Service. BCUHB is also a partner in the regional commissioning work for the North Wales authorities' most costly placements.

Another area that will need attention in the future will be the development of preventative services. This will be achieved in collaboration with key partnerships (mainly the "Health, Social Care and Well-being Partnership" and the "Children and Young People Partnership"). There will be a need to define clearly who develops and leads on this agenda.



## **Commissioning and Partnerships / Range of Children's services**

The need was identified to introduce a specific commissioning plan for the Children's Services and this is part of the Department's current work programme with the intention of introducing the plan by September 2012 within the Council's "Three Year Plan" arrangements. This plan will give attention to the needs of those children who come to the attention of the Social Services. At the same time, Gwynedd Council, within the arrangements of the Children's Partnership, is preparing a commissioning plan for all Gwynedd's children.

The specific plan for "Social Services" will be a means of ensuring that the needs of the most vulnerable children will receive the appropriate attention within the wider plan. Ideally, the service would have wished for this work to be completed earlier, but as a result of the challenging savings programme, priority was given to the commissioning programme in the adults services where the largest savings were identified in the initial period.

As far as 2012-13 priorities are concerned, we will focus on delivering both Children and Physical Disabilities commissioning plans as well as identifying the needs of the future workforce as an element of reviewing the Department's structure by April 2014.

## **Performance and Business Management**

Over the last two years, we have made massive progress in terms of ensuring better data quality and accuracy of our performance indicators. We also now produce a substantial number of reports including management information in order to help the Department develop and improve. A "Report Cards" system of reporting was developed within the Department, which present the information in a way that facilitates understanding and the relevance of performance management to the experience of users. The change of emphasis has been welcomed by managers in the Department and feedback from corporate officers, members and partners has been positive.

For 2012/13 the Council has adopted a new system of performance management, introducing a "measurements" system. Priorities were identified jointly with the Council and these will be operational for 2012/13. These will be given priority within the Council's arrangements and have been identified and agreed as the ones that are most likely to maximise benefit for the residents of Gwynedd who need services from the Department.

There was greater stability within the Department this year. Over previous years the impact of restructuring on the Department has been significant (Restructuring and introduction of the Children's Service 2009/10 / Restructuring and merger of Housing Services 2010/11). Increasingly, there is greater consistency within the Department and the improvements continue. There were more examples of collaboration in key work areas such as homeless young people with the post-16 team, mental health accommodation, joint-planning as a result of changes within Supporting People and very exciting developments within the work area of equipment and assessment of adaptations..

The Housing and Social Services Department in its present form is quite a new department and as could have been expected, steps have been taken to create a feeling of unity. Recently we have seen clear signs that the Departmental Management Team is setting a direction and offering guidance to the Department's managers on what the priorities and their responsibilities are and where resources should be directed.

In order to strengthen the arrangements there is a need to further develop the experience of collaboration within the area teams. The council's assets programme strongly influences the timetabling and opportunities within this work programme. More of the teams have been jointly located at Penarlâg, Dwyfor and Arfon but the work programme has not been completed.

### **Use of Technology**

In partnership with other authorities in Wales, Gwynedd will need to commission a new computer system with the tendering process having commenced since 2011/12. This programme will need to be able to respond to the needs of users and services for the future. Our present contract with the providers ends April 2014, but negotiations are ongoing with the provider to look into extending the current contact to at least 2015 so to ensure value for money from developments to the current system.

Time will need to be prioritised and committed so to plan and commission the most appropriate provision as part of the operational plan over the next two years, whilst at the same time maximising use of the existing systems. The collaboration programme and dependence on electronic arrangements also identifies the need to prioritise the arrangements for managing information sharing which responds to the expectations of users, legislation and business requirements.

### **Leadership and Political and Corporate Support**

The Council has adopted a Three Year Plan outlining its priorities, and six Programme Boards are responsible for achieving the results to which we have committed ourselves in this plan. These governance arrangements indicate the Council's commitment to realising substantial changes for social care.

Guidance and tireless support has been received from the Portfolio Leader during the year as we implemented the Council's plans in very challenging areas within social care such as implementation of the commissioning plans. There was also a need to respond to national and press interest in several work areas. As a result of the coverage received our procedures were reviewed and the matters discussed with the appropriate agencies. It was stated that there was confidence in the procedures and priorities identified by the Department and Council.

Members contributed to the Department's work programmes with the Care Task group and several other task and finish groups, such as Learning Disabilities' residential arrangements. Over the last year, the engagement of elected members on our Programme Boards and task groups, has had a significant impact and contributed to our improving services.



The Gwynedd Council provision profile remains very different to that of the rest of the Welsh counties and goes contrary to the stated desire of the majority of the population both locally and nationally. The financial profile continues to become more intensive and the need to invest in order to deliver quality services that are affordable remains a challenge. Slowing down the process increases the risk in terms of the sustainability of the Department and the Council's financial plan as well as the time requirements upon officers in acting on these work plans. An increasing number of the population of older persons self-finance or contribute towards the costs of care. Appropriate provisions at the right cost must be ensured. Realising our plans will depend on receiving political support.

### **Equality and Diversity**

Within the Council we have strong support to ensure that we meet the legal requirements in terms of Equality and Diversity. As we develop our commissioning plans and our programmes for making efficiency savings, it has become increasingly obvious that we must raise the awareness of our staff of then need to consider the implications of equality, and prove that impact assessments have been completed thoroughly.

One very important aspect for the Council is to ensure that we serve our service users through the Welsh language where required, and we welcome the Statutory Framework for the Welsh language in the Health and Care field, which is about to be published by the Welsh Government. The Department's officers can provide bilingual services. The Department's Action Plan also addresses the language skills of the entire sector, offering input and training. The intention during 2012/13 is to develop this programme of work further jointly with the Contracts Unit and in partnership with SSIA. This will be done by working with the sector to identify obstacles and co-operate to solve them in order to further increase the bilingual provision in Gwynedd.

We are proud of our efforts to ensure that services are available in every minority language where needed, and of the work we do to ensure that key documents are available in an appropriate format, such as an easy-read version of the Learning Disabilities Commissioning Plan.

### **Customer Care, Information and Engagement**

One area where we are aware that we need to consider committing more resources is in engagement, to ensure that all relevant stakeholders are continually working with us every step of the way - to identify where change is needed to assess options, delivery and evaluation of changes. Our engagement activity over the last half year has increased significantly, with many positive examples of which lead to success, but we have more work to do.



Engagement session re: day care review  
Porthmadog, September 2011

An example of engagement during 2011-12 was a drop in session in Tywyn in November 2011. The day aimed to provide information and advice to residents over the age of 50 in the area about services for adults that promote independence and maintain people in their homes. As part of the session, information was also available for local events and activities in the area, socialising opportunities, advice on financial matters, information and advice to those caring for a sick or disabled and advice health and welfare issues.

“Days like these are invaluable, because unless people know about services that are available they won’t be able to use them.” One of the attendees of the Tywyn drop in session.

## 7. CONCLUSIONS

The annual report demonstrates that a significant work programme has been achieved within Gwynedd Social Services over the year 2011-12 . However, it is also highlights the ongoing challenge facing the Authority if we are to continue to maintain and improve services. We must continue to accelerate the programme which will transform the range and cost effectiveness of available services. It is certain that difficult decisions will have to be made as we restructure and re-shape services in response to financial pressures.

One of Gwynedd's key strengths is the tireless commitment and quality if its workforce across the sector, including Council staff and the whole workforce within the Care sector across all agencies. The workforce's ability and professionalism, with reference to the user and their carers, is the services' foundation both for the Council and citizens of Gwynedd.

We will need to continue with the difficult task of rationalising and reducing expenditure within a context of increasing demand. This in a work area of high risk which has far reaching implications for the personal experience and safety of individuals requiring services.

It will be essential that we continue to foster a climate of challenge, collaboration and trust if we are to succeed and maximise opportunities. We must face the challenges whilst acknowledging and celebrating what has been achieved for the people of Gwynedd by those who provide our public services.

We welcome direct contact with the Service should you wish to receive more details or discuss the Annual Report further. Any question or comment should be directed to the Customer Care Unit:

Customer Care Unit, Social Services Department, Gwynedd Council, Shirehall Street, Caernarfon, Gwynedd LL55 1SH, e-mail: [gccg@gwynedd.gov.uk](mailto:gccg@gwynedd.gov.uk) ☎: 01286 679 268

## **Appendix 1**

### **Performance Summary 2011-12**

The Performance Summary data for 2011-12 can be viewed electronically from Monday 18th June 2012 onwards through the following weblink:

[http://www.gwynedd.gov.uk/gwy\\_doc.asp?cat=7353&doc=28077&Language=1&p=1&c=1](http://www.gwynedd.gov.uk/gwy_doc.asp?cat=7353&doc=28077&Language=1&p=1&c=1)

The data will be presented in a PDF file format under the file name '2011-12 Appendix 1 – Performance Summary data' in the Attachment section of the webpage.

## Appendix 2

### Context and information about the Gwynedd area

The county of Gwynedd extends over an area of 2,548 square kilometres, with the main settlements being Caernarfon, Bangor, Porthmadog, Pwllheli, Blaenau Ffestiniog, Dolgellau, Y Bala, Barmouth and Tywyn. It takes approximately two hours to travel from north Gwynedd to the south of the county which means a total journey time of four hours. It means that families can very often feel that they live far away from services and that staff have to travel a considerable distance. This has to be considered when planning and delivering services.

Gwynedd borders the counties of Conwy and Denbighshire to the east, Powys to the south-east and Ceredigion to the south. The County is linked to the Isle of Anglesey to the north via road and rail bridges. Gwynedd is the largest Unitary Authority in Wales in terms of length of coastline, which extends over 301 kilometres, together with the mountains and lakes of Snowdonia.

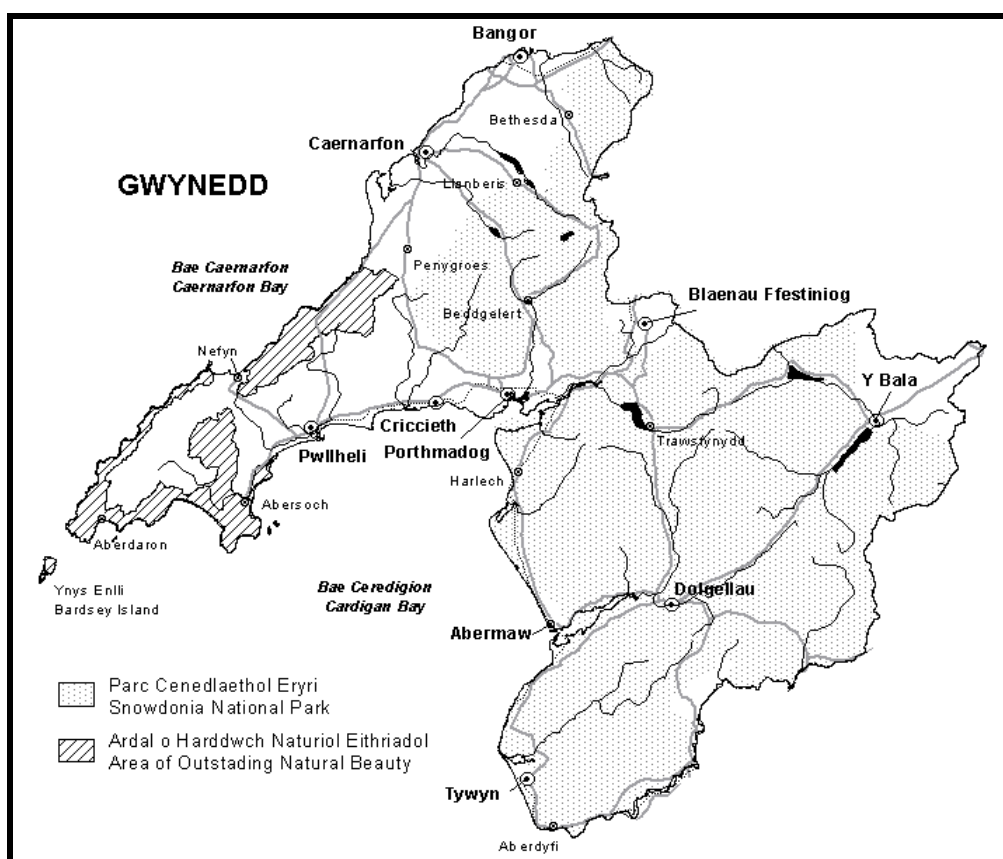


Figure 1: Gwynedd together with population centres

According to 2010 mid-year estimates, Gwynedd had a population of more than 119,000. This compares with an average population of 137,000 across all local authorities in Wales and an average of 120,000 across comparable authorities (Wales Local Government Data Unit 2011). Since 2001, Gwynedd has seen an increase in its total population and it is foreseen that the population of Gwynedd will rise consistently up to 2033.

The information provided below is according to themes relevant to the Social Services and is a summary of the Gwynedd Trends document (September 2011) produced by the Research and Information Unit, Gwynedd Council (Link to the relevant website [http://www.gwynedd.gov.uk/gwy\\_doc.asp?doc=19996&Language=2&p=1&c=1](http://www.gwynedd.gov.uk/gwy_doc.asp?doc=19996&Language=2&p=1&c=1))

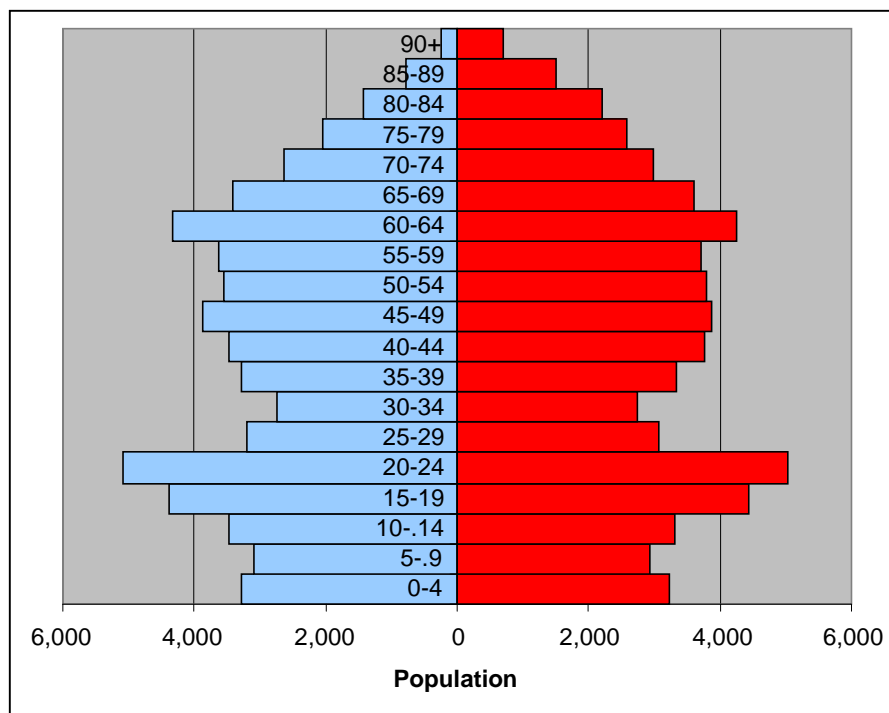
In general, it can be stated that all of the groups of factors noted below will obviously have a direct effect on the way in which we plan and deliver services.

### **Demographics**

1. Growth in the population of Gwynedd depends on the effect of immigration. If the population was based on natural change only the population of Gwynedd would decrease.
2. The population is getting older which means more pressure and demand for health care, residential services, housing, pensions and other services used by the elderly.
3. It is forecast that this trend towards an ageing population will continue for the future with the population aged 65+ having increased by 41% (9,637 persons) by 2033.
4. The number of people over 85 years of age in Gwynedd will have increased from 3,240 to 6,050 by 2030. This is an increase of 87%
5. The number of children and young people (0-25 years of age) in Gwynedd will reduced by 4.2% (-1,606 persons) by 2033.
6. In terms of internal migration (within the United Kingdom) there is a trend for young people aged 20-29 years of age to migrate out of the County whilst older groups (50-64 years of age) come into the County.

It can be seen from the population pyramid below that there are substantial differences in the profile of the older population in Gwynedd in terms of gender with a substantially higher number of females in the make-up of the 75+ age group compared to the number of males.

The population in general is ageing in terms of people living longer which leads to a likelihood of an increase in the demand on the Authority and its partners for social care.



■ Males in Gwynedd 2010

■ Females in Gwynedd 2010

Source: Stats Wales

## Economy

1. The number of economically inactive people is higher in Gwynedd than the number in Wales and the United Kingdom. This is a characteristic of several rural/western authorities in Wales.
2. The number currently claiming Job Seekers Allowance is consistently lower than the Wales and United Kingdom level.
3. The household income median in Gwynedd is consistently lower than the Wales and Great Britain average. The low income threshold used most often is household income which is 60% or less of the British household income median during that year. In 2010, over a third of households in Gwynedd (34.5%) were under 60% of the Great Britain median whilst slightly less than a third (32.6%) were under the lowest Great Britain quartile.
4. The proportion of full-time posts is lower in Gwynedd than in Wales and the United Kingdom with employment in the services sector being higher. A key factor is that a much higher level of Gwynedd employment is in Public Administration, Education and Health.

## Deprivation

1. In the Wales Index of Multiple Deprivation (WIMD 2011), the full index shows that five Lower Super Output Areas (LSOA) in Arfon are within the 30% most deprived in Wales. The data shows how rural areas are missing out in the access to services and housing index.

2. There is a considerable difference between wards in the County in terms of the household income median - with the highest being 79.7% higher than the lowest.
3. Almost twelve thousand families claim tax credit (children and unemployed) in Gwynedd. Over eighteen thousand children live in families that receive tax credit (children and unemployed) with over four thousand of these being in unemployed families.
4. The rate of benefits claimants in the county is lower than the national figure, but there are major differences between those figures and those of the worst areas in Gwynedd.
5. In line with the county's geographical nature, 56% of the authority's LSOAs fall within the lowest 30% in Wales in terms of deprivation of geographical access to services.
6. In addition 85% of LSOAs in the authority fall within the lowest 30% in Wales regarding the quality of Housing.

### **Housing**

1. The housing stock in Gwynedd is much older than in Wales in general with almost half the stock (46.9%) built before 1919. Gwynedd is the 2nd highest in Wales on this measure.
2. An estimated 10.5% of the county's housing stock is unfit, the 6th highest in Wales.
3. In 2010, Gwynedd was the 9th highest of all Wales authorities in terms of median house prices.
4. The kinds of families that were once common are becoming scarcer, and they have been superseded by new types of families following divorce, remarriage and cohabitation - this means a change in the use and demand within the housing stock.

### **Health**

1. Health in Gwynedd is generally good compared to the rest of Wales.
2. Apart from any heart condition excepting high blood pressure, the proportion of adults being treated for health conditions in Gwynedd is lower than or equal to the Wales average with patients being treated for mental illness being substantially lower than the Wales average.
3. Excessive drinking is a problem in Gwynedd, with the county being the 6th highest in Wales (together with Swansea, Blaenau Gwent and Tor-faen) in terms of binge drinking.
4. Obesity is a huge problem in Wales and in Gwynedd 57% of adults are overweight whilst 19% are obese.
5. The rate of births with low birth weight is lower in Gwynedd compared to Wales, and the rate has also reduced between 1999 and 2009. Gwynedd was the lowest of all the Welsh authorities on this measure in 2009.
6. Although life expectancy figures in Gwynedd have risen over the last 10 years, with the figures also being higher than the life expectancy figures for Wales in general, the gap is reducing.



## **Education and Learning**

1. The number of pupils in Gwynedd schools reducing and the average class sizes are lower than the Wales average.
2. The county's pupils perform very well as far as examinations are concerned.
3. Gwynedd is one of the lowest counties in terms of the percentage of young people not in employment, education or training. However, the percentage for Year 13 pupils has increased by 1.8 percentage points since 2008, to a figure of 4.9% in 2009.
4. In general, the population aged 16-64 years (new working age) in Gwynedd is more qualified than the working age population in Wales.

### Appendix 3

# Priorities for 2012-13

**Community Service**

- Telecare
- Day Service
- Equipment
- Information
- Website
- Appropriate Accommodation
- Care and Repair
- Home Safety

**Support Services**

- Enablement
- Respite
- Telecare
- Direct Payments
- Housing Adaptations/Grants
- Appropriate Accommodation
- Carers
- Occupational Therapists
- Health Agreement
- Placements

**Quality Assurance**

- Commissioning Services
- Performance Management
- Harmonising Standards

**Partners**

- IFSS
- Dementia
- Short Break
- Telecare
- Central Care
- Learning Disabilities
- Residential Care

**Performance Management**

- Core Work v Developmental Work on Measuring Standard
- Data
- Including people in the solution
- Further Development:
  - Report Cards and Record Cards
  - RBA

## Appendix 4

### Glossary of Terms

<b>AGGCC</b>	Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
<b>CSSIW</b>	<i>Care and Social Services Inspectorate Wales</i>
<b>SAC</b>	Swyddfa Archwilio Cymru
<b>WAO</b>	<i>Welsh Audit Office</i>
<b>Gweledigaeth</b>  <b>Vision</b>	<p>Mae gweledigaeth yn ystyried lle mae'r sefydliad nawr ac i ba gyfeiriad y mae'n dymuno mynd.</p> <p><i>A vision statement takes into account the current status of the organisation, and the direction of where the organisation wishes to go.</i></p>
<b>Ymgysylltu</b>  <b>Engagement</b>	<p>Mae ymgysylltu â defnyddwyr yn golygu cynnwys defnyddwyr gwasanaeth, partneriaid a'r cyhoedd mewn cynllunio a gwerthuso gwasanaethau a'r broses o wneud penderfyniadau.</p> <p><i>User engagement means involving service users, partners and the public in planning and evaluating services and decision making</i></p>
<b>Canlyniadau'n Cyfrif (RBA)</b>  <b>Results Based Accountability (RBA)</b>	<p>Mae'n declyn rheoli ar gyfer gwneud gwasanaethau yn fwy atebol am eu perfformiad, gan gychwyn gyda beth yw'r canlyniadau yr ydym eisiau i'r defnyddiwr. Mae'n rhoi ffocws ar wella gwasanaethau i gymunedau a defnyddwyr drwy ddefnyddio mesurau y gellir eu mesur. Mae cynnwys defnyddwyr, teuluoedd a phartneriaid yn y broses yn allweddol i'r dull hwn o weithio. Gofynnir "a oes unrhyw un ar ei ennill?", a "faint rydym yn ei wneud? A pha mor dda rydym yn ei wneud" er mwyn mesur perfformiad gwasanaethau. Mae'r declyn RBA wedi ei ddefnyddio yn llwyddiannus mewn mwy na deugain talaith yn UDA, Awstralia, yr Iseldiroedd, Iwerddon a Chile.</p> <p><i>It is a management tool for making services more accountable for their performance, starting with what outcomes we want for the user. It provides a focus on improving services for communities and users by using measures that can be measured. Involving users, families and partners in the process is key to this method of working. The important questions "is anyone is better off?" as well as just "how much are we doing and how well we are doing it" are asked in order to measure service performance. The RBA tool has been used successfully in over 40 states in the USA, Australia the Netherlands, Ireland and Chile.</i></p>

<p><b>Bwrdd Rhaglen</b></p> <p><b>Programme Board</b></p>	<p>Prif gyfrifoldeb Bwrdd Rhaglen ydy sicrhau gweithredu ar raglen benodol ac adnabod a datrys materion sy'n effeithio ac yn rhwystro cyflawni'r rhaglen. Mae Cyngor Gwynedd wedi sefydlu 6 Bwrdd Rhaglen i sicrhau gweithredu ar ei brif flaenoriaethau. Sefydlwyd Bwrdd Rhaglen Pobl Fregus er mwyn gweithredu ar brif flaenoriaethau'r Cyngor sy'n ymwneud â'r grŵp penodol hwn. Pennaeth Gwasanaethau Cymdeithasol sydd yn gyfrifol am y Bwrdd hwn.</p> <p><i>A Programme Board's main role is ensuring delivery of a specific programme and identifying and solving issues which affect and obstruct achievement of the programme. Gwynedd Council have established 6 Programme Boards to ensure delivery of its main priorities. A Vulnerable People Programme Board has been established in order to deliver on the Councils key priorities which affect this particular group. The Head of Social Services is responsible for this Board.</i></p>
<p><b>Arweinydd Portffolio</b></p> <p><b>Portfolio Leader</b></p>	<p>Mae gan Aelodau Etholedig ddyletswydd i'r holl Sir, ond mae ganddynt gyfrifoldeb arbennig i'w hetholwyr wrth ddelio â materion lleol. Mae rhai Aelodau Etholedig yn ysgwyddo cyfrifoldebau a dyletswyddau ychwanegol i sicrhau bod penderfyniadau'r Cyngor yn gadarn ac yn dryloyw; gall y dyletswyddau ychwanegol hyn gynnwys cyfrifoldeb dros wasanaethau penodol.</p> <p><i>Elected Members have a duty to the whole of the County but have a special responsibility to their constituents in dealing with local issues. Some elected members undertake additional responsibilities and duties to ensure the Council's decisions are robust and transparent; these additional duties can include responsibility over specific services.</i></p>
<p><b>Plentyn mewn Angen</b></p> <p><b>Child in Need</b></p>	<p>Mae Deddf Plant 1989 wedi'i chynllunio i helpu i gadw plant yn ddiogel ac yn iach ac, os oes angen, helpu plant i fyw gyda'u teulu drwy ddarparu gwasanaethau sy'n briodol i anghenion y plentyn. Mae'r Ddeddf yn gosod dyletswydd gyffredinol ar Awdurdodau Lleol i ddarparu ystod o wasanaethau i 'blant mewn angen' yn eu hardal os bydd y gwasanaethau hynny'n helpu cadw plentyn yn ddiogel ac yn iach. Gall 'plentyn mewn angen' fod yn...:</p> <ul style="list-style-type: none"> <li>➤ anabl</li> <li>➤ annhebygol o gael safon resymol o iechyd neu ddatblygiad heb wasanaethau gan awdurdod lleol, neu'n annhebygol o gael y cyfle, neu</li> <li>➤ annhebygol o weld cynnydd o ran iechyd neu ddatblygiad, neu</li> <li>➤ annhebygol o weld cynnydd o ran iechyd neu ddatblygiad, heb wasanaethau awdurdod lleol</li> </ul> <p><i>The Children Act 1989 is designed to help keep children safe and well and, if necessary, help a child to live with their family by providing services appropriate to the child's needs. The Act imposes a general duty on local councils to provide a range of services to 'children in need' in their area if those services will help keep a child safe and well. A 'child in need' may be...:</i></p> <ul style="list-style-type: none"> <li>➤ disabled</li> <li>➤ unlikely to have, or to have the opportunity to have, a reasonable standard of health or development without services from a local authority; or</li> <li>➤ unlikely to progress in terms of health or development; or</li> <li>➤ unlikely to progress in terms of health or development, without services from a local authority</li> </ul>

<p><b>Asesiad Cychwynnol</b> <b>(Gwasanaeth Plant a Theuluoedd)</b></p> <p><b>Initial Assessment</b> <b>(Children and Families Services)</b></p>	<p>Mae Asesiad Cychwynnol yn asesiad cryno o amgylchiadau plentyn yn dilyn cyfeiriad at Wasanaethau Cymdeithasol. Diben yr asesiad yw casglu mwy o wybodaeth. Mae Asesiad Cychwynnol yn cael ei gynnal pan fydd cyfeiriad at Awdurdod Lleol yn dangos y gall plentyn fod angen y gwasanaethau a ddarperir gan Wasanaethau Cymdeithasol. Bydd Asesiad Cychwynnol yn penderfynu a yw plentyn mewn angen ai peidio, a pha wasanaethau fyddai'n cynorthwyo'r plentyn ac a oes angen gwneud Asesiad Craidd mwy manwl ai peidio.</p> <p><i>An Initial Assessment is a brief assessment of a child's circumstances following a referral to Social Services; the purpose of the assessment is to gather more information. An Initial Assessment is done when a referral to a Local Authority indicates that a child may be in need of services provided by Social Services. An Initial Assessment will determine if a child is in need, what services would assist the child and whether a more detailed Core Assessment needs to be undertaken.</i></p>
<p><b>Asesiad Craidd</b> <b>(Gwasanaeth Plant a Theuluoedd)</b></p> <p><b>Core Assessment</b> <b>(Children and Families Service)</b></p>	<p>Mae asesiad craidd yn darparu asesiad strwythuredig a manwl o anghenion plentyn neu berson ifanc pan fo'u hamgylchiadau yn gymhleth. Mae'n caniatáu i weithwyr cymdeithasol gofnodi gwybodaeth a gasglwyd o amrywiaeth o ffynonellau er mwyn darparu tystiolaeth ar gyfer eu barn broffesiynol, hwylyso dadansoddi, gwneud penderfyniadau a chynllunio.</p> <p><i>A core assessment provides a structured, in-depth assessment of a child or young person's needs where their circumstances are complex. It allows for social workers to record information gathered from a variety of sources to provide evidence for their professional judgments, facilitate analysis, decision making and planning.</i></p>
<p><b>BIPBC</b> <b>BCUHB</b></p>	<p>Bwrdd Iechyd Prifysgol Betsi Cadwaladr <i>Betsi Cadwaladr University Health Board</i></p>
<p><b>POVA</b></p>	<p>Amddiffyn Oedolion Bregus <i>Protection of Vulnerable Adults</i></p>
<p><b>SSIA</b></p>	<p>Asiantaeth Gwella'r Gwasanaethau Cymdeithasol <i>Social Services Improvement Agency</i></p>
<p><b>ICS</b></p>	<p>System Integredig Plant <i>Integrated Children's System</i></p>
<p><b>IFSS</b></p>	<p>Mae gofyn ar awdurdodau lleol i ddatblygu Gwasanaeth/Timau Integredig Cefnogi Teuluoedd (IFSS) fydd yn wasanaeth fydd yn cael ei ddarparu yn aml asiantaethol yn cynnig cefnogaeth ac asesiad dwys o anghenion mewn teuluoedd ble mae problemau camddefnyddio cyffuriau neu alcohol, problemau iechyd meddwl, neu yn dioddef trais yn y cartref.</p> <p><i>Local authorities are required to develop Integrated Family Support Services/Teams (IFSS) which will be a multi-agency provided service offering support and an intensive assessment of needs in families where there are drug or alcohol misuse problems, mental health problems, or suffering domestic violence.</i></p>

<b>MALIC</b>	<p>Mynegai Amddifadedd Lluosog Cymru (MALIC) yw'r mesur swyddogol o amddifadedd cymharol ar gyfer ardaloedd bychain yng Nghymru. Fe'i cynhyrchwyd gan Llywodraeth Cymru. Mae'r Mynegai wedi cael ei datblygu fel offeryn i nodi ac i ddeall amddifadedd yng Nghymru, fel y gall arian, polisi, a rhaglenni canolbwyntio yn effeithiol ar y cymunedau mwyaf difreintiedig. Mae MALIC 2011 yn diweddarar'r Mynegai a gyhoeddwyd yn 2008, heb osod newidiadau methodolegol, ac eithrio lle mae data darpariaeth yn gwneud hyn yn anocheledwy.</p>
<b>WIMD</b>	<p><i>The Welsh Index of Multiple Deprivation (WIMD) 2011 is the official measure of relative deprivation for small areas in Wales. It was produced by the Welsh Government. The Index was developed as a tool to identify and understand deprivation in Wales, so that funding, policy, and programmes can be effectively focussed on the most disadvantaged communities. WIMD 2011 updates the Index published in 2008, without imposing methodological changes, except where data provision makes this unavoidable.</i></p>

## Appendix 5

### Useful links

#### Relevant websites

**Cyngor Gwynedd website**

[www.gwynedd.gov.uk](http://www.gwynedd.gov.uk)

**Cyngor Gwynedd Housing and Social Services website**

[http://www.gwynedd.gov.uk/gwy\\_doc.asp?cat=2637&doc=23293&Language=1&p=1&c=1](http://www.gwynedd.gov.uk/gwy_doc.asp?cat=2637&doc=23293&Language=1&p=1&c=1)

**Cyngor Gwynedd's fostering webpage**

[www.gwynedd.gov.uk/fostering](http://www.gwynedd.gov.uk/fostering)

**Care Council for Wales website**

<http://www.cgymru.org.uk>

**North Wales Adoption Service website**

<http://www.northwalesadoption.gov.uk/english/index.cfm>

**Wales Audit Office (WAO) website**

<http://www.wao.gov.uk/home.asp>

**Care and Social Services Inspectorate Wales (CSSIW) website**

<http://wales.gov.uk/cssiwsuite/newcssiw/?skip=1&lang=en>

**Action for Children website**

<http://www.actionforchildren.org.uk/>

**Children in Wales website**

<http://www.childreninwales.org.uk/index.html>

**Betsi Cadwaladr University Health Board website**

<http://www.bcu.wales.nhs.uk/>

**National Youth Advisory Service website (NYAS)**

<http://www.nyas.net/>

**Improving Social Care in Wales website (SSIA)**

<http://www.ssiacymru.org.uk/index.cfm?articleid=4127>

**Young People and Children Strategic Partnership Website**

<http://www.gwynedd-ni.org.uk>

**Relevant documents**

**CSSIW - Inspection of arrangements for assessment and care management of children in need in Gwynedd (May 2011)**

<http://wales.gov.uk/docs/cssiw/report/110607gwynedden.pdf>

**Gwynedd Council Research and Information Unit, Trends in Gwynedd (September 2011)**

[http://www.gwynedd.gov.uk/gwy\\_doc.asp?doc=19996&Language=1&p=1&c=1](http://www.gwynedd.gov.uk/gwy_doc.asp?doc=19996&Language=1&p=1&c=1)

**“First Hand - Community Engagement” (June 2010)**

<http://nliah.com/portal/microsites/Uploads/Resources/jWzt3N5w6.pdf>

**Strategies for Carers (Wales) Measure 2010**

[http://www.legislation.gov.uk/mwa/2010/5/pdfs/mwa\\_20100005\\_en.pdf](http://www.legislation.gov.uk/mwa/2010/5/pdfs/mwa_20100005_en.pdf)

**Annual Council Reporting Framework (ACRF)**

[http://www.ssiacymru.org.uk/media/pdf/o/l/Toolkit\\_v8\\_070809.pdf](http://www.ssiacymru.org.uk/media/pdf/o/l/Toolkit_v8_070809.pdf)