

NAME OF SCRUTINY COMMITTEE	Scrutiny Committee - Services
DATE OF MEETING	20 June 2013
TITLE OF ITEM	Annual Review and Evaluation of Gwynedd Council's Performance 2011/2012 – Care and Social Services Inspectorate for Wales (CSSIW)
CABINET MEMBER	Councillor R H Wyn Williams

1. Purpose of the Report

1.1 The purpose of this report is to submit information to the Scrutiny Committee regarding the main findings and recommendations of the Care and Social Services Inspectorate for Wales of their review and evaluation of the annual performance of Gwynedd Council 2011-12. Information is also provided on Gwynedd Council's response to the recommendations in question.

2. Context, background and purpose of CSSIW's Annual Review and Evaluation of Performance 2011-12

2.1 The CSSIW undertake a review and evaluation of the performance of Gwynedd Social Services on an annual basis. The review report resulting from the work will identify the fields that have improved and fields for improvement in the Social Services Department of Gwynedd Council for the year in question.

2.2 As part of the process, CSSIW will consider a wide range of evidence base which is available, including the arrangements for directors of social services to submit annual reports on their performance and plans for improvements. The observations of other auditors and inspectors will be considered, along with the regulatory work of the CSSIW.

2.3 A copy is appended as **Appendix 1** of the Care and Social Services Inspectorate for Wales' Annual Review and Evaluation of the Performance of Gwynedd for 2011-12.

2.4 In terms of the Annual Review and Evaluation of Performance of Gwynedd 2011-12, the first part of the report identified that,

“...there has been year on year improvement in the performance of social services in Gwynedd and this has continued 2011-12” and that

“... the Director’s report for 2011-12 provides an accurate analysis of the services’ performance. The council provided a good range of information and a mature analysis of its own performance.”

- 2.4 The CSSIW noted that the Council had improved its performance in the fields identified in the CSSIW’s report for 2010-11.
- 2.5 In terms of improvements, it was noted that the modernisation of preventative services for adults needed impetus and that changes needed to be achieved. The need to develop further co-working and joint working with health at all levels was also noted.

3. Main Findings of CSSIW’s Annual Review and Evaluation of Gwynedd Performance 2011-12

In terms of the review of Gwynedd’s performance, CSSIW identified specific areas where there had been an improvement during the year, along with areas where there was a need to ensure improvement. Information on the areas where there has been an improvement is submitted in table 1 below:

Table 1 – Areas that have improved

Activity	Areas that have improved
a. Shaping Services	<ul style="list-style-type: none"> - Publishing a three year business plan for the Council with clear milestones. - The publication of the learning difficulties and older people’s services needs assessments and plans.
b. Getting help	<ul style="list-style-type: none"> - An improvement trend in access and care management in adult’s services.
c. Services provided	<ul style="list-style-type: none"> - The support to looked after children provided by the council’s fostering service and by the residential home commissioned by the council.
ch. Effect on people’s lives	<ul style="list-style-type: none"> - Stability of care placements for looked after children.

In Table 2 below, information is provided regarding the areas that have been identified by CSSIW as areas in need of improvement.

Table 2 – Areas in need of improvement

Activity	Areas in need of improvement
d. Shaping Services	- The timely implementation of commissioning plans.
dd. Getting help	- The council needs to continue to improve performance in arranging timely education plans, medical and dental checks for looked after children. - Continue improving the timeliness of reviews for looked after children.
e. Services provided	- Developing the range of services in the community within adult services and children's services.
f. Effect on people's lives	- Continued improvement in the timeliness of child protection conferences.
ff. Capacity to deliver the work-Delivering Social Services	- Ensure sufficient capacity to deliver core functions and necessary improvements. - Ensuring the regular and consistent supervision of staff.
g. Capacity to deliver the work-Providing Direction	- Ensuring the timely implementation of commissioning plans. - Ensuring the statutory duties of the Director are fulfilled.

4. Response of Gwynedd Council (per issue highlighted by CSSIW)

Table 3 – Gwynedd Council's response

Areas in need of improvement	Steps / Improvement in 2012-13
Shaping Services - The timely implementation of commissioning plans.	i. Action Plan of the Learning Disability Commissioning Plan The Learning Disability Commissioning Plan was adopted by the Council on 13 th December 2011. The Action Plan is already been implemented. ii. Action Plan of the Older People Commissioning Plan The Older People Commissioning plan was adopted

	<p>by the Council Board on 24th January 2012. The Action Plan is already been implemented.</p> <p>iii. Physical Impairment Commissioning Plan An engagement event was held with stakeholders in Porthmadog on 20 September 2012. The final draft of the Physical Impairment Commissioning Plan has been completed and a presentation was given on 15 November 2012 to the Services Scrutiny Committee on the main messages of the Plan and the result of the consultation with service users and other stakeholders</p> <p>iv. Children and Young People Commissioning Plan The final draft is in place and an agreement that it will be implemented as a draft commissioning plan until the 'end to end' review of the Children Services has come to its conclusions and recommendations regarding the future of the service. The Action Plan of the Commissioning Plan and associated work programmes are in reality already in place.</p>
<p>Getting help - The council needs to continue to improve performance in arranging timely education plans, medical and dental checks for looked after children.</p>	<p>Arranging Personal Education Plans Within the Education Department of Gwynedd Council there is a post of Education Co-ordinator for Looked After Children. The Co-ordinator offers advice and makes enquiries regarding identifying a prospective receiving school and ensuring a place at that school by means of consulting and discussing with prospective Adopters, Link Social Workers, the Education co-ordinator of the receiving Authority, if relevant, and by studying the findings of recent ESTYN Reports and by utilising other relevant sources of information and documents.</p> <p>Gwynedd's performance in terms of arranging personal education plans has declined in 2012-13. An education plan had been arranged for 50.9% of looked after children within 20 school days of them coming into care. This compares poorly with 86.1% in 2011-12 and 63.5% which was the level for Wales in 2011-12</p> <p>The 50.9% is based on 28 out of 55 cases in 2012-13. Of the 27 late cases, 19 of these were children in schools in Gwynedd. This is a cause for concern to the Department. The Children and Families Service has requested the Education Department to provide an action plan on the situation (as it is that Department which is responsible for contacting the schools to ask for the Personal Education Plans).</p> <p>There is an important role here for the education co-</p>

	<p>ordinator to secure this and raise awareness in Gwynedd schools regarding the importance of completing the personal education plan in a timely manner.</p> <p>Arranging medical and dental checks This information is provided to Gwynedd Council by the Looked After Children Nurse employed by Betsi Cadwaladr University Health Board (BCUHB).</p> <p>In terms of performance, in the field of dental checks, the percentage of the looked after children who had had their teeth checked by a dentist in 2011-12 was 64% and it is anticipated that the performance of 2012-13 to be around this amount again. This compares with the level for Wales of 82.1% in 2011-12.</p> <p>The Children and Families Service and the Performance and Data Unit of the Department have taken proactive steps to improve the information gathering process for dental examinations, from 2013-14 onwards, by means of the Children’s Review form.</p> <p>In terms of the performance in the field of medical checks, there was a decline in the performance of Gwynedd in 2012-13. It was down to only 30.8% of health assessments for looked after children undertaken in the year (compared with the level for Wales of 81.11% in 2011-12). This is a cause for concern for the Department.</p> <p>Changes in the arrangements in BCUHB have affected this performance. Discussions are ongoing between Gwynedd Council and BCUHB but it cannot be stated that any positive changes have happened thus far to ensure a positive impact on the performance.</p>
<p>Getting help - Continue improving the timeliness of reviews for looked after children.</p>	<p>The performance in 2012-13 in terms of undertaking reviews within the statutory period has fallen compared with 2011-12 (down from 83.4% to 75.4%) although acknowledging that the number of looked after children has increased.</p> <p>In 2011-12 there were 459 reviews which have increased to 543 in 2012-13. (There were 382 reviews completed on time in 2011-12 and 418 reviews completed on time in 2012-13).</p> <p>This is an important matter for the service, and an action plan is being developed in order to respond to the current situation.</p>

<p>Services provided - Developing the range of services in the community within adult services and children's services.</p>	<p>Examples of services provided</p> <p>Derwen An Integrated Team was established and called Derwen (between Gwynedd Council and Betsi Cadwaladr University Health Board) and provides assessments and services jointly to disabled children and young people and their families in accordance with agreed standards and measures. Suitable Occupational Health Therapy is provided directly from Derwen.</p> <p>The Fostering Service CSSIW undertook a Fostering review in October 2012. The final report was positive and no recommendations were made or requirements imposed on the service. It was noted that the standard of the service was good in terms of leadership and management, in terms of support for foster carers and in terms of stability of placements with the stability figures the best in Wales this year. In terms of improving the service, the main observations related to the need to strengthen consultation practices (with children specifically). The service had already identified and reported on this need.</p> <p>Much energy and enthusiasm given to ensuring that members of extended families of looked after children are considered as foster carers for those children. This in itself is a challenge as the support requirement is higher and this places additional requirements on the team but it is intended to expand this in future.</p> <p>Peripatetic Foster Care A peripatetic foster care scheme is operational which means that the service has 'mobile foster carers' who are able to move into the homes of carers who need respite and thus causing the least possible disruption for the children.</p> <p>Integrated Service for families (IFSS) An IFSS Shadow Board is in place locally in Gwynedd and Anglesey. Anglesey has offered to lead on the IFSS across the area and Gwynedd have accepted the offer. Discussions regarding the structure and management arrangements are continuing. A project team is in place across both Counties to prepare for implementation within the IFSS.</p> <p>Gwynedd Council Cabinet has accepted the recommendation to establish a new IFSS unit jointly with Anglesey at the meeting of the Cabinet on 30th April 2013.</p>
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Older People's Services

The service has proceeded with the plan of transforming older people's services, with increased emphasis on encouraging and promoting independence through extending the range of provisions available (by partners such as Age Cymru, and internally through plans such as enablement and telecare).

Enablement

During 2012-13, 446 had received an enablement plan. In addition 47% of cases who had received a period of enablement had left without a care plan.

Enablement Unit

The enablement scheme continued to perform accordingly, with the Enablement Unit at Plas Gwilym, Penygroes (for users needing short-term intensive intervention) having ensured that 75% of the cases returned home.

Telecare

During 2012-13 a total of 379 basic telecare packages and 88 specialist packages were provided.

Extra Care Housing

In the adults' field, the Extra Care Housing facility at Awel y Coleg, Bala was opened with 30 units; and the work of constructing the Extra Care Housing Unit in Penrhosgarnedd, Bangor has commenced.

Older People Day Care

Developments by Age Cymru were seen in Nefyn, where an Ageing Well centre was established, and Y Bala with the aim of providing a host of activities for older people. The Department is working towards establishing sustainable day services for the future across Adult Services. They need to be flexible and as local as possible to empower individuals and communities by keeping the balance between offering choice, independence and support. This will mean working jointly with partners and others in the third sector to ensure a sufficient range of provision.

Respite Care

The number of respite nights increased compared to the previous year. 2,389 nights during 2012-13 compared with 2,263 in 2011-12. In terms of the aim to establish a specialist unit for respite beds within one area of Gwynedd, the intention is to establish a pilot by July 2013.

	<p>Carers</p> <p>The carers agenda has increased with more emphasis placed on meeting the needs of informal carers.</p> <p>In an attempt to ensure and increase the support given to carers, a full time carers support officer was established by 'Carers Outreach' in Ysbyty Gwynedd Bangor. The role commenced in February 2012 and the initial conclusions are positive, with many of the carers very appreciative of the direct support available inside and outside the hospital. To date 110 carers in Gwynedd have received the service's support.</p> <p>Without a doubt, Gwynedd Carers Partnership is a means of ensuring attention is given to this area and it is an agenda which will need detailed attention within the plans of the Social Services and the Council as a whole over the next 12 months as a consequence of the increasing emphasis by the Welsh Government.</p>
<p>Effect on people's lives - Continued improvement in the timeliness of child protection conferences.</p>	<p>The performance of 2012/13 in terms of holding case conferences within the statutory timetable (namely, within 15 working days of the strategy meeting) is 86.7% against the local target of 90%. The attainment for 2012-13 is an improvement on Gwynedd's attainment for 2011-12 of 77.3% and against the Wales 2011-12 level of 80%.</p> <p>Following close monitoring by the service, performance has continued to improve over the year in 2012-13. The service will monitor closely and receive the reasons for every late conference from the chairman.</p> <p>A local indicator has been developed and used in 2012-13 to improve the quality of risk assessments. The new indicator is "Safeguarding 2 - percentage of risk assessments submitted to a Case Conferences which were considered as exhibiting quality in decision making." Cumulative performance in 2012/13 thus far is 96% (149/155).</p> <p>This forms part of operational work as part of performance improvement of an individual worker. Using the model has resulted in improving the quality of workers' reports for case conferences. Using this indicator had contributed towards evidence based practice which is associated with raising the standards of practice of social workers. During Quarter 3, a form was developed on the Department's information system (RAISE) whereby the chairman of case conferences notes and identifies why the social worker's report does not exhibit quality.</p>

<p>Capacity to deliver the work - Delivering Social Services - Ensure sufficient capacity to deliver core functions and necessary improvements.</p>	<p>A review was undertaken by the Statutory Director during 2012/13. A work programme is being developed to respond based on the structure, systems, staff skills and the management culture. Essential that the Department is able to respond to future challenges in a sustainable and effective manner.</p> <p>The authority has set up a Corporate Strategic Panel to ensure that safeguarding issues relating to the recommendations arising from a joint inspection of education services in Pembrokeshire are addressed. The model has been seen to be effective and will be sustained to look at other safeguarding issues relating to both children and adults.</p>
<p>Capacity to deliver the work - Delivering Social Services - Ensuring the regular and consistent supervision of staff.</p>	<p>Formal policies and systems for the supervision of professional staff is in place. Implementation and monitoring arrangements are in place, however we recognise that there is a constant need to review and “fine tune” arrangements as required so to ensure the improvement of performance on regular supervision.</p>
<p>Capacity to deliver the work- Providing Direction - Ensuring the timely implementation of commissioning plans.</p>	<p>See information included in Table 3 regarding “Shaping Services – The timely implementation of commissioning plans.”</p>
<p>Capacity to deliver the work- Providing Direction - Ensure that the statutory duties of the Director are fulfilled.</p>	<p>CSSIW undertook an audit of the Role of the Statutory Director of Social Services in Gwynedd in December 2012.</p> <p>One of the main responsibilities of the Statutory Director is to ensure that suitable arrangements and structures are in place in order to fulfill statutory requirements. It was highlighted to the auditors that there is need to undertake changes to current arrangements with regards capacity and at the leadership level within this area. This matter is receiving attention from the Council’s Management Team and the Cabinet, and it is expected that more suitable and sustainable arrangements will be in place by early 2013/14.</p>

5. The direction of future efforts

- 5.1 In January 2013 the first phase of the Social Services Bill (Wales) was launched with the aim of establishing a cohesive legal framework for Social Services in Wales and transformation of services.

5.2 The Bill contains six main fields, namely:

- Promote the well-being of people in need, including carers
- Promote the individual's voice and control in relation to access to services, assessments and competence
- Set a strong national direction and local accountability
- Safeguarding and protection
- Regulation and inspection
- Services (Adoption and transition for disabled children and young people)

5.3 This will mean shifting our emphasis here in Gwynedd from the traditional services and provisions and focusing on:

- Ensuring that the voice of the citizens, the users and the carers is central to planning, developing and evaluating services along with individual care arrangements
- Developing every aspect of commissioning practice and developing our relationship with providers
- Continuously improving performance and practice and focusing on results
- Securing a workforce that has the necessary skills and managers who can lead on changes
- Strengthening the ability to safeguard children, young people and vulnerable adults
- Integrating services, particularly in relation to health, and developing new service models
- Developing the preventive agenda and the agenda of promoting independence.

6. Close

6.1 CSSIW noted in its 2011-12 Evaluation that the Council had improved its performance in the areas identified by CSSIW in the previous year. Although substantial changes were seen within Gwynedd Social Services over the past year, we are confident that the Service succeeded throughout to maintain performance and to continue to offer a service of quality.

6.2 An improvement of, or the maintaining of performance was seen in a substantial number of areas in 2012-13, including responding to referrals, undertaking reviews, protection conferences, statutory visits and young carers. However, it is acknowledged that there has been a decline in performance of fields identified by CSSIW as fields for improvement and certainly proactive and positive steps must be taken to respond to this. These matters will be addressed by the Service Managers.

- 6.3 We will certainly see substantial changes over the next few years and I know that the expectations from services will increase. The ambition is to ensure a service of the highest possible quality - an excellent service – with the self-management of staff as a consequence of their eagerness to achieve the aims, and managers acting as leaders in the process of transformation. More importantly, we will see the service forming a partnership with the users, carers and citizens of Gwynedd to plan effectively for the future. The agenda is challenging but I am convinced that the service and the department is ready to face that challenge.

Background Papers

1. Appendix 1 - CSSIW's Annual Review and Evaluation of Gwynedd Performance Gwynedd 2011-12