



# Complete Agenda

Democratic Service  
Swyddfa'r Cyngor  
CAERNARFON  
Gwynedd  
LL55 1SH

Meeting

**SERVICES SCRUTINY COMMITTEE**

Date and Time

**10.00 am, THURSDAY, 28TH JANUARY, 2016**

Location

**Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd. LL55 1SH**

**\* NOTE**

**This meeting will be webcast**

**<http://www.gwynedd.public-i.tv/core/portal/home>**

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# **SERVICES SCRUTINY COMMITTEE**

## **MEMBERSHIP (18)**

### **Plaid Cymru (9)**

Councillors

Alan Jones Evans  
E. Selwyn Griffiths  
Sian Wyn Hughes  
Ann Williams  
R. H. Wyn Williams

Aled Ll. Evans  
Christopher Hughes  
Elin Walker Jones  
R. Hefin Williams  
Gareth A. Roberts

### **Independent (4)**

Councillors

Eryl Jones-Williams  
Dewi Owen

Beth Lawton  
Eirwyn Williams

### **Llais Gwynedd (3)**

Councillors

Alwyn Gruffydd

Peter Read

### **Labour (1)**

Councillor Sion W. Jones

### **Individual Member (1)**

Councillor Linda Ann Jones

### **Aelodau Ex-officio / Ex-officio Members**

Chairman and Vice-Chairman of the Council

## **CO-OPTED MEMBERS:**

### **With a vote on education matters only**

<i>Dylan Davies</i>	Representative for Meirionnydd Parent Governors
Rita Price	The Catholic Church
Rhian Roberts	Representative for Dwyfor Parent Governors
Awaiting Nomination	Representative for Arfon Parent Governors
Canon Parchedig Robert Townsend	The Church in Wales
Neil Foden	Teachers' Union
David Healy	Teachers' Union

# AGENDA

1. **APOLOGIES**

To receive any apologies for absence.

2. **DECLARATION OF PERSONAL INTEREST**

To receive any declaration of personal interest.

3. **URGENT BUSINESS**

To note any items that are a matter of urgency in the view of the Chairman for consideration.

4. **MINUTES**

1 - 14

The Chairman shall propose that the minutes of the meeting of this Committee held on the 26 November 2015, be signed as a true copy.

5. **ACCOMMODATION STRATEGY**

15 - 37

***Cabinet Member: Cllr. W. Gareth Roberts***

To consider a report by the Adults and Health Cabinet Member on the above.

10.00 a.m. – 10.45 a.m.

6. **GWYNEDD COUNCIL 2015-16 PERFORMANCE OVERVIEW (QUARTER 2) - CARE**

38 - 43

***Cabinet Member: Cllr. W. Gareth Roberts***

To consider a report by the Head of Adults, Health and Well-being Department on the above.

10.45 a.m. – 11.30 a.m.

7. **WORK PROGRAMME - PERFORMANCE EVALUATION REPORT 2014-15 (CSSIW)**

44 - 70

***Cabinet Member: Cllr. W. Gareth Roberts***

To consider a report in response to Care and Social Services Inspectorate Wales' (CSSIW) performance evaluation report.

11.30 a.m. – 12.15 p.m.

**8. CORPORATE PARENTING PANEL**

To elect a member to serve on the Corporate Parenting Panel to succeed Councillor Elin Walker Jones following her recent resignation from the Panel.

12.15 p.m. – 12.25 p.m.

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**SERVICES SCRUTINY COMMITTEE**  
**26/11/15**

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**Present:**

Councillors: Anwen J. Davies, Alan Jones Evans, Aled Ll. Evans, E. Selwyn Griffiths, Alwyn Gruffydd, Sian Wyn Hughes, Elin Walker Jones, Linda Ann Jones, Sion W. Jones, Eryl Jones-Williams, Ann Williams, Eirwyn Williams, R. Hefin Williams and R. H. Wyn Williams

**Officers:** Arwel Ellis Jones (Senior Manager – Democratic and Delivery), Gareth James (Members’ Manager – Scrutiny and Support), Glynda O’Brien (Members and Scrutiny Support Officer)

**Also Present:**

**In respect of Items 5, 6, a 7:**

Cllr. Mair Rowlands, Cabinet Member - Children and Young People  
Cllr. W. Gareth Roberts, Cabinet Member Care, Adults and Health  
Marc Roberts, Care and Social Services Inspectorate  
Morwena Edwards, Corporate Director  
Marian Parry Hughes, Head of Children and Family Support Department  
Manon Williams, Area Manager  
Alwena Leadbitter, Senior Practitioner

**In respect of Items 8 a 9:**

Iwan Trefor Jones, Corporate Director  
Arwyn Thomas, Head of Education  
Garem Jackson, Education Improvement Officer  
Gwern ap Rhisiart, S E N and Inclusion Senior Manager  
Eleri Llywelyn Owen, Project Manager  
Ffion Hughes, Support Officer

**ELECTION OF CHAIR**

**Resolved:** Due to the absence of both the Chair and Vice-chair from the meeting, Councillor Selwyn Griffiths was elected to chair this meeting.

**1. APOLOGIES**

Councillors Siân Wyn Hughes (p.m.), Linda Ann Wyn Jones (p.m.), Beth Lawton (a.m./p.m.), Dewi Owen (a.m./p.m.), Peter Read (a.m./p.m.), Gareth Thomas (Cabinet Member – Education, a.m./p.m.) , Dylan Davies (Meirionnydd Governors Representative- a.m./p.m.), Mrs Rita Price (The Catholic Church – a.m./p.m).

## 2. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were received from any members present.

## 3. URGENT BUSINESS

### Schools' Savings Target

This item was not included on the Agenda, however, the Chair agreed for it to be discussed as an urgent item under Section 100B (4)(b) Local Government Act 1972 as the matter had arisen since the last committee meeting, a recent resolution had been made by the Schools' Budget Forum on 18 November 2015 and the view was that it should be scrutinized prior to implementation.

The Chair explained that a request had been received from Councillor Alwyn Gruffydd for the committee to discuss the schools' savings target, and the member was invited to elaborate further.

Councillor Alwyn Gruffydd referred to a recent discussion at a meeting of the Schools' Budget Forum on 18 November 2015 that was a contentious meeting, when it was resolved to recommend to the Cabinet that a cut of £1.3m be made in the primary sector and £680,363 in the secondary sector. The Member was of the view that there was tension between primary and secondary, large, medium and small schools and the cut would entail classrooms of up to 40 children in some schools and in turn this would have an impact on the County's education standards. It was felt that the cut would therefore undermine the principles and this Scrutiny Committee should have an opportunity to consider the seriousness of the impact of the cuts on schools before the decision was adopted by the Cabinet.

The Senior Manager, Democracy and Delivery, explained that when adopting the Financial Strategy at the full Council in March 2015, the Council resolved to adopt the Financial Strategy that included 'Placing a target of £4.3m for the schools' budget'. It was understood that what the Schools' Budget Forum decision did was to determine how to achieve an element of this. Therefore, the Schools' Budget Forum was acting on a decision already taken by the Council.

The Head of Education explained that schools faced a target of £4.3m cuts and had found approximately £2m in savings and there was a difference of opinion on how to achieve the remaining £2.3m. The Committee was reminded that the Council faced a shortfall of £50m with £9m of this being achieved via Council tax. It was noted that the Council funded schools very generously compared with other Welsh authorities and it had to be borne in mind that 8 of the 15 secondary schools were the smallest in Wales.

There had been a compromise at the Schools' Budget Forum to share the remaining savings target of £2,320,000 in accordance with the B option for cuts submitted to the Forum i.e. £1,642,151 to the primary sector and £680,363 to the

secondary sector, subject to the following conditions:

- To retain the savings of £4.3m fixed for the next 3 years until 2018
- That the schools organisation savings are recycled to the savings target of £2,320,00 to alleviate the schools cuts in 2018/19.

In response, Councillor Alwyn Gruffydd referred to a recent ESTYN report on a primary school with 28 pupils stating that the School gave value for money and it was felt that the Council did not give sufficient consideration to this. He stressed the need to know what the feelings were at a grassroots level regarding the proposed cuts, and therefore this was an important matter for scrutiny.

During the ensuing discussion, the following points were highlighted by individual members:

- It seemed that in some areas teachers retired but were re-employed as supply teachers and this deprived young people leaving Colleges from getting work
- It was asked how many schools were safeguarded
- The size of school balances in some schools was questioned and should this not be taken into consideration
- Would cuts have an impact on the quality of education

In order to have a way forward, it was suggested that the matter be considered further at the preparatory meeting of this Scrutiny Committee on 15 December.

**Resolved: To request that the Head of Education submits the reports presented to the Education Budget Forum to the preparatory meeting of the Scrutiny Committee on 15 December, and to ensure that an appropriate officer is in attendance, to respond to Members' queries regarding the budget. In addition, it would be useful to receive examples of what impact the option B cut would have on small, medium and large sized schools.**

#### 4. MINUTES

The Chairman signed the minutes of the previous meeting of this committee that took place on 22 September 2015.

#### 5. PERFORMANCE EVALUATION REPORT 2014/15 (CARE AND SOCIAL SERVICES INSPECTORATE – CSSIW)

Submitted - a performance evaluation report on the Social Services for the year 2014/15 by the Care and Social Services Inspectorate.

(a) Members were guided through the contents of the report by Mr Marc Roberts, CSSIW, stating the main areas where there had been progress and the areas that need to improve within Gwynedd Social Services. Attention was drawn to the following:

- progress made in accordance with the Social Services and Well-being (Wales) Act

- increased alignment between the wider Council and departments
- efforts to work more cost effectively and efficiently and contributing to enabling the Council to halve its financial shortfall with further efficiency savings to be achieved over the next few years
- good outcomes for Looked After Children
- changes in the appointments of Cabinet Members who support Social Services and their new responsibilities
- changes in practice and culture within the Adults Service

The report noted:

- that the Council gave support to a number of people in care homes
- that it was necessary to encourage improvements in the corporate safeguarding systems and these are achieved in a timely manner
- that the Deprivation of Liberty Safeguards (DoLS) were challenging for the service and this was an area requiring attention.
- that CSSIW proposed to consult with mental health service users during the year
- it was identified that direct payments continued to be very low
- the need to support carers further was identified
- in terms of children and young people, it was noted that the performance was improving annually with good educational achievements by looked after children

In terms of supporting Social Services, the challenges faced by the Adults Service were identified as well as the capacity and professional leadership in this field. The need to ensure that sufficient time was given to new systems was identified.

(b) In response, the Corporate Director stated that on the whole the report was positive and she was glad that Managers had identified where improvements were required. She added that there was a good relationship between the Health Board and Social Services and the appointment of Ffion Johnstone as Locality Director had certainly been of assistance to take steps forward. It was confirmed that it was proposed to submit a work programme stemming from the recommendations of CSSIW to the preparatory meeting of this Scrutiny Committee on 15 December and to ensure that this interweaves with other action plans already in place.

Members were given an opportunity to scrutinise the report and they highlighted the following points:

- (i) Concern was expressed regarding the backlog in processing Deprivation of Liberty Safeguards Arrangements assessments.

In response, whilst accepting the comment, it was explained that a bid for a temporary resource had been submitted to try to reduce and deal with the backlog. It was further noted that only workers with a specific qualification could deal with this work.

It was emphasised that it was not the Council's practice that had caused the

increase, but changes stemming from legal cases in other areas.

(ii) In response to a query regarding processing complaints from individuals, Mr Marc Roberts explained that CSSIW were interested in hearing about the experiences of individuals and if a person submitted a complaint then naturally the matter would be considered.

(iii) The report was welcomed and the Alltwen scheme procedures should have been implemented years ago as it appeared that people were satisfied with the person centred service. In the Member's opinion more publicity should be given to the positive issues.

(iv) It was stated that Social Services had been through a difficult period as a result of staffing changes etc., and staff commitment had to be appreciated during a very serious and challenging period for every field. The opinion was that, as a monitoring service, there was a real need for the CSSIW as a national institution to ensure that concerns should be raised with the Government regarding the future funding of Social Services. The importance of maintaining the service was noted especially where there was a real need to invest more in areas such as mental health.

(vi) It was asked if arrangements were in place to withstand the cuts and how vulnerable was the service, especially in terms of staff absence due to illness and additional work pressure on staff in specialist work.

In response, Mr Marc Roberts explained that in the past there was a high turnover of staff in terms of social workers, however, from what he had seen recently the workforce in Gwynedd was established and experienced. It was recognised that the Management Team was under pressure and sought to identify the main elements of risk in terms of pressure. Compared to other authorities it was noted that Gwynedd Council was in a comparatively good position.

However, he was aware of the Gwynedd Challenge process and the proposed cuts and evidently there might be risks in terms of cuts that could have a detrimental impact on services.

(vii) It was asked if CSSIW considered the quality of the service against the cuts?

In response, it was explained that CSSIW looked at the outcomes to individuals together with considering performance by comparing expenditure. It was noted further that expenditure was a consideration but was not vital in terms of the outcomes.

(vii) Concern was expressed that there were risk associated with the cuts and it was asked if CSSIW were satisfied with the work and procedures to deal with the risks?

In response, Mr Marc Roberts noted that the savings achieved thus far appeared to be meaningful and took advantage of the opportunities that had arisen.

However, it was stated that cuts to services was quite different from what had already been achieved and there was no sign that this had been undertaken in a meaningless way.

(x) It was noted that direct payments were a good way to support and promote independence. It was asked how a direct payments system could be implemented effectively?

In response, the Corporate Director explained her disappointment that the direct payments level was low although the service had tried to promote this and it may be that families did not wish to take responsibility. It was trusted that the new arrangements would give stability to individuals and it was hoped that this would improve.

The Head of the Adults, Health and Well-being Department added that efforts needed to be made to ensure correct support for families to manage money effectively and to procure care services. It was trusted that more families would take control for their own care arrangements via the direct payments system and assurance was given that they would monitor expenditure, based on a sample of families. The importance of establishing a network to enable them to make effective use of direct payments was noted.

(xi) Reference was made within the report to scrutiny weaknesses and Mr Marc Roberts noted the following important areas for those undertaking scrutiny.

- Modernisation arrangements
- Alltwen Scheme
- Safeguarding field

The Corporate Director noted that the Act would be in effect in April and it was obvious that a great deal of work needed to be achieved and a code of practice was awaited for a great deal of the work. A report would be submitted to the Cabinet and it was promised that information would be shared also with this Scrutiny Committee.

**Resolved: (a) To accept, note and thank the officer for the report.**

**(b) To request that the Corporate Director submits the action plan to the next preparatory meeting of this Scrutiny Committee on 15 December 2015.**

## **6. REPORT ON THE WORK OF THE STRATEGIC SAFEGUARDING CHILDREN AND VULNERABLE ADULTS PANEL**

A report was submitted by the Cabinet Member for Children and Young people outlining what had been achieved by the Panel between April 2014 and March 2015, in addition to external inspections received during the period and future proposals.

It was noted that the report focused on the corporate arrangements of safeguarding rather than specific cases in the field. It was stressed that other

statutory regional arrangements existed for children and vulnerable adults. The above Panel sought to ensure that the arrangements were robust and the real success was to prove that the service made a difference to individuals.

Members were afforded an opportunity to scrutinize the report and the Cabinet Member for Children and Young People and the officers responded appropriately as follows:

- (i) In terms of how many cases of whistleblowing there had been, the Corporate Director gave an undertaking to send the figures to Scrutiny Committee Members.
- (ii) Councillor Annwen Daniels had been appointed as champion for Children and Young People – Corporate Parenting
- (iii) a promise was given that the assessments of persons with disability when leaving College would be discussed with a Member and would not be referred to day care service
- (iv) cyber-bullying issues would be added to the relevant policies and an assurance was given that this was not a huge problem in Gwynedd.
- (v) that schools were key to safeguarding arrangements for children and young people and the importance of communication was stressed. It was confirmed that a high number of referrals were submitted from schools and they received an invitation to a meeting that took place once a referral had been received. It was further recognised that schools were vital to contribute to the discussions. Whilst accepting that school staff found it difficult to attend meetings, it was assured that they received the written reports and there was no concern regarding working together.
- (vi) In terms of how children could gain confidence to whistle blow, it was explained that whistleblowing and encouraging confidence were two different things. Only a few children self-refer, referrals were submitted via other relevant agencies. In the context of pre-school arrangements, it was noted that midwives were vitally important. It was ensured that there were effective systems in Gwynedd and a good relationship at grassroots level.
- (vii) That only a very few referrals were received from parents regarding bullying and the process they could follow was explained by telephoning Galw Gwynedd, designated telephone numbers for the Team based in Pwllheli and also a telephone number for outside working hours.
- (viii) Children spent a great deal of their time in school and part of the Panel's work was to ensure that every Department, including elected Members played a role in the arrangements.
- (ix) Regarding inspecting how schools deal with bullying, it was explained that the Corporate Director had met recently with the Head of Education and assurance was given that arrangements were in place to:
  - Appoint a safeguarding children officer
  - Look at the policies and procedures including the bullying element
- (x) That every governing body had a champion to deal with safeguarding children
- (xi) Teachers had a responsibility to refer any known case of abuse at home and it was assured that no concern had been highlighted to the Panel or by the Head of Education regarding the capacity of schools to undertake this.
- (xii) Concerns were noted regarding the CSSIW report on the private

- residential home at Plas y Bryn, Bontnewydd. It was explained that arrangements were in place for inspectors to inspect residential care homes and discussions were on-going to adopt the best arrangements but it was recognised that it was not an easy field to resolve. A report would be submitted to the next preparatory meeting of this Scrutiny Committee on 15 December regarding arrangements and specifically to discuss the implications stemming from the CSSIW report on the specific home above.
- (xiii) An update was expected on the arrangements and procedures to safeguard vulnerable adults as a result of the recommendations of the Winterbourne Review and an assurance was given that this information would be shared with Members.
  - (xiv) Disappointment was expressed that there was no reference in the work programme to individuals with learning disabilities.
  - (xv) Assurance was given that a copy of the project report to ensure the whole Council's ownership of the safeguarding field would be given to Members.
  - (xvi) It was confirmed that there was a process in place to ensure DBS checks every 3 years and this was monitored by the Corporate Support Department.
  - (xvii) An assurance was given that a meeting in Meirion/Dwyfor would be re-arranged with the parents of young people with learning disabilities and an apology was given for cancelling the meeting in May and there were various reasons for this.

**Resolved: (a) To accept and note the contents of the report;**

**(b) To request that the relevant officers submit further information on the following to the Scrutiny Committee's preparatory meeting on 15 December 2015:**

- **Figures for the number of whistleblowing cases**
- **The implications stemming from the CSSIW report on the private residential care home at Plas y Bryn, Bontnewydd**

## **7. REPORT ON ENABLEMENT WITHIN NEW WORKING ARRANGEMENTS**

The report of the Cabinet Member for Adults and Health was submitted outlining the new enablement arrangements.

The Cabinet Member for Adults and Health set the context by stating that the enablement scheme was a way of providing intense response to an individual's problems for a short period, in order to recover the individual's living skills as soon as possible and to avoid creating dependency. Evidence indicated that too many individuals received intervention when they did not really need it. Therefore it was resolved to review the arrangements by using the 'Ffordd Gwynedd' principles and to totally change the culture and thinking and offer opportunities to be person focused.

A presentation was received from Manon Williams (Area Manager) and Alwena Leadbitter (Senior Practitioner, Adults, Health and Well-being Department) outlining the work of the Alltwen team and how the work incorporated the

enablement schemes more naturally and more specifically for the individual. In accordance with the new system, arrangements were made with the person at the correct time and place.

Members were asked to take part in an exercise and they noted the following observations:

- That some persons required more care from therapists etc.
- It was important that the plan lightened the load on families
- If the service users feel better then they should be able to tell the carers
- That the scheme needed to be targeted to the persons in real need of it
- The scheme was welcomed, however, it was vitally important that there were specific measures to gauge what difference the scheme made to individuals
- They had to be clear regarding when individuals reached the objectives
- The need to extend the scheme to the areas of Meirionnydd/Dwyfor and to be available 7 days a week as they were concerned about some persons discharged from hospital over the weekend with no arrangements in place for them
- That it was necessary to immerse staff such as nurses on the wards to work jointly on the principles in order to place the needs of the person first

In response to some of the above comments, the Head of Adults, Health and Well-being explained that the relationship with the Health Board was vital in order to roll-out the Alltwen scheme to other locations. In addition, it was noted that the workforce's role including Social Workers, Therapists, Nurses etc. was key. However, there was a great deal of work to be undertaken again as it was a significant change for the staff, members and service users and it was trusted that gradually the new arrangements could be expanded across the County.

The Cabinet Member for Adults and Health supported the above and added that this was a pilot scheme but it was trusted that there would be joint working between the Health Board and Social Services and this was central to the work and it was agreed that the scheme needed to be extended out to other locations and areas.

During the ensuing discussion the following points were highlighted by individual Members:

- (i) That the scheme was similar to what was implemented at Awel y Coleg, Bala where persons were encouraged to live independently in a close enabling society and there were several examples of individuals living more independently than they did in their own homes. It was asked how much attention was given to family carers?

In response, it was explained that the family network was important and was part of the central arrangements.

- (ii) It was asked why the process had taken so long to implement?

In response, it was explained that the scheme had been in operation for approximately 10 months and they continued to experiment and to learn lessons. It was difficult to speed up and extend too quickly as it was a

significant change to all. It was recognised that it was a slow process, however, it was hoped that the momentum could be raised in order to roll-out the scheme over the next few months. It was noted that staff would firstly have to be immersed in the new thinking.

- (iii) In response to a comment made regarding implementing the pooled budget, that it was important to operate the scheme via one budget.
- (iv) Members were reminded that an invitation had been extended for them to visit Ysbyty Alltwen on 21 January 2016 and they were encouraged to do so.

**Resolved: To accept, note and thank the officer for the report and the presentation on the implementation of the enablement service.**

The morning session commenced at 10:15am and concluded at 12:45pm.

## 8. PROGRESS REPORT - EDUCATION QUALITY PROJECT

(a) An action plan was submitted by the Cabinet Member for Education stating the progress and what had been achieved stemming from the recommendations of the Education Quality Investigation in the following subjects:

- Leadership within Schools
- Mathematics
- Understanding Performance and Data
- Raising and Conveying Expectations
- Polarization in terms of Quality
- The Local Authority's Role
- The Role of Governors
- Links with Pupils

(b) The Head of Education and the Education Quality Improvement Officer responded to the comments made by individual Members, as follows:

- (i) That the 'Moelwyn Scheme' was a pioneering pilot scheme where the Heads of the catchment area were invited to meet regularly to share expertise across the primary and secondary sectors. It was noted that the scheme was successful and had led to intentional joint working with every school in the catchment area benefiting from sharing expertise in terms of leadership and the curriculum. In terms of extending the scheme to other schools in the County, it was noted that the scheme had worked extremely well in the Moelwyn catchment area and the challenge was to offer a model for each area especially considering the reduction in budgets and it would be necessary to consider different ways of working.
- (ii) That there was an increase in the attainment of vulnerable learners this year compared to last year, but it was stressed that it was difficult to measure and the pupils were different from one year to the next. Members were reminded that the Government funded schools for pupils who entitled to free school meals and it had to be ensured that they had

- opportunities to do their best at school.
- (iii) Concern regarding Mathematics – it was noted that a regional advertisement for a Mathematics Challenge Adviser had been released by GwE with the closing date at the end of last week and it was recognised that Departmental Heads required specific leadership.
  - (iv) In terms of teachers having to be more flexible to teach different subjects, it was asked if this was reflected in the Colleges to prepare students for the field of work. It was explained that in terms of secondary schools teachers usually chose a specialist subject to teach and at primary they taught a range of subjects. It was noted that it was a requirement for the Education Service to consider an alternative format with teachers teaching across subjects up to 14 years old and teachers with expertise in a subject teaching the older ages and this was a challenge due to the number of pupils and the reduction in the budget. It appeared that ESTYN had been very critical recently of what was seen in Mid and North Wales when preparing prospective teachers for the world of work. Perhaps it was necessary to have a discussion on what is offered by the Colleges and if this was suitable for market needs.
  - (v) What arrangements had been made by the Service across-departments to ensure that pupils who are eligible to receive free school meals receive them? It was ensured that schools targeted pupils in order for families to get what was due to them and in addition it was an indicator for school funding and a measure that was compared with other schools. It was further explained that Gwynedd had lost out on a substantial sum of money compared to schools in South Wales that were part of the Government's Challenge Wales programme where they invest to retain education standards. The Head of Education gave an assurance that he would follow-up the cross-departmental arrangements to target pupils who are entitled to free school meals.
  - (vi) Did it continue to be difficult to appoint Governors and in which areas? It was recognised that this varied from area to area and the mandatory courses referred to in the action plan were for new governors, Chairs and Clerks. It was further noted that a new programme was in place that offered training at the end of the afternoon and in the evening in order to facilitate those governors who work to attend as well as regional courses. Regarding completion of training on the web, it was felt that face to face training was more beneficial but of course it was possible to complete some modules on the web.
  - (vii) That the problem of recruiting governors was an issue in several authorities, especially in rural areas.

**Resolved: To accept and note the contents of the action plan and to note that the Scrutiny Committee would challenge the follow-up and the result of this work when looking at the Annual Report of the Education Service to be presented to this Scrutiny Committee in March 2016.**

## **9. CHANGES TO THE ADDITIONAL LEARNING NEEDS AND INCLUSION SERVICE**

- (a) The report of the Cabinet Member for Education was submitted outlining the draft strategy for changes to the additional learning needs and inclusion

service.

(b) It was reported on a letter received from the Isle of Anglesey County Council expressing disappointment and discontent that there had not been sufficient consultation and discussion with Anglesey officers and they had not been convinced of the need to decommission the Additional Learning Needs Joint Committee structure in order to achieve the proposed outcomes within the revised ALN strategy.

(c) In response, the Head of Education stressed that there was no intention not to collaborate with Anglesey and it was proposed to consult fully with Anglesey Council once the Council's formal opinion had been scrutinized and the Cabinet had come to a conclusion on this. It was explained that the project had initially focused on the needs of the Gwynedd residents. The Senior Manager for Additional Learning Needs and Inclusion explained that discussions had taken place with approximately 400 stakeholders during September/October. It was recognised that the shortcomings with the existing arrangements that came to light were not a shock for the officers, namely:

- Inconsistency within the system
- Traditional and complicated system
- Quality of performance
- Relationship with other services
- Growth in specific needs
- Lack of communication

(c) Attention was drawn to the clear aim of the strategy namely "Ensure that children and young people (aged between 0 – 25) with additional learning needs take advantage of the opportunities and gain experiences that are effectively planned for them, to enable them to progress according to their ability".

(ch) Members were guided through the action plan that would achieve the following outcomes:

- Introduce the use of Person-centred Planning
- Develop the use of criteria in order to present guidance and clarity regarding appropriate provision for every disorder
- Establishing ALN Area Forums and the ALN County Panel
- Establish a new Integrated ALN Team
- Establish new arrangements for the Inclusion/Behaviour Support Provision
- Reviewing the provision of specialist centres
- Special Schools
- Training Programme
- Developing a Charter / Agreement between Schools and Local Authorities
- Establishing a Data Unit within the Education Department
- Measure the satisfaction of children and young people with additional learning needs and their families
- School ALN Planning Forums

- Provision in the Early Years
- Post- 16 provision
- Opportunities to collaborate with the Children’s Team and other agencies
- Working together with Health
- The business case that would show a saving of £808,466 by combining the central workforce. The saving would be based on the new provision but also a change in the working pattern of the workforce and offer permanent opportunities but for a fewer number of individuals.

(d) Members were given an opportunity to scrutinize the draft strategy before them and the following observations were highlighted by individual Members:

- (i) It was asked if the attainments of additional learning needs pupils contributed to the performance targets of secondary schools or would different indicators be presented.

In response, it was explained that every pupil should be part of the key society of schools and that a national taskforce was considering an alternative way of measuring the attainments of pupils with vulnerable behaviour – namely the children who may make more progress but the targets were not recognised. It was further noted that the system was based on attainments rather than achievements.

- (ii) That the range of users was wide from 0 to 25 years and often a great deal of children that fail fell into trouble and it was asked how much collaboration was there with the Gwynedd and Anglesey Youth Justice Service as it was vital that there was an awareness of this service to assist individuals.

In response, it was explained that funding the group of young people between 19-25 was not clear in the new act and the discussion regarding this would be quite a challenge.

It was ensured that initial discussions had taken place with the Youth Justice Service regarding the person centred focus method that meant that one plan would be available for the individual and therefore it would be a more effective service.

- (iii) Concern that the system would take the place of the 3\* system and would dispose of statements that had statutory legal requirements and gave assurance to individuals and their families. Whilst accepting that the system was available the view was that there was no assurance available and the existing system was accountable by law.

In response, it was explained that there was a national change in legislation and statements had been abolished with the Welsh Government seeking to present the same system for additional learning needs with an effort to make the system

easy to understand. Whilst accepting the need to be clearer in terms of the responsibilities of schools and the authority, they were trying to present a structure to respond to this. The challenge was to create a central multi-disciplinary Team that would give families confidence. In terms of the new model, it was ensured that support would not be withdrawn from children who were already statemented.

It was added that it would be necessary to be clear in terms of local criteria by looking at individual plans, the wording of the plan etc.

- (iv) Concern regarding how much assurance there was that schools would pay for the additional support from their budgets considering the climate of cuts that existed and that they would decide to maintain the support themselves.

In response to the above, it was explained that in terms of the model, finance had not been devolved to schools with the intention of establishing a central service. The intention was to devolve classroom assistants to the largest schools and at a catchment-area level to slightly smaller schools.

- (v) Whilst accepting that the most profound children in the primary sector would be identified in accordance with the previous system, concern was expressed regarding children with less obvious needs such as the pupils assisted by the literacy supporters. It was asked how these children would be monitored and their needs identified.

In response, it was confirmed that the new system would identify the needs of children earlier in numeracy and literacy skills and it was assured that it would be possible to continue with the expertise.

Regarding monitoring, perhaps there was a role for Coordinators at a catchment area level for the ages of 0 to 25 and to be a regular point of contact for schools with a specific role to monitor progress or the lack of progress.

- (vi) Reference and concern was made to the risks with the workforce and it was asked how confident was the project team of ensuring the workforce's ownership over the proposed changes.

In response, it was recognised that there was a risk but part of the work was to try and get better knowledge of the workforce in terms of improving the system. From the discussion held with the workforce, opinion was divided with half recognising that there was a need to improve provision and the other half stating that no need was required. Whilst accepting that less workforce would be required, it was confirmed that the contracts would be permanent and offer a better career path for individuals.

- (vii) The importance that the authority communicated with the schools and

stakeholders.

**Resolved:** (i) To convey to the Cabinet the Scrutiny Committee's approval of the draft strategy subject to seeking to address the following matters:-

- To offer the same level of assurance to pupils and parents as that under the existing system
- The need to address less profound needs and to undertake this soon
- The danger that schools would not be able to cope sufficiently with additional pressure as a result of the strategy's emphasis on schools doing more
- The risk that the comparatively lower attainments of some pupils with additional learning needs would lead to an unwillingness by schools to include them
- Financial concerns as a result of the likely cost to extend the provision up to 25 years old.

(ii) To request that the Project Team conducts a full discussion soon with the Isle of Anglesey County Council, once the strategy has been adopted.

The meeting commenced at 1.15 pm and concluded at 3.30 pm.

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CHAIRMAN

<b>MEETING</b>	Services Scrutiny Committee
<b>DATE</b>	28 January 2016
<b>TITLE</b>	Older People Accommodation Strategy
<b>PURPOSE</b>	Scrutinize the Draft Strategy
<b>AUTHOR</b>	Arwel Wyn Owen  Senior Housing Manager, Adults, Health and Well-being Department

## 1. Context

Drawing-up an Older People Accommodation Strategy (appendix 1) is an aim within the current Strategic Plan and the result of collaboration work with the Housing Department and the Commissioning Team within the Adults, Health and Well-being Department. The project is accountable to the Accommodation Board and as a Board they were eager to share some of the main messages / priorities in order to seek an agreement on the way forward.

The main priorities of the Strategy are to:

- Support individuals to stay in their homes for as long as possible
- Find specific geographical areas where it is likely that the demand will be high
- Ensure suitable accommodation for older people
- Ensure that Gwynedd's older people are aware of the accommodation options that exist within the County and that accessible information is available.

A discussion was held with Cabinet Members in March to discuss the main messages and priorities of the Strategy and it was felt that further work was required on areas that have been identified as those with the highest density of older people and for recommendations to be put forward in order to facilitate a discussion in due course.

## 2. Purpose of the report

The aim of this paper is to:

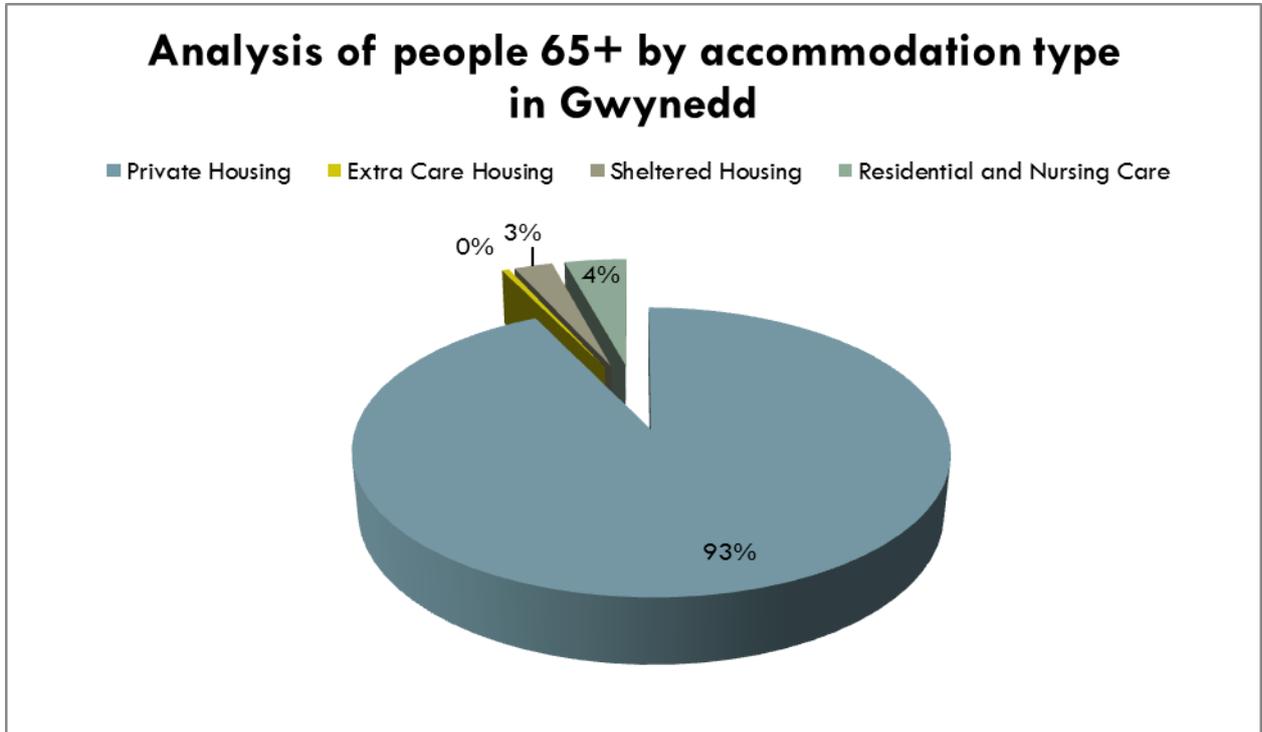
- briefly present some of the main messages and matters that will encourage a discussion
- provide an overview of factors that have been identified as the main areas with the highest density of older people and recommendations on the way forward
- receive any observations before the Strategy is presented to the Cabinet in March

## 3. Main messages to be considered

Some points can be generalised such as:

- main growth in the population is expected amongst the 85 year old age group
- a high percentage of older people will be living on their own

- the areas tend to be of coastal nature with several people choosing to retire within these areas without support network links
- dementia rates will increase as well as depression and anxiety
- the table below notes the occupancy of older people in the County



- 55% of service users receive residential care or nursing care within 5 miles of their home. 88% have travelled less than 15 miles to residential or nursing care.

#### 4. Identifying areas with the highest density

In order to identify the areas that have the highest density of older people, a number of data sources have contributed to the creation of a comprehensive picture of the need that exists in those areas and the likelihood of future tendencies.

The Findings Paper notes the areas below as those with the highest density of older people:

- 1 Tywyn 1
- 2 Porthmadog West
- 3 Aberdaron, Botwnnog and Tudweiliog
- 4 Aberdyfi, Brynchrug and Llanfihangel
- 5 Llanbedrog and Abersoch
- 6 Llanbedr
- 7 Dyffryn Ardudwy
- 8 Menai, Caernarfon

Appendix 1 provides brief recommendations in terms of the next steps regarding further work in these areas:

- **Tywyn 1** – look to increase sheltered housing provision or to have extra care housing provision in the area
- **Porthmadog West** – extra care housing provision will be available from 2017 onwards. Traditionally, there has been a dependency on residential and nursing homes within the area.
- **Aberdaron, Botwnnog and Tudweiliog** – seek to promote preventative and support services in the area.
- **Aberdyfi, Brynchrug and Llanfihangel** – seek to promote preventative and support services in the area.
- **Llanbedrog and Abersoch** – would Extra Care Housing be an option by clustering the parishes of Aberdaron, Botwnnog and Tudweiliog as one area?
- **Llanbedr** – a rural area that appears to be maintaining itself
- **Dyffryn Ardudwy** – remodelling work on sheltered housing by CCG is underway – opportunity to promote the sheltered housing model
- **Menai, Caernarfon** – an area that appears to be able to maintain itself and is not a priority to target.

#### **5 Matters to be discussed further:**

The Strategy sets the direction for the provision of accommodation for older people in the County and the data report forms a basis for creating a position statement so that providers and partners are clear what the accommodation needs are in the future.

There are implications to the direction set within the Strategy which is, to increase the number of extra care schemes, reduce the dependency on residential beds and increase the choice for people to be able to maintain their independence within the community.

The Strategy also sets a precedent to target specific areas to identify solutions which will avoid higher costs to the Council in terms of care in the future. There are also financial obligations to providing Extra Care Housing should this be identified as an option within a specific area.

It is recognised that there is a lack of residential and nursing care within the County with many providers have difficulty in recruiting staff in some areas which in turn place additional pressure on the internal services of the Council.

There is an opportunity to make the connection with suitable housing, nature and type of care services and how the Council can influence / shape demand in the future.

#### **6 Next steps**

- To receive feedback on the direction of the Strategy from the Scrutiny Committee
- Discussions to take place with our main partners such as housing and health to formulate a comprehensive work plan in early February
- Strategy to be formally adopted by March 2016

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## Vision

The aspirations of Gwynedd's older people are clear. Gwynedd's older people want to live at home for as long as possible while recognising the need for support when appropriate to ensure this. To support these aspirations, the vision of the Adults, Health and Well-being Service emphasises promoting and maintaining independence as much as possible to enable individuals to live in their own homes. Should a situation arise where it is no longer an option for an individual to remain in their own home, other options such as Sheltered Housing and/or Extra Care Housing will be promoted to individuals. In future residential care is mainly considered as:

- A further opportunity to regain independence
- A respite opportunity for carers so that they can continue with their caring role
- A permanent care option for those with dementia who cannot be cared for at home or in extra care housing

Therefore, the Council's vision on residential services for older people is:

- To reduce the number of traditional residential beds
- ↑ the number of beds in Extra Care Housing
- ↑ the number of nursing beds in some areas
- ↑ the number of beds for those with memory problems; residential and nursing

Therefore, the aim of Social Services for the future is to commission:

- Less traditional residential beds, while providing more services to support individuals to live at home or in accommodation which is suitable to their circumstances
- Opportunities for people to have an extended recovery period
- Flexible opportunities to receive respite care
- More residential care beds for people with dementia

Gwynedd Council, like all other councils in Wales, faces significant cuts in terms of the funding that it receives from the government to pay for local services. At the same time, the pressure on the Council's services is sure to increase greatly. As a result of this, it is not possible for things to continue how they are, and significant changes are needed at once so that the Council can continue to provide essential services for the most vulnerable people over the coming decades.

The Older People Accommodation Strategy will outline how Gwynedd Council will ensure a suitable choice of accommodation for older people with various needs.

## National and Local Context

The purpose of forming the Older People Accommodation Strategy is to ensure that Gwynedd Council and key partners work together towards the same vision and that a clear direction has been set for all partners, in the context of providing accommodation for older people in Gwynedd.

Agreeing on an Older People Accommodation Strategy was noted as a priority during 2013-2014 in **Gwynedd Council's Strategic Plan 2013-2017**. This strategy also will support priorities that have been noted in the **Gwynedd Council Housing Strategy 2013-2017**.

It has been noted in several policy documents and published research that correlation between homes and the environment in which an individual lives is key to the individual's quality of life, noting the need for a home to be suitable for adaptations as the individual gets older and his or her needs changes.

The **Better Homes for People in Wales**<sup>1</sup> document notes that several older people need homes that are adaptable which have good access to facilities. **Improving Lives and Communities - Homes in Wales**<sup>2</sup> acknowledges the grave challenge that we face in the field with an ageing population being noted as a significant implication on housing planning, as well as the support available for people to continue to live in their homes for as long as possible. They note the following ways to deal with this:

- i. Provide more housing of the right type and offer more choice
- ii. Improve housing and communities, including existing and new housing energy efficiency
- iii. Improve services and support associated with homes.

To reiterate this, the **Public Care Organisation** notes that older people want:

- A home that is easy to maintain

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<sup>1</sup> A strategy that was published by the Welsh Government in 2001

<sup>2</sup> National housing strategy that was published in 2010

- To be safe
- Access to facilities and transportation
- A good neighbourhood
- Attractive accommodation which is fit for purpose
- To stay in their homes without having to go to residential care

The **Joseph Rowntree Foundation** also promotes the same concept by publishing 16 standards that aim to provide flexible and suitable homes for people with a range of disabilities.

As well as this Strategy, other documents are also being formed that feed into this document. As the Adults, Health and Well-being Service is in the process of reviewing its **Older People Commissioning Plan**, data from the **Market Situation Statement** has contributed towards this document in terms of identifying existing residential and nursing provision in Gwynedd, trends for the future and forming priorities.

In order to form this document, the research focussed on the following elements:

- Identifying trends in order to gain a clear picture
- Gaining the input of Gwynedd residents in order to have a responsive strategy
- Being able to identify areas that need brand new provision or that need to adapt provision for the future

## **Population Trends**

Based on estimates<sup>3</sup>, 121,911 people live in Gwynedd. For the first time, there are more people aged 65 and over living in Gwynedd compared with young people under 16. There are 14,277 people aged 65-74, 8,688 people aged 75-84 and 3,707 people aged over 85. Based on existing estimates<sup>4</sup>, between 2015 and 2030, the main growth in population is amongst the group aged 85 and over. It is expected for this age group in Gwynedd to increase 59% by 2030, with the 75-84 age group increasing by 27%. However, the 65-74 age group is expected to gradually decrease by 2030.

When looking at the population in Gwynedd, it became apparent that the same areas were consistently at the top of the list in terms of the highest density of older people in the population and/or the highest numbers of older people, and that in the 75-84 and 85+ age groups. Looking at the constitution of homes in these areas, several were at the top of the table in terms of single person homes or families aged over 65.

Something to note is that these areas are in general popular coastal areas, and there is a suggestion that several people choose to return to these areas to retire. It is necessary to take this into account when considering accommodation options and planning services in Gwynedd, as there is an assumption that older people live far from any support network.

## **Evaluation of the projections of dementia numbers in Gwynedd**

Older people tend to suffer more with mental health problems. This can, in turn, affect the independence and quality of life of individuals and their families. The two main mental health conditions that affect older people are dementia and operational disorders such as depression and anxiety.

Collected data predicts that the numbers of older people aged 65+ who suffer with dementia in Gwynedd will increase in the next years from 1,863 in 2013 to 2,115 in 2020 and then to 2,664 by 2030<sup>5</sup>.

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<sup>3</sup> 2013 Stats Wales mid-year estimates

<sup>4</sup> Daffodil Estimates [www.daffodilcymru.org.uk](http://www.daffodilcymru.org.uk)

<sup>5</sup> Daffodil Estimates [www.daffodilcymru.org.uk](http://www.daffodilcymru.org.uk)

## Internal migration

Only a small number of internal migration to Gwynedd occurs when compared with the population. A small increase has been seen during the last decade, increasing from 110 people migrating into Gwynedd in 2001-2002 to 130 people in 2012-2013<sup>6</sup>.

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<sup>6</sup> Stats Wales

## **Current provision**

### **Housing tenures and condition**

In terms of tenures in Gwynedd, data from the 2011 census was looked at and it became apparent that 26.4% of households in Gwynedd house people aged 65+ only, 21.6% of Arfon households, 30.6% of Dwyfor households and 26.4% of Meirionnydd households.

According to data<sup>7</sup> regarding the tenures of Gwynedd housing, 76% of people aged 65 and over are owners/occupants, 13% are owned by the local authority, 6% are owned by housing associations and 5% are privately rented.

Our data shows that 1,659 of people aged 65 and over live in homes without central heating, which corresponds to 6.82% of the older population.

### **Existing Sheltered Housing and Extra Care Housing provision in Gwynedd**

- The Gwynedd Housing Partnership has a total of 24 Sheltered Housing schemes, which include 689 individual units.
- 3 of Gwynedd's Housing Partners own Sheltered Housing schemes in Gwynedd. Cartrefi Cymunedol Gwynedd is the largest provider with 13 schemes, 10 by the Cynefin Group and 1 by the North Wales Housing Association.
- In terms of location, Arfon is the area with the most Sheltered Housing Provision with 10 schemes and 194 (47%) units, Meirionnydd has 9 schemes and 173 (42%) units and Dwyfor has 5 schemes and 46 (11%) units.
- 2 Extra Care Housing schemes are in operation in Gwynedd, with 30 units at Awel y Coleg in Bala and 42 units in Cae Garnedd in Bangor. There will be a 40 unit scheme in Porthmadog by the end of 2017.

Many of the Sheltered Schemes offer security and peace of mind to its tenants and family members. This is mainly due to warden services being made available as well as some schemes hosting social activities for their residents. Supporting People Grant provides a vital funding for these schemes. Currently, Supporting People budgets which are administered to Local Authorities are facing substantial cuts, as

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<sup>7</sup> Office for National Statistics

much as 10% during 2014-15. Whilst preserving front line services is paramount no assurance can be given that sheltered schemes will not be immune from further cuts in the future. This Strategy offers an unique opportunity to work with our Housing Partners to pursue a different model in Gwynedd.

Developing Extra Care Housing has been included as an aim within the **Council's Strategic Plan**. We are collaborating with the Cynefin Group and North Wales Housing Association to develop homes that are suitable for busy older people, adapting the support as their needs change as they age. We will work together to develop and consider other options in terms of developing and funding provision for the future in other areas, including looking at Sheltered Housing that belongs to Housing Associations.

Extra Care Housing is still seen as a relatively new concept in Gwynedd, the two current schemes have proved popular with it's residents but promoting the aims and potential benefits remain a challenge. One thing is clear; being able to offer the same level of on site complex in terms of size and provision of activities for residents will be challenging. Again, this Strategy offers an opportunity to develop a extra care 'light' approach in Gwynedd by utilising existing stock of sheltered schemes and smaller more bespoke facilities within rural areas.

#### **A summary of the existing Residential and Nursing care provision in Gwynedd**

- There are 37 Residential and Nursing Homes in Gwynedd. There are 26 homes within the private sector, and 11 homes which are part of the Council's internal provision
- Nursing care is provided by the private sector only, and 16 homes include Nursing beds
- 16 homes are located in the Arfon area, 11 in Dwyfor and 8 in Meirionnydd
- There is a total of 1,108 residential or nursing beds in Gwynedd; 790 beds within the private sector and 318 beds within the council's homes
- There are 539 residential beds, 95 EMI residential beds, 356 nursing beds and 118 EMI nursing beds

- On 31 July 2014, 94% of the residential and/or nursing beds in Gwynedd were full. There were 68 surplus beds available within the County
- There were no surplus Residential or EMI Nursing beds in the Meirionnydd area on 31 July 2014
- There were 49 (6%) surplus beds within the private sector and 19 (6%) surplus beds within the Council's homes.

At the end of 2013/14, an average of 25.59 people per 1,000 of the population of people over 65 years old were supported in a residential or nursing home. Wales' average was 19.84.

### **Other Local Authorities**

As part of our research, data from nearby local authorities was looked at, comparing the accommodation stock that exists within them. In general, Anglesey and Conwy provide many more SH and ECH units or residential and nursing beds for older people in Gwynedd and Ceredigion.

Across the entire age range that was looked at (65-74, 75-84 and 85+) Ceredigion offers more Sheltered Housing units, with Gwynedd offering more Extra Care Housing Units and residential and nursing beds.

## **Engagement and collaboration with partners and stakeholders**

### **Engagement with key partners**

Following a presentation to the **Gwynedd Housing Partnership** which outlined our intention in creating this strategy, they expressed interest in being involved with the project from the beginning, working with us to identify strategic results and to form solutions and an action plan as part of the strategy.

Also, all **Gwynedd Community Councils** were contacted, and 9 Councils sent a response. The results of a questionnaire which was recently distributed by Felinheli Community Council<sup>8</sup> was received.

Several organisations that were relevant to this work were also contacted. A useful report from the **RNIB Homes for People with dementia and sight loss** was received, and specific guidelines were received via email from the **Alzheimer's**

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<sup>8</sup> See all observations that were received in Appendix A.

**Assocation** offering observations on adaptations to provide for people with dementia. These can be seen in Appendix B and Appendix C. Also, a response was received from **Canllaw**, which focusses on enabling vulnerable older people to live safely and independently in the community.

### **Engaging with existing and potential service users**

As part of our engagement work, focus groups were arranged with **Age Cymru** area forums in Gwynedd, the **Gwynedd Older People Council** and the **Gwynedd Core Disability Equality Group**.

### **Main messages from the engagement work**

- a vast majority of those who took part in the focus groups noted that their existing home was suitable for their needs now, with several stating that adaptations had been made to make them suitable.
- several acknowledged that it is likely that their current homes would not be suitable should their health deteriorate.
- the main barriers that were identified was a large garden, maintenance costs, stairs at the home and a bathroom on the first floor.
- there was a consensus amongst the groups that making the decision to move from your existing home was a very difficult one, as several had lived in their current homes for years.
- only a small few had considered their accommodation situation for the future, with acknowledgement that people often were not willing to take it seriously until it became a problem.
- most of those who took part believed that they would prefer to move to Extra Care Housing rather than a Residential Home
- several were concerned about dementia provision within the county, and this was most prominent in Meirionnydd.
- in general, people's wishes were to stay as close as possible to their current homes, as they had a network of people and a community there.
- it became clear that people were unaware of the accommodation options that exist in Gwynedd, and were also unaware of the preventative services that are offered.
- need to consider the needs of older people with disabilities when planning new developments.

-it was interesting to note that some from the area of Bangor had considered Extra Care Housing in light of publicity regarding the new development in the area.

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-the response of several Community Councils discussed the need for affordable one/two bedroom single storey housing (especially in the rural area of Dwyfor).

-the Community Councils emphasised the importance of having a range of accommodation options on a local scale, so that people do not have to move to a strange location.

-several drew attention to the provision of suitable accommodation for people with dementia within the county.

### **Identify specific areas**

When analysing the data, it became clear that some areas were at the top in several fields, and therefore these areas were looked at in more detail, looking at how the 65-74, 75-84 and 85+ age groups (percentages and numbers) stand at present, an estimate for the future and the trends of the past. Also, the constitution of the homes of people aged 65+ in these areas was looked at, predictions of dementia numbers, accommodation stock in these areas and travelling distances to residential and nursing homes.

When looking at population data only, there were 10 LSOAs<sup>9</sup> at the top, but when we added and compared more data, 8 LSOAs were consistently at the top of the list. The 8 LSOAs were:

- Tywyn 1
- Porthmadog (West)
- Aberdaron Botwnnog and Tudweiliog
- Dyffryn Ardudwy, Llanbedr,
- Aberdyfi Brynchrug and Llanfihangel,
- Llanbedrog and Abersoch
- Llanbedr
- Caernarfon (Menai)

It is possible to combine some of the areas geographical:

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<sup>9</sup> Local Super Output Area

- Dyffryn Ardudwy and Llanbedr
- Tywyn and Aberdyfi, Brynchrug and Llanfihangel
- Aberdaron, Botwnnog, Tudweiliog and Llanbedrog and Abersoch

## **Main messages**

### **1. Support individuals to stay in their homes as long as possible**

What we hope to achieve is:

- Encourage people to consider and to plan their accommodation wishes sooner
- Make older people's homes appropriate for them to be able to stay in their homes when suitable and possible
- Promote the use of equipment and possible adaptations e.g. telecare equipment
- Retain respite care provision / temporary beds within the County

### **2. Ensure suitable accommodation for Gwynedd's older people**

In line with supporting older people to stay in their homes, we are going to ensure that there is a range of accommodation options available for Gwynedd's older people.

What we hope to achieve is:

- Ensure that full use is made of the Sheltered Housing provision that exists in the County
- Increase the Extra Care Housing provision within the county
- Reduce the need for beds in the County's residential homes by implementing on the above. Following a likely increase in demand, it will be necessary to consider increasing the general nursing accommodation provision
- Following a likely increase in demand, it will be necessary to research increasing the EMI nursing care accommodation provision

### **3. Find specific geographical areas where it is likely that the demand will be high**

What we hope to achieve is:

- Investigate the possibility of creating specific plans to the following areas in light of being identified as areas to prioritise in terms of developing accommodation options:
  - Dyffryn Ardudwy and Llanbedr
  - Tywyn and Aberdyfi, Brynchrug and Llanfihangel
  - Aberdaron, Botwnnog, Tudweiliog and Llanbedrog and Abersoch

Hold a discussion with partners to discuss and co-plan accommodation provision within the County

**4. Ensure that Gwynedd's older people are aware of the accommodation options that exist within the County and that accessible information is available.**

What we hope to achieve is:

- Improve the quality and provision of information by ensuring that accessible information is available for people regarding all accommodation options for the older people of Gwynedd along with accommodation adaptations.
- Collaborate with relevant partners to form and distribute this information

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## Action Plan

In order to develop an action plan which is achievable and inclusive the following is recommended as the first action:

- Arrange a discussion session with Gwynedd Housing Partnerships to discuss the main messages with them
- Hold a discussion with partners within the health field

The action plan is an example / discussion point on formulating the comprehensive action plan:

Aim	Action	Responsible Officer / Group	Timetable	Progress
<b>Support individuals to stay in their homes as long as possible</b>				
Increase awareness of options for older people amongst professional staff within health and care				
Ensure that Extra Care Housing provision is available in Arfon, Dwyfor and Meirionnydd	Ensure that Porthmadog's Extra Care Housing Scheme is built in to the timetable			
Offer the warden service that Housing Associations have to individuals within the widespread community				
The role of health and social services, namely step-up-step-				

down provision / intermediate care and co-commissioning				
Telecare - that the appropriate type of equipment is offered in order to maintain independence				
Offer a 'move to smaller properties' scheme in cooperation with the Housing Associations and Canllaw				
<b>Find specific geographical areas where it is likely that the demand will be high</b>				
-Conduct further research to the areas with the highest density of older people	Research and engaging within these areas to assess the need for the demand for accommodation			
Identify options in terms of provision in the areas that have the highest density				
<b>Ensure suitable accommodation for Gwynedd's older people</b>				
Create a position statement in terms of housing and care provision in the County				
Create a service standard and principles for sheltered housing in the County, based on the Extra Care Housing model				

Nursing / EMI care accommodation provision	Regional work occurring to establish a commissioning hub that will give guidance on how we can influence the private market in some areas			
<b>Ensure that Gwynedd's older people are aware of the accommodation options that exist within the County and that accessible information is available</b>				
Ensure that information regarding accommodation options e.g. SH and ECH is available for Gwynedd's older people	Review and update the information sheet			Information sheet available and shared with relevant groups / organisations

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# Agenda Item 6

<b>MEETING</b>	<b>Services Scrutiny Committee</b>
<b>DATE</b>	<b>28 JANUARY 2016</b>
<b>TITLE</b>	<b>GWYNEDD COUNCIL 2015-16 PERFORMANCE OVERVIEW (QUARTER 2) - CARE</b>
<b>PURPOSE</b>	<b>To respond to questions raised by members after the overview Report was submitted.</b>
<b>AUTHOR</b>	<b>Head of Adults, Health and Well-being Department</b>

## **Purpose of the Report**

1. After the Performance Overview Report was submitted, a series of questions were raised by members specifically involving the work of the Adults, Health and Well-being Department. Many of the questions raised related specifically to the procurement and contracting arrangements and a presentation on these aspects will be programmed for one of the next meetings of the Committee or the Preparatory Meeting. The purpose of this report is to respond to the other issues raised by the members.

## **CARE CHALLENGE**

2. Though acknowledging the project's potential which has been identified in the Strategic Plan, Members share the concerns of the Cabinet Member that there is a risk of not having a real impact on residents by transforming services with our partners.
3. The purpose of this project is to try to ensure that the people of Gwynedd truly understand the challenge which faces us to motivate and support communities to contribute by taking action. The success of this project will be crucial for the preventative agenda, and will ensure that we as a Council (and our partners) will respond proactively to change. At the end of the project, the aim is that the people of Gwynedd will have an understanding of the field that will lead us naturally to contribute and support the most vulnerable people within our communities.
4. By April 2016, the aim was to:
  - Create the 'story' for different audiences
  - Develop an events programme for key stakeholders
  - Develop resources to improve the public's awareness
  - Develop and begin implementing a communications strategy by using various media
  - Identify the strengths of communities, promote viability and encourage community action
  - Work with communities and key partners to implement plans that promote well-being
5. The main milestones for the project are:
  - Developing the 'Story' and the programme of events / engagement.
  - Develop resources for raising the awareness of the public and users, release statements to Newyddion Gwynedd and local papers.

- Hold a series of consultation sessions with communities and user forums in order to identify strengths, resources, informal opportunities and gaps within communities.
  - Develop and implement a well-being promotion scheme which responds to the gaps within communities and which trigger community action
6. It is considered that the progress against milestones 1 and 2 is very good with much preparation and development work undertaken to achieve milestone 3. A project plan and work programme are in place and we have mapped stakeholders and developed a communication/awareness raising programme for every group of stakeholders. Action has begun including arranging a series of events to include stakeholders, seeking their opinion and ideas and raising awareness about the requirements of the Act. Press releases have been issued, along with an article on Rhaeadr. Further press releases will be issued shortly, including to local papers as well as an article in Newyddion Gwynedd in March 2016.
  7. The Care Challenge Core Group and the Project Board meet every month.
  8. Three Member training sessions have been held in order to raise their awareness of the Act, an information booklet has been developed for them and several articles have appeared on Rhaeadr.
  9. In terms of staff - two conferences were held in November and December. A report is available which summarises the observations from the discussion groups and an action plan in order to respond to and implement some of these matters. In addition, a monthly staff bulletin is published to update staff on key issues and a quarterly newsletter to update them on any developments. It is intended to establish an 'Act Implementation Group' which would be a consultative group with front-line staff which will ensure that the necessary arrangements are in place to implement the Act which will also give staff an opportunity to feed into the planning and service commissioning arrangements.
  10. It is believed that the Project has succeeded to raise the awareness of staff and Members of the requirements of the Act and its implications to Gwynedd. It was very important to emphasise that no additional funding was available as part of the Act, therefore the transition had to happen within the existing financial resources, which were also reducing.
  11. The next step will be to raise the public's awareness and work with communities to identify strengths, opportunities and gaps. The aim of this work is to develop preventative services in order to reduce the over-dependency on social services and ensure the ability to be supporting vulnerable people in society. Work to map-out preventative services has begun and that work will continue for some months. The Team visited Merched y Wawr, Caernarfon in January to give a presentation on the Care Challenge. The session was a success, and we received very positive and constructive feedback. This session will assist us to plan visits to other groups. Over the next few weeks, further experimental visits will be conducted with other groups and with Town and Community councils. Having assessed the feedback, we can consider what will be the best way of presenting the message to a wider audience.
  12. It is acknowledged that it is difficult to measure what has been achieved to date in terms of the impact on residents with numeric certainty; however, staff and Members have certainly appreciated being included in the work and feel that they have a better understanding of the Act and its implications to Gwynedd.

13. The progress to date on the work with communities and well-being is not as good. This is mainly due to three reasons:-

- A delay in appointing a Well-being Manager.
- A delay with national materials - Code of Conduct and the Act's communication materials.
- Budgetary restrictions.

14. It can be reported that moves have been made recently on the first two matters and this, together with the programme to meet groups and local communities, should lead to picking-up the momentum of the work over the next six months.

### **Gwynedd Care Career Pathways**

15. Members were eager to know what the latest situation is in terms of developing Career Pathways for care workers.

16. For Social Workers, the Council is in partnership with Bangor University to provide an MA course in Social Work. We are committed to providing a specific number of work placements in social work teams over a year. A vast number of the MA students secure social work posts in Gwynedd after qualifying.

### **Learning Framework and Continuous Professional Education**

New Workers - Social Workers are a group of staff who register with the Care Council	Year 1 - First Year in Practice Programme - a programme of workshops and support meetings. Year 2-3 Endorsement programme which becomes mandatory for new workers on 01/04/16
Experienced Workers 3 years +	<ul style="list-style-type: none"> <li>• Practitioners Programme</li> <li>• Approved Mental Health Practitioner qualification for experienced workers</li> <li>• Practice Learning qualification for experienced workers</li> </ul>
Senior Practitioners	Senior Practitioners Programme or TMDP course (Team Manager Development Programme) Management Qualification
Team Leaders/Area Managers	TMDP programme (Team Manager Development Programme) Management Qualification for care managers
Middle Managers	The Middle Managers Programme will begin in October 2016 Accredited Management course for managers in the care field
Heads and Directors	Strategic Leading Programme 'SSIA' (Social Services Improvement Agency) Development Programme

## Social Care Workforce (Domiciliary Care, Residential, Learning Disabilities Support Workers)

	Minimum Qualifications and Career Development Programmes
New Workers	7-day Induction Course including first aid, safeguarding, health and safety, working in the person-centred approach and enabling, communication, data protection, food safety and dementia.
Care Workers	<ul style="list-style-type: none"> <li>Level 2 Qualification in Health and Care (National Requirement) Development Programmes</li> <li>Level 2 Award and Certificate in Learning Disabilities</li> <li>Level 2 Award in Dementia</li> <li>Level 2 Award in End of Life Care</li> </ul>
Senior Care Assistant / Supervisors	<ul style="list-style-type: none"> <li>Level 3 Qualification in Health and Care</li> <li>Advanced Practitioners Award level 5 to prepare them for the role of manager</li> </ul>
Assistant Managers / deputy area managers	<ul style="list-style-type: none"> <li>Level 5 qualifications in Management</li> <li>Level 3 Award in Dementia Awareness</li> </ul>
Managers	<ul style="list-style-type: none"> <li>Level 5 qualification in Management</li> <li>Level 3 Award in Dementia Awareness</li> </ul>
Area managers	<ul style="list-style-type: none"> <li>Level 5 qualification in Management</li> </ul>

### The National Situation

17. A consultation was published recently on developments for the Domiciliary Care workforce. The proposals will influence our care workforce in Gwynedd in 2016/17 therefore it is considered that we should take advantage of the opportunity to voice our opinions on the recommendations. The consultation period lasts from 19/01/16 to 04/04/16. The Consultation Document regarding the domiciliary care workforce can be seen by following this link:-

<http://gov.wales/consultations/healthsocialcare/workforce/?lang=en>

18. The following statement is made regarding career pathways in the consultation documentation:-

*'To raise the professional standing of domiciliary care workers, we have announced that domiciliary care workers will be registered with the workforce regulator – the Care Council for Wales three-year development programme for domiciliary care workers will start in April 2016 with the register opening in April 2018. All domiciliary care workers will be required to be registered by April 2020. More information can be found on the Care Council for Wales website.*

*Most professions have defined career pathways. Social workers, for example, have a continuing professional education and learning framework. The framework aims to equip social workers with the advanced knowledge, skills and qualifications they need as they progress from newly qualified to experienced practitioners and, for some, as they take on more senior practice roles.*

*We have a number of ideas about increasing the attractiveness of domiciliary care as a career including ideas about and developing a career pathway. These are:*

*j. As part of the registration process, require all domiciliary care workers to achieve a qualification such as a Level 2 or Level 3 Diploma in Health and Social Care and require domiciliary care workers to demonstrate they have taken part in ongoing training and development.*

*k. Develop a 'career pathway' for domiciliary care workers. This would be co-ordinated with the career pathway for health care support workers. The career pathway would support the development of domiciliary care workers throughout their careers.*

*l. Introduce diversity and specialisms into the role of domiciliary care work through providing training and development to care workers to enable them to specialise in working with, for example, people with dementia, to take on appropriate health tasks or support roles for adults with drug and alcohol dependency.*

## **Dual Registration Homes**

19. Members will be aware that nursing care homes across the country are facing difficulties in trying to identify and appoint qualified nurses. Unfortunately, the problem in North Wales has recently got worse and this is likely to exist for a while yet as insufficient nurses have been trained over the years to meet the current demand. Having discussed this with a manager within the health field, it is assumed that there is an element of not anticipating the need as a result of several issues:-

- doctors delegating more duties to other professions
- the number of nursing staff who have retired.

20. One of the main issues that nursing home providers currently have, be they public sector or private sector providers, it to ensure that they have a sufficient number of nurses to run the provision safely and in accordance with the expected care standards.

21. We can report that a piece of work has been commissioned jointly by the Health Board and the Council to look at the options in terms of alternative models that may be considered to try and respond to this problem. As Committee members have highlighted in the past, the Council has a number of internal residential homes and the aim of the work commissioned by the Department is to undertake initial research into the options open to the Council in terms of bed use in these homes, and possibly in private residential care homes, in order to strengthen provision at a local level and in areas where the population density is lower.

22. It does not appear to us that there is any evident legal barrier to provide nursing care in homes run by the Council. Having said that, we are not aware either of any local authority Council that has ventured into the clinical field.

23 Evidently, we cannot presume the results of this research, but if there are practical options that we can consider to contribute to more robust care and health arrangements at a local level, then the Council will need to ensure that these homes have a clinical overview. Since the Council has no structure of a clinical nature already, it would be necessary to ensure that these arrangements are totally appropriate and meet with the requirements of the inspectorate.

24. The challenge of recruiting nurses is likely to continue, at least in the short and medium term for internal provision, as things are for the private sector. However, perhaps it may be possible to look at a model of joint working with the Health Board to strengthen the capacity of the workforce and clinical supervision.

25. The research findings will be considered by the Council and the Health Board and are then likely to be fed into discussions with the Government. It is anticipated that a further report summarising the findings will be prepared for the Scrutiny Committee as part of the process of setting a direction to shape future provision.

# Agenda Item 7

<b>MEETING</b>	Services Scrutiny Committee
<b>DATE</b>	28.01.16
<b>TITLE</b>	Work Programme - Performance Evaluation Report 2014 / 15 (Care and Social Services Inspectorate Wales - CSSIW)
<b>PURPOSE</b>	To scrutinise the 'Work Programme' (Appendix 1) which has been created in response to the Performance Evaluation Report 2014 / 15 (Appendix 2).
<b>AUTHOR</b>	<b>Cover Report</b> - Morwena Edwards, Statutory Director  <b>Appendix 1</b> - Morwena Edwards, Statutory Director Aled Davies, Head of Adults, Health and Well-being Department Marian Parry Hughes, Head of Children and Supporting Families Department  <b>Appendix 2</b> - Care and Social Services Inspectorate Wales

## 1 The decision sought/purpose of the report

- 1.1 The Committee is asked to scrutinise the 'Work Programme' (Appendix 1) which has been created in response to the Performance Evaluation Report 2014 / 15 (Appendix 2)

## 2 Introduction

- 2.1 On 30 October 2015, we officially received the Annual Report on the performance of Social Services for the year 2014/15. This report was submitted to the Services Scrutiny Committee in November 2015 and then to the Cabinet in December.
- 2.2 It is probably fair to note that the report is very positive and highlights obvious places in which the inspectors have seen progress. Despite this, there are elements which need further attention and the Statutory Director, along with relevant officers, have considered these matters while drawing up the work programme in question (Appendix 1).
- 2.3 Though elements of the Work Programme are being implemented, there is flexibility to be adding to it or adapting it over the year.

## 3 Relevant Considerations

3.1 N/A

#### **4 Reasons for recommending the decision**

4.1 The Annual Report is a core and essential measure for Social Services in order to ensure continuous learning and development. The opinion and observations of the scrutinisers are an essential part of this process.

4.2 It is believed that it would be advantageous for the Scrutiny Committee to have a full picture of the Council's response to the annual report, and that the Work Programme in question could also be of assistance in order to decide on specific elements to be scrutinised further.

#### **5 Next steps and timetable**

5.1 We will continue to implement the work programme (Appendix 1).

#### **6 List of Appendices**

Appendix 1 - Work Programme

Appendix 2 - Performance Evaluation Report 2014 / 15

Ref	Areas for Improvement (Appendix 2)	Possible Relevant Comments CSSIW (Appendix 2)	Arrangements underway	Responsibility
1.1	Improvements in the Protection of Vulnerable Adult (PoVA) practice	<p>6.6. Safeguarding is a priority for the council and it has implemented corporate arrangements to improve safeguarding practices. It now needs to implement changes in its adult protection processes</p> <p>6.7. During the year there were 178 Protection of Vulnerable Adult (POVA) referrals in the year, six fewer than the previous year. Of these referrals 100% were completed where the risk was managed. The council contributed to an adult practice review that identified improvements needed in the council's Protection of Vulnerable Adult (POVA) practice. When implemented, these will increase the involvement of care providers and provide greater clarity regarding the investigation and its outcome. Adult safeguarding will be an area for CSSIW to follow up in 2015-16.</p>	<p><i>Action Steps in accordance with improvement field 2.1.</i></p> <p>Furthermore, it is intended to review the Safeguarding operational arrangements as a result of changes to the staffing structure and the new statutory duty that comes into effect in April 2016. This work will be led by the Adults, Health and Well-being Management Team.</p>	Aled Davies
1.2	Modernising learning disabilities services	<p>6.10 ....The council identified that it needs to modernise its learning disabilities services and developing a range of person centred services to increase independence. The council is adopting the progression person-centred development model for learning disability services that aims to better realise aspirations in achieving independence. This approach promotes the learning of new skills and helping people to safely do as much as they can for themselves. This is an area that CSSIW will follow up in the coming year. In 2014-15 the council has also being undertaking a review of adult services. The council stated that the review would be published in September 2015.</p>	<p>As noted in the report, the Inspectorate will take follow-up steps during this year. One of the main steps in question is the inspection held in January 2016. This inspection is part of a wider national work programme across Wales. Therefore, it is anticipated that clear and firm recommendations will be presented for this field, and that we will be aware of them in February / March 2016. The Service will take full advantage of the inspectors' opinion and will ensure that, if required, changes will be implemented as soon as possible.</p>	Aled Davies
1.3	Mental health commissioning strategy and services.	<p>6.10 - The council has begun to develop a mental health commissioning strategy and mental health services will be an area for us to</p>	<p>A Project Board has been established to address operational issues in order to ensure that the Council commissions quality services which meet the needs of individuals whilst being affordable</p>	Aled Davies

Ref	Areas for Improvement (Appendix 2)	Possible Relevant Comments CSSIW (Appendix 2)	Arrangements underway	Responsibility
		follow up in 2015-16....	<p>and meeting the statutory responsibilities.</p> <p>Work of reviewing all the services commissioning processes in this field has started in order to ensure that services offer value for money and are cost-effective while meeting expected standards</p> <p>Robust procurement processes have been agreed and are followed when commissioning all the mental health services in order to ensure value for money.</p> <p>Over the coming 12 months the project will also prioritise reviews looking specifically at:</p> <ul style="list-style-type: none"> <li>Support Workers</li> <li>Residential and Nursing Care</li> <li>Supported Accommodation</li> </ul> <p>In order to ensure that new arrangements are in place which meet the statutory requirements.</p>	
2.1	Adult safeguarding	<p>6.6. Safeguarding is a priority for the council and it has implemented corporate arrangements to improve safeguarding practices. It now needs to implement changes in its adult protection processes</p> <p>6.7. During the year there were 178 Protection of Vulnerable Adult (POVA) referrals in the year, six fewer than the previous year. Of these referrals 100% were completed where the risk was managed. The council contributed to an adult practice review that identified improvements needed in the council's Protection of Vulnerable Adult (POVA) practice. When implemented, these will increase the involvement of care providers and provide greater clarity regarding the investigation and its outcome. Adult safeguarding will be an area for CSSIW to follow up in 2015-16.</p>	<p>As noted in the report, Safeguarding is one of the Council's priorities. In reviewing the Strategic Plan in July this year, three transformational projects were commissioned in the field. These projects were commissioned in response to some of the challenges from last year. Specifically in terms of the Adults field, the following project has been commissioned.</p> <p><b>D3 – Safeguarding vulnerable adults</b></p> <p>The purpose of the project is to aim to continually improve safeguarding arrangements and culture within the adults field. By the end of March 2016, the project will have responded specifically to the recommendations of the Winterbourne Report as well as the report of the Older People's Commissioner "A place to Call Home" by:</p> <ul style="list-style-type: none"> <li>• Developing a range of different methods by which individuals can be heard</li> <li>• Identifying whether there is appropriate use of advocacy and seeking to respond to any shortcomings</li> <li>• Providing evidence that the corporate groups can show that they are listening to the voice of vulnerable adults</li> </ul> <p>The progress of this project will be reported upon via the Council's performance management arrangements, which currently report in a 12-weekly cycle.</p> <p>Further to the original commission in the Strategic Plan, the Strategic Safeguarding Children and Vulnerable Adults Panel has</p>	Aled Davies

Ref	Areas for Improvement (Appendix 2)	Possible Relevant Comments CSSIW (Appendix 2)	Arrangements underway	Responsibility
			<p>asked the Leader of Project D3 to ensure that it includes any recommendations from Adult Practice Reviews (APRs).</p> <p>In practice in terms of safeguarding, the Safeguarding unit has of course been established and that unit works across the 'Children and Supporting Families' and 'Adults, Health and Well-being' Departments. The Unit is located within the Children and Supporting Families Department and the arrangements between this unit and the new structure of the Adults, Health and Well-being Department are in the process of being confirmed. It is intended for the arrangements to be confirmed by February 2016.</p>	
2.2	Support for carers	<p>6.14. The council assessed or reviewed the needs of 241 adult carers in 2014-15 which is a reduction from the 298 carers assessed the previous year. This is a concern as the number of carers of adults receiving an assessment of their own needs has risen over the past four years in Wales, whilst the number has fallen continually in Gwynedd. The number of carers of adults who were assessed or re-assessed in their own right during the year, who were provided with a service in the year, was 132 people.</p>	<p>It is intended to conduct a review of arrangements to support unpaid carers in Gwynedd. Increasing pressure is likely to be placed on our unpaid carers here in Gwynedd in the future and specifically within the adults care field. It is essential that the suitable support is available to them if we are to ensure that we can realise our vision of supporting more and more people to live in their own homes. Therefore, we need to ensure that we have the right arrangements in place to support them and that we are clear about the type of support that needs to be developed if there are any gaps.</p> <p>By the end of March 2017, we will therefore have reviewed how effective our current arrangements are for supporting unpaid carers and, if required, we will have decided on the additional interventions needed to support carers in the future. It was decided to do this piece of work to assess what, if anything, needs to be done differently.</p> <p>It is intended to focus on the Adults field, but it should be ensured that we do not forget about those young carers. We will consider the brief in more detail during the next few weeks and will decide what exactly should be included in terms of the Review.</p> <p>In terms of developing the detail of the brief, it is hoped to get the input of some members of the Services Scrutiny Committee.</p> <p>Specifically regarding assessments:</p> <ul style="list-style-type: none"> <li>• It should be noted that the number of assessments made does not reflect the number offered. Those which are refused are not recorded.</li> <li>• The Gwynedd Carers Emergency Card is now available as well as a new booklet: <i>Guide for carers: could you cope in an emergency?</i></li> </ul>	Aled Davies

Ref	Areas for Improvement (Appendix 2)	Possible Relevant Comments CSSIW (Appendix 2)	Arrangements underway	Responsibility
			<ul style="list-style-type: none"> <li>• The card is available following a carer's assessment, there could be an increase in the number of assessments because of this extra service</li> <li>• The intention is to review the current assessment form to make it simpler</li> <li>• We are working with the third sector and the private sector to improve the provision of respite in the home.</li> <li>• There is a waiting list for assessments in one area due to a lack of capacity.</li> </ul>	
3.1	Timeliness of initial assessment	6.21. Performance in the timeliness of initial assessments has improved but remains below the average in Wales (70% compared to 76%) and it remains an area for improvement for the council.	Maintaining continuous improvement in this field remains a priority for the Department. Performance during the two first quarters of 15/16 has been sustained with 70.6% of initial assessments being carried out within the timescale in the first quarter and 72.5% during the second quarter, therefore, the service is approaching the national percentage and the target set internally, namely between 73% and 80%. The Department is collecting information regarding the reasons why assessments are not carried out on time and there is no specific typical reason that stands out, rather it is a combination of reasons e.g. family not keeping the appointment, not possible to arrange with the family within seven working days, work pressure, incomplete information preventing the closure of the assessment etc. The Senior Manager monitors performance against this indicator regularly and reports to the service's Senior Management Team.	Marian Parry Hughes
3.2	Timeliness of child protection conferences	6.23. The number of children on the Child Protection Register at the end of the year was similar to the last three years after a rise in 2012-13. The council's performance in holding initial child protection conferences improved slightly but is below the average in Wales (85% compared to 93%). The council's performance in holding statutory reviews and review child protection conferences on time also dipped. The loss of the child protection co-ordinator and staff sickness contributed to the downturn in performance in these areas. The timeliness of child protection conferences remains an area for improvement. The council also needs to maintain and improve the timeliness of reviews of looked after children now managed by the safeguarding and quality unit.	During the first two quarters of 15/16, there has been an increase in the numbers of children included on the Gwynedd Child Protection Register from 83 at the end of quarter 2 14/15 to 98 at the end of quarter 2 15/16. This follows the current national pattern, but it increases pressures on the service in terms of capacity to chair and hold conferences within the timescale noted in the national guidelines. We have one child protection co-ordinator and chair, and we have now freed-up a part-time resource to assist from amongst the independent reviewing officers for looked-after children. During quarter 2 this year, a total of 66 child protection conferences were held (initial, reviewing and transitional) and 87.9% were within the timescale. The service is keeping a close eye on performance in this field and keeps detailed information about the reasons why conferences are not held within the timescale. As above, there is no specific, typical reason becoming apparent rather it is a combination of reasons e.g. family not available to attend, no professional quorum (a statutory requirement for the decision-making process). Issues in terms of lack of quorum have been raised with specific agencies and in the Gwynedd and Anglesey Safeguarding Operational Group, and it is	Marian Parry Hughes

Ref	Areas for Improvement (Appendix 2)	Possible Relevant Comments CSSIW (Appendix 2)	Arrangements underway	Responsibility
			<p>being addressed by the police specifically to try to improve the situation.</p> <p>The performance of statutory reviews of looked-after children has improved significantly over a period of years. The number of looked-after children in Gwynedd has increased during 15/16 – from 186 at the end of quarter 1 to 202 at the end of quarter 2. This is a significant increase and it places additional pressure on independent reviewing officers who chair all looked-after children reviews. Given that the national good practice recommendation for independent reviewing officers is that they hold approximately 50 cases each for review, the officers we have in place (2.6FTE) are working at above capacity level. Despite this, the performance of quarter 1 and 2 this year is encouraging as the performance in terms of timeliness is 89.4% at the end of quarter 1 and 91.3% at the end of quarter 2.</p>	
3.3	Timeliness of looked after children's reviews	6.23. The number of children on the Child Protection Register at the end of the year was similar to the last three years after a rise in 2012-13. The council's performance in holding initial child protection conferences improved slightly but is below the average in Wales (85% compared to 93%). The council's performance in holding statutory reviews and review child protection conferences on time also dipped. The loss of the child protection co-ordinator and staff sickness contributed to the downturn in performance in these areas. The timeliness of child protection conferences remains an area for improvement. The council also needs to maintain and improve the timeliness of reviews of looked after children now managed by the safeguarding and quality unit.	As noted above in 3.2, holding child protection review conferences within the timescale is currently a challenge for the reasons noted above. The performance of quarters 1 and 2 has been challenging – 71% at the end of quarter 1 and 77% at the end of quarter 2. The indicator which measures the attendance at child protection case conferences shows that social workers are present at 100% of them, but that there is a challenge to ensure quorum from partner agencies at each review conference. When there is no quorum, the chair has to decide to either continue with the conference or postpone until such time as the required representation is present in order to make a decision. These matters are being addressed specifically with those agencies on an operational and strategic level.	Marian Parry Hughes
3.4	Timeliness of health assessments for looked after children.	6.31. The health board has only made a small improvement to the percentage of looked after children who receive a health assessment in the year and this remained significantly behind the Wales average (51% compared to 81%).	The service has been collaborating with the Betsi Cadwaladr University Health Board for a number of years to try to resolve the problems in terms of holding health assessments for looked-after children in a timely manner. The Corporate Parent Panel has been holding the Health Board to account in order to challenge practice and ensure that improvements to the procedure are carried out. Despite this, progress has been extremely disappointing, but during this year we have seen an improvement in the performance against this indicator as the results of quarter 1 show that 60.7% were held within time and 63.4% at the end of quarter 2. This is encouraging and has reached the target set locally (60%). It remains lower than	Marian Parry Hughes

Ref	Areas for Improvement (Appendix 2)	Possible Relevant Comments CSSIW (Appendix 2)	Arrangements underway	Responsibility
			the Welsh average, but we are of the view that we have resolved the biggest problems in terms of arrangements and processes in order to see continued progress.	
4.1	Implementation of modernisation programmes	7.8. Corporate attention has been given to supporting the modernisation of social services and responding to the Act. The two significant reviews of operational arrangement in children's and adults service have been supported by corporate services. The new departmental structure has allowed for closer alignment of children's social services and preventative services.	<p>The transformational projects which have been commissioned via the Strategic Plan are supported and scrutinised via the Council's Delivery Panels arrangements, in which the project leader reports on the progress of projects against the milestones agreed. Following this, the relevant Cabinet Member reports on the performance of the transformational project to the Cabinet in a 12-weekly cycle. The transformational projects which have been commissioned address the changes in practice and responsibility – within the expectations of the act.</p> <p>The following projects are in the Adults field specifically:</p> <p><b>G1 – Care Challenge</b> – Seeking to ensure that people are clear about the challenge we are facing to motivate and support communities to contribute by working in the community.</p> <p><b>G2 – Integrated working, focusing on what matters for individuals</b> – Redesigning our current working methods.</p> <p><b>G3 – Restructuring the Adults, Health and Well-being Department</b> - Ensuring that the department's staffing structure is suitable for the future.</p> <p>The following projects are in the Children field specifically:</p> <p><b>P9 – Ensuring a range of preventative services for groups of vulnerable children and young people in Gwynedd</b> – Providing support for groups of vulnerable children and young people in order to support them to live independently without having to be reliant on statutory services.</p> <p>In addition to this, programme management arrangements are in place in the Adults field in order to ensure that clear arrangements and accountability are in place in order to lead a significant change in the field.</p> <p>The corporate support will continue in order to implement modernisation programmes in the care field.</p>	Aled Davies / Marian Parry Hughes
4.2	Scrutiny and oversight of implementation of modernisation programmes	1.5. The planned changes in social services will require changes in established practice and culture. The nature and scale of the	As noted in the report, the support of two Cabinet Members in this field will be crucial in order to ensure the success of the modernisation programmes. The two members are of course accountable for the change taking place within their fields, but also,	Awen Morwena Edwards

Ref	Areas for Improvement (Appendix 2)	Possible Relevant Comments CSSIW (Appendix 2)	Arrangements underway	Responsibility
		<p>changes faced by social services present significant risks that require a high level of leadership and support to be delivered in a timely manner. The new arrangements with a cabinet member for adults and health and a cabinet member for children and young people should provide a clearer line of sight on the new service developments, and engagement with the health board.</p>	<p>as part of the Council's performance management arrangements, provide continued scrutiny and support where necessary. This is undertaken formally via the Delivery Panels and the Strategic Safeguarding Panel. In addition, the Services Scrutiny Committee scrutinises the main transformational programmes in the field – such as <b>G2 – Integrated working, focusing on what matters for individuals.</b></p> <p>As part of the culture shift that is underway in the Council, of ensuring that we place the people of Gwynedd at the centre of everything we do, we are aiming to have an organisation which continually scrutinises our decisions.</p>	

# Performance Evaluation Report 2014–15

Gwynedd Council Social Services

This report sets out the key areas of progress and areas for improvement in Gwynedd Council Social Services for the year 2014–15

# Annual Review and Evaluation of Performance 2014 - 2015

Local Authority: Gwynedd County Council

This report sets out CSSIW's evaluation of Gwynedd County Council's performance in delivering its social services functions.

## 1. Summary

- 1.1. The council has made steady progress improving social services and preparing for coming changes. The council has a vision to support people in their communities in creative, flexible and cost effective ways and improve the experiences and choices for people with complex needs. The council has begun to develop services along these lines and the principles of the Social Services and Wellbeing (Wales) Act (SSWB Act). The greater engagement and support of the health board is noticeable, as it previously hampered development.
- 1.2. There is greater alignment between the wider council and departments providing social services as seen in the shared priorities and approaches. There has also been support for the department with its recent reviews in both adults and children's services.
- 1.3. The effort to work more cost effectively and more efficiently, coupled with planned council tax increases, has enabled the council to halve its financial shortfall from £50 million to £25 million, with further efficiency savings of £18 million to be realised over the coming years.
- 1.4. The performance in some areas of social services has been incrementally improving year on year, and there are solid areas of practice and good outcomes, such as for looked after children. Change in service design has been slow in other areas, such as in services for people with learning disabilities and adult accommodation strategy.
- 1.5. The planned changes in social services will require changes in established practice and culture. The nature and scale of the changes faced by social services present significant risks that require a high level of leadership and support to be delivered in a timely manner. The new arrangements with a cabinet member for adults and health and a cabinet member for children and young people should provide a clearer line of sight on the new service developments, and engagement with the health board.
- 1.6. The council has strong performance in implementing the requirements of

## 2. Response to last year's areas for improvement

Identified improvement last year	Progress in 2014–15
Strategic planning with Betsi Cadwaladr University Health Board (BCUHB) in adult services	There has been significant progress in joint planning and development of adult services.
Strategic planning with BCUHB in Children and Adolescent Mental Health Services (CAMHS)	Some progress in establishing regular meetings with senior managers in the health board. The impact of the improved relationship is yet to be evaluated.
Using information from looked after panels to describe the population needs and trends	Progress has been made in the panels reporting practice that will enable the council to identify patterns over time.
Timeliness of initial assessment in children's services	Slight improvement in performance. New arrangements have been made to further improve timeliness.
Continued improvement to reduce the number of children re-referred	There has been year on year improvement in performance. There is a growing understanding of the data and separation between notifications and referrals.
Awareness and use of advocacy services	The advocacy service was re-tendered regionally in 2014 and awareness-raising arrangements are now in place.
Consistency in responding to complaints	Improved performance – greater management and oversight of complaints.
Access to health care and accommodation for looked after children	The performance in respect of looked after children's health assessments remains significantly behind the Wales average. Move on accommodation still needs development. The council has established the "When I'm Ready" scheme, giving a further option for looked after children.
Evaluation of the impact of the corporate safeguarding structures	Safeguarding is given a high priority within the council. Evidence of the impact of the new arrangement is yet to be evidenced.
Timeliness of child protection	Performance in holding initial child

conferences	protection conferences improved slightly but is below the average in Wales (85% compared to 93%). This remains an area for improvement.
Raise awareness of the implications and requirements of Deprivation of Liberty Safeguards (DoLS) and improve the governance arrangements for the operation of the procedures	There has been a significant increase in DoLS applications and the council has increased the number of assessors.
Quality assurance	New safeguarding and quality unit has been established. New processes to be worked through.
Corporate parenting support for looked after children by the council and partners	The membership of the Corporate Parenting Panel has been refreshed and there is greater corporate support for looked after children.

### 3. Visits and inspections undertaken during the year

- 3.1. Site visits provide CSSIW with an opportunity to speak with people who use the services, their families and staff who manage and work in the services. During 2014/15, site visits were made to:
- Cae Garnedd Extra Care Housing
  - The Integrated Health and Care Team (located at Alltwen Hospital) for older people and people with disabilities
- 3.2. CSSIW also met with senior officers of the council throughout the year to review social services performance and discuss progress with the areas for improvement identified in last year's performance evaluation. The council engaged effectively with CSSIW and readily facilitated access to enable site visits to take place.
- 3.3. During the year, CSSIW undertook inspections of regulated services run by the council and by independent operators. This included reviews of the in house fostering service, adult placements service, care homes and domiciliary care services. Details on these are contained in published reports and available on CSSIW's website.

### 4. Areas for follow up by CSSIW next year

- 4.1. A number of specific areas for improvement have been identified in the body of this report. The council's progress in relation to these will be discussed with the council during regular engagement meetings in the

coming year. Specific areas for follow up will include:

- Improvements in the Protection of Vulnerable Adult (PoVA) practice
- Modernising learning disabilities services
- Mental health commissioning strategy and services.

## **5. CSSIW inspection and review plan for 2015 -16**

- National review of domiciliary care
- National review of services for people with learning disabilities
- National review of care planning for looked after children.

## **6. The extent to which the experiences and outcomes for people who need care and support are improving their wellbeing**

### **Adults**

#### **Overview**

- 6.1. The council is making progress towards its aim of ensuring that people receive the right care at the right time, in the right place and by the right professional people. The council has worked in partnership with the health board to achieve this. An example of services developed to meet the need of people with complex needs is the four short term units within the council care homes to avoid hospital admissions. The rate of delayed discharge from hospital because of social care reasons remains significantly below the Welsh average, and lower than the previous year.
- 6.2. Performance in completing annual reviews of care plans improved and was above the average in Wales (83% compared to 80%). During the year it was identified that the council and health board should ensure that they have effective joint policies, procedures and practice to ensure timely re-assessment of the care needs of care home residents.
- 6.3. The number of people the council supported in care homes per 1,000 of the population over 65 years of age at the end of the year has reduced compared with the previous year. However this remained among the highest in Wales (24 compared to average in Wales of 19). For many years the council has supported significantly more people in community

homes than the average in Wales, and people are more likely to live in council-owned care homes than in other Welsh councils.

- 6.4. CSSIW's inspections of the council's registered adult care homes found that residents spoke positively about the quality of care they received. Inspections of these services identified concerns about the administration of medication and maintaining effective registered managers, but the council took timely and effective action when concerns were identified.
- 6.5. There was evidence in the Corneli Cudd project of good practice that had been developed in partnership with Bangor University and its arts innovation centre Pontio. Here a musician and young people from the local school played music and sang Welsh language songs. The music and songs were an inherent part of many of these people's identity and early life experiences. The music and stimulation improved the quality of life of people living in the homes.
- 6.6. Safeguarding is a priority for the council and it has implemented corporate arrangements to improve safeguarding practices. It now needs to implement changes in its adult protection processes. The council has a corporate policy for safeguarding children and vulnerable adults with an established strategic panel of members and senior officers. The strategic panel is supported by an operational panel with managers from all council departments. There is evidence that the corporate safeguarding processes have led to actions that have promoted safeguarding across the council. The panel has done this by seeking information and reports regarding specific local events within council services, and learnt from the experiences of vulnerable individuals. The strategic safeguarding panel is implementing a work programme based on learning from local and national cases, looking at the lessons from audits, developing training, new policies and a safeguarding dashboard. There is evidence that the operational panel and council departments are implementing plans to improve safeguarding practices. There is a need to ensure the consistent, timely implementation of the identified improvements to safeguarding.
- 6.7. During the year there were 178 Protection of Vulnerable Adult (POVA) referrals in the year, six fewer than the previous year. Of these referrals 100% were completed where the risk was managed. The council contributed to an adult practice review that identified improvements needed in the council's Protection of Vulnerable Adult (POVA) practice. When implemented, these will increase the involvement of care providers and provide greater clarity regarding the investigation and its outcome. Adult safeguarding will be an area for CSSIW to follow up in 2015-16.

- 6.8. The council managed four escalating concerns processes regarding care homes and a domiciliary care service, where there was concern about the quality of care provision; this was twice the number of the previous year. The council worked effectively in managing the closure of a domiciliary care agency through good use of the council's brokerage team, the council's own services and resources working well with key partners and made prudent contingency planning.
- 6.9. The Deprivation of Liberty Safeguards (DoLS) provide a legal framework to protect people living in care homes and hospitals who are vulnerable because of mental disorder and lack of mental capacity. The council had a significant increase (from seven in 2013-14 to 365 in 2014-15) in applications for Deprivation of Liberty Safeguard (DoLS) authorisations which has result in a delay in assessments being undertaken. The council has responded by appointing a co-ordinator and increasing the number of best interest assessors.
- 6.10. The council has begun to develop a mental health commissioning strategy and mental health services will be an area for us to follow up in 2015-16. The council identified that it needs to modernise its learning disabilities services and developing a range of person centred services to increase independence. The council is adopting the progression person-centred development model for learning disability services that aims to better realise aspirations in achieving independence. This approach promotes the learning of new skills and helping people to safely do as much as they can for themselves. This is an area that CSSIW will follow up in the coming year. In 2014-15 the council has also being undertaking a review of adult services. The council stated that the review would be published in September 2015.
- 6.11. The number of people using direct payments has increased to 120 enabling these people to have more choice, flexibility and control in maintaining their independence. During the year the council established a task group and coproduced with service users new guidelines for direct payments and plans to continue to coproduce the arrangements in the coming year.

### **Key National Priorities (adults)**

#### **Preventative and early intervention services**

- 6.12. During the year the council has developed preventative services with partners, opening a second extra care facility during December 2014 in Bangor and it plans to open another in Porthmadog in 2017. The Cae Garnedd extra care facility in Bangor was developed by a partnership

with North Wales Housing and provides high quality accommodation. The people living in Cae Garnedd described receiving a high quality of care. The facility was establishing its community and social activities. The carers working in the extra care facility said they were well supported and able to provide safer and improved care in the new development.

- 6.13. The Ageing Well programme was developed during the year in partnership with Age Cymru with centres in Blaenau Ffestiniog, Penrhyndeudraeth, Cricieth, Porthmadog and Tremadog established on the preventative principles of keeping older people active and healthy, and to improve and create social opportunities in their local communities.
- 6.14. The council assessed or reviewed the needs of 241 adult carers in 2014-15 which is a reduction from the 298 carers assessed the previous year. This is a concern as the number of carers of adults receiving an assessment of their own needs has risen over the past four years in Wales, whilst the number has fallen continually in Gwynedd. The number of carers of adults who were assessed or re-assessed in their own right during the year, who were provided with a service in the year, was 132 people.
- 6.15. During the year the council reviewed the effectiveness of the reablement service and identified that the service has produced savings of £1million, and that 58% of people who receive the service do not need a service again for at least a year. It was identified that the service could be further targeted to improve efficiency and become more focused on agreed outcomes for the citizen, rather than aiming to reduce future use of the service.

#### **Integration of health and social care services for older people with complex needs**

- 6.16. The integration of health and social care was prioritised by the local service board and delivered through an integrated transformation team and the county forum, that included the third sector and housing partners. Integrated working was enhanced by some co-location and improved communication between information technology systems. A transformation manager was jointly appointed across health and social services, and schemes funded by the intermediate care fund demonstrated improved outcomes for people. One example is the use of a community pharmacist to visit people at home that has improved the effective use of medication, reduced waste and improved wellbeing of individuals.

- 6.17. The council and health board progressed towards seven day a week working and enabled discharge from hospital over the weekend. This is to be accompanied by an integrated discharge lounge in Ysbyty Gwynedd that aims to improve multidisciplinary communication and reduce the time people are in hospital.
- 6.18. The council made significant progress in setting up its new way of working at Ysbyty Alltwen, Porthmadog, where a team of social services and health staff work jointly to provide services for older people and people with disabilities. There was strong engagement with the health board in the development of this service through evaluating the traditional way of working, establishing new values and providing a senior level of support in implementing the programme. The service is people focused implementing the principles of the Social Services and Wellbeing (Wales) Act 2014, using the 'what matters' approach and building on people's strengths. The service aims to make timely decisions as effectively as possible. The leaders in the council and health board have been at the forefront of challenging and changing practice, by overcoming bureaucratic obstacles and stripping inefficient processes. There will be challenges for the council and health board in mainstreaming on a larger scale the values and ways of working developed in the pilot. The new way of working could potentially bring about significant changes and efficiencies in adults services and will influence the new direction for older people's services.

### **Areas of progress**

- Strategic and operational working with the health board
- Development of person centred practice in line with principles of the SSWB Act.

### **Areas for improvement**

- Adult safeguarding
- Support for carers.

### **Children and young people**

#### **Overview**

- 6.19. The performance in children's services was similar to the previous year, with good outcomes achieved for looked after children and a need for improvement in performance in the assessment, care management and review within children's services.

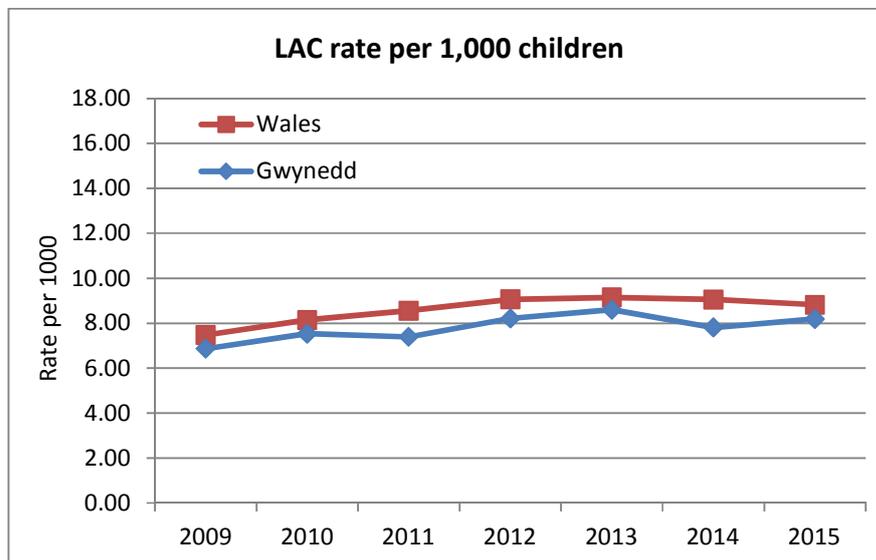
- 6.20 There has been year on year improvement in the council's management of referrals. Notifications and referrals are being separated, resulting in a falling number of children in need referrals. However, the re-referral rate remains above the average in Wales (26% compared to 21%).
- 6.21. Performance in the timeliness of initial assessments has improved but remains below the average in Wales (70% compared to 76%) and it remains an area for improvement for the council.
- 6.22. The council's domiciliary care service for disabled children provided good quality, tailored care in accordance with individual needs, choice and preference. The service should develop a better evaluation of its capacity to provide the service required.
- 6.23. The number of children on the Child Protection Register at the end of the year was similar to the last three years after a rise in 2012-13. The council's performance in holding initial child protection conferences improved slightly but is below the average in Wales (85% compared to 93%). The council's performance in holding statutory reviews and review child protection conferences on time also dipped. The loss of the child protection co-ordinator and staff sickness contributed to the downturn in performance in these areas. The timeliness of child protection conferences remains an area for improvement. The council also needs to maintain and improve the timeliness of reviews of looked after children now managed by the safeguarding and quality unit.
- 6.24. CSSIW's experience during the year has been that safeguarding issues are addressed promptly, and that strategy meetings and child protection processes are well managed.
- 6.25. The council has followed through in delivering on action plans to improve safeguarding services, following a domestic homicide and serious case review that were reported on last year. There have been two multi-agency reviews during the year and another that has progressed to an extended child practice review. The officers in the council have undertaken the child practice review training and contributed to reviews across the region. The council has taken action regarding improvements identified in the CSSIW thematic review on safeguarding and care planning of looked after children and care leavers who exhibit vulnerable or risky behaviour. Progress has been made in improving the understanding derived from panel information and the challenge provided by elected members. However, progress is slower in areas such as improving the provision of physical and mental health services for looked after children.

## **Key national priorities**

### **Preventative and early intervention services**

- 6.26. The preventative and early intervention services moved during the year to be under the management of the children and supporting families department, and this has assisted with closer working with the teams. This will also allow for better planning of service to meet the requirements of the Social Services and Wellbeing (Wales) Act. During the year the council has developed its prevention and early intervention services. Extending the Flying Start provision to Bethesda and Talysarn has significantly increased the number of pre-school aged children receiving support to improve their skills before they go to school. There are further development plans to extend this to Dolgellau, Penygroes and Galt y Sil. The Team around the Family - Gyda'n Gilydd service supported 85 families, and research from the University of Wales found that 80% of families reported that the service had supported them to make long-term improvements. External evaluation by Oxford Brookes University also gave external confirmation that the service is of a high quality and makes a positive contribution to families. The Integrated Family Support Service, which works closely with families to achieve behavioural change, is operational and there is positive feedback regarding the service, but a more detailed evaluation of the work will be possible in 2015-16.
- 6.27. The council's end to end review of children's services identified the benefits of the establishment of the Edge of Care Team to avoid children being placed in care through short, intensive intervention. The team has been operational since the beginning of February 2015. The council is reporting good initial outcomes from the service and intends to use the skills developed to transform children's services.

## Looked after children (LAC)



### Numbers of LAC as at 31 March

	2009	2010	2011	2012	2013	2014	2015
Gwynedd	163	179	175	195	203	185	194

- 6.28. The number of looked after children has fluctuated around 194 for the past four years. Over the last seven years the council has had an increasing number of looked after children as was the trend across Wales. At the end of the year this was 8.19 children per 1,000 in Gwynedd (compared to a Welsh average of 8.82).
- 6.29. The council's end to end review in 2013-14 concluded that the council should reduce the number of looked after children. During the year 64 children became looked after, 55 stopped being looked after, and five were adopted. There is a growing number of children placed with their parents over the past three years increasing from six, to 17, to 27 in 2015, whilst the number of placements with family or friends fell over three years (similarly from 45, to 33, to 30). The number of out of county placements has stayed steady at around 13, with a reduction in the number of agency foster placements over three years (from 31, to 28, to 24).
- 6.30. For the last three years all looked after children placements began with a care plan in place; permanence plans are nearly all completed in time. The performance in attendance and educational achievement of looked after children was generally good, and the external qualifications

achieved by 16 year olds was well above the average in Wales (average external qualification points of 428 compared to 274).

- 6.31. The health board has only made a small improvement to the percentage of looked after children who receive a health assessment in the year and this remained significantly behind the Wales average (51% compared to 81%).
- 6.32. Again this year 100% of care leavers had a pathway plan and an allocated personal adviser. This has been the same for the past three years and the council is consistently above the average in Wales of 90%.
- 6.33. The council has run one of three pilot schemes that extended foster placements beyond young peoples' 18th birthday. The "When I'm Ready" scheme has provided seven young people with more choice of accommodation and the opportunity to work closer with these young people to prepare them for independence. The council has been able to learn from the pilot and contribute to the development of the service.
- 6.34. CSSIW inspected the council's fostering service in October and November 2014 and it was found to be a highly regarded service, responsive to the needs of children and well run. Looked after children were seen regularly by social workers, encouraged to express their views, and led an active family life.

### **Areas of progress**

- Maintained good outcomes for looked after children
- Development of preventative services.

### **Areas for improvement**

- Timeliness of initial assessment
- Timeliness of child protection conferences
- Timeliness of looked after children's reviews
- Timeliness of health assessments for looked after children.

## **7. The extent to which leadership, governance and direction for the council is promoting improvement in outcomes and wellbeing for people who need care and support**

- 7.1. The council has developed a protocol that describes the relationship of the statutory director to the key post holders. This protocol is identified in the council's new constitution, and is being worked through and approved by the key post holders. The council made appointments to the new posts of head of adults, health and wellbeing and the head of children and supporting families.
- 7.2. The absence of some key staff has hindered the council's ability to progress developments during the year, putting significant demands on the corporate director and her team. The council made arrangements to share responsibilities and progress the departments' work, including secondment of an existing head of department to be the temporary head of department for adults, health and wellbeing. There have been significant challenges for the council of providing capacity and professional leadership in adult services, during a time of significant change.
- 7.3. The statutory director of social services has been at a corporate director level in the council for nearly two years. During this time there has been increased awareness and prioritisation of social services matters in council business. The council has clearly prioritised social services issues and has supported the change in work practice, required by the SSWB Act, evidenced in the work at Alltwen.
- 7.4. Capacity has also been reduced as a result of changes in the corporate structure with a reduction from three to two corporate directors. It is important that the leadership in social service is allowed sufficient time to focus on the statutory responsibilities and transformation of services.
- 7.5. The council has contributed to and benefited from regional initiatives that have developed social care and the sector. The challenges faced by social services are a priority for the council with the Anglesey and Gwynedd Partnership identifying as its three key priorities older people, dysfunctional families and sustainable communities/community regeneration.
- 7.6. The council previously had difficulty engaging the health board. However, there is good evidence that this is improving at strategic, operational and political levels, for example the Alltwen pilot and consideration at the council scrutiny committee of the performance and

improvements in hospital discharge practice. The health board's new area working arrangements have improved the partnership working in Gwynedd.

- 7.7. In the departments' new way of working they have adopted a system thinking approach focussing on working arrangements, behaviours and culture that puts people at the centre of everything the council does. There is considerable alignment with the principles of the Social Services and Wellbeing (Wales) Act 2014, the Alltwen pilot and Ffordd Gwynedd. The approaches put people at the centre, overcome structural and bureaucratic obstacles and efficiently deliver what is important to people.
- 7.8. Corporate attention has been given to supporting the modernisation of social services and responding to the Act. The two significant reviews of operational arrangement in children's and adults service have been supported by corporate services. The new departmental structure has allowed for closer alignment of children's social services and preventative services.
- 7.9. The council has made use of opportunities and continued to incrementally develop its services. The council identifies that it needs to improve its communication with partners in order to co-produce services. The council did not fully develop and implement its previously published commissioning strategies. There is a need for a wider range of services including for people with dementia and developing domiciliary care services in isolated rural areas.
- 7.10. The social services budget for 2014-15 was £59,056,000 with a savings target for the next three years of £6,084,000. The council is facing a budget shortfall of £50,000,000 up to 2017-18 and for it to address this there may be further reductions in the social services budget. This will put additional pressures on social services and the risks associated will need to be managed and scrutinised.
- 7.11. During the year the long standing cabinet member for care retired from his post. He was replaced by a cabinet member for adults and health and a cabinet member for children and young people. Supported by new arrangements in the department, the cabinet member for children and young people will lead on corporate parenting. The cabinet member for adults and health should have a clearer line of sight on the new service developments and engagement with the health board.
- 7.12. The council has strong performance in implementation of the requirements of More Than Just Words – the framework for the Welsh Language. Implementing the second year of its action plan, the council has developed its understanding of where it needs to improve Welsh

language resources and taking practical steps in developing its Welsh speaking workforce. In the More Than Just Words conference 2015 the council won awards for developing innovative resources for working with people with children with learning difficulties, working in partnership in developing preventative services and leadership, and in developing healthy schools. The corporate director of the council also takes a lead role on this agenda nationally and is contributing to the strategy that will follow on from More Than Just Words.

- 7.13. The council has improved its oversight and management of the complaints service. During the year, key staff members returned to their substantive roles in managing the complaints process and there is greater oversight of complaints by the corporate director. The council has implemented the guidance for managing complaints that came into force in 2014 and there has been a significant fall in the number of complaints that have progressed to the formal investigation. There were no stage two formal investigations during the year. One application was made for a stage two formal investigation; however, the independent investigator found that a very comprehensive investigation had already been completed at stage one. There has been an increase in the number of enquiries and comments suggesting earlier resolution of issues. However, not all complaints were managed within the expected timescales, with 13% of children's and 26% of adult stage one complaints not being in timescale. There were various reasons for these delays but primarily the delay was a result of a lack of management capacity.

#### **Areas of progress**

- Increased alignment between the council and the department
- Implementation of More Than Just Words
- Improved oversight and management of complaints.

#### **Areas for improvement**

- Implementation of modernisation programmes
- Scrutiny and oversight of implementation of modernisation programmes.