

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO COUNCIL

18TH JULY 2018

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

SOCIAL SERVICES ANNUAL REPORT 2017/18

1.0 Purpose of Report

1.1 To present to Council the Director of Social Services' Annual Report for 2017/18 for approval and request that Members note the judgements reached locally about social care services in Bridgend.

1.2 This is the ninth Annual Report of the Director of Social Services and is based on the Authority's self-assessment of the performance and delivery of social care services. The report is attached at **Appendix 1**.

2.0 Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 This report assists in the achievement of the following corporate priority/priorities:-

1. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
2. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

3.0 Background

3.1 From October 2016, the Care Inspectorate Wales (CIW) changed the way they inspect children's and adult social services.

3.2 Following the implementation of the Social Services and Wellbeing (Wales) Act 2014, CIW developed a new framework which aims to ensure that authorities are inspected using the wellbeing outcomes of the Act. The Act has two key policy objectives:

- To improve the wellbeing outcomes for people who need care and support and
- To reform social services law.

It seeks to:

- Transform the way in which social services are delivered, primarily through promoting people's independence and giving them a stronger voice and control;
- Promote partnership working in social care;
- Enhance the preventative role of social care and health, setting out overarching wellbeing duties to reduce or delay the need for care and support.

3.3 The CIW framework provides the foundations of the Council's duty to report on the whole circle of care from commissioning, contracting, assessment, care management to service provision.

3.4 The methodology for the core programme for local authority inspection is built around the quality standards for local authority social services, issued under the Code of Practice, to measure social services' performance. These standards, in turn, reflect the national outcomes framework. The approach to inspection, engagement and performance review is similarly focused on outcomes, with an emphasis on engaging with people to learn about their experiences and listen to their views.

3.5 Guidance has been produced which includes a reporting template and page limit guidance to increase consistency of reporting across Wales.

3.6 The draft report was presented to the Corporate Overview and Scrutiny Committee on the 18th June 2018 where it was well received. Feedback included a suggestion to include more information on the use of technology to assist service provision and reduce bureaucracy. To evidence this, a specific section (page 13) has been added and there is reference to, for example, telecare and the Welsh Community Care Information system throughout the report.

4.0 Current Situation/proposal

4.1 The Social Services and Wellbeing (Wales) Act 2014, places strong emphasis on promoting the wellbeing of people who need care and support and carers who need support. It is important that the views and voices of people and their carers are heard.

4.2 The aim of this report is to provide the Council and people living in Bridgend County Borough with an overview of social care. It aims to highlight the progress made during the year and to identify priorities for 2018/19.

4.3 The preparation of the report involved an analysis, based on evidence, of the services that are provided. Staff across the services have contributed to the development of this report and there is much evidence within it of feedback from people who use social services.

4.4 The guidance for the report includes a template and sets out the sections in relation to the six national quality standards for wellbeing. They are:

- Working with people to define and co-produce personal wellbeing outcomes that people want to achieve;

- Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing;
 - Taking steps to protect and safeguard people from abuse, neglect or harm;
 - Encouraging and supporting people to learn, develop and participate in society;
 - Supporting people to safely develop and maintain healthy domestic, family and personal relationships;
 - Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs.
- 4.5 The report has sections on all of the above with hyperlinks (as the guidance suggests) to an array of reports and documents to evidence progress. There is also a glossary of terms.
- 4.6 The report provides an overview of Bridgend, and summarises the main achievements in 2017/18 and includes areas where progress has been delayed. It also highlights the priorities for social services in 2018/19. The analysis draws on progress against the business plan for 2017/18, performance data for each service area in both adults' and children's social care, as well as feedback from service users, carers and staff.
- 4.7 The report demonstrates that services are generally effective in meeting the needs of people who require the support of social care. The report identifies that the services are improving overall, but it also identifies areas where improvement is needed and these are detailed in the priorities for 2018/19.

CIW Annual Performance Review 2017/18

- 4.8 As part of the CIW annual review of performance for 2017/18, regular review meetings were held with the Director of Social Services and the two Heads of Service. CIW also met separately with the Heads of Service to discuss progress in individual areas.
- 4.9 No formal letter will be received for 2017-18, however, an extract from the notes of the final review meeting in March 2018 is included in section 3 of the Director's Annual Report. It includes an update on engagement work in Mental Health Services and Supported Living.

Priorities for 2018/19

- 4.10 The priorities for improvement in 2018/19 reflect the analysis of performance and try to address the increasingly challenging context: financial, demographic and level of need.
- 4.11 There are some whole service priorities and then more specific priorities for Adult Social Care and Children's Social Care. They are broken down below:

Whole Service Priorities:

- Implement the actions as set out in the 2018-2019 Social Services and Wellbeing Directorate Business Plan. This has a range of aims and commitments which sit under the three overarching corporate priorities, namely Supporting a successful economy, Helping people to be more self-

reliant; Smarter use of resources. The key aims and actions are as follows:

- Give people more choice and control over what support they receive by providing early access to advice and information;
 - Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community co-ordinators;
 - Continue to involve service users, carers and communities in developing commissioning services;
 - Reduce demand by investing in targeted early help and intervention programmes;
 - Implement a new 52 week residential service model for disabled children and young people;
 - Establish a new model of residential provision for looked after children and young people;
 - Finalise a transition service model to help disabled children move smoothly into adulthood;
 - Support carers in maintaining their roles;
 - Recruit and retain carers across the range of fostering services;
 - Support the third sector, town and community councils and community groups to meet local needs;
 - Enable community groups and the third sector to have more choice and control over community assets;
 - Achieve the budget reductions identified in the medium term financial strategy;
 - Ensure appropriate services are available to children at risk from child sexual exploitation (CSE).
- Ensure that the Council's responsibilities as set out in the Act within the secure (prison) estate are fulfilled.
 - Ensure that effective supervision and quality assurance is embedded into practice and that there is a consistent quality assurance audit programme. This will demonstrate how well the assessment process and subsequent service delivery mechanisms support a person centred approach which builds on a person's own strengths and abilities.
 - Respond to the outcome of the consultation on the proposed Health Board Boundary change so that Bridgend will be ready to move into a new region and work in collaboration with different local authority and health board partners if required.
 - Respond to the new strategy that will require more seamless services between health and social care as a result of the Parliamentary Review of Health and Social Care.

In Adult Social Care, the main priorities for 2018/19 are summarised as follows:

- Continue to develop the Social Work approach to people who have experienced a difficult time involving intervention from acute hospital services, by helping them to stay independent and well. This will enable people to look after their own wellbeing more effectively.

- Continue to develop the community services model so that the service can be proactive and respond appropriately, at the right time, in the right way and by the right person. This is called 'anticipatory care' planning.
- Review the pilot scheme for advocacy services for adults, the outcome of which will inform a new model of service and future commissioning arrangements.
- Further develop integrated community services so that the team can respond to need 7 days a week as well as increasing the availability of nurses.
- Start phase 2 of the re-modelling homecare service in order to ensure that people's wellbeing is consistently protected and promoted.
- Develop the Prevention and Wellbeing agenda so that there is a stronger link with the rest of the Council and better focus and engagement with key partners. Continue to build up the evidence base which will show how such an approach can support people to remain independent and therefore reduce the likelihood of receiving ongoing support from social services; in the Act this is called 'managed care and support'. The Authority will also make sure that all future commissioned services have a prevention and wellbeing approach.
- Continue to develop the individual community knowledge base of the Community Dementia Support Workers to ensure opportunity to share this knowledge of local support is available to all people and their significant others accessing their service.

In Children's Social Care, the key priorities for 2018/19 can be summarised as:

- Continue to safely reduce the number of looked after children by making sure that the Authority provides effective help as early as possible and that it works with children, young people and their families to review their situation. This is an ongoing priority as effective intervention at the earliest opportunity is the most efficient way of supporting families to prevent children from becoming looked after.
- Fully implement the Multi Agency Safeguarding Hub (MASH) in partnership with the police, probation and the health board.
- Develop a therapeutic team to wrap around Children's services so that the Authority can better support children and young people who are experiencing difficulties or crisis. The service is intended to improve outcomes for children by increasing placement stability and prevent placements breaking down and children needing to move.
- Ensure that the work needed to develop a transition team is completed so that young people moving into adulthood have the right support at the right time.

- Further work will be done to raise awareness about advocacy services for children to make sure that there is an increase in advocacy being offered and also an increase in the take up of advocacy support.
- Target the recruitment of foster carers so that the Authority has a better range of choice and skills in order to find local placements for those children that require a more 'specialist placement. The Authority will focus on recruiting transition carers which are part of the new proposed model for placement provision. There will also be a focus on recruiting individuals or families who could provide supported lodgings placements and therefore safely enable young people to leave foster care and become more independent. The Authority will make sure that it builds the support and care service so that they can more effectively work to prevent children becoming looked after and can also support families to be reunited and children rehabilitated home.
- Support more young people to participate in apprenticeship opportunities across the Council.
- Implement a policy to ensure a consistent approach to support care leavers attending university.

4.12 Following approval at Council, the report will be translated into Welsh, in line with Council policy, and submitted to Welsh Government.

5.0 Effect upon Policy Framework and Procedure Rules

5.1 There is no impact on the Policy Framework and Procedure Rules.

6. Equality impact Assessment

6.1 There are no equality implications in this report.

7.0 Well-being of Future Generations (Wales) Act 2015 Implications

7.1 The implementation of the duties and responsibilities under the Social Services and Wellbeing Act (Wales) (SSWBA) 2014, in turn, supports the promotion of two of the seven goals of the Well-Being of Future Generations (Wales) Act 2015 within the County Borough of Bridgend. By promoting an environment that maximises people's physical and mental well-being and by supporting children, young people, adults and their carers and families to fulfil their potential no matter what their circumstances, the wellbeing goals of a Healthier and more equal Bridgend and Wales are supported.

7.2 The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how the Authority should work to deliver wellbeing outcomes for people. The following is a summary to show how the five ways of working to achieve the well-being goals have been considered in this report:

- Long Term – Social Services is demand led and the SSWBA focusses on sustainable prevention and wellbeing outcomes for the future. There is a requirement to meet the needs of people in the longer term and,

because of rising demographics and increasing complexity, the remodelling and transformation of services continues to be a priority.

- Prevention – the report is about the new approaches adopted by the Directorate in line with the SSWBA, for example, the provision of information, advice and assistance to enable people to remain independent for as long as possible. This will ensure that need is anticipated and resources can be more effectively directed to better manage demand.
- Integration – the implementation of the SSWBA requires local authorities to work with partners, particularly the NHS and the Police, to ensure care and support for people and support for carers is provided. The report evidences work with the Third Sector, enabling people to remain linked to communities, and work with young people to enable access to employment.
- Collaboration – The collaborative approaches described in the report, are managed and monitored through various remodelling and collaborative boards, for example, the Western Bay Partnership Board where there is cross sector stakeholder representation at both political and Officer level. The strategic planning and local delivery of integrated support and services are developed and agreed at a regional basis in order to provide the best possible intervention to people.
- Involvement – the key stakeholders are the people who use social care. There is considerable engagement including surveys, stakeholder meetings, feedback forms and the complaints process. The provision of accessible information and advice helps to ensure that the voice of adults, children and young people is heard.

8. Financial Implications

- 8.1 Whilst there are no direct financial implications, the report highlights service areas which are facing financial pressures, at a time of shrinking resources, and supporting people with increased complex needs and the changing demographics of the population of Bridgend County Borough.
- 8.2 The approach the directorate has taken is to focus on the modernisation and transformation of service delivery in order to manage current expectation and to implement the Social Services and Wellbeing (Wales) Act whilst also contributing to the Council's medium term financial strategy.
- 8.3 Over the past four years, the directorate has reduced the budget by approximately £12 million. This has been achieved by 'doing things differently', that is remodelling, reconfiguring, restructuring and developing new ways of working and new service delivery models. The strategy for 2018 – 19 and following years is to manage demand and introduce more early help and intervention and prevention and wellbeing approaches to lessen dependency and maximise people's independence. This needs to be achieved within the existing budget and taking into account the directorate's current overspend.

9.0 Recommendation

- 9.1 It is recommended that Council approves the Director of Social Services' Annual Report for 2017/18.

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10 Background Documents

None