

# DIRECTOR OF SOCIAL SERVICES' ANNUAL REPORT 2017-18 (DRAFT)



**Bridgend County Borough Council**  
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

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



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<b>INDEX</b>	<b>Page</b>
<b>1. Introduction</b>	<b>3</b>
<b>2. Director's Summary of Performance</b>	<b>4</b>
<b>3. How Are People Shaping Our Services?</b>	<b>10</b>
<b>4. Promoting and Improving the Wellbeing of Those We Help</b>	<b>13</b>
(1) Working with people to define and co-produce personal wellbeing outcomes that people wish to achieve	<b>13</b>
(2) Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing	<b>16</b>
(3) Taking steps to protect and safeguard people from abuse, neglect or harm	<b>19</b>
(4) Encouraging and supporting people to learn, develop and participate in society	<b>22</b>
(5) Supporting people to safely develop and maintain healthy domestic, family and personal relationships	<b>25</b>
(6) Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs	<b>26</b>
<b>5. How We Do What We Do</b>	<b>29</b>
Our Workforce and How We Support their Professional Roles	<b>29</b>
Our Financial Resources and How We Plan For the Future	<b>32</b>
Our Partnership Working, Political and Corporate Leadership, Governance and Accountability	<b>33</b>
<b>6. Accessing Further Information and Key Documents</b>	<b>36</b>
<b>7. Glossary</b>	<b>40</b>

*This document is also available in Welsh. Please note: This document links to a range of reports which are available in English in line with Council policy.*

## 1. Introduction

Hello, welcome to my annual report for 2017-18 which tells you about how Social Services in Bridgend County Borough Council have been delivered during the year and how well we are doing.

In my report last year I explained about the Social Services and Wellbeing Act (I will refer to this as The Act) which puts the individual and their wellbeing at the centre of all that we do. This continues to be a priority for us and has been a main driver for change and for new ways of working. As a re-cap, the main messages from the Act are:

- Making sure that we provide good quality advice, information and assistance to the people of Bridgend;
- Supporting and enabling people to make their own choices and to be more independent;
- Making sure that people are given voice and control to achieve what they want in life and that they are able to express the outcomes that they want for themselves;
- Recognising that carers also have support needs and that these should be given equal importance;
- Finding different ways to support people that will involve local communities.

We have to make sure that we can do all of the above whilst keeping children, young people and adults safe from harm. This is also at a time when resources are getting less and demand continues to increase. We need to continue to work closely with individuals, families, carers and partner agencies.

This report will tell you how we are progressing with delivering the Act in Bridgend and it will give you some examples of what this means and the impact it has had on individuals. There is still more to do and so the report also sets out the next stage of our journey. It is difficult to set out everything that is being done and so I have chosen some key areas and examples; however, there are lots of links embedded in the report so that you can read more if you want more information. The report has been written in plain language so that it is easier to follow and understand but the information and reports that have been embedded as a link provide further detail and evidence of what we have been doing during the year.

In line with the direction from Welsh Government, we continue to work collaboratively across the region. The Council has responded to the consultation on the proposed health board boundary change and we are hoping for an outcome as soon as possible so that we can continue to build effective working relationships with regional partners. The outcome of the above consultation also links with the Parliamentary Review of Health and Social Care and it is important for both the Council and the people of Bridgend County Borough that we have clarity regarding which region we will be working with in order to develop joint and effective transformation programmes.



## 2. Director's Summary of Performance

At the end of the financial year, every Council in Wales has to publish a report about its performance in order to evidence how the Council has met its priorities. This has to include a range of different information and includes financial details. Below is a short summary of some of the achievements from Social Services and some information about our performance. The last section covers the big priorities we have identified are important for 2018-19.

### Cross Directorate

The directorate continues to implement the Act and to make sure that the requirements of the Act are embedded into every day practice.

There has been further progress in the development of the Welsh Community Care Information System (WCCIS) and Bridgend has now included a number of health colleagues, from our integrated health and social care team, onto the system and this has been a significant step forward for the whole of Wales.

Social Services in Bridgend has continued to work as part of the Western Bay Health and Social Care Regional Partnership and the main areas we have been actively involved in are:

- Community Services Planning and Delivery Board
- ABMU Carers Partnership Board
- Children and Young People's Programme Board
- Commissioning for Complex Needs Programme Board
- WCCIS
- Regional ASD Strategy Group (Integrated Autism Service)
- Workforce Development Steering Group
- Regional Adoption Service
- Regional Safeguarding Board

Prevention and Wellbeing approaches continue to be promoted across the directorate and a prevention and wellbeing team working with a range of partners to improve the wellbeing of local people and communities. This includes the Healthy Living Partnership with GLL/Halo and the Cultural Trust partnership with Awen.

In 2017, Welsh Government made an announcement about a possible change in the Health Board boundary which means that, if agreed, Bridgend as a local authority would move into a new region and therefore would be aligned with Rhondda Cynon Taff (RCT) County Borough Council, Merthyr County Borough Council and Cwm Taff Health Board. The consultation on this proposal closed in March 2018 and at the time of writing this report we have not yet heard what the outcome is. We are currently still working with partners in the Western Bay region but are also developing relationships in the Cwm Taff region in preparation for any changes. The most important thing is that the people of Bridgend will continue to have the right access to support and services despite any potential change to the organisations.

In November 2016, the Cabinet Secretary for Health, Well-being and Sport, Vaughan Gething AM launched a 'Parliamentary Review of Health and Social Care' and Bridgend has made a positive contribution to this review and has been able to demonstrate the strong and positive working relationships with health in our integrated

community teams. The report was published in January 2018 and we are now actively involved in shaping the plan that will be produced as a result.

<https://beta.gov.wales/review-health-social-care?lang=en>

## Children's Social Care

The safe reduction of the number of looked after children remains a priority for Bridgend and during 2017-18 the numbers remained fairly static with the average number being 387. At the end of the 2017-18 financial year, however, the looked after children population in Bridgend had gone down by 1.5%. At the time of writing this report the number of looked after children in Bridgend was 370 (as at 14/05/18) which is the lowest it has been for a number of years. It is important that there is a focus on delivering early help, support and intervention as this will prevent children coming into the care system and this is a priority area for the Council. Please see a report that went to our Overview and Scrutiny Committee [here](#):



16.04.18 - Early Help  
and Childrens Social C

The new multi -agency safeguarding hub (MASH) was up and running in early April 2018 and we have already seen how this has strengthened relationships between Social Services and the Police. Please see the Cabinet report [here](#):



31.10.17 - MASH  
Cabinet Report Final.

A new model for Children's Residential Care has been developed and agreed and work will now progress in 2018-19 to make sure that the model is implemented. We opened a specialist residential unit for children with disabilities in October 2017. Feedback from families has been positive in relation to the experience for children living there. You can view the Cabinet report [here](#):



27.02.18 - Children's  
residential care.pdf

## Adult Social Care

Good progress has been made in making sure that when people have an assessment there is a focus on 'what is important to them' and that attention is given to how that person can remain independent for as long as possible.

The two new Extra Care Schemes will be completed by October 2018 and this includes 25 residential care beds and 45 extra care flats. As a result, two Council-run residential care homes will close. The long term plan is that, as the residential care beds are no longer required, these will transfer into more extra care provision.



## PERFORMANCE

### Children's Social Care

The number of children and families that we were involved with during 2017-18:

• We received 6677 new contacts during the year
• There were 637 children that needed a child protection intervention. (This figure is the number of children where a section 47 investigation was started).
• The number of children on the child protection register at the end of the year was 169.
• The number of looked after children as at the end of March 2018 was 384. The safe reduction of children looked after remains a priority for the Council.

### Adult Social Care

Some key performance data is detailed below:

My social worker keeps me in the picture

	2016-17	2017-18
The number of people who received a reablement service (includes reablement at home and residential reablement)	394	394
The number of people who received a Telecare package during the year	2921	3162
Number of people were supported in long term care (residential)	683	676

Living in my own home makes me happy and with help I hope to remain there as long as possible

I'm lonely and some days I don't see anyone to talk to, would like to go out but have no-one to take me

I cannot survive without them as I have no family

### What did we say we do in 2017-18? How did we perform?

The following key priorities were identified for Social Services for 2017-18:

- Improve the way we provide information, advice and assistance (IAA) to the public and we also want to increase the support available to people by increasing

community based support that will support people without them having to come into statutory social services;

*There are a number of aspects to this work:*

- *The establishment of the Multi Agency Safeguarding Hub (MASH) as the first point of contact for safeguarding of children and adults. Phase 1 is underway and by September 2018, it will encompass workers from Children's Social Care, South Wales Police, Education and Family Support, Housing, Substance misuse Services, Probation, Wales Community Rehabilitation Company, Health and Adult Social Care.*
  - *Local community coordinators continue to provide a service in the three valley areas of the Borough - they received 116 referrals during 2017/18.*
  - *Council Website – Dewis is now linked to the corporate website and this provides information on universal community opportunities that promote wellbeing which will interface with the council's website.*
  - *The Common Access point (CAP) in Adult Social Care continues to deliver information, advice and assistance as an integral part of their contact with people requesting help. We are ensuring that there is access to appropriate information to enable people to access support when they need to.*
  - *89% of adults who received advice and assistance from the information, advice and assistance service have not contacted the service again for 6 months.*
- *Work more closely with people who use our services, carers and the wider population and communities to make sure that they have a say in the type of services that we develop;*

*A number of people have shared with us their own personal story of how the change in approach by social care professionals has improved their own wellbeing. As a result we have been able to build up a library of digital stories and case studies which we are able to use to support learning and reflective practice.*



*Consultation events have been held throughout the year with families and front line staff in relation to the transfer of existing residents into the new extra care schemes. As a result the service has been able to manage all questions and any anxieties on an ongoing basis and this has prevented them from escalating and raising unnecessary concerns. There has also been engagement with the local communities and schools who have been involved in naming the two new schemes. There has been significant support for this development.*

- Develop our advocacy services for both children and adults so that they have the independent support and advice they need to make their voice heard;

*Bridgend continues to work with the Golden Thread Advocacy Programme (GTAP) in order to build the advocacy support available for people who find it difficult to understand information or communicate their wishes. We have commissioned an independent professional advocacy service (IPA) for adults and during the year the service received 55 referrals and at March 2018 they were supporting 37 people. The evaluation report is attached [here](#):*



BVC Evaluation - IPA  
Pilot April 2018.docx.

*In August 2017, independent advocacy for children and young people was commissioned regionally in Western Bay in line with the Welsh Government's National Approach. Bridgend has worked closely with regional partners, including its existing provider, to help establish the new working model and continues to implement changes that will ensure the voices of young people are heard when they become known to social services. There were 83 referrals supported in the year.*

- Consult on a new strategy for Direct Payments so that more people will be able to access a direct payment and therefore will be able to access more flexible support to help them be more independent;

*An independent review of Direct Payments in Bridgend was carried out in 2017-18 and this has helped to inform a new strategy for Bridgend. We have also revised the operational policy and procedures. These are now being consulted on and the intention is to set down an implementation plan and launch the new strategy in June 2018.*

- Open a new 52 week residential provision for disabled children and young people so that they can remain living close to their families within the County Borough;

*The 52 week provision, called Harwood House, opened in October 2017 and two young people have moved in, without this local provision those young people would have gone into an expensive, out of county provision. There is still one placement left in this new provision and this will be filled in 2018-19.*

- Put systems in place so that we can better meet the needs of young people in transition from childhood into adulthood;

*A Transition Project has been established and has developed a model for a transition team comprising two specialist social work staff and a support worker to focus on young people with 'autistic spectrum disorder' (ASD). However, there have been initial difficulties in the recruitment to these posts and this has delayed the implementation.*

*A transition tool has been developed and an engagement exercise with staff and service users has helped shape a performance framework.*



- Consult with children, young people and their families on a new model for residential care provision;

*As part of the work to re-model residential care, children and young people have been consulted and their views and wishes were incorporated into a report that was presented to our Overview and Scrutiny Committee and then Cabinet. They have been able to help shape the new model which has now moved to implementation in 2018-19.*

- Work with our partners and with schools to better support carers and young carers;

*We continue to work closely with our partners and with schools to better identify and appropriately support Carers and Young Carers. Bridgend Carers Centre has 3000 Carers on their database that they provide information and assistance to. The Carers transition funding is currently funding a Young Carers in Schools project; in the last quarter alone 2700 young people participated in Young Carers assemblies, 150 pupils participated in Young Carers PSE lessons, and Carers champions have been identified in five comprehensive schools.*



- Recruit more foster carers by undertaking a range of different advertising campaigns;

*Work has been done to better understand the profile of the current foster carer population and this has informed where, what and how we recruit future foster carers in the future. The Council's marketing team are supporting future campaigns. At the end of the year Bridgend had 110 approved foster households and they provide 245 placements. The recruitment of foster carers will remain a priority for the future.*



- Complete the work required to fully implement the MASH.

*The new multi-agency safeguarding hub (MASH) team became operational in April 2018. There is a second phase which will be in place by October 2018.*

## **What we want to do in 2018-19**

There are a range of service actions that sit under these higher level priorities and these have the details of what needs to be done to achieve the overall aims with timescales and targets set out.

- Continue to build on the progress and achievements made in 2017-18 and concentrate on improving the areas that are still in development.
- Implement the actions as set out in the directorate business plan. The 2017-2018 Social Services and Wellbeing Directorate Business Plan has a range of aims and commitments which sit under the three overarching corporate priorities; these are as follows;

- To 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
- To 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
- To support carers in maintaining their roles
- Recruit and retain carers across the range of fostering services
- To 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
- To 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)

- Please see Business Plan attached [here](#):



SSWB Business plan  
2018-19 following Sc

- 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.

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### 3. How Are People Shaping Our Services?

We are committed to making sure that we continue to involve people in the way our services are run and also in how we shape and deliver new service developments. As part of this, we look for feedback about what we are currently doing and we also consult and engage with children, young people, adults and carers in areas that we need to change and modernise.

Bridgend Social Services is committed to making sure that people are able to make their voice heard, whether this is about how services will be developed and delivered in the future or whether it is about a service that they are receiving now. Some examples of how we do this are by issuing surveys, inspections, contract monitoring processes, elected members rota visits, complaints and compliments and consultation events. We know that there is more that we can do to engage and consult with people and this is an area that we will do more of in 2018-19.

In September 2017, we asked 430 children and young people and 1292 adults what they thought about the support and services that they were receiving from Bridgend. These were called surveys and they were developed by Welsh Government as part of the new Act. Below is a selection of some of the replies that we received:

**Adults:** A total of 1243 questionnaires were sent out to adults (over 18 years), 416 were returned, a response rate of 34%. Some of the comments received include:

“Staff are polite and attentive and make my mother smile.”
“Sometimes I do not think they listen”
“I am satisfied with the quality of care but the amount is totally inadequate and I supplement support in order for my wife to cope.”



**My care has been outstanding.**

**Carers:** A total of 49 questionnaires were despatched to adults (over 18 years), 22 were returned, a response rate of 45%. Some of the comments received include:

“The carers are nice people who treat you politely.”
“As a full time carer I feel that 11 hours of support a week is insufficient to provide the time needed to help support my physical and mental health.”

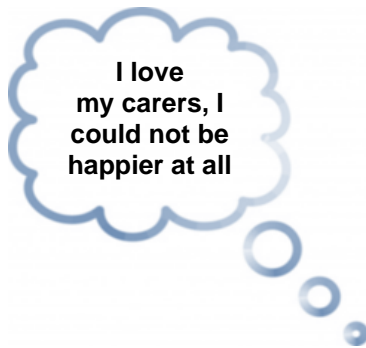


**Sometimes I wish I could find suitable respite**



**Excellent backup**

**Children:** A total of 430 questionnaires were despatched to children (age 7-17 years), 90 were returned, a response rate of 21%. Some of the comments received include:



**I love my carers, I could not be happier at all**

“My foster carer is the most nicest person and she has taken me in like her own.”
“I don’t want to move out ....., I will lose my friends and school but I don’t like my carers.”
“I have all my family and friends around me. I really feel I belong here.”

We also receive complaints and compliments about our service. It is important that the directorate responds quickly and effectively to all complaints with an expectation that the majority of complaints and concerns should be resolved as early as possible. The table below shows the number of complaints and compliments received during 2017-18.

	Early Resolution (within 2 working days)	Stage 1 Formal process	Stage 2 Formal process	Corporate Complaints	Public Services Ombudsman	Compliments
<b>Adults</b>	57	14	0	3	0	264
<b>Children's</b>	139	13	2	22	2	23
<b>Business/Finance Support</b>	2					13
<b>Total</b>	198	27	2	25	2	300

During 2017-18, two complaints were received by the Ombudsman's Office, one of which related to Children's Social Care whereby the Ombudsman recommended that the Local Authority commission a Stage 2 independent investigation which was commissioned in September 2017. The second complaint related to shortcomings with the handling of a complaint, as a result of which learning outcomes have been identified and actions implemented.

There has been an increase of almost 50 complaints received during 2017-18 compared to 2016-17.

The 2017-18 draft Representations and Complaints Annual Report is linked here. It is being presented to Cabinet in July 2018.



17.07.18 - Complaints Annual Report - Apper

### Care Inspectorate (Wales) (CIW)

As part of a series of regular meetings, CIW met with the Director and Heads of Service in March 2018 to reflect on progress and to discuss the performance of the authority for the year 2017-18. No formal letter will be received for 2017-18; however, an extract from the notes of that meeting is as follows:

*The Mental health engagement work has been completed. This related to inspection work led by Health Inspectorate Wales (HIW) of Community Mental Health Teams (CMHT), but which had not involved Bridgend CMHTs. Managers within Bridgend submitted comprehensive written information against key lines of enquiry provided. In addition, CIW made visits to a house with supported living, and received written submission from Bridgend Bipolar Support group. CIW also spoke with key staff. CIW reported that people at the day service, supported living and hostel said that they were generally content with the level of support they received and were mostly accessing two or three groups/befriending services to promote independence and/or enhance their wellbeing. However, people not accessing these types of services from the bipolar disorder group did not describe access to services (beyond the support*

group) and perhaps indicated that more non statutory support at times would be beneficial.

People reported that they valued their social workers, care co-ordinators and Community Psychiatric Nurses (CPNs) and generally felt professionals were responsive to requests and maintained contact. GPs were seen as an important source of contact for those living independently. But people generally did not feel they had access to specialist services in an emergency.

CIW inspection of Western Bay regional adoption service; the report of this has been delayed but is due for release shortly.

#### **4. Promoting and Improving the Wellbeing of Those We Help**

##### **Quality Standard 1 – Working with people to define and co-produce personal wellbeing outcomes that people wish to achieve**

We have continued to focus our attention on making sure that we work with people in a way that will support them to achieve their personal outcomes. Outcomes reflect what matters to a person and these should be personal to each individual and relate to their own particular circumstances. Outcomes relate to the impact or the difference a person wants to see in their life. We have continued to provide training and development opportunities to support staff to work in an outcome focused way and we recognise that this is still a relatively new approach and requires a shift in culture. We have built up a library of evidence and digital stories as evidence of the positive difference this approach is having on a person's life. At the time an individual has an assessment they are given an 'active offer' to have that assessment conducted in Welsh.

**Sometimes I do not think they listen**

**I struggle to ask for advice**

**Do feel I cannot cope and need help but at the same time don't want outside help**

**I find paperwork difficult and have great problems using the phone because of my deafness**

##### **What were the main things we said we would do in 2017-18?**

- Improve the options for accommodation for looked after children both for short and long term situations and we will be progressing the review of our residential services. We will be talking directly with children and young people so that they can tell us what they think is important for a young person in care.

- Continue to safely reduce the number of looked after children by making sure that we provide effective help as early as possible and that we work with children, young people and their families to review their situation.
- Actively recruit new foster carers so that we can promote local solutions to families in need.
- Increase the number of local community co-ordinators so that we can support the development of local communities which will give people more choice and control of how they manage their own independence.
- Develop Extra Care housing, which will allow residents to continue living independently in a self-contained flat, while benefiting from personal care and support, where those needs have been identified. The new Extra Care Housing schemes will also contain a residential wing, allowing a seamless pathway into a residential-care home setting, where individuals' care and support needs have increased to that required level.
- Further develop, with health, the integrated Common Access Point (CAP) for the provision of information and advice for adults.
- Develop the DEWIS wellbeing information database further and launch this to the public of Bridgend.
- Roll out the quality assurance framework across Social Services and make sure that all staff are working to an agreed and recognised standard.
- Open a new specialist 52 week provision for children on the Heronsbridge Special School site to support children to live within their local communities and maintain their family and school links, this was in response to consultation with children, families, school stakeholders linked to the local authority and a public consultation was held.
- Improve the way we provide information, advice and assistance to the public and we also want to increase the support available to people by increasing community based support that will support people without them having to come into statutory social services.
- Work more closely with people who use our services, carers and the wider population and communities to make sure that they have a say in the type of services that we develop; Work more closely with people who use our services, carers and the wider population and communities to make sure that they have a say in the type of services that we develop.
- Develop our advocacy services for both children and adults so that they have the independent support and advice they need to make their voice heard.



**Dewis Cymru**  
Have choice and take control

### How far did we succeed and what difference did we make?

- We opened the new 52 week residential provision for children with complex needs, called Harwood House, on 16<sup>th</sup> October 2017 and we placed two young people who would have otherwise needed to be placed in external out of Bridgend County.
- A new accommodation model for looked after children and young people was approved by [Cabinet](#) on the 27<sup>th</sup> February 2018.



27.02.18 - Children's residential care.pdf

In order to develop the new model a number of consultation events were held with children who have experience of a care setting, staff and key partners. The new model will now be implemented during 2018-19 and this will mean that Bridgend will be able to better support children and young people who come into residential care and also provide them a more appropriate accommodation setting.

- Children's social care and early help services are working closely together to make sure that safely keeping children out of care is given a priority. This work is overseen by a joint board chaired by the two Directors. An independent review of the pathway between the two services was carried out in November/December 2017 and the findings are now being looked at by the teams. It is expected that as a result of this work Bridgend can improve the focus of early help and intervention and that this will enable more children to avoid coming into care. The numbers of looked after children is coming down and at March 2018 the number was 384 compared with 390 at the same time last year. At the time of writing this report there were 370 looked after children.
- Seven new foster carers, providing 10 additional placements, were recruited during 2017-18 and ongoing recruitment is now being given a priority.
- A new quality assurance framework has been launched across the whole of Social Services. The new framework was informed by front line staff and operational managers. The feedback so far is very positive and there are examples of individuals and teams sharing best practice which is actively informing change and improvement and having a positive impact on the people who are receiving a service. The new framework will mean that all people who access our services will experience equality in relation to the standard of service they receive regardless of the nature of the intervention from Children's or Adult Social Care. You can see the framework [here](#):



Assuring Quality  
Framework and Guide

- Good progress has been made in the development of two new extra care schemes and they are on track to be opened in September/October 2018. The schemes are a mixed model and have both residential and extra care facilities on the same site. This has enabled many of the residents from two of the Council's existing residential care homes to transfer across whilst also increasing the number of extra care flats in the County Borough.
- The Common Access Point in Adult Social Care has been developed and there is now a multi-disciplinary approach to managing referrals which means that the service can respond both quickly and more effectively. The common access point can also now link to a designated mental health link practitioner and community dementia support workers.
- The Council website has been reviewed and the new website went live in April 2018. Social Services worked with the corporate centre on developing service information for the main web site. Dewis, the wellbeing



information hub, has been developed and is accessible through the website.

- We have reviewed the way that the Approved Mental Health Practitioners (AMHP) work and respond to calls for assessment. The policies, procedures and protocols have been updated in line with a new national quality assurance process. A new rota system and AMHP hub will be implemented in 2018-19 and this will be linked more closely to Act and the need to promote prevention and wellbeing initiatives.

### **What are our priorities for next year and why?**

- Continue to safely reduce the number of looked after children by making sure that we provide effective help as early as possible and that we work 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.
- 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 improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.
- 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.
- Continue to involve service users, carers and communities in developing and commissioning services.
- To reduce demand by investing in targeted early help and intervention programmes.
- Review the pilot scheme for advocacy services for adults, the outcome of which will inform a new model of service and future commissioning arrangements.



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### **Quality Standard 2 - Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing**

This remains a priority for Bridgend and there are many examples of where we have engaged people in developing services that will promote their mental health





and emotional wellbeing. This includes children and young people in shaping the new service model for residential care, adults in the model for our two new extra care schemes and carers in the development of a Bridgend Carers Strategy. We continue to build strong relationships with our key partners across Western Bay as part of the health and social care arrangements, with the South Wales Police in the development of the MASH team and various other initiatives. A good example of working in a more co-productive way is development of a strategy with our Third Sector partners.

### **What were the main things we said we would do in 2017-18?**

- Work with the Third Sector in order to develop a strategy which will set out how the Council and Third Sector will work together to promote and support prevention and wellbeing approaches.
- Implement the planned MASH with our partners in the police, probation and the health board.
- Invest in carers support and use every opportunity for funding to make sure that the right services are available to them.
- Put systems in place so that we can better meet the needs of young people in transition from childhood into adulthood;
- Support the residents and their families in our existing Care Homes to prepare for the transition into the new Extra care Schemes.
- Progress the plans for a new model for residential care for children and young people and make sure that we consult with children and young people themselves so that we can better understand what support they feel is most needed.
- Open the new 52 week residential facility so that children with complex needs who need such support do not have to go out of county and away from their family in order to receive the appropriate help they need.

**I sometimes lack motivation to do things that are important to me**

**A care package is in place that allows X to go to the local pub with carers support which allows his wife some time on her own**

**I am becoming more and more anxious and depressed I spend days not speaking to anyone except carer in the morning**

### **How far did we succeed and what difference did we make?**

- A significant piece of work has been undertaken with Third Sector partners in order to co-produce a development plan. The draft plan is called 'Building Resilient Communities' and it provides a platform where the Third Sector, community and voluntary groups can develop a shared agenda and work programme in partnership with the Council.



- The early help and safeguarding board has developed a suite of information which has enabled the teams to better understand and track the information regarding early help interventions and looked after children. As a result we have a clearer understanding of what is working, where the gaps are and where to target resources.
- The MASH commenced in early April 2018. Phase 2 of the MASH which is when adult social care will join, is on target for September.
- The Council wants to maintain independence and wellbeing for Carers and the person being cared for. We have mapped out our current services for carers and have held a number of carers' events to make sure they have had the opportunity to build the future vision and also to contribute to service developments. The next step is to commission a provider to deliver both long and short term breaks for either carers or the people they care for.
- 15 young carers have been given support to develop their creative skills and as a result they have been able to put together an exhibition which shows aspects of their lives, the challenges they have faced and their aspirations for a better future.
- A programme board has overseen the work required to help the residents from two existing Council run homes to plan to move into a new accommodation setting appropriate to their individual needs. This focussed piece of work will help a smooth transition into a new extra care scheme, a new residential setting or nursing care. Equal attention has also been given to the staff who will also be part of the changes. The changes have been supported by a detailed communication strategy to make sure that all stakeholders are kept informed of the developments. Please see [Extra Care communication Strategy](#) and [newsletter](#) here:



Extra Care  
Communication Strate



ECH Newsletter  
February 2018.pdf

- Bridgend delivered its third Get on Track programme for 15 vulnerable young people including looked after children. This programme has provided mentoring support and given participants new skills to help them towards employment. This intervention is run in partnership with the Dame Kelly Holmes Foundation.
- The 'Move More Often' programme has been developed in day services and residential care settings to build personal resilience and support socialisation amongst older people. The Olympage event saw 120 older people participate in a range of games and encouraged them to 'move more often'. The event was supported by 100 Health and Social Care students creating an environment for all ages. There are now community based Olympage programmes linked to local communities across the whole Borough and into the Western Bay region.

### **What are our priorities for next year and why?**

- 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 Childrens' services so that we 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.
- Further develop our integrated community services so that the team can respond to need seven days a week as well as increasing the availability of nurses. This team is called the Acute Clinical Team and is part of the Community Resource Team.
- Start phase 2 of the re-modelling homecare service in order to ensure that we can consistently protect and promote people's wellbeing.
- Make sure 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.
- 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'. We will also make sure that all future commissioned services have a prevention and wellbeing approach. Please see the report to our Overview and Scrutiny Committee [here](#):



07.03.18 -  
Prevention and Wellb

- Communicate the co-production approach and the Third Sector work across the whole Council and implement the associated development action plan.

### Quality Standard 3 - Taking steps to protect and safeguard people from abuse, neglect or harm

I don't feel safe when on my own, want my son home at all times

I have a lifeline as I have a tendency to trip and have had 4 nasty falls in past month

Safeguarding is a core theme in everything we do. It is about protecting children, young people and adults from abuse or neglect and educating those around them to

recognise the signs and dangers and to keep safe. Bridgend is a member of the Western Bay Safeguarding Board and this is the link to their website: <http://www.wbsb.co.uk/>

### **What were the main things we said we would do in 2017-18?**

- Implement the new advocacy services in both adult and children's social care services so that children, young people and adults are able to have a stronger voice in terms of what matters to them and therefore become more independent.
- Complete the review of the secure estate and make sure that our resources are targeted at the right people.
- Progress the review of residential care in Children's Social Care so that we can offer more effective support to those children who need it. This will include developing our in-house foster care service.
- Implement the recommendations set out in the CSSIW Children's Services Inspection.
- All children and young people subject to the Child Sexual Exploitation (CSE) protocol will have an up to date self-assessment risk assessment form (SERAF) assessment.
- Safely reduce the amount of time a child's name remains on the child protection register and reduce the number of children who have to come back onto the register.
- Bring one Social Services Safeguarding Team under the same management rather than having separate teams in Adults' and Children's Social Care.

### **How far did we succeed and what difference did we make?**

- Advocacy awareness training has been provided to staff. Children's Social Care now have a system in place to make sure that advocacy is considered at the assessment and review process.
- All children and young people subject to the CSE protocol now have an up to date Self-Assessment Risk Assessment Form (SERAF) assessment meeting. At each strategy a range of risk indicators are considered and this informs the type of intervention and amount of monitoring required. This has meant that we have been able to reduce the number of young people who are subject to CSE monitoring because the intervention offered is more targeted.
- The number of children whose names have been placed on the Child Protection Register has decreased and the length of time a child's name is placed on the register has reduced. This indicates that we are more effective in identifying and managing risk through assessment and appropriate intervention.

- There is still more work to do to bring the adult and children safeguarding teams together but this will now be progressed in 2018-19 as the new MASH service will enable greater integration.
- In June 2017, the review of the work with the prison (secure estate) was completed. Part 11 of the Act gives local authorities new responsibilities for prisoners who have care and support needs and live within the local authority boundary. As a result there has been a review of the skill mix required for staff within the secure estate team and permanent members of staff have now been recruited in light of the findings of the review. In addition there has been an analysis of gaps against the requirements of the act and this work will be taken forward in 2018-19. Some 2017-18 data is included below:

Referrals and Re-referrals received	89
Assessments completed	83
Number of which were as a result of a referral	67
Support Plans completed as result of an assessment following referral	23
Reviews completed	20

### What are our priorities for next year and why?

When I am with family and carers I feel happy and safe.

My carers have cared for me really well and made me feel safe as anything no one will hurt me around them

- 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.
- To further integrate the children's and adults Safeguarding Teams so that systems and processes can be streamlined and more effective
- To make sure that we are fulfilling our responsibilities as set out in the Act within the secure (prison) estate.

## Quality Standard 4 - Encouraging and supporting people to learn, develop and participate in society

I have this family that I belong to and I have my friends

I feel very isolated due to my

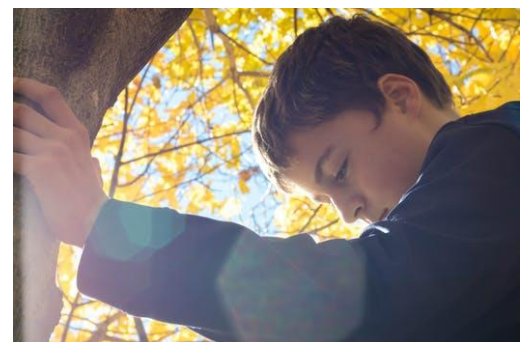
I would like to move to the area where I have connections and friends, I sometimes feel far away from a community

The directorate continues to work towards the corporate priority of 'helping people be more self-reliant' and our approach is to encourage people to be as independent as possible. Our aim is to support people to have more voice and control in their lives and in order to do this social care practitioners have matured the skills needed to have a different conversation which develops people's strengths and wants rather than the more traditional dependency style. Training opportunities have focussed on outcome focussed approaches. We also have many examples of how we have engaged with the users of our services to help shape the future delivery model. The pathway between early help services and social care has been strengthened and at the time of writing this report further work is being done to review the current model to make sure that resources are directed appropriately.



### What were the main things we said we would do in 2017-18?

- Train more staff in new ways of working so that they can focus on what matters to people, we call this outcome focussed assessment and care planning;
- Continue to develop our prevention and wellbeing approaches so that we can support people to live more fulfilled lives in their own homes and communities and prevent the need for them to come into a care environment;
- Consult with families about the transition of children into Adult Social Care and develop a wider network of social work and health input through the health led 'Facing the Challenge' team. Following this, ensure the appropriate monitoring arrangements, networks and relationships are in place to support the process;
- Continue to deliver training to ensure appropriate support for people with dementia.



## How far did we succeed and what difference did we make?

- The strategy of supporting people to remain living as independently, as possible, at home, for as long as possible, has been working and the performance data for 2017-18 shows a reduction in long term Residential/Nursing Care placements. There were 452 people in Residential / Nursing Care at 31/03/2018 and this is a reduction when compared to 31/03/2017, where there were 466 people in similar placements.
- In Adult Social Care there has been a focus on 'Reinvigorating Social Work'. Training has focused on building relationships with people known as 'a *relationship based* approach to assessment and delivering people's well-being outcomes.' Please see [strategy](#) and [word cloud](#) here:



BCBC v2 Training  
Plan 2017-18.docx



Wrd Cloud Social  
Work.docx

To support team based learning and application of the training in teams, there has been a significant learning and development program called Action Learning. This involves groups of practitioners coming together to reflect on practice. A sample of case records is monitored and this then feeds into the ongoing evaluation of the impact of the training received by and within teams. A focus is given on making sure that people's well-being outcomes are being met. The focus has to be that people experience positive differences in their lives.

- We have continued to work with the ABMU Health Board Dementia Care training team and we have reviewed, revised and improved the programme.
- In Children's Social Care we invested in a leadership development programme for senior and middle managers. Please see [outline programme](#) from IPC here:



Bridgend CBC  
Children's Services Le

People trained in 2017/18:

- 16 staff attended Facilitating Action Learning training
- 20 staff attended 'Engaging Well' train the trainer sessions.
- 11 of the 12 teams have delivered team based 'Engaging Well' workshops (some additional planning is required in Adult Mental Health).
- 6 x 2 day Collaborative Communication Skills courses have been delivered with 80+ staff attending. Additional courses will be arranged to maximise attendance from teams.
- Within Children's Social Care a programme of training was devised with the aim of improving the confidence, consistency and effectiveness of social care staff to outcome led practice. The programme followed the model of the Adult Social Care Programme but was differentiated to meet the particular requirements of working within Children's Social Care. You can view the [programme](#) here:



Outcome focused  
practice training prog

It adopted a 3 phase approach:

- Engaging Well – Defining, Capturing and Recording Outcomes
  - Outcomes Focussed Practice using Collaborative Communication Skills
  - Inspirational Conversations for social care manager and managers. (Jointly with Adult Social Care)
- Practitioners have helped to shape the training events and the new quality assurance framework. In Adult Social Care ‘action learning’ has been introduced and the teams have responded well to this new method of problem solving and learning. Children’s Social Care will be adopting the use of action learning sets for team development and managers will be receiving training in action learning set facilitation.
  - Bridgend has supported 21 newly qualified social workers through their first year in practice.
  - Work was taken forward with the Third Sector which will result in a co-produced plan called ‘Building Community Resilience’ and an associated action plan which will be taken forward in 2018-19. A copy of the draft plan is attached here:



building resilient communities draft (3).

- Benefits for the organisation include a clear strategic direction and pathway for the development and support of social work in delivering the aims and responsibilities of the Act. The strategic direction sets the scene for embedding outcome focus approaches and quality assurance into day-to-day practice and there is now a solid foundation from which to build in 2018-19.

### **What are our priorities for 2018/19 and why?**

- Continue to deliver training sessions on reflective practice and action learning across the whole directorate.
- Make sure 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.
- Make sure that we promote a co-production model for new service development.



## Quality Standard 5 – Supporting people to safely develop and maintain healthy domestic, family and personal relationships

Our social worker and CPN are a phone call away

My social worker seems to change so not sure who it is at present

So thankful to have the care and support from various departments - so appreciated

Bridgend is committed to supporting people to feel happy and fulfilled and this standard is about helping people to achieve healthy and safe relationships at home, in their own communities and with the people they are close to. Our aim has not changed from last year as we recognise that this is an ongoing aspiration, therefore, we want to support all our 'customers' to be as socially active as possible, to feel they can make decisions for themselves and keep themselves safe as well as making a contribution to others and in the community in which they live.

### What were the main things we said we would do in 2017-18?

- Be more pro-active in recruiting new foster families so that we can support children to remain living locally and have a healthy, happy and stable family relationship;
- Further develop support services within local communities and work with the Third sector to develop a range of community support options.



### How far did we succeed and what difference did we make?

- Since April 2017, we have run a number of fostering campaigns in order to increase the number of foster carers, whether for general care, support care or for the parent and child scheme. The foster care online scheme has been enhanced and we have also run recruitment stalls at a number of local events. In 2017-18 there were seven new approvals providing placements for 10 children.
- The community network teams have developed stronger partnership links with the local community and Third Sector groups so that they can link people into ordinary activities and support networks in the area in which they live. The number of Local Community Co-ordinators (LCC) has increased from one to three and 116 referrals to the LCCs were received during 2017-18.
- In partnership with Halo Leisure and Awen Cultural Trust, regular dementia friendly swimming and socialisation opportunities have been developed and so far 17



people have participated. The benefits to carers and also partner organisations has been evidenced.

### What are our priorities for next year and why?

- Target the recruitment of foster carers so that we have a wider range of choice and skills in order to find local placements for those children that require a more specialist placement. We will focus on recruiting transition carers which are part of the proposed new model for placement provision. We will also have 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. We will make sure that we build the support 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.
- 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.
- To strengthen the opportunities for people, known to Social Services and therefore in 'managed care and support' to engage with and be connected to their communities.
- Finalise a transition service model to help disabled children move smoothly into adulthood.



### Quality Standard 6 - Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs

I would like to go on organised trips occasionally

It's my family home so although not always appropriate it's where I want to be

One of the corporate priorities for the Council is to 'support a successful economy'. It is important that people have a suitable place to live and feel safe in their own home, that they have comfortable social networks but that they also have the opportunity to improve their income.

## What were the main things we said we would do in 2017-18?

- Consult on a new strategy for Direct Payments so that more people will be able to access a direct payment and therefore will be able to access more flexible support to help them be more independent;
- Work more closely with colleagues in housing so that we can create more housing options and solutions for people in need;
- Continue to involve service users, carers and communities in developing and commissioning services;
- Ensure that we create pre-apprenticeship schemes for young care leavers so that they will have the support they need to get ready to join an apprenticeship scheme;
- Continue the implementation of the revised respite service for children with disabilities so that children and their families can still receive the respite they need as well as Bridgend being able to offer more flexible support to a greater number of families;
- Continue to develop dementia friendly communities - there is a plan in place to make more local areas dementia friendly communities this year and increase the number of dementia friends across the county borough by training staff, elected Members, schools and colleges and other partner organisations;
- Consider the financial assistance afforded to care leavers who wish to attend university.

I live with my twin brother who also has learning disabilities



Some things we have asked for - could not be provided

I have what I want and so far, I have been much happier with the foster carers

## How far did we succeed and what difference did we make?

- 17 looked after children have been offered a work experience placement within Bridgend. 15 of these will have their placement within the Council and two will be placed within the Borough. This will be part of an 'apprenticeship ready' programme and there will be ongoing evaluation and support to enable the young care leavers to move into other apprenticeship or work based opportunities.
- We recognised that we did not have a Policy to provide financial support to care leavers who wanted to attend university and that the support offered was

inconsistent with no standard financial formula/framework in place. We produced a report encompassing the Welsh Government review on this topic and offered three different options for consultation. We will, thereafter, consider the consultation preferences and write a policy to allow care leavers confidence that they will be equally treated in terms of financial support and ensure that the Local Authority has given assurances that as corporate parents, young people will be afforded the same opportunities as other young people fulfil their potential and achieve their goals and aspirations. Please see the Cabinet Report [here](#):



30.01.18 Childrens  
Social Care Uni Fees.]

- In 2017-18, 1,500 people from across the county borough of Bridgend have become 'dementia friends' and some have gone onto become dementia champions. Five local community areas have achieved the 'working towards the dementia friendly community' award. As a result people living with dementia and their families have gained in confidence and feel more able to remain living within their own community due to the support the everyday support they receive.
- An independent review of the Bridgend Direct Payment Scheme was commissioned in 2017-18 and as a result we have revised the operational policy and procedures and guidance. The new Direct Payment Scheme will be launched in the summer of 2018 and it will be more closely linked to the financial strategy.



**I have lived in my own home for 48 years with assistance of care - hope to remain – my main carer is my wife**

### **What are our priorities for next year and why?**

- To support more young people to participate in apprenticeship opportunities across the Council. We will also evaluate the experiences of those who have participated in apprenticeships and be proactive in identifying progression routes into employment.
- We will implement a policy to ensure a consistent approach to support care leavers attending university.
- To review our joint intentions with our partners in the light of the National Dementia Action Plan.
- Implement and monitor the new direct payments policy, procedure and action plan.

## 5. How We Do What We Do

### Our Workforce and How We Support their Professional Roles

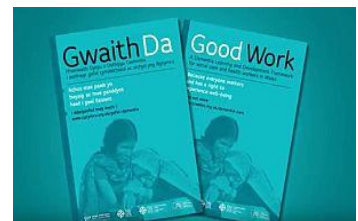
Bridgend County Borough Council is committed to ensuring that the social care workforce, not just within the Council but across the whole sector, has



Gofal Cymdeithasol **Cymru**  
Social Care **Wales**

the appropriate skills, training and development opportunities in order to keep up with the new legislation. We firmly believe that a competent and trained workforce is the key to making sure that we are able to deliver quality services at the right time, in the right way and to the right person. Bridgend receives funding from Welsh Government via the Social Care Wales Workforce Development Grant which has been used to support the implementation of the Act. The grant now comes into the region and so also supports the Western Bay regional priorities to support improvement of care and support across all providers and organisations and the priority areas for the grant are set out in the Social Care Workforce Development grant. The grant allocation for Bridgend for 2017-18 was £321,786 to which the Local Authority added a contribution of £170,730, which was £32,822 in excess of the mandatory required contribution. Below are examples of some of programmes that were available in 2017-18.

- There have been 5,963 attendances days at learning and development events during the period April 2017 to March 2018.
- Bridgend has continued to focus training on developing the skills of the whole sector workforce to enable them to have different conversations with the people we currently support and those who are new to the service. A programme of training has been delivered with the aim of improving the confidence, consistency and effectiveness of social care staff to better meet the requirements set out in the Act and, most importantly, to continue to focus on strengths and outcomes for people. The programme has been flexible to meet the particular requirements of working within Adults or Children's Social Care and has included programmes called Caring with Pride; Engaging Well; Collaborative Communication Skills; Inspirational Conversations for Social Care Staff and Managers.
- All staff have the opportunity to access a Welsh Language e-learning programme. The directorate has Welsh Language Champions in place across the service areas. Staff are aware of who these champions are and they are able to get support and advice from them as and when needed. The service supports those who are learning to speak Welsh and is also able to identify staff who are fluent in the Welsh Language.
- We have continued to work with the ABMU Dementia Care training team and we have reviewed, revised and improved the [programme](#). Training has been mapped against the 'Good Work Dementia Learning and Development Framework for Wales'. Please see outline dementia programme [here](#):



Dementia Care  
Programme.docx



Dementia Care  
Training Programme c

- There has been a programme of training for mental health professionals to make sure that they are kept up to date with the necessary legislation and guidance. You can view the programme [here](#):



Mental Health DoLs  
training.docx

- We have delivered a national programme, called Confidence in Care, aimed at transforming outcomes for looked after children in Wales. Bridgend has held an 11 week course for our foster carers aiming at increasing their skills and coping strategies to improve the relationship between the foster carer and the child they are caring for.
- Alongside a core programme of training on Child Sexual Exploitation (CSE), we have introduced CSE training for taxi drivers and those working within the night time economy e.g. hotel, pubs and clubs. The training also covers safeguarding for a range of other vulnerable groups.
- We work with local training providers to deliver the Health and Social Care Qualification and Credit Framework (QCF) awards at level 2, 3 and 5. We have been preparing for the inclusion of domiciliary and residential adult care home workers onto the Social Care Wales register of Social Care Workers by identifying and supporting staff to undertake the required qualification in advance of mandatory registration in 2020- 2022.
- Bridgend co-ordinated 36 practice learning placements for social work students. 24 of these were within Local Authority Social Work teams and 12 provided by third sector agencies.
- Bridgend has supported 21 newly qualified social workers through their first year in practice. 17 social workers have completed the Continuing Professional Education & Learning (CPEL) Consolidation Programme. Five social workers are currently undertaking CPEL modules at Cardiff University.
- HR Officers have supported the planning and development of the social care workforce, to ensure there is a competent, appropriately trained and qualified workforce to deliver professional and quality services. Some of the key areas include:
  - Implementation of the recruitment and retention strategy;
  - Provision of workforce information;
  - Engagement and consultation with employees affected by the new extra care provision;
  - Consultation with employees to implement new staff structures in children's residential services;
  - Preparation for the introduction of domiciliary care registration.

#### Priorities for 2018-19

- To ensure that Bridgend is ready for the implementation of the Regulation and Inspection of Social Care (Wales) Act 2016. Workshops and briefings to support the implementation of the Act including regulation, roles of the registered

manager and responsible individual and the All Wales induction framework for health and social care.

- To support developments within residential and foster care services for children and young people. This includes a training strategy which aims to promote a common understanding of children's and young people's behaviour using a common base and intervention model.
- Support the service in:
  - building social work capacity for succession planning
  - remodelling services and implementing new structures and ways of working
  - ensuring that the terms and conditions for those services that we commission meet the requirements of the Welsh Language Act. The Welsh Language is part of the quality frameworks for residential care, nursing care and domiciliary care services.

### **Use of technology**

We are always looking at ways to improve the use of technology to support our work. Some examples of this are detailed below:

- In September 2017 direct care staff working in the community were all given an electronic tablet to enable them to work more flexibly outside of an office environment. It is now much easier to communicate with these staff on a daily basis as they can receive updates and information, including rota information, payslips and general emails, about their calls whilst 'on the patch'. This has meant a new way of working for this group of staff and generally the response has been very positive.
- Initial preparation work has taken place to develop an electronic process for fostering allowance payments and it is anticipated that this will be up and running later in 2018 on the Social Services electronic system known as WCCIS. When this has been completed the next step will be to progress the payments to our independent domiciliary care providers.
- Bridgend County Borough Council utilises the court portal in order to store, manage and share all the papers required for care/supervision court proceedings and these are referred to as 'court bundles'. This is a secure web based portal which is used by a number of local authorities and is managed by officers from Carmarthenshire and Swansea. This has helped in reducing the need to print numerous bundles of documents for parties and the courts, saving the service both time and money. In addition it enables all parties to access the documents from anywhere at any time. The court service is in the process of digitisation and in due course it is likely that all bundles will be provided to the court electronically. Bridgend use of the portal will inevitably make adapting to the process of change in the court service a far simpler task.

## **Our Financial Resources and How We Plan For the Future**

Across the UK, councils are facing unprecedented challenges in the face of reduced Government funding and increased demands on essential services. The difficult financial position is set to continue for a number of years to come and in our Medium Term Financial Strategy (MTFS) we estimate that, between 2018-19 and 2022-23, Bridgend County Borough Council could have to make further savings of up to £33 million.

The Council's net budget in 2017-18 was £258 million. To achieve a balanced budget, the Council's budget included savings proposals of £6 million. Of this, £1.8million was related to Social Services and Wellbeing. One of the Council's key principles in developing its Medium Term Financial Strategy is to meet its statutory obligations and direct its resources towards its corporate improvement priorities.

However, the authority has also allocated additional revenue funding for priority areas within social services to the value of £865,000.

The net base budget for Social Services in 2017-18 was £60million. The services have worked very hard toward achieving MTFS savings and contain expenditure within budget. However, the year-end outturn showed Adult Social Care was £534,000 overspent and Childrens Services was £888,000 overspent. It should be noted that Adult Social Care has been subject to over £6.3million MTFS budget reductions over past three years (2015/16 to 2017/18) and Children's Social Care has been subject to over £1.3million MTFS budget reductions over the past three years (2015/16 to 2017/18), whilst the demand on services has remained high.

The Council has robust monitoring and review processes in place to ensure that the MTFS is delivering. Regular reports come into the corporate management board (CMB) and the monthly joint meeting between the Cabinet and CMB. There is a quarterly corporate performance assessment (CPA) which is attended by Cabinet, CMB and heads of service. At this meeting the Directors have to present their performance for the quarter which includes the budget position and progress against the MTFS and this is open to challenge from members of the board.

The service also has the necessary checks and balances in place and service managers and finance work closely to ensure that budgets are effectively managed and monitored. Monthly updates are provided to the director, heads of service and group managers on the budget position and regular finance updates are provided to the two re-modelling boards where progress on the change programme is matched against the savings targets.

In light of the significant budget pressures facing the social services directorate, the service has developed an updated financial plan identifying plans and actions that are being implemented in order to bring the service back to a balanced budget over the next three years. However, it needs to be recognised that the directorate may also be required to find additional MTFS savings over the next three years to contribute to the overall budget pressures facing the Council.



## Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

As reported last year, Bridgend continues to be a key partner within the Western Bay Regional Partnership Board. The governance arrangements have been reviewed and amended as the programme has evolved and new legislation introduced to ensure robust decision-making processes. At the time of writing this report there is an independent review of the current arrangements and this will take account of the potential changes required to the regional arrangements if there is a change to the Health Board boundary.

The groups and boards for the various strands of the programme include officers from all partner organisations, including the third sector and these groups are used to share health and social care intelligence in order to inform changes, which will improve delivery of services, care and support. Robust governance arrangements has been a key factor to the success of the Western Bay Programme and demonstrate the commitment to the Key Programmes having a Regional Implementation Manager for each along with a Director as a Sponsor, which helps drive the change at both a strategic and political level. Please see [governance structure](#) and recent report [here](#):



3. Appendix 3 - Western Bay  
Western Bay responsGovernance Phase 3

A joint programme office supports and coordinates the partnership arrangements with the necessary allocated resources through a Section 33 Agreement for the Western Bay Programme Office infrastructure, which has been approved by all partners to 2020 demonstrating the commitment to partnership working.

There are a number of other partnership agreements and pooled fund arrangements that have been developed for Western Bay services over the last few years. A major achievement of the partnership was to construct and obtain approval for the Section 33 agreement, established for Intermediate Care Services across Western Bay that is managed through Joint Partnership Boards in Bridgend, Neath Port Talbot and Swansea.

In 2017-18 there has been a focus on producing the Regional Area Plan which sets out the priority areas for integrated working between health and social care. These priorities are set against the key themes of older people, children and young people, mental health, learning disability and autism and carers.

In December 2017, Welsh Government issued a consultation entitled 'Effective Partnership Working in Bridgend – Proposed Health Board Boundary Change to Align Decision Making across Health and Local Government'. The consultation closed in March 2018 and at the time of writing this report there is still no announcement confirming the outcome. Bridgend has therefore continued to work in partnership across Western Bay but has also started to develop closer working relationships with the Cwm Taf region in preparation of any potential change. Please see Health Board Boundary Change Council report [here](#):



28.02.18 - Council  
HB boundary change

In Bridgend, Cabinet and the corporate management board (CMB) continue to meet informally on a monthly basis which provides the opportunity to oversee the business of the Council, share the overall direction for the Council and make sure that we are promoting the One Council approach so that important issues such as the MTFs, safeguarding and transformation are on the agenda.

We have a simple vision for Bridgend County Borough Council, to 'always act as one Council working together to improve lives.' The corporate plan was reviewed during the year and updated as appropriate and 'Working Together to Improve Lives' sets out the corporate priorities and the direction of travel:

- Supporting a successful economy;
- Helping people be more self-reliant;
- Smarter use of resources.

There is a clear link to the Social Services and Wellbeing Directorate Business Plan which sets out the directorate's priorities for 2018-19.

For social services, 'helping people be more self-reliant' means that we will continue to develop our approaches and practice so that we can appropriately take early steps to reduce and prevent people from becoming vulnerable or dependent on us and our services.

Bridgend County Borough Council takes its role as corporate parents seriously and the Corporate Parenting Committee meets quarterly. There are also Overview and Scrutiny committees.

Links to all of the 2017-18 Cabinet, Council, Corporate Parenting and Overview and Scrutiny Committee reports and minutes that relate to social care can be accessed *Please find attached the link to all reports here:*

<https://democratic.bridgend.gov.uk/ieDocHome.aspx?Categories>

As mentioned, there is a quarterly corporate performance assessment (CPA) meeting which is attended by Cabinet, CMB, Scrutiny Chairs and heads of service. At this meeting, the Directors have to present their performance for the quarter which includes the budget position, performance against business plan actions and targets, sickness and progress against the MTFs and this is open to challenge from members of the board. Specifically, the CPA monitors:

- the Council's improvement priorities and its commitments which are set out in the corporate plan, which can be accessed through the Council's website, please see link here:  
<https://www.bridgend.gov.uk/my-council/council-priorities-and-performance/documents-and-key-publications/>
- key success indicators-measures and service actions that are linked to national and directorate performance indicators and progress against directorate priorities;
- the budget allocated to each directorate and the progress against savings-targets;
- corporate risks.







The Corporate Director of Social Services and Wellbeing, with the two heads of service continue to meet with all of the social services and wellbeing managers plus representatives from Legal, Human Resources and Finance. This ensures open







communication and updates on national, regional and local matters. It is important that staff feel part of this process and are able to contribute to the ongoing development of the service and also to recognise the hard work and achievements collectively and as individuals. The Director also meets regularly with front line staff and carries out a number of service visits throughout the year.








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## 6. Accessing Further Information and Key Documents

Page Reference	Description	Evidence Link
Page 5	Link to The Parliamentary Review of Health and Social Care in Wales	<a href="https://beta.gov.wales/review-health-social-care?lang=en">https://beta.gov.wales/review-health-social-care?lang=en</a>
Page 5	Early Help Scrutiny Report	 16.04.18 - Early Help and Childrens Social C <a href="http://democratic.bridgend.gov.uk/documents/s15119/Early%20Help%20and%20Childrens%20Social%20Care.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s15119/Early%20Help%20and%20Childrens%20Social%20Care.pdf?LLL=0</a>
Page 5	MASH Cabinet Report	 31.10.17 - MASH Cabinet Report Final. <a href="http://democratic.bridgend.gov.uk/documents/s13564/MASH%20Cabinet%20Report%20Final%20report%2024.10.17.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s13564/MASH%20Cabinet%20Report%20Final%20report%2024.10.17.pdf?LLL=0</a>
Page 5 & 15	Children's Residential Care Cabinet Report	 27.02.18 - Children's residential care.pdf <a href="http://democratic.bridgend.gov.uk/documents/s14701/180227%20%20Childrens%20Residential%20Remodelling.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s14701/180227%20%20Childrens%20Residential%20Remodelling.pdf?LLL=0</a>
Page 8	Advocacy Evaluation Report	 BVC Evaluation - IPA Pilot April 2018.docx. <a href="http://democratic.bridgend.gov.uk/documents/s15970/P8%20-%20Advocacy%20Evaluation%20Report.pdf">http://democratic.bridgend.gov.uk/documents/s15970/P8%20-%20Advocacy%20Evaluation%20Report.pdf</a>
Page 10	Social Services & Wellbeing Business Plan	 SSWB Business plan 2018-19 following Sc <a href="http://democratic.bridgend.gov.uk/documents/s15012/Appendix%20A%20-%20Business%20plan%202018-19%20SSWB.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s15012/Appendix%20A%20-%20Business%20plan%202018-19%20SSWB.pdf?LLL=0</a>
Page 12	Social Services Representations and Complaints Annual Report 2017-18	 17.07.18 - Complaints Annual Report - Apper

Page Reference	Description	Evidence Link
Page 15	Quality Assurance Framework	 Assuring Quality Framework and Guide <a href="http://democratic.bridgend.gov.uk/documents/s16013/P15%20Quality%20Assurance.pdf">http://democratic.bridgend.gov.uk/documents/s16013/P15%20Quality%20Assurance.pdf</a>
Page 18	Extra Care communication Strategy and newsletter	 Extra Care Communication Strate <a href="http://democratic.bridgend.gov.uk/documents/s15973/P18%20Extra%20Care%20communication%20Strategy.pdf">http://democratic.bridgend.gov.uk/documents/s15973/P18%20Extra%20Care%20communication%20Strategy.pdf</a>   ECH Newsletter February 2018.pdf <a href="http://democratic.bridgend.gov.uk/documents/s15974/P18%20Extra%20Care%20Newsletter.pdf">http://democratic.bridgend.gov.uk/documents/s15974/P18%20Extra%20Care%20Newsletter.pdf</a>
Page 19	Prevention and Wellbeing Scrutiny Report	 07.03.18 - Prevention and Wellb <a href="http://democratic.bridgend.gov.uk/documents/s14812/07.03.18%20-%20Prevention%20and%20Wellbeing%20Services%20-%2007th%20March%202018.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s14812/07.03.18%20-%20Prevention%20and%20Wellbeing%20Services%20-%2007th%20March%202018.pdf?LLL=0</a>
Page 20	Link to the Western Bay Safeguarding Board	<a href="http://www.wbsb.co.uk/">http://www.wbsb.co.uk/</a>
Page 23	Reinvigorating Social Work Strategy and Word Cloud	 BCBC v2 Traning Plan 2017-18.docx <a href="http://democratic.bridgend.gov.uk/documents/s15976/P22%20Reinvigorating%20Social%20Work%20Strategy.pdf">http://democratic.bridgend.gov.uk/documents/s15976/P22%20Reinvigorating%20Social%20Work%20Strategy.pdf</a>   Wrd Cloud Social Work.docx <a href="http://democratic.bridgend.gov.uk/documents/s15975/P22%20Reinvigorating%20Social%20Work%20Strategy%20-%20Word.pdf">http://democratic.bridgend.gov.uk/documents/s15975/P22%20Reinvigorating%20Social%20Work%20Strategy%20-%20Word.pdf</a>

Page Reference	Description	Evidence Link
Page 24	Children's Leadership development programme IPC	 Bridgend CBC Children's Services Le <a href="http://democratic.bridgend.gov.uk/documents/s15977/P23%20Childrens%20Leadership%20development%20programme%20IPC.pdf">http://democratic.bridgend.gov.uk/documents/s15977/P23%20Childrens%20Leadership%20development%20programme%20IPC.pdf</a>
Page 24	Children's Social Care: Outcome focused practice training programme	 Outcome focused practice training prog <a href="http://democratic.bridgend.gov.uk/documents/s15978/P23%20Childrens%20Social%20Care%20-%20Outcome%20focused%20practice%20training%20programme.pdf">http://democratic.bridgend.gov.uk/documents/s15978/P23%20Childrens%20Social%20Care%20-%20Outcome%20focused%20practice%20training%20programme.pdf</a>
Page 24	Building Resilient Communities Draft Development Plan	 building resilient communities draft (3).
Page 28	Children's Social Care – University Fees Cabinet Report	 30.01.18 Childrens Social Care Uni Fees.1 <a href="http://democratic.bridgend.gov.uk/documents/s14516/180130%20Childrens%20Social%20Care.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s14516/180130%20Childrens%20Social%20Care.pdf?LLL=0</a>
Page 30	Outline Dementia Programme	 Dementia Care Programme.docx <a href="http://democratic.bridgend.gov.uk/documents/s15977/P23%20Childrens%20Leadership%20development%20programme%20IPC.pdf">http://democratic.bridgend.gov.uk/documents/s15977/P23%20Childrens%20Leadership%20development%20programme%20IPC.pdf</a>   Dementia Care Training Programme c <a href="http://democratic.bridgend.gov.uk/documents/s15978/P23%20Childrens%20Social%20Care%20-%20Outcome%20focused%20practice%20training%20programme.pdf">http://democratic.bridgend.gov.uk/documents/s15978/P23%20Childrens%20Social%20Care%20-%20Outcome%20focused%20practice%20training%20programme.pdf</a>
Page 30	Mental Health Professionals Training Programme	 Mental Health DoLs training.docx <a href="http://democratic.bridgend.gov.uk/documents/s15981/P29%20Mental%20Health%20DOLS%20programme.pdf">http://democratic.bridgend.gov.uk/documents/s15981/P29%20Mental%20Health%20DOLS%20programme.pdf</a>

Page Reference	Description	Evidence Link
Page 33	Western Bay Governance Structure and recent report	 3. Appendix 3 - Western Bay respons <a href="http://democratic.bridgend.gov.uk/documents/s15982/P31%20Western%20Bay%20Governance%20Structure.pdf">http://democratic.bridgend.gov.uk/documents/s15982/P31%20Western%20Bay%20Governance%20Structure.pdf</a>   Western Bay Governance Phase 3 <a href="http://democratic.bridgend.gov.uk/documents/s15983/P31%20Western%20Bay%20Governance%20Structure%20Diagram%20.docx.pdf">http://democratic.bridgend.gov.uk/documents/s15983/P31%20Western%20Bay%20Governance%20Structure%20Diagram%20.docx.pdf</a>
Page 34	Health Board Boundary Change Council Report	 28.02.18 - Council HB boundary change <a href="http://democratic.bridgend.gov.uk/documents/s14764/28.02.18%20-%20Council%20HB%20boundary%20change%20consultation.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s14764/28.02.18%20-%20Council%20HB%20boundary%20change%20consultation.pdf?LLL=0</a>
Page 34	All Council Reports Link	<a href="https://democratic.bridgend.gov.uk/ie/DocHome.aspx?Categories">https://democratic.bridgend.gov.uk/ie/DocHome.aspx?Categories</a>
Page 35	Corporate Plan Website Link	<a href="https://www.bridgend.gov.uk/my-council/council-priorities-and-performance/documents-and-key-publications/">https://www.bridgend.gov.uk/my-council/council-priorities-and-performance/documents-and-key-publications/</a>

## 7. Glossary

- **ABMU** – Abertawe BroMorgannwg University Health Board
- **Adult Safeguarding** – Protection of vulnerable adults (POVA) which can involve action taken to prevent or minimise the risk of harm and also includes intervention to investigate situations where harm and/or abuse has been experienced by a vulnerable person. POVA is a multi-agency framework in place to safeguard vulnerable adults from abuse. A vulnerable adult is someone aged 18 or over who is, or may be, in need of community care services because of mental or other disability, age or illness and be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation. Bridgend adheres to the Wales Interim Policy and Procedures for the Protection of Vulnerable Adults from Abuse. This policy is signed up to by all statutory agencies. This means that the Authority has a firm agreement where all organisations work closely together to protect the person who may be being abused or be at risk of significant harm. Adult Social Care lead and co-ordinate the actions taken alongside our partner agencies, amongst which are ABM Health Board and South Wales Police.
- **Advocacy** - Section 181(2) of the Social Services and Wellbeing (Wales) Act 2014 defines “advocacy services” as: services which provide assistance (by way of representation or otherwise) to persons for purposes relating to their care and support. Part 10 of the 2014 Act sets out the requirements for local authorities in relation to advocacy, which are to:
  - Ensure that access to advocacy services and support is available to enable individuals to engage and participate when local authorities are exercising their statutory duties in relation to them; and
  - To arrange an independent professional advocate to facilitate the involvement of individuals in certain circumstances.
  - An advocate is defined as an ‘appropriate individual’ who can speak on behalf of someone who is facing barriers to communicating or understanding, weighing-up, or deciding on information related to services that they receive. Advocacy services come in a variety of forms, and range from informal, peer and voluntary advocacy through to the provision of paid and professional advocates.
- **Anticipatory Care Planning (ACP)** - is an approach to proactive planning with individuals, who have been identified as being at risk of losing their independence due to illness, increasing frailty or disability; it gives them the opportunity to participate in a co-produced planning process that will help them to make decisions about future care and support. This approach helps to improve the quality of the experience for people by minimising the need for crisis intervention through proactive planning.
- **BAVO** – Bridgend Association for Voluntary Organisations
- **Better at Home service** – see **Reablement below**
- **Child Protection** - All public and voluntary organisations in Bridgend County Borough are committed to safeguarding the welfare of children and young people and rely on members of the public to report concerns to them. Any concerns raised about a child being abused are reported to the on-duty social worker.
- **Child Sexual Exploitation (CSE)** - this is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, “protection” or affection. The vulnerability of the young person and grooming process employed by



perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent. (All Wales Protocol CSE 2008)

- **Common Access Point** - an integrated team within the Community Resource Team. Citizens carers and professionals can access Information advice and support via one contact telephone number. A Multidisciplinary Team makes decisions about the most appropriate priority and pathway required to deliver the best outcomes for individuals and will liaise with the appropriate service to facilitate access to enabling short term assessment and acute clinical services.
- **Community Network (Hub)** - A system of empowered localities in the form of Locality Networks which will be developed around natural communities as a key platform for local service planning and delivery. They will be built around Primary Care, Community and Social Care teams, working together across agreed populations to plan and deliver integrated, core, out-of-hospital services.
- **Community Resource Team** - A joint ABMUL HB and BCBC resource team serving the Bridgend community networks. The Community Resource Service is a multi-disciplinary, multi-agency team established to respond to the individual needs of people who are frail or have physical disabilities or long term chronic conditions to avoid inappropriate hospital admissions and facilitate earlier hospital discharge. The team provides community support ranging from just a few days to up to six weeks. The focus is on short term interventions to support people to remain at home outside long-term hospital settings.
- **CIW** - Care Inspectorate Wales (CIW) - CIW is part of the Welsh Government. They are responsible for regulating, inspecting and reviewing social care services and standards.
- **Dementia Friendly Communities** – this is a city, town or village where people with dementia are understood, respected, supported, and confident they can contribute to community life.
- **Deprivation of Liberty Safeguards (DoLS)** - The Deprivation of Liberty Safeguards were introduced in April 2009 to meet the requirements of the Mental Capacity Act, 2005. They provide protection for individuals who lack capacity and are therefore unable to consent to necessary care or treatment regimes, which may necessitate depriving them of their liberty to protect them from harm.
- **DEWIS** - this is the national citizen portal for wellbeing information in Wales and it is the place to go if practitioners or a member of the public want information and advice about wellbeing or want to know how you can help someone else. It provides a single point of information for citizens and for professionals; everyone can contribute information about resources in their area. As this develops across Bridgend, DEWIS will hold both national and local information that can be easily accessed and will assist in provision of advice and information for all.
- **Direct Payments** - Social Services can provide a cash payment directly to people whose needs have been assessed by Social Services as being eligible to receive services, so they can arrange and purchase their own support. They might use the money to:
  - employ someone directly to help with their care (a Personal Assistant)
  - buy care from a private registered care agency
  - make their own arrangements instead of using Social Services day care or respite care
- **Extracare Housing** - is one of a number of options for an older person who needs personal care or other type of support, but who wants to retain a degree of independence and is able to live safely on their own. An Extra Care Housing Scheme is usually a group of flats built on the same site (some providers offer bungalows), providing specialised accommodation and support services 24 hours a

day. The accommodation can be rented or bought, both by an individual and by a couple. Older people living in them enjoy the freedom of having their own front door and the peace of mind from knowing staff are available if they are needed.

- **Information Advice and Assistance service** – As part of the Social Services and Well-being (Wales) Act 2014, which provides the legislative basis for social services in Wales from 6th April 2016, there is a requirement for the provision of information, advice and assistance - local authorities, with the assistance of Local Health Board partners, must secure the provision of a service for providing people with information and advice relating to well-being, care and support in their area, and (where appropriate) assistance in accessing these.
- **Local Community Co-ordination (LCC)** - LCC is an approach to supporting people who are vulnerable through disability, age, ill health or adverse life events to live good lives in their communities. It helps people to draw support from their communities by working to increase both the capacity of individuals and of communities. LCC works as a single, local point of contact supporting people in their community.
- **MASH** - Multi Agency Safeguarding Hub. This is an integrated approach where a number of agencies work together in one place, sharing information and making collaborative decisions. Interventions are put in place at the earliest opportunity across the MASH partnership. A MASH focuses on vulnerability for the purpose of Safeguarding children and vulnerable adults. It does this by receiving referrals from professionals and from the public. The outcomes of this process inform the level of risk to the vulnerable person and can escalate or de-escalate the concern so that appropriate action is taken. A MASH is a confidential environment, which means that all material, sensitive or not, can be revealed to another agency to decide what approach is needed by frontline staff. A MASH provides the opportunity for agencies to do this better by providing all professionals with more information on which to make better decisions.
- **Reablement** – This is critical to supporting timely discharge from hospital (Also known as Step Down support). The Western Bay model is based on supporting effective safe discharge from hospital either into a residential or community based reablement service. Timely discharge is supported within Bridgend with the service known as Better at Home. This provides a short term bridging care service that supports people with levels of care whilst they wait for either the initiation of a reablement service or the restart of a current package of care; this can be usually up to 5 days, depending on the complexity of the discharge. Although, if someone has only been in hospital a short time their existing care package can usually be re-instated within 3 days. Step up reablement provides a therapy led service that aims to address deterioration in the person's condition, putting an individual's independence and ability to remain at home at risk.
- **Rota visiting** - It is important that Members contribute to the safeguarding of our vulnerable adults, children and young people and help to ensure that the quality of care provided is appropriate. It is essential that opportunities are presented for Members to meet with people who receive services from us to listen to their views. There is a programme of rota visits to the children's and adults' social care establishments and that the programme includes independent sector adult and children's establishments. Members undertake visits in pairs and written reports are submitted by them for noting or action.
- **Social Services and Wellbeing (Wales) Act 2014** - The Social Services and Wellbeing (Wales) Act 2014 received Royal Assent in May 2014. It provides a legal framework for the policy aims of the Welsh Government in relation to social

services, bringing together Local Authorities' duties and functions. The Act has two key policy objectives:

- To improve the well-being 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.
- **Telecare** – Our vision for Telecare services in Bridgend County Borough: *'A person is able to access and use Telecare as the part of a care plan or a preventative measure which enables them to continue to live in and perform daily tasks within their home irrespective of the limitations imposed by their frailty or disability'*. Equipment is provided to support the individual in their home and tailored to meet their needs. It can be as simple as the basic community alarm service, able to respond in an emergency and provide regular contact by telephone. As well as responding to an immediate need, Telecare can work in a preventative mode, with services programmed to monitor an individual's health or well-being. Often known as lifestyle monitoring, this can provide early warning of deterioration, prompting a response from family or professionals. The same technology can be used to provide safety and security through bogus caller and burglar alarms.
  - **Third Sector** – in contrast to the public sector and the private sector, the Third Sector can be defined as the "not for profit" sector or the voluntary sector. The Third Sector is identified as a key partner in the delivery of preventative services; able to work effectively in the community supporting people in social settings and with creative and enterprising activities, maintaining their independence and delaying or reducing escalation to higher levels of managed care and support.
  - **Transition** – Definition: "Transition may be defined as the life changes, adjustments, and cumulative experiences that occur in the lives of young adults as they move from school environments to independent and living environments" (Wehman, 2006). The National Service Framework for Children, Young People and Maternity Services in Wales 2005 states "Young people who require continuing services, such as those who are disabled or chronically ill, young people with persistent mental illness or disorders, vulnerable young people and their families and carers, and care leavers, are offered a range of coordinated multi agency services, according to assessed need, in order to make effective transition from childhood to adulthood"
  - **Western Bay Health and Social Care Regional Collaboration** - This is a collaborative programme between Bridgend, Swansea, and Neath/Port Talbot Local Authorities together with the ABMU Health Board.
  - **When I am Ready** - this is a scheme which came into force on the 6th April 2016 through the Social Services and Well-Being (Wales) Act 2014(SSWBA). The scheme was developed by the Welsh Government in partnership with local government and key third sector partners to enable eligible care leavers to have the option of continuing to live with their foster carers once they attain 18 years of age.