

# **DRAFT** DIRECTOR OF SOCIAL SERVICES' ANNUAL REPORT 2018-19



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

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



July 2019

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*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

Welcome to my annual report for 2018-19 which tells you about how Social Services in Bridgend County Borough Council have been delivered during the year and how well we are doing. Social Services across Wales operate under the policy direction of the Social Services and Wellbeing Act (The Act) and in my report last year I explained about the Act and how it puts the individual and their wellbeing at the centre of all that we do. The implementation of the Act 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 builds on what I reported on last year and it will give you some examples of what this means and the impact it has had on individuals. 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.

I have used practical examples to show how things are changing and the impact that the new ways of working is having on individuals and families. It is important to note that although a lot has been achieved there is still more to be done but I can only give a flavour of the Directorate's work within this report. I hope the links which are embedded for the reader will provide further examples.

In line with the direction from Welsh Government Bridgend Social Services is required to work in collaboration with partners across the region. One of the most significant pieces of work during 2018/19 has been in response to the Health Board boundary change which has meant that from April 2019 the Community Health Services within the Bridgend County Borough transferred from ABMU Health Board to the new Cwm Taf Morgannwg Health Board. More information is included in our report to Cabinet in March 2019 attached here.



19.03.19 - Health Board Boundary cha



19.03.19 - HB Boundary Change A



19.03.19 - HB Boundary Change -

As a result Bridgend Council has left the former Western Bay region and is now working

in partnership with RCT, Merthyr and Cwm Taf Morgannwg Health Board in the new Cwm Taf Morgannwg (CTM) region. A key priority for the Council during this time has been to ensure that there is no negative impact on services and that there will be continuity of care and support for those citizens who receive a service from Bridgend Council and the Social Services and Wellbeing Directorate. Bridgend has already established good collaborative working with our new partners and we will continue to build and develop partnership arrangements during 2019.

## **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 in 2018-19 from Social Services and some information about our performance. The last section covers the big priorities we have identified are important for 2019 -20.

### **Cross Directorate**

The Directorate continues to make good progress in meeting the requirements of the Act. There is now a collection of strong evidence that the culture within the Directorate has changed and that new ways of working have become embedded into day to day practice. Performance information is regularly monitored and evaluated and improvements are made as the need arises. We also make sure that we collect people's own stories as this is a powerful way of making sure that the individual voice is heard and also a way of demonstrating if our change in approach is making a real difference to individual people.

A number of developments, which different parts of the Directorate have been working on for some time, have all come to fruition during the year and we are confident that they will make a real difference and improvement to the way we deliver support and services but more importantly, to the outcomes that people will experience. Some of these developments include:

- The transition of two Council run Older People Residential Care Homes into two new Extra Care Schemes
- The transition of one Council run Older People's Residential Care Home to an independent provider who will transform it, over a period of time, into a home for people with dementia who need nursing care.
- The transition of one Council run Residential Care Home for children into an emergency and assessment unit
- Review of day services for older people and day service for people with a learning disability which includes more opportunities for people to be linked in with their own community
- A review of the support and services offered to carers and young carers so that we are able to be more effective in what we are able to offer and provide
- Development and improvement to the internal foster care service so that it can be more flexible and also offer more specialist and therapeutic placements for children.
- The first part of our Multi Agency Safeguarding Hub (MASH) became live in April 2018 and the full team was up and running by June 2018.

During 2018–19 we have further developed our approach to prevention and wellbeing and have worked with partners to deliver a range of support and community services which has helped prevent people feeling lonely and isolated and helped keep people out of statutory services, for example person centred assessments, community coordination, dementia friendly swimming, mobile falls programme. We have worked closely with the Third Sector to put together a Community Resilience Strategy that sets out how we will work with the Third Sector in the future.

Bridgend County Borough Council has been in the unique position of transferring into a different region and during the past year there has been a big focus on extracting ourselves from the Western Bay region whilst making sure that there would be no negative impact on anyone receiving a service from us or from any regional service that Bridgend was involved with. A priority for 2019 -20 will be establishing Bridgend into a new region and making sure that Bridgend is seen as an equal partner in the new arrangements.

### **Children's Social Care**

The safe reduction of the number of looked after children remains a priority for Bridgend and during 2018-19 the numbers have continued to steadily decrease. At the time of writing this report the number of looked after children in Bridgend was 375 (as at 13<sup>th</sup> May 2019). The figure as at 31<sup>st</sup> March 2018 was 384 thereby evidencing a continual reduction. It is important that there is a continued 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. National grant funding has provided opportunities to further develop edge of care services and we have developed a number of new services including a 'Baby in Mind' service and a new model for Children's residential care has been implemented. Our hub opened in December 2018 and can provide two placements in emergency circumstances in addition to four for children and young people requiring a more in-depth assessment of their needs and suitable longer term options. Since opening, 16 children have been placed in this new provision and this has meant that we have avoided having to place these children out of the area.



The foster care service has developed alongside the new residential care model and we have successfully recruited a cohort of transitional carers which is integral to the new approach. Attached below is a report to our Corporate Parenting Committee which includes more information.



10.01.19 - Fostering  
Remodelling.pdf

The Multi Agency Safeguarding Hub became fully operational in June 2018 with over 80 professionals based together and working more closely than ever before.

We have also commissioned a new four bedded model of supported living provision for care leavers which has been fully occupied since it opened.

### Adult Social Care

The new assessment process has gained pace and continues to focus on ‘what is important to individuals’ so that attention is given to how that person can remain independent for as long as possible.

Ty Ynysawdre Extracare Scheme opened in December 2018 and the second Scheme is scheduled to open in May 2019 enabling the Council to close two of its residential care homes. A third Home has transferred to an independent provider and now Bridgend only has one remaining Council run Home. The longer term plans for this Home is to provide more flexible community reablement type beds.



We have reviewed and will now be recommissioning a number of our services that help support individuals to live as independently as possible, this includes:

- Shared Lives service (adult placement scheme)
- Direct Payment support service
- Carer’s services, including our Short Break services

### PERFORMANCE

Some key 2018-19 performance data is included below:

#### Children’s Social Care



	2017-18	2018-19
• Number of new contacts during the year.	6677	7945
• Number of children who needed a child protection intervention. (This figure is the number of children where a section 47 investigation was started).	637	687
• The number of children on the child protection register at the end of the year	169	191
• The number of looked after children as at the end of March 2019. The safe reduction of children looked after remains a priority for the Council.	384	381

## Adult Social Care

	2017-18	2018-19
The percentage of adults who completed a period of reablement and 6 months later have no package of care and support	58.27% 356/611	61.31% 385/628
The number of people who received a Telecare package during the year	3162	3451
Number of people who were supported in long term care (residential)	676	700

### What did we say we would do in 2018-19? How did we perform?

In 2018-19 we said we would continue to build on the progress and achievements made the year before and we also said we would implement the actions that we set out in the Social Services and Wellbeing Business Plan.

Giving up my independence was very hard

I have all the necessary extras in my house, which enable me to continue to stay here

The following key priorities were identified as needing a focus during 2018-19 and below is a brief summary of how they have progressed during the year and further attention will continue in 2019-20 to ensure the progress continues:

- **To give people more choice and control over what support they receive by providing early access to advice and information:**

Still waiting on things that I have asked my social worker to do

*The Directorate sends out an annual survey to all our customers and the feedback we have had this year tells us that this area has improved during 2018-19 in both adult and children's services. 72 % of children and 77.63% of adults told us they received the right advice and assistance when they needed it.*



There are activities  
I can take part in  
everyday

- **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:**

*The first point of contact for adults and adult carers is known as the Common Access Point (CAP). This team provides quality information and low level advice to people and will also direct people to a more appropriate support and service if required. This means that we can proactively manage the number of referrals coming into the statutory service whilst also ensuring that people have an effective response to their query.*

- **Continue to involve service users, carers and communities in developing commissioning services:**

*In 2018-19 we have held a number of engagement events in order to involve our service users, carers and communities in the further development of carers' support, direct payments, support providers and our shared lives services. As a result we have been able to commission new services in each of these areas with contracts due to start for a Carers Wellbeing Service, a Short Breaks (Respite) Provider Framework, a Direct Payments Support Service, and a new regional collaboration to start with the Vale of Glamorgan Council for our Shared Lives (Adult Placement) Scheme.*

- **To reduce demand by investing in targeted early help and intervention programmes:**

*Children's social care and early help services have worked together ensuring that support is provided to children and families at the most appropriate times and that, wherever possible, children and young people remain in the care of their families. This joined-up approach across the service areas that sit in separate Directorates is governed by a joint Early Help and Safeguarding Board which is chaired by the two Directors from the respective Directorates. Services that have been enhanced or established during the year are the Rapid Response team, Family Group Conferencing, Reflect and Baby in Mind. The latter is an innovative service locally designed to work with parents during the pre- and post-birth where there are concerns that a baby is at risk of becoming looked after.*

- **Implement a new 52 week residential service model for disabled children and young people:**

*The service was officially opened in January 2018 and is now fully occupied.*

- **Establish a new model of residential provision for looked after children and young people:**

*Our residential hub for children and young people opened in December 2018; the Hub provides two emergency beds and four assessment beds and since it opened the Hub has been able to provide a service for 16 children.*

- **Finalise a transition service model to help disabled children move smoothly into adulthood:**

*We have now recruited 5 Transition Social Work posts to work directly with young people and their families during their transition into adulthood. The development of this service has been slower than we wanted and therefore it continues to be a priority. The service has recently been evaluated and this is due to report in May 2019; the recommendations from the review will be taken forward in 2019-20.*

- **To support carers in maintaining their roles:**

*Following extensive consultation and engagement carried out with carers and key stakeholders during 2018-19, new, remodelled Carer's Wellbeing and Short Breaks services have been commissioned. The new contracts and service models for the Carer's Wellbeing service will commence in April 2019 and the Short Breaks services in July 2019. A review of carer assessment tools has been completed and work on outcome based assessment and plans of support is ongoing.*

- **Recruit and retain carers across the range of fostering services:**

*In 2018-19, we recruited 19 carers and 16 carers finished with us leaving an increase of three overall. The breakdown is below:*

<b>Recruited:</b>		<b>Terminated:</b>		<b>Sample of reasons</b>
<i>General</i>	<i>3</i>	<i>General</i>	<i>12</i>	<i>Family commitments/Health concerns/Retirement</i>
<i>Kinship</i>	<i>11</i>	<i>Kinship</i>	<i>4</i>	<i>Child reached 18 / change in legal status/care plan</i>
<i>Parent/Child</i>	<i>2</i>			
<i>Transitional</i>	<i>3</i>			
<b>Total:</b>	<b>19</b>	<b>Total</b>	<b>16</b>	

- **To support the third sector, town and community councils and community groups to meet local needs:**

*Work is being progressed at Bridgend Life Centre and a feasibility study is being taken forward with Awen to look at options for development of the Grand Pavilion. The redevelopment of Maesteg Town Hall will create opportunities for a wellbeing hub at Maesteg Sports centre. Some key achievements in 2018-19 include:*

- *We worked with BAVO to recruit, train and deploy an additional 14 volunteers to support third sector opportunities;*
- *In partnership with Town and Community Councils there were 9700 visits to holiday wellbeing programmes by children and young people;*

- *A falls prevention network was supported with a falls awareness partner event and also a mobile falls programme developed via Halo leisure;*
- *As a local partnership, Bridgend achieved "excellent" in the Quest UK quality awards for active communities.*

○ **Enable community groups and the third sector to have more choice and control over community assets:**

*Support is being provided for the community asset transfer work stream in the Communities Directorate and includes community sports facilities and community centres. Training events have established on safe management of community centres and a review of current licencing arrangements for centres in currently underway.*

○ **To achieve the budget reductions identified in the medium term financial strategy:**

*The Directorate has achieved the budget reduction targets that were set for 2018-19 and has already started working on the proposals for 2019-20. There has been regular financial planning and monitoring meetings involving, at times, the Chief Executive and Section 151 Officer. More detail on the financial planning of the Directorate can be found on page 35.*

○ **Ensure appropriate services are available to children at risk from child sexual exploitation ( CSE):**

*The Child Sexual Exploitation Task Force has evolved into a multi-agency Child Sexual Exploitation and Missing Children Task Force. As a result of more effective monitoring, the numbers of children and young people monitored under the CSE protocol has reduced and we are now able to target specific areas that require more support like work within schools and night time activity which is known as the 'night time economy' within Bridgend.*

• **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:**

*A Transition Board with different work streams was established between the two Health Boards and BCBC. The work which was of most relevance to the Council was undertaken in the Partnership Work Stream and involved all the relevant partners. The work was completed in time for the change in April 2019.*

• **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:**

*The Directorate has continued to deliver integrated community services for Older People and has been building new relationships with colleagues in the new region (Cwm Taf Morgannwg) in order to develop integrated services in other areas. We have submitted a proposal into Welsh Government for Transformation funding and at the point of writing this report we are expecting to hear if we have been successful.*

## **What we want to do in 2019-20?**

We will implement the actions as set out in the 2019 - 20 Social Services and Wellbeing Directorate Business Plan. This has a range of aims and commitments which sit under the three overarching corporate priorities, namely Supporting a successful economy, Helping people to be more self-reliant; Smarter use of resources. The key aims and actions are as follows:

- Give people more choice and control over what support they receive by providing early access to advice and information;
- Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community co-ordinators;
- Continue to involve service users, carers and communities in developing and commissioning services;
- Reduce demand through targeted early help and intervention programmes;
- Support the development of a new generation of community health and wellbeing centres for our residents with health partners;
- Establish a new model of residential provision for looked after children and young people and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation;
- Finalise a transition service model to help disabled children move smoothly into adulthood;
- Support care leavers to secure appropriate accommodation;
- Work in partnership with the third sector, town and community councils and community groups to meet local needs;
- Work with partners and the third sector to strengthen communities and identify the best way of providing services locally;
- Enable community groups and the third sector to have more choice and control over community assets;
- Ensure a smooth transition into the new Cwm Taf Morgannwg partnership region to ensure no citizen is adversely impacted as a result of the change;
- Support carers in maintaining their roles;
- Recruit and retain carers across the range of fostering services;
- Ensure Safeguarding is core business across the Council;
- Achieve the budget reductions identified in the medium term financial strategy;
- Develop the culture and skills required to meet the needs of a changing organisation;
- Provide learning and development opportunities for staff to meet future service needs.

There are additional specific priorities identified at the end of each section in the body of this report.

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

It is essential that we involve people in the way our services are run and also in how we shape and deliver new developments and ways of working. 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. During the last year we have held engagement and consultation events with young care leavers about how they want to be better engaged with service development and we have also held a number of events for young care leavers about what is important to them and what type of support they feel they need.

In Adult Social Care, we have engaged widely with individuals, their families and front line staff in the development of our residential care model and are planning to engage with people in relation to how we will run day services and day opportunities in the future.

In November 2018, we asked 460 children and young people and 1352 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 1352 questionnaires were sent out to adults (over 18 years); 406 were returned, a response rate of 30%. Some of the comments received include:

*"My voice is heard and listened to. My individual circumstances are considered. I live in a home that best supports me to achieve my wellbeing."*

*"I feel isolated in between visits off carers."*

*"I try to be independent but could not manage without the service I receive from you."*

**My care is fantastic and flexible for my needs**

**Feel isolated in my own home**

**Carers:** A total of 48 questionnaires were sent out to carers; 15 were returned, a response rate of 31%. Some of the comments received include:

*"Social Services, Dementia support and the staff in the home are my rocks."*

*"I have needed to prompt Care providers to involve me with decisions relating to my father's care."*

**Everyone has been helpful.**

**I am unable to find time to do things for myself**

**Children:** A total of 460 questionnaires were sent to children (age 7-17 years); 51 were returned, a response rate of 12%. Some of the comments received include:

- “Don't know what I would do or where I would be without everyone”.
- “I feel safe in the hostel but when I am out I don't feel safe.”
- “I live in a happy home because they are lovely and kind. I feel they love me.”

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 2018-19.

	Early Resolution (within 2 working days)	Stage 1 Formal process	Stage 2 Formal process	Corporate Complaints	Public Services Ombudsman	Compliments
<b>Adults</b>	54	19	3*	9	1	149
<b>Children's</b>	152	17	1	31	1	29
<b>Business/Finance Support</b>	2	2	—	1	1	5
<b>Commissioned Services</b>	26	—	—	—	—	
<b>Total</b>	234	38	4	41	3	183

\*1 Stage 2 was subsequently withdrawn

During 2018-19, three complaints were received by the Ombudsman's Office, one of which related to Adult Social Care whereby the Ombudsman recommended that the Local Authority undertake a Stage 2 independent investigation which was commissioned in April 2019. One complaint related to finance support – residential charges whereby the Ombudsman decided the Council was entitled to reach its decision not to revisit the complaint and would not, therefore, be investigating it. The third complaint to the Ombudsman related to shortcomings with the handling of a complaint, as a result of which learning has been identified and actions implemented.

The 2018-19 draft Representations and Complaints Annual Report is being drafted and will be presented to Cabinet later in the year.



## Care Inspectorate (Wales) (CIW)

The focus of work in 2018-19 has been to prepare for the implementation of the new Registration and Inspection of Social Care Act (Wales) Act (RISCA). All regulated services (including those commissioned and Council run/owned services) have needed to be re-registered and have to comply with the new requirements. This has included making sure that all front line staff have the required training and qualification in order to be registered. A number of workshops have been held to make sure that providers and managers are aware of the new requirements and a training plan has been developed to roll out knowledge and skills training in 2019-20. Registration sessions will also be held to support our staff complete their registration.

In Autumn 2018, CIW undertook engagement events with looked after children, care leavers and foster carers as part of a National Review of Care and Support for Looked After Children. Whilst some participants were positive about the support they receive, there were also some areas for improvement highlighted and an action plan is in place to address this. The action plan is attached here.



CIW Engagement  
Event Action Plan Document

In February 2019, CIW carried out an annual focussed activity which concentrated on advocacy and mentoring. The findings were positive and are detailed in the report attached here.



8.3.19 HOS re  
findings of focussed

In February 2019, CIW carried out a focussed activity which concentrated on services to carers. The findings recognised that, from the sample reviewed, that the recording of discussions with people to complete the assessment and reach an outcome was generally insufficient to evidence good practice or accountable decision making. Improvement in this area is a key priority for us in 2019-20. The letter from CIW is attached here.



06.03.19 Letter to  
HOS focussed activity

The required actions for improvement include:

- Ensure the quality of recorded outcomes for carers
- Ensure the quality of recording on the assessment form and case record
- Quality assure carers' assessments to embed learning
- Increase the level of communication and consultation

This is being monitored through the Performance Management Board.

## 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

As a re-cap, outcomes reflect what matters to a person, they 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 own life. Last year my report explained how Bridgend was making sure that we supported people to achieve the things that are important to them and during this past year we have continued to develop these outcome focused approaches.



I am still able to live alone with help from family and Everycare, this is important to me.

19 staff have attended Collaborative Communications training this year and 48 staff have been through skills based training in applying BCBC's supervision policy. We will continue to offer bespoke training to support outcome focused approaches. The Adult Mental Health Team has developed a new community approach to supporting individuals in their recovery and 16 staff received training to adapt to a new way of working. 13 staff attended for working in Extra Care and this equipped them with skills and knowledge to support independence.

#### What were the main things we said we would do in 2018-19?

- 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.

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

I am fully involved in community activities. I have a care package that allows this

I can come and go as I want to

The times I require help, there are no carers available to assist.

- The number of children looked after by BCBC is gradually reducing. The average LAC numbers in 2017-18 was 387 and this average has reduced to 376 in 2018-19. The Council is refining and developing our Looked After Children Reduction Strategy and as part of this are positively engaging with Welsh Government who are reviewing LAC strategies and reductions across Wales in the early part of 2019.
- We have progressed the development of a new initiative – Reflect – that works with individuals who have previously had their children removed from their care. This assisted the individuals in understanding how their own experiences of being parented has contributed to their situation and support them in understanding child development and better ways of parenting.
- We introduced a new service called 'Baby in Mind' which provides intensive support for parents during the pre and post birth periods. This specialist service has led to a reduction of the number of parent and baby placements being used by the Local Authority from 10 in 2017-18 to 6 in 2018-19.
- In 2018-19, we started a Family Group Conference service which means we can more effectively engage with families to prevent children coming into care. Whilst it has been a positive development, the demand for the service has been great and therefore we are now considering ongoing funding arrangements.
- We have ensured that people living with sensory loss are able to access services in a way that supports their needs. This includes video signing and use of email, letter, fax and mobile text. We are also testing "Signvideo", this is a platform that gives deaf people, using BSL, access to the Common Access Point enabling them to make telephone calls confidently to hearing people through fully qualified interpreters.
- Community Occupational Therapy are working with Housing to review and streamline the current DFG process in order to improve user experience and outcomes. The outcome of this will be included in next year's Annual Report.
- We have invested Integrated Care Fund (ICF) money into Dementia services and as a result have developed a Dementia Link Service and a Dementia Day service.

These provide four pathways of support and intervention:

Support and intervention	Number of people accessed (December 2018- May 2019)
Information, signposting and advice	153
Assistance	43
Outreach	29
Care	17

This approach provides a team around the person to coordinate a persons' care and interventions to ensure that their future needs are planned for, as well as working to a person's strengths to support them to live well with dementia. For additional information please see attached a report to our Overview and Scrutiny Committee.



17.04.18 -  
Dementia.pdf

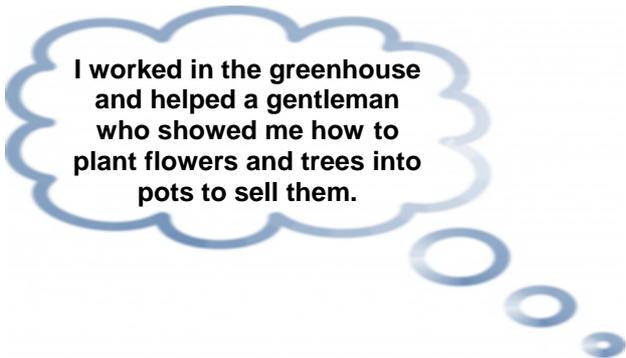
- The Council, in partnership with the Third Sector, has commissioned the Bridgend Voice & Choice (BVC) Advocacy Service, which commenced in July 2018. The service supports people, including carers, and is run on a hub and spoke model with a central contact point receiving 180+ initial inquiries, and with Independent Professional Advocates (IPAs) working from local specialist advocacy providers who supported 79 Individuals with 145 separate issues to the end of March 2019. The BVC service includes a remit to convene a Bridgend Advocacy Forum which is being used to embed awareness amongst local stakeholder agencies and to improve accessibility to more local advocacy 'spokes' in addition to the statutory IPA service.
- A service review was carried out in mental health and there was strong involvement from people who have used mental health services. This has resulted in changes to the team approach in order for there to be a stronger focus on prevention and wellbeing services. There are currently discussions with health colleagues within our new region to determine how best to achieve this. The team was also successful in gaining Supporting People funding for a team of support workers who are working to support people to live independently at home. A report went to the Cabinet Committee Equalities in March 2019. It is attached here for information.



26.03.19 - Mental  
Health range of serv

- We have also reviewed the approved mental health practitioner (AMHP) arrangements. This involved creating one hub through which all AMHP work is allocated and supported. This has created a more organised and efficient and responsive service.

- In learning disability services, a 'peer support group' has been established with 10 participants. It is designed to help them develop the confidence to take part in community activities. All participants help each other to achieve personal goals and all now have either voluntary work or are in college. A number of people have been supported individually into work related activities; one young person reports on their first week working at the nursery garden centre.



**I worked in the greenhouse and helped a gentleman who showed me how to plant flowers and trees into pots to sell them.**

- Each older people community cluster network now holds a monthly meeting so that as part of the multi-disciplinary approach they can discuss people 'about whom they have a specific concern'. This model of care planning is referred to as 'anticipatory care planning' and it makes sure that there is an agreed contingency plan in place in case a person falls into 'crisis'. A total of 486 plans have been developed to date and 138 of these are active.

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

- Safely reduce the numbers of looked after children will remain a priority for the Council and we will make sure that there continues to be robust monitoring and review in place.
- Review and re develop the Common Access Point, working across the council with colleagues to further develop other ways people can obtain information and advice and to introduce an on-line assessment tool.
- Review the existing adult social work arrangements to make sure they are fit for purpose going forward and then consult and agree a future social work model that will effectively meet the needs of the population within the County Borough of Bridgend.
- Work with the Third Sector to consolidate and monitor the new advocacy project.
- To complete the reorganisation of the mental health team and develop prevention and wellbeing networks across the County Borough.
- Realign existing resources to support closer links to the community connectors from the integrated network teams to build resilience.

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

Bridgend Council is committed to working with people and making sure we fully involve them in the development of support services. Some examples of how we have done this in 2018-19 is included in the report.



We have a strong track record of working in collaboration with our partners. In 2018-19 it has been necessary to work across 2 regions as part of the transition work between ABMU Health Board and Cwm Taf Health Board. By working closely with all partners, including the Third Sector we have successfully ensured that the delivery of services has been seamless for the people of Bridgend. 2019-20 will be a transition year as we bed into the new regional partnership.

### What were the main things we said we would do in 2018-19?

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

**It's great here and I wouldn't go anywhere else if I had to be moved!**

**I have received excellent support from the CRT Team**

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

- The first part of our MASH became live in April 2018 and the full team was up and running by June 2018. A Child and Adolescent Mental Health Service professional is part of the Information Advice and Assistance Service. This individual supports the information sharing between agencies and professionals and also assists with assessment and referrals of children and young people who are displaying mental/emotional vulnerabilities at the point of initial referral. During 2018-19 there were 7945 contacts received into the MASH, of which 1922 progressed to an assessment for care and support.
- 
- The Multi Agency Placement Support Service (MAPSS) has been established across Western Bay. This is a multi-disciplinary team that aims to help children with, or at risk of mental illness and emotional and behavioural difficulties by providing specialist placement support. The creation of the service was driven to improve the mental health and emotional wellbeing of looked after children with particularly complex needs; these children need carers who are resilient enough to provide them with a stable base from which to start to understand their story and start to develop positive relationship with care givers. 92% of the children referred to MAPSS have been supported to remain in the same placement. 18 children from Bridgend have been referred to the service. We are now working with partners in the new region to develop a similar service.
  - The transition team has established four transition social workers but we recognise that this is only the start and that there is still much more to do. An early evaluation of this service will be reporting in May 2019 and this will help inform the future model.
  - A Project Board has been convened to focus on Telecare and its further development. Initially the Board had to review the charging elements of the service to ensure charges were still relevant and in keeping with the rest of Wales. Phase 2 is now focused on extending the access to the benefits of Telecare to people not in receipt of care and support. The Telecare service has reviewed its current resources to introduce a post specific to Telecare and assistive technologies to ensure users benefit from the most up to date equipment and people will benefit from a single reference point for information and advice.
  - ICF has been used to increase the Acute Clinical Team (ACT) to 7 day working. This has enabled a greater access to its services with not only its caseload size increasing but the complexity of patient needs also changing. Since the beginning of February, ACT has now extended operational time of 8.30am-8.30pm.
  - The Assisted Recovery in the Community Service (ARC) which supports people with mental health issues, has increased the information that is provided to people and also has increased the number of drop in clinics. The current use of the drop in clinics shows an increase per quarter from the average 214 in 2017-18 to 290 for 2018-19. The annual attendance this year stands at 1,162 against the annual figure of 857 for 2017-18, an increase of 35%.

- Emotional Wellbeing sessions are delivered monthly at ARC for 2-3 hrs and have been well received. The majority of people seen are directed to a variety of community support systems and activities, including stress control and community counselling support, as well as self-help or self-directed interventions. There is also a therapy group for people showing anxiety which concentrates on their emotional and wellbeing. This is a short intervention and supplements the six week stress control groups which are delivered through the Living Life Well programme. This has also been delivered at the Carers Centre and in conjunction with the early help team to a small group of younger people.

Feedback from the Emotional Wellbeing Programme includes:

*Very informative, good strategies taught, opened my eyes how to deal with people with anxiety/ depression – what a panic attack is and how it impacts on you as a whole*

*The group wasn't big, which made it easier to relax. Information given was very relevant to me/my issues*

*It was informative and helped me to learn more and understand how and why I feel like I do*

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

- Further develop the transition service and expand it to include partners from education and health.
- Further develop accommodation and placement opportunities for children and young people by greater collaboration with partners such as health and housing.
- Establish a MAPSS service with partners in the Cwm Taf Morgannwg region whilst also ensuring children and young people can still access the existing West Glamorgan service during 2019-20.
- Continue the work of the Telecare Development Board and implement the next phase of the Homecare developments.
- Use the new region to further develop mental health services in Bridgend including and the wider prevention and wellbeing networks.



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



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 has been an active partner in the Western Bay Safeguarding Board and this is the link to their website: <http://www.wbsb.co.uk/> From April 2019, Bridgend will be joining the Cwm Taf Morgannwg Safeguarding Board and we have already been linking in with our new partners to make sure that we are part of the 2019 -20 regional safeguarding business plan. Safeguarding is a standing agenda item on the CMB agenda and the CMB/Cabinet agenda and this means that there is an opportunity for regular updates, monitoring and escalating of safeguarding issues. The safeguarding report that was presented to scrutiny is attached here. <U:\Scrutiny\Scrutiny - Committees 1, 2, 3 and Corporate from May 2017\2018-19\12.07.18 - Safeguarding Report.docx>

#### What were the main things we said we would do in 2018-19?

- 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.

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

- Safeguarding of children, young people and adults are now located together within the MASH team. This has made sure that there is greater synergy between the two areas
- Through close monitoring and oversight of case and risk management, the length of time that children's names remain on the Child Protection Register is reducing, meaning that children are deemed to be at risk of harm for a shorter period of time. The average length of time on the Child Protection Register:

2017/18	2018/19
265 days	254 days

However the number on the register for longer than 18 months as at 31<sup>st</sup> March 2019 was 19 whilst on 31<sup>st</sup> March 2018 the number was 9.

- With the introduction of the National Approach to Statutory Advocacy (NASA) during 2017/18, a total of 114 children and young people accessed issue-based advocacy that year. This reflected a consistent level of advocacy provision in Bridgend with ongoing work to improve practice and increase awareness of the NASA. In 2018/19 the number of new referrals reported for statutory advocacy was 151 for issue-based support, plus 65 Active Offers made in response to the NASA, with 48 Active Offers taken up by young people. The regional move coincided with re-commissioning advocacy services for children to also include an improved Independent Visiting service alongside the statutory advocacy. The incumbent provider in Bridgend will remain in place creating further opportunities to improve awareness, delivery and monitoring within a new regional arrangement.



18.12.18 - Advocacy  
- Children's services.

- Part 11 of the SSWBA gives local authorities new responsibilities for prisoners who have care and support needs and live within the local authority boundary. During 2018 - 19 there has been a systematic review of the skill mix required for staff within the secure estate team and a permanent structure has now been put in place with the right type of skills mix in the staff team. We now employ two social workers and an occupational therapist. Attached is a report which gives more information.



24.05.18 - Secure  
Estate.pdf

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

- Finalise and implement the MASH Performance Management Framework
- Monitor the length of time children's names are placed on the Child Protection Register and reduce this time further ensuring this is done safely through effective risk management and with the intervention of timely, appropriate support services.
- The new National Safeguarding procedures are due to be finalised in 2019-20 and Bridgend will then align both adult and children safeguarding procedures as appropriate.
- Continue to work to increase the number of cases in which advocacy is being offered to children, young people and adults and the uptake of those who access advocacy support.
- Continue to work with partners to protect children and young people who are at risk of exploitation.
- Ensure ongoing clarity of pathways and response between the Adult first

I need help and support to understand and make choices

I feel safe and loved where I am and I live

point of contact, known as the Common Access Point (CAP) and the Multi Agency Safeguarding Hub (MASH) which provides that first point of contact for children.

- Ensure the safe delivery of planned care and support to people with identified eligible care needs within HMP Parc.

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

The Directorate works towards the corporate priority of 'helping people be more self-reliant' and our approach continues to be one which encourages 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 been supported to gain the skills needed to have a mature conversation with people in order to develop an approach which builds on people's strengths and wants rather than the previous 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. In children's services, the pathway between early help services and social care continues to be strengthened. The attached report provides more detail.



16.04.18 - Early Help and Childrens

#### **What were the main things we said we would do in 2018-19?**

- 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.

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

- The revised Supervision Policy has been launched and an extensive programme of cross Directorate training on supervision to underpin the new policy has been delivered, this is based on outcome focused approaches and all managers are required to undertake this training. Throughout the year there have been ongoing action learning sets and some focused work on outcome based recording. Work is actively taking place to mainstream this approach into day to day practice.

- We won a Social Care Wales Accolade in the ‘developing a confident and sustainable workforce’ category for our First Year in Practice Programme. The biennial Accolades, organised by Social Care Wales recognise, celebrate and share excellent practice in social work, social care, early years and childcare.
- The first of the two new Extra Care Schemes opened in December 2018 and a team comprising local community coordinators, the provider of housing related support and social care are working with people within the new facility to support them to develop their interests and social activities within the scheme and within the local community. At the time of writing many of these interventions are new and still emerging.



- We continued to deliver training sessions on reflective practice and action learning across the whole Directorate. In Adult Social Care, 22 staff have attended training on action learning, and action learning is now used as an effective tool to assist practitioners in both problem solving and reflective practice.
- Training for staff working within Children’s Social Care teams offered the opportunity for practitioners to apply theoretical perspectives to practice and for them to consider their own approaches to improving outcomes for children.
- Further work is planned for 2019-20 to promote outcomes focussed practice within the frontline children’s teams, supporting practitioners to have “better conversations” that capture the voice of the child. Sessions based on alternative communication strategies will support those working with children with disabilities to have their voices heard.
- The Quality Assurance Framework is live and 119 files were audited in 2018-19.



**What are our priorities for 2019/20 and why?**

- Ensure a whole service implementation of the relaunched risk and resilience guidance within Children’s Social Care and fully integrate the outcome focussed model of social work into practice within children’s social care.
- Roll out the training on reflective practice to therapies staff in Adult Social Care within our integrated services. This will help the work to further develop approaches that will support progress towards achieving people’s aspirations and goals around what matters to them
- Embed within short term assessment services an approach to developing resilience for individuals returning to live independently in their own homes
- Extend the number of community connectors for people in core services to ensure that they are not excluded from the opportunities of connection with their own communities
- 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.

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



**I have good neighbours, we look out for each other**



**Social Services, Dementia support and the staff in the home are my rocks.**

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 2018-19?**

- 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.
- 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.
- 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.



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

- The community dementia support workers continue to develop their knowledge base; evidence suggests they regularly signpost people each month to, for example, Age Connect, Community Cafes, Befriending support and Halo activities.
- Bridgend appointed a Fostering Development Officer to give a greater focus on the recruitment of foster carers and also to broaden our advertising campaign to include radio, social media, newspapers, Wales Online, within GP Surgeries and leaflet stands have been set up in a number of different service areas and centres. We also undertook a thematic approach such as a new-year campaign, LGBT awareness and 'empty nesters'. The fostering team have met with Church leaders who will in turn promote fostering to their congregations and host a meet and greet evening for potential and existing carers. We also promote our service via our dedicated website. The table on page 9 details the profile of foster carers; 19 were recruited in 2018-19.
- In May 2018, we held a focussed campaign targeting Transitional Carers to launch Fostering Fortnight. This was not only positive for recruitment but aided retention of foster carers as many of the cohort attended and participated in the event.
- We have undertaken an analysis of demand in supported lodgings for the 16+ Service. Whilst the current cohort of providers have consistently retained vacancies over the course of the year, it has been recognised that more providers will enable better matching to take place.

- In 2018-19, we approved an additional two Parent and Child Carers, alongside approval of a further 11 kinship carers and six general and transitional fostering households.
- Transitional social workers have been appointed. A review of the service has been undertaken and will be reporting their findings in May 2019. This will help inform the future service model. The number of young people supported by the transition team as at 31<sup>st</sup> March 2109 was 19.
- Building resilient communities and helping people to access support closer to where they live is being rolled out throughout the short and long term services. There are excellent examples of further work on delivering dementia friendly approaches within the East North and West networks. The transformation and review team have led on developing robust approaches to meeting need through building on People's strengths and personal networks.



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

- Finalise and implement the preferred model for the transition service.
- Strengthen the opportunities for people in managed care and support to engage with and be connected to their communities
- Produce a recruitment and retention strategy to underpin the work in fostering and recruit a new group of liaison foster cares and a further three Transitional Carers as part of the new model of placement provision.

### 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



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 2018-19?

- 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.



On the whole, my carers are kind, helpful but sometimes they are in a rush to get in and out

I am supported to go out, do my cooking and visit community hubs

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

- The Children's Commissioner introduced the St David's fund, which has enabled young people to be financially supported to make improvements to their social lives and to their accommodation. In Bridgend, we have supported young people to access this fund; some examples of the difference this has made are provided below:
  - Supported a young person with Asperger's to attend college by funding a monthly train pass and helped another with enrolment costs for a college course enabling them to continue with their education;
  - Supported young people to set up home – one example being a home in social housing for a young person threatened with homelessness whilst living with his father;
  - Supported a young person with business costs to help set up and equip their beauty therapy business;
  - Supported a young person with extreme anxiety and who struggles to go out/mix with others by buying them a laptop which will enable them to undertake an online course with the Open University to improve their confidence and prospects for the future.

- There were nine looked after children and care leavers who were able to access apprenticeship opportunities during 2018-19.
- Cabinet approved a new policy to financially support care leavers through university but also supports them to claim financial support in the same way as all young people. This means that young care leavers are learning the skills they need to help them become more independent as young adults. Bridgend currently supports 9 care leavers in university. The report to Cabinet plus the Policy is available here.



19.03.19 - University fees Policy.pdf



19.03.19 - University Fees - Appendix 1 -

- We have reviewed the accommodation options available to care leavers, and have worked in collaboration with housing colleagues and other partner agencies. This has allowed us to increase the variety of supported accommodation options that are available to care leavers when they choose to leave care.
- During 2018 -19 we began a comprehensive assessment of the accommodation needs of people with a learning disability, mental health issues, vulnerability that makes them at risk of homelessness in transition from children's to adult services or leaving care. This involved mapping each person's individual needs and then considering what accommodation services are available and what new ones need to be developed. A strategic document with a five year action plan is being produced and will be available in 2019.
- There has also been an options appraisal in relation to how the 'Shared Lives' service can be most effectively delivered in the future. The report went to Cabinet in February 2019. It is attached below. The new scheme started in May 2019.



19.02.19 - Shared Lives.pdf



19.02.19 - Shared Lives Plus\_ - append

- The local authority and the health board, continue to support the roll-out of dementia friendly communities in Bridgend through the commissioning of a service from the Alzheimer's Society which is working collaboratively with Bridgend Association of Voluntary Organisations. The areas of Pencoed and Bridgend Town will become dementia friendly in 2019-20. Archbishop McGrath comprehensive school is a dementia friendly school and has created dementia champions within the student population.
- ICF grant has been used to train the domiciliary workforce in new ways of working so that they are ready for the registration process by Social Care Wales. We are also committed to making sure that all managers and front line staff have the knowledge and skills to deliver quality dementia care services.
- A series of workshops have been held to launch the revised policy and practice guidance for Direct Payments. The briefings introduced staff to Bridgend's new Direct Payments strategy and described the aims, principles, and duties in relation to Direct Payments linked to the Act. The purpose of these briefings was also to encourage innovative thinking and take up of Direct Payments. Over 100

practitioners have attended these workshops and we will be monitoring the use of Direct Payments during 2019-20. For further information, please see reports below.



13-02-19 - Direct Payments.pdf



13-02-19 - Direct Payments Appendix



13.02.19 - Direct Payments -APPENDIX

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

- To continue to develop the accommodation options for care leavers
- To update the general financial policy for care leavers to ensure that care leavers are able to access financial support in order to meet their needs
- We will continue to develop dementia friendly communities across the Borough of Bridgend. We are committed to making sure we have a sustainable approach to being 'dementia aware'.
- In learning disability services we will complete the strategic accommodation plan and implement an action plan to further develop accommodation models and create new ones. This work is coordinated through an accommodation group.
- We will with our new partners in the Cwm Taf Morgannwg region to develop our joint intentions for the development of services for people with dementia.



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## **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 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 Social Services and Wellbeing (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016.

The grant for 2018/19 came into the Western Bay region to support improvement of care and support across all providers and organisations. For 2019/20 the grant will be allocated to the Cwm Taf Morgannwg region and will support both local and regional priorities for the training, development and qualification provision for the social care workforce.

The grant allocation for Bridgend for 2018-19 was £321,786 to which the Local Authority added a mandatory contribution of £137,908.29. There have been 5848.5 attendance days at learning and development events during the period April 2018 to March 2019.

Below are just a few examples of learning and development activity carried out during 2018-19.

- Bridgend launched the All Wales Induction Framework for Health and Social Care (AWIFHSC) in February of this year in the form of workshops and Managers are aware and are actively ensuring all new staff commence the Induction Framework when they start work. Social work staff are responsible for maintaining their professional development and their 90 hours study following their registration with Social Care Wales.
- 80 domiciliary care workers are currently undertaking a QCF Health and Social Care Qualification at levels 2 or 3, the rest of the BCBC domiciliary workforce hold the required qualification for registration with Social Care Wales by April 2020.
- 12 social care workers from across the sector have been supported to undertake the *Step up to Management* (Social Care Wales) programme for aspiring social care and health managers across Wales. Six staff achieved the award during this year with six currently on the programme. The programme delivered by the University of South Wales aims to provide social care and health workers with the knowledge and understanding needed to make the transition into a leadership and management role.
- Bridgend co-ordinated 41 practice learning placements for social work students. 24 of these were within Local Authority Social Care teams, 16 provided by third sector agencies and 1 at Parc Prison
- We won a Social Care Wales Accolade in the 'developing a confident and sustainable workforce' category for our First Year in Practice Programme. The biennial Accolades, organised by Social Care Wales recognise, celebrate and share excellent practice in social work, social care, early years and childcare. Bridgend has supported 16 newly qualified social workers through this programme in 2018 – 19.
- 15 social workers have completed the Continuing Professional Education & Learning (CPEL) Consolidation Programme.
- Training activity has responded to an increasing number of challenges around mental capacity, Deprivation of Liberty Standards (DoLS), and best interest decisions, some resulting in Court of Protection hearings. Training on assessing mental capacity, and good practice in chairing and attending Best Interest meetings has been provided to over 100 social work staff. .
- Bridgend (in partnership with Linc) delivered a programme of training to support the new model of residential Extra Care provision within the Borough. This included three four day staff induction programmes. A fifth day has been provided by Health colleagues in aspects of Fundamentals of Health Care to include continence care, hand washing, diabetes, and other key health aspects in supporting people.
- We developed a new practice guidance and toolkit for Children's social care staff - Working with Risk and Resilience to Achieve Better Outcomes. The guidance

explored approaches to assessing and analysing risk and is now embedded into core safeguarding training.

- Children's Residential Child Care Workers received training in BBAART (Brain, Behaviour, Attachment, Assessment, Resilience and Trauma.) The 8-week programme based on the neuroscience behind attachment, trauma and resilience, supports staff to provide evidence based interventions. There have been 125 attendances on this programme since the approach was introduced.
- We have delivered a training programme, for mental health professionals to support their work with carers. The training was co-produced with carers of people living with mental health conditions
- The Directorate has worked closely with HR colleagues as part of the ongoing transformation programme. This has included workforce planning activities, the management of change, learning and development and staff engagement. Examples include:
  - The recruitment and retention strategy, including the development of casual recruitment to assist with capacity and reduce reliance upon agency workers. Three experienced Social Workers were appointed during the year to offer additional capacity to front line teams;
  - Developed workforce information reports;
  - Introduced and implemented new staff structure for extra care provision; and TUPE transferred staff to new residential provider;
  - Implemented new management structure for Children's Social Care and new integrated Directorate Business Support structure;
  - Promoted safeguarding related training across the whole Council (to date 748 employees in Social Services and Wellbeing completed the Violence Against Women Domestic Abuse and Sexual Violence e-learning module);
  - Supported the recruitment and development of Apprenticeships across the Council, including the Social Services and Wellbeing Directorate and developed a work placement programme tailored to meet the skills and interests of our looked after children who were in Year 11;
  - Undertook a council wide staff survey, 25% of the Social Services and Wellbeing Directorate staff participated.

### **Priorities for 2019 -20**

- During 2019/20 we will be supporting senior care staff and managers from in-house and independent provider services to undertake the TAQA (Training and Assessment and Quality Assurance) award, this qualifies them to assess competency in line with Framework requirements.
- We will be developing learning and development opportunities for staff working at the point of delivery of Information Advice and Assistance (IAA) which will be in line with the Social Care Wales IAA Competency.
- Workshops are being planned to increase staff awareness of advocacy support services, duties under the Social Services & Well-being (Wales) Act 2014 and good practice.

- Building on the success of the residential re-modelling, 2019-20 will see BBAART training further developed/adapted for the target audience and out to the wider Children's Services workforce, including staff working in transition accommodation. This will better equip staff to understand the behaviours they are presented with and in turn ensure a more appropriate response to the needs of the young people they are supporting.
- In line with the developments in foster care we will review of the Foster Care training programme to ensure that Bridgend develops and promotes innovative practice that upskills staff and promotes a learning culture within the service. This will be aligned to the National Fostering Framework and the All Wales Health and Social Care Induction Framework.
- We are awaiting the release of the Social Care Wales Assessment of Carers Toolkit in order to inform a learning and development programme for staff. We will also make available the e Learning Resource to improve awareness of carer's issues.
- Drive forward arrangements for the mandatory registration of the Domiciliary Care workforce.

### **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:

#### **Electronic scheduling system**

The CRT and Homecare services recently tendered for a new scheduling system. The new system, which will be implemented in 2019 - 20 will allow the roster changes to be made as soon as circumstances change. The system is also intuitive and easy to use – saving Care Coordinators time when scheduling visits and ensuring that all contracted staff are fully utilised to maximise the care capacity available.

Care Workers will be able to see live schedule updates on their mobile phones, upcoming visit information, case notes, and send and receive messages to / from the office.

#### **Self-Assessment Tool**

We are exploring the options to enable Bridgend citizens to assess their own needs and recommend aids and adaptations or health and wellbeing support to enhance their independence/ quality of living standards at their homes. A business case has been prepared to commission a self-assessment tool, via a Third sector provider. There are a number of advantages of this, such as:

- Unlocks, understands and analyses valuable data to better understand demand and our citizens needs therefore enhancing our citizen centric values
- Workload of front line staff, Occupational Therapists and availability of hospital beds are under pressure, by providing a way of Citizens independently enhancing their safety, health and wellbeing contributes to easing these pressures on Council services and the NHS

#### **APP for care leavers**

Work is underway to develop an APP for care leavers that will provide a platform for sharing information such as benefits, housing, young people's forums in addition to a means of consulting with children and young people who are looked after or are care leavers from Bridgend.

### **WCCIS improvements**

The main achievements in 2018/19 are as follows:-

- Foster payments have gone live and is demonstrating success;
- Forms regarding Adults' Assessment, Review and Care Plan have been re-designed on the system and will be tested in early 2019/20 before going live;
- Development of CRT Community Health practitioners use of WCCIS –Western Bay initiative;
- Re-ablement staff, including health staff, are now using WCCIS;
- Work has begun to enable Social Services Complaints monitoring and reporting through WCCIS. This will be taken forward to conclusion in 2019/20;
- Work has started on the re-design of the Childrens services documents – this will be taken forward in 2019/20;
- Adult Safeguarding is now live and fully using the system to record their work/interventions.

### **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 2019-20 and 2022-23, Bridgend County Borough Council could have to make further savings of up to £33 million.

The Council's net budget in 2018-19 was £266 million. To achieve a balanced budget, the Council's budget included savings proposals of £6 million. 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.

The net budget for Social Services in 2018-19 was £65 million. The services have worked very hard toward achieving MTFS savings and contain expenditure within budget. It should be noted that Adult Social Care has been subject to over £6.6 million of MTFS budget reductions over the past four years (2015/16 to 2018/19) and Children's Social Care has been subject to over £1.3 million MTFS budget reductions over the past four years (2015/16 to 2018/19), 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 and Wellbeing Directorate, the service has developed an updated financial plan identifying plans and actions that are being implemented in order to maintain 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. Current savings identified for 2019/20 is £1.2 million and the budget reduction proposals current set out in the MTFs is attached for information.



Copy of MTFs  
Budget Reduction F

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

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 the outcome was that community health services within the County Borough of Bridgend transferred from ABMU Health Board to Cwm Taf Morgannwg Health Board.

During the year as part of the transition to a new region Bridgend continued to work in partnership across Western Bay but has also started to develop closer working relationships with the Cwm Taf region in preparation for 2019.

In Bridgend, Cabinet and the corporate management board (CMB) continue to meet informally on a fortnightly 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 priorities for 2018-19 and is attached here for information.



SSWB Business  
plan 2018-19 follow

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 Cabinet has a Corporate Parenting Committee (one of two Cabinet Committees) that meets quarterly. The Cabinet Committee consists of all Cabinet members including the Leader and Deputy Leader plus representatives of all Groups and Corporate Parenting Champions appointed and representatives of every Overview and Scrutiny committee. It makes important policy decisions about the services and provision for care experienced children and care leavers. Overview and Scrutiny committees also consider policies and developments in Social Services and makes recommendations.

Links to all of the 2018-19 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 previously 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.

On a quarterly basis, the Corporate Director of Social Services and Wellbeing, with the two Heads of Service meet with all of the Directorate managers. 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.

## 6. Accessing Further Information and Key Documents

Page Reference	Description
Page 3	Report and appendices to Cabinet 19/03/2019 – Health Board Boundary Change
Page 5	Report to Corporate Parenting Committee 10/01/2019 – Fostering Remodelling
Page 14	CIW Engagement Event Action Plan Autumn 2018
Page 14	CIW Annual Focussed Activity Report February 2019
Page 14	CIW Annual Focussed Activity Letter February 2019
Page 17	Report to Overview and Scrutiny Committee 17/04/2018 – Dementia Support
Page 17	Report to Cabinet 26/03/2019 – Mental Health Range of Services
Page 23	Report to Cabinet 18/12/2018 – Advocacy Children’s Services
Page 23	Secure Estate Report 24/05/2018
Page 24	Report to Scrutiny 16/04/2018 – Early Help and Children’s Social Care
Page 30	Report and appendices to Cabinet 19/03/2019 – University Fees Policy
Page 30	Report and appendices to Cabinet 19/02/2019 – Shared Lives
Page 30	Direct Payments report and appendices 13/02/2019
Page 36	MTFS Budget Reduction Report 2019/20

Page Reference	Description
Page 36	Social Services and Wellbeing Directorate Business Plan 2018/19

## 7. Glossary

- **ABMU** – Abertawe Bro Morgannwg University Health Board
- **Adult Safeguarding** - The Social Services and Well-being (Wales) Act 2014 came into force on 6/4/2016. Part 7 of the Act specifically relates to safeguarding “adults at risk”.
  - An “**adult at risk**” is an adult who:-
    - (a) is experiencing or is at risk of abuse or neglect;
    - (b) has needs for care and support (whether or not the authority is meeting any of those needs); and
    - (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.”
  - There is a statutory duty for partner agencies to report and adult at risk to the local authority. “Abuse” means physical, sexual, psychological, emotional or financial abuse and includes abuse taking place in any setting, whether in a private dwelling, an institution or any other place. Adult Services lead and co-ordinate the actions taken alongside our partner agencies, amongst which are the 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.

- **Assisted Recovery in the Community (ARC)** - The Assisting Recovery in the Community Service (ARC), is a joint integrated service between Bridgend County Borough Council and Health. ARC is a service which provides day time opportunities for individuals with mental health issues. It offers assessment and support to enable people experiencing mental health problems to access mainstream community facilities and activities as well as specialist services. It has been developed as part of the modernisation of mental health services.
- **Baby in Mind** – this is an innovative service locally designed to work with parents during the pre- and post-birth where there are concerns that a baby is at risk of becoming looked after.
- **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 Health Board 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.
- **Cwm Taf Morgannwg** - this is the Health Board region that includes Rhondda Cynon Taf County Borough Council, Merthyr Tydfil County Borough Council and Bridgend County Borough Council.

- **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.
- **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.
- **Integrated Care Fund (ICF)** – Welsh Government guidance states that it is funding which is available to help health boards and partners in local authorities and other partners to work together to support:
  - frail and older people
  - people with a learning disability
  - children with complex needs due to disability or illness
  - carers, including young carers.

It helps support older people to maintain their independence and remain at home, avoiding unnecessary admissions to hospital or residential care and delays when someone is due to be discharged from care.

The fund is also being used to support the Integrated Autism Service, the Welsh community care information system, and the Dementia action plan.

- **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.
- **MAPSS** – Multi Agency Placement Support Service - MAPSS is a multi-disciplinary team that aims to help children with, or at risk of mental illness and emotional and behavioural difficulties by providing specialist placement support.
- **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 reinstated 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.
  - **Regulation and Inspection of Social Care (Wales) Act (RISCA)** - This Act places service quality and improvement at the heart of regulation, strengthen protection for those who need it, and ensure services deliver high-quality care and support. This Act supports the aims of the Social Services and Well-being (Wales) Act 2014 which enshrines the rights of people using care and support services into law.
  - **Shared Lives** - The Bridgend Shared Lives Scheme is a service where adults with learning disabilities are offered short term, long term or emergency care with Shared Lives Carers. The care is delivered in the home of a Shared Lives Carer, thereby enabling people referred to the scheme to live in the community as independently as possible in a family environment. The shared lives scheme in Bridgend offers a real choice to individuals about their accommodation arrangements and provides an alternative to residential and supported living placements by offering support in a family environment which has worked very well for the people on the scheme.
  - **Social Care Workforce Development Plan – SCDWP**
  - **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”