



NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

Report of the *Director of Social Services*



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1. Introduction

2017/18 was a demanding year characterised by a maintenance in the quality and standards of service delivery. A major task was the continued embedding of the 2016 Social Services and Well-Being Act which has helped positively in the re-shaping of early intervention and preventative services. This has assisted in the ongoing work to manage demand. The well-being objectives wind through all social services operations and tie closely to the Newport City Council Corporate Plan, notably:

- **To improve skills, educational outcomes and employment opportunities.**
- **To enable people to be healthy, independent & resilient.**
- **To build cohesive & sustainable communities.**

Each year financial constraints become more significant when available budgets are set against rising costs and increasing demand. There is a continuous striving to minimise costs and identify savings. In Children's efforts have concentrated on addressing the shortage of placement options and the associated costs as well as appropriately minimising the numbers of looked after children. Work in Adults has included the managing of demand and the building of capacity through the integration of health and social care. As usual there has also been a drive to minimise delayed transfers of care and these were kept at manageable levels though there remains scope to improve. The Care in Wales inspection reports and performance indicators demonstrate however, that the service delivered to children and adults is being maintained, a significant achievement.

In addition to legislative change and financial challenges implementation of the Welsh Community Care and Information System (WCCIS) has been delivered. This took considerable planning, training and management and means that Newport City Council will be able to take full advantage of this still developing case information system designed for Councils and Health Boards.



Partnership working has developed further with the other South East Wales Local Authorities with numerous joint initiatives maintained and developed. The integrated partnership with Barnardo's has also remained a strength with a retendering for the strategic partnership delivered by Barnardo's recently completed. The Regional Partnership Board, at which the third sector, Aneurin Bevan University Health Board and South East Wales Local Authorities are represented, has emerged as a primary route for the transformation of health and social care and Newport City Council engages fully in this process.

2018/19 will prove no less challenging but social services in Newport City Council are lean, efficient and well-placed to respond.

2. Summary of Performance 2017/18

This is the second year of reporting against the measures introduced by the Welsh Government (WG) following the introduction of the Social Services and Well-Being Act in 2016. Anomalies within the reporting framework have been identified and regional and national discussions have highlighted differences in the ways that Local Authorities are recording their activity.

These anomalies along with the roll out of the Welsh Community Care and Information System (WCCIS) have required performance measures to be reviewed and Newport City Council (NCC) has been involved in national discussions led by WG to develop new recording and reporting requirements. These are currently due for implementation in 2019/20.



NCC went live with the WCCIS on Monday 12th March 2018 after a challenging implementation process. In order to facilitate the transition the forerunner system, SWIFT, had to be shut down on 6th March and the practicalities of providing access to all staff affected the ability to capture data for the last three weeks of the financial year. Consequently, it was accepted by WG that in some areas the end of year performance report would be restricted to data collected up to the 6th March 2018.

End of Year Performance Figures for Adult and Community Services

Performance remains strong at year end despite the disruption caused by the implementation of WCCIS, the consequences of which impacted the amber rating for Occupational Therapy (OT) assessments and reviews. Performance for this measure has previously been consistently green but activity was unable to be recorded for the last three weeks of the year as SWIFT was closed down to facilitate the transition to WCCIS.

The amber rating for hospital discharge must be viewed in the national context where NCC's performance remains strong and benefits from an ongoing joint management strategy in partnership with the Aneurin Bevan University Health Board.



ADULT MEASURES	TARGET	RESULTS & COMMENTS
% of adult protection enquiries completed within 7 days	90%	98.9% (Improving) This activity is an important priority as the high performance enables the needs of individuals to be met more swiftly.
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	6.00	6.02 (Improving) Slightly over target (low is good, high is bad) Although slightly over target the performance is very good in the context of previous years and broadly, when compared with other Local Authorities. This activity enables patients to leave hospital as and when they are ready because the appropriate support package is in place.

ADULT MEASURES	TARGET	RESULTS & COMMENTS
% of adults who completed a period of Reablement and have a reduced package of care and support 6 months later	50%	56.5% The target is exceeded, this means that a greater number of individuals have been enabled to live increasingly independent lives through the provision of appropriate support packages. This measure in particular assists the delivery of the Wellbeing objective of being healthy, independent and resilient.
The average length of time in days adults (aged 65 or over) are supported in care homes	1,100	868.2 (Improving) Strong performance (high is bad low is good) and represents people being successfully supported in the community for as long as possible.
Average age of adults entering care homes	75 years	79.2 years (Improving) Supports the above measure in that people are supported successfully in the community and average age of entry to residential care is higher than the average. This is a function of the demand arising from the needs of individuals over which the Local Authority has only limited impact and is therefore more performance information than a target.
% of adults who have received advice and assistance and have not contacted the service again within 6 months	40%	41% This represents a well-managed information advice and assistance service at Newport where a high proportion of people receive appropriate support at first contact.
OT Assessments & Reviews	85%	81.8% This work impacts the speed at which individuals receive an appropriate support package. It will be a focus for improved performance.

End of Year Performance Figures for Children and Young Peoples' Services

Overall for Children's services 57.89% of the performance measures are green. The service has experienced a broad range of challenges throughout the year and this is a reasonable outcome.

Staff have managed the implementation of WCCIS and responded to a significant increase in the rate of referrals and a growing degree of complexity. Nine measures have shown an improvement against the previous period.



CHILDREN'S MEASURES	TARGET	RESULTS & COMMENTS
% of assessments completed for children within statutory timescales	90%	91.5% This is a good performance and facilitates children receiving appropriate support early.
% of children supported to remain living with their family at 31st March	65%	63.7% Within 2% of target, this is a reasonable outcome given the increase in referrals and growing degree of complexity of individual cases. It is important that child safety is paramount in this area of work
% of Looked After Children returned home from care during the year	13%	10.1% As above
% or re-registrations of children on Local Authority Child Protection Registers (CPR)	10%	3% (Improved) Strong & improving performance (low is good high is bad). It is important to note that children need to remain on the register for as long as appropriate and all cases are peculiar to the individual child.
The average length of time for all children who were on the CPR during the year	300	253.4 (Improved) Strong & improving performance (low is good high is bad)
% of children achieving the core subject indicator at key stage 2	60%	59.4% This measure changes every year as the cohort changes. It can also shift during the year as actual children in care move in and out. There has been significant work this year to better identify the children who require educational support throughout their time in care.
% of children achieving the core subject indicator at key stage 4	5%	3% As above
% of children seen by a registered dentist within 3 months of becoming Looked After	40%	12.7% This has been highlighted as a measure that requires revision as children may have seen a dentist just before becoming looked after or may have left care before a dental appointment is sourced.

CHILDREN'S MEASURES	TARGET	RESULTS & COMMENTS
% of children looked after at 31st March who were registered with a GP within 10 working days of the start of their placement	90%	91.9% (Improved) It is worth noting that a small percentage of children will not require registration as they are appropriately registered already.
% of looked after children who have had 1 or more changes of school	12%	12.7% (Improved) This improved performance is welcomed. It is worth noting that some moves are made to bring siblings together, hence a higher number of moves may be beneficial to a child in the longer term.
% of looked after children who have had 3 or more placements	9%	9.5% (Improved) As above, it is important that the right placement is made for the longer term
Care leavers who are in education, training or employment at 12 months	45%	44.4% (Improved) This is an important measure and one requiring improvement as education/training/employment significantly improves the well being and life chances of a young person
Care leavers who are in education, training or employment at 24 months	45%	45.7% (Improved) As above.
% of care leavers who have experienced homelessness during the year	10%	8.5% This improvement reflects the ongoing engagement and support to care leavers provided by the Local Authority and other agencies.
Number of first time entrants into the youth justice system	79	76 This is a measure over which the Local Authority has limited/ no control and is more a function of wider society and Police operations.
Number of young people sentenced to custody	25	9 The Local Authority – mainly through the Youth Offending Service - works with young people to reduce offending and repeat offending but the comment above relevance.
Young people out of court disposals re-offend within 12 months	30%	20% (Improving) As above.
Young people with statutory orders who re-offend within 12 months	50%	40% (Improving) As above.

This performance report is restricted to the measures required by WG and is the benchmark for comparison between all Welsh Local Authorities. The discrepancies of data collection methods and interpretation of these new measures have meant that the comparison is not robust.

It must be noted that to continuously improve performance at a time of such significant financial constraints will be challenging and in some service areas, maintaining current levels of performance will be an achievement in itself.

3. How Are People Shaping Our Services?

NCC is committed to ensuring that people are able to have a say in how they receive support and how services will be developed and delivered in the future.

Some examples of how we do this are:

- Co-production in the assessment process to enable citizens to express their preferences around how support will be delivered.
- Contract monitoring processes where the views of citizens who receive services are sought and providers are contractually required to gather feedback and comments to inform service development.
- Citizen engagement/involvement in the bid evaluation process for new services.
- Complaints and compliments.
- Consultation events and citizen fora
- Feedback from inspections.
- Engagement with Care in Wales (CIW).
- WG Citizens Survey. <https://gov.wales/statistics-and-research/national-survey/?lang=en>.



Consultation events in 2017/18

These included:

- Over 50's Information Day in October 2017 – attended by 700 citizens - an annual event that will be celebrating its 20th anniversary in 2018.
- Newly established Carers Network, several meetings and drop-ins throughout the year building peer support and Local Authority engagement opportunities.
- The Community Connectors attended over 100 community events during the year and have a presence at drop in information points across the City.
- Annual public budget consultation process in December 2017.
- A consultation was held with the children resident at Forest Lodge to ascertain their views of the service.
- A consultation event was held with Pobl tenants to gain their views about the Independent Living Strategy that outlines the future service model for accommodation options for adults with learning disabilities.
- The Cabinet Member for Social Services is very active at community level and is a regular attendee of the Carers Forum, the 50 Plus Forum and various other events and meetings across the full range of client groups. The outcomes of these engagements are varied. These include the less tangible benefit of members of the community being able to engage, question and potentially influence the Cabinet Member to the Cabinet Member requesting specific research or policies to be pursued.
- An extensive consultation and engagement programme was initiated before people moved to Ty-Eirlys (Quality Standard 6).



Results of Citizen Survey 2017/18 – Adults and Children’s

<https://gov.wales/statistics-and-research/national-survey/?lang=en>

ADULTS SERVICES	CHILDREN’S SERVICES
<ul style="list-style-type: none"> • 85% said I live in a home that best supports my well-being. 	<ul style="list-style-type: none"> • 85% said I live in a home where I am happy.
<ul style="list-style-type: none"> • 84% said I feel safe from any kind of abuse, physical harm or from falling both inside and outside my property. 	<ul style="list-style-type: none"> • 73% said I feel I belong in the area-Where I live.
<ul style="list-style-type: none"> • 85% said I had the right advice and information when I needed it 	<ul style="list-style-type: none"> • 95% said I feel safe, for-example cared for and safe from anyone who can hurt you or treat you badly both inside and outside your home.
<ul style="list-style-type: none"> • 81% said I am happy with the care and support I have had. 	<ul style="list-style-type: none"> • 84% said I have received the right information and advice when I needed it.
	<ul style="list-style-type: none"> • 89% said I am happy with the care and support I have had.
CARERS	
<ul style="list-style-type: none"> • 63% said they knew who to contact about their support. • 63% said they had the right information and advice when they needed it. • 65% said they had been involved in decisions about how the care and Support was provided to the person they care for. • 59% said 'feel supported to continue in my caring role. 	

CIW inspections of NCC registered services in 2017/18 - Adults

• Supported Living August 2017

The Care and Social Services Inspectorate in Wales (CSSIW) reported that feedback from tenants in our supported living service was complimentary of the care and support provided and that the service had improved since the introduction of the Act compliant 'what matters' documentation.

• Parklands Care Home January 2018

CSSIW reported that Parklands is a welcoming home where people are cared for and supported. They acknowledged improvements to information provided to people living in the home and also to the fabric of the building. We were asked to ensure that care documentation was consistent, to ensure regular fire drills and to improve the quality of body maps.

• Spring Gardens Care Home – January 2018

CSSIW highlighted a number of areas for improvement. The inspectors recognised that the Authority was already taking action to address areas that were long standing and delayed by changes to management.

• Reablement Service March 2018

CSSIW reported that service delivery plans better captured the voice of the person since the introduction of the 'what matters' documentation.



CIW inspections of NCC registered services in 2017/18 – Children’s

• Forest Lodge – April 2017

CIW reported that the children’s well-being is generally good and their needs are mostly being met by the home. Children are well supported by the manager and staff team who are developing and maintaining good collaborative working relationships with a range of agencies. CSSIW found good indications that the home is working towards making positive changes and identified areas where improvements are required to ensure that children at the home are safeguarded.

• Cambridge House – October 2017

The previous inspection raised concerns regarding decisions to admit children into the home whose needs were incompatible and the subsequent impact this had on their overall well-being. On this visit however CSSIW found there had been improvements to the admission process and robust decision making was evident. Furthermore, there had been a significant reduction in the number of children admitted into the home resulting in a period of stability. Consequently, staff felt their ability to support resident children had improved.

• Oaklands – April 2018

CIW reported that children are kept safe, are cared for by staff they know well and who are familiar with their needs. Evidence indicated that the registered manager is supportive of staff and staff development and to ensuring that children enjoy and benefit from staying at the home. Improvements are required in respect of the system for monitoring and reviewing the quality of care, and the condition of the property.

The full reports can be found on the CIW website

<https://careinspectorate.wales/our-reports/regulated-services-inspection-reports>

Overview of complaints 2017/18

A **Stage 1** complaint is for local resolution. We have 2 days to acknowledge the complaint and 10 working days within which to attempt resolution.

Following **Stage 1**, if the complainant remains dissatisfied they can request to proceed to stage 2. This involves a formal investigation conducted by an independent investigator at a cost to the Local Authority.

Following **Stage 2**, if the complainant remains dissatisfied they are advised to proceed to the Public Services Ombudsman for Wales (PSOW)

During 2017/2018, the Complaints Service received **139 Stage 1** Social Services complaints broken down as follows:

Adults – **43 Stage 1** complaints:

- **43** were **resolved** at stage 1

Children’s – **96 Stage 1** complaints:

- **90** were **resolved** at stage 1

During 2017/2018, the Complaints Service received **13 Stage 2** Social Services complaints broken down as follows:

Adults – **7 Stage 2** complaints:

- **4** were **resolved** at stage 2
- **3** progressed to the **PSOW**
- **1** was **upheld** against the Local Authority
- **1** was **not upheld**
- **1** was **not investigated** by the PSOW

Children’s – **6 Stage 2** complaints:

- **6** were **resolved** at stage 2

9 Children’s Services complaints were closed through signposting or other processes (these were additional to the overall total of 96 in circumstances where legal issues or Court proceedings prevented the Local Authority from dealing with it as a complaint)

The Complaints Service records whether complaints are upheld, partially upheld, or not upheld at Stage 2 of the complaints process. This enables the Directorate to note any themes and trends from the findings to improve future practice and identify any isolated incidents of poor practice that may require attention.

Overview of compliments

Adults received **9**

“Parklands exceeded our expectations in many ways because of the care and professionalism of all the staff.”

Children’s received **3**

“Thank you for all the support you have given me, your professionalism is excellent” (relates to services delivered by the Pathway Team).

Lessons learnt – changes implemented

A number of changes have been actioned as a result of recommendations from these complaints.

- Communication failures identified and improved.
- Improved monitoring of care home responses to requests for assessments of their residents in hospital (to facilitate timely hospital discharge).
- Residents' Contract updated.
- Minutes of meetings/reviews sent out within shorter timescales.
- Provision of up to date training for UASC's (Unaccompanied Asylum Seeker Children).
- Provision for advocacy for ex-service users when making a complaint.



4. Promoting & Improving the Well-being of Those We Help

Quality Standard 1 – Working with people to define and co-produce personal well-being outcomes that people wish to achieve

Throughout 2017/18 NCC's Information, Advice and Assistance (IAA) Service had meaningful conversations with service users, their families and carers about what really matters to them. Conversations with our IAA staff are strengths based, meaning that we work with people to regain or maintain their independence and encourage them to utilise their own skills and networks to achieve their desired outcomes.

In order to respond appropriately to the wide range of adult enquiries our First Contact Service is a multi-disciplinary team with co-located specialist Officers who offer on the spot advice and assistance to citizens in the following areas:

- Safeguarding.
- Occupational Therapy.
- Housing advice.
- Sensory impairment.
- Independent living – Direct Payments.
- Financial advice.

The citizen survey 2017/18 recorded that **85% of adults and 84% of children** received the right advice and information when needed.

To evidence effective enquiry management at the front door of adult services Newport achieved **a success rate of 41.9%** against a target of 40% for adults who, after receiving advice and assistance did not make contact again within 6 months.

Where the First Contact Team are unable to meet the needs of citizens through the provision of information and advice via a proportionate assessment, an integrated assessment is offered that further explores the person's eligible needs and how best to meet them. In 2017/18:

- **3,143 adult assessments** were completed.
- **839 children assessments** were completed.

It is important to acknowledge that the majority of contacts for Children's Services are from professionals and as a result the 'what matters' conversations with the child and/or their family are unable to take place until an assessment for Care and Support has commenced.

- Children participate fully in their foster care placement reviews.

A guiding principle is the promotion and maintenance of independence. For Children's Services, this means supporting

families to stay together and maintaining children within their homes and communities wherever it is safe to do so. This is underpinned by timely assessments of need and creative solutions being sought to help keep families together.

- **91.5%** of children assessments were completed within the statutory timescale.
- **63.7%** of children were supported to remain with their family.

The renewal of the strategic partnership with Barnardo's to deliver an Integrated Family Support Service for seven years with the potential for a further three years ensures that specialist support will continue to be offered to children and families to prevent family breakdown and the removal of children. The service has also been extended to children who are currently looked after to provide stability, reduce the incidence of placement breakdown and work towards improving long term outcomes for children in Local Authority care settings.

A regional advocacy contract for children who are the subject of care proceedings was established in July 2017. This service contains the requirement for an active offer of advocacy to every child coming into care in Wales to ensure their voice is heard and fairly represented in formal proceedings.

The Community Connector team continues to offer support to citizens who are socially isolated to gain independence and to improve their well-being based on what matters to them.

- Newport's team of **8 Connectors** provided support to **587 citizens** during 2017/18 and offered a range of information and advice at community events, meetings and forums. The impacts will be varied, in many cases it will be awareness raising and "connecting" advice concerning other sources of support and social contact that make the difference to the life of individuals

The Connector team is involved in outreach work across the city, assisting citizens to gain confidence and access activities. The Connectors have developed new social networks and one example is a weekly lunch time group based in a city centre pub, it's accessible and popular.

"I've found the weeks are very long and lonely, but since finding the Wednesday group, it breaks the week up."

"I've made new friends and best of all I get to enjoy a meal with company."

Three team members are from Black and Minority Ethnic (BME) backgrounds and they have made new and positive links with minority communities. For example, citizens have been encouraged to attend the Migration Forum, Imams have been supported to become connector champions and groups such as the Njuzu women's swimming club and the Young Muslims and Dostana older persons' groups have been established.

The Community Connectors and our Third Sector partners have populated and continue to update the DEWIS database that contains local and national information about community based organisations, activities and initiatives. We have seen increasing use of this database during 2017/18 as its existence becomes more widely known and we refer and signpost citizens as part of our information and advice service.

NCC Corporate Plan 2017-2022:

"We will support community initiatives which seek to reduce social isolation, improve neighbourhood networks and support older people and adults with complex needs to live independently."

OTs provide assessments to support people to remain physically independent. An OT is based within our First Contact Team to ensure appropriate advice is available for citizens at the earliest opportunity.

A new initiative that will support the work of the OT's is **Ask Sara** which is an easy to use online self help guide to equipment for independent living. Work has been ongoing during 2017/18 to populate and finalise the website and the service will be subject to formal launch in Newport in the coming year. Citizens accessing the site will be able to self-assess their needs and get a personalised advice report. <http://www.newport.gov.uk/en/Care-Support/Ask-SARA.aspx>

The Newport Support Partnership (NSP) has been operating since September 2016, it is a consortium arrangement comprising of four Third Sector providers who offer a range of services including advocacy, information, advice and assistance, community support, a sitting service and volunteering opportunities. The emphasis is prevention and early intervention to support well-being and promote independence. Any Newport resident can self-refer and the service is well publicised. <https://volunteermatters.org.uk/project/newport-support-partnership/>

- NSP received 1342 enquiries during the first 12 months of operation.
- 122 people received specialist advocacy services.

The Mental Health Consortium was established in 2017. It is a Gwent wide service, jointly commissioned with ABUHB. The consortium is led by Growing Space with Hafal, DEWIS and MIND

as partners. Together they offer specialist information and advice, therapeutic support, advocacy and accredited skills and training opportunities. <https://www.gwentmentalhealthconsortium.org/>

The Carers Network was established in 2017 with 70 new carers signing up to receive targeted information via email, quarterly newsletters and the website. Various drop in sessions across the City have been arranged, facilitated by the Carer Development Officer and the Community Connectors. Several trips, spa days and social events have been organised in response to what carers have told us they want.

- 63% of carers said they knew who to contact about their support (Citizen's Survey).



Priorities for 2018/19

- To continue to work with Third sector partners to maximise opportunities for the delivery of services that are focussed on prevention and early intervention.
- The development of a community well-being hub in the East of the City in partnership with Health. The hub will expand the early intervention and preventative support network within the City and link with the Aneurin Bevan University Health Board's Care Closer to Home initiative that aims to offer better information and advice at primary health care level.
- To formally launch and publicise Ask Sara.
- The development and implementation of a Newport Children's Charter

NCC Corporate Plan 2017-2022:

"We will support the development of health and well-being hubs which can provide day and work opportunities, carers respite, social prescribing and care closer to home."

NCC Corporate Plan 2017-2022:

"The Newport Children's Charter will set out promises to children and families."

Quality Standard 2 – Working with People & partners to protect and promote people’s physical and mental health and emotional well being

During 2017/18 all of the Children’s Social Work teams were co-located in one building. Despite the initial disruption it has resulted in more effective communication and information sharing between teams.

We all require different solutions and Newport are active partners in the Gwent wide Children and Families Strategic Partnership that is prioritising the development of integrated approaches to supporting children and young people including therapeutic support for Looked After Children and young offenders, after care support and accommodation options for young people leaving care.

Newport has a positive working relationship South East Wales Regional Adoption Collaborative

- In 2017/18 permanent and stable futures were secured for 26 children through adoption.

The Gwent wide attachment and trauma service offers good support & consultation Newport’s Children’s Social Work Teams receive specialist advice and support from the Gwent wide attachment and trauma service.

Newport has more looked after children placed with in house foster carers than with foster placements purchased from independent fostering agencies. This is in contrast to most other Welsh Authorities. Nationally there is a decreasing foster carer cohort which is increasing pressure on residential and secure accommodation, increasing costs and reducing service options to secure the best outcomes for children in care. Newport is actively participating in the National Fostering Framework (NFF) phase 3 work programme that aims to increase the number of Local Authority foster placements across Wales to increase the range and quality of options available for children who are looked after.

- At 31st March 2018 there were **158 approved foster placements** available in Newport but during the year and mainly due to retirement Newport lost 15 fostering households.

NCC Corporate Plan 2017-2022:

“We will reduce out of county children’s social care placements by 25%.”

The Barnardo’s strategic partnership, renewed in 2017/18 for a period of up to 10 years is a clear commitment to keep

families together where possible and to reduce the number of children coming into the care system.

- Barnardo’s provided support to 147 families and 335 children during 2017/18 thereby contributing to the overall total of 63.7% of children that were able to remain with their family.

The Young Carers Service is delivered by Barnardo’s to ensure young people who care for family members have an opportunity to engage with their peers, achieve their personal development goals and get appropriate respite from their role as primary carer. During 17/18:

- The number of young people accessing the service at any one time remained a constant 90 throughout the year. Each young person has a personal plan based on what matters to them.
- As a result of ongoing consultation with young carers the service offered cooking, well-being and high school drop in sessions, sports groups, an art group and various trips and activities.



The Youth Offending Service (YOS) has increased its focus on desistance based practice – meaning instead of just focussing on offending behaviour, interventions aim to build resilience, focus on positives and building positive engagement and meaningful relationships with young people and their families, and recognise and address the trauma which may underpin the young people’s presenting behaviour.

- A holistic pathway that takes account of and improves mental, physical and emotional health and wellbeing is being developed between the YOS and ABUHB and relevant partners.
- A speech and Language Therapist has been commissioned for two days a week, and has brought significant additionality to the service and improved outcomes for young people.
- A new service provider for young people with substance misuse issues –Barod – was launched this year, resulting in a new secondee to the YOS. Wider range of specialist support is now available.

The Older Person's Pathway operates out of GP surgeries where people over 75 years of age identified as being at risk of deteriorating health are referred to Age Cymru who work with the person to co-produce a stay well plan. The aim is to improve independence and well-being through the development of an outcome focussed activity plan that will delay or reduce reliance on primary and social care services.

NCC Corporate Plan 2017-2022:

We will extend the Older Persons Stay Well Plan Project across Newport."

- At 31st March 2018 **sixteen out of twenty GP surgeries** in Newport were signed up with the remaining four due for inclusion in 2018.
- At 31st March 2018 there were **866 stay well plans** in place in Newport.

Delayed Transfer of Care (DToC) figures in Newport remain low and overall performance is strong.

- Year-end performance in Newport was **6.02 against a target of 6.**

This represents the effectiveness of the ongoing management strategy that seeks, in partnership with Health to minimise the number of people who can't come out of hospital because they haven't got the right social care services. Although the figure has increased over the past year the continued low figure has to be viewed in the National context and take into account real service pressures within this complex and challenging area of work.

During 2017/18 some changes to the services that support hospital discharge were implemented to respond to growing demands in both health and social care services and to ensure that people continue to be offered the right amount of help at the right time to facilitate their rehabilitation and continued independence.

Reablement supports hospital discharge and was reviewed in 2017/18 to further the integration of health and social care within the service model. The principle of working in an outcome focussed way is already embedded across Reablement with staff who are committed to return people to independent living and improving their quality of life after a spell in hospital

- In 2017/18 - **56.5%** of people after receiving a Reablement service have a **reduced package** of care and support (target 50%).
- In 2017/18 - **76%** of people after receiving a Reablement service have **no package** of care and support. (target 50%).

In Reach has been further developed in 2017/18 to cover all wards in the Royal Gwent Hospital and will be extended to cover St Woolos Hospital next year. This is a relatively new approach that prioritises the planning required for safe discharge when people are still on the ward, thereby minimising delays.

The Intermediate Care Unit at Parklands Care Home hosts 10 Step Up Step Down with access to a multi-disciplinary team. Paid for by the Integrated Care Fund the facility supports early discharge from acute hospital beds and also prevents hospital admission by offering intensive rehabilitation and assessment

- 77 out of 78 people were discharged from the unit in 2017/18 having successfully achieved their outcomes.

"my mother in law was made to feel comfortable and safe in a bright and cheerful environment which definitely aided her recovery and gave her confidence to return to her own home"

Domiciliary Care provision increased in Newport during the year with three new independent providers entering the market taking the total number of agencies to eighteen. NCC continues to negotiate annual fees that reflect the true cost of care. In addition, our commissioning processes take account of employment terms and conditions to encourage the retention of a skilled and committed social care workforce.

The Gwent Care Academy is a Regional initiative that seeks to encourage recruitment and retention within the social care workforce. The new Regulation & Inspection of Social Care legislation (RISCA) requires care workers to register with Social Care Wales and as a region we need to ensure sufficient capacity and quality. The Academy will seek to increase the status of the workforce and help agencies to manage costs by enabling employees to passport their qualifications within the sector.

The Carers Network has increased opportunities for citizens with caring responsibilities to obtain information, advice and support from Newport City Council. During 2017/18:

- The community connectors provided information, advice and assistance to **237 carers.**
- Newport is now in regular contact with **463 carers - an increase of 70** from the previous year.



One of the things carers have told us is that they enjoy having time out with the person they care for and we have organised activities on this basis

“we have enjoyed ourselves so much at Weston and did not know these type of events are organised.

It was nice to have a day out together and away from the usual routine. Thank you”

Newport supported three Social Workers during 17/18 to become qualified Adult Mental Health Professionals (AMHP), thus improving response times for people experiencing mental health crisis.

The Mental Health Consortium operates at a lower level to sustain well-being, to offer advice, encourage resilience and opportunities for therapeutic activity.

Example: After attending 4 1-1's with a community well-being worker from Newport Mind he has been regularly attending and positively engaging with the men's group. He has also joined the allotment group and reports feeling much more in control of his anxiety.

Priorities for 2018/19

- To establish additional residential placements for children within the City.
- To review the in house foster service, to increase capacity, improve training and support for foster carers and reduce pressure on external foster and/or residential placements.
- To embed the new support offer for children who are looked after in partnership with Barnardo's to improve outcomes for children and young people
- To review discharge pathways to ensure people are supported to leave hospital as soon as possible with an appropriate package of care that supports continued independence.
- To further develop the integration of reablement and hospital care services
- To continue to offer specialist and timely advice and assistance to citizens to support them to maintain their well-being and participate within their community.
- To continue to identify and support carers.

Quality Standard 3 – Taking Steps to Protect & Safeguard People from Abuse, Neglect or Harm

A full report on Corporate Safeguarding was presented to Scrutiny in February 2018 and is available on the Council's website. Safeguarding is intrinsically embedded within the Well Being of Future Generations Act 2015 with the requirement for public bodies to ensure citizens are safe and the Social Services and Well Being Act strengthens the safeguarding and protection of both adults and children.

The 2017/18 Citizen's Survey reported;

- **95% of children** said they felt safe.
- **84% of adults** said they felt safe.

Safeguarding children, young people and vulnerable adults is a corporate priority and Newport is an active member of each of the 2 regional safeguarding boards that have amalgamated under the umbrella of “Gwent Safeguarding”.

Corporate safeguarding policies were reviewed during the year and a programme of training and awareness raising is underway. During 2017 a whole Member training event took place, the outcome of which was agreement to host further sessions based around particular issues such as Child Sexual Exploitation (CSE) and Domestic Homicide Reviews.

NCC agreed to pilot a safeguarding multi-agency hub on behalf of Gwent partners. The hub became operational in February 2018 as a pilot to gather data and evidence if the delivery of safeguarding services through a hub improves efficiency and processes through the development of a partnership and collaborative approach to decision making. Partners based in the hub include the Police, Social Services Children Safeguarding (duty) and Adult Safeguarding, Children Preventions and Newport Independent Domestic Abuse Advisors (IDVA's).

- **97.78%** of adult protection enquiries were completed within statutory timescales in 2017/18.

From 1st April 2017 a Regional IDVA (Independent Domestic Abuse Advisor) team was established for high risk victims of domestic abuse. Previously, the service was patchy and the Regional model offers the opportunity to develop a safe and robust response across Gwent. The Manager is employed by Newport City Council and based within the Regional VAWDASV Team. (Violence Against Women, Domestic Abuse and Sexual Violence). The VAWDASV Team operate on a Regional basis to develop and implement policies and strategies around an approach called “Ask & Act”. Training is being rolled out to all front line staff so that they can recognise signs of domestic abuse

- **968 employees** accessed the training in 17/18, (out of a total of 6,772)

All employees complete basic safeguarding awareness training and this is embedded within the Council's induction programme. All employees are expected to report any concerns or suspicions they have for children or adults at risk of harm or abuse. We closely monitor services that we commission to ensure safeguarding policies are in place and staff are appropriately trained.

The Child Protection Unit in Newport consists of 4.5 Independent Reviewing Officers who chair all the Child Protection Conferences for children who are deemed at risk of significant harm, need to be placed on the Child Protection Register and be the subject of a Child Protection Plan to keep them safe.

- 10.91% of children on the Local Authority Child Protection Register were re-registered (this is a slight increase but these figures cannot be fully understood without individualised information)

In October 2017 a new review/scrutiny process for Deprivation of Liberty Safeguards (DOLS) Assessments for Newport citizens was established. Nationally, the applications for authorisations have increased and Newport is no exception. The Regional Team does not have the capacity to meet demand and the management of applications for citizens in supported living types of accommodation by Newport Adult Services has a significant impact on resources.

Priorities for 2018/19

- To provide a full evaluation of the Gwent wide Safeguarding Hub pilot.
- To continue to roll out training on Ask and Act.
- To identify Safeguarding Champions in each service area.
- Safeguarding vulnerable children, young people and adults will continue to be a priority.

Quality Standard 4 – Encouraging & Supporting People to Learn develop and participate in society

Supporting children who are looked after and young people leaving care to reach their full potential and achieve positive outcomes is a key priority for Children's Services. Targeted support is provided to children and young people at key stages in their education. In addition, tuition and extra curricula activities are funded to provide further support.

- Attendance levels for children who are looked after in full time education is **88%**.
- **12.7%** of children had 1 or more changes of school (**target 12%**).

- **59.4%** of children achieved the core subject indicator at key stage 2 (**target 60%**).
- **3.3%** of children achieved the core subject indicator at key stage 4 (**target 5%**).

Key stage 4 performance is slightly below target but this measure changes each year as the cohort changes and actual children in care move in and out. There has been significant work undertaken this year to better identify the children who require additional educational support.

Although the number of children having had one or more changes of school is slightly under target, this demonstrates a significant improvement from the figure of 8% in 2016/17.

The Council has an apprenticeship scheme and out of a total of fourteen placements, three young people came to adults and children's services, one of whom has now secured a permanent post.

There are a range of options and information sources to help people achieve the things that matter to them. The Community Connectors have supported established groups by referring new members and set up new groups as a result of their knowledge of unmet need.

An example of this is the male only carers group that was established to meet the needs of men who told us that they would appreciate a regular social event.

"I didn't know anything about the group until I spoke to a Community Connector. My walking and socialising hadn't been good for many years since my illness but the group has made my life happy and fulfilling and I have something to look forward to"

The Community Connectors have developed a database of activities taking place in local areas and this information has now been transferred to DEWIS so that people can access the information for themselves 24 hours a day, 7 days a week.

People are living longer and the number of people with dementia is set to increase. Newport City Council is committed to makes the city's dementia-friendly status real by introducing dementia-friendly work practices across the council and creating dementia-friendly toolkits for local businesses to ensure people with dementia are not socially excluded.

NCC Corporate Plan 2017-2022:

"We will use best practice materials from the Alzheimer's Society and elsewhere to create a simple toolkit and online training module for staff and businesses to use."

The Newport Support Partnership (NSP), our Third Sector consortium, offers volunteering opportunities via Volunteering Matters who will provide training to Newport citizens who want to offer their time to community services.

- In 2017/18 Volunteering Matters recruited and trained 26 volunteers to deliver community support services on behalf of the NSP.

The Gwent Mental Health Consortium led by Growing Space offers a skills, training and well-being service. Newport has a gardening project and a shop selling plants and handcrafted items, offering participants retail experience and organisational skills.

There are also volunteering opportunities within the service for people who would like to support others.

“Once the individual had attended the anxiety management course with my colleague he wanted to volunteer for Newport Mind a few hours a week.

He wanted to give something back as he was now feeling much better and understood about the symptoms of mental health.”

Priorities for 2018/19

- To continue to identify and source additional educational support for children who are looked after.
- To develop a full range of services for carers based on consultation and engagement through the Newport Carers Network.
- To ensure early identification of young carers and the provision of appropriate support in partnership with Health, Education and our delivery partner Barnardo’s.
- Continue to support and develop DEWIS & other information sources to encourage self-reliance and maximise opportunities for engagement in community based activities.

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

NCC supports children, young people and adults to be as socially active as possible, to feel they can make decisions for themselves and maintain important relationships

The “what matters conversation” has been fully embedded across Adults and Children’s services, staff are trained to focus on outcomes, the strengths and assets of people, their families and

networks. We recognise that people having fulfilling relationships with those they are close to is really important for their well-being.

Children who are looked after maintain contact with their families through facilitated sessions and our strategic partner Barnardo’s, in addition to the family intervention work will extend their preventions remit to provide support to existing placements and prevent relationship breakdown.

We hope this will have a positive impact on the below measure that is currently just above where it should be.

NCC Corporate Plan 2017-2022:

“We will improve placement stability, including achieving permanence for 85% (up from 75%) and reducing the number of children accessing more than three placements to 5%.”

In 2017/18 the number of children returned home from care was **10.1% against a target of 13%** - this is a measure with a number of elements out of the control of the Local Authority. Consequently, the measure is under review.

We recognise that where possible children who are looked after need to be close to their communities and social networks.

“I was much happier when I knew I didn’t have to change schools or lose contact with my friends

An emerging and urgent priority is to develop new residential and foster placement opportunities close to and within the City to maintain service capacity, maximise options and keep children and young people in the locality.

Respite offers an important opportunity for family members to have time for themselves and Newport offers residential respite services for adults and children, traditional day services and a new Independent Living Service, established in 2017 where a range of providers offer tailor made, age appropriate activities.

NCC Corporate Plan 2017-2022:

“Alongside traditional day opportunities we will offer different activities in a wider range of different settings.”

The assessment process takes account of the views of family and significant others.

- **65%** said they had been involved in decisions about how care and support was provided to the person they care for (Citizens Survey 2017/18).
- **59%** said they “feel supported to continue in my caring role”. (Citizens Survey 2017/18).

Carers can access a sitting service via the Newport Support Partnership (NSP).

- **228** people used the sitting service in 2017/18

Carers also have access to a small fund for goods and services to support their caring role, examples include the funding of a school trip, the provision of driving lessons and the purchase of white goods. Relationships can also be harmful and as outlined under Quality Standard 3 work is done through the Safeguarding Boards and Regional services such as IDVA and VAWDASV to support and protect those who are at risk of harm.

Priorities for 2018/19

- To further develop the preventions work in Children’s Services to support families, placements and develop alternatives to care.
- To recruit more Foster Carers to meet increasing demand.
- To source more residential placements in Newport to meet increasing demand.
- To increase the number of carers we engage with to ensure the right support is available.
- To continue to educate and inform people about the dangers of unsafe relationships and support those at risk of harm.

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



As outlined in Quality Standard 4, Children’s Services support children and young people to access education and training and provide individualised additional support where necessary.

- School attendance figures for **children who are looked after** were **88%** in 2017/18.
- **44.4%** of young people are in education, training or employment **12 months after leaving care.**
- **45.7%** of young people are in education, training or employment **24 months after leaving care.**

NCC wants to do better and the Corporate Plan sets out a commitment to be achieved by 2022.



NCC Corporate Plan 2017-2022:

We will ensure that 85% of care leavers enter employment, education or training

NCC works with **Registered Social Landlords** (RSL’s) and the Housing Department to ensure we can provide an appropriate response to young people facing homelessness. We have access to supported accommodation and lodgings for young people who need extra help during the transition from care to independent living and are currently working with a private Landlord to increase the options available.

- The incidence of **homelessness in Newport for young people reduced** in 2017/18. The figure of 8.5% demonstrates an improvement when compared to the 10.9% recorded during 2016/17.

- **85% of children** said I live in a home where I am happy (Citizen's Survey 2017/18).
- **85% of adults** said I live in a home that best supports my well-being (Citizen's Survey 2017/18).

Disabled Facilities Grants (DFG's) are available to citizens to make their homes safe and enable them to remain independent

- In 2017/18 we **completed 122 DFG's** were awarded to fund ramps, stairlifts, accessible showers etc. The total cost was £903k.
- In 2017/18 85% of adults said "I live in a home that best supports my well-being"(Citizen Survey).

In order to improve the service offered to our care home residents NCC worked with the University of Bradford's School of Dementia Studies in 2017/18, initially to evaluate care practice and then to provide training in Dementia Care Mapping as a new approach to person centred care.

During the year, 12 employees were trained and we are using the technique to support our pre-admission work, helping us to understand a person before they begin to live in our homes and also to ensure that people living with us are positively occupied and content.

NCC Corporate Plan 2017-2022:

We will develop our internal Care Homes and day opportunities to specialise in Dementia care."

We work closely with our independent residential providers to ensure they offer the best experience to residents and accommodate their personal preferences.

During 2017/18 the Supporting People Team received over 2,900 new referrals, a 10% increase on the previous year, for housing-related support services. Of those 1,700 went on to receive a dedicated support service from our contracted support providers.

- **5,000** local people received housing related support in 2017/18.

All agencies offering financial advice experienced an increase in referrals during the year as the roll out of Universal Credit commenced. Supporting People money is used to fund a Financial Inclusion Team who, in 2017/18 increased annualised income for vulnerable citizens by over £250,000. This total was achieved by maximising welfare benefits and grants and debt write offs.

A further overall gain of £800,000 for people in receipt of benefits was recorded by the Citizens Advice Bureau who offer financial advice and assistance to citizens within the Newport Support Partnership (Third Sector Consortium).

NCC has developed an Independent Living Strategy to identify the future accommodation needs for adults with Learning Disabilities. The document has been shared with our Registered Social Landlord partners (RSL's) and outlines the type and volume of housing required. This enables a strategic planned approach to housing development and allows Adult Services to work with citizens and their families to prepare them for independent living and to ensure they have access to good quality housing and support.

Ty Eirlys opened in 2017 and offers 13 self-contained flats for people with learning disabilities. Its development is the result of partnership work between Newport City Council and the Pobl Group with capital funding from the Social Housing Grant with revenue costs met through a combination of Housing Benefit and Supporting People and Community Care budgets.



The accommodation provides individual flats for the tenants and is a departure from the traditional group living setting.

Tenants have individually tailored care packages, benefit from peer support and have opportunities to participate in activities of their choice in the communal areas.

The focus of the service is on promoting independence and community participation.

We couldn't go out on our own in group living, staff always came with us. I am more independent here and get to go out with friends."

"I do my own cooking and ironing now. I learnt to do this since moving in"

Priorities for 2018/19

- Continue to work with the RSL's to develop sustainable accommodation options for all client groups.
- Continue to support people to manage their own tenancies and maintain their independence through the application of Supporting People funding.
- Work with the Gwent Children & Families Partnership to improve support and accommodation options for young people leaving care.

5. How We Do What We Do

Our workforce and how we support their professional roles

NCC's workforce is a dynamically changing asset that supports service delivery to some of the most vulnerable people in the City. NCC faces many challenges to its service provision, not least as a result of complex social issues associated with city centre living. The demographic, geographical location and industry infrastructure have, in the past, combined to create further challenges to those vulnerable groups in the City, and in turn, for frontline service provision. It is therefore essential that the workforce is supported and developed to ensure frontline practitioners have the skills, knowledge and value base meet those challenges and maximise outcomes for vulnerable people.

Budget management arrangements for workforce development in NCC are clearly defined. The arrangements for grant distribution have recently changed as a result of Social Care Wales being the responsible Authority for governance of Social Care Workforce Development Grant (SCWWDP) funding.

Arrangements to link to the regional format for dissemination of SCWWDP funding have been in "preparation" format during 2017-18, and forms for management and oversight of financial mechanisms of grant distribution will be managed by a "lead Authority" in Gwent.

- NCC continues to match fund 30% as required by the terms and conditions of SCWWDP funding arrangements.
- NCC provides a small core budget that is supportive of corporate training functions such as Health and safety related workforce development and some resource requirements for the training team.

Key achievements for Newport 2017-18

- Social Work Qualifying Training – two social work trainees across adults and children recruited each year. This assists with succession planning and ensures an appropriately skilled workforce is available.
- 33 Social Work Practice Learning Opportunities undertaken in partnership with three universities. The impact is similar to that above.
- Roll out of the first 3 years in Practice and CPEL framework, including nine employees completing the Consolidation of Practice Module with more than thirty supported in CPEL framework programmes. This develops the skills of the workforce.
- Three supported on the Team Managers Development Programme and one on the for Middle Managers Development Programme. As above.

- Outcomes focussed training delivery with Social Services Inspectorate. This ensures NCC operations are compliant and up to speed with Inspectorate requirements.
- Roll out of Dementia Care Mapping with Bradford University. This is a key supporting element in NCC's drive to be a dementia friendly City.
- Step up to Management Qualification programme implemented nationally, working with partners from pilot regional group. This enables professional development as well as ensuring NCC learns of best practice in neighbouring Local Authorities.
- Assessment Centre support for more than 220 registered learners on Qualifications and Credit Framework based qualifications with Newport Assessment Centre (and other providers).
- Other training and development:
 - Nearly 4000 training course attendances.
 - More than 400 generic/ non qualifying courses.
 - Safeguarding and VAWDASV training.
 - Launch of Occupational Therapy Framework.
 - Preparation for the All Wales Induction Framework.
 - Support of qualification development for new qualifications.
 - Regulation and Inspection Act (Wales) 2016 Briefings
 - Support of regional initiatives with partners including Social Care Wales.
 - Launch of the Occupational Therapy Framework.
 - Joint arrangements training programme.

- Appointment of regional engagement officers for wider sector support. This facilitates proactive partnership working with the third sector, the Health Board and other partners in a joined up way.

Priorities for 2018/19

- To continue to support the professional development of staff in an environment of legislative development and resource implications
- To progress the regional Gwent Care Academy initiative to encourage the recruitment and retention of the social care workforce by raising the profile and professionalising the sector.

Financial Resources & How We Plan for The Future

During 2017/18 under difficult circumstances the council has managed its overall revenue budget well and the revenue out-turn shows an underspend of £1,299k representing just 0.7% of the net revenue budget excluding schools. The council received nearly £1m in unexpected and welcomed grants to deal with social care pressures in the year.

Whilst this position is positive there are areas of budget pressures that have been highlighted throughout most of the year, one of which is the demand led pressures within social care. Within Children's there is significant financial pressure due to out of authority placement costs. This is a trend replicated in many other local authorities and identified as an area of increasing demand and cost nationally. The service is developing proposals to reduce out of authority placements by developing alternative support and residential capacity within Newport at lower cost. This work is on-going throughout 2018/19.

The Adults budget also faces significant pressure due to increased demand. Adults are living longer with more complex conditions and these result in an increase in residential and supported living care packages which are more expensive than non-residential care alternatives. Inflationary increases on care packages from the national living wage and other employment legislation continues to place pressure on service budgets.

The council is working collaboratively with regional partners to maximise the use of regional resources to develop services within Newport.

The annual budget for 2017/18 for social services was £62.138m. There is a well-developed budget management process in place across the service area enabling finance business partners to support service managers in identifying and managing risks within this budget. In turn this supports medium term financial planning, ensuring that all relevant factors can be considered when budgets are set.

Partnership Working, Political and Corporate Leadership, Governance & Accountability

Partnership working is deeply embedded in the activities of both Children's and Adults with Heads of Service, the Strategic Director and Cabinet Member all regularly engaged. Through the Regional Partnership Board structure there has been full engagement in the bidding and regional decision making processes for the WG £100m Transformation Fund and the Integrated Care Fund, both capital and revenue. The former is a key mechanism for prompting and facilitating integrated working. The Newport Integrated Partnership (NIP), incorporating the third sector, ABUHB, housing associations and NCC is the group that determines and drives the practical implementation of any regional approach to integration. The NCC Strategic Director is joint Chair of the NIP.

The Cabinet Member, Cllr Cockeram, is extremely active ensuring NCC has a clear voice heard at the Regional Partnership Board, numerous service user groups and with the Minister. In addition, Cllr Cockeram provides significant challenge to NCC officers asking pertinent and challenging questions. The Cabinet Member, along with the Strategic Director and Heads of Service regularly attend scrutiny and are challenged closely and constructively. Cllr Cockeram presents reports on social services matters to Cabinet regularly and responds to questions from Cabinet colleagues in addition to his appropriate provision of social services context within Cabinet discussion. In 2017/18 there were:

- 11 Reports presented to scrutiny.
- 7 Reports/agenda items considered by Cabinet.

Heads of Service regularly brief the Corporate Management Team (CMT) on social services matters with safeguarding and Domestic Homicide, Child Practice and Adult Practice Reviews standard items on the CMT agenda. Safeguarding is also a standard item on the agenda of the Senior Leadership Team (SLT), chaired by the Chief Executive. There are monthly reviews – at the least – of the service finances involving the Senior Finance Partner with the Heads of Service and again with the Strategic Director. Budget proposals and annual budget determination follow the NCC budget setting process with Heads of Service discussing these in detail with the SLT before the proposals are considered by the Cabinet Member and then by the Cabinet. Complementing the above there are clear lines of decision making and accountability to the Heads of Service and onward to the statutory Director of Social Services, the Strategic Director with the Cabinet Member providing the strategic direction.

26th September, 2018.

James Harris

**Cyfarwyddwr Strategol - Pobl
Strategic Director - People**



Glossary of Terms

ABUHB	Aneurin Bevan University Health Board
AMHP	Adult Mental Health Professional
BME	Black and Minority Ethnic
CIW	Care in Wales
CSE	Child Sexual Exploitation
CSSIW	Care & Social Services Inspectorate Wales
DFG's	Disabled Facilities Grants
DOLS	Deprivation of Liberty Safeguards
DTOC	Delayed Transfer of Care
IAA	Information, Advice and Assistance Service
IDVA's	Independent Domestic Abuse Advisors
LAC	Looked after Children
NCC	Newport City Council
NFF	National Fostering Framework
NSP	Newport Support Partnership
OT	Occupational Therapy/Therapist
PSOW	Public Services Ombudsman for Wales
RISCA	Regulation and Inspection of Social Care legislation
RSL's	Registered Social Landlords
SCWWDP	Social Care Wales Workforce Development Programme
UASCA	Unaccompanied Asylum Seeker Children
VAWDASV	Violence against women, domestic abuse and violence Team
WCCIS	Welsh Community Care & Information System
WG	Welsh Government
YOS	Youth Offending Service