

Report

Council



Part 1

Date: 26 July 2016

Item No:

Subject Annual Report of Director of Social Services

Purpose To present to Council the Annual Report of the Director of Social Services.

Author Mike Nicholson, Strategic Director (People)

Ward City wide

Summary This report is an evaluation of 2015/16 performance for Social Services and it identifies, 'Key Messages,' that we have learned from our experience during the year and from listening to the views of key stakeholders, particularly service users and carers. It provides a view of the service and the challenges that we continue to face and I conclude that we provide good quality social care services with a clear vision and with excellent collaborative working, we are seeing significant evidence that we are helping to 'Improve People's Lives'.

Social Services has the confidence and support it needs from the political administration, and I am confident that we are well placed to meet the challenges of the Social Services and Wellbeing Act 2014.

Proposal To receive the Annual Report of the Director of Social Services.

Action by Mike Nicholson

Timetable Immediate

This report was prepared after consultation with:

- Social Services staff
- Cabinet Member for Education and Young People
- Cabinet Member for Adult Social Services and Housing
- Monitoring Officer
- Head of Finance
- Head of People and Transformation

Signed

Background

The year 2015/16 has been a period of great challenge and also opportunity for Social Services staff and for people who have been receiving our services.

We have faced the challenges of significant budget reductions at a time of increasing need. Our population is growing quickly and indicators for deprivation in Newport show that we have some of the highest rates of vulnerable children and adults in Wales.

In addition, we have been preparing for April 6th 2016 which was the 'go live' date for the Social Services and Wellbeing Act 2014 (SS+WB Act). This Act is a once in a generation opportunity to move away from traditional models of providing social care services to one which, 'promotes the wellbeing of people and carers who need care and/or support.' The guidance says that 'where intervention is needed, it should always be proportionate and timely' and 'local authorities must consider personal outcomes and co-produce solutions with people themselves.'

Put simply, we are to see the people we serve as the greatest resource and work together with them to find solutions that help them to secure 'what matters to them.'

Social Services and Health colleagues must promote wellbeing by including a 'focus upon delaying and preventing the need for care and/or support to stop people's needs from escalating.' In order to do this, local authorities must promote co-operation' across its services and with, 'relevant partners.' We must empower people to seek, 'innovative solutions and ensure that people have greater voice and control over the care and/or support they receive. Where people are isolated we must arrange for an independent advocate to support them.

Local Authorities and Health Boards must establish a Regional Partnership Board that will aim to improve outcomes and well-being of people, as well as improving the efficiency and effectiveness of service delivery. The key aims of the board will be to facilitate cooperation, partnership and integration as follows:

- To improve care and support, ensuring people have more say and control.
- To improve outcomes and health and wellbeing.
- Provide co-ordinated, person centred care and support.
- Make more effective use of resources, skills and expertise

Newport is already the lead agency for a number of regional services including the Integrated Family Support Team (IFST), the Area Planning Board (APB) for substance misuse and the Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) co-ordinating team.

Whilst we have much to do in relation to complying with the expectations of the SS+WB Act 2014 in relation to Information, Advice and Assistance, we are well advanced on delivering prevention and early intervention services for vulnerable adults, children and families. The Director's Annual report sets out developments in our Integrated Family Support Service (IFSS) relating to Team around the (School) Cluster and the Older Person's Preventions Pathway with a range of services designed to prevent unnecessary delayed transfers of care from hospital to community services.

Performance during 2015/16 was mixed with notable improvements for Adult Services but for Children's Services the year on year trajectory of improvement has dropped and we only achieved out target performance on 60% of indicators. We set our targets at or above the last recorded Wales performance and compared to the previous year 2014/15 Children's Services dropped from 85% better than Wales average to 60% and compared to our benchmark group from 77% in 2014/15 to 70% in 2015/16. . Performance outcomes for children in care and young offenders have not hit target for educational outcomes and for those in appropriate education, training or employment when they leave school or leave care. As a result we have arranged for Education colleagues to provide joint leadership in these areas in order to see improved performance.

Despite the disappointment in performance in relation to our indicators, we have a better story to tell in relation to inspection reports of our services which show good performance across the board with particularly good performance in relation to services that were seen as poor in 2014/15 (Youth Offending Service and Adult Residential Services).

Safeguarding services are strong and there have been significant developments in protecting children who are at risk of sexual exploitation

Our workforce indicates that they are settled and positive about their experience at work with a clear sense of purpose. There are some concerns expressed by Adult Services who have undergone a great deal of change as we modernise working practices and there is a challenge to us as managers and leaders to communicate our vision better to adult social workers.

We are doing more to engage citizens in the design and delivery of our services and we have designed our, 'stay well' plans for older people based on feedback from users of the service.

We have much to do to be compliant with Welsh Language Standards and this will be an area of significant activity in 2016/17


Newport benefits from a thriving Carers Forum, Carers Co-ordinators and Carers Connectors

We have updated the Newport Carers Handbook and a new comprehensive directory of resources completed by community and carers connectors. The Carers forum has good attendance and engagement from the cabinet member and they have created a smaller community based drop in service. We have a Carers Champion in 17 GP surgeries and we have developed a new carer's assessment which is compliant with the SS+WB Act 2014.

Our commissioning team have successfully negotiated with providers to manage the additional costs relating to the new living wage and we have re-tendered domiciliary care services. We have also prepared a new tender for a number of voluntary sector services in order to ensure that they are closely aligned with the expectations of the SS+WB Act 2014.

AREAS FOR DEVELOPMENT IN CSSIW PERFORMANCE EVALUATION REPORT 2014/15

In the review of 2014/15 completed by our regulator CSSIW, they identified areas for improvement required during the year 2015/16 and the table below sets out how we have responded to the challenge.

Identified for Improvement Last Year	Progress in 2015/16
<p>Effective implementation of action plan submitted in response to CSSIW's adult services inspection report</p>	<p>All action are completed (See Attached) apart from the Workforce Strategy which has been incorporated into the Culture and Values work stream for the delivery of the SSWB Act. See below.</p> <div style="text-align: center;">  <p>CSSIW Improvement Plan April 2016.doc</p> </div>
<p>Effective implementation of any re-tendering of domiciliary care planned for 2015-16, which</p>	<p>Social Services currently contracts with several private providers to deliver 8,000 hours of domiciliary care per week.</p> <p>2,500 of those 8,000 hours are subject to a block contract arrangement with 3 providers that is not due for renewal until March 2017.</p> <p>The remaining 5,500 hours were put out to tender in January 2016 with</p>

<p>provides an opportunity to re-shape services, focussing on improving outcomes for users.</p>	<p>a total budget of £3.42 million per annum (exclusive of VAT).</p> <p>The intention was to award 9 block contracts of 1,500 – 100 and 7 x 500 hours.</p> <p>22 providers submitted bids and were subject to evaluation in the normal way.</p> <p>During the evaluation of the bids and combined with an analysis of future need, market stability and sustainability it was agreed by the panel that it would be counter-productive to award the contracts as originally intended for the following reasons:-</p> <ol style="list-style-type: none"> 1. The pool of available providers would be reduced thereby creating conditions for increased costs, 2. Two providers would have lost their business and they have proved to be reliable and trustworthy. Likely impact on the local economy 3. The diversity and geographical flexibility currently available would be compromised. <p>As a compromise it was agreed to award the two larger block contracts of 1,500 and 1,000 hours and to establish a list of 18 approved providers at the agreed hourly rates established via the tender process</p> <p>Conclusion:-</p> <ol style="list-style-type: none"> 1. Six new providers submitted successful bids 2. Limited need to transfer hours to new providers thereby ensuring continuity of care for the majority of service users <p>It was anticipated that due to the Living Wage and Pension cost pressures the overall budget would increase by £250k. Finally the increase was limited to £150k, creating a cost avoidance figure of approximately £100k.</p>
<p>Address the continuing high sickness rates amongst the adult social care workforce.</p>	<p>The overall target for sickness absence for 2015/2016 was 15.83 days. This was in line with achievement in 2013/2014 and was a challenging target following an increase in sickness in 2014/2015.</p> <p><u>Summary</u></p> <p>Adult & Community Services achieved a 3.17 day overall improvement against actual sickness for 2014/2015. Although amber, this was against a challenging target and showed a demonstrable improvement over the year. This outcome was only impacted by long term sickness as short term sickness improved throughout the year.</p> <p>Through review, it was highlighted that the predominance of long term sickness cases were in Care & Support Provision (previously Provider) Services. Strategies were developed to target both this area directly and across the Service area as a whole. These included:</p> <ul style="list-style-type: none"> • Monthly management information reviewed across the Service including missed management actions against policy and late return to works. Email/conversation by HR Business Partner with either Team or Service Manager to challenge and give feedback • In addition, HR Business Partner attended the Care and Support Provision Services monthly management meeting to discuss the above and review the long term sickness tracker on a case by case basis to improve movement through the

	<p>sickness process and promote early intervention/action by Managers</p> <ul style="list-style-type: none"> • Increased support from HR Business Partner to progress long term sickness cases to conclusion • Additional review of Occupational Health reports by HR Business Partner to ensure correct action being undertaken by Managers • Monthly meeting with HR Business Partner and Head of Service which would include sickness KPI's and long term sickness cases
<p>Effective implementation of YOS action plan.</p> <p>Effective monitoring and oversight of re-shaping adult services and YOS.</p>	<p>At a strategic level, the YOS local management board and the Youth Justice Board (YJB) monitored and reviewed progress against the action plan throughout the year, and addressed issues as they became apparent. Managerially and operationally, the plan was also monitored and reviewed on a weekly basis by the YOS management team.</p> <p>In February 2016, the YOS was re-inspected by HMIP. Whilst the official report has not yet been published (due to be released on June 6th), the draft report and feedback following the inspection evidenced that significant progress had been made in all areas inspected.</p> <p>Areas which were highlighted as in need of further development were ones the YOS had already identified and was, and is developing plans to address.</p> <p>Once the report is published, a new improvement plan to address recommendations will be required. This is already in hand and initial feedback from the YJB indicates the draft action plan is fit for purpose. Positively, the plans for the YJB to monitor and oversee the new action plan are far less stringent than following the last inspection. The YOS is no longer included in the YJB list of 'poor performing' - indicating that there was effective implementation of the previous action plan.</p>
<p>Quality of care management and planning to inform residential placements and matching for LAC with more complex needs.</p>	<p>With the support of the Business Improvement team the processes for planning for placements for children with complex needs were interrogated and individual contracts revisited. The review was undertaken using project management methodology and included consultancy support from Peopletoo. The project team consulted with a wide range of stakeholders, visited placements, attended relevant meetings, benchmarked against other Welsh LAs using recent work completed by 4Cs and reported regularly to a small steering group. Overall the project concluded that the processes currently in place are effective. Some small improvements were recommended to tighten contract management. These have been implemented.</p>
<p>Investigate reasons for persistently high levels on CPR, and deteriorating timeliness of core group meetings, and take action to remedy.</p>	<p>In order to address the upward trajectory of the number of children on the CPR work was undertaken to ensure a timely offer of support using the full range of resources within the IFSS is fully in place. An additional gatekeeping process has been introduced with team managers and the IROs to ensure proceeding to Initial Child Protection Conferences is fully agreed. The registration figures in the second half of the year have dropped and the steps taken have halted, indeed reversed, the upward trend.</p> <p>In 2015/16 there were 188 children placed on the CPR, compared to 221 last year. During the course of the year a total of 370 children were on the CPR as compared with 409 last year. At the conclusion of the year 136 children were on the CPR compared to 184 last year.</p>

	<p>In the work to develop preparedness for the SSWA processes for CP Conferences have been reviewed and all documentation revised and simplified.</p> <p>The improved planning for Care and Support Plans and the introduction of CCM 28.2 have assisted in prompting for Core Groups. The timeliness of Initial Core Groups has improved this year from 55.8% to 71.7%. However, this is still below the Welsh average and work will continue in 16/17.</p>
<p>Member development in more effective oversight of performance and further understanding of the implications of SSWBW Act.</p>	<p>Member development in more effective oversight of performance and further understanding of the implications of SSWBW Act</p> <p>We have introduced a number of new practices in the last year to improve focus and oversight by the Committees, including for Social Services issues:</p> <ul style="list-style-type: none"> - Introduction of pre-meetings for all Committees: an opportunity ahead of each meeting to clarify the role of the Committee in each item with Members, address any queries and formulate questioning strategies. - Information reporting mechanism: issues which are low risk / for information now go through an information report process. Reports are sent by email with an option for Members to raise questions and issues with the Chair, if necessary. This stops Committee time being taken up by lower priority items, while still keeping Members informed, providing an audit trail, and allowing a greater number of issues to be monitored in the background. This has worked particularly well for example with the service plan reviews, where Members received full progress reports by email but were able to focus on exception reports in Committee. - Member Seminar and Training Programme: we have also introduced a training programme to run alongside the work programme, to keep Members updated on key issues and developments. This included a session on the implications of the SSWBW Act on 13 April 2016, with Members from both Community Planning and Development SC (for Adult Services) and Learning Caring and Leisure SC (for Children's Services). As this issue is of importance and interest to all Councillors, we also filmed the meeting and circulated the broadcast and slides to all Members after the event, so that the training could be shared more widely.

CONCLUSION

015/16 has been a year where we have focussed upon strengthening the quality of our services and preparation for the Social Services and Wellbeing Act 2014. As we move forward to implement the vision set out in our 2020 document we will develop our use of mobile technology, self-assessment particularly for adults, demand management by developing self-service through better information, advice and assistance with targeted prevention services and an outcome focus for those who need care and/or support.

Looking ahead, our greatest challenge will be to maintain the safety and wellbeing of vulnerable adults and children at a time of continuing budget savings. We will need to ensure that every member of staff is cost conscious and working efficiently as well as effectively.

We will need to develop more integrated services and shared assets with the Health Board as we create integrated teams based on the three Neighbourhood Care Networks (NCNs) in Newport. Place based

integration will develop at pace on a regional and local footprint and in 2016/17 will see closer links particularly in NCNs with adult community and primary care health services, team around the school clusters, community hubs for anti-poverty services and libraries and community centres.

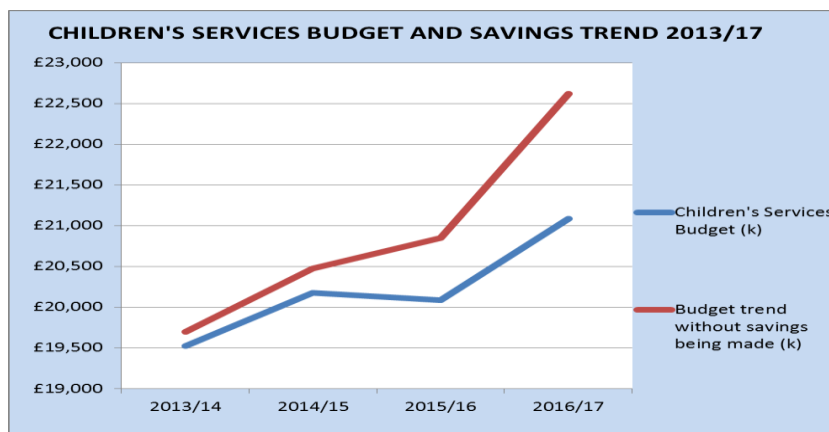
Together we will see a greater focus on community, individual and family wellbeing

Financial Summary

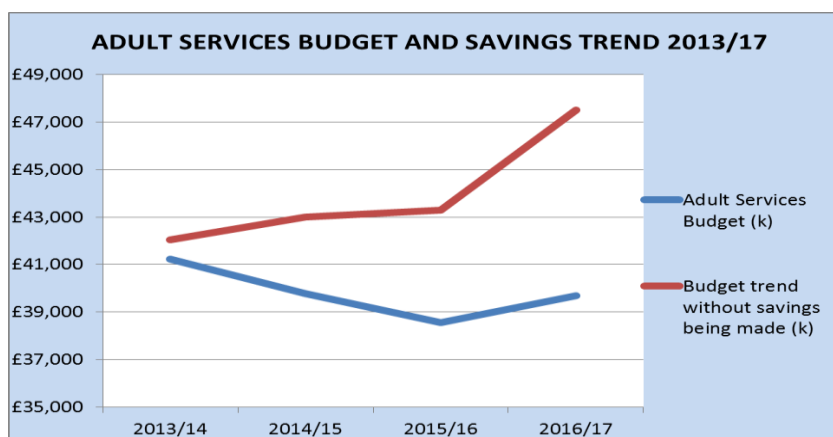
Since 2013/14, the council budget has actually increased by 3.59% which is around 1.2% per annum.

As a result of an extensive programme of savings Adult Services budget has actually decreased by 3.77% which is around a reduction of 1.2% per annum. Children’s Services have had a more modest programme of savings and as a result their budget has increased by 7.99% which is an increase of 2.7% per annum.

Despite the fact that there has been a net increase in Council budgets over the past 4 years, cost pressures in Social Services have been increasing at a greater rate. The graph below shows the extent of savings required to maintain services within budget each year.



The savings total for Children’s Services represents 15% of the 2013/14 budget (5% per annum).



The savings total for Adult Services represents 20% of the 2013/14 budget (6.7% per annum).

Risks

Risk	Impact of Risk if it	Probability of risk occurring	What is the Council doing or what has it done to avoid the risk or	Who is responsible for dealing with the risk?

	occurs (H/M/L)	(H/M/L)	reduce its effect	
That the new duties identified in the Social Services and Wellbeing Act 2014 will bring unsustainable financial pressure	H	M	Directors of Social Services (and WLGA) fully engaged with Wales Government on the drafting of regulations and guidance. We are maintaining strong financial controls on day to day decision making in the service	Mike Nicholson, Strategic Director (People) Chris Humphrey Head of Adult Integrated Services (Social Care and Health) and Sally Jenkins, Head of Children and Family Services
That users and carers will not have the opportunity to contribute further to our understanding of their experience to inform the development of services in future years	H	L	The plan will be to continue to hold regular and frequent service user and carer forum meetings, as well as making use of a wide variety of other consultative mechanisms that we have put in place for users and carers. We will continue to develop imaginative ways of capturing people's views, comments and experiences	Mike Nicholson, Chris Humphrey, Head of Adult Integrated Services (Social Care and Health) and Sally Jenkins, Head of Children and Family Services
The members of staff are not given the opportunity to use this report to gain a greater sense of ownership for the future direction of services and their part in continuous improvement	H	L	The report will continue to be used widely amongst members of staff and partner agencies and used as a vehicle for ensuring a wide ranging discussion in team meetings and management to ensure that it provokes a healthy debate.	Mike Nicholson

Links to Council Policies and Priorities

- Single Integrated Plan
 - Skills and Work – Youth Opportunity
 - Safe and Cohesive Communities – Antisocial behaviour
 - Safe and Cohesive Communities – Youth Justice
 - Health and Wellbeing – Mental Wellbeing
- Newport City Council's Corporate Plan 2012-17
- Newport 20/20

Options Available

Option 1 -That Council endorses the Annual Report of the Director of Social Services for 2014/15

Option 2 – That Council does not endorse the Annual Report of the Director of Social Services for 2014/15 and sets out specific reasons and recommendations for action

Preferred option and why

Option 1 since the Annual Report of the Director of Social Services allows for any additional work to take place in response to the coming CSSIW annual report and this will serve as the basis for CSSIW's evaluation of 2016/17.

Comments of Chief Financial Officer

There are no direct financial consequences stemming from the annual report itself, although it does emphasise the volume of budget cuts that have already been achieved. Further savings will therefore be very challenging in a challenging and complex service area. The report also makes reference to the Social Services and Wellbeing Act, which has now been implemented from April 2016 and which will bring new financial and operational challenges to the service area. It is encouraging that the strategic change programme is continuing and delivering on its proposals. It is essential that due to the high risk nature of the service it continues with robust financial management.

Comments of Monitoring Officer

The Director of Social Services has a statutory obligation to report annually to the Council on the delivery, performance and risks in relation to the whole range of social services functions, and to identify plans for improvement. This annual reporting requirement is in accordance with statutory guidance issued under Section 7 of the Local Authority Social Services Act 1970 and also the Local Government (Wales) Measure 2009, insofar as it relates to the continuous improvement of service delivery. In accordance with the Council's performance management framework, the Joint Scrutiny Committee is being asked to consider and comment on the adequacy of the draft report in addressing the issues identified. The Report confirms that the Council is discharging its statutory social care duties and that good progress has been made in addressing issues raised following previous regulatory inspections in areas such as the YOS and Adult Residential Services. The Council is also well placed in preparing for the additional duties imposed by the Social Services and Well-Being (Wales) Act. The one slight disappointment is that performance has dipped slightly in meeting performance indicators in Children's services. The final Report will need to be presented to full Council.

Staffing Implications: Comments of Head of People and Business Change

This report sets out the Director of Social Services' own assessment of performance of Social Services in 2015-16 and as such there are no specific HR implications.

The progress that has been made in 2015-16 supports one of the key focuses of the Single Integrated Plan (SIP) which is the improvement of the lives and life chances of the people of Newport, focusing on those groups and individuals who are most vulnerable, most at risk and most disadvantaged.

Comments from Joint Scrutiny (Learning, Caring and Leisure Committee and Community Planning and Development Committee) – June 15th 2016

The Joint Committee made the following comments with Director of Social Services response in italics:

- **The good support provided by other agencies, especially Gwent Police, regarding safeguarding.**

Comment noted and appreciated

- **The rise in safeguarding referrals and the reasons associated with the increase, including better reporting procedures. The Director would investigate actual figures for this matter**

and report back. It was noted that safeguarding issues would be dealt with at a joint meeting with the Community Planning and Development Scrutiny Committee in autumn 2016.

We will prepare further information for Scrutiny on the 28% increase in referrals to the Adult Protection Service, but presently we believe that this relates to better communication with and reporting from health partners, provider agencies and our own social work teams

- **The percentage of complaints made via the Contact Centre or directly to Social Services staff and the unacceptable length of time some callers waited when accessing through the Contact Centre. This however was partly because of service cuts and staff sickness.**

There have been real challenges in callers to the Contact Centre gaining swift access to an operator. There have been problems with staff sickness and although this has improved this issue is subject to review by the Senior Leadership Team to ensure improvements

- **The mode of operation of the appointed Carers Champion and how individuals were made aware or referred to the Champion for assistance. Adequate access to a Carers Champion was considered necessary throughout the city.**

It is agreed that Carers should be a priority for assessments and services in their own right and the Social Services and Wellbeing Act 2014 makes this an absolute duty for Social Services to meet this challenge. We are offering assessments to all our known carers and through Carers Champions in GP surgeries, our Carers Connectors and the Carers Forum we are communicating this message widely

- **The preparedness of the Council to meet the requirements of the Social Services and Wellbeing (Wales) Act. The Council was well placed to meet its obligations by 1 April 2017 and was working on remaining elements of the Act's requirements that would bring services together regarding project management and delivery.**

Agreed

- **Part of the challenge involved the promotion the message of self-care and better health and wellbeing.**
- **Whilst systems and staffing would be in place, effecting culture change in the public at large would involve a longer process including improved lifestyles.**

We do have a challenge in persuading citizens that self-care and maintaining healthy lifestyles is the key to a happy old age, but we are spreading the message through our duty to provide information, advice and assistance using electronic resource banks and supporting voluntary sector and resident led activities that promote wellbeing

- **The existence of three neighbourhood Care Networks to increase the opportunity to work more closely with other health workers in the communities, and challenges to success including working with partner agencies.**
- **The role of the Health Board in meeting its commitments concerning frailty. Frailty was being approached in partnership with other agencies, within which relationships were maturing, leading to a clearer understanding and positive dialogue regarding challenges faced concerning transfers. This could help reduce delays.**

We have strong relationships with Health colleagues and we are seeing new innovative projects having a significant impact on reducing unnecessary hospital stays for vulnerable people.

- **The ability of the Council to manage the level of adult referrals involving dementia. Newport had subscribed to become a dementia friendly city. An event had been held promoting dementia friendly attitudes. The Council's offer concerning residential provision was being strengthened. The challenge remained in managing demand and pressures to deal with cases with diminishing resources.**

We are committed to supporting Newport as a, 'Dementia Friendly' city and we are seeing the local business sector responding and the voluntary sector supporting us so that we are maintaining the balance between local authority funded services and self and community led services. If there is another recession this will become more and more challenging

- **The full level of support provided for children in care in education, training and employment, including considerable resource dedicated to meeting their educational needs.**

We need to do better in ensuring children in care achieve better educational outcomes and when they are old enough to pass into suitable further education, training or work and that they live in suitable accommodation. We are benefiting from additional support from our Education colleagues and the Corporate Parenting Forum but there is much yet to be done.

- **The progress made in reducing the level of children categorised as NEET. The percentage of year 11 pupils in NEET last year was 3.1% compared with 10.4% in 2009. There were sometimes complex issues involved relating to individuals. The Head of People and Business Change agreed to provide information for Members regarding issues raised concerning NEET statistics following the meeting.**

Rhys Cornwall will be preparing a response to this issue

Comments from Cabinet – July 11th 2016

The cabinet was presented with my report at its meeting held earlier this month.

Cabinet members responded positively to the report and recognised the significant progress made in some areas and the efforts made by all Social Services staff and cabinet members to provide the best possible services to Newport's vulnerable people.

The cabinet recognised there remains some work to done in other areas of the service and encouraged staff and members to redouble their efforts in these areas.

Cabinet members recognised

- **The significant work required in preparation for and, implementation of, the Social Services and Wellbeing Act 2014.**

Comment noted and appreciated

- **There remains some concerns around meeting targets but external reviewers had pointed out the quality of service was good. Some indicators were counter intuitive in nature and this needed to be pointed out**

Comment noted and perversity of some targets noted in the Director's report

- **Budget pressures remain and those with responsibilities for budget setting need to take account of the changing population demographics and the requirement of the Social Services and Wellbeing Act**

Comment noted and will be actioned

- **Collaborative working was moving forward in a positive manner with integrated teams based on the three Neighbourhood Care Networks. Closer links were to be forged in the coming year as described in the report.**

Comment noted and appreciated

- **Significant improvements in terms of delayed transfer of care**

Comment noted and appreciated

- **The important , often unpaid, role of carers and the success of the carers forum**

Comment noted and the debt we owe to unpaid carers is appreciated

Local issues

None

Equalities Impact Assessment

The report reviews performance in 2015/16 and does not set out new policies and so an equalities impact assessment is not indicated in this case

Consultation

There is a continuing programme throughout the year of meeting with users and carers to help people make their contribution to the continuing intelligence on which my annual report to Council will be built

Background Papers

The Director of Social Services Annual Report 2015/16

