

# Annual Report 2011-12

**Who we are**  
**What we do**  
**The difference we make**



**Denbighshire County Council**  
**Social Services**

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If you would like to find out more about our services and how to access them, contact the First Contact Team. You can write or call in to see them at:

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Website [www.denbighshire.gov.uk](http://www.denbighshire.gov.uk)

This document provides a summary of our annual self assessment. [Click here](#) if you want to read the full detailed assessment.

For a version of this leaflet in Braille or another language or format, call free on 0800 243 980.

# Introduction

This is my annual report about social services in Denbighshire. The report looks at performance in 2011/2012 and sets out our priorities for 2012/2013.

## How effective are our services?

My overall assessment is that Denbighshire Social Services continue to perform well. We have very committed staff and I am pleased with their continued work to ensure that we make life better for vulnerable people.

Recent Welsh Government papers set an agenda to transform social care services in Wales. We have already started to deliver this agenda. Over the last 3 years we have made good progress in adapting and developing services to respond to the needs of an ageing community and increasing numbers of children and adults with complex needs. We recognise that there is more to do and the priorities we have set will continue to modernise our services.

Modernising our services will involve developing more joined up approaches to meeting people's needs. This will involve changing the way we work and the way services are delivered. We will need to ensure that we manage change consistently well, ensuring that people who use social services, our staff and communities have the opportunity to shape the way change is taken forward.

We recognise that some of the changes we will make may not be popular, and that people like familiar services. However, the financial climate means that we will have to approach things in a different way to be able to provide support for increasing numbers of people in future with the money we have. Ensuring vulnerable people are protected and that people receive high quality services will always be central. We will also focus on making changes so that people can be independent as possible, services make lives better and people are treated with dignity.



**Sally Ellis**

Corporate Director Modernisation and Wellbeing



# Children & Family Services

## Supporting Children and Families

### What we are about

We aim to ensure vulnerable children:

- ✓ are safeguarded
- ✓ live with secure, stable loving families
- ✓ have opportunities for success, and
- ✓ are enabled to grow and develop into healthy, well rounded adults.

### The Services we provide

We recognise the importance of providing the right support to children and families at the right time. This involves working closely with other agencies to combine our effort so that we:

- help prevent problems arising
- respond early before problems escalate, and
- provide effective support when intensive help is needed from statutory services.

The services we provide include:

- information, advice and signposting people to help and support
- supporting families to care for their children safely and to reduce the risk of family breakdown
- helping children in need, children with disabilities and young carers
- supporting looked after children and care leavers
- providing stable, secure placements through fostering and adoption, and
- child protection to ensure vulnerable children are safe.

# Early Intervention: helping families before problems escalate

Every year families, professionals and the general public contact us with concerns about children, young people and their families. We call these contacts. In 2011/2012 we received 5150 'contacts'. Social services does not need to be involved in the majority of these cases. However, it is often the case that the family is at a point where they need some form of help or support.

During 2011/2012 we have started using an approach that places the family at the centre of making change to their lives. We ensure that the family are listened to and that we help them to build on their strengths, their resilience and their skills. The approach is known as putting a Team Around the Family.

## Ceri's story

Ceri is a teenager who refused to go to school. Ceri and her mum were arguing a lot. Ceri did not like leaving the house and did not socialise well. Ceri has a problem with her weight.

The Team Around the Family service worked with Ceri and her mum to find out what was working and what they needed help with. A number of agencies worked together with the family to:

- find a way for Ceri to engage in education
- help Ceri and her mum improve their relationship through counselling
- help them eat healthily and exercise
- help them manage their debts

Ceri's mum has said she feels much more positive about everything in life.

### The difference this has made for Ceri

- I did well in my basic skills test
- I start college after the summer break
- I have stopped arguing with mum
- Me and mum have started going to the gym and we're enjoying it!
- Mum is on top of our finances
- I am much happier about my future

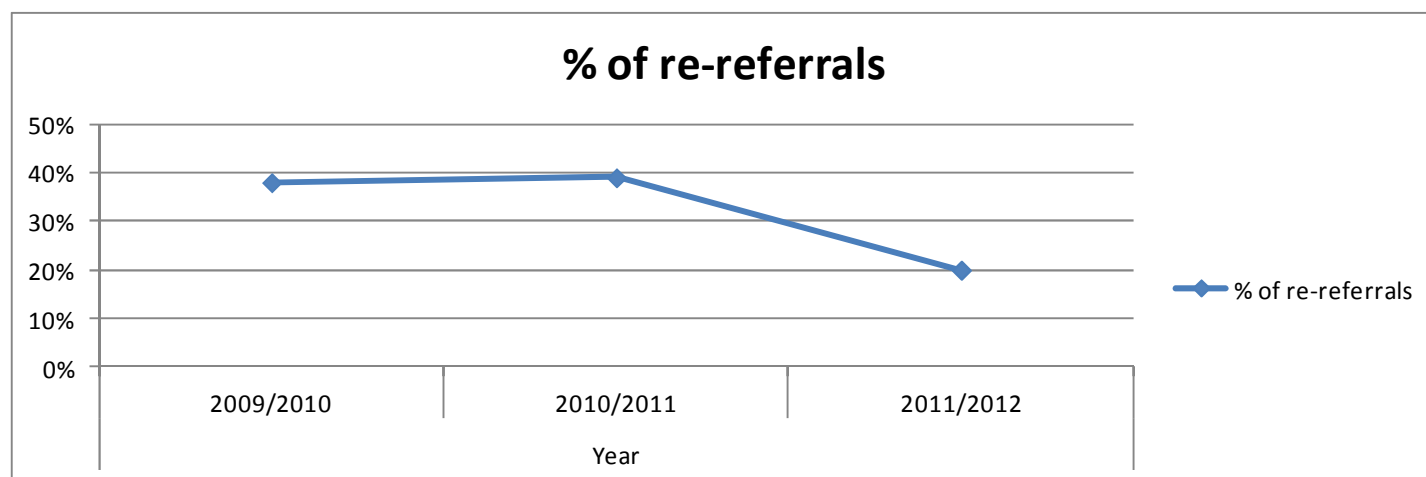


# Supporting Families

During 2011/2012 we have improved the way we support families to care for their children safely and to reduce the risk of family breakdown. We have started using an approach (Framework Analysis) which involves agencies working together to assess, plan and support children and families.

We have been working with other agencies to strengthen the way we respond together to help these families. Each week we meet with teachers, health visitors, and the police to share information and concerns about children and families. At these meetings we agree what action is needed and who will take the lead. This helps to ensure that families get the help they need early on from the most appropriate agency.

Focusing on helping people get help early on has helped us to halve the number of children/young people who are referred to the Department more than once during the year (down from 39% in 2010/2011 to 20% in 2011/2012).



In 2012/2013 we will work with the Family Information Service to ensure families have access to information about the support they can get in their community and from statutory services.

We will continue to develop our services. We recognise that services do not always join up to provide families a smooth transition in and out of services as their needs change. We have developed an action plan to grow and develop our range of intensive family support services. This is part of a wider multi-agency approach to family support that we will continue to develop over the next 2-3 years.



# Children with disabilities

In our last annual report we highlighted the work we had planned with Health on a project to develop an integrated disability service at Hyfrydle in Denbigh. There have been delays in this project which means that we have not yet fully joined up our services. This is disappointing but we are confident that our Health colleagues will ensure that the project is delivered this autumn. Positively the lease for the building has been signed and development work has started.

A key focus of supporting disabled young people in transition to adulthood is to provide effective planning to make sure that their future needs are identified and that the right services are put in place. This is an area where we do well. However, we recognise that there is a group of young people receiving direct support from the Children and Family Services who will not be eligible for support from adult services as they get older. We have set up a key worker service to work with partner agencies to identify support that may be available for them.

# Looked after children

Looked after children are children and young people who are in the care of the local authority because of a care order made by the court or by agreement with their parent(s). Often these children are referred to as being 'in care'. Over the last 3 years the number of looked after children in Denbighshire grew. The number of looked after children has now stabilised although children are still coming into care and we are finding that they are staying in care for longer (this is discussed later in the report). In Denbighshire there were 165 looked after children on the 31<sup>st</sup> March 2012.

The Council acts as a 'corporate parent' for looked after children. We are proud of the work we have undertaken in 2011/12 to be good 'corporate parents'. This includes making sure that looked after children attend school, visit the dentist and have health immunisations.

One of our developing strengths is the attention we give to ensuring that children and young people are involved in their care arrangements and are a key part of any decisions and arrangements for their future. We are proud that all children and young people have access to an independent advocate.

“I would like to thank my Social Worker for her time, appreciated the relationship they had developed and how she was able to challenge me to consider new possibilities and actions in difficult areas of my life”

*Service User (Court practice group)*

We use a range of different ways to find out what children and young people think about our services. However, we need to get better at pulling this information together to develop a more comprehensive picture of common themes/ issues that arise. In response we have revised our Quality Assurance Framework (2012-2014) which now places a stronger and more co-ordinated emphasis on listening and responding to what service users tell us.

## Fostering and adoption

We have a dedicated Fostering Service that is responsible for making sure we have suitable foster carers. This includes ensuring people are trained and supported to provide good placements for looked after children. We had a successful annual fostering inspection in 2011/2012.

We are pleased that we have good placement stability for looked after children. However, prolonged care proceedings mean that children are tending to remain in foster care longer. We are therefore experiencing challenges in providing well for the varying and differing ages and needs of children and young people. In addition Foster Carers have told us that our current training for foster carers needs to change. In response we will review the foster carer training programme and develop tailored training and support packages for longstanding foster carers and kinship carers (carers who are relatives of the young people they look after).

We have worked closely with the North Wales Adoption Service which has focussed on providing a steady supply of approved adopters. There is now a rolling training programme for prospective adopters and an increased number of assessments being presented to panels. We have also established a joint adoption panel with Conwy. However, even with this effort and focus progress has been restricted due to a national shortage of prospective adopters.





# Safeguarding and Child Protection

One of Social Services' key responsibilities is to protect children from harm. We try to do this in partnership with families, and where appropriate, keep children in their own homes. Our assessment is that we have efficient and well developed systems in place to keep vulnerable children and young people safe. We ensure that our processes for dealing with child protection are followed in a timely manner and we work well with other agencies to safeguard children.

We have a well established joint Conwy and Denbighshire Local Safeguarding Children's Board which makes sure that there is a consistent approach to safeguarding and child protection across all key agencies. The authority's Estyn inspection of Education was positive about the safeguarding work undertaken in the authority. We have also provided a comprehensive range of child protection training across the social care sector with 121 receiving child protection training during the year.

In 2012/13 we need to ensure we consult more effectively with children who have been subject to the child protection process in order to better understand the impact (positive/ negative) it has had on their safety.

## Delivering an efficient, high quality and well managed service

Over the last year we have achieved a great deal with the commitment of an experienced and established workforce. We have successfully implemented a major restructure of our Service in 2011 that supports and promotes good quality social work practice. Information about how we are managing our service can be found in our full assessment (a link to this document is on page 2).



# How does our performance compare?

Our assessment of our strengths and challenges is as follows:

Strengths	Challenges
<ul style="list-style-type: none"><li>• making timely decisions on referrals (within 1 working day)</li><li>• reducing repeat referrals</li><li>• completing initial assessments (within 7 working days)</li><li>• ensuring children are seen as part of the initial assessment</li><li>• the timeliness of initial child protection conferences</li><li>• meeting timescales for reviewing children who are on the child protection register/are looked after</li><li>• having qualified social workers allocated to cases</li><li>• placing looked after children in appropriate placements so they do not experience unnecessary placement moves</li><li>• ensuring good school attendance for looked after children</li><li>• ensuring looked after children are not permanently excluded from school</li></ul>	<ul style="list-style-type: none"><li>• completing core assessments within 35 working days</li><li>• ensuring that children do not experience changes of school unless it is due to transitional arrangements</li><li>• undertaking statutory visits to looked after children in accordance with regulations</li><li>• ensuring plans for permanence for looked after children are in place at the point of their second review</li><li>• child in need reviews are carried out within the statutory timescales</li></ul>

Click [here](#) to see how we how performed against our performance indicators in 2011/2012.

## Looking forward—our top priorities

The pace of change within Children's Services continues to be fast, diverse, and demanding. We must manage this pace within a challenging and testing economic environment in which significant long term efficiency savings must be made. Our focus will be how we improve outcomes for children and young people whilst delivering efficiencies.

We have set priorities for the next 3 years. The information on the next page sets out the main focus of our energies in 2012/13 to deliver the 3 year priorities:



3 year priority	In 2012/2013 we will:
Vulnerable families provide stability and safe care for children	<ul style="list-style-type: none"> <li>strengthen the way we involve and work with families and partner agencies in assessing the needs of families and in the planning, delivery and reviewing of services (Joint Assessment Family Framework and Framework for Analysis)</li> <li>implement a Family Support Strategy. The Strategy will set out the range of support services we will deliver to families</li> <li>develop our approach to delivering family support services with partners</li> </ul>
Looked after children are provided with permanent, stable, secure and loving families and become independent adults	<ul style="list-style-type: none"> <li>develop a new training programme for experienced foster carers and carers looking after family members so that they can develop the skills to help support children and young people with a range of complex needs</li> <li>undertake an evaluation of Bryn y Wal children's home and look at options for how we use the budget to meet the future needs of children and young people who are looked after</li> </ul>
Vulnerable children are protected	<ul style="list-style-type: none"> <li>bring together and reduce the number of multi-agency panels that work to support vulnerable children/young people and families</li> <li>work together with our partner agencies to develop an agreed programme to respond to the impact of domestic abuse on children</li> <li>develop consultation approaches that enable us to learn from the experiences of families involved in Child Protection process</li> </ul>
Children with complex additional needs are enabled to live stable, secure and inclusive family lives	<ul style="list-style-type: none"> <li>review delivery of services to children and young people with additional needs (e.g. due to disability) to make sure the service is able to respond to their needs effectively</li> </ul>
The Children and Family service is efficient, of high quality and well managed	<ul style="list-style-type: none"> <li>improve the way in which we use our information and intelligence to inform service development and delivery</li> </ul>

# Adult & Business Services

## Supporting Adults

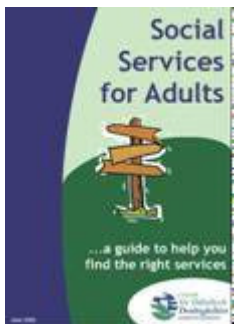
### What we are about

We aim to support people to live as independently as possible. For most people this means working with them so that they can continue to live in their own home.

### The services we provide

The type of service we offer depends on a person's needs. Depending on their situation we could offer someone:

- information and advice
- advice about benefits and how to claim them
- signposting to services available in their community
- support that helps people to regain or develop their skills and confidence to take care of themselves
- special equipment and home adaptations
- care and/or support in a person's home
- short breaks
- day services
- care in a residential or nursing home for people with specific high level care needs



Click [here](#) for more information about the services we provide.

# A year of change

During 2011/12 we delivered an ambitious programme to transform adult social care in Denbighshire. We put a new structure in place which had 2 key features.

A new Intake and Reablement Service which:

- ◆ makes it easier for people to access our services
- ◆ enables us to respond promptly when people seek help, and
- ◆ focuses on how we can maximise peoples independence.

Services delivered through locality offices which:

- ◆ bring a stronger link between our services and the communities they serve
- ◆ enable agencies to work together to jointly assess and support people, and
- ◆ promote health, well-being and independence in towns and communities.

The emphasis of the new structure is on prevention and early intervention, whilst recognising that an ageing population will have complex, long term care needs that require responsive support tailored to individual needs.

We have carried out a review of our new structure gathering the views of staff, partner agencies and most importantly some of the people who have received our services. The outcome of the review showed that:

- ◆ we treat people with dignity and respect
- ◆ people felt that our services are reliable, and
- ◆ overall we are easy to contact (but there is room for improvement).

One person told us:

“I am grateful for the prompt service received and the kind and caring attitude of the staff as I find it difficult to be in the company of strangers.”

The review highlighted that we need to ensure that service users and their carers know who to speak regarding their care. 25% of users who responded to were unclear about who they needed to speak to if they had any queries. We have started work to make sure that people are clear about who is responsible for their care. We are also looking at what information is given to people once our input has ended.

## Providing an effective and timely response

Our First Contact Team provides a single point of access to our services. They carry out initial screening to find out what needs the individual might have and refer them to the appropriate team or relevant external agencies. Last year our First Contact Team provided advice, information and support to over 6000 adults.

In 2011/12 we increased the input of social work staff and occupational therapists into initial screening processes. We believe that this approach has improved signposting, assisting people to get information/advice and everyday support in their own communities and improved the quality of information going to the longer term teams. In 2012/2013 we will be developing standards for our First Contact service that will help us better understand how effective the service is and the difference it is making.

We are pleased that we have been selected as a pilot to develop a single point of access to social and health care services. This will seek to remove the need for a service user or their carer to make contact with a range of agencies when in need of support. Health and third sector colleagues were part of the development bid which got financial support from the Social Services Improvement Agency for initial development costs. This is an exciting opportunity and we look forward to reporting progress at the end of 2012/2013.



Click [here](#) to find out how you can contact social services.

## Promoting independence

We have developed our services to provide a stronger focus on supporting people to maintain their independence. These services are rapidly becoming the first thing we do when someone needs help. Reablement and Telecare are good examples of the work we have undertaken to promote people's independence.



# Reablement

Reablement is short-term support which is designed to develop people's confidence to manage as many tasks as possible on their own rather than having other people do things for them.

Last year our Intake and Reablement Service has assisted 2549 people to retain their independence by delivering short term intensive support. 69% of people no longer needed a package of care after short term support.

We were pleased that an evaluation showed that our approach to reablement is working. A survey completed by people who have received reablement showed that at the end of the reablement service:

- ✓ 76% of people stated they had more confidence
- ✓ 47% said the service had helped improve their privacy, and
- ✓ 49% said it had improved their dignity.

When we went back to people 3 months after they had received a reablement service we found that:

- ✓ 62% of people felt their confidence had improved further
- ✓ 25% said it had remained the same, and
- ✗ 7% of people felt their confidence deteriorated.



Click [here](#) for more information about reablement in Denbighshire.

# Telecare

Our Community Equipment Service (CESI), which is a formal partnership with the Betsi Cadwaladr University Health Board (BCU), provides and manages a wide range of equipment from hoists to Telecare to help people live independently within the community.

Telecare is a range of equipment that uses sensors and an alarm system which is plugged into the telephone socket. This alerts a carer or a response centre when a person needs help or something has been detected such as gas or smoke. 1300 people are now provided with Telecare in Denbighshire with 450 new installations in the past year.



The CESI service provides a quick response with 83% of equipment delivered within 5 working days. Positively 82% of equipment is recycled meaning that it is put back for use in the community.

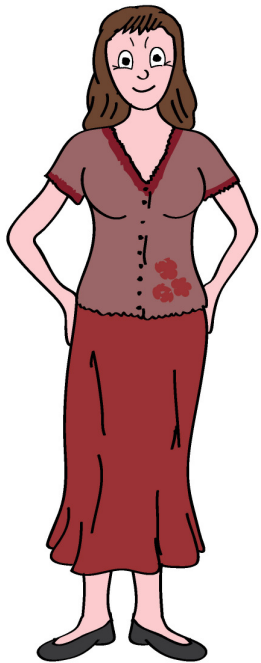
Click [here](#) for more information about telecare in Denbighshire.

### Ellen's Story

Ellen had been in hospital for 7 months. Although she was ready to be discharged from hospital her property was unsuitable.

We arranged temporary accommodation and a reablement care package to enable her to leave hospital. The social work and OT (Occupational Therapist) then worked together with Housing and Ellen to find a property that was suitable to meet her needs.

Ellen is now living independently in the community of her choice. She is independent with personal care tasks and is managing all food and drink preparation. Ellen's family and friends support her with shopping. Ellen has managed to walk to the local bus stop to use local transport into town on a couple of occasions.



## Communities

We have a range of services that have been developed to build networks and support to help people live in their community without reliance on statutory social care services.

We have worked closely with communities to develop a range of community initiatives that include:

Passion for Life	A framework for older people which enables them to make incremental changes to move them from where they are now to where they would like to be in their lives
Dignity in Care	Local volunteers work to champion dignity and respect to be at the heart of care services
Telebuddy services	Volunteers phone people who may feel lonely or isolated to make sure they are okay
My Life My Way groups	A mentoring scheme where older people support young disadvantaged people

We are currently piloting Community Information Points in 3 rural areas to help bridge the gap between local communities and those agencies able to offer help and support.

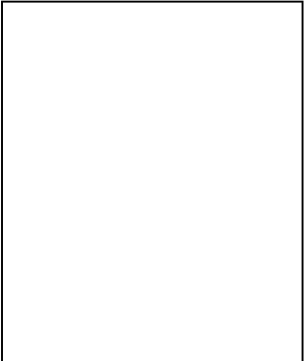
The New Work Connections (NWC) project supports people over the age of 16 who, through a range of disadvantages, are economically inactive or unemployed. The main group of people we work with are people who have social care needs and we believe that help with pursuing training and/or employment can often help to transform people's lives and reduce dependency on health and social care services. During the year we supported 514 people. We are aiming to help more people in 2012/2013.

Our Supporting People strategy has been very successful in providing a range of options for people to have supported accommodation in the community.



Click [here](#) for information about the type of support provided through Supporting People and how you can ask for help.

Evaluation questionnaires demonstrate that our Welfare Rights Team makes a real difference to people's independence, health and wellbeing. Last year our Welfare Rights Partnership removed £17m in personal debts, generated increased income of £8m and moved approximately 1,138 people out of poverty.



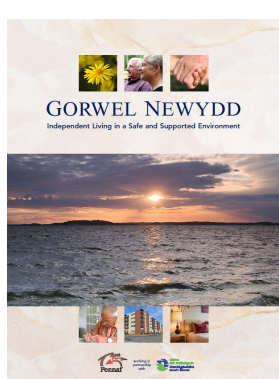
Click [here](#) for an annual report on the work of the Welfare Rights Team.

# Modernising our services

As a nation we have an ever ageing population with increasing levels of physical and mental frailty. We need to ensure that we continue to develop modern services to respond to the changing needs of people in Denbighshire within the context of financial pressures. Between 2009—2012 the Council agreed that, in response to demographic pressures, priority would be given to adapting and developing services for older people and people with learning disabilities.

## Modernising services for older people

We are proud of how we have developed Extra Care in Denbighshire. We have established schemes in Rhyl and Prestatyn and a further scheme opened in Ruthin last year. The Ruthin scheme is built on the same site as our existing in house Care Home (Awelon) and we have commitment to build an Extra Care Scheme in Denbigh. There is a clear need for more Extra Care facilities in Denbighshire but funding the development of a further phase is challenging.



Click [here](#) for information about Extra Care Housing in Denbighshire.

We have strengthened our services for older people with mental health problems (EMH). We have commissioned day activities for people with EMH as part of our support for carers. These approaches move away from traditional models of EMH day care and aim to break down barriers of isolation by providing services in places such as Extra Care Housing where people can form friendships and support networks.

We have worked well with Leisure Services to promote and develop opportunities for older people to participate in physical activities. Examples include guided walks, free swimming and aqua aerobics and chair based exercise sessions provided to community groups, in Extra Care Housing and in our day centres.

Over 100 people enrolled for chair based activities with the average age being between 80 – 90 yrs. One Extra Care group now feel that once a week session is not enough and are trialling twice a week sessions with two residents leading the group.

## Jean's Story

Jean has attended your chair based exercise group at Nant-Y-Mor and can't praise the group enough. She has gained more movement in her arm since doing the exercises. There has been a marked improvement in her arm since her injury, she did have Physio following the removal of her plaster, but this stopped after so many weeks, leaving her with very limited movement. This exercise group has not only given her the motivation to carry on these exercises at home, but to meet others.

## Modernising services for people with learning disabilities

Last year we started work to develop Intensive Supported Independent Living accommodation in Henllan which will support 8 people with learning disabilities, 2 physically disabled people and 2 people with autism to live in the community. Whilst there have been delays in delivering the scheme we are on track for a summer opening and funding arrangements between Health and ourselves have been agreed.

In addition two new housing schemes providing low level supported housing, one for 5 adults the other for 3 adults with learning disabilities have been developed since September 2011. These developments involved close and detailed consultation processes with local residents and both schemes have been very successful.



Click [here](#) to find out more about Community Living Schemes that support people with a learning disability to live in the community.

# Safeguarding

We have effective systems in place to make sure that vulnerable people are safeguarded. We work well with other agencies and 318 people from across the social care workforce attended POVA (Protection of Vulnerable Adults) training. We have posters that explain the types of abuse a vulnerable person may suffer and who can be contacted by anyone who has concerns.

We need to make sure that there is a consistent understanding and application of the Mental Capacity Act, Deprivation of Liberty Safeguards (DOLS) and the concept of 'Best Interest' where people can make decisions about another person in certain situations. We will deliver specific refresher training for staff around the Mental Capacity Act. Through a complaint we have learnt lessons about how we can improve the way we involve and inform families about POVA cases, and the need for us to provide greater clarity about our decision making in strategy meeting minutes.



Click [here](#) for information about the kinds of abuse vulnerable adults may suffer, and contact details for anyone with concerns about the welfare of a vulnerable adult.



Click [here](#) for information about how vulnerable adults can protect themselves against financial abuse, and what to do if they feel they are being abused.



# Supporting Carers

We value the role that carers have and appreciate this can be a challenging and demanding role. We are very committed to improving and developing support and services for carers, and are providing more services to carers than ever before. Over recent years there have been significant improvements to the service, including the appointment of a Carers' Commissioning Officer, the development of a Carers' Strategy, a dedicated Carer Assessors service, Carers Emergency Card Scheme, EMH Carer Support, Healthy Carers Worker post, and a dedicated webpage. However, we recognise that there is more to do to ensure that carers forms a central part of our assessment processes. We will provide refresher training for our staff on our carers' assessments and services to support carers in Denbighshire.

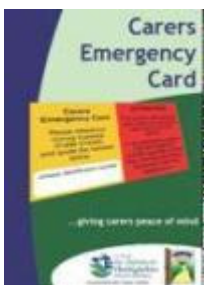
## Cath's Story

Cath is a 72 year old lady who suffered a stroke which left her with complex needs. In the beginning it seemed unlikely that Cath and her husband (her main carer) would be able to cope if Cath returned home.

Cath's husband had a carers assessment and a care package was put into place to help support him in his caring role. More suitable accommodation to meet Cath's needs was found and adaptations were made. Her husband was given in depth training in correct moving and Handling techniques to enable him to maintain his own and his wife's safety in transfers and daily living.

Cath was offered and accepted day care and her husband was given an advocate to assist with financial matters and correspondence.

Following detailed work by a social workers and OT Cath's husband was able to manage his role as main carer and both are managing independent living in the community.



Click [here](#) for more information about the Carers Emergency Card Scheme.

# Looking forward—our top priorities

Over the coming year we will need to make some difficult decisions about the services we provide and the way we provide them. We will need to ensure that services provide good results for vulnerable people with eligible social care needs. This will include remodelling day services and reviewing the provision of meals on wheels. We will also adopt new approaches and ways of working with the 3<sup>rd</sup> sector (voluntary organisations), independent providers, community councils, statutory partners and other local authority colleagues.

We will need to ensure that our quality assurance framework is fully embedded to ensure that we have a better understanding of the quality of services in Denbighshire. We also need to develop our systems to provide a deeper understanding of service users and carer experience and where they feel improvements need to be made.

We have set priorities for the next 3 years. The information below sets out the main focus of our energies in 2012/13 to deliver the 3 year priorities:

3 year priority	In 2012/2013 we will:
<p><b>Personalisation</b> People have choice and control over their lives and are able to live as independently as possible</p>	<ul style="list-style-type: none"> <li>• further develop approaches that enable people to control their care and be at the centre of their service</li> <li>• enhance the use of Assistive Technology to support adults to remain safe and independent</li> <li>• develop our performance management to focus onto quality, outcomes and service user value</li> <li>• develop and implement robust customer involvement</li> <li>• introduce and promote customer service standards across all services</li> </ul>
<p><b>Localisation</b> People's individual needs can be met within their local community</p>	<ul style="list-style-type: none"> <li>• further develop and implement a model for the delivery of health and social care within a locality structure</li> <li>• develop commissioning strategies that reflect and responds to the needs of Localities</li> <li>• develop the Single Point of Access, Assessment and care co-ordination across health and social care in Denbighshire</li> </ul>

# How are we performing

Last year our services were inspected as part of a planned inspection of an adult social care by the Care Standards Inspectorate for Wales (CSSIW). The inspection provides an important independent evaluation of services that we provide. We were pleased with the outcome of the inspection which concluded  
XXXXXXXX

– highlights to be included once final report is received.



Follow this link to see the inspection report

During our restructuring process we maintained “business as usual” and sustained performance against our statutory PI’s. Our assessment of our strengths and challenges is as follows:

Strengths	Challenges
<p>Our analysis is that we perform above the Welsh average for the following performance indicators:</p> <ul style="list-style-type: none"><li>✓ Managing or removing risk in POVA cases.</li><li>✓ The rate of older people supported in the community.</li><li>✓ Ensuring that care packages are reviewed.</li><li>✓ Ensuring a low number of delayed transfer of care.</li><li>✓ Providing carers with a service following an assessment.</li></ul>	<ul style="list-style-type: none"><li>➤ The rate of older people supported in care homes.</li><li>➤ The percentage of carers who were offered an assessment or review of their needs in their own right.</li><li>➤ We recognise that there is still an insufficient take up of Direct Payments in particular by older people. We need to improve this and work with staff to understand and break down the barriers that prevent people taking up a Direct Payment.</li></ul>

Click [here](#) to see how we how performed against our performance indicators in 2011/2012.

3 year priority	In 2012/2013 we will:
<p><b>Safeguarding</b></p> <p>Vulnerable adults are protected from harm</p>	<ul style="list-style-type: none"> <li>• review the management arrangements of the Protection of Vulnerable Adults (POVA) function including the Annual POVA training plan</li> <li>• develop and implement an Action Plan as a result of learning / recommendations from a Serious Case Review</li> <li>• deliver training around the Mental Capacity Act.</li> <li>• undertake a feasibility study regarding a new approach to meeting the needs of disabled children and adults</li> </ul>
<p><b>Integration</b></p> <p>Services work together to meet the needs of individuals using flexible resources to reduce dependence</p>	<ul style="list-style-type: none"> <li>• continue to implement a Reablement Strategy across all services</li> <li>• further developing an effective and productive interface with Health</li> <li>• develop an Accommodation Strategy in partnership with Housing Services</li> </ul>
<p><b>Efficiency and Effectiveness</b></p> <p>Adults have co-ordinated health and social care support to meet their needs</p>	<ul style="list-style-type: none"> <li>• further develop the social care workforce strategy taking account of changing needs</li> <li>• develop an approach to respond to and embrace new models of social care provision</li> <li>• implement staffing / workforce indicators as laid out in the Social Care Measure</li> <li>• develop a staff engagement strategy</li> <li>• modernise service delivery, maximising office space and utilising new technology to increase capacity and productivity</li> </ul>

## Delivering an efficient, high quality and well managed service

We have worked hard to ensure that our workforce is a stable one that is well trained and equipped with the skills to meet the requirements of changing and modernising services. Information about how we our managing our service can be found in our full assessment (a link to this document in on page 2).

Feedback can be provided to:

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