



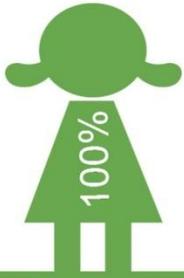
Helping people live their own lives;
Building sustainable care and support in
Monmouthshire

Annual Report of the
Director of Social Services
2014



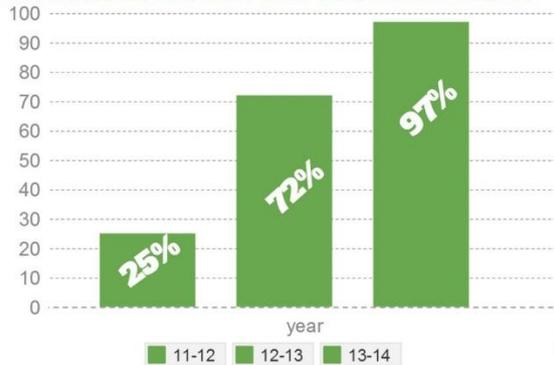
monmouthshire
sir fynwy

Doing Well



Permanency Plans for children who are looked after completed on time

Carers offered an assessment



90% of adults told us they are satisfied with the services they receive

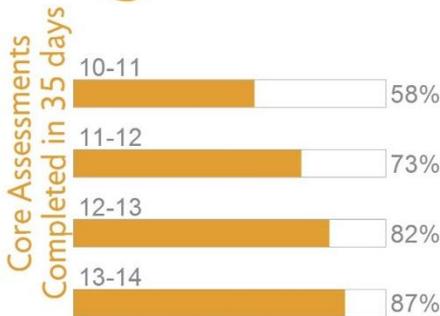


Instances where people had to stay in hospital longer because social care was not available



Children on the child protection register or looked after who had a named social worker

Getting Better



The child was seen by the social worker in 96% of initial assessments

Percentage of adults whose care package was reviewed in the year



of referral decisions were made in one day. Up from 94% in 2012-13

Room for Improvement

222

473

Education Qualification Points score of looked after children compared to all children



Percent of statutory visits to looked after children that were done on time



@MonmouthshireCC

Version Control

Title	Annual Report of the Director of Social Services
Purpose	To tell local people and partners how well we think the arrangements for delivering social care are working. This report is part of the Annual Council Reporting Framework for social care in Wales.
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Introduction

Helping people live their own lives; building sustainable care and support systems in Monmouthshire

“We look not for independence and separateness, but for inter-dependency with those around us.” (Sustainable Social Services for Wales: A Framework for Action)

Social Services Departments are complex organisations. They are ringed by legislation, affected by social, political and demographic change and both influence and are influenced by the expectations of the public. Increasingly our destiny is linked with other partners as we seek outcomes such as community resilience and safety which we cannot deliver on our own. Add to this the most challenging fiscal climate in a generation and broader global and technological change and it is clear that our response cannot be “business as usual” or “more of the same”.

So how should we respond to this? Over the past year we have realised that the greater the demands placed upon us the more important it is to hold onto our values and core purpose. For me this means going beyond the delivery of traditional services that meet externally determined standards and asking instead “what matters to you?” and “what does a good life look like for you?”



For example we are learning more and more about the physical and psychological impact of loneliness on older people. Meeting someone’s physical needs is not sufficient and we must also help people rebuild relationships and connections with their friends and community.

Similarly we have compelling evidence of the impact of emotional neglect on children’s development and must ensure that not only are children and young people protected from harm but are enabled to flourish.

And the growing international research into what makes us happy reminds us that we all have a basic human need to contribute and feel that we are useful to others.

Finally, as we work to understand what matters to people, within a constricted public services financial context, we need to ask the right questions, in the right order:

- How can you regain your own confidence, resilience and sense of connectedness?
- What support can your family, friends and community offer you?
- What is the appropriate role for statutory services?

This report has two purposes;

- To describe our direction and actions for the year ahead, and
- To report on how we did last year.

On page eight you will see our strategy summed up in a single picture and on page nine is my overview of last year. You will also see quotes from people who have used our services spread throughout. The final part of this report lays out my six strategic priorities and the actions that we shall be carrying out during 2014 to start to achieve these. I have limited myself to six in the belief

that “if everything is a priority, nothing is a priority”. So if you don’t find mention of your particular area of interest that doesn’t mean there is no activity going on.

I have drawn on the detailed reports prepared by Julie Boothroyd (Head of Adults) and Tracy Jelfs (Head of Children) for the *How well are we doing* section of this report and these can be accessed [here](#). In these reports you will find the full range of actions that teams will be focusing on during 2014/15.



Chief Officer
Social Care and Health

Our Journey: what we're trying to achieve

We are operating in a climate of both fiscal and demographic challenges unseen since the 1940s. You can read more about the context in which we are working on our [website](#). As a complex organisation, we need real clarity on what we are trying to achieve and where we are heading. Over the past couple of years we have used an approach called [Systems Thinking](#) to help us ask the question “what matters to the people we work with?” That has included asking people directly and analysing case files and at times has led to a painful realisation that our services are not always focusing on what really matters. We learnt that:

- People can find it difficult to speak promptly to the person who can help them resolve their issue.
- Assessment processes tend to list people’s deficits (what they can’t do) and not pay enough attention to the assets of that person and their wider network.
- These same processes can restrict the creativity of staff and waste precious time which could be better spent supporting families directly.
- We may “over engineer” solutions, providing expensive and at times disempowering services when simpler options may have been available.
- We often get involved too late in a situation, which makes it much harder to find a good solution.

These factors apply equally to our work with young children and families, people with disabilities and older people.

Having looked unflinchingly at ourselves as an organisation we have been able to identify the key characteristics we need to adopt to move forward.

These can be summarised as:

- Focussing on people’s strengths and assets, both as an individual and within their wider family and community.
- Having different conversations with individuals around “what matters to you” and “how can we work with you to find joint solutions?”
- Putting our expertise at the “front end”, so that people speak to someone who can help them there and then.
- Thinking about how we can intervene earlier on and who the best person to do this is.
- Building a culture which encourages creativity and innovation.
- Finding new ways to engage individuals and communities and to deliver services differently.
- Developing new ways to measure our impact, based on individual outcomes.

We have captured our journey in adult services in a [short animation](#) which you can view online.

This work is essential because in the current financial and demographic context if we don’t find ways to support people to find better solutions we will end up rationing services and only intervening in crisis situations. The human cost of failing to have the right conversations at the right time includes young people placed in institutional placements away from home and older people experiencing isolation and loneliness in their communities.

This work on systems, along with other analysis and reflection, has enabled us to clarify our purpose, principles and our three year strategy.

Our purpose

Our purpose in Monmouthshire is:

“Building resilient and sustainable communities”

Three themes underpin all our work: Nobody left behind; People are capable, confident and involved and Our County thrives. As a social services directorate we play a key part in all these areas and have agreed our own purpose statement to drive our work

“Helping People Live Their Own Lives”

Given the particular pressures of working with families and vulnerable children we have expanded this to:

“Enabling families and communities to keep children and young people safe and to reach their own potential”

Our principles

- We will work in partnership to facilitate solutions, building meaningful rapport/relationships with family's individuals and partners.
- We will know/be clear about the people who we will support in a timely manner.
- We will have a plan of how we will support people to develop a “whole life” plan, and have a method to track progress and communicate effectively (including commissioning).
- We will take an outcome focused approach to future planning (long term and short term) with families and individuals to meet their own aspirations and goals.
- We will involve the right people at the right time to help people in crisis and will take responsibility for the appropriate pace and continuity of our on-going intervention.
- We will have honest and transparent conversations with all people.
- We will work with and respect other colleagues and challenge systems to ensure best practice and service delivery.
- We will use knowledge to reflect learn and develop on our practice and decisions.
- Everything we record will be purposeful and proportionate.
- We will value and respect our staff and trust their judgement; and promote wellbeing in the workforce.
- Our IT system will work for us.
- We will work creatively and equitably within all resources available.

*“Cannot wish for a better social worker”
(Community Care Questionnaire)*

Our approach

Identifying new principles is one thing, delivering them requires careful thought and clear ways (methods) of achieving this.

My fundamental belief is that the key relationship is that between our front line workers and our communities. My role and that of other managers is to hold true to the principles and purpose

and provide the environment in which excellent practice can develop. It is at the front line that lives are changed and that most resources are committed.

We need to engage simultaneously at three levels;

Community level: Building resilient individuals, families and communities

Service level: Building flexible, empowering and responsive services

Individual practice: Helping people and their families to find solutions that build on their strengths, aspirations and networks

Different approaches are required to impact at all three levels and the next picture shows some of the elements we intend to use to deliver on our key theme of Changing Practice Changing Lives.



Definitions

Community Coordination; an approach that originated in Australia based on establishing local coordinators within communities who work with people who may otherwise require social services. By engaging early on, building on strengths and helping people to build local connections they help people find their own lasting solutions.

Small local enterprises; new small businesses (from 1 to 5 people) which can provide support, generate employment and offer a more person-centred way of providing services to meet individual needs and aspirations.

Co-production; a term for working with citizens, which recognises that individuals and communities best understand their own needs and that by giving power to them better solutions can be found.

Asset Based Community Development; a set of techniques for strengthening communities by building mutual relationships and benefits. This links closely with the list above.

My Life; this is a strategic approach to redesigning learning disability services in Monmouthshire, using the other approaches on this list.

Transitions; Focussing on the needs, strengths and wishes of young people (14+) as they begin to plan for adulthood. Our intention is to develop a single disability service that includes children, young people and adults.

Systems redesign; the process described in section 2 whereby we design services around what matters to people.

Working differently with families; this refers to a range of initiatives to support families by intervening earlier and/or working intensively with families with particular challenges.

What we are going to do?

In my 2012 report I introduced our three year strategy. We are now in the third year and the three themes and six priorities will again drive our actions for 2014/15.

The themes are described below; the way in which we will deliver the priorities during the coming year is laid out in section five on page 13.



Theme One: Changing practice, changing lives

This means focusing on practice at the front line, supporting staff to build effective relationships and working with people to find imaginative solutions. By listening, concentrating on what matters to citizens and engaging communities in supporting individuals and families we believe we can help people find lasting solutions. And if that sounds familiar it's because this is reclaiming some aspects of professional values and practice which have been underused in recent years.

What this means in 2014/15

We will invest our time, energy and financial resources on;

- Building the capacity and resilience needed in our communities. (see daisy diagram)
- Supporting our staff to further develop asset based practice¹.

¹ Some current practices and recording systems tend to focus on what people can't do, listing their deficits and failing to identify that strengths and relationships which will be key to helping them build sustainable solutions.

- Finding ways to measure the impact of this work.

The big question for 2014/15 is *“Are we really focused on what matters to individuals?”*

We need to continue to develop our practice based on listening to people and engaging them and their community in finding solutions.

Theme Two: Safeguarding people

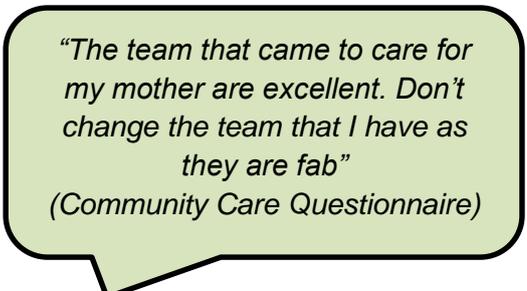
Working to keep children, young people and adults in need safe will always be a key priority for us. The way in which we work with others to safeguard people is crucial and we want to get better at how we listen to people and give them as much control as possible of the processes and decisions that affect them.

What this means in 2014/15

We will pay close attention to how well we and our partners safeguard people. As we now have regional safeguarding arrangements for children and adults we will focus on making sure that local and regional arrangements work well together.

The big question for 2014/15 is *“How safe are our children and young people?”*

We need to improve our whole authority evaluative processes to answer this question and demonstrate our impact as a whole council.



“The team that came to care for my mother are excellent. Don’t change the team that I have as they are fab”
(Community Care Questionnaire)

Theme Three: Working with and through others

We can’t achieve any of our objectives unless we are skilled at working effectively with others. This includes citizens, carers and a range of local, regional and national organisations. We need to concentrate on what we want to achieve and build good relationships with the right partners.

What this means in 2014/15

We will build on our strong integrated teams which are having such a positive impact on the lives of people requiring health and social care support. We will also concentrate on working in partnership around a range of children’s issues and demonstrate concrete progress around the mental health integration agenda.

The big question for 2014/15 is *“What difference are we making?”*

We need new ways to measure the impact we and our partners are having on people’s lives.

How well are we doing?

This section presents my view as Statutory Director of Social Services on our performance over the past year. It is a high level perspective and much more detail and supporting evidence is contained in the [Heads of Service reports](#).

My overview

My general sense of the last year is one of balancing an urge to innovate and transform with the need to maintain good quality services on a day to day basis. There are numerous examples of staff going the extra mile to deliver better outcomes for people including taking on additional roles where this is required.

Social Services is a statutory, demand-driven service and there have also been periods when external pressures, combined with staffing difficulties have been a challenge to us and we have needed to refocus on supporting and motivating groups of staff.

Overall we have demonstrated the strengths of a small, values-driven authority and I am proud of the achievements and commitments shown by our staff. In terms of leadership it is noteworthy that we are playing a significant role corporately, regionally and nationally and, for example, have a UK wide profile for our systems work in Adults.

The main highlights and challenges for me have been:

- The Safeguarding and Quality Assurance Unit is now well established, playing a key corporate role (e.g. response to the [Estyn report](#)), driving up standards of practice and driving forward the regional safeguarding agenda. Achievements include the Monmouthshire-wide policy launch, an audit framework across the county and a big rise in safeguarding training across all sectors. We have seen improvements in our key performance indicators in this area²³. We now need to embed a deeper level of evaluation across the whole authority.
- There is strong cross-party political support for social services. The [Corporate Parenting Strategy](#) is being finalised and a Children's Care Council is being developed. An apprentice post for a care leaver/looked after child is being created to lead the work and there are other ideas to make sure that we give our young people every opportunity we can.
- Our financial performance has been mixed. In adults the impact of our new ways of working has enabled us to manage increased demographic demand and cuts within the budget. The children's budget continues to be under considerable pressure mostly due to external placements and costs around accommodation, fostering and legal processes. Council have recognised the pressure with additional funding allocated in 2013/14 and 2014/15.
- Our systems redesign in adults is progressing well and has attracted interest across Wales with presentations to WAO, WLGA and many visits from other authorities. Highlights include:
 - [Early data](#) suggests Finding Individual Solutions Here (FISH) approach has provided improved service and led to 30% less referrals.

² National PIs SCC/014; SCC/015, SCC/034 and SCC/013 (a) are improving or at 100%

- Community Coordination and Small Local Enterprises initiatives are agreed and our first community coordinator has begun work in Abergavenny.
- Integrated Assessment processes are now being trialled across District Nursing with positive results.
- We have managed to reduce the number of older people needing residential or nursing placements from 254 to 227 – the best performance in Wales.⁴
- Our reablement work has been successful in reducing the average size of domiciliary care packages that people need. Over 50% of people requiring no ongoing support.
- We have developed our 3 year Commissioning plan with its focus on:
 - More individually tailored support.
 - Building capacity for frail people over 85 years and those with dementia.
 - Responding to those with complex needs.
 - Supporting carers.
- The commissioning team has strengthened its quality assurance systems, including an app for professionals to report concerns.
- Our “Raglan” homecare project has tested out a relationship and community based (as opposed to task based) approach to providing support. The impact for individuals, their families and our staff has been extremely positive and we are looking at how to roll this out further.
- We have seen a reduction in staff sickness levels, currently at 3.9% compared with 6.9% in the last quarter of 12/13. The new homecare approach being tested in Raglan has seen absence levels reduce to zero!
- Over the past year we have focused on key performance indicators and made significant improvements in key areas, for example there have been significant improvements in the timeliness of reviews for adults and children in need⁵. A summary is shown by the chart below:



Proportion of indicators in the National Performance Framework which are improving

- The Joint Assessment of Families Framework/Team Around the Family (JAFF/TAF) model is in place, with five hubs across Monmouthshire. This will now be sited within the partnership arrangements with close links to children’s services.

⁴ National Performance indicator SCA/002b 2013/14. Comparison is with the 2012/13 all Wales dataset

⁵ Evidenced by National Performance indicators SCA/007 and SCC/045

- The *My Day My Life* work with adults with learning disabilities is leading to more personalised outcomes for individuals. We have more work to do on engaging people with this work as we move forward.
- We have undertaken a system review of services for children and adults with disabilities. Based on what we learnt we will be moving toward a joint approach which will improve the experience of transition for young people.
- In April 2013 we introduced a new structure for children's services and have reviewed progress. Overall this has been a success and led to more streamlined management of individual cases with improvements in the percentage of referral decisions made in one day and the timeliness of initial assessments⁶. There have been some bottlenecks and we will now be modifying the way the system operates.
- We recognise the opportunities that technology presents. Over the year we have developed the use of tablets and other technologies in a range of settings, most notably at Drybridge Gardens. We are also prototyping a new IT system which would support social work practice and free staff up for more face to face work.
- We are making significant progress on our "More than just words" strategy action plan, are identifying our Welsh speaking staff and delivering awareness sessions across the Directorate
- We have secured one off funding from the [Intermediate Care Fund](#). With this we can accelerate our transformation work around integrated reablement approaches at Mardy Park, rolling out the Raglan project and trialling strength based reviews of existing people.

What do others say?

During the year we receive feedback from a number of regulators including Care and Social Services Inspectorate Wales (CSSIW), the Wales Audit Office (WAO) and Estyn. Examples included:

"Social Services have a strong corporate profile with safeguarding vulnerable people being one of the council's three key corporate priorities" (source: WAO 2013)

"The Director's report and supporting heads of service reports set out the directions of travel of social services in Monmouthshire and provide a clear account of performance and the improvement priorities the council will be working towards" (source: CSSIW 2013)

At the Estyn monitoring visit in February 2014 they noted the good initial progress.

"The authority has appropriately prioritised safeguarding in its recovery planning and this has set the foundations well for the drive towards improvement. It has undertaken a wide range of activities to improve safeguarding across the county which includes establishing the Safeguarding and Quality Assurance Unit.."

However, they also emphasised the need for better strategic evaluation.

"There is not enough analysis and evaluation of separate pieces of information against the set objectives that the authority is trying to achieve. As a result leaders and managers are not able to measure how well the many different activities that they have implemented have impacted coherently on their overall objectives."

⁶ National Performance Indicators SCC/006 and SCC/042

In April we were part of a [CSSIW national review](#) of Looked after Children services. In the verbal feedback we were praised for the way in which we ensured the voice of the child was heard and for the strong social worker/ child relationships. However concerns were raised about aspects of our child protection and risk assessment procedures and we are making changes to improve these. This will be an important aspect of the Head of Children's Services Service Improvement Plan for 2014/15.

Comments from people who have used our services over the past year are quoted throughout the report.

Throughout the year we seek the views of people who use our services through a range of methods including questionnaires and analysis of complaints, compliments and other comments. We monitor satisfaction levels (currently 90% in adults) and I have included some of the positive comments received throughout the report, Of course we also receive negative feedback and are careful to use this to improve our services. Areas that we will be looking into based on feedback include:

- Issues about changes in social workers and ease of contacting them
- Making sure the voices of parents are considered fully
- Making sure carers turn up reliably in all cases

Progress on our priority actions from 2013/14

In last years report I set out six priorities, each with 3 actions. In this section I comment on how well we have done. To make this clear for people who aren't familiar with the specific issues I also estimate our achievement in a rough marks out of 10 score.

1. *A focus on families 6 /10*

Our desired outcome was that families are supported during key transitions or times of stress. The progress we have made:

- The Joint Assessment Family Framework ([JAFF](#)) is in place and we are recruiting a permanent coordinator.
- Discussions with colleagues in education about children and young people with complex needs are at an early stage.
- A full systems review has been carried out which will lead to a new integrated service from childhood to adulthood.

2. *Doing what matters 8/10*

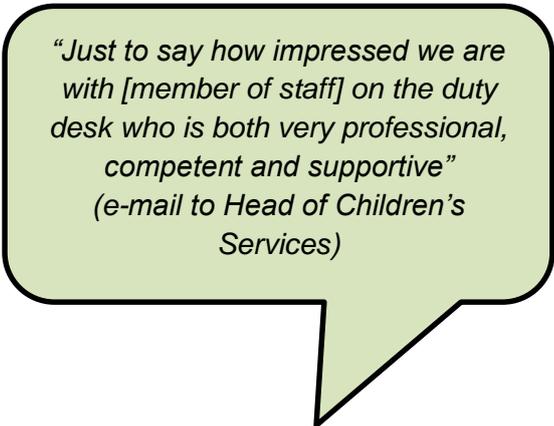
Our desired outcome was that people are supported to “live their own life” i.e. take more control over life they live. The progress we have made:

- Systems reviews of fostering and children and adults with disabilities have been undertaken and yet to be implemented fully.
- A new Integrated Assessment process now in place, supported by IT system. This is likely to form basis of Gwent wide approach.
- The Changing Practice Changing Lives programme is moving forward. Our Finding Integrated Solutions Here (FISH) approach is delivering benefits and cross-agency leadership of community coordination is in place.

3. *Finding integrated solutions 8/10*

Our desired outcome was that services are built around the needs of the individual and deliver “what matters.” The progress we have made:

- A new integrated mental health model being piloted.
- An evaluation of our approach to integrated working with the NHS is complete and has led to agreement with the Health Board on enhancing local autonomy.
We have been working with others to establish a joint children's board with ABHB and other partners and a Joint Children's Board is now in place.



*“Just to say how impressed we are with [member of staff] on the duty desk who is both very professional, competent and supportive”
(e-mail to Head of Children's Services)*

4. *Strengthening communities 7/10*

Our desired outcome was that people are engaged in and supported by the communities and not dependant purely on statutory services. The progress we have made:

- Our first community Coordinator now in post as we begin to implement this work across two sites
- The Learning Disabilities “My Life” approach is progressing but needs to be rolled out more systematically.
- Gwent-wide restorative approaches being developed, led by Monmouthshire in collaboration with education, police and youth service

5. *Building new safeguarding and protection systems 7/10*

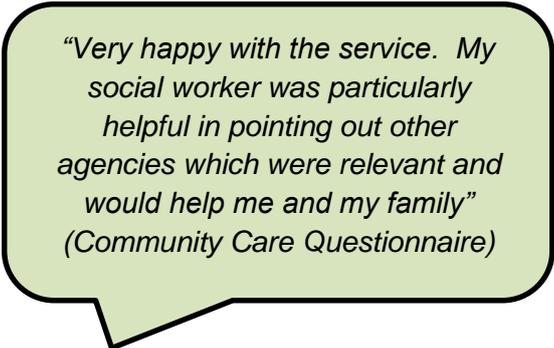
Our desired outcome was that people are protected and that this is achieved in ways which will empower the individual to sustain/regain control of their life. The progress we have made:

- Regional Board Safeguarding Board and sub groups are in place and we have strong local arrangements to deliver improved outcomes from children and young people
- Positive feedback received from Estyn on operation of the Safeguarding and Quality Assurance team. Further work is needed to ensure whole authority evaluation and new corporate reporting processes developed.
- We continue to influence the development of the Social Services and Wellbeing Act via All Wales Head of Adult Services (AWASH) and Association of Directors of Social Services, Cymru (ADSSC).

6. *Developing and supporting our people 6/10*

Our desired outcome was that all our staff are trained and motivated to deliver excellent person-centred support. The progress we have made:

- We are developing leadership skills via systems thinking, whole authority innovation network and specific training e.g. coaching.
- A new corporate performance management system being rolled out. Progress is evident across the Directorate but not yet systematic.
- We wanted to focus on attracting and retaining the right people. We have been successful in recruitment, but are still over-reliant on agency staff especially in Children’s Services.



*“Very happy with the service. My social worker was particularly helpful in pointing out other agencies which were relevant and would help me and my family”
(Community Care Questionnaire)*

Conclusion

We have made good progress over the last year in responding to the challenges that impact on social services in Wales. We have worked hard to sustain high quality services and strengthen processes and systems to ensure effectiveness. At the same time we know that more of the same is not the answer and that we need to build different relationships with people who approach us for support. Hence the developmental work described in this section (JAFF, FISH, systems redesign, the Raglan project) are all essential in recalibrating our services for the future.

Our priority actions for 2014/15

Earlier, I described the three year strategy with its three themes and six priorities. Here are the priority actions for this year, grouped under the six priorities.

A key question for me as Director is “how do we know how we are doing?” During 2014/15 we will make progress on measuring personal outcomes (i.e. asking people what they want to achieve and measuring their progress towards them) and aggregating these to get a wider sense. So next year we will be looking at:

- Traditional performance indicators (how many, how much)
- Feedback from people who use our services and their carers
- Feedback from regulators and partners
- Feedback from staff
- Personal Outcomes data
- Analysis and benchmarking

Priority	<i>1. A focus on families</i>
Outcome	That families are supported during key transitions in times of stress.
Actions	<ul style="list-style-type: none"> • Develop an all-age model for disability services • Embed the JAFF/TAF within the wider partnership arrangements • Implement the corporate parenting strategy

Priority	<i>2. Doing what matters</i>
Outcome	That people are supported to “live their own life” i.e. take more control over life they live.
Actions	<ul style="list-style-type: none"> • Strengthen professional practice; focusing on the views of children and young people • Roll out the integrated assessment, care and support plan and personal outcomes framework • Respond to ongoing issues from the Looked After children inspection.

Priority	<i>3. Finding integrated solutions</i>
Outcome	That services are built around the needs of the individual and deliver “what matters”.
Actions	<ul style="list-style-type: none"> • Carry out pilot re: local delegated decision making to improve integrated approaches • Contribute for Gwent pilot re: integrated mental health to determine model for Monmouthshire • Deliver projects funded via the Intermediate Care Fund

Priority	4. <i>Strengthening communities</i>
Outcome	That people are engaged in and supported by the communities and not dependant purely on statutory services.
Actions	<ul style="list-style-type: none"> • Establish community coordination in Abergavenny and Caldicot • Extending opportunities and access via the learning disability My Day programme (including Small Local enterprises) • Developing new model to inform future domiciliary support commissioning.

Priority	5. <i>Building new safeguarding and protection systems</i>
Outcome	That people are protected and that this is achieved in ways which will empower the individual to sustain/regain control of their life
Actions	<ul style="list-style-type: none"> • Deliver robust POVA model • Strengthen the whole authority approach to safeguarding with a focus on evaluating impact and strong operational and strategic leadership. • Continue to influence safeguarding agenda nationally, regionally and locally

Priority	6. <i>Developing and supporting our people</i>
Outcome	That all our staff are trained and motivated to deliver excellent person-centred support
Actions	<ul style="list-style-type: none"> • Develop an IT system which is driven by staff requirements and enhances good practice • Focus on recruiting permanent staff and minimising agency workers • Embed new performance management system across the directorate

These are the tangible actions which will help us achieve our purpose. Of course behind these are a number of organisational tasks which my staff and I will be carrying out to enable us to deliver on these. For 2014/15 the internal focus will be on:

- Stabilising the budget and delivering in line with the Medium Term Financial Plan
- Maintaining and improving our performance against national performance indicators
- Developing and supporting staff at all levels.

Performance Measures

We have clear strategies to set the direction our services will be taking in the years ahead. We recognise that this is not easily measurable at the current time and that we cannot take our eyes off the basics of service delivery. We include here some more traditional and comparable measures of our performance.

	2011/12	2012/13	2013/14 ¹
The number of adults who received a traditional service during the year	2547	2570	2482
The number of children looked after at 31 March	106	101	103
The number of children on the child protection register on 31 March	79	55	37
The number (and rate per 10,000 population) of delayed transfers of care for social care reasons	21 (2.42)	16 (1.77)	17 (1.83)
The percentage of adult clients supported in the community during the year	87.6%	86.8%	86.3%
The number (and rate per 1000 population) of older people supported in residential settings	239 (12.90)	254 (13.21)	227 (11.33)
The percentage of adult clients who were reviewed during the year	65.3%	54.4%	82.1%
The percentage of carers of adults who were offered their own assessment or review	25%	72.2%	97.3%
The percentage of people who were fully independent following reablement	52%	55%	54.6%
The percentage of surveyed adult service users who were satisfied with the services they received	93%	96%	90%
The number of referrals to children's services dealt with the same day	96.7%	93.9%	99.0%
The percentage of initial assessments completed within 7 working days	77.0%	76.5%	79.1%
The percentage of Core Assessments completed within 35 working days	72.7%	81.3%	86.7%
The percentage of children looked after or on the child protection register with a social worker	100%	100%	100%
The percentage of reviews of looked after children carried out on time	100%	100%	99.6%
The percentage of reviews of children on the child protection register carried out on time	99.1%	90.5%	93.9%
The average education qualification points score of 16 year olds who have been looked after	139	269	222

For many of these measures comparable data for other areas will be available at infobase.cymru.net

¹ This report is being published before our data for 2013/14 has been verified by Wales Audit Office. It is therefore subject to amendment.

What we Spend

