



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2019/2020

**HEALTH AND WELLBEING
SCRUTINY COMMITTEE**

24TH SEPTEMBER 2019

**REPORT OF THE CABINET MEMBER FOR ADULT SERVICES & WELSH
LANGUAGE**

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1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide Members with an update on the progress made in advancing the portfolio responsibilities of the Cabinet Member.

2.0 RECOMMENDATIONS

2.1 It is recommended that Members scrutinise the content of the report.

3.0 REASONS FOR RECOMMENDATIONS

3.1 To challenge any arising matters or issues with the relevant Cabinet Member and to ensure that the appropriate mechanisms are in place to effectively scrutinise the Executive.

4.0 BACKGROUND

4.1 On the 22nd January 2018, the [Overview & Scrutiny Committee](#) considered a report regarding the engagement of the Executive at future Scrutiny Committees going forward.

4.2 At the meeting Members agreed to receive Cabinet Members at future Scrutiny meetings on a quarterly basis to present relevant information relating to their portfolio areas, alongside the relevant Director.

4.3 Such an approach will provide Scrutiny Members with the opportunity to further challenge the Executive, as the Cabinet Members can provide details (both

verbal and written) relating to the potential challenges facing the services, as well as the opportunities and policy changes currently being considered. This approach would allow each Cabinet Member the opportunity to update Scrutiny Members on the delivery of their respective areas of the Corporate Plan, reference Key Performance Indicators and important details of policies being considered for future decisions which are referenced for future business, or those which have been developed since the last publicised Work Programme.

5.0 EQUALITY AND DIVERSITY IMPLICATIONS

5.1 There is no negative or adverse equality or diversity implications associated with this report

6.0 CONSULTATION

6.1 There are no consultation implications aligned to this report

7.0 FINANCIAL IMPLICATION(S)

7.1 There are no financial implications associated with this report.

8.0 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

8.1 There are no legal implications associated with this report

9.0 LINKS TO THE COUNCIL'S CORPORATE PLAN/ OTHER CORPORATE PRIORITIES

To contribute to the well-being goals under the Well-being of Future Generations (Wales) Act. The proposals set out in this report support the Council's aim to provide a long-term sustainable plan for the delivery of adult and community services in RCT. Working in collaboration with communities and third sector organisations creates for the benefit of residents.



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Introduction

- 1.1 Members will be aware that Adult Services and Social Services generally are key functions for the Council. Our Wellbeing Services. Our aim is to help people to live safely and independently in their own home for as long as possible, which we know helps to improve their long-term wellbeing.
- 1.2 What we do and how we do it is framed by several things. This includes laws such as the Social Services and Well Being (Wales) Act 2014 and the Wellbeing of Future Generations (Wales) Act 2015, both of which focus on wellbeing, prevention, partnership, collaboration and integration, and involving people. Together with our regional partners we have also assessed the needs of the population.
- 1.3 In terms of Adult Services we work to meet the care and support needs of all those who need our help, and the wider community. We have an emphasis on helping:
 - People with learning disabilities
 - Older people with complex needs and long-term conditions, including dementia
 - Carers
 - People with physical impairment and / or sensory impairments
 - People with mental health issues.
- 1.4 Our assessments have told us that the following are important to people:
 - Getting information, advice and assistance
 - Stopping problems before they start
 - Stopping problems before they get worse
 - Connecting people to their community
 - Seamless services i.e. different organisations working together as one
 - Making it personal and working with people who need help
- 1.5 Our longer-term aims, continue to guide our work and what we deliver. These include:
 - Remodelling services for adults to minimise the need for intervention and to maximise people's independence by more prevention and early intervention.

- Integrating the commissioning of social care services with primary and community health care services to improve the experience of users and to manage more effectively the huge cost of Accident & Emergency and hospital admissions.
- Delivering more support in the community to people with mental health issues to help them stay well, re-engage in learning, find and keep a job and remain active. Our support is focused on helping people with their whole life, not simply a diagnosis.

2. Summary of performance

- 2.1 I am pleased to report that our teams across Rhondda Cynon Taf County Borough Council continue to deliver a high quality of service to people needing care and support. We have continued to demonstrate strong commitment to joint working, innovation and creativity in further developing our strategic partnerships and new models of care. We continue to work with others in the public, private and third sectors to provide the best services and support we can to help people to improve their wellbeing and to live safely and as independently as possible.
- 2.2 An important part of our role in improving people's wellbeing is encouraging and supporting people to learn, develop and participate in society. Our Community Hubs development aims to join up public services, making them more cost effective and accessible. They provide a single point of contact within communities to access good quality information, advice and assistance. They also provide a platform for learning, volunteering, to developing community capacity, and flexible community space for people to meet and socialise, thus helping to tackle loneliness and social isolation. Community Hubs play an important part in preventing ill health and improving health and wellbeing.
- 2.3 We have also made considerable progress in developing alternative models of accommodation to provide more choice for older people, enabling them to live healthily and safely for as long as possible, increasing independence and reducing social isolation, which are key parts of our agenda. Our Extra Care housing programme is well underway and we have developed plans to increase capacity for those with dementia.

3. How are people shaping our services?

- 3.1 We have continued to reach out to people who use our services and to the public more widely. We use a variety of approaches, including information and awareness raising, social media, surveys, meetings with people who use services and feedback questionnaires. We encourage feedback whether positive or negative and, in some cases, make special arrangements to help individuals to take part. This year we have placed a greater focus on the use of social media and our online platform, which makes it easier to see what residents are being asked.
- 3.2 We try to regularly review our services to ensure they meet people's needs and provide value for money. We consider carefully the findings of reviews, the results of surveys, the views expressed in consultations and people's comments when they contact us with complaints or to compliment us. A good example is the Maestrisant housing complex in Talbot Green. Adult Services reviewed the provision of domiciliary care and support for four people at the Maestrisant complex, which is a 31-bed scheme. We consulted with each person receiving care and support from the internal Support @Home Maestrisant Service. We commissioned Age Connects Morgannwg to provide independent advocacy to support each person through the consultation process. After engaging with the people receiving care

and support, their advocates, families and social workers, we concluded a change of domiciliary care provider would be detrimental to them. While initially it was thought costs could be reduced by a change of provider, our consultation identified significant benefits to them physically and mentally from the knowledge, experience and continuation of care provided. We also identified that where appropriate and following assessment of need, other residents at Maestrisant could be included in the service provided thus allowing the current service to maximise value for money and potentially provide better quality services to other residents by being on site.

What do people think of our services?

3.3 We use surveys to measure the quality of our services and to determine what outcomes we achieve by working with people to meet their care and support needs:

3.4 The table below provides the results of this year’s survey for Adult Services and the two previous surveys in 2016-17 and 2017-18. The survey was based on a sample of adults aged 18 and over who had a care and support plan on the day the sample was drawn. It measures things which people tell us are important to them.

Table 1: Key service quality measures, Adult Services, 2016-17 to 2018-19 (%)

| | Statement | 2016-2017 | 2017-2018 | 2018-2019 | Change this year/last |
|----|---|-----------|-----------|-----------|-----------------------|
| 1 | I live in a home that supports my wellbeing | 87 | 89 | 93 | ● |
| 2 | I can do the things that are important to me | 49 | 50 | 77 | ● |
| 3 | I feel a part of my community | 52 | 52 | 69 | ● |
| 4 | I am happy with support from my family, friends, neighbours | 84 | 88 | 97 | ● |
| 5 | I feel safe | 76 | 79 | 94 | ● |
| 6 | I know who to contact about my care and support | 79 | 79 | 83 | ● |
| 7 | I have received the right information or advice when I needed it | 79 | 75 | 91 | ● |
| 8 | I have been actively involved in discussions about how my care and support was provided | 73 | 78 | 90 | ● |
| 9 | I was able to communicate in my preferred language | 93 | 94 | 95 | ● |
| 10 | I was treated with dignity and respect | 92 | 91 | 97 | ● |
| 11 | I am happy with the care and support I have received | 84 | 84 | 97 | ● |
| 12 | It was my choice to live in a residential care home | 67 | 60 | 56 | ● |

3.5 All but one measure shows a positive change. The exception was Q12 which relates to placement in a residential care home being a person’s own choice. Most respondents – 290 out of the sample of 365 – preferred not to say or did not answer the question.

- 3.6 Over and above the national outcome measures, some of our individual service areas also have mechanisms for collecting feedback. For example, of the 300 people who responded after receiving help from our Support@Home (Intermediate Care and Reablement) service:
- 94% rated the service as “very good” or “excellent”.
 - 95% said they had achieved their goals.
 - 97% said they had been able to maintain or improve their independence.
- 3.7 The Quality Assurance Framework developed for our own residential care homes has also enabled us to place greater emphasis on hearing people’s views and experiences. We send questionnaires to residents and their families. Of 58 residents and 68 family members, friends or advocates who returned forms in one survey:
- Residents
- 98% reported their care home showed an interest in their health and always ensures their needs are met
 - 96% reported they their privacy and dignity was respected at all times
 - 87% reported their religious and cultural beliefs were respected
- Family members, friends and advocates
- 94% reported they felt the personal needs of their relative / friend were assessed regularly and were extremely happy that the home fully met their needs
 - 91% reported they strongly agreed they were made to feel welcome when they visited the care home
 - 90% reported they strongly agreed staff were readily available and approachable
- 3.8 All survey results and any supporting comments from people who receive our services are used to plan developments to further improve the services we deliver. Self-assessment is also being used to identify possible improvements.

Complaints and compliments

- 3.9 We welcome and appreciate the complaints and compliments we receive. While we are disappointed to hear of occasions when a service hasn’t met people’s expectations, we also appreciate people who take the time to tell us. The table below summarises the number of complaints and compliments received in the last four years.

Table 3: Number of complaints and compliments received, Adult Services 2015-16 to 2018-19

| | | 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|----------------|-----------------------------|---------|---------|---------|---------|
| Adult Services | No. of complaints received | 68 | 82 | 51 | 56 |
| | No. of compliments received | 156 | 102 | 102 | 124 |

- 3.10 It is encouraging that there were more compliments than complaints.
- 3.11 While we aim to prevent the need for people to complain in the first place, when a complaint is made, we consider it an opportunity to get even better at what we do and to learn from it to ensure similar issues are avoided in future. For example, in Adult Services this has led to:
- The development of an information pack for parents of adults making the transition to supported living.

- Improvements to the timeliness of decision-making in relation to the transition process for adults with complex learning disabilities.
- Improvements to the management of additional calls for Homecare using mobile device alerts.

3.12 We recognise that people are themselves best placed to make judgements in relation to their own wellbeing. In its recent inspection of our services, the Care Inspectorate Wales highlighted the increasingly effective systems we have in place to support this. It also concluded that our practitioners are well-motivated and increasingly adept at ensuring people's voices are heard; ensuring it is incorporated into assessment of needs, and subsequent planning and delivery of individual care and support. It highlighted more work needs to be done for carers and we agree. We have identified this as a priority for action in the next financial year.

Welsh language

3.13 Nearly 28,000 people in Rhondda Cynon Taf speak Welsh (2011 Census) which is slightly more than 1 in 10 of the population (12.3%). The Welsh Language Standards apply to all local authorities. This means everyone in Wales can expect the same approach to the Welsh Language in services, ensuring it is treated the same as the English language with all Councils offering people the opportunity to receive services from us, as well as from those funded by us, in Welsh.

3.14 In 2018-19, we have enhanced our approach for service users who wish to communicate in Welsh. Our approach is shaped not only by the requirements of the Welsh Language Standards and the Welsh Government's "Follow-on Strategic Framework for Welsh Language Services in Health and Social Services" but also by our commitment to delivering services which meet people's needs. We work closely with our colleagues in the Council's Welsh Language Service and use the Cwm Taf "More than Words" quarterly forum to ensure we are complying with statutory requirements.

3.15 We reviewed our progress against the Welsh Language Standards. As a result, all our correspondence and written material available to the public, including online information and our content on DEWIS Cymru (the national website for people who are looking for information or advice about well-being), is available bilingually. If someone corresponds with us in Welsh, we will respond in Welsh. All our staff are aware of the requirements of the Welsh Language Standards and what it means for how they work. We also monitor all our external service providers to ensure they comply with the Standards.

3.16 Our front-line staff make an active offer of communication in Welsh if it is someone's preference. Arrangements are then made for a Welsh speaking member of our staff to have the conversation and to work with them. We record people's language preference on our system, which informs subsequent communication, and we check preferences on language when core data is checked. No complaints were received during the year about services from Adult Services being available in Welsh.

3.17 We continue to encourage and support staff to learn Welsh in several ways including learning sessions, learning programmes and courses (including intensive courses), and online training modules. Our services have continued developments which enable staff to access Welsh language support tools on their computers. We are also considering the use of an App "More than Just Words" to further support our social workers and care staff. During the year, 14 staff received additional support from our Welsh Language tutor. This was provided after we identified several residents on the site of our Pentre House project speak Welsh. While it would be beneficial to have more Welsh speaking staff, we believe we

currently have enough Welsh speakers to meet the demand for services delivered through the medium of Welsh.

What are our priorities?

- Ensure compliance on Welsh language preference at review when the core data is checked and ensure the Welsh Community Care Information System is updated
- Work with external providers via the contract terms and conditions to ensure Welsh language requirements are met

4. Promoting and improving the wellbeing of people we help

- 4.1 One of the Council's priorities is promoting independence and positive lives for everyone in Rhondda Cynon Taf. Social Services play an important part. Helping to improve the wellbeing of people who need care and carers who need support is at the very heart of our work. We aim to make a real difference to their lives. We cannot do this alone.
- 4.2 In delivering our services, we continue to face big challenges - financial, population changes, and changing expectations. Only by working together with others can we respond to the challenges. One of the ways we do this is through a regional partnership. With our partners, we looked at the needs of our population and identified the action we need to take over a five-year period. The Cwm Taf Regional Plan 2018-23¹ describes what will be done and is the basis for our work.

(a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve

What did we plan to last year?

- 4.3 As part of our self-evaluation, we decided on a range of priority actions to support adults, to be delivered during the 2018-19 year. We said we would:
- Prioritise the integration of services for: Older people with complex needs and long-term conditions, including dementia; People with learning disabilities; Carers, including young carers; Integrated Family Support Services; and Children with complex needs due to disability or illness.
 - Deliver new accommodation models to improve outcomes for those individuals who need support to live independently and continue to work jointly with Linc Cymru to deliver the Council's Extra Care Housing Development Programme.
 - Make better use of technology solutions to maintain people's independence in their home and prevent escalation of need.
 - Ensure the offer of a direct payment to all people with eligible care needs


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

Information, Advice and Assistance Services

- 4.4 Last year, we helped 6,800 adults with information, advice and assistance. This is an increase of 4% over the previous year. The increase is significantly less than the jump of 30% between 2015-16 and 2017-18 but continues the trend of increasing demand for the service.
- 4.5 During the year, 2,990 people were assessed for care and support needs, a 10 per cent increase over the previous year. Of those, nearly 3 out of 4 assessments (72.74%) led to a care and support plan being prepared. We narrowly missed our target for the year of 70.15%, which was the same as our performance the previous year. We aim for the lower figure as this means we are getting better in helping people to find different solutions to a formal care and support plan.

- 4.6 The number of reviews of care and support plans was 7% higher than the previous year. 4,286 review were completed compared to 4,013 in 2017-18. Nearly half of the reviews (49.6%) were completed within an agreed timescale, which is a small improvement on the 46.5% the previous year.
- 4.7 We commissioned an independent review of our Community Review Team to evaluate its impact on performance and service quality. The review set out the opportunities and challenges in how we deliver and made recommendations for the authority to consider. We will use this report to help us to further improve the service.
- 4.8 Given the role carers play in helping people to stay living in their home and community, meaningful and beneficial support for them is vital. We will continue to focus on doing this as a priority. Over the twelve months, 246 assessments of carer support needs were undertaken of which 84 (34%) resulted in a support plan for the carer. This compares to 206 and 39 (19%) in the previous year.
- 4.9 We have reviewed our Carers Support Project. As a result, we have invested in the Service and its capacity with the aim of improving the take-up of carer assessments.

Table 4: Key national performance indicator - Information, Advice and Assistance Service, RCT and Wales, 2018-19

| | Our target | Our performance | Actual vs Target |
|--|-------------------|------------------------|---|
| Percentage of adults who have received advice and assistance from the IAA Service and have not contacted the service for 6 months (Measure 23) | 74.64% | 80.00 |  |

- 4.10 As the above table shows, 4 out of 5 adults who received information, advice and assistance from our service did not contact us in the 6 months after. We exceeded our target for this year and improved on the previous year's figure of 74.62%.

Integrating services

- 4.11 We continue to work with many organisations to deliver more integrated services. Looking at alternative ways of doing things is a key part of the way we work. We do this by drawing on the results of service reviews and evaluations, our performance monitoring systems, and feedback from service users. We also take advantage of opportunities e.g. if a vacancy occurs in a team, we consider whether services improvements or economies can be made by deploying the resource in a different way. This stems not only from a need to ensure our services remain sustainable in increasingly challenging times and to make the best possible use of our limited and decreasing resources but also our desire to give people better services and support.
- 4.12 Our joint working with the housing sector in Rhondda Cynon Taf was featured in a report commissioned by the Association of Directors of Social Services (ADSS) Cymru. The study is part of work to implement "A Healthier Wales" and was supported by the Welsh Government. Our two training flats with Trivallis housing association which help individuals in care to make the transition to living independently on their own were highlighted. So too was our partnership working with Cynon Taf housing association to remodel its Pen Llew Court property into 19 one-bedroom flats for adults with learning difficulties.

Delivering new accommodation models

- 4.13 We are committed to improving residents' wellbeing by ensuring people can live and age well at home in their community. This can be seen from our ambitious strategy to modernise accommodation options for older people.
- 4.14 Extra Care housing is one of the ways we are taking this forward. The model is designed to enhance the wellbeing and independence of older people and is an alternative to institutional care home settings. It provides more choice for older residents, enabling them to live healthily and safely for as long as possible, increasing independence and reducing social isolation.
- 4.15 We have made solid progress over the year.
- The Extra Care housing on the site of the former Maesyffynnon Care Home in Aberaman is under construction and due to open in 2019. It will provide 40 modern units of accommodation plus communal facilities such as a dining room; hair salon; guest suites; lounge and laundry and an activity room. Respite accommodation will also be provided.
 - A 60 units Extra Care facility on the former Magistrates Court Site, in Pontypridd has also commenced development and is designed to ensure sustainable arrangements are in place to support increasing levels of care for people within the scheme; including dementia care. We also continue to take forward the planning for the former Ysbyty George Thomas hospital site in Treorchy and have also explored the use of a site in Porth and have identified a preferred site in Mountain Ash.
- 4.16 We have also made good progress on the Crown Avenue sheltered housing scheme in Treorchy in partnership with Trivallis. This development will create new supported accommodation for people with learning disabilities.
- 4.17 As part of our commitment to deliver new accommodation models, we have also been working with Ategi to explore opportunities to increase the availability of current "Shared Lives" provision. The aim is to expand the model of care to offer support both short and long-term to a wider range of people who have an assessed need. We relaunched the Shared Lives scheme to identify and recruit additional carers. As a result, the number of short and long-term placements has increased and action to recruit more carers is ongoing.
- 4.18 We reviewed the sleep-in arrangements in our learning disabilities supported-living schemes to provide a better understanding of when support is required and to determine the optimum levels of support through the most effective combination of staff and technology. The findings from the trials will be implemented, in partnership, in 2019.

Making better use of technology

- 4.19 We have finalised an assistive technology strategy to inform the commissioning of a new model for equipment, assistive technology, community alarms and response services. The project is supported by the regional transformation funding received from the Welsh Government.
- 4.20 Our work with the Innovate Trust has continued. We have piloted the use of assistive technology to support people with learning disabilities to live more independently in the local community which is better for them and helps reduce the cost of services. The Trust secured additional funding from a trust fund to expand technology and purchase smart devices for all the people it supports in the locality [November 2018 – January 2019]. This means a further 54 people with learning disabilities in the area received access to smart technology. To support the project, the Trust recruited and trained two Digital Champion Volunteers with

learning disabilities to act as peer mentors and to help their friends to access and use this new smart technology.

4.21 The work has been extended to develop alternative “outcome-based day opportunities” initially for Supported Living residents. We have also agreed with the Innovate Trust to increase volunteer involvement through the University of South Wales student population.

Ensuring an offer of Direct Payments

4.22 We have worked with people receiving a direct payment to explore opportunities to improve the support available to them. We did this by the recommissioning of a support contract, which was completed in March 2019.


4.23 The table below shows the progress we have made in supporting the uptake of Direct Payments over the past 3 years:

Table 6: Take-up of Direct Payments, RCT, 2016-17 to 2018-19

| Adult Services | |
|----------------|-----|
| 2016-17 | 339 |
| 2017-18 | 358 |
| 2018-19 | 373 |

4.24 We also undertook a best practice review into which high-performing local authorities promote and make the offer of direct payments with the aim of increasing the uptake in the area by targeting managed accounts.

Table 7: Key performance indicator - Percentage of clients choosing own providers through Direct Payments, RCT and Wales, 2018-19

| | Our target | Our performance | Actual vs Target |
|--|------------|-----------------|---|
| Percentage of clients choosing their own service providers through Direct Payments | 15.5% | 16.07% |  |

4.25 As a result of our work over the year, our performance has improved. We exceeded our target for the year and improved on the 14.67% recorded in the previous year. Although these are slight improvements, they show our action is starting to have an impact. It provides a solid foundation for further action to improve our performance in the future.

What are our priorities for next year and why?

- Strengthen systems for recognising and supporting the needs of carers. Increase the number of carers assessments completed and offers accepted of support when needed.
- Develop and fully implement, across all service areas, a systematic and collaborative process for capturing the views of service users and their families about the impact of our support and services.
- Continue to embed strengths-based and outcome-focused assessment, support planning and review across Adult Services

(b) Working with people and partners to protect and promote people’s physical and mental health and emotional well-being

What did we plan to do?

4.26 We said we would:



- Develop new community-based models of service with a focus on prevention, independence, choice and wellbeing This will include actions in relation to day services; respite, carers, direct payments; telecare; StayWell@Home; home care
- Develop the capacity and quality of specialist care home provision to ensure people with a dementia no longer able to remain in their own homes can access specialist care locally
- Continue the Valley LIFE project to develop a range of services for older people with dementia which helps to support people to stay well at home for longer.
- Continue the work between Adult’s and Children’s Services to improve the way we support young people transitioning into adulthood.

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

Delayed transfers of care

4.27 Reducing delays in people being discharged from hospital remains one of our top priorities and we work closely with Cwm Taf University Health Board. It remains a significant challenge with market capacity in home care being a specific area for action during the year.

Table 8: Key national performance indicators - Delayed transfers of care, RCT and Wales, 2018-19

| | Our target | Our performance | Actual vs Target |
|---|-------------------|------------------------|---|
| Rate of delayed transfers of care for social care reasons for people aged 75+ per 1,000 population aged 75 or over (Measure 19) | 1.3% | 3.4 |  |
| Rate of delayed transfers of care for social care reasons for people aged 18+ per 1,000 population aged 75 or over (Measure 19) | 2.4% | 5.1 |  |

4.28 Despite considerable effort, delays in transfer of care for social care reasons increased slightly last year. There were 99 cases for people aged 18 and over, of which 67 were for people aged 75 and over. The figures are higher than the corresponding number of cases in 2017-18 of 63 and 36 respectively.

4.29 We have worked hard to try and reduce delays due to the time taken to undertake assessments. However, there were 24 such delays over the whole year compared to 17 the previous year. An improvement can be reported in delays in transfer which were down to the choice of care home, which fell from 78 the previous year to 36 this year. There was also a

marked improvement in delays in transfer due the availability of care homes, which fell from 47 in 2017-18 to 7 this year.

4.30 We are also continuing to work closely with providers to reduce delays. Our StayWell@Home service, the Brokerage Team we have developed, and our Support@Home service are all helping to minimise delays in arranging community care packages of support. We have looked to extend the Broker Service to cover residential care placements and pilot arrangements within selected teams to review effectiveness. As a result of our review, we will implement a bed booking system in 2019-20.



Reablement

4.31 Our reablement services provide intermediate care and rehabilitation to enable people to remain living in their home safely and independently. The support is available to anyone aged 18 and over who is a permanent resident of Rhondda Cynon Taf and is eligible to receive support.

4.32 A plan of support is discussed with the individual after we have worked with them to assess their needs and what they want to achieve. The service is provided free of charge for a maximum of six weeks subject to the person remaining in need of the support. If support continues for longer, charges are made in accordance with our policy on charging for non-residential social services². Where necessary, specialist equipment and/or aids and adaptations for the home may also be arranged.

4.33 In 2018-19, our Reablement Service helped 995 people. The table below highlights our performance against key national indicators.

Table 9: Key national performance indicators - Support after reablement, RCT and Wales, 2018-19

| | Our target | Our performance | Actual vs Target |
|---|-------------------|------------------------|---|
| Percentage of adults who completed a period of reablement & have a reduced package of care & support 6 months later (Measure 20a) | 84.95% | 85.43% |  |
| Percentage of adults who completed a period of reablement and have no package of care and support 6 months later (Measure 20b) | 77.23% | 73.47% |  |

Source: Welsh Community Care Information System (WCCIS)




4.34 We were successful in reducing the proportion of adults who, six months after we had provided reablement assistance, were able to live with a reduced package of care and support. Our performance of 85.43% was better than our target of 84.95%. This means more than 4 out of 5 people required less care and support after receiving help from our reablement services.

4.35 We fared less well on the proportion of people who, six months after receiving our Reablement service, required no care or support. Our performance of 74.47% came in just below our target of 77.23%.

Residential care homes

4.36 The average age of adults entering residential care increased slight to just under 87 (86 years 9 months). Our target was 85 years 3 months. This is encouraging. The more that can be done where possible to prevent people from having to enter residential care by providing alternative means of support in the community the better.

Table 10: Key national performance indicators – Residential care homes, RCT and Wales, 2018-19

| | Our target | Our performance | Actual vs Target |
|--|-------------------|------------------------|---|
| The average length of time adults (aged 65 or over) are supported in residential care homes (Measure 21) | 922.5 | 959.35 |  |
| Average age of adults entering residential care homes (Measure 22) | 85.27 yrs | 86.78 yrs |  |
| Number of people admitted to residential or nursing care (Corporate Indicator) | 400 | 420 |  |

Community based services

4.37 Our Stay Well@Home Service continues to deliver well as an integrated approach to reduce delayed transfer of care from hospital. The service operates at Prince Charles and the Royal Glamorgan acute hospital sites in Accident and Emergency and on wards from 8.00am to 8.00pm seven days a week.

Dementia care home provision

4.38 Work is ongoing to increase the capacity and quality of specialist care home provision to ensure people with a dementia no longer able to remain in their own homes can access specialist care locally. For example, our proposal for the development on the site of the former Magistrates Court Site in Pontypridd is designed to ensure sustainable arrangements are in place to commission increasing levels of care for people over time, including dementia care.

Valley LIFE project

4.41 During 2018/19, we have worked with Cwm Taf and Linc Cymru to design the extra care housing scheme and dedicated community resources to be developed on the former Ysbyty George Thomas hospital site. We have secured additional ICF capital funding to support the development of the scheme.

In addition, we have worked with Cwm Taf to extend the specialist dementia intervention service in Rhondda Cynon Taf. This Service offers a needs led approach to understand and manage behaviours related to stress and distress that effect the wellbeing of a person with dementia. The service had previously demonstrated success providing support and education within the care home sector and the new arrangements ensures that the service can now respond to people in their own homes in the community of Rhondda Cynon Taf.

What are our priorities and why?

- Undertake more work to implement arrangements for ongoing service user and carer engagement across Adult Services and to agree a strategy for annual delivery.

(c) Taking steps to protect and safeguard people from abuse, neglect or harm

What did we plan to do?

4.42 During 2018/19, we said we would:


- Strengthen our Quality Assurance Framework and further reduce the number of repeat episodes where children and young people are placed on the child protection register.
- Complete and deliver the Adults Quality Assurance audit schedule for 2018-19, focusing on the themes and trends that have become apparent from management information data and audits in 2017-18 and ensure this is aligned to the work of the newly formed Quality Assurance sub-group of the Multi-Agency Safeguarding Hub.
- Deliver the training opportunities identified in the multi-agency safeguarding training plan focusing on suicide and self-harm.

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

4.43 During the year, the Adult Safeguarding Team received 4,699 suspected adult-at-risk reports. This is 7% less than the number received the previous year (5,060). The reports resulted in further action in approximately 1 in 10 cases (9% or 418 cases)

4.44 Of reports received this year, 3 in 5 (60%) were Public Protection Notifications. The number of Section 126 enquiries (469), which are enquiries required by the Social Services and Well-being (Wales) Act 2014 when an adult is deemed to be at risk, decreased by 11% when compared to the previous year.

Table 13: Key performance measure – Adult protection enquiries, RCT and Wales, 2018-19

| | RCT CBC Target | RCT CBC Actual | Actual vs Target |
|--|-----------------------|-----------------------|---|
| % of adult protection enquiries completed within 7 days (Measure 18) | 97% | 93.57% |  |

4.45 Nearly 19 out of 20 adult protection (93.57%) enquiries were completed within 7 days. This is similar to last year's performance (93.78%) but slightly below our goal of 97%.

4.46 An extensive programme of learning and development was delivered as a result of the multi-agency safeguarding training plan. More than 2,800 people from more than thirteen different organisations and council departments attended training events. The programme covered a diverse range of important subjects. More than 300 people also received "Ask and Ask" training as part of implementing the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015

4.47 A series of safeguarding audits were undertaken during the year:

- Four multi-agency individual Adult Safeguarding case audits
- Audit of use of the 'Professional Concerns Protocol'
- Quality of strategy discussions & Investigation decisions
- Use of advocacy in Safeguarding Adults Procedures

- Quality of decision-making in cases where there was no further action following S128 Reports
- Quality of decision-making in cases where there was no further action to protect required following S126 enquiries
- Learning from Repeat Safeguarding Reports for the same adults at risk
- Quality of Deprivation of Liberty Safeguards case prioritisation decisions
- Correlation of Relevant People funded by Continuing Health Care and Deprivation of Liberty Safeguards applications made
- Quality of Deprivation of Liberty Safeguards Best Interests Assessments

4.48 The audits and the training programme, which involved staff from many different organisations working in the area, helps to further develop practitioner knowledge, skills and values in relation to Adult Safeguarding. It helps ensure effective operation of the multi-agency initiatives such as the Multi-Agency Safeguarding Hub. We are encouraged this is recognised by others. The Care Inspectorate Wales found an effective multi-disciplinary approach assists in promoting sound safeguarding practice.

What are our priorities and why?

- Implement the Quality Assurance Framework.

(d) Encouraging and supporting people to learn, develop and participate in society

What did we plan to do?

- 4.49 We said we would:
- Increase the number of Community Hubs and neighbourhood networks over a three-year period. This phased roll-out of the locations of these Hubs to be based on the results of the consultations and evidence of greatest need.
 - Develop new community-based models of service with a focus on early intervention and prevention, choice, control and independence

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

Community Hubs

- 4.50 We have continued our development of Community Hubs and made good progress. Community Hubs encourage and support people to learn, develop and participate in society. They help to ensure better public services, which are joined up, cost effective and accessible. They provide a single point of contact within communities to access good quality information, advice and assistance to find support and a platform for learning, volunteering and to develop community capacity, and flexible community space for people to meet and socialise, thus helping to tackle loneliness and social isolation. As such, Community Hubs play an important part in preventing ill health and improving health and wellbeing.
- 4.51 The development of Community Hubs allows the Council to reconfigure its community assets and services. The facilities include a range of services provided by the public and third sector which are aligned with the Social Services and Wellbeing Act. Bringing services

together creates economies of scale in terms of staffing and building costs. Making better, more cost-effective use of our community assets allows resources to be reinvested in new or retrofitted, fit-for-purpose buildings to make services sustainable in the longer term. This year, we have:

- Agreed the leasehold transfer of St Mair's Day Centre to Age Connects Morgannwg. The Hub being developed by Age Connects Morgannwg will have a range of services for the local community.
- Developed, in partnership with a third sector organisation (Fern Partnership), a Community Hub in Ferndale at the former Ferndale Infants School. It will serve the Rhondda Fach area. The building work is nearing completion and the Hub is expected to open early summer this year.
- Developed a Community Hub at the former Mountain Ash Day Centre, which serves the South Cynon area. It is expected to open in early summer this year.

4.52 Each Community Hub will support a “neighbourhood network” of community-based services. The network of Hubs will link services and communities together and help make more use of the excellent facilities provided by our local Third Sector organisations throughout the area. They make a significant contribution to people's health and well-being with and without direct support from the Council.

4.53 We place great emphasis on community engagement on matter such as this, where decisions need to be taken on services and facilities. We engaged with people over a period of 6 weeks. We organised eight drop-in events, which were well attended by people who use the services and residents. We also ran an online survey. In total, 331 people response to the consultation. After careful consideration, the decision was made to close three centres, with Gilfach Goch being the one to remain open. We are working with Third sector organisations to explore alternative provision for those affected, which includes the Community Hubs we are developing.

New community-based models of service

4.54 We have commenced work with the Rainbow Trust to explore opportunities to develop new day opportunities aimed at improving the employment chances of young people with a learning disability on transition from school or college

4.55 As part of our joint working with others, we now have 5 Community Co-ordinators covering the Cwm Taf University Health Board area. The posts are funded by the Welsh Government's Integrated Care Fund. Three of the co-ordinators cover the Council's area - Cynon, Taff Ely, and Rhondda – and one covers the Merthyr Tydfil Council area. The role of the fifth co-ordinator is to work specifically with primary care across the whole area. They engage with people in communities and provide information, advice and signpost to local community groups, activities and services, building strong local networks. As such, they complement our development of Community Hubs.

4.56 Community Zones are being developed and the implementation plan will consider how loneliness and isolation with young parents can be tackled. Loneliness and social isolation can affect people of all ages. We secured a £120,000 Transformation Grant from the Welsh Governments Museums, Archives and Libraries Division to renovate the interior of Tonypany Library. This has created a modern library with community spaces including rooms for confidential advice sessions and a new dedicated area for people of all ages to create and collaborate on projects. A new IT suite has also been created for Work Clubs such as Digital Friday and adult education classes. As part of the Cwm Taf Public Services Board's priority action, we participated in volunteering fayres in Treorchy Comprehensive

School and Merthyr College with the aim of aligning the interests of young people in the work needed to meet the community challenge element of Welsh Baccaulaureate and Duke of Edinburgh awards

What are our priorities and why?

- Develop new community-based models of service with a focus on prevention, independence, choice and wellbeing, including day services; respite, carers, direct payments, telecare, StayWell@Home and home care.
- Review the changes made to the single point of contact for service provision to realign with the development of the Community Zones.

(e) Supporting people to safely develop and maintain healthy domestic, family and personal relationships

What did we plan to?

4.57 We said we would:

- Complete development of the Learning Disability Day Opportunities Strategy and prepare an effective business case for the re-modelling of current service delivery model

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

Learning Disability Day Opportunities Strategy

4.58 We progressed the development of a Learning Disability Day Opportunities Strategy and re-modelling of current service delivery mode. A set of options was prepared, and the service continues to consider the redesign of services to become more outcomes focused. We delayed the draft report in light of intentions for regional commissioning and to co-produce options with the people who use services and their parents and carers. We held workshops with all stakeholders in February and March 2019 to develop the strategy and implementation plan. We have set a revised target date of July 2019 to allow further co-production with people with a learning disability and their parents /carers in order to finalise the priorities for change.

(f) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

What did we say we would do?

4.59 We said we would:

- Complete the development and build of the modular construction for the Extra Care Housing to provide more choice for older residents to enable them to live healthily and safely for as long as possible, increasing independence and reducing social isolation.
- Conclude the review of existing residential care home (and day centre) provision for older people to support our future service needs supporting more people to live independently in their own homes rather than institutional settings
- Complete the redevelopment of specialist accommodation for people with learning disabilities
- Continue to ensure that there are appropriate levels of modern fit for purpose housing and accommodation available for vulnerable people that meets their needs and supported, where appropriate, by access to community facilities

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

Extra Care Housing

- 4.60 As reported earlier in this report, and in response to the first two priorities listed above, we have made solid progress against our plan to develop more Extra Care accommodation, an alternative to institutional care home settings, which is designed to enhance the wellbeing and independence of older people.
- 4.61 We commissioned a major review of existing residential care home and day centre provision for older people. The review helps us understand the future service need within the wider strategic context of enabling more people to live independently in their own homes rather than in institutional settings. We have undertaken a 12-week consultation the outcome of which will inform future decisions.

Accommodation for people with learning disabilities and vulnerable people

- 4.62 Our partnership working with Cynon Taf housing association to develop better accommodation for people with learning disabilities by remodelling Pen Llew Court in Aberdare has now passed the tender stage. The original 34 homes flats and maisonettes are being converted into 19 one-bedroom flats. It means people will not be living in just one bedroom but will have their own front door, a living room and bedroom, kitchen, and adapted shower. Support will be available on site 24/7. The goal is for individuals to be able to live in a community not an institution. The complex will include community facilities. Completion is anticipated by the end of 2019.
- 4.63 In response to the Wales Audit Report regarding people with a Learning Disability, we have continued to work with Partner Agencies, the people we provide care and support to and their parents/carers to implement the Statement of Intent for Learning Disability. The statement describes a shared commitment to delivering a new model for health and social services. It is helping us address the recommendations set out by the WAO in their report and more importantly, co-produce commissioning outcomes for the short and medium term. In 2018/19, we have focused on the following priority areas:
- Preventing loneliness and isolation by increasing community inclusion
 - Reducing Stigma

- Housing
- Further Education
- Employment, training and lifelong learning

The agreed shared outcomes are now being used to inform our co-production of work plans for 2019/20

What are our priorities for next year and why?

- Deliver new accommodation models to improve outcomes for those individuals who need support to live independently (This will include actions in relation to extra care/supported living)

5. How we do what we do

(a) Our workforce and how we support their professional roles

- 5.1 The delivery of high-quality services depends on us having an adequate workforce of well-trained staff with the right mix of skills, experience and approach e.g. to enhance partnership working across organisational boundaries. We have continued to press ahead with organisational and cultural change following the introduction of the Social Services and Wellbeing (Wales) Act.
- 5.2 To ensure we have the workforce we need to achieve the best for our residents, we play our part in implementing the Council's five-year Workforce Plan. The Plan has five aims:
- Developing a flexible and agile workforce that shares organisational knowledge
 - Recruiting and retaining the best talent to create a diverse workforce
 - Leadership and management development
 - Enabling a high performing, engaged and committed workforce
 - Supporting the health and well-being of our workforce to maximise attendance
- 5.3 We have also taken, and are continuing to take, action specific to our social care workforce internally and through the Cwm Taf Social Care Workforce Development Partnership Annual Workplan 2018/19. This is a rolling action plan to:
- Support the continued implementation of the Regulation and Inspection of Social (Wales) Act including the domiciliary care workforce to prepare for registration and supporting the knowledge/role of responsible individuals.
 - Support the training, development and qualification of social care managers: including Step Up to Management; Middle Manager Development Programme; Team Manager development programme; and those requiring registration as managers
 - Support the ongoing development of approaches to outcome-focussed care and support practice
 - Support for both Social Work qualifying training and post-qualifying training in Wales
 - Support front line social care workers to develop their skills overall in relation to social care, and to support introduction of the revised induction framework
 - Enable the workforce to meet regulatory requirements for qualification and/or registration
- 5.4 A training needs analysis undertaken across the region took account of the national priorities identified by Social Care Wales. The regional priorities identified are a combination of cyclical core training (i.e. required annually) and development events that will raise awareness and develop practice. The local priorities reflect the policy and service delivery of each local authority in the region.
- 5.5 In 2018-19, we took several steps to strengthen our workforce planning, our performance management and to train and develop our workforce. They include:
- Action to make effective use of the new Welsh Community Care Information System, which gives us better information to manage people's care and saves time by avoiding the need to repeat information to different agencies.

- A new Supervision Policy, which was co-produced with staff and which is aligned to the principles of strength-based practice.
- The introduction of peer-group support arrangements across Assessment and Care Co-ordination Services.
- Regular engagement with staff by managers to improve communications and to allow concerns, developments, suggestions and ideas to be discussed. This happens in different ways in different service areas.
- Where possible, more temporary and permanent posts created to increase capacity as a response to specific pressures.
- A “Leadership in Dementia Care” programme, and support for our domiciliary staff to complete their registration with Social Care Wales. We have also actively encouraged and supported our in-house direct service front-line staff to attain at

5.6 Our safeguarding staff also continue to contribute to the well-received programme of Multi Agency Practitioner Events. The many events which were held during the year aid professional development practice by sharing learning from audits and reviews.

(b) Our financial resources and how we plan

5.7 The financial position, coupled with changing needs and demographic pressures, continues to be challenging. The Council continues to support and prioritise Adult Services and once again has demonstrated its commitment to protecting front-line services and investing in our local priorities. For 2018-19, the Council allocated £144.9 million to the Children and Community Services budget, an increase of £6.8 million (4.9%) on the budget for 2017-18.

5.8 The previous financial year (2017/18) ended with an over spend for Adult Services of £0.903 million. This was mainly due to replacement and sickness cover where necessary and the need to provide specialist accommodation placements, home care packages, and reduced occupancy of in-house residential care. We also under-achieved in bringing in income where charging was due.

5.9 We ended 2018/19 with an over spend of £1.08 million. The main reasons for this were overspends on:

- Long-term care and support staffing costs
- Nursing/residential care costs
- Intermediate care and reablement, due to increased demand for services to prevent admissions to hospital or to facilitate hospital discharges
- Fairer charging, due to lower levels of income received
- Increased costs of residential care and adoption fees and allowances.

5.10 During the year we also encountered additional staffing requirements in Accommodation Services and less income was received due to lower than budgeted client numbers within Home for the Elderly establishments.

5.11 During the year, we have taken a range of action to manage the financial challenges and pressures and this work is ongoing.

5.12 In order to manage ongoing budget pressures, we continue to implement robust and very challenging budget plans as part of the Council’s financial management strategy and

associated Medium-Term Financial Plan. We have robust processes in place to identify budget pressures and budget efficiencies, including rigorous scrutiny. Vacancies which arise are considered as part of our ongoing, broader, work to reflect on and rethink our activity with the possibility of transforming the way we deliver services. Quality assurance panels oversee commissioning decisions across Adult Services to ensure challenge and consistency in the quality of assessment outcomes along with monthly cost-of-care meetings and fortnightly specialist placements panel meetings.

5.13 We are also focusing efforts to further strengthen prevention work to reduce and/or contain demand and increasing the number of clients living independently thus reducing the cost of care. We continue to work to improve efficiency and productivity of our operations through reviews and by increased use of technology.

(c) Our partnership working, political and corporate leadership, governance and accountability

5.14 We are fortunate to have a political and corporate leadership which is committed and effective in supporting and challenging the performance of Cabinet members and officers to drive improvements in services and transformation. This was recognised by the Care Inspectorate Wales in its recent inspection. Our Cabinet Members are approachable and supportive and fully engaged in the delivery and development of services.

5.15 Partnership working to improve services and to achieve efficiencies remains an important part of our work in both Adult and Children's Services. We continue to play a significant part in the Regional Partnership Board and the delivery of the regional plan, which was produced in conjunction with, Merthyr Tydfil County Borough Council, the Cwm Taf University Health Board and Third Sector organisations.

5.16 In June 2018, the Welsh Government announced responsibility for healthcare services in the Bridgend County Borough Council area would transfer to the Cwm Taf University Health Board from the Abertawe Bro Morgannwg University Health Board. As a result, the Board's boundary would extend to encompass the Bridgend County Borough Council area. The change came into effect on 1 April this year. We have worked with our original partners and new partners in the Bridgend County Borough Council area to ensure the new Cwm Taf Morgannwg Regional Partnership Board is up and running and effective. We are committed to playing our part to the full to develop more integrated care and support services which benefit those who need our services and the population of the whole area.

5.17 In Adult Services, we have continued to work closely with partner organisations across the health and social care system in Rhondda Cynon Taf and regionally. For example:

- We are the regional operational lead on the Reablement and Stay Well @Home integrated services which have been developed in partnership with Cwm Taf Health Board and Merthyr Tydfil County Borough Council.
- We have developed new service model proposals such as Stay well @Home 2 and Telecare to support a regional transformation bid, and dementia service proposals to enhance support available in the community. This follows the success of Stay Well @Home in the 2018 National NHS Awards for working seamlessly across agencies. It was also "highly commended" at the Social Care Accolades. A recent independent evaluation of the service evidenced good joint working in practice.
- We continue to work closely with regional partners for effective co-ordination, and development of, joint investment opportunities e.g. the Integrated Care Fund. We are the regional lead with externally commissioned home care

agencies to ensure the effective delivery of home care services; including recruitment and retention initiatives, zoning and outcome-based commissioning.

- The links we have developed with housing providers, commissioned care agencies and third sector organisations are delivering results. We have delivered new accommodation models (long-term and respite) for people with learning disabilities including Pen Llew Court in Aberdare; Crown Avenue in Treorchy, Oxford Street in Mountain Ash and Belle Vue in Treforest. These developments have been highlighted earlier in the report.
- We manage various partnership projects with the Third Sector including RNIB, Action for Hearing Loss, Care and Repair, Mencap, DEWIS and Age Connects Morgannwg. We reviewed each of them in 2018 to ensure arrangements are efficient and effective and outcome focused.
- The Multi Agency safeguarding Hub has continued to develop and mature with strong evidence of sound inter-agency safeguarding practice. Likewise, the work of the Safeguarding Board has delivered opportunities for improvements in practice both within and between agencies.

5.18 In addition to the above, equipment provision for Adult Services is delivered via a Partnership with Cwm Taf Health Board, Merthyr Tydfil and Bridgend Council Borough Councils via a pooled funds arrangement. We have, as regional lead, also established a care home pool budget and commenced a review of joint commissioning of care home provision.

5.19 Care Inspectorate Wales has also commented *that “effective operational and strategic relationships with other regional partners have facilitated the implementation of some innovative projects, such as the hospital based, multi-professional Stay Well @ Home initiative,”* reflecting a strong commitment to co-production.

5.20 We have worked with our partners to establish a Regional Commissioning Team and are committed to helping it become an effective means of developing more integrated services. The team, which will work across all services, will drive the health and social care integration agenda on behalf of the Regional Partnership Board. It will lead the implementation of the Regional Plan and a programme of commissioning activities, which will help to improve the quality and value for money of care services.

What are our priorities and why?

- Development of an overarching workforce development strategy for Adult Services.
- Deliver agreed budget efficiencies and manage services within resources available in the medium-term, including action to reduce sickness absence and improve business processes.
- Embed quality assurance and performance management culture at all levels of adult services (This will include actions on management information and performance indicators).
- Maximise adult social care income and debt recovery to build on improvements in level of debt achieved in 2018-19.
- Manage the market to ensuring we have the local workforce and safe and the sustainable localised care and services that we need.

