

ANNUAL REPORT OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES 2016-17



Caru • Love
Ceredigion

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1. Introduction

This is my second annual report as the Strategic Director: Care, Protection & Lifestyle Services and Statutory Director of Social Services in Ceredigion County Council. The year 2016-17 has been a challenging one, nevertheless, there have been significant successes which have been achieved with the hard work, support and full commitment of our staff and our partners. Performance of the directorate in 2016-17 has continued to improve and we self-assess the overall services performance to be **good** with **good** prospects for improvement. Staff have continued to maintain safe delivery of services against a backdrop of a wholesale transformation programme and implementation of the new legislation. Significant work has been undertaken to embed the requirements of Social Services and Wellbeing (Wales) Act 2014 (SSWBA). Improvements have been made in the budget position during 2016/17, with significant budget savings achieved. The implementation of the PwC Business Case has progressed, particularly the development of the new operating model, which supports the implementation of the SSWBA.

The relocation of staff from the Social Services Head Office in Minaeron, releasing the building to become an integrated health and social care facility, was successfully achieved in 2016-17 with minimal disruption to service delivery.

In the future, Ceredigion County Council wants to help people to help themselves, supporting every person to live as independently as possible, without dependency on long-term social care services; whilst also ensuring that they are safeguarded and protected from harm. An ageing population, a drop in the school roll, the combined difficulties of limited resources and financial constraints will require us to deliver more effective and efficient services, that improve outcomes for citizens and generates savings. With the continued support of staff within the Directorate, our wider statutory partners in health and our strategic partners in the third sector working in coproduction with the citizens of Ceredigion, I am confident that the Directorate's shared vision, based on developing **Community Resilience, People Resilience and Protection** will enable us to successfully meet these challenges.

S.L. Darnbrook.

Sue Darnbrook
Strategic Director Care, Protection and Lifestyle Services
Statutory Director of Social Services



2. Director's Summary of Performance

In the year 2016-17, Ceredigion County Council, Social Services Department has faced some significant challenges but has also achieved some significant successes. The department's transformation agenda has progressed well with a Project Manager and 4 Project Lead Managers having been appointed and robust governance arrangements having been established. This transformation agenda is in line with and is critical to, the full implementation of the SSWBA

The Transformation Project is multifaceted but has prioritised the introduction of a new operating model within social care. Much work has been done with third sector providers in the development of the **Ceredigion Wellbeing Alliance** which will enable people to access universal services, support the community connectors, whilst also providing the county's Information, Advice and Assistance Service. **Porth Gofal**, an integrated professional hub which has access to preventative services, to enable quick problem solving and the safe de-escalation of people from higher statutory interventions has been "soft launched" with health colleagues. This transformational work will continue into 2017-18 and beyond, as the department moves towards full implementation of the SSWBA and addresses the cultural changes needed to take place to ensure this transformation is successful.

Ceredigion County Council, Social Services Department has actively supported the work of the West Wales Regional Partnership Board having officers engaged in this work at all levels. The department has also taken an active role in the completion of the West Wales Population Assessment and has ensured its support through local political processes and its submission to Welsh Government for approval. Ceredigion County Council, Social Services Department is also the pacesetter for the region in respect of the implementation of the Wales Community Care Information System (WCCIS). Ceredigion successfully migrated to WCCIS in August 2016 and this implementation was supported by a comprehensive training programme for staff. The system will be rolled out throughout the region by 2019-20 and this work will be supported by a Regional Project Manager. Ceredigion has also taken an active role in the Mid and West Wales Regional Safeguarding Boards, supporting the work of both statutory boards, while also having representatives on the under-pinning sub-groups. In 2016-17 a major review of the Ceredigion Corporate Safeguarding Policy was undertaken and completed and this policy has been supported through the political process. This reinforces the Council's commitment to safeguarding both children and adults and protecting them from harm. As the Strategic Director: Care, Protection and Lifestyles in Ceredigion County Council, in 2016-17, I was appointed to be the first Chair of the newly formed statutory West Wales Partnership Board. I was also appointed as the Lead Director for Workforce within the region.

In 2016-17 a significant amount of work was done in ensuring the safe implementation of the SSWBA. This implementation was underpinned by a comprehensive staff training package which was supported locally, regionally and nationally. This work was also supported by the department's Transformation Project, particularly in respect of the development of the new operating model.

Ceredigion County Council, Social Services Department has hosted a number of practice conferences in the year 2016-17. In November 2016 the "What Matters" Conference took place in Aberystwyth with Professor John Bolton and Dr.Nick Andrews providing the two key note addresses. The Carers Unit facilitated two highly

successful partnership events for Carers in support of Carers Rights Day; a public event for Carers and those for whom they care and a speed networking learning event for professionals in health, social care and the third sector. The Community Team for Learning Disability (CTLD) facilitated their fourth Ceredigion Autism Conference in Aberystwyth in partnership with Aberystwyth University. The Conference was over-subscribed and was well received by those who attended.



Carer's Speed Networking Learning Event

The Council is prioritising the Syrian Vulnerable Persons Resettlement Scheme and plans to accept more refugees under this scheme in line with the Council's current commitment. In 2016-17 we resettled 23 refugees in Aberystwyth and are actively planning to settle more in 2017-18 and beyond. We are also actively working with community groups to enable them to offer homes for more refugees in the south of the county.

Families and Children Services

Whilst 2016-17 has been a year of significant challenge for all service areas, in the Families and Children Service our judgement on the performance of the service at year end was **good** with **satisfactory** prospects for improvement. We made this judgement as there was sufficient evidence that children and young people continued to receive support, care and protection in accordance with their level of need.

- The LAC population was reduced to 75 in comparison to 82 in the year 2015-16.
- There was a slight increase in the number of child protection registrations from 54 in 2015-16 to 56 in 2016-17 and it is hoped that the full implementation of the new operating model within children services will further enable reductions in the LAC population and child protection registrations during the year 2017-18.
- 96% of assessments undertaken within children services were completed within the statutory timescales in the year 2016-17.
- 85% of children have been supported to remain living with their family in the year 2016-17.
- The amount of time children who were on the CPR during the year 2016-17 has reduced to 201 days.
- The percentage of children looked after at 31st March who were registered with a GP was 96% in the year 2016-17.
- The percentage of looked after children on 31st March who have had three or more placements during the year 2016-17 also reduced to 5%.

- The percentage of care leavers who have experienced homelessness during the year 2016-17 remained stable at 11%.

Families and Children Services have worked closely with Adult Services, Ceredigion Alliance of Voluntary Organisations (CAVO), Hywel Dda University Health Board (HDdUHB) and Lifestyle Services, to develop the concept of the Ceredigion Wellbeing Alliance and to pilot the Porth Gofal professional hub, in line with the new operating model. It is hoped that this work will further improve outcomes for children in Ceredigion in 2017-18.

Some elements of the Families and Children Services budget are demand led, liable to change rapidly and are unpredictable due to unplanned high cost placements and other interventions which are required in order to reduce risks in individual cases. Careful consideration is given prior to commissioning high cost placements which require approval at Service Manager and Head of Service level. Ongoing budget meetings are being held to identify pressures in the system and there have been early discussions about a pooled budget (social services and education) for children with complex needs and this will be further explored in 2017-18. Families and Children Spend Panels commenced in Quarter 2 of 2016-17 and a new process for requesting and agreeing all third-party spend has been established within the service. There was an overspend of £38k in Families and Children Services at the end of year 2016-17, this overspend relates to secure accommodation, which equates to 2 children in secure accommodation as at year end 2016-17.

In 2016-17, there have been inspections of the Fostering and Sitting Services; a number of good practice comments were made within these inspection reports and there were also some good practice recommendations made and these have now all been implemented.

Adult and Commissioning Services

In Adult Services our judgement on the performance of the service at the end of 2016-17 was **satisfactory** with prospects for improvement being **good**. This judgement was made given that the service continues to face significant challenges to meet ongoing increased demand whilst re-modelling services in order to make significant budgetary savings. Work on the PwC Business Case continues to be undertaken with some significant financial savings having been achieved in the year 2016-17. The full savings attached to the PwC Business Case have to be achieved by 2019-20. In 2016-17, work commenced on the implementation of the new operating model within Adult Services which will deliver on the SSWBA and will be a significant contributor to achieving the identified budgetary savings.

Work on the implementation of the Residential Review recommendations continued in 2016-17 with the tender process for externalisation of Bodlondeb Residential Care Home, Option One, being completed by the end of March 2016-17. Unfortunately, there was no successful bidder, therefore, we will now proceed on Option Two, to work together with HDdUHB on the development of an Integrated Community Mental Health Facility at Bodlondeb.

Adult Services continues to be challenged in respect of Mental Capacity Act duties, particularly linked to the Deprivation of Liberty Safeguards (DOLS) requirements and at the end of year 2016-17 there were 216 outstanding requests awaiting assessment. The Mental Capacity Team continues to use the national screening tool and also uses a locally developed screening tool to give a numerical score to identify the most vulnerable individuals whose assessments must be prioritized. This increase in work is having a detrimental significant impact on the Community Mental Health Team

(CMHT) and the Emergency Duty Team Approved Mental Health Professionals (AMHPs).

Adult Protection and Safeguarding continues to be a challenge with a significant increase in reports, particularly in respect of domestic violence. In 2016-17, 727 enquiries were received by the Adult Protection Team. 89% of which were dealt with within the 7 working days timescale. Changes have been made and domestic abuse notifications are now being screened at Porth Gofal and this, in future, will decrease the number of referrals going through to the Safeguarding Team and will improve performance. To date, there has been no need to exercise an Adult Protection Safeguarding Order (APSO) in Ceredigion. In terms of training, Ceredigion Safeguarding attends the recently established Executive Regional Board Training Sub Group for Safeguarding and we are developing, with our regional colleagues, a Training Strategy for Safeguarding for the region, of which, the APSO update training will form part.

- The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over was 2.66 in the year 2016-17.
- In the year 2016-17 the percentage of adults who have received advice and assistance from the IAA service and have not contacted the service for 6 months was 78%.

CSSIW undertook a pilot inspection of Adult Services in October 2016, looking at the IAA service, Carers and Safeguarding. A number of good practice comments were made within the inspection report and some recommendations were made and an action plan has been developed.

“The role of the local authority’s carers unit was exemplary and received universal praise from all of its partners and carers”
– **CSSIW Key Lines of Enquiry Carer Focus**

In 2016-17 our integrated working with health colleagues progressed well particularly in relation to the development of the **Ceredigion Wellbeing Alliance** and **Porth Gofal**. Work on the Cardigan and Aberaeron Integrated Health and Social Care Services and Cylch Caron has progressed well with detailed project plans having been agreed for all three developments.



Cylch Caron Consultation Event

3. How are people shaping our services?

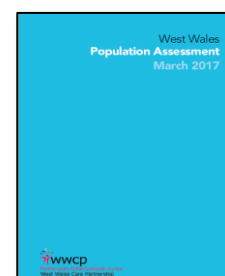
Existing Methods of Engagement and Consultation

Ceredigion County Council, Social Services Department engages with citizens and stakeholders through various methods. We use methods, such as, taking feedback from service users in the form of our annual questionnaires within our provider services. We take “call back” type feedback within our Single Point of Access and Porth Gofal services. We engage with various boards and groups, for example, Junior Safeguarding Board, LAC Group, LAC Council, Disability Forum, 50+ Forum, Mental Health Transformation Boards, where we share future plans and promote feedback regarding the redesign of service delivery. We also take learning from CSSIW inspections, Welsh Audit Office inspections and Child and Adult Practice Reviews as they occur. We also annually meet with Town and Community Councils to share our plans for future developments and to take feedback on these plans.

The Council's arrangements for dealing with all activity relating to complaints, compliments and Freedom of Information Act 2000 (FOIA) requests was reviewed during the year 2016-17 and changes were made to centralise these services. Managers still routinely respond to Stage One complaints, independent investigators are usually commissioned to investigate Stage Two complaints with recommendations being considered and addressed and action plans developed reflect the lessons learnt.

New methods of engagement and consultation

In the year 2016-17 we have also used new methods of engagement with the public, these include undertaking a population assessment with our regional partners. A regional approach was taken to the development of a Population Needs Assessment (required under section 14 of the SSWBA). The assessment provides an analysis of the needs for care and support and the support needs of carers across the HDdUHB footprint and the range and level of services, including preventative services required to meet those needs. The assessment also extends to those needs that are not being met and where improvement is required and how these services will be delivered through the medium of Welsh. The analysis was informed by a range of quantitative and qualitative data, including population projections, usage of data and the views of citizens. Qualitative information was captured through a range of means, for example, specific questions were included in the wellbeing survey conducted on behalf of the Public Service Boards (PSBs) over the summer to meet the requirements of the Wellbeing of Future Generations (Wales) Act 2015 and further qualitative data was captured in follow-up engagement events in the autumn, including the 'Let's Talk Health' programme run by HDdUHB Information from established user and carer groups and any consultations undertaken over the recent period was also fed into the assessment.



Ceredigion Public Services Board (PSB), member organisations came together to plant a well-being tree to set the roots of the work surrounding the Well-being of Future Generations (Wales) Act 2015. A five year local well-being plan is to be put in place commencing in 2018 which will identify how organisations can work together to improve the economic, social, environmental and cultural well-being of Ceredigion. Before the plan was put in place the PSB needed to find out what well-being meant to

as many people in Ceredigion as possible, to ensure the plan was as useful as possible. This has included an engagement campaign through the means of a Well-being Survey, as well as promotional and participatory work at community events and focus groups. The Leader of the Council and Chair of the Local Service Board Councillor Ellen ap Gwynn, said: “The well-being tree has been the theme throughout the engagement campaign and by planting a real tree, we will see it grow and prosper alongside the work of the PSB in improving the well-being of current and future generations in Ceredigion.” In my role as Strategic Director of Care, Protection & Lifestyle Services, Ceredigion County Council, I sponsored the wellbeing tree in recognition of the importance of growing local, sustainable networks which can promote and improve the health and wellbeing of people living in Ceredigion.



The planting of the PSB Wellbeing Tree

The Carers Unit has an important engagement role with carers, carer focused groups and the wider third sector and statutory organisations as well as community groups. The Carers Unit facilitates the Carers Forum, a group set up to provide information, support and friendship which is driven by Carers for Carers. Feedback from Carers has been collected through a variety of means throughout the year, including the Carers Forum, Carers events, Carers needs assessments, Carer training and via Ceredigion Carers Alliance member organisations. This feedback has been used to shape the Carers Information Service in terms of delivery and information provision and partnership initiatives.

Inspections

In 2016-17 the CSSIW undertook a pilot inspection of Adult Services in Ceredigion. The inspection looked at three areas of work: Information, Advice and Assistance,

“The ‘added value’ that the Carers Unit brings to both carers, the 3rd sector and the council, and its unique ability to oversee, co-ordinate and drive the work with and support of carers cannot be underestimated”. – **CSSIW**

Safeguarding and Carers. This was a pilot inspection which enabled the CSSIW to test and learn from a new methodology for inspections of local authorities with greater emphasis on understanding the extent to which the delivery of social services improves the lives of people in need of care and support. There were many good practice comments in the report. There were recommendations made to improve practice and these recommendations have been implemented through an action plan.

Ceredigion’s Fostering and Sitting Services were also inspected in 2016-17 and following these inspections, the CSSIW identified no non-compliance issues. There were a number of good practice comments made within the inspection reports and some good practice recommendations were also made. Since the inspection we have addressed all the recommendations in order to improve service delivery.

4. Promoting and Improving the Wellbeing of those we help

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

What did we plan to do last year?

- Implement a new operating model across the department.
- Develop a robust Information Advice and Assistance Service
- Engage in improving resilience within communities in conjunction with corporate and health colleagues, the third sector and other partner agencies
- Reduce the LAC population by 8 by March 2018
- Develop more effective transitions within disability and safeguarding services.

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

- In the year 2016-17 we have drafted and are consulting with stakeholders on a through-age model of working, based on Team Around the Family good practice. The concept is being co-produced by health and social care as the blue print for the social care delivery and partnership engagement. The model is being taken forward both as a process model for delivery, as well as the basis for commissioning and partnership arrangements with statutory partners and third sector stakeholders. The model has been broadly welcomed as providing firm foundations on which to re-design social care in Ceredigion.
- Through the development of the **Team Around Approach** and the detailed mapping exercise on the customer journey into and out of social care services, the department has a clear plan for the development of Information, Advice and Assistance (IAA) Services through the delivery of the Ceredigion Wellbeing Alliance (CWA). The Alliance encompasses the commissioned IAA services in social care but is also being taken forward in partnership with HDdUHB and the wider corporate body, in recognition of the role non-social care services play in delivering the SSWBA aims and objectives. The CWA will be delivered in its first iteration from April 2018. In February 2017, Porth Gofal, the integrated professional hub had its 'soft launch' and has already succeeded in formalising the triage process for new referrals in to social care through the co-location and co-assessment of clients between health and social care colleagues. Evidence shows that it has already succeeded in reducing intake into long-term social care by 35%. At this stage, mental health and learning disability services are not part of the team and we are at the first stages of involving Families and Children Services in Porth Gofal.
- Social care in Ceredigion adopted from the outset a partnership approach to developing the new operating model and its component parts. Part of the consultation and engagement for the Team Around Approach will be based on the mapping of current third sector provision through questionnaires and internal review. Funding and SLA reviews are being taken forward with HDdUHB as well as throughout the directorate, in recognition of the opportunities to create economies of scale and to ensure funding is targeted at the most needed services. With the involvement of CAVO, the issue of resilience and sustainability have been factored into the work and third sector stakeholders have been briefed about the new model of care and the potential

impact on service provision and they have shown an appetite for this to move forward in a timely fashion.

- In the second half of the year 2016-17 the numbers of children being presented to Admission Panel has significantly decreased, this was assisted by the inclusion of the IFSS Consultant Practitioner in the panel and its management. The LAC population in the year 2016-17 has reduced by 7 and the numbers placed with Independent Fostering Agencies has also reduced during the same period. There is ongoing work by the Edge of Care working group to establish stronger early intervention and prevention work via a 'crisis intervention' approach. Family Support have also contributed to ongoing Edge of Care planning, including review of cases where there is potential for further holistic support to strengthen family networks and responses. Also in the year 2016-17, 28 families have benefited from Family Group Meetings, the majority of which were from the Children and Family Assessment Team for families involved in the PLO process or for children on the cusp of care. The work included identifying family members who can offer care and resolving contact issues, such as, when contact occurs or how it will be concluded.
- In March 2017, the Adult Safeguarding Team, Children Assessment and Support Team and the Children Service Managers were all co-located and this has provided opportunities for better working relationships and more effective working on individual cases. We have also developed a through age approach to responding to Police domestic abuse notifications. Co-working is taking place between Tim Plant Anabl (TPA) and Community Team Learning Disability (CTLTD) with the tracking of people taking place and joint agreements on the way forward to ensure the smooth transfer of people between the services. There is a transition protocol in place and transition meetings are taking place, these agreements need to be further progressed in 2017-18

What are our priorities for the next year and why?

- Complete the implementation of the new operating model across the department.
- Implement a robust IAA service.
- Build capacity to work in coproduction with communities to develop early intervention services including those provided to carers.
- Further develop through age services particularly in relation to LD, MH and Safeguarding.

b) Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing

What did we plan to do last year?

- Develop and build community and individual resilience.
- Move towards early intervention and prevention services.
- Development of Awel Deg as a through age community Mental Health Facility.
- Explore and implement proposals for both adult and children safeguarding to come under the management of one service manager and ensure that the supporting structure is robust and sustainable.
- Ensure the safe and compliant implementation of the Social Services & Wellbeing (Wales) Act 2014.

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

- Communities in Ceredigion require support to enable them to become more self-resilient and less reliant on statutory services in response to changes in how frontline services are delivered and managed following the implementation of the Wellbeing of Future Generations Act 2015 and Social Services and Wellbeing Act 2014. In 2016-17 Primary Care Development Funding from the Public Health Directorate of the HDdUHB enabled a pilot to take place to allow CAVO and the Council's Ceredigion Actif Team to engage constructively with residents in Llandysul, identify community resilience and consider sustainable and effective service re-design focusing on services which have a positive effect on population health and wellbeing. Furthermore, two training workshops on alternative service delivery models were run in the Council Chamber in conjunction with CAVO, Powys and Pembrokeshire, where officers from across the local authority and other sectors were invited. The KEY FINDINGS of the Llandysul project include:

Positive Communication:- Investing time in talking to residents helps gain a better understanding of what matters to the community. Conversations with the community need to start at the earliest possible opportunity.

Whole Community planning:- Decisions about the future of buildings and services are often taken in isolation. When considering the redesign of services, we need to move away from focussing on single issues and pan out to consider the whole community.

Positive Co-production:- When considering change in an area, positive aspects within the community need to be identified and used as building blocks to support change. Community activists, those who step forward to head campaigns, need to be considered as community activators and individuals with the passion to make positive change.

Social impact:- In rural communities, opportunities for people to regularly come together need to be supported and promoted. Social interaction is one of the most basic human needs and has a positive impact on people's mental health and wellbeing. Making these important links in the community allows people to establish their own support networks and build personal resilience – keeping people healthier and happier longer in their own communities.

Valuing Volunteering:- If public effort is going to be harnessed to an even greater degree to power public services, consideration should be given to how we could incentivise community action.

- Ceredigion replaced their Single Point of Access in February 2017 with Porth Gofal. Porth Gofal is a professional hub staffed with preventions support workers who carry out the "what matters conversation", undertaking a proportionate assessment and working alongside other professionals, such as, health, third sector, police and other partnership organisations as appropriate. Porth Gofal has already made significant progress within Adult Services as health professionals and other organisations are now co-located and have adopted a 'triage' approach in respect of incoming inquiries. These arrangements ensure that proactive help is received at the right time. We are currently exploring what constitutes the 'component parts' of Porth Gofal from the Families and Children Service perspective. Porth Gofal is able to access short term, targeted preventative

services, such as reablement and TAF to promote quick problem solving and positive de-escalation.

In the year 2016-17 there were changes to the reablement services, with the development of the **Ceredigion Core Community Team for Reablement**. This team provides health reablement through nursing, Occupational Therapy and Physiotherapy Services to enable people to be cared for in their own homes rather than in hospital settings when appropriate. Within social care an **Enablement Service** has been developed to support the work of the Core Community Team for Reablement. **Assessment beds** have replaced the joint care beds providing a step up and step down from hospital or the community to allow a full assessment to be undertaken, as well as, to provide a service which promotes independence. These beds are supported by the Enablement Service and the Core Community Team for Reablement. Since these changes, 45 individuals have accessed the assessment beds, 27 have returned to independent living with only 5 requiring ongoing care and support, 3 were re-admitted to hospital, 1 was placed in nursing care, 9 have moved to temporary residential care and 5 currently remain in the assessment beds. The Carers Unit has worked in partnership with the Mid Wales Healthcare Collaborative and HDdUHB's Investors in Carers to deliver the highly successful Carers Resilience and Well-being Programme Pilot to a number of Carers. Reported outcomes for Carers were excellent.

In the year 2016-17 the YOT has developed and validated a risk screening tool which enables accurate (>95%) identification of referrals that are very unlikely to go on to get into trouble with the police for antisocial or offending behaviour in the 24 month post referral window. The screening tool also incorporates a safety and wellbeing check and this tool enables YOT to confidently signpost up to 35% of referrals to low risk community based projects. Currently YOT is partially involved in the delivery of these low risk provisions but it is hoped that, in the future, this aspect of YOT work will be wholly taken over fully by the 3rd sector. In 2016-17, the Penparcau Family Centre has been refurbished and has been redesigned as a **Community Hub for Families** across a wider age range and including more vulnerable families who may have a care and support plan. Many activities based at the centre have been co-produced by young people and families and staff working in the centre. Families First funded a parent "community connector" to input into the Penparcau Family Centre development with a particular interest in elective home education in order to strengthen collaborative working between social care, learning services and parents in light of the expected additional learning needs strategy.

- A project group has been put in place in order to consider the recommendations outlined within the Awel Deg, Social Firms Wales Feasibility Report. Clear terms of reference for the group have been developed with an agreed implementation plan based on the recommendations as outlined in the report submitted to the Cabinet on the 20th December 2016. The Awel Deg Business Case Project Group aims to consider and develop a detailed business case to support the design of a through age mental health resource centre utilising the current estate/building. This business case will support the Transforming Mental Health Programme which is led by HDdUHB. The Awel Deg Project will provide a wraparound integrated mental health service with multi delivery partners at the site. It will provide an opportunity for the statutory organisations to work alongside third sector organisations in delivering a range of through age mental health information, advice and assistance service, as well as, community focused assessment, treatments and interventions. A work stream has been set up with health and social care staff working to design a service model for the integrated mental health resources centre and this will form part of the business case. The project also includes considering opportunities for the development of dementia beds in Awel Deg which will provide better access to the

population in the south of the county, allowing on site access to a range of professionals and disciplines. Key aims will include avoiding the need for admission to hospital, facilitate earlier discharge from hospital, crisis management and support for carers and appropriate assessment when long term care is being considered. A dedicated work stream will consider how these beds will be provided including consideration of independent or 3rd sector providers taking on the operational management of the provision. It is planned that a financial work stream will also be developed with representatives from health and social care to consider the financial mapping and budget requirements.

- In the year 2016-17 the proposal to bring both children and adult safeguarding together under one service manager has slowly moved forward. Structures and processes to facilitate joint working have been put in place to ensure cohesion between both service areas and that no child or adult “falls between the cracks” but this work will need to be further developed in the year 2017-18.
- The Social Services Department has engaged in a range of activities with partner agencies to ensure the safe implementation of the SSWBA and associated legislation. Many of these activities have been linked to the department’s transformation agenda which is closely aligned to the legislative framework. Key members of social services staff have attended “Train the Trainer” events and have then rolled out SSWBA training to the social care workforce and partner agencies including health and the third sector. Provision of written guidance and training of social care teams by the carers unit in support of carers has also been undertaken and guidance and support continues to assist staff in developing knowledge in meeting the requirements of the SSWBA. Presentations have been delivered to Senior Leadership Team, Healthier Communities Overview and Scrutiny Committee and elected members on the requirements and duties of SSWBA.

What are our priorities for next year and why?

- Develop a Business Case to progress the Social and Health Care Community Mental Health Hub in Llandysul.
- Implement a Single Safeguarding Unit.
- Further develop the Ceredigion Wellbeing Alliance in line with IAA requirements.
- Further develop Porth Gofal and the preventative, edge of care services which support it.
- Work with partners to develop opportunities across the County, following the successful pilot of the Carers Resilience and Wellbeing Programme.

c) Taking steps to protect and safeguarding people from abuse neglect or harm

What did we plan to do last year?

- Develop a single consistent safeguarding approach across adults and children and embed local and regional safeguarding arrangements across children and adults.
- Ensure that Citizens feel safe
- Achievement of the national outcomes framework

- Develop a consistent joint health and social care approach to quality assurance across the residential and nursing care home provision.

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

- In line with regional safeguarding arrangements, in the year 2016-17, Ceredigion Social Services Department established through age processes for the Local Operational Group (LOG) meetings. These are now held on the same day with a cross cutting meeting to consider and address common areas of concern. In 2016-17 there has also been a major review of the Corporate Safeguarding Policy completed which has been supported through the political process and reinforces the Council's ongoing commitment to the safeguarding of children and adults. Social Services staff attend and contribute to the PREVENT, Channel Panel and are part of the Regional Mid and West Wales Anti-Slavery Group which raises awareness of Anti-slavery and Human Trafficking issues. Ceredigion Social Services Department continued in 2016-17 to actively support the Mid and West Wales Regional Safeguarding Boards, providing information in line with the regional quality assurance framework. This has resulted in more accurate and meaningful safeguarding information being shared across the region.
- The volume of crime committed by young people in Ceredigion has been reducing year on year since 2005 (71% reduction). Out of the 4 Dyfed-Powys YOTs, in proportion to the county population, Ceredigion engages the greatest number of young people in this type of work and has the lowest number of offenders per 100,000 young person population. The **Ceredigion Bureau** for dealing with low level youth crime has contributed positively to making citizens feel safer. The exploration of introducing the **Signs of Safety** as a practice framework across children and adults services is fundamental to working collaboratively with children, adults and families to safeguard and promote their well-being. This is a strengths based model which promotes active participation in identifying and addressing risks and goals and forming safety and wellbeing action plans.
- In 2016-17 staff from TPA were selected to attend the three day national SSIA Training and subsequent two separate half days of monitoring and feedback by SSIA on 'Collaborative Communication Skills'. This is designed to support the National Outcomes Framework and is based on the requirements of the SSWBA. The work is linked to local and national drivers around measuring outcomes and providing staff with the skills to engage with families regarding achieving identified personal outcomes. This whole-system approach facilitates the cultural shift created by SSWBA and supports the new operating model being developed as part of the Council's transformation agenda. TPA team members have been implementing the training in their day to day practice with families receiving an outcome focus assessment and plan in line with PCO practice.
- The commissioning team has been working with regional partners including health to develop a consistent approach to quality assurance and monitoring of residential and domiciliary care provision. The intention is that common processes and resources will be adopted across the region to improve consistency for providers and enable greater focus on values and better outcomes for service users. A regional toolkit of resources and consistent templates will be produced to be used in monitoring and assessing performance of providers. A primary focus will be on how the service user's

voice can be heard and used to drive service improvement and identify issues. This will require the development of a more meaningful evidence based approach. At a regional level we are working with the Swansea University “DEEP” (Developing Evidence Enriched Practice Project Team) to introduce the ‘Magic Moments’ approach within homes and potentially develop an ‘Index for Inclusion Framework’ for dialogue between service users, carers and staff that can contribute toward outcomes based reporting. The regional quality assurance work will also now link in as a work stream for the development of pooled funding arrangements for older persons care homes as required under Part 9 of the SSWBA. A Ceredigion quality assurance provider performance group has also been set up to provide a multi-agency forum that will consider local knowledge and intelligence in identifying trends and concerns in relation to commissioned and the in-house direct services. The group will maintain an overview of issues within the sector, as well as, specific provider concerns dealt with through formal provider performance processes. The group has a role in identifying issues and themes through the range of intelligence data gathered across safeguarding, contracts, complaints and CSSIW to ensure concerns are addressed earlier. The aim is to take a proactive rather than a reactive approach and target preventative remedial actions with a view to reducing the need to escalate to more formal processes. The group also aims to identify and share areas of good practice and service improvement as well as monitor progress of active provider performance issues.



**Victorian Afternoon Tea at
Hafan Deg Residential Care Home**

- **What are our priorities for next year and why?**
 - To roll out the Signs of Safety Model across Children and Adult Services
 - Implement a Single Safeguarding Unit
 - Embed the safeguarding screening tool into the processes of the Ceredigion Wellbeing Alliance and Porth Gofal.
 - Develop safeguarding early intervention and preventative services.
 - Evaluate the National Outcome Framework pilot taking place within TPA.
- d) Encouraging and supporting people to learn develop and participate in society**

What did we plan to do last year?

- Fully train staff on preparation for the implementation of the SSWBA.
- Implement the WCCIS with the required training for staff having being delivered.

- Sustain the workforce particularly by increasing the social work traineeship scheme and positively discriminate in respect of the Welsh Language.
- Comply with the requirements of the Welsh Language Standards “Mwy na Geiriau” strategic framework.
- Support carers to access learning and participate in society.

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

- In the year 2016-17 significant training was provided to staff in relation to the SSWBA. This training was provided locally, regionally and nationally, which has provided consistency and depth of learning. Key members of Social Services staff attended “Train the Trainer” events and have then rolled out SSWBA training to the social care workforce and partner agencies including health and the third sector. Provision of written guidance and training of social care teams by the Carers Unit in supporting carers has been undertaken and guidance and support continues to assist staff in developing knowledge in meeting the requirements of the SSWBA.
- In August 2016, Ceredigion was the second local authority in Wales to go live with the WCCIS. There was a significant amount of work required to clean up data, then mitigate the data to the new system and provide the required level of training to all staff on the use of the system. This was successfully achieved and work has already commenced on the development of management reports. Ceredigion is the regional pace setter for the WCCIS implementation and a full time Project Manager was appointed to lead this work in 2016-17.
- In the year 2016-17, six Welsh speaking members of staff were appointed to undertake the Social Work Trainee Programme as part of ensuring compliance with the Welsh Language Standards and meeting the “More than just words” strategic framework requirements. This development currently maintains the percentage of Welsh speaking staff being in line with the percentage of Welsh speaking residents in Ceredigion at 48%. In complying with the requirements of the Welsh Language Standards in the “Mwy na Geiriau” strategic framework, there is good evidence that people have received their care and support through their language of choice. At the first point of contact, there is good evidence that the “active offer” of the Welsh language does occur. The “Blame it on the Brain” workshop is currently being translated for delivery in the Welsh language and an increasing number of families and children are now receiving services through the medium of Welsh. In 2016-17, post implementation of SSWBA there is evidence that several care staff are being more flexible in terms of finding solutions to meet carers needs. The importance of the “what matters conversation” with carers is clearly established within the Carers Unit and work is ongoing with other departments within the Council to promote the requirements of the Act. The Carers Unit has engaged with Digital Inclusion Wales and the British Red Cross Carers Support Service to develop and deliver digital training sessions for Carers. The training of social care staff on supporting carers under the SSWBA has been undertaken and guidance provision is ongoing.

Case study example:

Following training on the SSWBA provided by the Carers Unit staff are now aware that the Carers Information Service which can support them in seeking solutions in the community, for example a social worker approached the Carers Information Service to ask whether there was any potential way to find financial support for a Carer with his household finances. The Carer had been self-employed but was unable to maintain employment due to treatment and his caring role. The Carers Information Service was able to identify a benevolent fund that was linked to his employment history that would financially support him for the period of time of medical care. The Carers Information Service passed the details on to the social worker, the social worker made the referral to this benevolent fund and the Carer was successful in the application to receive grant aid to help with his household finances.

What are our priorities for next year and why?

- Ensure compliance with the Welsh language standards and the “Mwy na Geiriau” strategic framework
- Promote workforce sustainability through developing closer links with educational establishments
- Build further resilience and business intelligence regarding carers.

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

What did we plan to do last year?

- Implement the new operation model across adult and children services.
- Develop early intervention and prevention services building on community and individual resilience.
- Safe implementation and compliance with the SSWBA.

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

- In the year 2016-17, significant work has been undertaken on the implementation of the new social services operating model. A full time Project Manager has been appointed to lead on this work, supported by 4 work streams Lead Managers. Significant work has been done on clarifying the role of the Corporate Call Centre and how it links with the Ceredigion Wellbeing Alliance in respect of universal services, Information Advice and Assistance and Porth Gofal in respect of the professional hub supported by the prevention services. While significant time has been taken in ensuring clarity, it has provided the department with a very solid platform from which to progress this work. This new operating model will ensure that people are supported by the right people, at the right time, in the right place. The soft launch of Porth Gofal, supported by Adult Services, has already provided evidence of quicker resolution to issues resulting in positive de-escalation from higher level statutory interventions. Work on re-commissioning the Planned Care and Support Services will commence in 2017-18 which will ensure that the department has a full range of services which promotes independence available to the citizens of Ceredigion.

- In 2016-17 the Regional Population Assessment identified the need for robust prevention responses, aligned to current local authority activity, to form a continuum approach based on developing community resilience and individual resilience. Community resilience is being built in conjunction with third sector and community led organisations by means of the development of the Ceredigion Wellbeing Alliance and this work is being progressed by colleagues in Lifestyle Services. Porth Gofal the integrated professional hub needs access to a range of preventative services to ensure that they can problem solve and de-escalate safely. The “Through Age Team Around” position paper advocates the use of the TAF methodology for co-ordinating across the continuum based on the Team Around Family model. A Community Connections working group including CAVO, Carers Unit, Adult Services, Family Support, Lifestyle Services and HDdUHB have established the initial platform for the Ceredigion Wellbeing Alliance. The regional children’s safeguarding document ‘Right Help at the Right Time’, where the continuum approach provides the underpinning structure, has been produced. Work with adult social care managers to develop an all age continuum remains incomplete. While we have worked closely with HDdUHB and have presented the Team Around Model to North area GP’s, there remains significant intra organisational dilemmas. Penparcau Community Forum recently held a series of workshops for both public and partner agencies to inform them of the development of their community hub. Penparcau Family Centre has facilitated two co-production network events and future activity in the centre is being designed to compliment that of the Forum and the Youth Service and support the whole family in the community.
- In 2016-17 the social services department has engaged with a number of partners, particularly health and third sector partners to ensure the safe implementation of the SSWBA. This has been achieved in the main by aligning the implementation with the department’s transformation agenda, particularly the new target operating model, with the SSWBA requirements and duties. This safe and successful implementation was also supported by a comprehensive training programme which was delivered locally, regionally and nationally. Key members of social services staff have attended “Train the Trainer” events and have then rolled out SSWBA training to the social care workforce and partner agencies including health and the third sector. Provision of written guidance and training of social care teams by the carers unit in support of carers has also been undertaken and guidance and support continues to assist staff in development knowledge in meeting the requirements of the SSWBA. The implementation of the WCCIS community health and social care electronic system has also supported the safe implementation of, and compliance with the SSWBA.

What are our priorities for next year and why?

- Further develop the new operating model, particularly the Ceredigion Wellbeing Alliance and Porth Gofal.
- Develop preventative services to support the work of Porth Gofal.
- Re-commission planned care and support services.
- Develop a quality assurance system within the Carers Unit.

f) Working with and supporting people to achieve greater economic wellbeing have a social life and live in suitable accommodation that meets their needs.

What did we plan to do last year?

- Deliver budget savings and remain in budget.
- Provide a stable and sustainable market.

- Ensuring that fewer people requiring statutory services in line with the SSWBA.
- Ensure that services are designed and commissioned to reflect the needs identified by communities and are used within commissioning strategies and other strategic plans.

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

- In 2016-17 both the Families and Children and Adult Social Care and Commissioning financial portfolios have been extremely volatile as they continue to meet need, react to and address specific service needs. This can lead to budget over and under-spends within specific service areas very quickly and we are able to use budget under-spend in one service area to compensate the over-spend in the other. The £7.1m Families and Children budget for 2016-17 included savings of £339k. Of this target, £314k savings were delivered in 2016-17, although new budget pressures did emerge during the year, mainly in relation to Looked After Children. There were compensating in-year savings mainly in relation to vacant posts and grant monies received that had not been budgeted, therefore, the final overspend in the Families and Children budget portfolio was £38k. The £22m Adult Social Care and Commissioning budget had to find in excess of £2.1m of savings in 2016-17, of this target, £1.1m savings were delivered successfully in year. It is expected that savings not fully achieved in 2016-17 will be delivered in 2017-18. Additionally, there were compensating in year savings, mainly in relation to vacant posts and grant monies received that had not been budgeted. In the Adult Social Care and Commissioning budget portfolio, the final financial overspend in 2016-17 was £457k.
- The Regulation and Inspection of Social Care (Wales) Act 2014 (RISCA) requires Market Stability Reports to be produced from April 2018 to ensure that local authorities are aware of the stability of services in their areas. In Ceredigion, we are working regionally with our partner local authorities and Health to prepare for this and there are also established arrangements locally that enable us to have oversight of existing pressures in the market. Locally, we have a well-established process for negotiating fees with Ceredigion Independent Sector Care Home providers using the 'Ceredigion Fair Price for Care' approach introduced in 2011/12. This takes into account the legitimate current and future costs incurred by providers through an open book accounting analysis. The process also considers inflationary and legislative pressures that influence their costs in recognition of the need to ensure service sustainability and quality within the sector. A similar open book approach has been adopted in considering domiciliary care rates to ensure that services remain viable and there is an evidence base for agreeing fee increases. This approach also allows for financial tests to establish the viability of providers to ensure we are aware of potential issues. Weekly monitoring of care home vacancies is undertaken to ensure that we have accurate knowledge of trends and availability. This data is useful to identify potential capacity pressures and also inform commissioning strategy for independent sector providers and council run homes. Monthly monitoring of domiciliary care provision is undertaken to provide an analysis of trends and in particular monitor travel costs which are a key issue in sustainability for the sector in a rural area like Ceredigion.
- The new SSWBA challenges local authorities and health boards to ensure that fewer people require statutory services in the future. In 2016-17 Ceredigion has progressed on the transformation of social care in line with the Act. The

Ceredigion Wellbeing Alliance and Porth Gofal developments are aimed at developing community and universal service provision, as well as, targeted preventive services which promote independence and decrease the use of high level statutory interventions.

- A regional Market Position Statement for services for Older People was produced in December 2015 and a Market Position Statement for Learning Disabilities Services is currently being finalised through the West Wales Regional Partnership Board. These documents are intended to help providers to understand and plan for service provision in the local care market, understand the direction of travel and also provide an overview of the existing market. This provides a strong basis for regional collaboration between commissioners and providers in developing the market to address changing needs and ensure continuous improvement and sustainability. In September 2016, the Commissioning Team co-ordinated the local response to the National Commissioning Board market analysis of the care home sector in Wales. This information will provide a baseline to help us plan and develop services as well as updating and building on the broader work undertaken through the market position statement. Work is also progressing regionally on the development of pooled funding arrangements for the older people care homes as required under Part 9 of the Act. A regional Programme Board and a number of work streams have been established and part of the work will focus on ensuring that commissioning practice can be aligned to improve service integration. A joint approach will enable greater consistency and resources to monitor sustainability and support the market to develop in line with strategic and legislative requirements.

What are our priorities for next year and why?

- Implementation of the new operating model.
- Implementation of the Ceredigion Wellbeing Alliance to deliver on the IAA Service.
- Complete the commissioning requirements linked to the Ceredigion Wellbeing Alliance
- To further develop Porth Gofal and the preventative services which promotes independence.

5. How We Do What We Do

a) Our Workforce and How We Support their Professional Roles

In meeting the challenges of organisational restructuring, reconfiguration of services and implementation of new operating models we recognise that our workforce is our most valuable asset.

Utilising SCDWP grant funding we work locally and in regional partnerships to provide a range of development opportunities identified through workforce succession planning and annual training needs analysis. Needs are prioritised by Heads of Service to ensure staff are equipped with appropriate skill sets to meet legislative requirements, occupational competency and support continuous professional development.

Across the Social Care workforce a significant training programme involving 92 events with over 1404 attendances has underpinned the implementation of the SSWBA and will continue to be supported through provision of relevant Masterclasses.

In August 2016 six Welsh speaking trainee social workers were recruited and will contribute to provision of the 'Active Offer' across Ceredigion. In total, 11 staff are currently undertaking social work qualifying training, with trainees, seconded staff and hosted students all being supported through regular student support groups and partnership working with the Open University and Swansea University.

Mandatory post qualifying awards and continuous professional development are supported by our commitment to the CPEL framework including in the last year:

- 10 Graduate Certificate in Consolidation of Social Work Practice (Porth Agored)
- 5 Practice Assessor Awards
- 2 EPP, 2 TMDP, 2 AMHP

For those in supporting roles we have provided access to qualifications in Level 2 and 3 Health and Social Care, Business Administration and Level 4 Information Advice and Guidance. In preparation for registration with Social Care Wales, three staff are undertaking the Certificate of Higher Education in Social Care Practice (Wales) pilot programme and project work with Direct Services staff on Developing Evidence Enriched Practice (DEEP) with older people is in progress.

Work is also underway to develop a suite of e-learning programmes, making learning and development opportunities more accessible and cost effective across the workforce. To date 69% of the social care workforce has completed the VAWDASV e-learning module.

Over the coming year amongst our priorities will be supporting the implementation of the Signs of Safety model, the Regulation and Inspection of Social Care Wales Act (2016), Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 and the Step up to Management Programme for Residential Care Home staff

b) Our Financial Resources and How we Plan for the Future

The Council will strive to meet the financial and budgetary challenges by considering service priorities and looking at different and innovative ways of providing services in a more cost effective manner in the future. This will include:

- Implementing back office efficiencies;
- Develop alternative delivery methods whilst sustaining services;
- A clear understanding of which services will be supported and protected;
- Rationalising all non-priority functions and services;
- Continuing with the schools and social care modernisation programme;
- Embracing and maximising shared services opportunities through collaboration;
- Ensure value for money with all commissioning and contractual work;
- Re-balance the budget in light of demographic pressures;
- Maximising income through application of the Income Management and Cost Recovery Policy.

Some of the key priority areas that the Council will focus on are:

Social Services – continuing with the modernising programme, for example Adult Assessment and Care Management Service re-modelling, Reconfiguration of Mental Health and Substance Misuse service and re-modelling of the Telecare service which is being reviewed.

Adult Social Care - By 2026 it is estimated nationally that one in five people will be aged 65 or over and the number of over-85s will have increased by two-thirds. Using statistics available for Ceredigion published by the Statistical Directorate of the Welsh Government the number of people aged 65 and over for Ceredigion is already higher than one in five and is estimated to increase to one in four by 2016.

The proportion of the Ceredigion population aged 75 and over is estimated at 10.4% for 2011 and this is estimated to grow to 11.3% by 2016 and to 15.6% by 2026, this represents a 60% increase in the number in this age group. The proportion of the Ceredigion population aged 85 and over is estimated at 3.4% for 2011 and this is estimated to grow to 3.6% by 2016 and to 5.4% by 2026, this represents a 75% increase in the number in this age group.

The increase in the ageing population is a major challenge for the Council as it will inevitably lead to a greater demand for Council services.

c) Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

The Healthier Communities Overview and Scrutiny Committee has met on eight separate occasions during 2016-17. The following topics were covered throughout the year:-

9.6.2016	Domestic Abuse	Members were pleased to receive this information and agreed that a future update would be beneficial to monitor the percentage of referrals received.	NFA
	Presentation on the Social Services Wellbeing Bill Eligibility Threshold – explanation of the process used	It was agreed to receive a future update on progress.	Placed on FWP
7.7.2016	Ceredigion Public Service Board's Health, Social Care and Wellbeing Executive Group update	Members were pleased that all relevant representatives were present and that good work is being achieved through working collaboratively.	Feedback to Cabinet September 2016.

7.9.2016	Annual Report of the Statutory Director of Social Services 2015-2016	Accept recommendations	
	Care, Protection and Lifestyle Independent Reviewing Service Performance Management Reports quarters 3 and 4 15-16	Accept recommendations	
7.9.2016 continued	CYSUR Local Operational Group Safeguarding Reports Quarter 3 and 4, 2015/2016.	Accept recommendations	
	Families First Annual Report 15-16	Accept recommendations	
2.11.2016	Leisure Services Performance Report: Community Chest	Noted for information	

The Social Services Department in Ceredigion County Council has a well embedded culture of strategic and operational partnership working. It is well understood that successful social care outcomes are contingent on preventative services and health services being well integrated into referral response and ongoing case work. Tangible examples of partnership work include:

- The multi agencies approach delivered in Porth Gofal and the Ceredigion Wellbeing Alliance.
- The Cylch Caron development and the work to deliver an Integrated Care Facility in Tregaron, in partnership with health and housing.
- The Cardigan and Aberaeron Integrated Health and Social Care Service developments.
- The Hoarding Hub – a multi-disciplinary approach to tackling hoarding from a joint environment health, and social care perspective.
- Discharge to Assessment beds – a health and social care project to ensure timely discharge from hospitals and avoidance of unnecessary hospital admittances through the use of our residential care homes, supported by the social care Enablement Services and the Integrated Ceredigion Core Community Team for Reablement.
- The development of the ‘Edge of Care’ model for children and family services.

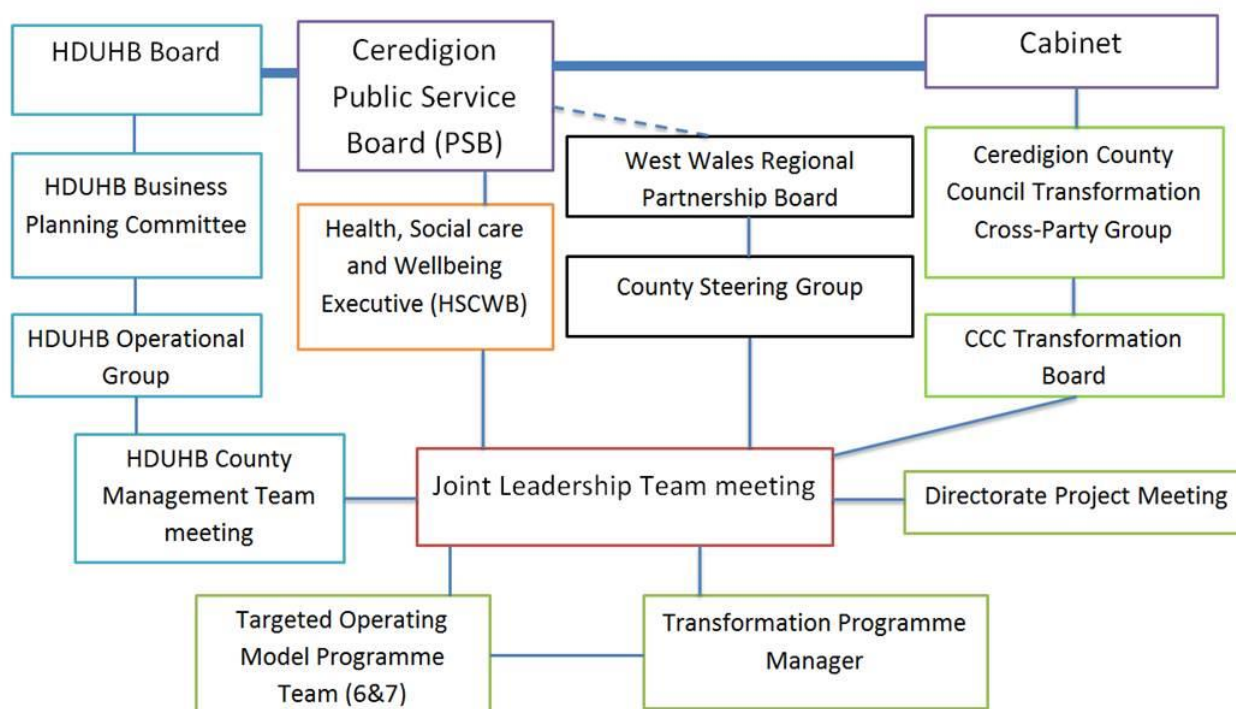
As Care Protection and Lifestyle Services, the directorate mirrors the whole system approach to care in Ceredigion by the incorporation of housing and homelessness services, as well as, environmental health services within its remit. Corporately, social services managers are leading on the delivery of the Council’s transformation agenda, through its service transformation model. Social care in Ceredigion is well represented on a regional basis and we are the regional pacesetters for the WCCIS. The chairperson position of the West Wales Regional Partnership Board is currently held by the Director of Care, Protection & Lifestyle Services in Ceredigion, as is the Chair position of the Regional Workforce Board.

Recently the Social Services Department has begun the conversation with political leaders around the future sustainability and resilience of the in-house residential care

sector and is leading on the conversation about the potential changes needed to deliver effective, sustainable and safe long-term care in the county. This is building on past work done on the Residential Care Home Review.

Social Services managers recognised early on the need to provide robust, transparent and accountable leadership during this time of transformation. As a result the Joint Health and Social Care Leadership Board was set up with clear terms of reference that mirror the five key aims of the West Wales Regional Partnership Board. It has a clear line of sight via both the local authority corporate process and the HDdUHB governance structure.

Governance and reporting structure



6. Accessing Further Information and Key Documents

Title	Type	Filename
Assistive technology report	Word	1. Ceredigion - AT Diagnostic Review - Report v0 3.docx
Complaints annual report	Word	2. CCC Social Services Complaints Report 2016-2017.docx
CSSIW inspection report	PDF	3. CSSIW 6.2.17 ceredigion.pdf
CSSIW Initial feedback	Word	4. CSSIW Inspection - initial feedback 2016-10-21.docx
Cylch Caron HIA	Word	5. HEALTH IMPACT ASSESSMENT REPORT - Cylch Caron final.docx
Cylch Caron planning decision	PDF	6. Cylch Caron planning A170013 Permit.pdf
CYSUR Regional Thresholds	PDF	7. CYSUR Regional Thresholds Eligibility for Support Document.pdf
CYSUR Local Thresholds	Word	8. CYSUR Local Thresholds Eligibility for Support A4.docx
Lifestyles report	Word	9. Activities that support independence, reduce inequalities and improve lifestyles of Ceredigion residents.docx
YOT evidence	Word	10. YOT evidence - screening referrals.docx

SSWBA Training summary	Word	11. SSWBA Training Summary Report June 2016 Final version.docx
Through-Age Team Around Approach proposal	Word	12. Towards A Team Around Approach version 2.2 Final draft.docx
Population Assessment - Final	PDF	13. West-Wales-Population-Assessment-March-2017 Final.pdf
2016-17 Q1 Report - Families & Children	PDF	14. 2016-17_Q1_04 Families and Childrens Services.pdf
2016-17 Q1 Adult and Commissioning	PDF	15. 2016-17_Q1_05 Adult and Commissioning Services.pdf
2016-17 Q2 Report - Families & Children	PDF	16. 2016-17_Q2_04 Families and Childrens Services.pdf
2016-17 Q2 Adult and Commissioning	PDF	17. 2016-17_Q2_05 Adult and Commissioning Services.pdf
2016-17 Q3 Report - Families & Children	PDF	18. 2016-17_Q3_04 Families and Childrens Services.pdf
2016-17 Q3 Adult and Commissioning	PDF	19. 2016-17_Q3_05 Adult and Commissioning Services.pdf
2016-17 Q4 Report - Families & Children	Word	20. 2016-17_Q4_04 Families and Childrens Services.docx
2016-17 Q4 Adult and Commissioning	Word	21. 2016-17_Q4_05 Adult and Commissioning Services.docx
Ceredigion Carers Unit Annual Report 2016/7		
Hywel Dda Regional Carers Partnership Annual Report 2016/17		