

Pecyn Dogfennau



Mark James LLM, DPA, DCA
Prif Weithredwr,
Chief Executive,
Neuadd y Sir, Caerfyrddin. SA31 1JP
County Hall, Carmarthen. SA31 1JP

DYDD GWENER, 16EG MEHEFIN, 2017

AT: HOLL AELODAU'R CYD-GYFARFOD O'R PWYLLGORAU CRAFFU ADDYSG A PHLANT A GOFAL CYMDEITHASOL AC IECHYD

YR WYF DRWY HYN YN EICH GALW I FYNYCHU **CYD-GYFARFOD O'R PWYLLGORAU CRAFFU ADDYSG A PHLANT A GOFAL CYMDEITHASOL AC IECHYD** SYDD I'W GYNNAL YN Y SIAMBR, NEUADD Y SIR, CAERFYRDDIN AM 2.00 P.M. AR DDYDD GWENER, 23AIN MEHEFIN, 2017 ER MWYN CYFLAWNI'R MATERION A AMLINELLIR AR YR AGENDA ATODEDIG.

Mark James DYB

PRIF WEITHREDWR



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EICH CYNGOR arleinamdani
www.sirgar.llyw.cymru
YOUR COUNCIL doitonline
www.carmarthenshire.gov.wales

PWYLLGOR CRAFFU ADDYSG A PHLANT

14 AELOD O'R CYNGOR, 2 AELOD ANETHOLEDIG SYDD Â PHLEIDLAIS
A 3 RHIANT-LYWODRAETHWYR ETHOLEDIG SYDD Â PHLEIDLAIS

GRŴP PLAID CYMRU – 7 AELOD

1. Cynghorydd Liam Bowen
2. Cynghorydd Kim Broom
3. Cynghorydd Betsan Jones
4. Cynghorydd Jean Lewis
5. Cynghorydd Darren Price (Cadeirydd)
6. Cynghorydd Emlyn Schiavone
7. Cynghorydd Dorian Williams

GRŴP LLAFUR – 4 AELOD

1. Cynghorydd Dot Jones
2. Cynghorydd Gary Jones
3. Cynghorydd Kevin Madge
4. Cynghorydd Shahana Najmi

GRŴP ANNIBYNNOL – 2 AELOD

1. Cynghorydd Ieuan Wyn Davies
2. Cynghorydd Edward Thomas (Is-Gadeirydd)

HEB GYSYLLTIAD PLEIDIOL – 1 AELOD

1. Cynghorydd John Jenkins

Aelodau Anetholedig sydd â Phleidlais (2)

1. Mrs V. Kenny Yr Eglwys Gatholig Rufeinig
2. Mrs J. Voyle Williams Yr Eglwys yng Nghymru

Rhiant Lywodraethwyr Etholedig sydd â Phleidlais (3)

1. Mrs E. Heyes Ardal 3 – Llanelli
2. Mrs. K. Hill Ardal 1 – Dinefwr
3. Mrs. A. Pickles Ardal 2 – Caerfyrddin

PWYLLGOR CRAFFU GOFAL CYMDEITHASOL AC IECHYD 14 AELOD

GRŴP PLAID CYMRU – 7 AELOD

- | | | |
|----|------------|----------------------------|
| 1. | Cynghorydd | Kim Broom |
| 2. | Cynghorydd | Alun Davies |
| 3. | Cynghorydd | Tyssul Evans |
| 4. | Cynghorydd | Jean Lewis |
| 5. | Cynghorydd | Emlyn Schiavone |
| 6. | Cynghorydd | Gwyneth Thomas (Cadeirydd) |
| 7. | Cynghorydd | Dorian Williams |

GRŴP LLAFUR – 4 AELOD

- | | | |
|----|------------|-----------------|
| 1. | Cynghorydd | Ken Lloyd |
| 2. | Cynghorydd | Andre McPherson |
| 3. | Cynghorydd | Eryl Morgan |
| 4. | Cynghorydd | Louvain Roberts |

GRŴP ANNIBYNNOL – 3 AELOD

- | | | |
|----|------------|---------------------------------|
| 1. | Cynghorydd | Ieuan Wyn Davies (Is-Gadeirydd) |
| 2. | Cynghorydd | Rob Evans |
| 3. | Cynghorydd | Edward Thomas |

AGENDA

1. PENODI CADEIRYDD AR GYFER Y CYFARFOD
2. YMDDIHEURIADAU AM ABSENOLDEB
3. DATGANIADAU O FUDDIANNAU PERSONOL
4. DATGAN CHWIPIAID PLAID SYDD WEDI EU GWAHARDD
5. CWESTIYNAU GAN Y CYHOEDD (NID OEDD DIM WEDI DOD I LAW)
6. ADRODDIAD BLYNYDDOL DRAFFT CYFARWYDDWR
STATUDOL Y GWASANAETHAU CYMDEITHASOL YNGHYLCH
EFFEITHIOLRWYDD Y GWASANAETHAU GOFAL
CYMDEITHASOL YN SIR GAERFYRDDIN YN 2016/17

5 - 38

**CYD-PWYLLGOR CRAFFU – ADDYSG A PHLANT A GOFAL
CYMDEITHASOL AC IECHYD**

23 MEHEFIN, 2017

**ADRODDIAD BLYNYDDOL DRAFFT CYFARWYDDWR STATUDOL Y
GWASANAETHAU CYMDEITHASOL YNGHYLCH EFFEITHIOLRWYDD Y
GWASANAETHAU GOFAL CYMDEITHASOL YN SIR GAERFYRDDIN YN
2016/17**

Mae'n statudol ofynnol i Gyfarwyddwr y Gwasanaethau Cymdeithasol gyflwyno adroddiad blynyddol i'r Cyngor ynghylch darpariaeth a pherfformiad, yn ogystal â chynlluniau ar gyfer gwella holl ystod y Cyfarwydddebau Gwasanaethau Cymdeithasol.

Hwn yw'r drafft adroddiad blynyddol gan Gyfarwyddwr y Gwasanaethau Cymdeithasol ar effeithiolrwydd ein Gwasanaethau Gofal Cymdeithasol yn y sir, ac mae'n cyflwyno'r cynnydd a wnaed yn y meysydd gwella a nodwyd yn adroddiad y llynedd ac yn amlygu'r meysydd sydd i'w datblygu eleni. Mae'n ymwneud a pherfformiad ar gyfer y flwyddyn 2016/17.

Mae'r adroddiad hwn yn rhoi cyfle i'r Aelodau cwestiynu'r cynnwys ac yn rhoi cyfle i'r Gyfarwyddwr Statudol i ystyried unrhyw sylwadau gan aelodau etholedig. Dylid nodi bydd yr adroddiad yn cael prawf darllen pellach ac ailfformatio cyn cwblhau.

Ystyried y materion canlynol a chyflwyno sylwadau arnynt:

Cynnwys yr adroddiad er mwyn i'r Gyfarwyddwr Statudol y Gwasanaethau Cymdeithasol ystyried eu barn.

Y RHESYMAU:

Mae'r Gyfarwyddwr yn ystyried bod craffu gwleidyddol o'r adroddiad i fod yn elfen bwysig yn y broses ddatblygu, cyn cyhoeddi'r adroddiad terfynol yn ystod haf 2017.

Angen i'r Bwrdd Gweithredol wneud penderfyniad:	OES
Angen i'r Cyngor wneud penderfyniad:	OES

Yr Aelod o'r Bwrdd Gweithredol sy'n gyfrifol am y Portffolio:

Y Cyng. J. Tremlett (Deiliad y Portffolio Gofal Cymdeithasol ac Iechyd)

Y Cyng. G. Davies (Deiliad y Portffolio Addysg a Gwasanaethau Plant)

Y Gyfarwyddiaeth Cymunedau Enw Pennaeth y Gwasanaeth: Jake Morgan	Swyddi: Cyfarwyddwr y Gwasanaethau Cymunedol (Cyfarwyddwr Statudol Y Gwasanaethau Cymdeithasol)	Rhifau ffôn: 01267 224698 Cyfeiriadau E-bost: JakeMorgan@sirgar.gov.uk
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EXECUTIVE SUMMARY

JOINT EDUCATION & CHILDREN AND SOCIAL CARE & HEALTH SCRUTINY COMMITTEE

23RD JUNE, 2017

DRAFT ANNUAL REPORT OF THE STATUTORY DIRECTOR OF SOCIAL SERVICES ON THE EFFECTIVENESS OF SOCIAL CARE SERVICES IN CARMARTHENSHIRE 2016/17

The Annual Report examines each Service area within Social Care and shows how service strategies, actions, targets and service risks will be addressed and delivered operationally by the service this year based on the approved budget.

The Annual Report (attached) comprises an overview provided by the Director of Social Services, which provides information on how we have performed in 2016/17 and an assessment on the future, together with our strategic priorities for 2017/18.

The Report links closely with the Directorate Business Plans for Community Services and Education & Children's Services departments.

Following publication of the report to the public (after it has been presented to full Council), CSSIW will complete their analysis and review of the report. There will be a formal meeting with CSSIW in October to discuss their analysis and proposed plan. This will be followed by an Annual Letter to Council in late November/early December, confirming their analysis and inspection plan. The process will link in closely with the Wales Programme for Improvement and the Annual Letter from the Wales Audit Office.

DETAILED REPORT ATTACHED?

YES – Annual Report 2016/17

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report.

Signed: Jake Morgan

Director of Social Services

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	YES	YES	YES	YES	YES

1. Policy, Crime & Disorder and Equalities

The Annual Report will be an important contribution to the Council's Improvement Plan

2. Legal

The Annual Report forms an important part of the statutory duties of the Director of Social Services:

"The Director will present to Council, publish and report on an annual statement of plans for performance and improvement"

3. Finance

The financial implications are included in the report. Budget pressures are identified clearly.

4. ICT

The PIMS system will be used to provide evidence of the Annual Report. Comment is made in the body of the report as to the need to better integrate Health & Social Care IT.

5. Risk Management Issues

Key risks have been addressed in this report with a link to the departmental and corporate risk register.

6. Physical Assets

Physical assets are included in this report in relation to service delivery

7. Staffing Implications

Workforce is a critical element included in the report. In particular, the development and retention of social workers to ensure that they continue their professional development and remain with Carmarthenshire.

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed: Jake Morgan Director of Social Services

1. Local Member(s)

Not applicable.

2. Community / Town Council

Not applicable

3. Relevant Partners

Not applicable

4. Staff Side Representatives and other Organisations

Not applicable

**Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:**

THERE ARE NONE.

Title of Document	File Ref No.	Locations that the papers are available for public inspection

Annual Statutory Director's Report on the Performance of Social Services in Carmarthenshire

2016/17

DRAFT

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1. Introduction by Director of Communities Services



As the Council's Statutory Director of Social Services it is part of my role to report annually on how well I think the Council's Social Services are performing overall.

I am pleased to be able to report that the Carmarthenshire County Council continues to improve in most areas of its Social Services functions despite the challenging financial environment across local government in Wales.

I am pleased that the CSSIW have evaluated our services as being generally effective and that the,

“ *The local authority continues to benefit from strong leadership across adults and children's services, with good stability and effective support for its workforce.* ”

Over the last year we have been preparing for the implementation of the Social Services and Wellbeing Act, raising awareness amongst staff and partners and realigning our services to respond to the new requirements. This has been challenging for us with a demand for services increasing in some areas against a climate of financial austerity. However the Act has provided us with the opportunity to develop services which promote wellbeing and independence and build on people's strengths and abilities which can significantly improve outcomes for those who use our services. In our evaluation by the CSSIW for the last year they note that we have made

“ *Good progress on the implementation of the Social Services and Well-Being (Wales) Act (SSWBA), and has placed significant importance and investment on ensuring new ways of working are understood by staff and partner agencies and embedded into practice. A project board is in place with a clear action plan aligned to the SSWBA, and key milestones have been and continue to be achieved.* ”

We have also introduced a new Performance Management Framework to ensure we balance the relationship between service demands, the allocation of resources and service user satisfaction. The framework has a suite of measures which are monitored at a monthly meeting I chair. Key indicators in children's services have improved with placement stability for looked after children showing real progress. Further work is needed in adult service to improve the timeliness of reviews of care packages. This is now a key departmental priority.

Demand for adult social care provision is steadily growing across Wales. Historically the budget has overspent with requests for services from an ageing population outstripping the budgets available. With an over 85 population growing by 3% a year in the county there is an inevitability that in the medium to long term we will have to

spend more on this service area. However, our Older Person's Strategy, launched last year, aimed to transform services through the development of community based provision and through a change in culture that recognises that over prescribing care to people leads to increased levels of frailty and the loss of independence. Our integrated health and social care service has enabled effective implementation of this strategy and meant that adult social care has now managed within its allocated budget for the second year in succession, bucking all national trends. This puts us in a strong position as we consider how best to tackle the development of pooled budgets with health by April next year.

The improvement of preventative services in children's has been a real success with more children now kept at home preventing the need for formal intervention. However we have increased cost pressures in Children's Services with spend increasing in caring for our looked after children despite the numbers falling. Recruiting sufficient numbers of highly skilled foster carers is and has always been a challenge but will be a priority for the service in the coming year. Our evaluation by the CSSIW for the last year said:

“ *New models of practice are research based for example, Signs of Safety and the Hackney model. Staff are embracing these models of working and there is strong evidence from performance indicators that these are having a positive impact on outcomes for children. The decrease in children accessing statutory services and the increase in the use of preventative services is evidence of this impact.* ”

A major contribution to managing resources better has been the implementation of our commissioning framework for domiciliary care. Carmarthenshire implemented a framework for independent providers that ensures a greater emphasis of quality over cost, monitor's providers call duration automatically and enables providers to use the hours more flexibly so calls to vulnerable people are not cut short. This framework has placed us as amongst the most forward thinking in Wales and has seen us working with the CSSIW to run national workshops to support other authorities in improving this challenging area. Last year we have also ended the further outsourcing of domiciliary care preferring instead to invest in our in house service. Over the next year we expect to see a small increase in the proportion of domiciliary care provided by our in house service.

We will further increase the supply of extra care and nursing care through the delta lakes development, building on the success of the Extra care developments in Ammanford and Carmarthen. We are retaining our current in house residential provision whilst considering what capital investment will be needed to improve the physical environments.

Giving our communities an active offer of language choice in assessment has been a priority and I am pleased that our progress has been recognised by the CSSIW where they judge that

“ *The Welsh Government ‘More than Just Words’ framework for the use of the Welsh language is being implemented effectively, with measures in place to ensure people have access to the services through their language of choice* ”

We intend to emphasise the opportunities in the county for professional staff to develop their language skills as some continue to lack confidence in the use of Welsh and frequently self evaluate their language skills as lower than they are.

Our new information advice and assessment team gives a single number 24 hours a day for social care advice and assistance and coupled with the decision to create a dedicated out of hours social work service working across children’s and adults will give us the best possible chance to get people the right help at the right time. I am confident that we are at the forefront of developments in this area in wales.

Adult Safeguarding is a priority and over the last year we have invested in a new structure for this service to improve response times and ensure that we have the capacity to prevent the abuse of vulnerable people. This has been a successful programme of change with improved response times enabling us to be confident that the most vulnerable people in the community are safer than ever. I chair the regional Children’s Safeguarding board that covers the mid and west wales area and there has been a steady growth in the effectiveness of this body as we begin to see the benefits of pooling resources across the region. A key gain in this has been the development of a regional threshold document for children. This should enable us to increase consistency of approach and intervention across agencies and improve outcomes.

Our evaluation by the CSSIW for the last year said:

“ *Carmarthenshire has strong carer representations on the Carers Partnership board and the Regional Strategic carer’s board, they have a strong voice and hold the local authority to account in ensuring that carer’s needs are effectively met. These groups have been instrumental in raising issues about shortfalls in carers’ assessments and the authority has developed a new post to complete this task more effectively.* ”

Young carers are actively involved in shaping the support services and a Young Carers Charter is in place, Young carers stated that they feel well supported and observations indicated that they have developed an effective supportive network with each other and the workers who are supporting them. ”

Over the next year it is essential that we lay the foundations for delivering and developing services that places those who use our services and their families and carers at the heart of the planning process.

Difficult decisions will need to be made within a climate of financial austerity, but the Social Services and Wellbeing Act also provides us with opportunities to be more collaborative, innovative and creative in finding solutions with those who use our services and within the wider community.

Safeguarding Children & Adults

Safeguarding Boards are the key statutory mechanism for agreeing how the relevant organisations in each area will cooperate to safeguard children and adults at risk, and for ensuring the effectiveness of what they do.

To discharge the **Mid & West Wales Safeguarding Board's** objectives effectively, there is one Board for Children and one for Adults with cross-cutting issues managed jointly across both.

SAFEGUARDING CHILDREN



CYSUR: Child & Youth Safeguarding; Unifying the Region

Objectives:

To **PROTECT** children within Mid & West Wales who are experiencing, or are at risk of abuse, neglect or other kinds of harm, and

To **PREVENT** children within its area from becoming at risk of abuse, neglect or other kinds of harm.

SAFEGUARDING ADULTS



CWMPAS: Collaborative Working & Maintaining Partnership for Adult Safeguarding

Objectives:

To **PROTECT** adults within Mid & West Wales who:

Have needs for care and support, and Are experiencing, or are at risk of, abuse or neglect; and

To **PREVENT** those adults within Mid & West Wales from becoming at risk of abuse or neglect.

The '**Signs of Safety**' model of practice has also been implemented in all our child protection case conferences and safeguarding processes since June 2016, and we have seen a significant decline in the number of children on the child protection register this year.

We have continued to see reductions in the number of looked after children over the last five years from 271 during 2012/13 to 206 at the end of March 2017 (13% decrease; 10% since 2015/16).

71.1% – 96 parents felt they have been actively involved in all decisions about how their child/children’s care & support was provided, and a further 26 (19.3%) felt they were ‘sometimes’ involved.

CSSIW Inspection report (published Sept 2016)



We found committed and effective leadership, management and governance arrangements were in place in Carmarthenshire. SMT and elected members demonstrated effective leadership and had a clear vision about what they wanted children’s services to look like.



Jake Morgan
Statutory Director of Social Services

2. Summary of Performance

The aim of this report is to evaluate how well our services have been delivered, and highlight any improvements needed.

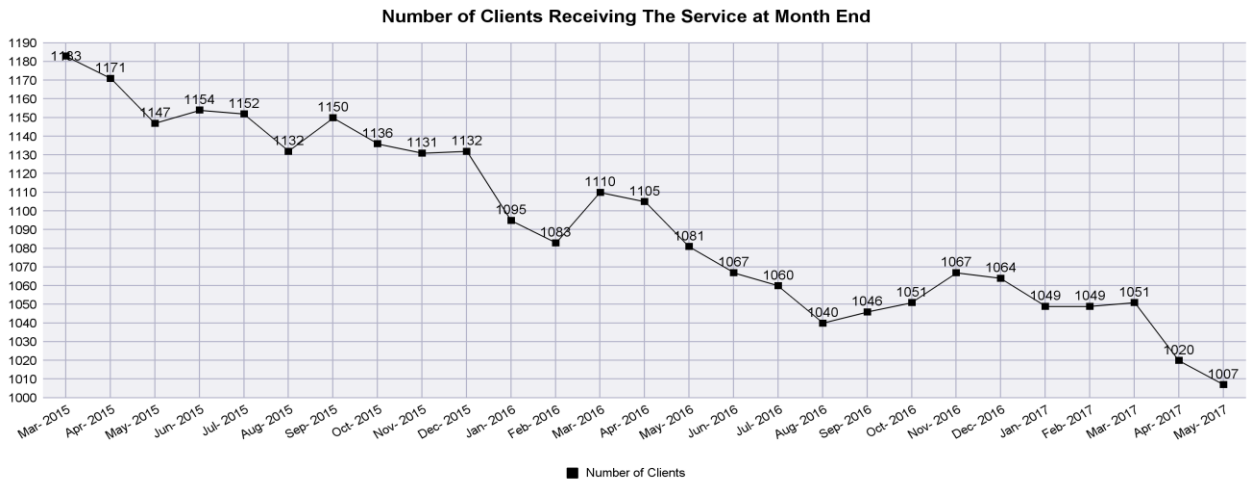
The format of this report reflects the requirements of the Act, and the need to measure the performance of social services around these six standards.

It also feeds into the *Well-being of Future Generations Act*, which aims to improve the social, economic, environmental and cultural well-being of Wales – helping to create a place where we all want to live. Both now, and in the future.

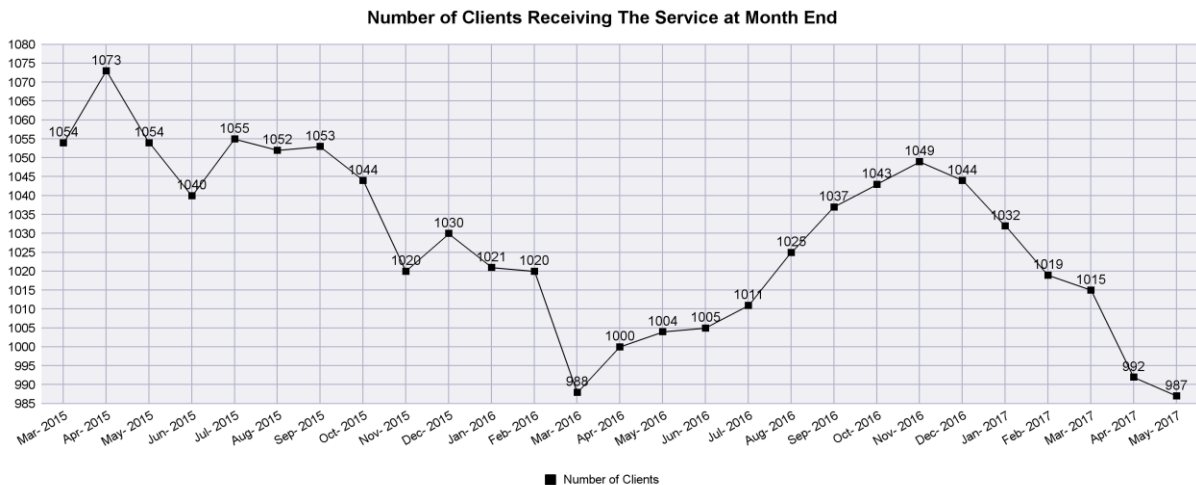
Adult Performance

Our service transformation over the last year has demonstrated improved performance in key local and national target areas.

- Improved unscheduled care performance in relation to Delayed Transfer of Care
- Reduced commissioning of domiciliary care and support *from 1110 to 1020*



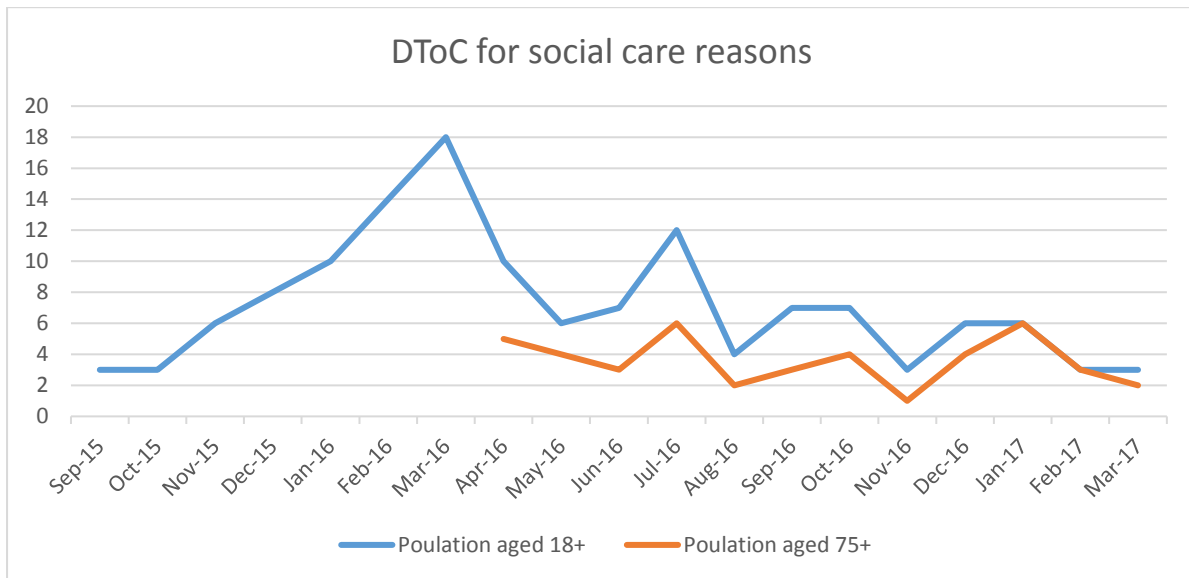
- Reduced admissions to long term residential care *from 1000 to 992*



- Average length of stay in residential care *is 989 days*
- Number of adult Assessments completed = 3906
- Number of carers assessments completed = 384

Over the last year we have been successful in reducing the number of individuals receiving formal care and ensured that care provided has been proportionate to their assessed needs. As a result, we have reduced spend and have also seen a decrease in the number of patients who were Delayed Transfers of Care (DToC) in hospital waiting for availability of care provision to support their discharge.

The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.



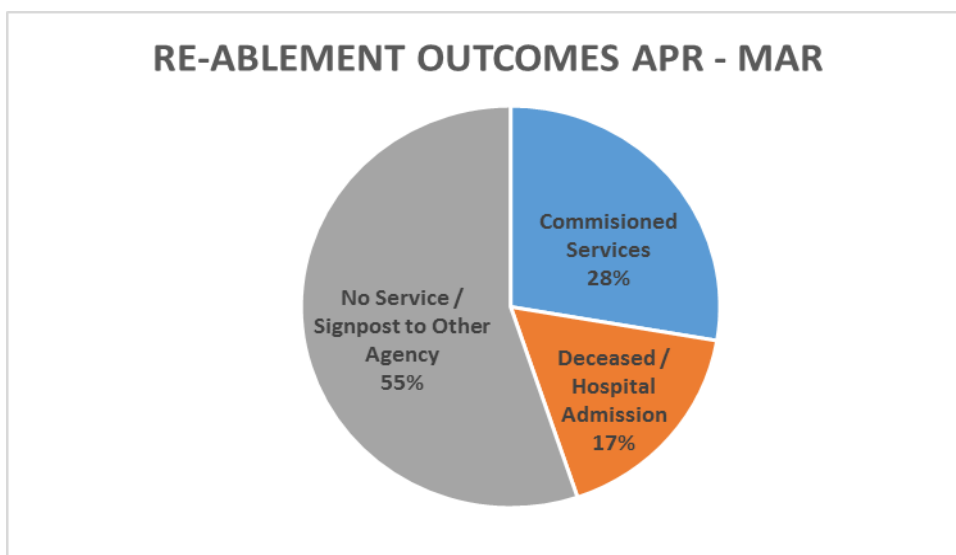
This area of improvement has been credited to two main areas of service improvement:

The implementation of a revised Domiciliary Care Framework which;

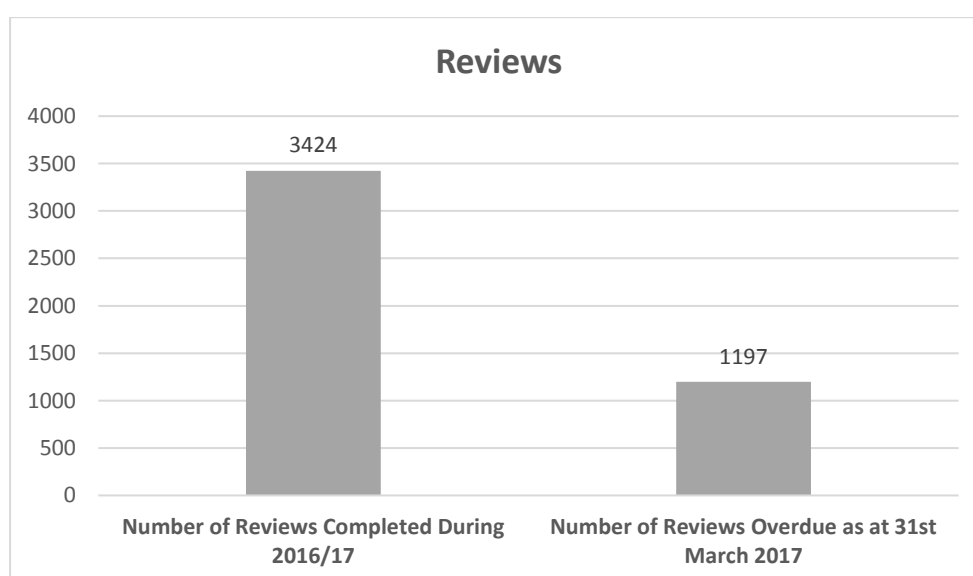
- Ensured that the terms and conditions offered to employees enabled recruitment and retention of quality staff in a competitive labour market
- Developed and implemented robust processes that enabled the service and the provider to be monitored effectively.
- Identified variances between service delivery and commissioned services at an early stage
- Provided timely information to identify service users whose care packages needed reviewing.
- Released capacity from existing packages through identifying over provision so that this resource could be reallocated to other service users.

The Releasing Time 2 Care initiative which:

- Introduced robust multidisciplinary assessment and professional supervision to ensure that care provision commissioned was proportionate to the individual's needs and that it could not be provided by alternative means.
- A total of **55%** of service users were successfully discharged with **no service** needs following the reablement intervention.



- We have developed a new Information Advice & Assistance service during 2017/18 further project management to incorporate other divisions into the service.
- We have completed a Regional population needs assessment March 2017. During 2017/18 we will further develop the Area Plans.
- The percentage of adult protection enquiries completed within 7 days = 75.6% of the Target 75% set.
- We are continuing to manage the risks associated with the Deprivation of Liberty Safeguards applications and set up a small team.
- We will continue to monitor and undertake the back log of reviews outstanding across Adult Services, one of our main priorities during 2017/18



- We are continue to promote the Welsh Language provision in Social Care within the action plan for 'More Than Just Words'.

- We have reduced the number of calendar days taken to process a disabled facilities grant from 232 days to 163 days
- Following implementation of the Social Services and Well-being Wales Act, Local Authorities are required to collect qualitative information about people who use their Social Care Services via an annual questionnaire.

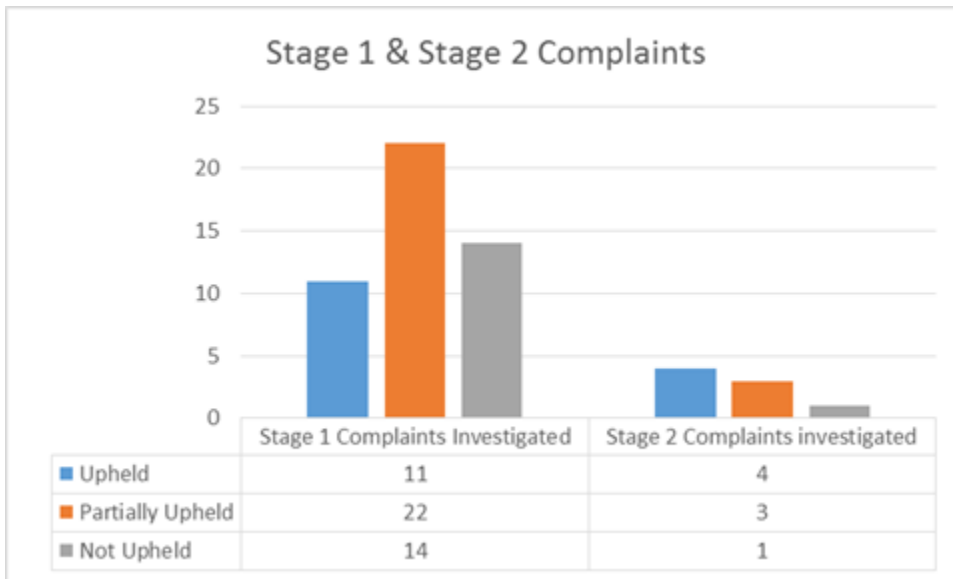
The number of responses to the survey for adult services was 626. This is a 43% response rate. We consider this to be a really high, example of the responses are,

- 81% feel that they live in a home that best supports their well-being.
- Only 3% felt that their home did not support their well-being.
- 49% felt that they were part of a community.
- 18% stated that they did not feel part of the community.
- 73% stated they felt safe from any kind of abuse, physical harm or from falling both inside and outside their home.
- 72% of people stated they thought they had the right information or advice when needing it.
- 85% were able to communicate in their preferred language.

Carers receiving a care and support plan, in total 30 questionnaires were dispatched. The number of responses to the survey is 28. This is a 93% response rate.

- 43% of respondents felt that they were part of a community.
- 75% of people felt happy with the support from friends and family.
- 82% of respondents stated they felt safe from any kind of abuse, physical harm or from falling both inside and outside their home.
- 71% of people felt that they have been actively involved in decisions about how my care and support was provided.
- 89% of respondents were able to communicate in their preferred language.
- 86% of people felt they were treated with dignity and respect
- 70% were happy with the support they had received.

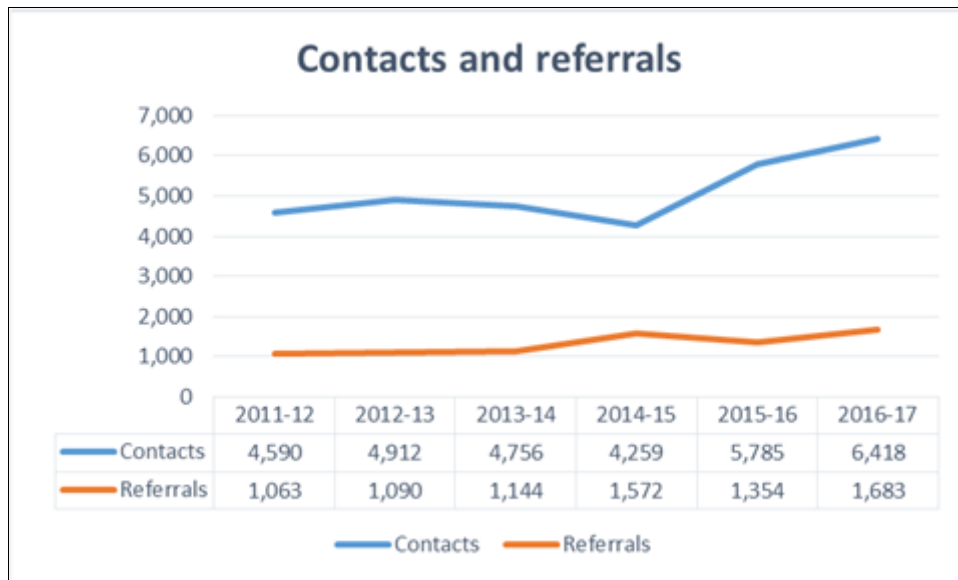
We always strive to resolve Complaints at an early stage ensuring face-to-face meetings with complainants. When a new complaint is received service managers are copied-in to help them identify issues this provides us with useful feedback.



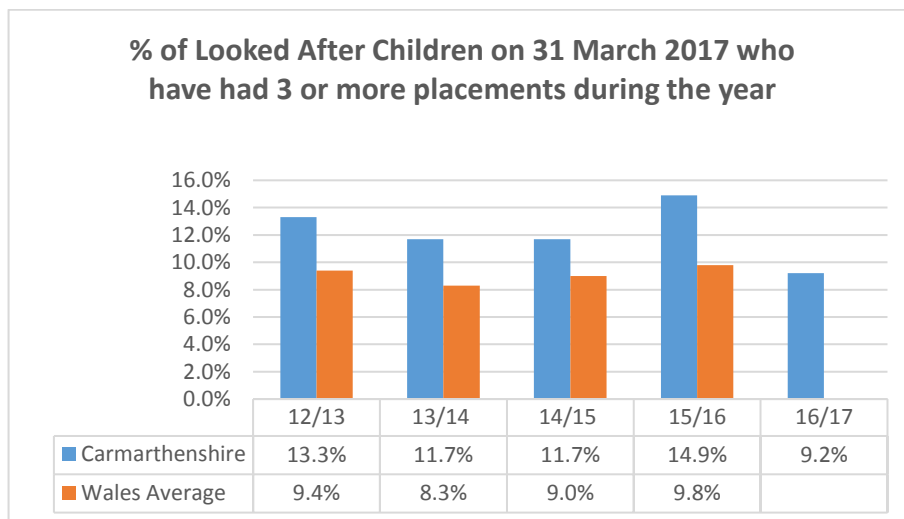
Children performance

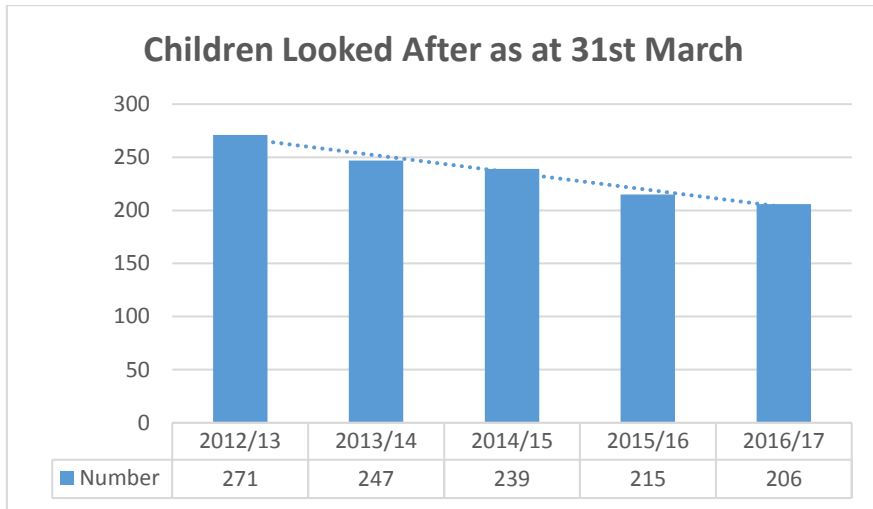
- Implement our plan for improving placement stability, and consolidate the regional Adoption service and developing Adoption support in line with national and regional priorities.
- Implement the Child and Family Unit (CFU) systemic model of working across children's services teams.
- We have develop the Team Around the Family (TAF) approach across the county for 0-25 year olds as a means of accessing preventative services, and actively engage in planning for future change and sustainability in view of changes to the Families First (FF) grant focusing on reducing the need for statutory care and support.

The graph demonstrates Children's Services have seen an increase in referrals this year, this to be due to increase in awareness raising across agencies including training in schools, together with the publicity following implementation of SSWBA.

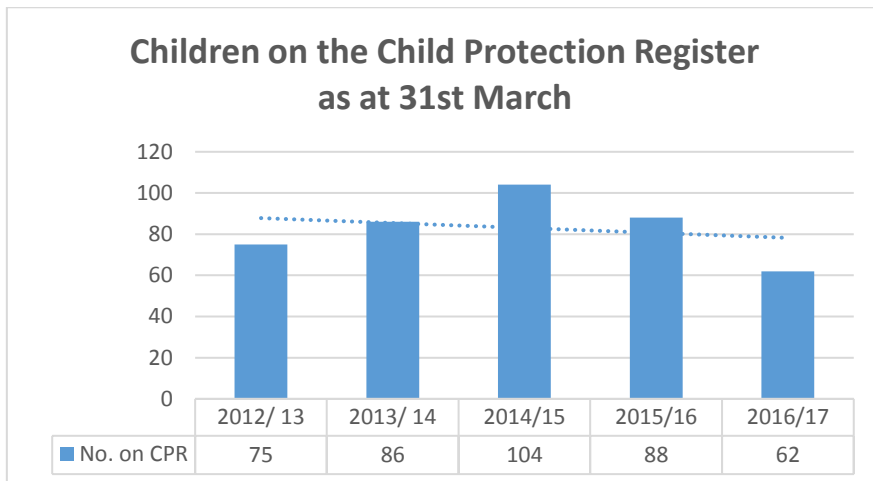


We have continued to see reductions in the number of looked after children over the last five years from 271 during 2012/13 to 206 at the end of March 2017 (13% decrease; 10% since 2015/16).

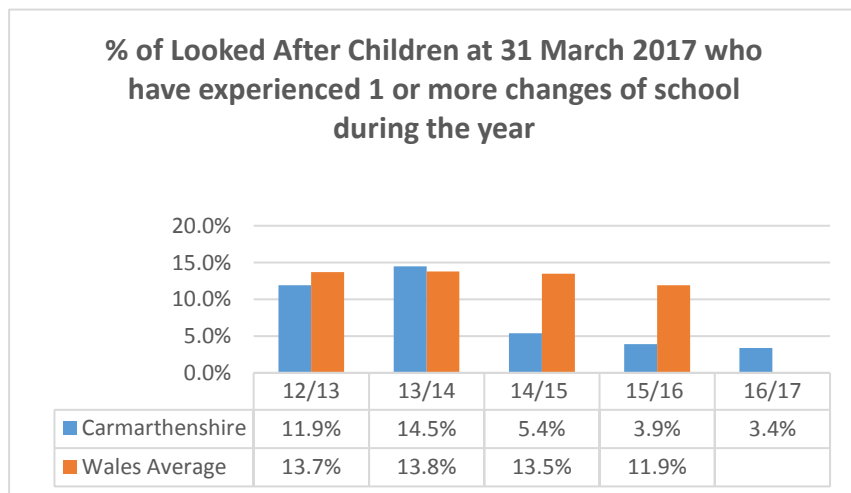




The **'Signs of Safety'** model of practice has also been implemented in all our child protection case conferences and safeguarding processes since June 2016, and we have seen a significant decline in the number of children on the child protection register this year.



The below graph measures the extent to which local authorities are able to place children with minimum disruption to their education and school life, thus providing a certain degree of stability.



The number of responses to the survey for Children services,

- 36 children aged 16 or 17 completed the survey.
- **72.2%** (26) said they had received the advice, help & support that will prepare them for adulthood; 4 said they hadn't.
- 1,061 parents of children who were in receipt of care and support as at 1st September 2016 (281 male; 780 female) equating to 857 households.
- 135 responses were received.
- **71.1%** – 96 parents felt they have been actively involved in all decisions about how their child/children's care & support was provided, and a further 26 (19.3%) felt they were 'sometimes' involved. 8.9% (12 parents) felt that they hadn't been actively involved in decisions

3. What do others tell us about our services?

The CSSIW Inspection report (published Sept 2016) identified “more work was needed between social services and partner agencies to develop an integrated approach to delivering information, advice and assistance, preventive services and statutory provision to achieve greater continuity and reduce duplication for children and families accessing these services”.

“We found committed and effective leadership, management and governance arrangements were in place in Carmarthenshire. SMT and elected members demonstrated effective leadership and had a clear vision about what they wanted children's services to look like. This was reasonably well communicated to staff. Children's services business could have been more highly prioritised by scrutiny 20 arrangements. We saw some evidence of the authority monitoring and evaluating its own performance, particularly through the TAF hub and external review of child in need and family support services. Work with partners, especially at a regional level, could usefully be strengthened. We found a committed, stable and suitably experienced workforce. The building blocks were in place to further develop service provision in alignment with the SSWBA.”

The Commissioning event ran by Carmarthenshire County Council and attendance from Assistant Chief Inspector David Francis during March 2017. Letter of recognition. The council had arranged the event in response to so much interest in the good practice we had highlighted in our inspection and our recognition that Carmarthenshire in our view were the most advanced in taking forward sustainable, outcome focussed approaches to commissioning. Here is what he said:

“Carmarthenshire presented their approach in detail, the journey and outcomes so far and their plans moving ahead. I really think there is a lot to draw down when thinking about national frameworks.”

Wales Audit Office Good Governance when Determining Significant Service Changes identified the Council's strengthening its arrangements to capture information on the impact of service change. March 2017.

“*The Council has well established and accessible performance management monitoring arrangements in place, mainly through its Performance Information Management system (PIMS).*”

Examples where we have established evaluation and reporting arrangements with Partner organisations, to monitor the progress and impact of service change.

“*Following the restructuring of social work teams ('Reclaiming social work'), feedback from the Institute of Public Care (IPC), Information, Advice & Assistance Wales (IAA), and Team around the Family (TAF) initiative, provided advice as to how the re-structuring could be further improved and its impact more effectively measured.*”

“In Collaboration with Cardiff University, and Hywel Dda Health Board, the Council took part in a study looking at what extent its social housing regeneration programme (Carmarthenshire Homes Standard), designed to meet housing quality standards, benefited residents' health and provided economic value.”

British Association of Social Work (BASW) Cymru Awards which was held in Cardiff on 11th October 2016.

“*Carmarthenshire County Council's social care staff have been recognised for their work in a national awards ceremony. Five staff members and two teams were commended by the British Association of Social Workers (BASW).*”

Complaints and Compliments



Complaints and compliments are used as feedback to improve performance. Some of the compliments received over the last year have included:

A Service user describing what matters to her:

“I am happy with the carers, they take me for coffee, for meals and to church”

A family member in relation to a safeguarding situation:

“I will be letting the Head of Service and Director know how helpful you have been, and very customer focussed.”

Someone who has received a service from the substance misuse team:

“thank you very much for all you have done for me , especially getting me into rehab and giving me the chance to be a better person and parent, I could not do it without you”

A third sector organisation:

“We are very happy with how quickly the social worker responds when we request information and his approach to reviews. We feel well supported”

CSSIW following an inspection of Shared Lives in 2016:

“Overall people can be confident that the service will provide a safe secure environment in which they can experience inclusion and will be treated with dignity and respect”

A family member in relation to a supported living project:

“I am very happy with the support Mum now receives. She is communicating better, her mental health has improved as well as her social life. The staff are relaxed and the home environment is fun. Brilliant!”



Carers

Following a number of complaints from carers a task and finish group, chaired by the Director of Communities, was set up with carers to ascertain how services could be improved. A number of initiatives were established as a direct result of this feedback including:

- Identifying carer’s champions in all social work teams
- Establishing carer’s assessment and information post
- Developing clear eligibility and timescales for carer’s assessments

Carmarthenshire Children's Rights Promise

Children across Carmarthenshire are being promised that their rights will be honoured and considered in decision making. Senior councillors and officers have signed a pledge that will ensure the council meets minimum standards when making decisions that affect the lives of children and young people. It also means that decisions will be scrutinised by trained young people on an annual basis. Leader Cllr Emlyn Dole, Education Executive Board Member Cllr Gareth Jones, Chief Executive Mark James, Director for Education and Children's Services Rob Sully, and Carmarthenshire Youth Council Chair Brittany Alsop-Bingham all signed the promise in advance of Children's Rights Day, November 20th 2016.

Cllr Gareth Jones said:



All adults working for Carmarthenshire County Council have a duty to make sure children and young people are safe, happy and healthy. "We can do this by ensuring children and young people know about their rights and how to access them; the interests of children and young people are important to our organisation"



4. Promoting and improving the well-being of those we help

The six standards are:

- Working with people to define and co-produce personal well-being outcomes that people wish to achieve
- Working with people and partners to protect and promote people's physical and mental health and emotional well-being.
- Taking steps to protect and safeguard people from abuse, neglect or harm.
- Encouraging and supporting people to learn, develop and participate in society.
- Supporting people to safely develop and maintain healthy domestic, family and personal relationships.
- Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

'The Social Services and Well-being (Wales) Act came into force on 6th April 2016. The Act requires us to develop greater partnership working with other agencies like Hywel Dda Health Board and other local authorities such as Pembrokeshire County Council and Ceredigion County Council. However more importantly this Act places an emphasis on greater partnership working with the individuals who have care and support needs and their carers. We do this by treating people as equal partners and

supporting individuals to identify what their own needs are, what their goals or personal outcomes are, and how they are going to achieve these outcomes. By adopting this manner we co-produce, with the person who has care and support needs, an assessment of their needs, giving greater control to the individual who is the subject of that assessment over what that assessment looks like. We are also changing our focus as well to that of prevention, so rather than simply addressing the more complex problems a person has, as and when they arise, we look at ways of preventing people getting to that stage and look at earlier intervention. At the heart of all that we now do is the well-being of the individual who has care and support needs and the well-being of any carer. Well-being is specifically defined within the Social Services and Well-being Act. Below is a brief description of some the elements of what is meant by well-being in the Social Services and Well-being (Wales) Act and some examples of how we are promoting that aspect of well-being:

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

We have developed a standardised assessment process across the whole of adult social services which focuses on the five elements of assessment which looks at what matters to the individual being assessed and focuses on their personal circumstances, personal outcomes, the barriers preventing the person from achieving those outcomes, the risks to not achieving these outcomes and individuals own strengths and resources to be able to meet their own personal outcome. By having one assessment across the whole of adult social services this will achieve greater consistency of service across the entire division and ensure everyone is working with the person being assessed as an equal partner to produce a personalised assessment of that individual. We are also making sure that we achieve a consistent standard amongst those individuals who undertake assessments of individuals with care and support needs, and carers who have support needs. We are doing this by working with three further education establishment to design a specific course that all assessors without an existing assessment qualification have to achieve.

Time Credits are a time base currency that supports the building of communities. Hours donated by the community since the beginning of the Spice partnership with Carmarthenshire Housing Services have finally tipped over the 45,000 mark to an incredible 45,895 hours of skills and experiences given by Carmarthenshire tenants and residents through the time based currency of Time Credits.

Carmarthenshire Fuel Clubs have been shortlisted in the United Kingdom Housing Awards for Outstanding Campaign of the Year 2017. Since 2014, Housing Services have established 17 fuel clubs within the County, specifically focussing on areas which do not have a mains gas line. The impact over the past year has been very impressive.

Working with people and partners to protect and promote people's physical and mental health and emotional well-being.

We are constantly looking at further ways to promote greater integration of our services to ensure that individuals achieve a smooth transition between health and social care services. In this regard we have further developed our Transfer of Care and Liaison Service for those individuals being seen in certain hospital departments to help people return home with the right support as quickly as possible. We have further expanded joint assessments between health staff and social care staff to prevent individuals being asked the same questions by different professionals. We have a head of service in adult social care jointly funded by health and social care, as well as locality managers funded in a similar way. We are developing for older peoples services, a new short term assessment team made up of social workers, district nurses, occupational therapists and physiotherapists, which will look at ways of preventing hospital admission to those people who are functionally unstable, and enable them to receive care closer to home. We are also continuing to explore the use to pooling the resources of the health board and local authority together to make it easier for individuals to receive a service without having to wait for decision as to whether such a service is the responsibility of the health board or the local authority. In addition for the first time this year we have undertaken jointly with other local authority partners and the health board a population assessment looking at the needs of individuals within our area as well as identifying areas of where improvements to services could be made to meet the needs of those individuals.

Fully investigate and resolve approximately 3,000 complaints such as noise, odours etc. Failure to address the nuisances could result in a negative effect on mental and emotional well-being.

Maintaining good hygienic standards in food Business in Carmarthenshire as part of the Food Hygiene rating.

Investigating and education of food poisoning cases to prevent further spread. The ongoing development of our financial safeguarding initiative FESS has created a joined up network of support for victims of financial abuse. Using unique enforcement powers we also intervene in cases of debt and mental health to protect vulnerable persons from creditor/debt pressures.

Taking steps to protect and safeguard people from abuse, neglect or harm.

For the first time in Wales, the safeguarding of an adult who is at risk of abuse or neglect has been addressed in a piece of legislation. As a result, our dedicated safeguarding team has been working with other organisations such as Pembrokeshire County Council, Ceredigion County Council, Powys County Council, Hywel Dda University Health Board, Powys Teaching Health Board, and Dyfed Powys Police to look at ways of not only how to protect adults who have been abused or neglect or at risk thereof but also at ways of preventing individuals from suffering such abuse or neglect.

Recognising and acting on potential safeguarding issues during investigations of complaints from neighbours.

We operate a number of technical, knowledge and enforcement specific measures to protect people from abuse, neglect and harm. There are currently 10 sub-projects/ measures drawn together under the FESS initiative. These projects protect people from financial abuse and crime victimisation.

Encouraging and supporting people to learn, develop and participate in society.

We are encouraging individuals to play a greater part in their communities by encouraging the use of spare time credits, whereby a person who helps out in their community is rewarded for their time. We have also developed our Information, Advice and Assistance Service which provides support for individuals with care and support needs, or carers who require information or advice about the services available to them both within the local authority and in the community. To support this service we are also developing the DEWIS web service, which will enable individuals to access details of all the community based services available to them within their area. We also have dedicated Community Resilience Officers who work for the local authority whose sole role is to help people identify services in a person's community that can meet their needs. We also working closely with our health colleagues, for example with initiatives such as a Foodwise programme to help people to understand about healthy eating, and an expert patient programme to train people who are diabetic about how to monitor their symptoms.

The Moneywise financial literacy project is taught in local schools, teaching the basics of financial literacy and money management. The programme has so far been taken up by 69 schools

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

We currently developing our carers card which supports unpaid carers in their caring role. The carers card will not only give the carer and the person that they care for an opportunity to state what they would like to happen in the event that the carer is no longer able to perform their caring role, it will also give carers access to discounts at certain retailers, and act as an identification card so that they can obtain free access to certain places like theatres and leisure centres when accompanying the person that they are caring for. We also offer replacement care in the home, which gives the carer a break from their caring role in order to undertake other necessary tasks like shopping, or just to have a few hours off to enjoy a recreational activity. In addition, we offer respite to both the carer and the person that they care for to give them a break from their usual routine. These steps go a long way in supporting carers, who are often family members, to maintain an excellent relationship with the person that they care for.

Encouraging family support and contact is vital to many of our service users who may be elderly, vulnerable or socially isolated. Where support is lacking we assist the victim and make referrals as appropriate. Where difficult relationships are identified we advocate between parties, taking advice/ lead from other social care

teams referring as appropriate. Where inappropriate relationships identified we may investigate criminally, linking in with Adult Protection, Mental Health and the Police

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

In terms of assisting people with greater economic well-being we not only provide welfare benefits advice in certain circumstances, we also help others link in with other organisations that provide such advice such as Floating Support. We encourage people to have a social life, and one of the areas that we are looking to develop is people who receive a direct payments being able to put their direct payment together with others who receive a direct payment and who want to engage in a specific leisure activity in order that they can split the cost of that activity.

Our Sport & Leisure Officers have taken a sector-leading approach to rolling out initiatives for the early years in setting up sustainable physical activity programmes in the community they work with county's sports clubs to complete comprehensive club audits. Swimming provision has increased, with school swim lessons. This includes the introduction of our 'Splash' programme, teaching children from 4 months old to swim.

The number of people referred to the sector leading "Vitality Scheme" (NERS – National Exercise Referral Scheme) has increased with completion rates of the 16 week programme.

We are constantly looking at the ways we can support people to continue to live in their own homes, and when they can't we look at ways that people can obtain accommodation that gives them as much independence as possible. In this regard we are working with colleagues in housing to increase the variety of accommodation options, as well as reviewing some of our existing residential placements to ensure that individuals are within the best environment to achieve their outcomes.'

A core function and national service priority is to promote a fair and just trading environment, promoting both personal and wider social and economic wellbeing. Our work not only promotes the achievement of greater economic wellbeing but also help preserve and maintain economic wellbeing by protecting legitimate businesses from providers of substandard or counterfeit products/services, and further protecting consumers from financial losses incurred through fraud and other illegal practices. Adaptations to the physical environment such as the implementation of no cold calling zones or the installation of nuisance call blockers help preserve independence and enhance accommodation, further professional advice and advocacy on building/home improvement complaints, landlord/estate/ letting agent practices and the regulation of building products/services helps preserve economic wellbeing and ensures, as far as is practical, accommodation remains suitable.

5. How we deliver for our citizens

Our workforce and how we support their professional role

Our aim is to ensure that staff's knowledge, skills competencies and attitudes are developed to meet our business objectives and that people in Carmarthenshire who receive services are supported by skilled competent staff.

We have a strong commitment to ensuring regular supervision, training and development. A planned approach of induction is provided to all staff.

Managers are set targets for individual appraisals which need to refer to team and divisional plans and link with corporate objectives.

In 2016-17, SCWDP delivered over 9,012 learning and development opportunities to employees across the whole of the social care workforce which included 2,594 attendances from independent care sector staff, and supported by a £596,250 Welsh Government grant.

The SCWDP Team have continued to deliver a programme of training for **The Social Services Well-being [Wales] [SSWBW] Act 2014**.

Over 644 attendances were accessed by internal and independent sector staff across the following core modules:

- Introduction & General Functions 160
- Assessing & Meeting The Needs of Individuals 126
- Looked After & Accommodated Children 112
- Safeguarding 246

A wide range of events took place in 2016-17 to help practitioners improve and develop their skills. These included the following programmes:

- 598 staff received training on a range of dementia programmes.
- 483 staff attended sessions on 'Safeguarding Essential Awareness'.
- 328 staff across the Council accessed e-learning on the Violence against Women, Domestic Abuse & Sexual Violence [VAWDASV] Act 2015.
- 139 social care workers gained QCF Health and Social Care Units, Certificates and Diplomas. In addition to this Certificates, Management & Post Qualifying qualifications ranging from Level 2 to Level 7 were also attained.
- Carmarthenshire hosted & seconded 44 people to train as Social Workers.
- 13 Social Workers commenced CPEL courses.
- In addition to these, 14 Social Workers started the **Consolidation Programme** after successfully completing their first year in qualified practice.
- Welsh language training continues to be delivered, with over 130 staff from across Community Services accessing the 'Welcome to Welsh' programme.

There has been a concentrated effort and energy around the well-being of our workforce over the last year. We have appointed 'Workplace Health Champions' who are actively and proactively promoting positive health initiatives across the workforce, including some basic health surveillance, and awareness raising.

Workforce resilience has been supported by briefing managers on the signs of stress, and managing stress. Group sessions exploring coping strategies with therapists have been facilitated where teams have been faced with the sudden bereavement of a colleague, or in circumstances of cancer diagnosis.

A Mental Health in the workplace e-learning module has been developed and implemented and continues to be rolled out across the workforce.

All this activity is re-enforced with the Authority being re-accredited with the Platinum Corporate Health Standard.

Employment policies such as 'Behavioural Standards in the Workplace' have been developed and implemented, along with some challenging and provocative development for managers on managing conflict. A key aim has been to re-inforce the importance of a happy workforce and positive relationships in the workforce, and, a culture where unacceptable behaviour is challenged, being true to our core values.

The Department have been keen to explore more innovative yet structured ways to conduct and record appraisals. We are continuing to working with our corporate colleagues to develop IT solutions for the recording part of this initiative.

A dedicated HR Business Partner is new to the Departmental Management Team in 2017. A key part of their role is to support the management team planning with a future focus on ensuring we have the right workforce to meet and deliver service outcomes.

Our financial resources and how we plan for the future for Adults and Children

2016/2017 has been a challenging year as we have seen an increase in referrals and activity. We are collaborating with partners to improve and modernise our services and implement major legislation against a backdrop of financial austerity. More effective use of resources has been a priority over the last year and we have developed an infrastructure to ensure value for money whilst ensuring positive outcomes for those who use our services. We have done this by:

- Monthly performance meetings with managers which includes financial performance, attended by finance colleagues.
- Monthly accommodation and efficiency meetings to manage spend in relation to residential and community care packages as well as developing alternative more cost effective accommodation options
- Improved performance data which is enabling managers to understand the spend and projected costs.
- Work has progressed this year to have notional devolved budgets.

- Training for managers on budget management.
- A detailed plan which outlines our plans for efficiencies which is understood by managers
- Holding training events with care management staff to encourage prevention, individual and community resilience
- Reviewing our services to ensure we are using resources effectively and developing sustainable models.

Budget Summary

Base Budget 2017-2018	Expenditure	Income	Net
Commissioning	1,713	0	1,713
Housing and Public Protection	27,174	-16,259	10,915
Integrated Services	48,359	-13,745	34,614
Mental Health and Learning Disability	42,309	-12,109	30,200
Children's Services	24,505	-5,701	18,804
	144,060	-47,814	96,246

The main savings identified are:

Efficiency Proposals	2017-2018 Managerial	2017-2018 Policy
Integrated Services	721	0
Mental Health and Learning Disabilities	870	0
Children's Services	47	0
	1,638	0

Our local political leadership, governance and accountability

Director of Social Services Chairs the CYSUR Operational Group. Elected members are supportive of children's services and visit front-line teams regularly. This was acknowledged by CSSIW in their feedback (2016):



There was a clear strategic direction for children's services, which was effectively led by the Head of Children's Services. Children's services had a strong commitment to learning and development, staff received and appreciated regular supervision.

*"Inspectors were pleased to note that elected members, senior leaders, managers and staff were committed to achieving improvements in the provision of help, support and protection for children and families.
(CSSIW Inspection Report 2016).*



The Section 33 agreement places Carmarthenshire in a robust position to explore further opportunities for 'pooling' of health and social care budgets in accordance with Part 9 of the Act. The establishment of pooled funds has been identified by the Regional Partnership board for the West Wales Care region.

Other regional priorities include Population Needs Assessment and planning, provision of Information, Advice and Assistance, implementation of integrated systems e.g. Welsh Community Care Information Solution (WCCIS) and regional commissioning arrangements. The Carmarthenshire Integrated Services Board reports directly to the West Wales Regional Partnership Board and ensures that regional priorities for both organizations are delivered efficiently and effectively at an operational level.

The PSB has been established as a result of the Future Generations Act.

Our Corporate *Safeguarding Policy* promotes greater understanding among staff, councillors and people working on our behalf about guidelines in place for safeguarding children and adults.

We have action plans for the Safeguarding People Team, Adult Protection and Corporate Safeguarding, and these are given high priority.

The council also remains compliant with the 'prevent' duty under the *Counter-Terrorism and Security Act 2015*.

This requires councils to play a part in responding to the ideological challenge – including giving advice and support to help prevent people being drawn into terrorism.

So if we think a person is at risk of radicalisation, we'll work with other organisations to assess the situation, and develop a support-plan for the individual concerned.

The following structure outlines Leadership and Governance for Social Services and how we operate within the Council's decision making process. All major decisions and policies are made by the County Council.

Carmarthenshire County Council	74 elected members.
Executive Board	10 elected members, the Council's cabinet. Chaired by the leader, Cllr E. Dole
Our Executive Board members	Councillor Jane Tremlett - Adult Services Councillor Glynog Davies - Children's Services
Scrutiny Committees	The decisions that we make are also scrutinised by elected members. We have the following scrutiny committee:
Corporate Management Team (CMT)	Chaired by the Chief Executive and includes the Assistant Chief Executives and Directors
Departmental Management Team (DMT)	Communities Department, Chaired by the Director
Senior Management Service and Performance Meetings	Chaired by the Head of Services
Team Meetings	Each team within the division has team meetings which feed into the decision making process. Managers update their teams with decisions made through a combination of group meetings and individual 1-2-1's/supervision.

Carmarthenshire Social Services Management Structure

Tudalen 36



Jake Morgan
Director of Community Services



Ian Jones
Head of Leisure

- Sport and Leisure
- Leisure Centres, Health & Fitness,
- Sports Development
- Swimming
- Outdoor Recreation
- Maintenance and promotion of Public Rights of Way
- Culture Services
- Libraries
- Museums
- Archives
- Theatres



Robin Staines
Head of Housing,
Public Protection &
Care and Support

- Deliver effective Care and Support Services
- Management of Residential Care, Day Centres and In-House Domiciliary Home Care
- Public Protection
- Housing Service



Avril Bracey
Head of Mental Health,
Learning Disability Services

- Mental Health
- Learning Disability
- Work & New Skills
- Substance Misuse Services
- Safeguarding
- Transition Services



Rhian Dawson
Head of Integrated Services

- Older Persons
- Physical Disabilities
- Occupational Therapy
- Residential & Nursing Care
- IAA



Chris Harrison
Interim Head of Strategic Joint Commissioning (Pembs and Carms)

- Commissioning support to Adults
- Supporting People
- Prevention and self help
- Building community capacity and resilience
- Maximising people's independence



Stefan Smith
Head of Children's Services

- Safeguarding
- Fostering and Adoption
- Complex Needs & Transition
- Looked After Children
- Early Years and Family Support
- Education Psychology

Appendix 1

What are our priorities for 2017/2018?

Children Services

- We will continue to develop the Flying Start programme, promoting early intervention for disadvantaged families with children (0-3) living in specific deprived communities, ensuring good multi agency support to families across the spectrum of need by developing clear pathways with internal and external partners.
- We will work towards delivering the enhanced childcare offer for working parents of 3 and 4 year olds in line with Government guidelines and financial / resource support as well as increase the number of Welsh speaking child minders in targeted areas of the county.
- We will explore the potential of utilising school grounds outside of teaching hours to enable children to have greater access to play opportunities.
- We will plan and re-commission the Families First (FF) programme (0-25yrs) implementing changes in response to new Welsh Government Guidance, delivering early intervention support services for disadvantaged children, young people and families across the county.
- We will continue to extend the Team Around the Family (TAF) approach across the county for 0-25 year olds, clarifying thresholds to help inform families and other agencies to ensure they are able to access the right help at the right time. We will develop a threshold document to support this practice.
- We will ensure our specialist substance misuse team meets the needs of Children's Services by providing expert advice, support and direct input to frontline teams.
- We will actively participate in the regional review of child protection thresholds and multi-agency arrangement to audit child sexual exploitation (CSE) cases and implement the 'MACSE' (Multi-agency Child Sexual exploitation) model.
- We will continue to transform children's social work practice by rolling out the Child & Family Unit (CFU) systemic model of working within our children's services teams (Pod's) and combine cohesively with 'Signs of Safety'
- We will continue to develop and implement how we provide information, advice and assistance (IAA) to support families, ensuring information is available and easily accessible, and linking with the Dewis system.
- We will review, in light of new guidance, the role of schools, councillors, and partners in view of their corporate parenting role.

Adult Services

- Contribute to health led transformation programmes in mental health and redesign of services within learning disability.
- Review third sector contracts to establish compliance with the SSWBW Act and service transformation in mental health and learning disability.
- Establish and promote an “everybody’s business “approach to safeguarding in Carmarthenshire by working with local authority colleagues and partner agencies, ensuring a person centred approach.
- Review our disability service to ensure seamless transition and pathways from children to adults.
- Develop a commissioning strategy for mental health and learning disabilities.
- Remodel day provision to provide meaningful opportunities and progression pathways.
- To embed the population needs assessment into service planning at locality level; ensuring that community resilience is developed and that local health and social care services meet the needs of the Locality’s population.
- We will continue to realign and modernise to provide an efficient Information, Advice and Assistance service for Older Adults that champions health promotion and prevention in order to maximise independence and wellbeing outcomes for our population.
- Workforce modernisation to support implementation of the duties under the SSWBA and the objectives outlined in ‘Carmarthenshire’s Vision for Sustainable Services for Older People for the Next Decade’ and the Health Board’s Integrated Medium Term Plan.
- To progress prudent commissioning of care and support and ensure timely reviews of individual’s needs are.
- To promote the Welsh language and ensure compliance with the ‘Active Offer’ across all service areas.
- Significantly improve the number of reviews for people with care packages.