



# Social Services Directorate Performance Assessment

2020 - 2021 Six Month Update (April to September)

Summary & Priorities



Performance



Customer Intelligence



Resources



Risk Register



Well-being Objective



Conclusion



## Directors Summary: April - September 2020:



Clearly performance during the first two quarters of 20/21 have been impacted by the authority's response to the Coronavirus pandemic, whilst the majority of social care services have remained in place (with the exception of days services and some respite services) the attention of staff has clearly had to be on responding to the virus.

In terms of Adult services the drop in the numbers of people receiving service is almost totally down to the closure of our day services. We have seen an increase in referrals in quarter 2 which is an indicator of demands for our services are slowly returning to normal. Hospital discharge requirements are generally manageable but pressure in this area is increasing in quarter 3 and will become even more significant in quarter 4.

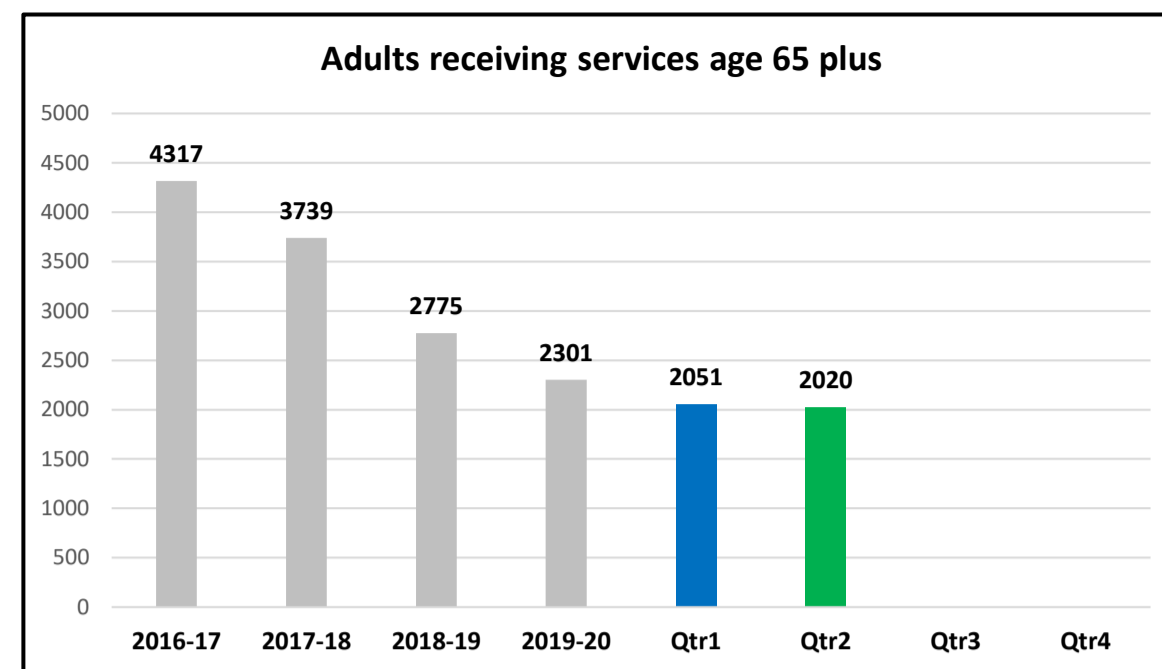
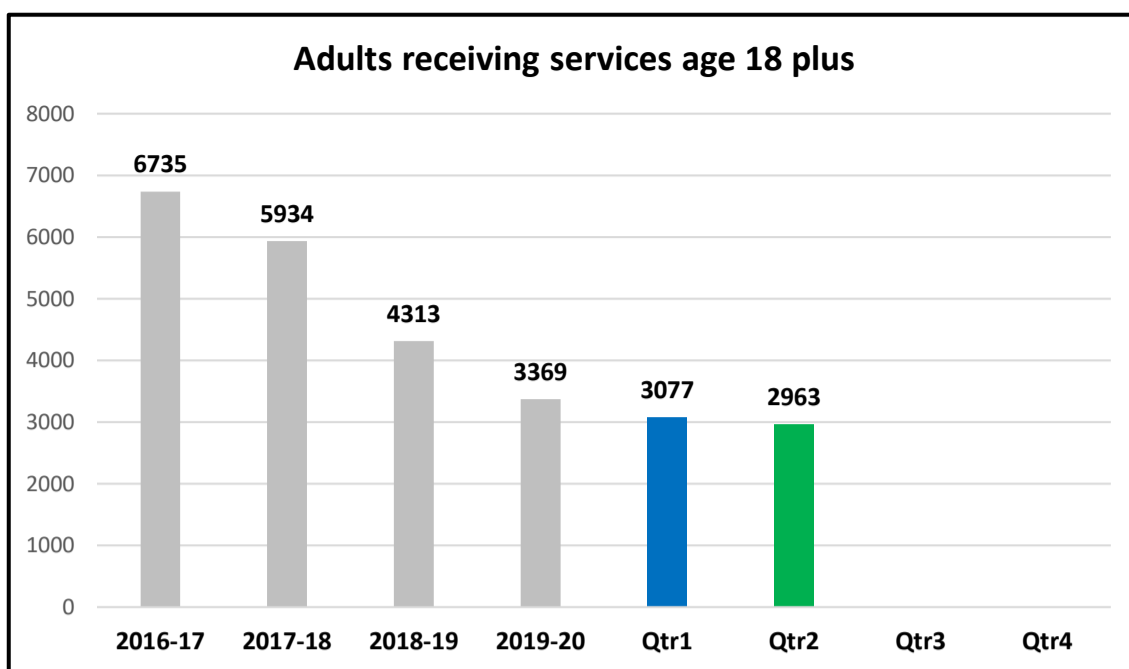
In terms of Children's services the numbers of children looked after has gone up marginally (approx 3.5%) whilst the number of children on the Child Protection register has remained fairly constant. The increase in assessments in quarter 2 does represent a certain amount of catching up on quarter 1 but is a significant achievement given the restrictions that remain in place.

Sickness absence continues to be challenging but, given the circumstances, has remained fairly static, the winter will bring more pressure in this area.

From a budgetary perspective, the month 5 budget report shows an overall projected overspend of just under £1 million, this is exclusively in Children's Services. In the early weeks of the pandemic, Children's Services struggled to secure foster placements for a number of children resulting in an increased use of residential provision at a higher cost.

Service Priorities		RAG	Completion Date	Progress - Achievements - Impacts
	To identify savings proposals to ensure that a balanced budget for the 2020/21 financial year can be approved by Council in February 2020.	●	Feb-20	No savings proposals were required for 2020/21 based on the principle that the Directorate would manage increasing demand within existing resources.
<b>Standard 1</b>	Using Transformation Grant funding we will work with ABUHB to embed 'Compassionate Communities' in the North of the Borough.	●	2019-20	All staff have been appointed and commenced in posts, attendance at MDT's in GP surgeries has started. IPC have been commissioned by WG to undertake an evaluation, initial workshop held. Very positive feedback received from north NCN re role of connectors, good case examples given. Transformation fund has been extended until March 2022 we will be looking to extending the practice across the whole of Caerphilly based on the learning to date. Programme almost complete additional funding will allow the scheme to be embedded broadly across the authority.
<b>Standard 1</b>	Work with colleagues in Health to embed care navigations training & principals	●	2018-23	Links to Transformation Grant Funding in respect of compassionate communities so will continue for the duration of that funding stream.
<b>Standard 1</b>	Implementation of a single point of contact for GP and other professional referrals to Primary Care Mental Health Services through IAA and the Space-Wellbeing Panel	●	2019-20	Single point of contact through the SPACE Well-being Panel is now well established and functioning so this action is completed. However, it is important to note that it is reliant on Transformation funding and would be at risk if this ended.
<b>Standard 2</b>	Continue to identify & support carers, enabling them to continue in their role utilising the intermediate care fund to maximise opportunities for service development.	●	2018-23	Links to ICF grant so will continue for the duration of that funding stream. We will be introducing a young carers card scheme.
<b>Standard 2</b>	Expansion of 'Home First' to facilitate timely discharges from hospital	●	2019-20	Home First is working well across both District General hospitals along with the University Grange Hospital. It will be reviewed by Integrated Personal Commissioning (IPC), workshop held using theory of change methodology. Winter pressures money has been used to expand service to Prince Charles Hospital to reduce number of people being repatriated to YF, positive impact noted by the health board. Work to be done in 2021-2022 in terms of reviewing achievements of the programme and determining mainstream funding can be identified.
<b>Standard 2</b>	Establish a second Children's Home for Caerphilly children and young people	●	2020-21	Property purchase completed in March 2019. Refurbishment was due to commence but property had to be used for an emergency placement. Refurbishment has now commenced and aiming for completion December 2020.
<b>Standard 3</b>	Respond to the WAO Review of Corporate Safeguarding	●	2021-22	Corporate Action Plan has been developed and is in the process of implementation with approximately 85% of the actions already completed and the outstanding actions all in progress.
<b>Standard 4</b>	Integrated Well-being Networks - Work with health to embed IWN's within communities across the borough	●	2019-20	Significant community engagements events held, including session with elected members on healthier Gwent. Workshop planned for November to launch Independent Well-being Networks (IWN) in the north of the borough. Subject to review by IPC initial workshop held.
<b>Standard 5</b>	Closely monitor the recruitment difficulties within Children's Services	●	2020/21	Ongoing monitoring through weekly Divisional Management Team and periodic reporting to Senior Management Team.
<b>Standard 5</b>	Review the Market Supplement for Social Workers in Children's Services	●	2020-21	Completed. Market Supplement reviewed and recommended to continue. Applications and appointment levels have doubled since it was introduced though recruitment to the North of the Borough continues to be problematic.
<b>Standard 6</b>	Develop bespoke supported accommodation for young people to reduce the use of B&B accommodation	●	2021-22	Private developer continues to look to identify a suitable property for conversion to a 4 bedded unit.
<b>Standard 6</b>	Submit an ICF Capital bid to develop a third residential Children's Home	●	2020-21	Funding has been agreed. Action therefore completed. Staff currently looking at suitable premises.

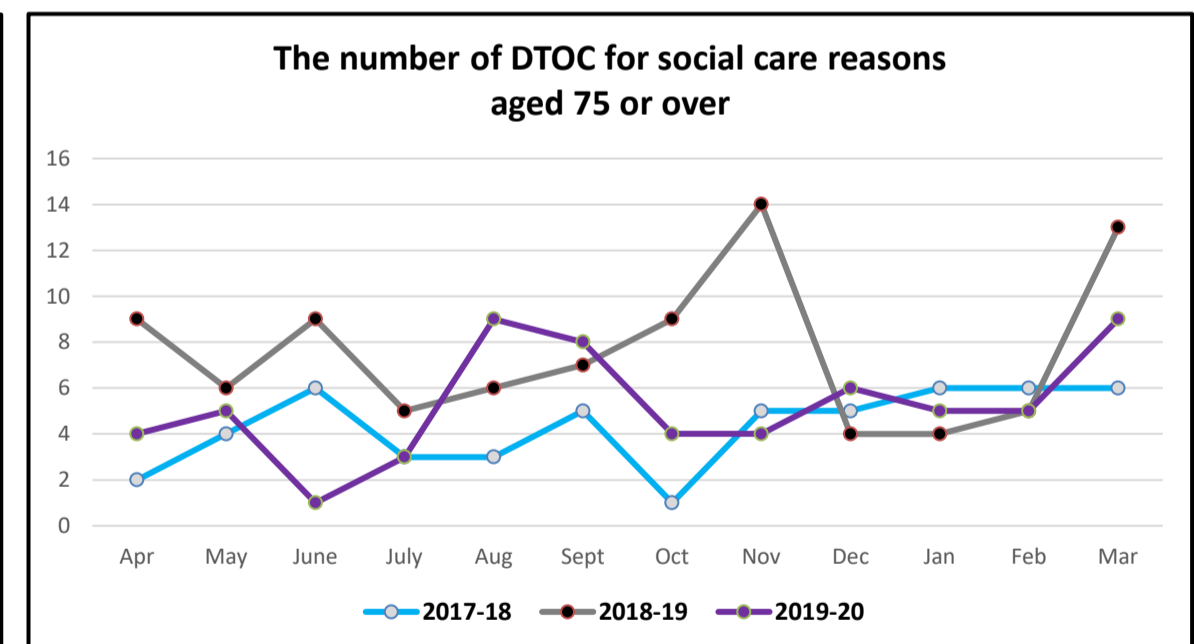
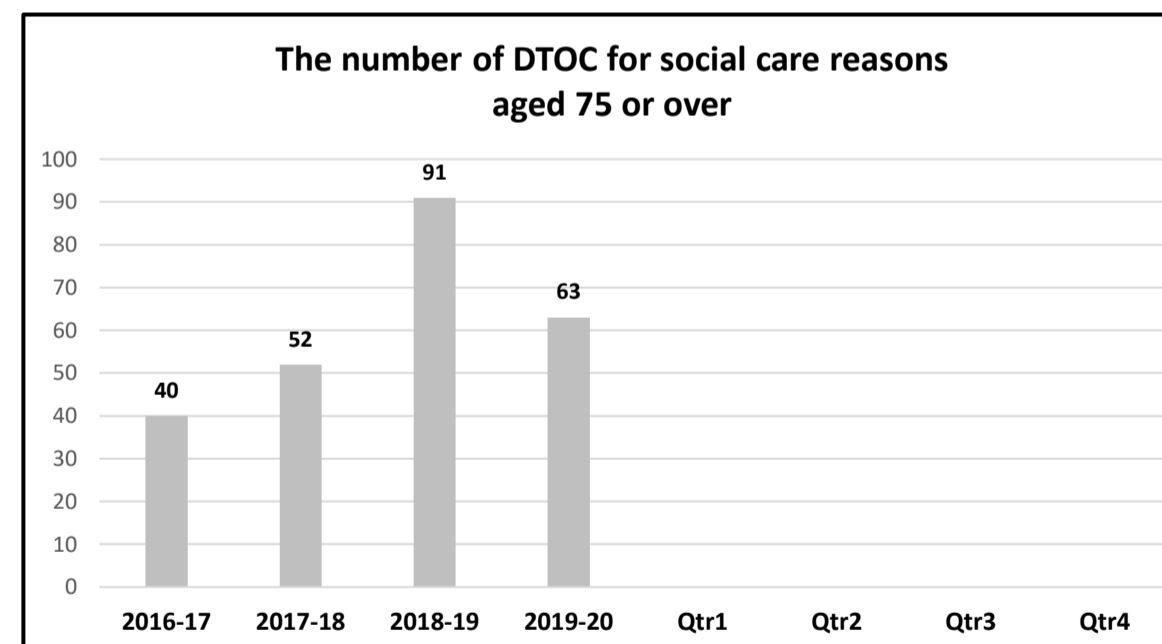
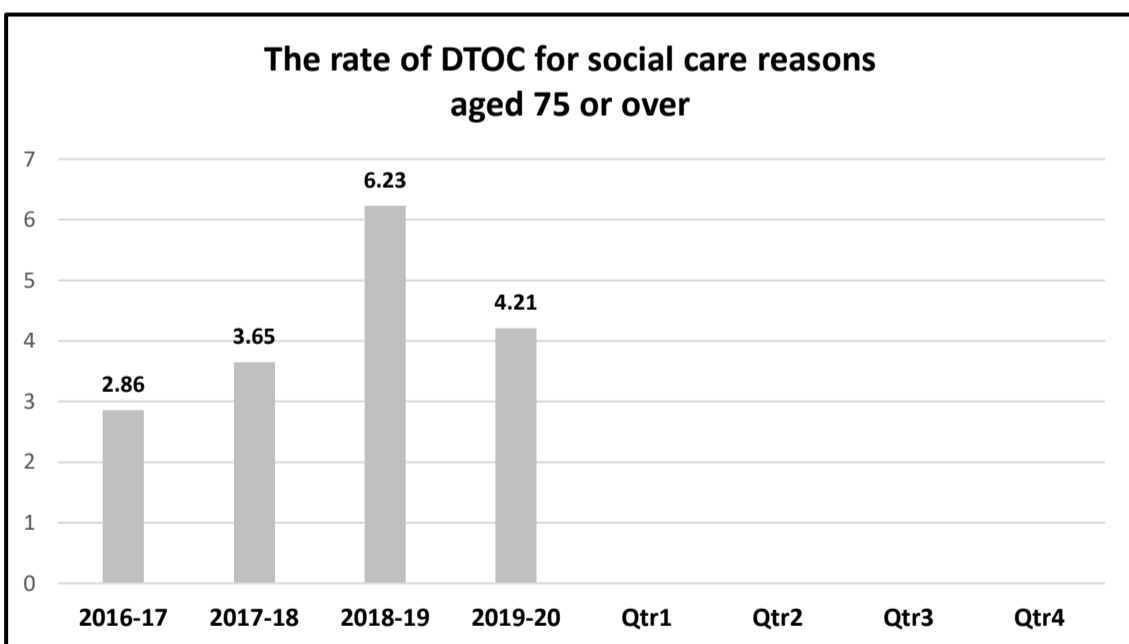
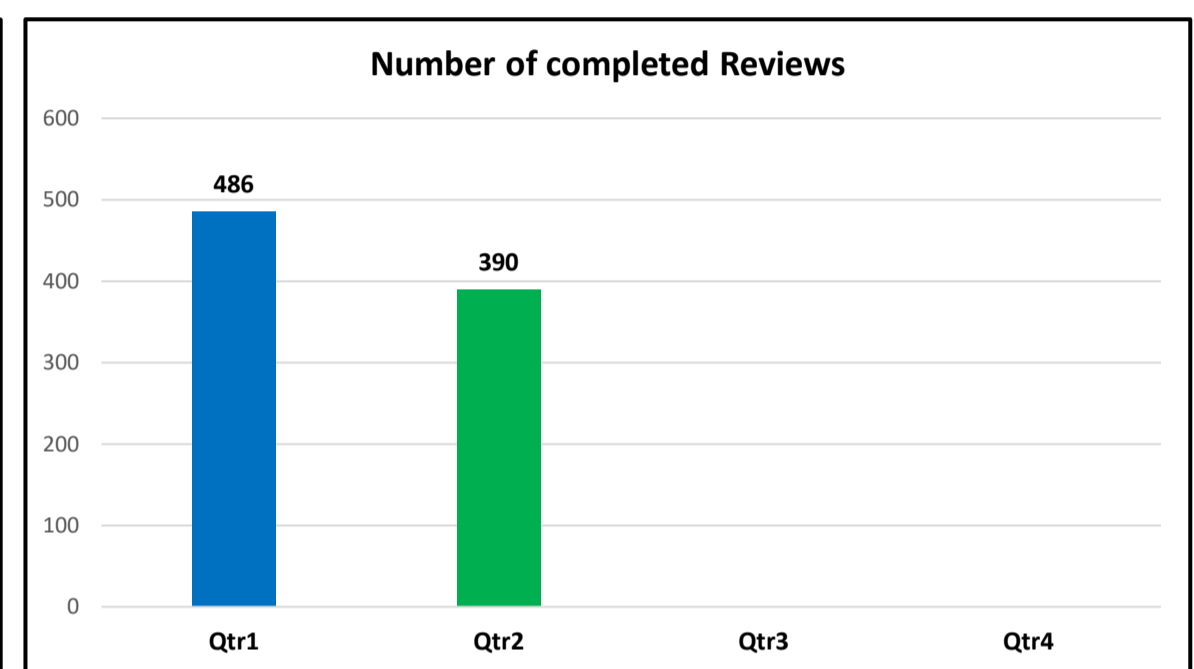
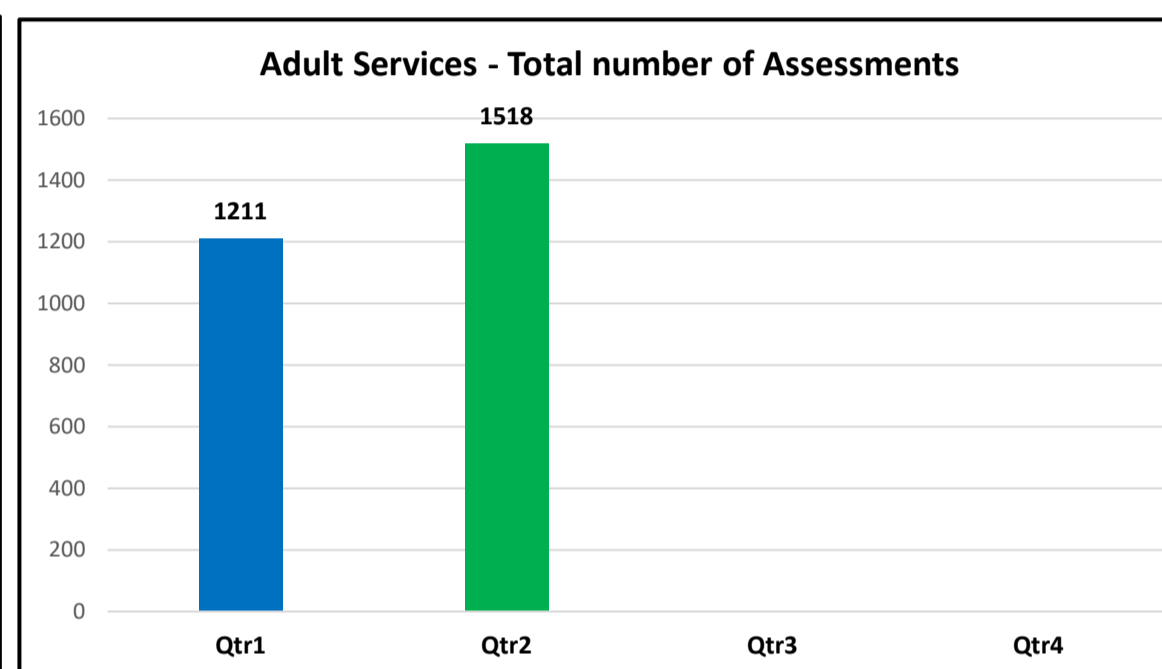
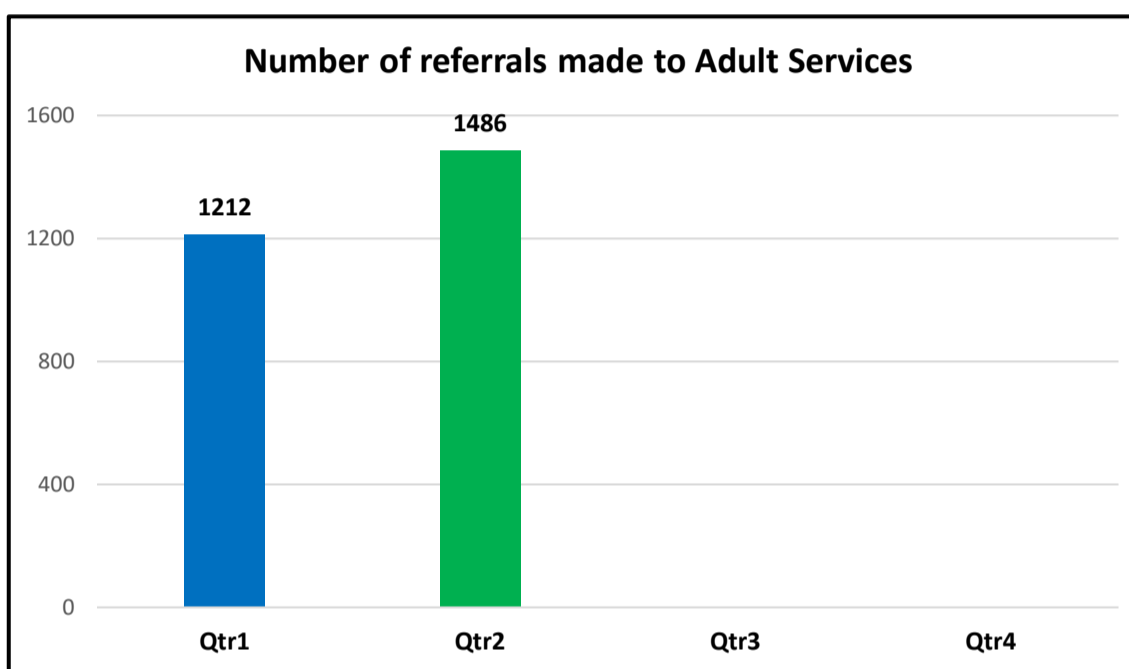
Key:	Status	RAG Key	
Black	Not yet started or too early to report any progress (achievements/changes)	●	0
Red	Started but not progressing well	●	1
Amber	Started with reasonable progress achieved	●	2
Green	Going well with good progress	●	3

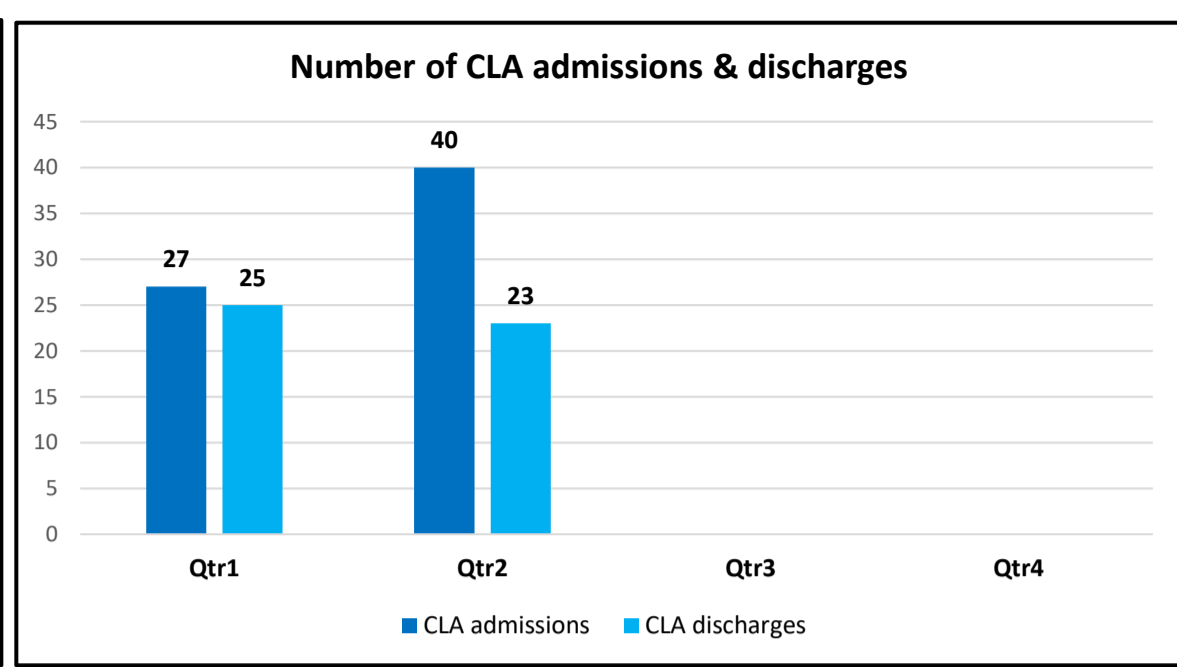
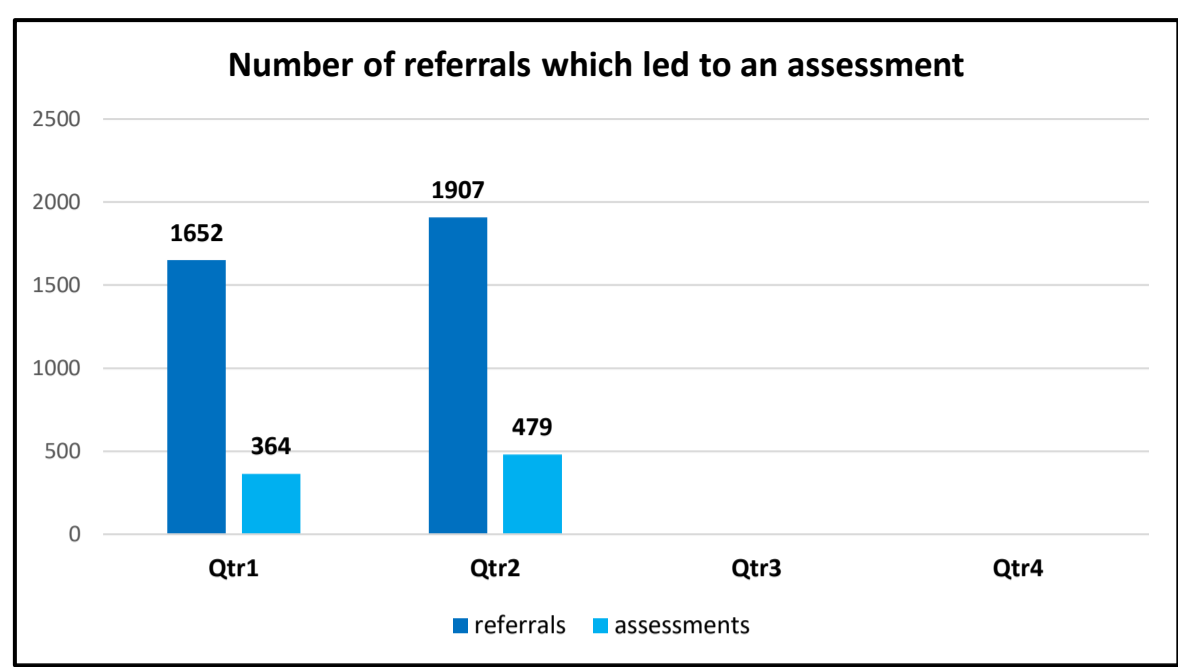


**What is the performance telling us? ADULTS: July - Sept 2020**

Just a note that the number of people receiving services have dropped due to the fact that we have excluded day opportunities fixed base as they have not been attending for 6+ months. In addition in the first quarter some people cancelled services as their families were home and provided support. The first quarter saw a reduction in the number of referrals into adult services, only urgent assessments were completed in accordance with WG guidelines thus staff were able to undertake more telephone reviews. The picture reversed in quarter 2 when families returned to work and there were more instances of carer breakdown.

**Welsh Government Commentary regarding DTOC-** Following the announcement on Friday 13th of March regarding the cancellation of certain medical procedures and the relaxation of performance targets, several national data collections have been temporarily ceased and we will also temporarily stop reporting performance statistics. These changes will be in place until at least the October reporting period. Therefore monthly StatsWales data will not be updated until data collection resumes.



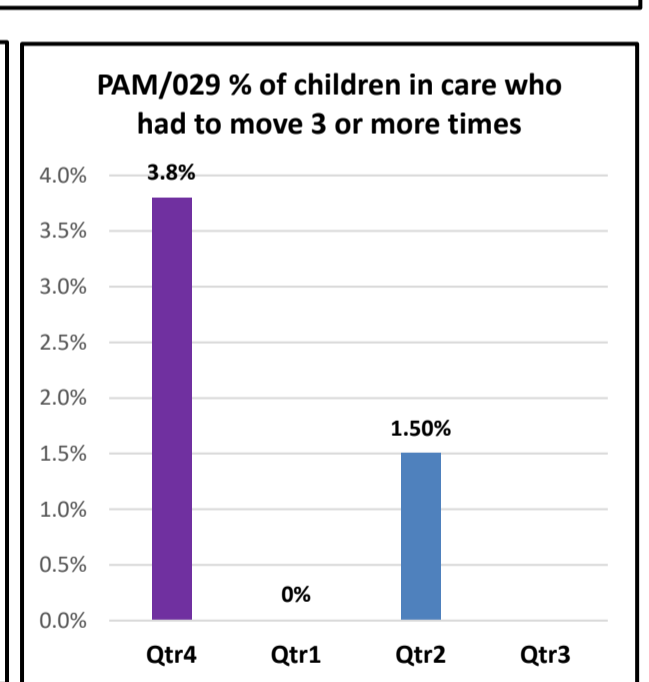
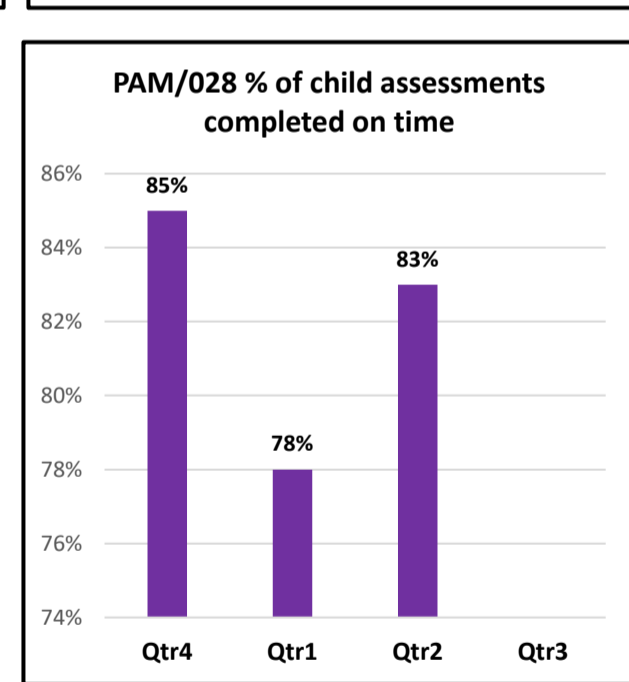
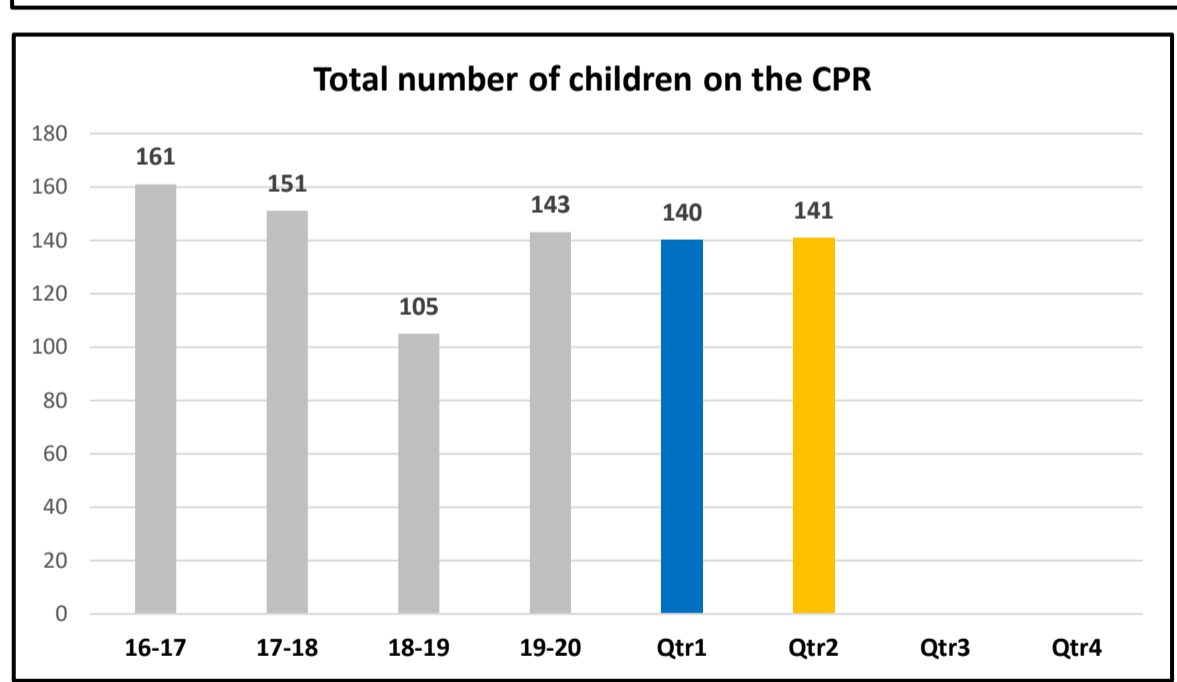
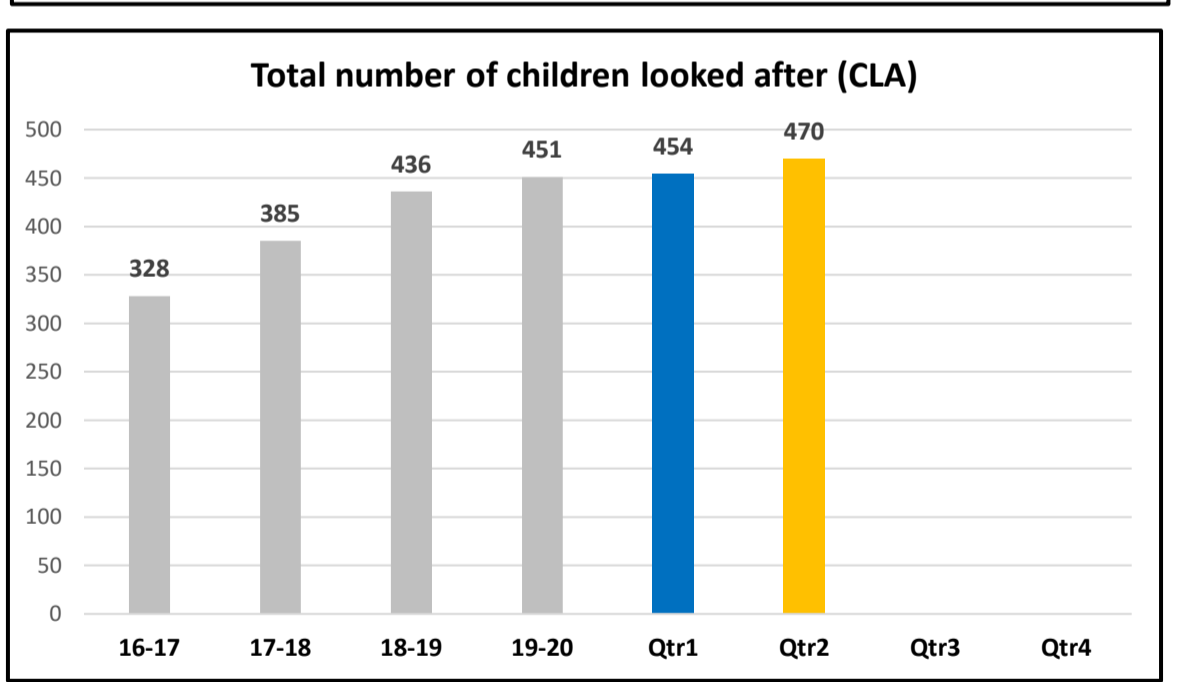
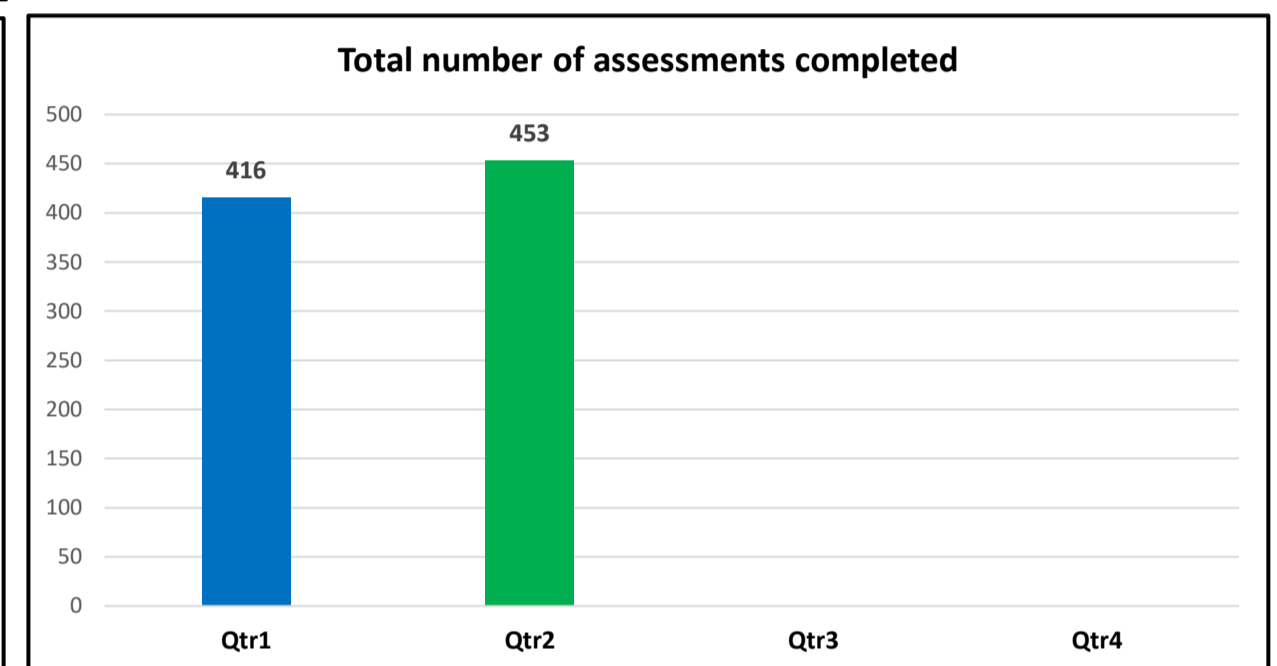
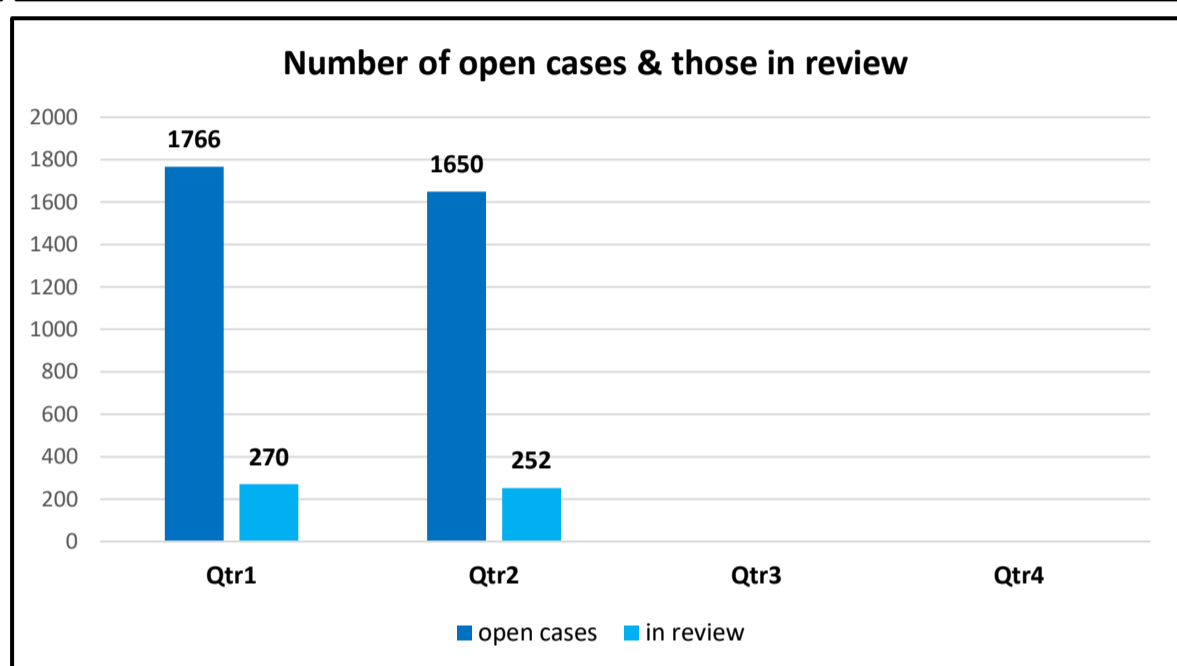
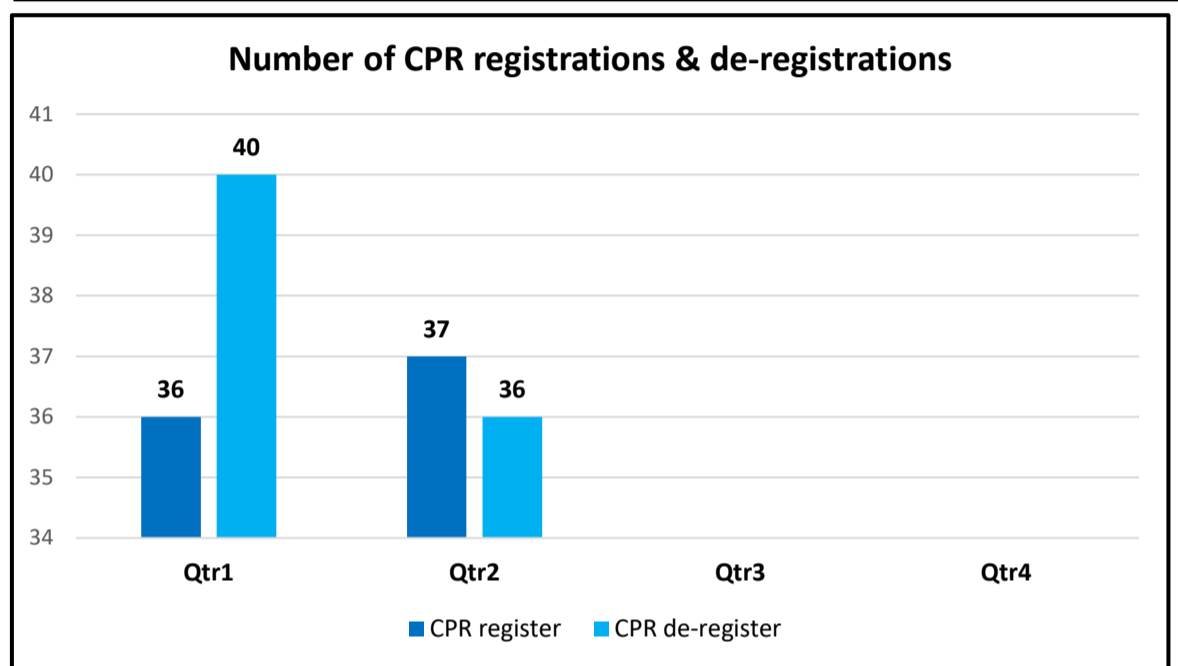


### What is the performance telling us? CHILDREN'S: Apr - June 2020

Given the Covid-19 Pandemic, it is reassuring to see that 25% of all referrals made to Children's Services proceeded to an assessment. This compares favourably to pre-Covid levels and demonstrates that those cases in greatest need continued to be responded to despite the lockdown restrictions within the period.

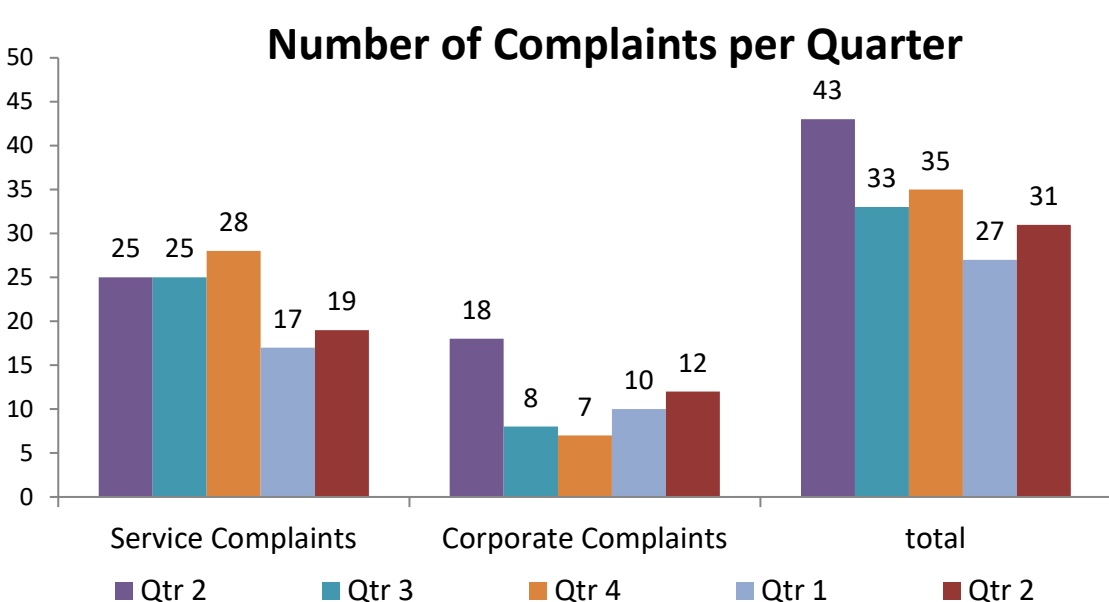
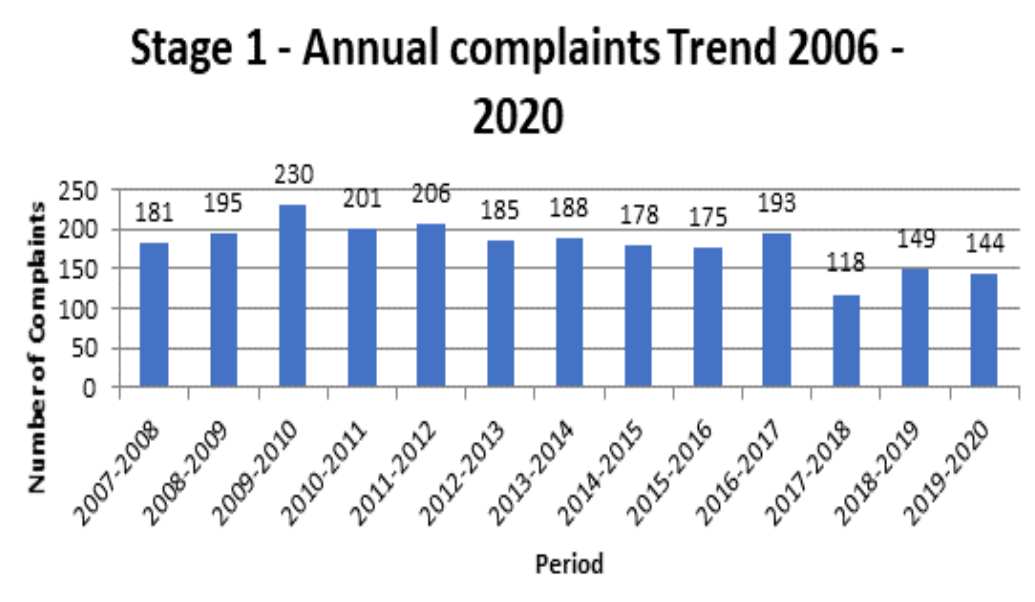
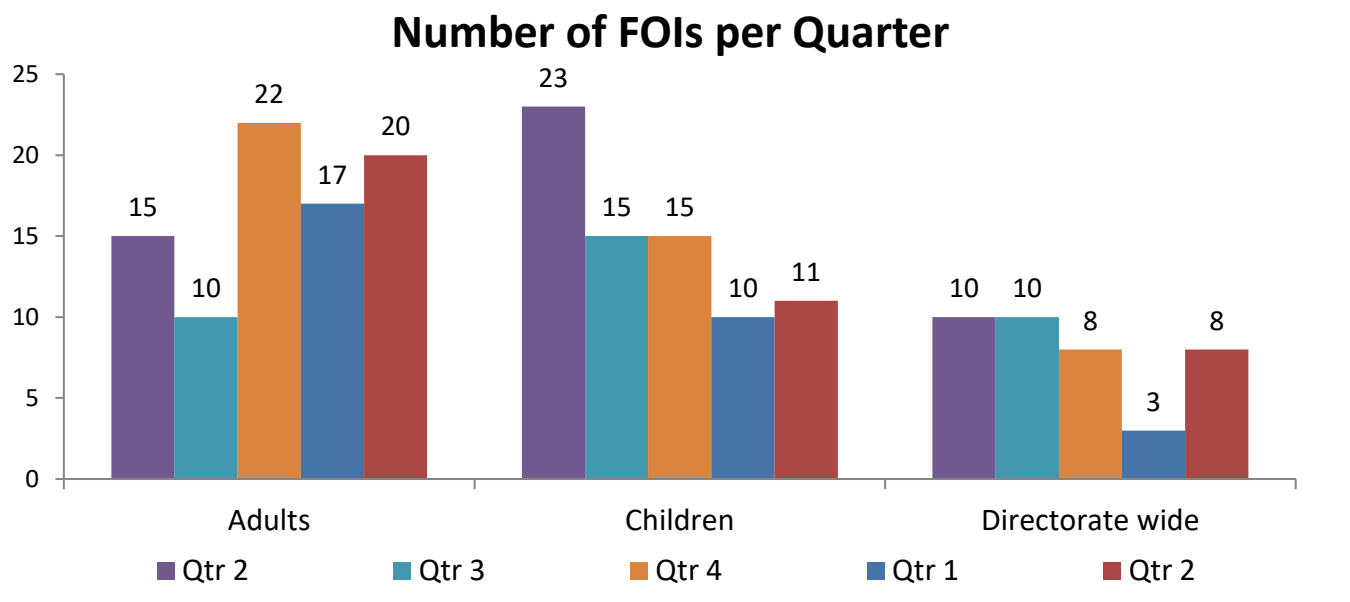
However, there is no doubt that the timescales for completion of assessments was adversely affected in Q1 by Covid-19 with the majority being out of timescale due to families being unavailable because of shielding or being symptomatic. Performance has improved significantly in Q2.

The numbers of children whose names are included on the Child Protection Register (CPR) has continued to be stable. Again this is a reflection on the prioritisation processes in place to ensure safeguarding and supporting the most vulnerable children continued regardless of





# Customer Intelligence



## What is our customer intelligence telling us?

A total of **39 FOIs** for qtr2 have been actioned by the Social Services Directorate.  
**Of the xx FOI's:** information provided, refusals, partial information provided, nil response, outstanding response

Of the 4 responses that were part provided, the information that was refused was refused for the following reasons:

Information not held –

## What is our customer intelligence telling us?

At the end of **quarter 2**, we received **41 complaints and representations** that were dealt with under the social services complaints procedure, compared to 48 in quarter2 the previous year 2019/20 . Of the 41 complaints received, 19 related to Adult Services and 22 related to Children's Services.

**Of the 22 Children's Services complaints:**  
 18 were childrens complaints  
 4 were representations

**Of the 19 Adult Services complaints:**  
 2 were adults complaints  
 17 wereadults representations

**In addition in quarter 2 we had 13 Corporate complaints that related to Social Services**

## Positive Feedback - xx individual messages received - Childrens Services:

From CAFCASS "I just wanted to let you know that I was really impressed by the quality of the evidence that you presented to the Court this week re XX. I felt that you were measured, professional and very clear. Despite the terrible behaviour of the Grandparents you maintained composure and balance"

From a service user " I just wanted to say thank you for getting me out of such a horrible place. I cant explain how grateful I am. If it weren't for you coming to visit me that day I would still be in that place where I got a battering everyday. I am also grateful for you realising that something was going as if you didnt notice I wouldnt be as happy"

From a Judge "what a long but comprehensive judgment in which the actions of the LA and Social Workers professional judgment has been praised and without criticism"

From another LA "I want to pass on my thanks for your support with the difficult position we have been in with the child protection conferences for XX and how generous you have been with your time. I am grateful for the support and the good practise you have shown with this. I would be very happy to assist you in the same or different way if it is ever needed."

## Positive Feedback - xx individual messages received - Adults Services:

From a family member "I should say that my family have nothing but gratitude and admiration for the council and the staff of "CARE HOME", for the way they cared for my dad before he passed away and they have made my mother happy, safe and content in her final years.

From a family member "It is a huge relief to know that my mum now has 24/7 care and is in an environment where she can thrive whilst her illness allows. I had previously heard of people having bad experiences when dealing with Social Services but I have to say that I have found everyone to be helpful and supportive"

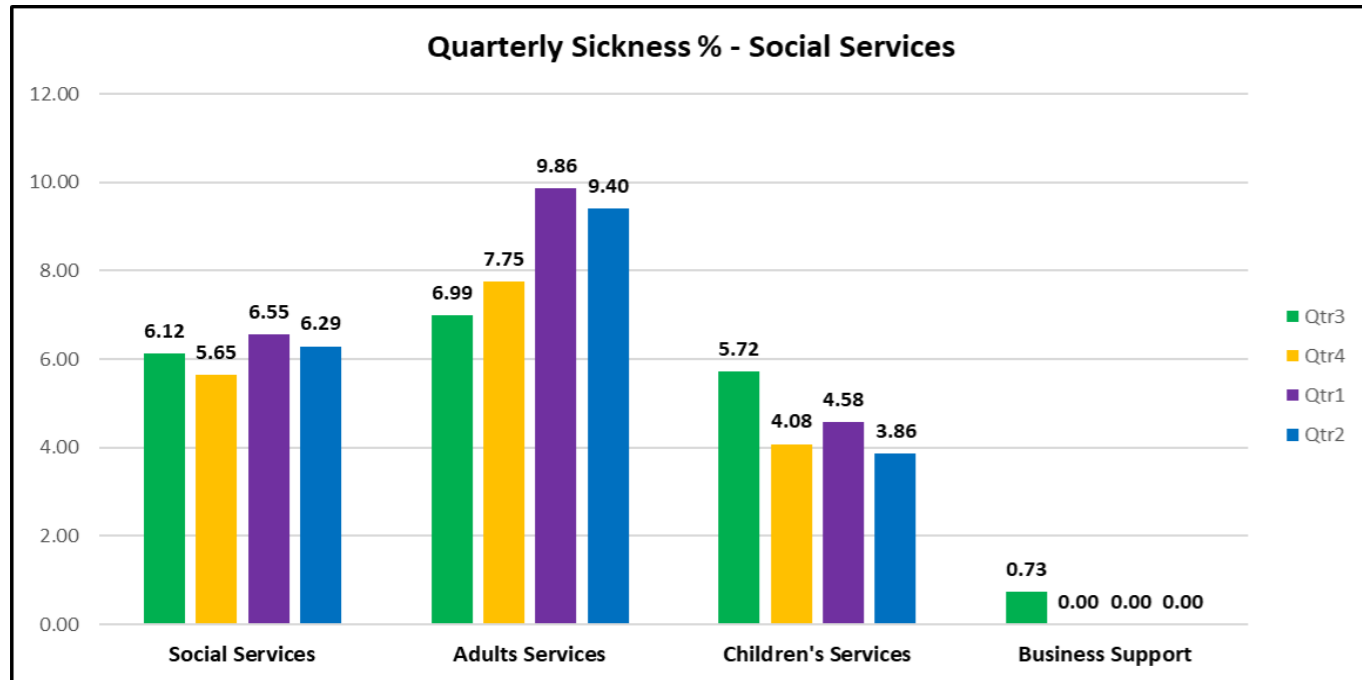
From a family member "I just wanted to highlight the family's sincere thanks to Social Worker for the speed at which we have managed to get Mam placed in a dementia specific care home. I must say that the rapid response of social services once they realised the vulnerable state of Mam's health w in direct contrast to the way the NHS have constantly cancelled or postponed consultant appointments and consultations.

## Themes for Children's Services Complaints include:

- Contact restricted or stopped due to Covid-19
- Contact not moving to unsupervised as anticipated
- Lack of communication from Social Worker



## Resources



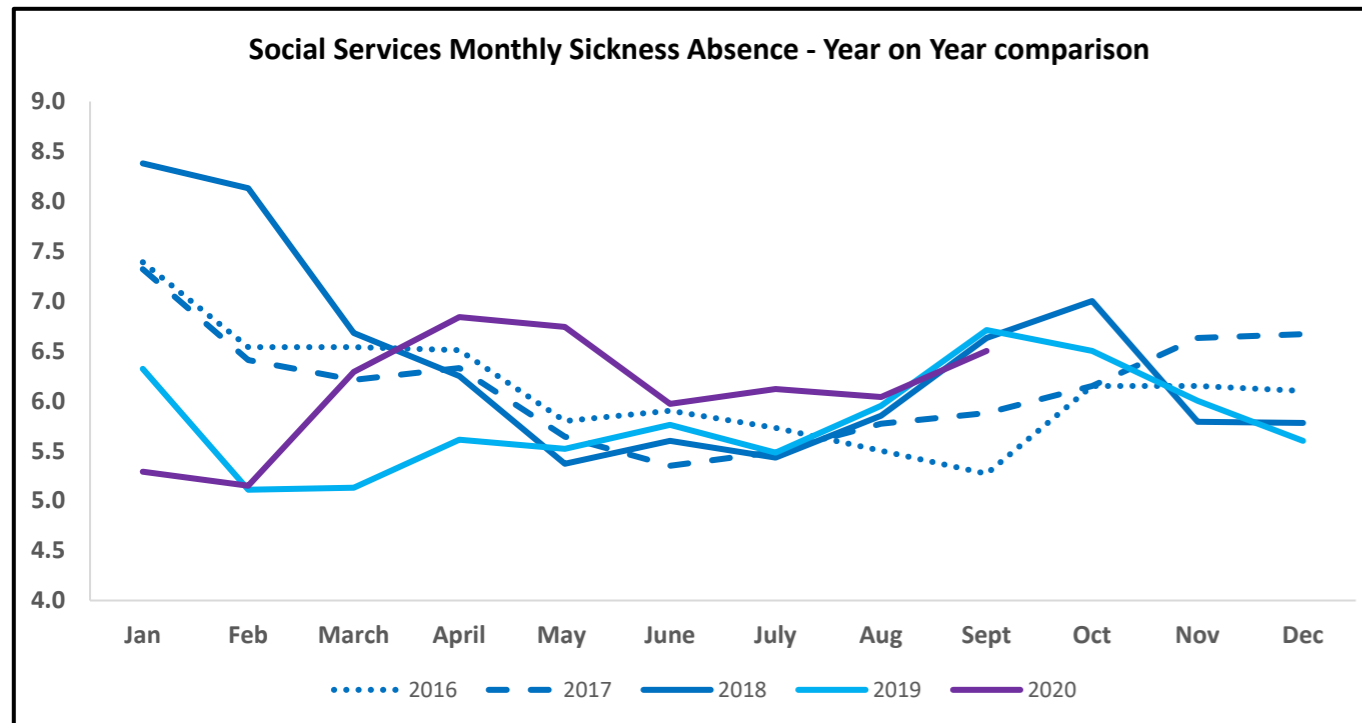
	Qtr3	Qtr4	Qtr1	Qtr2
Voluntary Leavers	31	39	23	27
Other Leavers	9	6	4	3
<b>Total Leavers</b>	<b>40</b>	<b>45</b>	<b>27</b>	<b>30</b>
New Entrants	33	52	13	45
Headcount	1427	1941	1929	1444
55 and over	399	554	553	418
% of headcount	27.96%	28.54%	28.66%	28.94%
Agency staff	11	9	12	15

**What is our workforce information telling us?**

Overall for the Directorate as at the end of September, Sickness absence is on a slight upward trend from 5.65% in quarter 4 to 6.29% in quarter 2 however this is a decrease from 6.55% in quarter 1.

In quarter 2, Adult Services has seen a decrease in sickness absence, although it is higher than quarter 4, 19/20. figures. Children Services has also seen a decrease compared to the quarter 1 and lower again when compared to quarter 4, 19/20.

The Directorate has seen a total of 30 leavers and 45 new entrants in quarter 2. The number of agency staff has increased from 12 to 15 in quarter 2.



% Sickness Absence	April			May			June		
	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
Adults Services	2.76	7.23	9.98	1.85	8.29	10.13	1.41	7.96	9.36
Children's Services	1.14	3.36	4.5	0.76	3.82	4.58	0.37	4.11	4.47
Business Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Social Services & Housing	1.69	5.16	6.84	1.16	5.58	6.74	0.93	5.04	5.97

% Sickness Absence	July			Aug			Sept		
	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
Adults Services	1.89	8.12	10.00	1.98	7.13	9.10	2.38	6.73	9.11
Children's Services	0.82	2.78	3.60	0.63	2.81	3.44	0.99	2.74	3.73
Business Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Social Services & Housing	1.24	4.88	6.12	1.31	4.73	6.04	1.87	4.63	6.50

**Voluntary Reasons:** Flexible retirement, retirement, settlement agreement, voluntary resignation & severance, Early retirement, Personal reasons, Transfer, VER release of Pension Benefits, Early retirement by mutual consent on grounds of business.


**Other Reasons:** Death in service, Dismissal, Dismissal on ill health grounds, End of fixed term contract, End of relief employment, Gross Misconduct, Sickness Absence Management, Frustrated Contract, Compulsory Redundancy, Failed Probation.

## Budget Monitoring Report - Month 6

Division	Current Budget (£000's)	Projection/Commitment (£000's)	Over/(Under) Spend (£000's)
Children's Services	25,124	26,510	1,386
Adult Services	65,981	65,606	(375)
Service Strategy & Business Support	2,131	2,054	(77)
<b>Sub Total Directorate of Social Services</b>	<b>93,236</b>	<b>94,170</b>	<b>934</b>
Transport Costs	1,553	1,479	(74)
<b>Grand Total</b>	<b>94,789</b>	<b>95,649</b>	<b>860</b>

**What is our resource information telling us?**

An overspend of £860k is currently forecast for Social Services for 2020/21 (after deducting the projected underspend for transport). This is a reduction of £136k since the month 3 position was reported to Members and can be funded through Social Services reserve balances. However, demand for social care services for both children and adults historically has been volatile and during the Covid 19 pandemic, predicting demand has been particularly challenging. The pandemic has also highlighted the fragilities in the social care market which in turn has led to pressure on fee levels. Therefore, it is critical that the Directorate continues to focus on initiatives to manage demand and provide cost effective services particularly in respect of residential placements for children.

Ref	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?) 	Risk Level 2019-20 Q4	Risk Level 2020-21 Q1	Risk Level 2020-21 Q2	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
<b>Dir link to Corp Risk Register CMT39</b>	Fragility of the Social Care market. The independent sector social care market across Wales is in an unprecedented position in terms of its fragility and this is starting to be felt in Caerphilly.	<ul style="list-style-type: none"> <li>Providers unable to sustain existing packages of care</li> <li>National Minimum Wage and National Living Wage creating additional financial strain which providers are expecting LA's to resolve.</li> <li>Little additional capacity to take on new packages of care.</li> </ul>	Further investment of the Social Care Workforce Pressures and Sustainability Grant in 2020/21 to allow fee increases in excess of the 1.7% inflationary uplift for non-staff costs that was provided in the corporate budget settlement	No change in risk level. 2020/21 fees agreed. Temporary fee increases awarded through the Welsh Government Covid 19 Adult Social Care Hardship Fund until 31st March 2021.	High	High	High	Yes - reducing help that can be provided for the most vulnerable in our society will affect our ability to contribute to a 'Healthier Wales' which requires peoples mental and physical well-being to be maximised. Whilst this may be a medium risk operationally from a FGA perspective this would be high as it directly affects those most in need.	High (Medium-term)
<b>CMT01</b>	Exit from the EU (Brexit)	The decision to leave the EU and the looming deadline to secure an exit deal has created considerable uncertainty.  Moving forward it is difficult to determine what impact the exit from the EU will have in the medium to longer-term for Caerphilly CBC and our communities. However, in the short-term possible negative impacts from a no deal scenario include the potential for workforce supply shortages in some areas and the possibility of some disruption to the supply of goods and services.	The Directorate is participating in the Corporate Brexit Working Group and undertaking service specific analysis in preparation for the various Brexit scenarios.	There remains a great deal of uncertainty around the potential positive or negative impacts of the decision to leave the EU. The position is being monitored closely and CMT has established a Brexit Working Group to further consider and monitor the potential consequences of Brexit and the mitigating actions that will be required to assist in managing risks.	Medium	Medium	Medium	Potential impacts are not yet fully understood but they are likely to be felt over the short, medium and longer-term.	Unable to assess currently due to the level of uncertainty.
<b>SS01</b>	Medium Term Financial Plan	Insufficient resources to deliver services at expected level. Negative impact on staff morale. Budget pressures will have an impact upon service delivery.	Annual Growth of £800k for Social Services until 2023/24 included in MTFP proposals to recognise demographic pressures. However, it is likely that further savings will be required to fund this growth. Optimisation of grant funding and reserves.	2020/21 budget includes £800k growth but an overspend of around £934k was reported at month 5 largely due to child placements. Specific grant and reserves have been invested to mitigate increasing demand.	Medium	Medium	Medium	Yes, as it may have implications now for interventions that will prevent people from needing more support in the future.	High (Short to Medium term)
<b>SS02</b>	Demographic Pressures	Increasing complexity of cases resulting in increased packages of care and support and increased cost pressures. Increasing demand across both Adults and Children's Services.	Implementation of SS&WB Act principle of supporting people to support themselves. Maximise use of early intervention and preventative services. All packages of care regularly reviewed. Costs have levelled off during 2018 but position is volatile and services can be exposed to significant demand variations.	Pressures in Adults & Children's are currently manageable. However, careful attention is being paid to pressures in Adult Services, whilst the budget is currently fully committed with further pressures anticipated through the Winter.	High	High	Medium	Yes- the Act aims to improve the wellbeing of people who need support and carers.	High (Short, medium & long term)
<b>SS03</b>	WCCIS	Failure to build the SQL reports for the statutory National Performance Indicators, due to the decreasing numbers in the SSIT team with SQL knowledge.	Seeking advice from Digital services in terms of building the SQL reports in order to meet the statutory deadline.	System implemented. Some issues emerging from the Health Boards participation in the project but these will be resolved via the regional working group. Some difficulties extracting accurate and meaningful performance information. Issues have arisen as health board implementation has been delayed and restructure internally has reduced IT capacity to support	Medium	Medium	Medium	No - this is expected to be a short term risk.	Medium (Short-term)
<b>SS05</b>	Social worker recruitment - Children Services	Difficulties in recruiting Qualified Social Workers into frontline (Locality) Child Care Teams with high levels of vacancies being managed across the Service.	Cabinet approved the introduction of a Market Supplement applied to the key posts to attempt to boost recruitment. Secondments of unqualified staff to undertake the Social Work Degree re-introduced.	An improved Social Media campaign and review of job adverts has led to an increase in the number of applications received and a doubling of appointments made since the Market Supplement was introduced. The Supplement has been reviewed and will now remain in place for those specific teams.	Medium	Medium	Medium	Yes	Medium (Short-term)
<b>SS06</b>	Foster Carers recruitment	Difficulties in recruiting Foster Carers based on feedback that CCBC's fee levels were poor in comparison to competitors.	Improved remuneration package for foster carers approved by Cabinet in June 2018. Ongoing radio campaign also supported. Significant increase in numbers of enquiries and numbers of assessments being undertaken.	Recruitment levels increased significantly in 2018/19 and have been maintained in 2019/20	Low	Low	Low	Yes	Low (Medium-term)
<b>SS07</b>	WG Looked After Children reduction expectations	First Minister's Manifesto Pledge to reduce the numbers of children in care in Wales. Each LA invited to set reduction expectations in the three years from 2019 to March 2022.	Systematic reviews of all children placed at home with parents and all Kinship Care placements to identify cases where Care Orders can be revoked. Fully utilise ICF grant funding to develop support services for children on the 'edge of care'.	Reviews undertaken and 43 children identified for potential revocations in the next 12 months. CLA numbers were predicted to continue to rise throughout 2019/20 but actually stabilised in the period running up to Covid-19.	Medium	Medium	Medium	Yes	Medium
<b>SS08</b>	WAO Corporate Safeguarding Review	WAO Review identified a number of areas for improvement that need to be addressed across the whole Council.	Corporate Safeguarding Board now meets quarterly to monitor an Action Plan to address the recommendations that has been developed by the Designated Safeguarding Officers in each Service area.	Corporate Action Plan has been developed and ratified by CMT, Scrutiny Committees and Cabinet. Actions are 85% completed.	Medium	Medium	Medium	Yes	Medium

## Progress towards our Well-being Objective - Qtr2 update

### Support citizens to remain independent and improve their well-being



Please state what progress has been made against Wellbeing Objective 6, which aims to *support citizens to remain independent and improve their Well-being* through achieving the following outcomes:

#### Supporting people to 'help themselves' by providing comprehensive advice and information including signposting to other services; and Having 'meaningful conversations' to help people identify 'what matters' to them to inform 'outcome focused' planning.

Social Services have an effective Information, Advice and Assistance (IAA) Service in place that fully meets the requirements of the Social Services & Well Being (Wales) Act 2014.

All staff have received 'what matters' training in line with a national programme supported by Social Care Wales and Welsh Government.

A dedicated Officer has been appointed utilising ICF funding, to support the further development of DEWIS as the 'go to' site.

#### Providing support to reduce the need for higher tier statutory interventions.

Home First, Emergency Care at Home and Discharge to Assess Schemes are all now fully operational.

WG have confirmed grant funding is in place until 31<sup>st</sup> March 2021 and both Programmes have structured work plans and commissioned services in place.

Supporting People continue to monitor and provide services to those individuals who require support whilst in hospital.

The Intensive Support Team (IST) provides the edge of care support for Children's Services and utilising grant funding, has been expanded to include a Child Psychologist, Education Worker, Health Visitor, a Family Meeting Service and additional Family Support Workers.

#### Identifying and supporting carers.

A significantly enhanced range of support is now available to all carers including individual support, groups and leisure and social activities. These are all publicised through a regular newsletter.

#### Improving the recruitment of Foster carers and Shared Lives carers.

Net increases of: 10 Shared Lives Carers, 15 Foster Carers in past 12 months.

Current advertisement is being revised to include reference to the MyST Therapeutic Fostering service.


#### Continuing to identify opportunities to work collaboratively wherever appropriate.

Welsh Government requires each of the collaborative regions to deliver statutory advocacy services for children and young people. The Gwent region is acknowledged to be leading the work in Wales.

Performance Against Adopted Tracking Measures	Outcome	18/19 Actual	19/20 Target	19/20 Actual	Comment
Relevant staff will receive 'meaningful conversations' training by the end of 2018	1&2	100%	100%	100%	Completed
The DEWIS website will be fully operational by April 2019	1&2	100%	100%	100%	Completed
Undertake a review of all ICF investments to maximise the effectiveness of the grant funding by September 2018	3	100%	100%	100%	Completed
Children's Services Intensive Support Team to be fully operational from April 2018	3	100%	100%	100%	Completed
Numbers of carers (adults above), including young carers (below) supported	4	1130 58	Increase	1303 144	Achieved and ongoing
Levels of respite support provided <ul style="list-style-type: none"> <li>Unable to report for 18/19 following implementation of WCCIS</li> </ul>	4	*	None set	2226 Nights provided	Adult respite: 1470 nights Children's respite: 756 nights
Achieve an increase in the overall number of foster carers recruited – this will be monitored quarterly and annually	5	15	15	13	Ongoing
The Families First programme has 14 outcome measures that are reported yearly to Welsh Government, we will use the relevant measures to support progress with this objective.	1-5	100%	100%	100%	Completed



## Conclusions



Progress against priority actions from last quarter	By Whom	By when
Previous quarter actions / intentions were overtaken by our response to the Coronavirus epidemic. In the circumstances the Directorate has performed well and responded very effectively		
Priority Actions for next quarter	By Whom	By when
To ensure we sustain our current levels of service whilst the challenges from the epidemic continue		
Feedback / Recognition / Actions from Corporate Management Team	By Whom	By when