

# Social Services Directorate Performance Assessment



October - March 2020 - 2021

Summary & Priorities



Performance



Customer Intelligence



Resources



Risk Register



Well-being Objective



Conclusion





## Directors Summary: October - March 2021:

Clearly performance during the past six months of 2020/21 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 we are now starting to see the demand for our services beginning to increase, referrals have climbed steadily through the year with corresponding numbers in terms of the number of assessments. In terms of reviews we saw a fall in the number completed in quarters 2 and 3, however numbers have increased during quarter 4. It should be noted that the indicator for DTOC (delayed transfers of care) was suspended by WG at the start of the year until further notice.

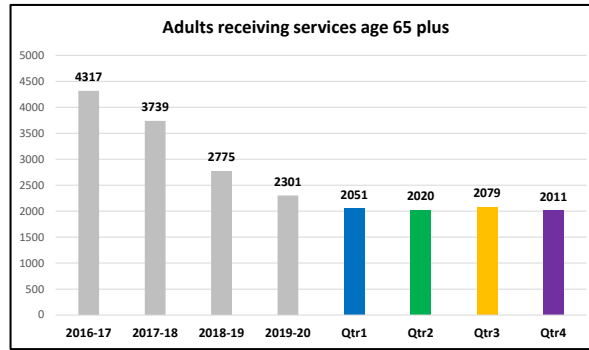
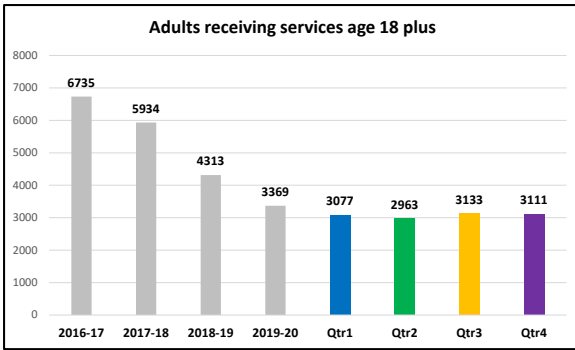
In terms of Children's services referrals were relatively stable throughout the year, likewise Children looked after numbers were also stable (454 at Q1 to 456 at Q4) and we have also seen stability with numbers of children on the Child protection register. It is particular pleasing to see the number of assessments completed on time being at 95% despite the challenges posed by our new way of working.

Sickness absence levels across the directorate reduced slightly during the year, however there is concern over absence levels within adults services this will be looked at in more detail, the position in children services is more positive.

From a budgetary perspective the directorate underspent against its allocated budget, this was primarily as a result of additional COVID monies allocated by WG, in addition some of our services were stopped or reduced during the pandemic with the subsequent reduction in expenditure, 50% of this underspend will now be taken into Directorate reserves.

Standard	Service Priorities 2020-21	RAG	Completion Date	Progress - Achievements - Impacts
	To identify savings proposals to ensure that a balanced budget for the 2020/21 financial year.	●	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, alongside ABHB 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. Compassionate communities now to be embedded as part of the caerphilly cares work programme.
<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	●	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. Potential increase in demand due to impact of reduce carer levels for caree during the pandemic.
<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. Work at property complete now beginning to house children.
<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. Significant progress made, majority of vacancies now filled, however it is acknowledged that there are a significant number of newly qualified staff that require additional support/mentoring.
<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. Issues regarding social worker salary levels are being flagged up nationally with a view to prompting discussion with government as to the possibility of national salary levels.
<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

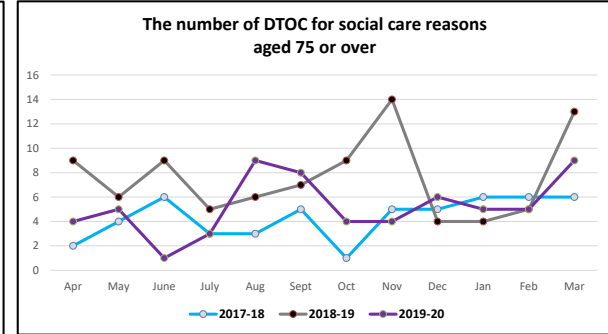
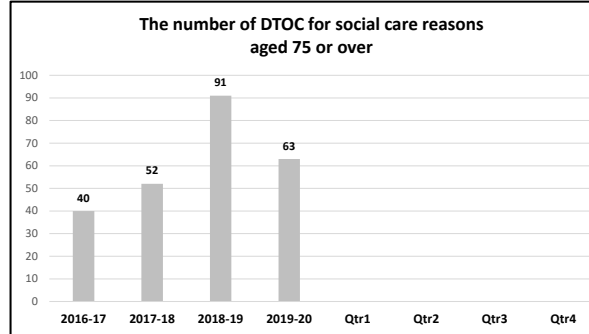
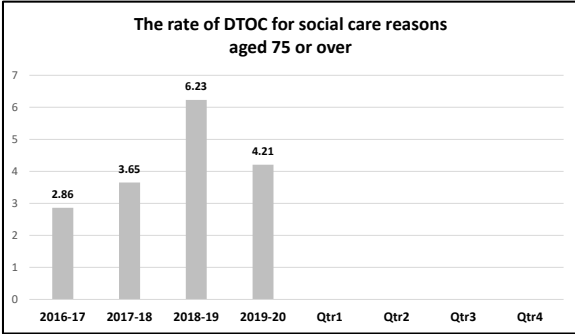
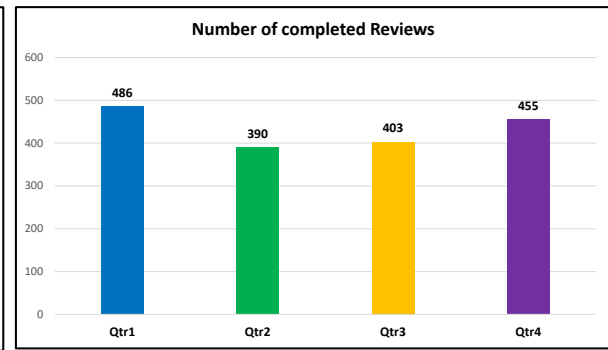
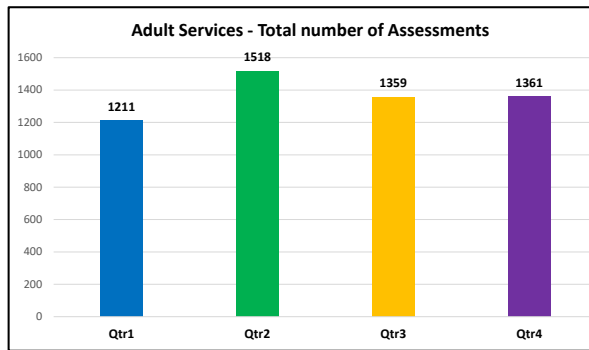
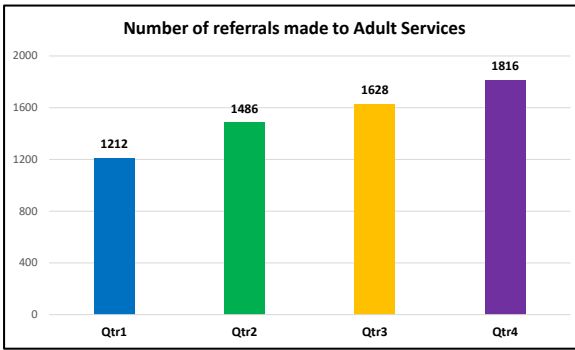


### What is the performance telling us? ADULTS: Oct - March 2021

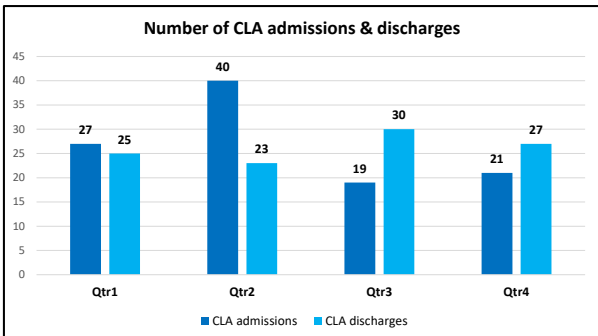
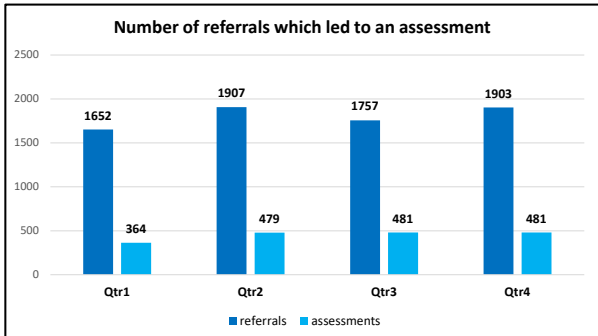
The number of people receiving services is pretty much consistent across the four quarters. It did drop due to the fact that we have excluded day opportunities fixed base as they have not been attending for over 12 months but are now having a community support service. Due to the pandemic a lot of service users cancelled services as they were shielding and the family were providing support this has seemed to level out now.

The first quarter saw a reduction in the number of referrals into adult services, only urgent assessments were completed in accordance with WG guidelines, however there was an increase in the number of referrals in Q4 which was mainly for Mental Health Services.

**Welsh Government Commentary regarding Delayed Transfers of Care (DTCO)**  
Following the announcement on 13th of March 2020 regarding the relaxation of some performance targets, several national data collections including DTCO have been suspended until further notice.



# Performance - Childrens

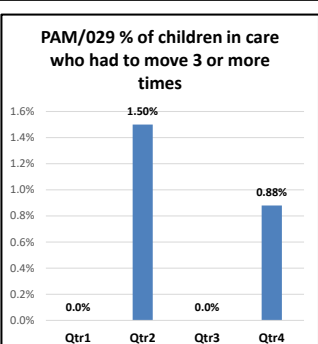
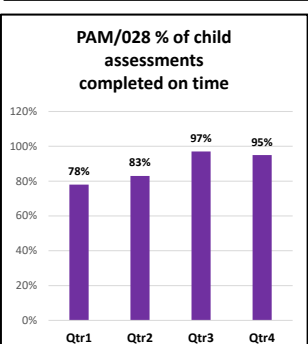
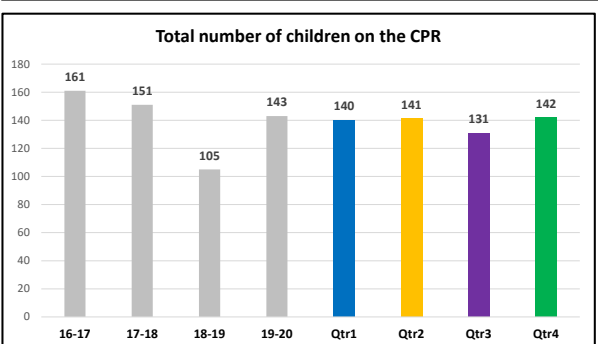
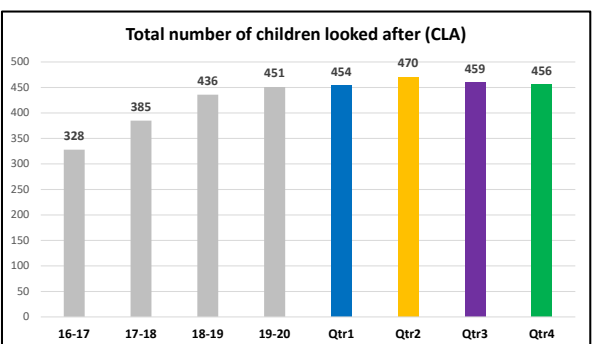
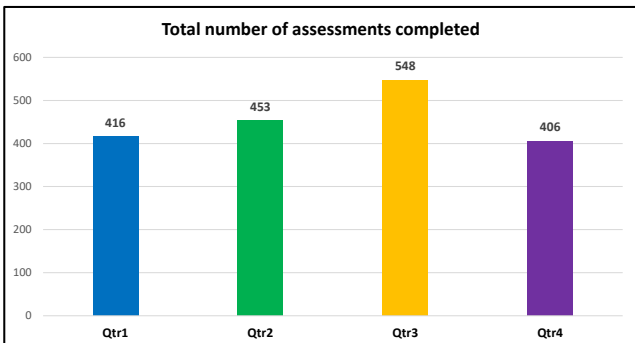
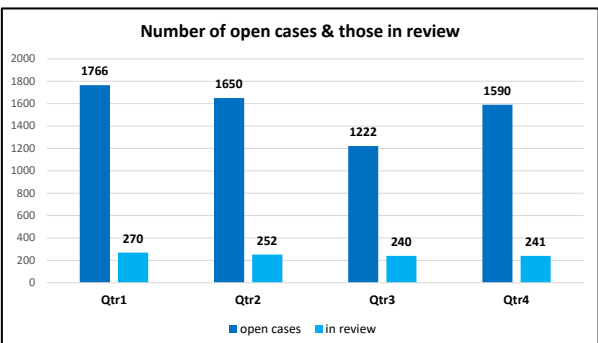
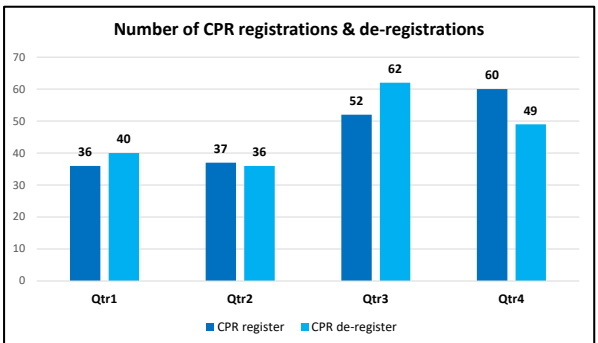


**What is the performance telling us? CHILDREN'S: Oct - March 2021**

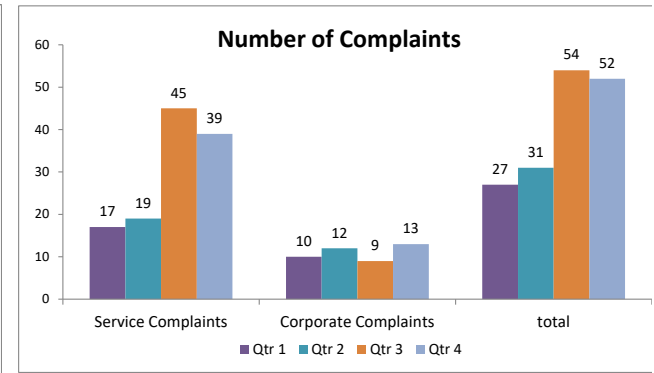
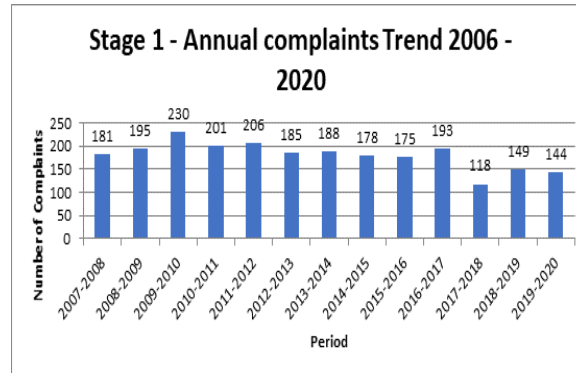
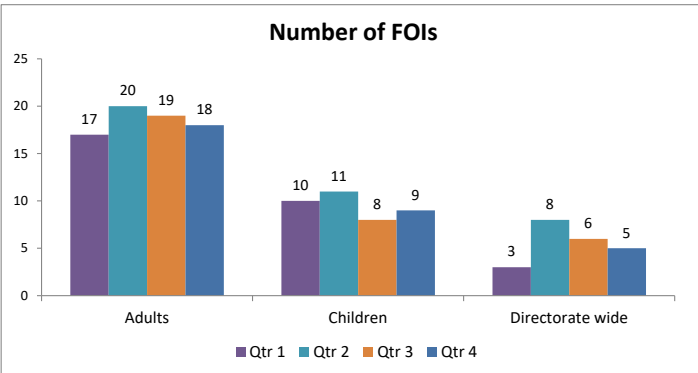
Given the Covid-19 Pandemic, it is reassuring to see that 25% of all referrals made to Children's Services proceeded to an assessment. This compares favourably to pre-Covid levels and demonstrates that those cases in greatest need continued to be responded to despite the lockdown restrictions within 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 by Q4.

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 the pandemic restrictions. We have also seen an improvement on children looked after numbers.



# Customer Intelligence



## What is our customer intelligence telling us?

A total of **33 FOIs** for qtr3 have been actioned by the Social Services Directorate.  
**Of the 33 FOI's:** information provided (19), refusals (3), partial information provided (10), nil response (0), outstanding response (0), information not held (1), redirected (0)  
 Of the 3 responses that were refused, for the following reasons:  
 S12 Fees Refusal x 3

A total of **32 FOIs** for qtr4 have been actioned by the Social Services Directorate.  
**Of the 32 FOI's:** information provided (20), refusals (5), partial information provided (3), nil response (0), outstanding response (1), information not held (2), redirected (0), withdrawn (1)  
 Of the 5 responses that were refused, for the following reasons:  
 S12 Fees Refusal x 3  
 S21 Already accessible x 2

## What is our customer intelligence telling us?

At the end of **quarter 3**, we received **45 complaints and representations** that were dealt with under the social services complaints procedure. Of the 45 complaints received, related to Adult Services and 20 related to Children's Services.

**Of the 20 Children's Services complaints**  
 15 were childrens complaints  
 5 were representations

**Of the 25 Adult Services complaints:**  
 8 were adults complaints  
 17 were representations

**In addition in quarter 3 we had 9 Corporate complaints that related to Social Services**

At the end of **quarter 4**, we received **39 complaints and representations** that were dealt with under the social services complaints procedure. Of the 39 complaints received, related to Adult Services and 19 related to Children's Services.

**Of the 19 Children's Services complaints**  
 19 were childrens complaints  
 0 were representations

**Of the 20 Adult Services complaints:**  
 5 were adults complaints  
 15 were representations

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

*"I just want to thank you for everything you've done in the last year, I know I've not always seen why but I do now its always been in the best interests of the kids "*

*"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. I felt that you were measured, professional and very clear"*

*"I'm gutted your leaving, you've seen me at my lowest as well as my happiest and you've never judged only supported me. If there were more people like you the world would be a better place"*

*"I wanted to send this email to let you know how amazing they have been with both myself and my daughter whom has ASD. From the very beginning they offered so much support to us both and also emotional support to myself too, I will forever be grateful for the work "*

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

*"I would like to take this opportunity Jo to thank you and your team for an excellent job you have done from the start of this covid 19 outbreak. You and your team have given us here most excellent support. "*

*"I don't think that any of this could have happened without your professional and caring input and I would like to say that I am really grateful. As we both know my Mother can be a very difficult person to deal with at times."*

*"I should say that my family have nothing but gratitude and admiration for the council and the staff "*

## Themes for Children's Services Complaints include:

Contact restrictions or delayed contact due to Covid-19

Community Resource Team – Wellbeing of Future Generations Act WAO Examination Outcomes - Action Plan 2019-20

<b>Corporate Wellbeing Objectives:</b>	Preventing unnecessary admissions to hospital and facilitating timely discharges.
<b>Step:</b>	Work in partnership with Aneurin Bevan University Health Board (the Health Board) to prevent unnecessary admissions to hospital and facilitate timely discharges.
<b>Lead Officer:</b>	Joanne Williams, Head of Adult Services, Social Services
<b>Analysis of application of the sustainable development principles:</b>	There are examples that show how the Council has applied the sustainable development principle in practice, however it will need to consider how it can effectively meet anticipated challenges over the longer term.

Improvement Actions	Success Criteria	Time scale	Person responsible	Finance	Update	% Completed
<b>Long term</b>						
1. Develop systems to effectively collate and analyse data to assist with predicting and forecasting service demand and trends.	Systems are in place and being routinely analysed to assist with forecasting service demand and trends and inform service planning.	March 2020	Joanne Milliken Trudy Conway Owain Sweeting	N/A	Work has been Completed by Lightfoot on analysis data and develop systems	100%
2. Research and consider opportunities to invest in assistive technology to deliver both medium and long-term benefits for individuals.	Research completed and appropriate assistive technology identified and purchased.	March 2020	Joanne Milliken Trudy Conway	Transformation Funding	ICF has been used to purchase just checking systems, Amazon Alexa/Show products and funded the ARMED project	100%
<b>Integration</b>						
1. Develop systems to effectively collate and analyse data to assist with predicting and forecasting service demand and trends.	Systems are in place and being routinely analysed to assist with forecasting service demand and trends and inform service planning.	March 2020	Joanne Milliken Trudy Conway Owain Sweeting	N/A	Work has been Completed by Lightfoot on analysis data and develop systems	100%

2. Develop a wider understanding across the Authority regarding the understanding of 'Integration' as defined within the Wellbeing of Future Generations Act.	Integration is clearly understood within the context of the Wellbeing of Future Generations Act and is imbedded within strategic and operational plans.	June 2020	Ros Roberts Jo Williams	N/A	Report format has been updated to ensure a clear link to integration	100%
<b>Involvement</b>						
1. Develop systems to effectively collate and analyse data to assist with predicting and forecasting service demand and trends.	Systems are in place and being routinely analysed to assist with forecasting service demand and trends and inform service planning.	March 2020	Joanne Milliken Trudy Conway Owain Sweeting	N/A	Work has been Completed by Lightfoot on analysis data and develop systems	100%
2. Work in partnership with other organisation, communities and citizens to imbed Compassionate Communities and Integrated Wellbeing Networks.	Compassionate Communities and Integrated Networks are established within the North of the Borough.	March 2020	Jo Williams David Llewellyn Alison Gough	Transformation funding secured	Compassionate communities programme has been concluded. Transformation funding has been secured to expand programme to focus on placed based care	100%
<b>Collaboration</b>						
1. To participate in and contribute towards the Gwent wide Adult Strategic Partnership review of referral systems and processes currently in place.	Review completed and a move towards one referral system agreed and in place.	Oct 2020	Jo Williams	Not Known	Review completed implementation delayed due to pandemic	50%
2. Continue to seek out and share learning and good practice across the region with a wide range of organisations.	Sharing and learning has actively <u>lead</u> to influencing good practice, new ways of working and promoting change.	Ongoing	Jo Williams Joanne Milliken Trudy Conway	N/A	Learning <u>continues</u> on a regional and national basis being shared by D2RA group	100%
3. Seek out and explore links with a wider range of partners and organisations to work towards preventing unnecessary hospital admissions.	New projects and opportunities <u>identified</u> and appropriate funding secured.	July 2020	Joanne Milliken Trudy Conway	N/A	-Project completed using EC@H working with Rapid response nurses to prevent unnecessary admission to hospital. This won an award	100%

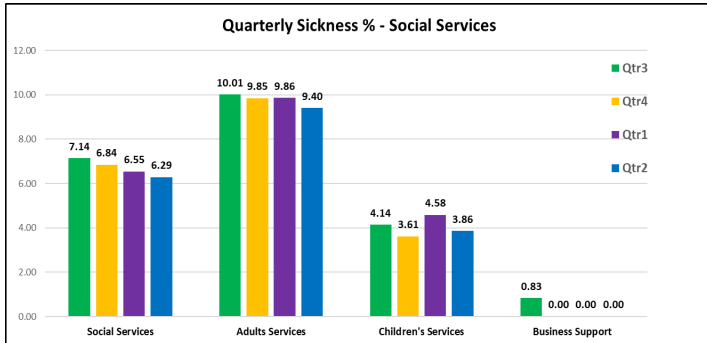
					from the Nursing Times -Work completed re up skilling care staff to spot signs of people with respirator issues to prevent admissions -Weekly falls clinics operating within the North/South of the Borough.	
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Improvement Actions	Success Criteria	Time scale	Person responsible	Finance	Update	% Completed
					-Physio services using video calling to carry out remote assessments of those living in care settings to assess and improve mobility to reduce risks of falls.	
<b>Prevention</b>						
1. Seek out and explore links with a wider range of partners and organisations to work towards preventing unnecessary hospital admissions.	New projects and opportunities <u>identified</u> and appropriate funding secured.	July 2020	Joanne Milliken Trudy Conway	N/A	As above	100%
2. Develop systems to effectively collate and analyse data to assist with predicting and forecasting service demand and trends.	Systems are in place and being routinely analysed to assist with forecasting service demand and trends and inform service planning.	March 2020	Joanne Milliken Trudy Conway Owain Sweeting	N/A	Work has been Completed by Lightfoot on analysis data and develop systems.	100%
3.					Compassionate communities programme has been <u>concluded</u> . Transformation funding has been secured to expand	



					programme to focus on placed based care	
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## Resources



**Social Services Workforce Information**

	Qtr1	Qtr2	Qtr3	Qtr4
<b>Voluntary Leavers</b>	23	27	38	35
<b>Other Leavers</b>	4	3	4	8
<b>Total Leavers</b>	27	30	42	43
<b>New Entrants</b>	13	45	28	30
<b>Headcount</b>	1929	1444	1436	1426
<b>55 and over</b>	553	418	421	416
<b>% of headcount</b>	28.66%	28.94%	29.32%	29.17%
<b>Agency staff</b>	12	15	11	14

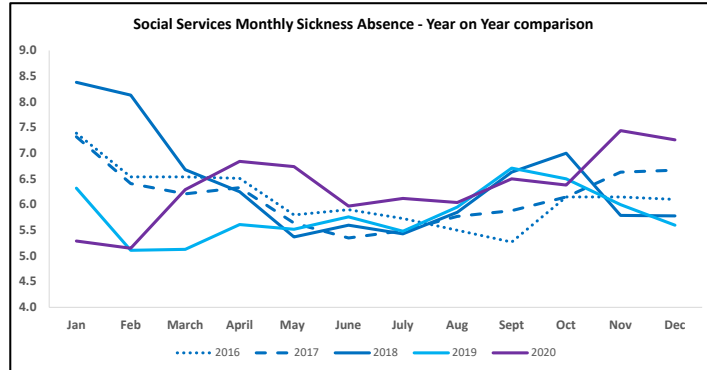
**What is our workforce information telling us?**

Overall for the Directorate as at the end of March, Sickness absence is on a slight downward trend from 7.14% in qtr3 to 6.84% in qtr4.

Adult Services has seen a slight decrease in their sickness absence figures, although still on the high side for the service at 9.85% as at qtr4.

Children Services has also seen a decrease in their sickness absence figures when comparing the last two quarters, qtr3 was 4.14% compared to 3.61% as at qtr4.

The Directorate has seen a total of 43 leavers and 30 new entrants in quarter 4. The number of agency staff has increased from 11 to 14 in quarter 4.



**Q3 Monthly Breakdown**

% Sickness Absence	Oct			Nov			Dec		
	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
Adults Services	2.46	6.19	8.66	4.23	6.35	10.57	2.59	7.82	10.41
Children's Services	1.56	2.2	3.76	1.93	2.24	4.18	1.34	2.30	3.65
Business Support	2.50	0.00	2.50	0.00	0.00	0.00	0.00	0.00	0.00
Social Services & Housing	2.00	4.38	6.38	2.86	4.58	7.44	2.11	5.15	7.26

**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.

**Q4 Monthly Breakdown**

% Sickness Absence	Jan			Feb			March		
	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
Adults Services	3.04	7.28	10.32	1.73	6.92	8.65	2.58	6.68	9.26
Children's Services	1.69	1.41	3.10	1.48	2.09	3.58	1.63	1.98	3.62
Business Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Social Services & Housing	2.26	4.79	7.05	1.64	4.76	6.41	1.9	4.68	6.58


## Budget Monitoring Report - Month 12

Social Services Directorate	Original Estimate 2020/21	Revised Estimate	Anticipated Outturn	Anticipated Variance 2020/21
Net Revenue	£000's	£000's	£000's	Under / (Over)
Children Services	25,216	25,216	25,095	121
Adult Services	66,194	66,194	62,200	3,994
Service strategy & business support	2,138	2,138	1,127	1,011
<b>Sub total social services</b>	<b>93,548</b>	<b>93,548</b>	<b>88,422</b>	<b>5,126</b>
Transport costs	1,557	1,557	1,176	381
<b>Grand total</b>	<b>95,105</b>	<b>95,105</b>	<b>89,598</b>	<b>5,507</b>

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

The significant underspend experienced in 2020/21 includes a range of non recurring underspends which mask an underlying financial pressure in respect of long term care packages. This underlying financial pressure has been addressed with the inclusion of £2.5million growth within the social services budget for 2021/22.

The non recurring underspends include £2.6million due to service restrictions caused by the Covid 19 pandemic, around £2.1million through grant maximisation, £1million in respect of non-recurring income and £1.4million in respect of temporary staffing vacancies.

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 2020-21 Q1	Risk Level 2020-21 Q2	Risk Level 2019-20 Q4	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. Further concerns with regard to stability. Coronavirus Pandemic has had major consequences for care homes across the UK. Positive cases have meant that new admissions to care homes have not been possible for a significant period of time with the knock on consequence in relation to the financial viability of homes. Welsh Government funding has eased the position for 20/21 but the ongoing support is unclear for 21/22. Additional payments have been made to care providers with effect from 23rd March 2020 to compensate them for additional costs and lost income resulting from the Covid 19 pandemic. These additional payments will be funded through the Welsh Government's Hardship Fund for Adult Social Care.	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	Low	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	Medium	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. National performance issues proving problematic in terms of the availability and reliability of the service, these issues are being pursued via the national programme team.	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	Low	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. Recruitment levels continue to be good.	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'.	Children looked after numbers were predicted to continue to rise throughout 2019/20 but actually stabilised in the period running up to Covid-19. The numbers stabilised further in qtr1 (454) compared to qtr4 (456).	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	Low	Yes	Medium

## Progress towards our Well-being Objective - Qtr4 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 for 2020/ 21



### The Service has done extremely well during challenging Covid times.

Adult demand reduced in the summer but is now beginning to rise again. Due to Covid the demand for care homes has reduced and demand for domicillary care (being looked after at home) has grown. This is something we will continue to keep under review.

Given the Covid-19 Pandemic, it was reassuring to see that 25% of all referrals made to Children's Services proceeded to an assessment. This compared 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, 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, however performance has improved significantly by the end of the reporting year in Quarter 4.

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		
To develop plans for anticipated demand	DS	Sep-21
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		
To take part in a deep dive into absence to get beneath reasons.	DS	
To contact other LA to compare if similar situation as part of understanding reasons	DS	
Feedback / Recognition / Actions from Corporate Management Team	By Whom	By when
Recognition for the work the service continued to do during challenging times. Recognition and thanks for Gareth Jenkin's work in recruiting foster carers which is reflected in the performance data.		