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## SUPPLEMENTARY PAPERS

<b>Committee</b>	CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE
<b>Date and Time of Meeting</b>	TUESDAY, 13 JULY 2021, 4.30 PM
<b>Venue</b>	REMOTE MEETING VIA MS TEAMS
<b>Membership</b>	Councillor Bridgeman (Chair) Councillors Cunnah, Hopkins, Joyce, Melbourne, Molik, Phillips, Mia Rees and Singh  Patricia Arlotte (Roman Catholic representative), Carol Cobert (Church in Wales Representative), Karen Dell'Armi (Parent Governor Representative), and Matthew Richards (Parent Governor Representative)  Mia John (Youth Council Representative)

## Please see below Amended Reports for Item 7

**Item 7** Local Authority Social Services Annual Report 2020/2021 (Pages 3 - 60)

**Davina Fiore**

**Director Governance & Legal Services**

Date: Wednesday, 7 July 2021

Contact: Mandy Farnham, 02920 872618, Mandy.Farnham@cardiff.gov.uk

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE**

**13 JULY 2021**

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**DRAFT LOCAL AUTHORITY SOCIAL SERVICES ANNUAL REPORT 2020/21**

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**Purpose of Report**

1. To provide Members with background information to facilitate scrutiny of the draft Local Authority Social Services Annual Report 2020/21, attached at **Appendix A**, prior to consideration by the Cabinet and Council. Members will be able to provide any comments, observations or recommendations for consideration prior to approval of the report at Cabinet on the 15 July 2021.

**Scope of Scrutiny**

2. The scope of this scrutiny is to review the draft report and to consider:
  - i. The report's evaluation of the performance in delivering social services functions for the past year including lessons learned;
  - ii. how the local authority has achieved the six quality standards for well-being outcomes (see **Appendix B** for details);
  - iii. qualitative and quantitative data relating to the achievement of well-being outcomes;
  - iv. the extent to which the local authority has met requirements under Parts 3 and 4 of the Social Services & Well-being (SSWB) Act;
  - v. objectives for promoting the well-being of people needing care and support and carers needing support for the following year including those identified by population needs assessments under Section 14 of the SSWB Act;

- vi. assurances concerning:
    - structural arrangements enabling good governance and strong accountability
    - effective partnership working via Partnership Boards
    - safeguarding arrangements
  - vii. the local authority's performance in handling and investigating complaints;
  - viii. responses to any inspections of its social services functions;
  - ix. an update on Welsh language provision;
  - x. how the local authority has engaged people in the production of the report; and
  - xi. discuss whether further scrutiny is required for particular areas, within the Committee's work programme.
3. Members are required to scrutinise issues that fall within this Committee's Terms of Reference. Community & Adult Services Scrutiny Committee will also be considering this report at its meeting on the 7<sup>th</sup> July 2021.

### **Background Context**

4. The purpose of the Annual Report is to set out the local authority's improvement journey in providing services to people in their areas, those who access information, advice and assistance, and those individuals and carers in receipt of care and support. Under the requirements of the Social Services and Well-being (SSWB) Act, the report needs to demonstrate how local authorities have promoted well-being and accounted for the delivery of well-being standards.
5. The Annual Report should reflect the experiences of service providers and services users and is a key way for local authorities to demonstrate accountability to citizens, and should therefore be accessible to people, including service users. The Director of Social Services should ensure that annual reports are not overly long and are written in a clear and concise way.

6. The report must include details of how the Council is improving under the points raised in Paragraph 2 of this report.
7. The report must be:
  - published “as soon as practicable” after the year to which it relates;
  - presented to the Council by the Director;
  - copied to Welsh Ministers; and
  - available on the local authority’s website.
8. The **Local Authority Social Services Annual Report 2020/21** is attached at **Appendix A**, Further guidance on what should be included in the content of the report is attached at **Appendix C**.
9. Relevant parts of the report includes:
  - a) Foreword and Introduction, including a message from Lead Members and Director of Social Services (*pages 2 - 5*);
    - Children’s Services Overview (*pages 6 - 11*);
    - COVID response (*pages 16-17*)
  - b) Priorities for 2021/22 (*page 18*)
  - c) Inspection Outcomes (*page 20-21*)
  - d) How are people shaping our services (*pages 21 - 25*);
    - Quotes and Survey Outputs (*pages 26 – 28*)
    - Compliments, Complaints and Recommendations (*page 25*)
  - e) Promoting and improving the well-being of those we help (*from page 29*):  
**(set out under the six well-being objectives)**
    - i. Working with people to define and co-produce personal well-being outcomes that people wish to achieve (*pages 30- 31*);
    - ii. Working with people and partners to protect and promote people’s physical and mental health and emotional well-being (*pages 32 - 33*);
    - iii. Taking steps to protect and safeguard people from abuse, neglect or harm (*pages 34 - 35*);
    - iv. Encouraging and supporting people to learn, develop and participate in society (*pages 36 - 37*);

- v. Supporting people to safely develop and maintain healthy domestic, family and personal relationships (*pages 38-39*);
  - vi. Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs (*pages 40 - 41*);
  - 5. How we do what we do (*page 42 - 43*)
  - 6. Our workforce and how we support their professional roles (*pages 44 - 45*);
  - 7. Our financial resources and how we plan for the future (*pages 46 - 47*)
10. Each section, from **pages 29 - 47**, is set out as follows:
- Outcomes we have achieved during the year.
  - What went well from our 2020/21 Plan, and what is progressing from our 2020/21 Plan, with some delay?
  - Performance data
  - Case Studies (*for the six wellbeing objectives only*)
  - Priorities for 2021/22
11. Members may also wish to consider the following:
- Top Priorities for Social Services and Children’s Services (*Page 18*)
  - Details of Outcomes Achieved during 2020/21 and Priorities for 2021/22 – as set out under each of the six wellbeing objectives, workforce and financial resources, as follows:

<b>Wellbeing Objective</b>	<b>Outcomes Achieved 20/21</b>	<b>Priorities for 21/22</b>
Working with people to define and co-produce personal well-being outcomes that people wish to achieve	Page 30	Page 31
Working with people and partners to protect and promote people’s physical and mental health and emotional well-being	Page 32	Pages 33
Taking steps to protect and safeguard people from abuse, neglect or harm	Page 34	Pages 35
Encouraging and supporting People to learn, develop and participate in society	Page 36	Page 37
Supporting people to safely develop and maintain healthy domestic, family and personal relationships	Page 38	Page 39

Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs	Page 40	Page 41
Workforce	Page 44	Page 45
Financial Resources	Page 46	Pages 47

## Care Inspectorate Wales Inspection Outcomes

12. Pages 20 and 21 of the Annual Report summarises the outcomes of two inspections undertaken during 2020/21. Those that fell under the Terms of Reference of this Scrutiny Committee were:
- Risk Based Inspection
  - Youth Justice Service Inspection Update

The CIW Social Services Annual Performance Letter is anticipated after the annual review meeting later this year.

## Previous Scrutiny

13. This Scrutiny Committee (jointly with the Community & Adult Services Scrutiny Committee) considered the Local Authority Social Services Report (formerly known as the Director of Social Services Annual Report) every from 2012 to 2019. In September 2020, the Children & Young People Scrutiny Committee considered the Local Authority Social Services Annual Report 2019/20. The letter resulting from the meeting is attached at **Appendix D**. The Cabinet response is attached at **Appendix E**.

## Way Forward

14. Councillor Graham Hinchey (Cabinet Member for Children & Families), will be in attendance and may wish to make a statement. Sarah McGill, (Corporate Director, People & Communities and Director of Social Services) and Deborah Driffield (Director of Children's Services) will be in attendance to answer Member's questions.

15. The scope of this scrutiny is set out at Paragraph 2 of this report and provides a useful check list of the areas which Members may wish to scrutinise.

### **Financial Implications**

16. There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. These financial implications will need to be considered before any changes are implemented.

### **Legal Implications**

17. The Scrutiny Committees are empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **RECOMMENDATIONS**

The Committee is recommended to:

- i. Consider the contents of the report, appendices and information provided at the meeting and report any comments, observations and recommendations to the Cabinet prior to its consideration of the report; and
- ii. Consider the way forward for the future scrutiny of the issues raised in the Annual Report 2020/21 and the future challenges and priorities for 2021/22.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**9 July 2021**

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# Local Authority Social Services Annual Report 2020/2021

Report on the effectiveness of Social Services





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# 1

## FOREWORD AND INTRODUCTION

### Message from Lead Members

This report covers the achievements of social care services in Cardiff in what has been an extraordinary year. The need to maintain existing essential services and rapidly develop new provision to tackle a range of pandemic related challenges saw the very best response from social care staff across all providers, and in all sectors. Our first task in this report is, therefore, to say thank you to everyone who played a part in keeping vulnerable individuals safe, supported and included, through this most difficult of times.

The report identifies examples of the exceptional work undertaken in response to the pandemic and some of the statistics highlighted are extraordinary – 40.5 million items of PPE delivered across the city to 159 care providers and 162 schools, 2,295 food packages delivered directly to those shielding who needed additional support outside of national arrangements, 146 staff repurposed into front line social care provision, and the incredible support of volunteers “working together for Cardiff”. The innovation and “can do” approach of staff, partners and volunteers is something we want to ensure is harnessed in the way we develop our services into the future.

Whilst COVID-19 has necessarily had an impact on the implementation of our key strategic objectives, the report shows that we’re making progress in both Adult and Children’s Services, with great examples of developments in integrated early intervention. The shift in the balance of care towards prevention and away from a threshold based approach will continue to be a key focus in the years to come. This is particularly important as we see the potential longer term service demand impacts of the pandemic. Service demand increases, significant already in Children’s Services, and in Mental Health services across the board, will be closely monitored to ensure we respond as effectively as possible to those in need.

Care Inspectorate Wales (CIW) undertook a risk based inspection of Social Services in late 2020 and the learning from that will help guide our future service development. Again, we want to thank all staff and partners who participated in the inspection. The positive feedback received highlights the hard work, resilience, partnership and teamwork that are a feature of services in Cardiff.

Of course there is a lot still to do and we will continue to champion the raising of both expectations and standards across all services. The priorities for the coming year are shown for Children’s, Adults and Social Services as a whole, with further integration of services based around the needs of individuals, families and communities being our underlying key principle.



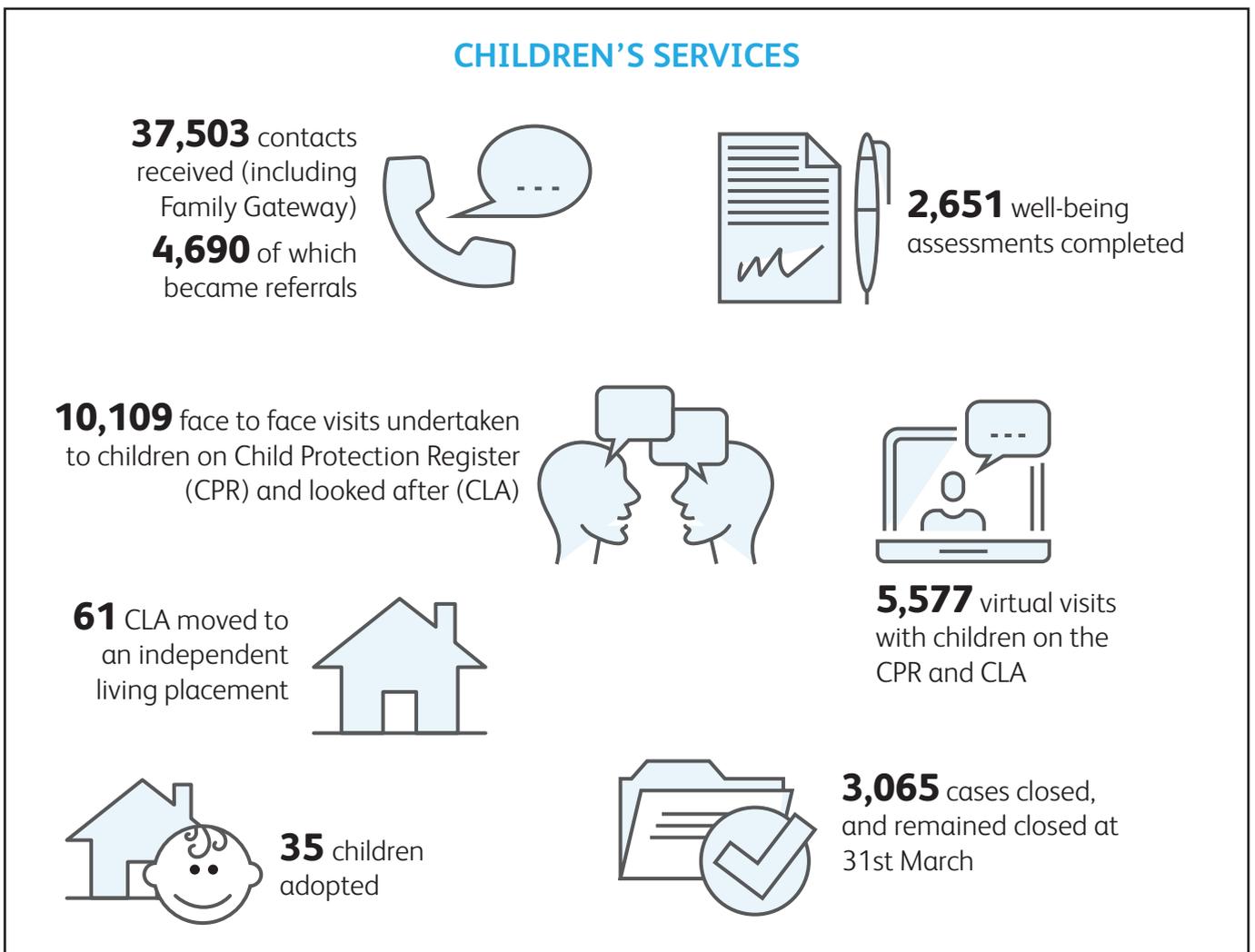
**Councillor Susan Elsmore,**  
*Cabinet Member for Social Care,  
Health and Well-being*



**Councillor Graham Hinchey,**  
*Cabinet Member for Children  
and Families*

## Message from the Director of Social Services

This is my first annual report since assuming the role of statutory Director of Social Services in September 2020. 2020/21 really was a year with challenges like no other. Social Services, along with all other Council directorates, responded urgently to the initial COVID-19 lockdown and we have since been managing both ongoing and changing needs resulting from the pandemic. Our ability to respond quickly and flexibly whilst continuing to provide essential services, is testament to the commitment and dedication of the whole workforce, and I cannot thank them enough for the resilience they have shown. Some key figures to demonstrate the volume of day to day work undertaken during the year are below:



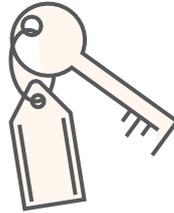
## ADULT SERVICES

**98.9%** of all adult safeguarding referrals were completed within 7 days



**52,549** contacts made through First Point of Contact

**93%** of people felt more able to live at home independently following support from Independent Living Service



**483** staff attended Manual Handling training

**567** Well-being Carers Assessments undertaken



**6,983** Care and Support Plans and **3,656** reviews completed

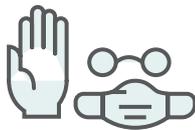


**5,500** people supported by Adult Social Services



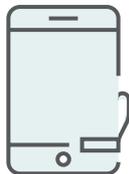
## SOCIAL SERVICES

**40.5** million items of PPE have been distributed since the start of the pandemic



**146** staff repurposed to critical roles in Social Services

**1,088** staff supported to work remotely



**2,295** food packages delivered to people shielding

**72,045** meals delivered by Meals on Wheels throughout the year



**18,722** outgoing calls made to people shielding during the pandemic

During the year we have appointed to the newly created posts of Director of Children's Services and Director of Adult, Housing and Community Services, providing additional strategic capacity for the Council in the management of Social Services functions and enabling greater corporate service integration. The outstanding partnership work that we have seen across the public sector in response to the pandemic has provided a firm foundation for future service alignments and the two directorate Management Teams have excelled in adapting to provide continuity of service whilst also implementing significant new initiatives to improve services now and for the longer term.

In terms of inspection activity in the year Social Services hosted a virtual Risk Based Inspection by Care Inspectorate Wales over a two week period in November and December. The 9 inspectors focused their lines of enquiry within the framework of the 4 key principles of the Social Services and Well-being (Wales) Act 2014 and it is pleasing to note that engagement with the inspection was not adversely impacted by the virtual nature of the process. 213 staff responded directly to the on line inspection survey, as did 89 people who had experience of care and support and 65 parents or carers of disabled children. A random sample of 50 cases were considered by the inspection team alongside a deep dive into 15 of those cases. Panel sessions were held with staff, partners and providers and a wide ranging policy and process review was undertaken.

The results of the inspection were fully accepted and reflected our thinking on the issues and processes where improvement is a priority. The inspection has led to the development of an action plan to ensure progress is made against the 11 key recommendations. Whilst available as a separate report the specific activity captured by the action plan has been incorporated into the Directorate Delivery Plans for Adults, Housing and Communities and Children's Services in order to ensure the oversight of delivery. Similarly the service priorities identified in this Annual Report have been translated into key actions within both Directorate Delivery Plans and as such the documents should be considered together to give a comprehensive picture of the steps that are planned to deliver improvement.

A "stocktake" visit was undertaken by HMIP in December and whilst acknowledging progress there remain a number of clear priorities for the coming year.

Further detail on the inspection outcomes for the year can be found in section 6 of the report.

I have summarised my assessment of the key developments and challenges in Children's and Adult Services below:

# 2

## CHILDREN'S SERVICES OVERVIEW

The Delivering Excellence in Children's Services Strategy 2019-22 explains the key activities that will deliver progressive change in the balance of care for children in Cardiff – always focused on meeting the needs of children through strengths based support for them and their families. The strategy complements work across the Council and the public sector to ensure that we are able to engage with families to meet need at all levels and to support them to thrive by making available a comprehensive suite of service interventions at the right time and in the right place.

We are focussing on 3 key areas:

- Developing our **practice** and procedures.
- Supporting a permanent **workforce**.
- Ensuring a range of support in the **community** and a variety of homes for children are available in Cardiff.

This year has seen a significant increase in demand across all Children's Services and this reinforces the need to deliver against our strategic change objectives. An overview of the increase in demand across the child's journey is set out below:

Contacts	Referrals	Well-being assessments	Strategy discussions
<b>37,503</b>  ▲ 31,323 (2019/20)	<b>4,690</b>  ▲ 2,373 (2019/20)	<b>2,651</b>  ▲ 2,218 (2019/20)	<b>4,007</b>  ▲ 3,293 (2019/20)
Section 47 enquiries	Initial child protection conferences	Added to Child Protection Register	Started to be looked after
<b>2,798</b>  ▲ 2,645 (2019/20)	<b>730</b>  ▲ 462 (2019/20)	<b>705</b>  ▲ 419 (2019/20)	<b>279</b>  ▲ 255 (2019/20)

This significant increase in demand alongside the pandemic has impacted considerably on our performance against key targets in relation to timeliness of assessments and reviews. As we begin to return to business as usual we are refocusing our energies on performance and have a number of initiatives we are implementing to improve performance in these areas.

## Practice

As a result of the almost instantaneous change in our operating model in March 2020, we have revolutionised our use of technology to enable us to maintain virtual contact with children, families, colleagues and partners. Cardiff Council was able to respond very quickly to the significant increase in demand for digital infrastructure and the many benefits of the new ways of working have been apparent from the start of the pandemic. Going forward, we will retain a hybrid model of working that builds on the advances that virtual connectivity has delivered combined with a return to face to face meetings and visits when it is safe and appropriate to do so.

Cardiff Family Advice and Support (CFAS) offer a range of information, advice and assistance for children, young people and their families in Cardiff and are the initial contact point for any professional, parent, child or young person in Cardiff where there are no safeguarding concerns. At 31st March 2021 the Family Help and Family Help Disability teams were working with 487 children and young people. During the pandemic, the Family Gateway processed 1,081 applications from critical key workers requiring childcare for pre-school children during the initial lockdown restrictions. The work of the team has been recognised during the year with the Early Help Police Community Support Officers receiving a South Wales Police recognition award for their work within Early Help and their contribution to community support. Early Help staff were chosen to appear on the Scott Mills Radio 1 show where one of our Family Help Advisors was able to share with the nation the positive work that has been undertaken by CFAS during the pandemic.

Other developments during the year include the incorporation of the Disability Team Around the Family service into Early Help and the addition of 3 Primary Mental Health Workers to the CFAS team to support practitioners in ensuring children and young people have access to appropriate support in relation to their emotional and mental health.

The Support4Families team is working well and at 31st March 2021 were working with 321 children below the threshold for statutory services. Feedback received from families about services and support provided has been really positive – particularly about the difference that they have made to families during the pandemic.



As part of the implementation of Delivering Excellence in Children's Services, a number of strategies and frameworks have been developed to support continuous improvement in practice.

The Wales Safeguarding Procedures have been launched and are being implemented following training for all staff. Links to the procedures are available for all staff and included in social worker induction. The Exploitation Strategy has been updated and work is in progress to embed developments around contextual safeguarding into existing safeguarding practice.

The Safeguarding Adolescents from Exploitation (SAFE) model is under development and a number of 'SAFE' tools have been developed in order to support the process. This model will support multi agency assessment of adolescent risk, improve joint planning for individual children and inform preventative strategies across the city.

Arrangements are in place to improve corporate oversight of exploitation and safeguarding in general with a refreshed approach implemented in March 2021 as part of the revised Corporate Safeguarding Strategy. Many of the Regional Safeguarding Board sub groups were paused during the year due to COVID-19, so the Board took the opportunity to review and refresh how they work to enable a streamlined structure which provides an effective governance, leadership, and reporting framework. A significant amount of work was done to improve the Child and Adult Practice Review process. The backlog of reviews has now been cleared and timeliness of publication of reviews has improved.

The Reunification Framework, which aims to support children to return to live with family where it is safe for them to do so, will be launched in 2021/22. A Reunification Team comprising a principal social worker, social worker and 4 support workers is being set up with the aim of the team being in place this summer. This team will focus entirely on the reunification of children to their families. In the first instance the team will work with young people subject to section 76 (voluntary care) or who have been looked after for a period of 2 and a half years.

A Quality Assurance Framework has been developed and a dedicated officer is in post to lead on Quality Assurance work across the service. In addition to this, a Practice Development Group has been established to improve engagement with staff and enable the workforce to contribute to work to improve practice. This group is taking forward a number of key workstreams including permanence planning, caseload weighting, risk management, safety planning and the development of a practice standards handbook.

We continue to implement Signs of Safety and are reviewing our implementation plans based on recent findings from research. We will then determine how we can bring together the models of practice we have been piloting (including Signs of Safety, the Reunification Framework, Family Group Conferencing and the Safe and Together model) into one cohesive practice framework that covers all aspects of assessment and care planning. The outcome of our risk based inspection by the Care Inspectorate Wales has been incorporated into our planning for continuous practice improvement.

Over the last year we have developed our relationship with local universities and have been involved in a number of research projects which will inform improvements to practice going forward.

In the coming year, Cardiff will be piloting a number of initiatives including:

- Family Drug and Alcohol Courts – a new approach to working with families with substance misuse issues going through the court process.
- National Transfer Scheme – a new approach to providing support and accommodation for Unaccompanied Asylum Seeking Children across Wales.
- National Referral Mechanism – identifying those young people at risk from exploitation and ensuring multi agency plans are in place.

The pandemic has had an impact on our ability to fully implement a number of our practice improvement plans and associated improvements in our care and support planning. We are now recommencing this workstream via the practice improvement group.



## **Workforce**

Recruitment and retention of social workers has continued to be a priority throughout the COVID-19 pandemic. As a result of this focused attention we have seen a net gain of 27 social workers during the year, and an additional 9 internal promotions to positions across the service.

We have implemented a market supplement providing competitive pay for social work posts that are difficult to appoint to and developed a comprehensive induction pack for new starters to ensure that they receive the support that they need during their early days with Cardiff.

Our supervision policy has been reviewed in consultation with social workers and a new format for recording supervision is being piloted. Work to develop the skill mix of teams is progressing well to promote prudent social work and support us to ensure that social workers are able to focus on doing the tasks that only social workers are able to do. This includes giving consideration to our Business Support provision to ensure that we make the best use of this resource and that social workers have the support that they need. This will also help us to ensure that the service has the capacity to meet and manage the increasing demand and complexity of work.

Age 11+ specialist exploitation workers, adoption Life Journey Workers and Care and Support Reviewing Officers have been embedded into the case management teams, and an additional 4th team has been introduced into each locality to strengthen management capacity for decision making. We are also in the process of appointing specialist workers, such as adult services social workers, domestic violence workers and substance misuse workers in support of a whole family approach to improve the lives of children and bolster expertise within the teams.

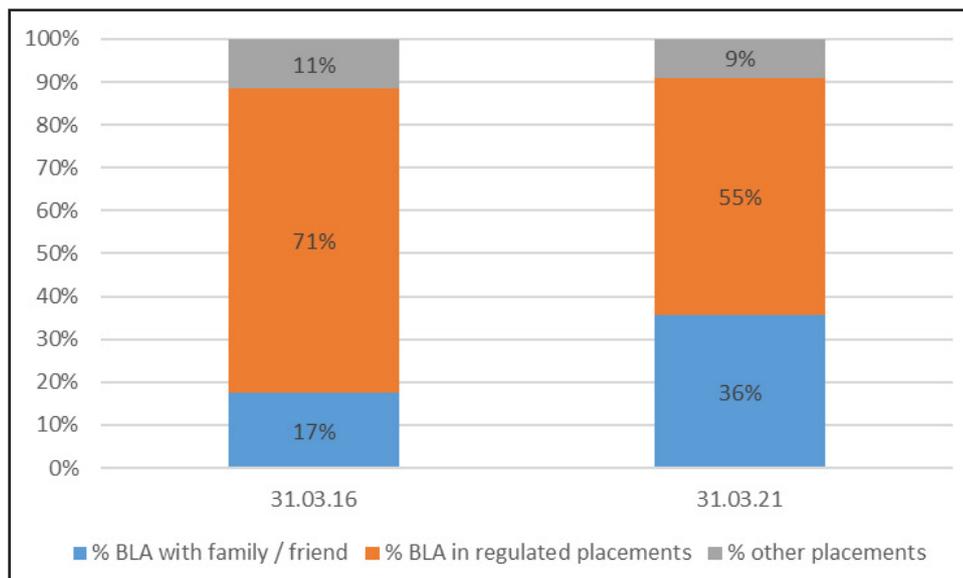
Whilst the introduction of the market supplement has had a positive impact on the recruitment and retention of our workforce, the challenge remains our ability to attract experienced social workers to work within the court and child protection arenas.

Sickness rates in Children's Services improved during the year to a full time equivalent of 12.88 days lost from 18.23 in 2019/20. This was below the target of 13, so the target was met.

### Support in the community and a variety of homes for children

Progress is being made in our work to shift the balance of care - the number of children remaining with their families in kinship arrangements has increased, as has the number of children who are on a Care Order but placed with their parents. Further work is planned to discharge Care Orders for children who are placed with their parents where it is appropriate to do so, to ensure that we are working with families at the lowest safe level of intervention. Work to grow the in house fostering service is progressing well with the number of in house carers increasing from 90 to 104 during the year and an additional 23 full assessments in the pipeline.

During the year we have worked with local providers to grow local provision in Cardiff and the development of an in house Assessment Centre in Cardiff is progressing well – we are on track to launch this provision early in 2021/22. In addition to this, we have worked with Housing to secure additional accommodation for vulnerable young people that will come on stream in 2021/22 and we are working on a 5 year development plan to increase our in house residential provision. The chart below shows the shift in the balance of care we have achieved in recent years – the growth in proportion of children being looked after (BLA) and placed with parents on a Care Order or in kinship arrangements with family members is evident:



We have continued to experience pressures in finding appropriate homes for children in Cardiff and although we have detailed plans in place to develop council run children’s homes there will be an inevitable delay with bringing these new homes on line. We will continue to work closely with local providers to ensure we can influence and shape the market.

# 3

## ADULT SERVICES OVERVIEW

### **Developing Preventative Services**

Our Preventative Services have continued to go from strength to strength. During COVID-19 the Independent Living Service continued to support clients to remain at home with 93 % of clients saying that they felt able to live at home more independently following support from Independent Living Services. The service is now available across Cardiff hospitals.

### **First Point of Contact (FPoC) – Hospital and Community Services**

The First Point of Contact Hospital Teams (Pink Army) have expanded across multiple hospital sites to prevent and reduce delayed discharges from hospital. The team work with the individual to determine what matters to them, and seek to meet their needs through a whole systems approach, working with Health, Community, other local authority and third sector partners to support people back home. Work will now progress to further develop the collaboration between the Single Point of Access Team and the Pink Army to further reduce delayed discharge, with a further focus on preventative services.

First Point of Contact, Community saw a huge transition to home working which was previously would have been considered impossible to achieve. However, through changes to working practices and procedures this has been a success. First Point of Contact dealt with over 43,000 calls and maintaining a 99 % answer rate. FPoC Community have also had to adapt the information advice and assistance provided as people's needs changed during the pandemic. This included creating a new directory of services able to support the most vulnerable and people who were shielding, including shopping and prescription services.

### **Local Community Well-being Services**

Work has commenced to better align our services and to design them around the needs of the individual. Our Community Resource Team homecare team has moved into Independent Living Services to improve joined up service provision. Work in the coming year will take this further developing local community well-being services in partnership with health and third sector partners.

### **Independent Living Services**

Independent Living Services have taken this opportunity to embrace a more digital approach to delivering services. Our Occupational Therapy and Visiting Team have carried out assessments of citizens needs virtually, via Microsoft Teams video calling or the telephone. Community Services have also “gone digital” due to social distancing restrictions, supporting community groups to keep older citizens of Cardiff connected online, either by facilitating events or providing digital inclusion support for citizens who are less tech savvy. 25 groups were supported in 2020/21 providing regular online activities and Independent Living Services also held 2 virtual festivals providing activities, information and advice. As restrictions ease the service will continue with its digital services offering a blended virtual and face to face approach. 2020/21 also saw a significant increase in demands on the Joint Equipment Service's same / next working day delivery service, to support speedy hospital discharge, avoid hospital admissions and reduce breakdowns in care. Compared to the previous year, this service saw an increase in demand of 97 %.

## **Safeguarding Adults**

The Adult Safeguarding Team continues to work to embed the Wales Safeguarding Procedures into practice through the development of a full Adult Safeguarding Service Improvement Plan. Implementation of the plan is well underway. Performance for the team remains good with 98.9% of safeguarding referrals completed within 7 days. Joint working with the other teams in the Adults, Housing and Communities directorate has already been strengthened to ensure a joined up response to more complex cases and the service is working collaboratively with partners in the South East Wales area to address wider safeguarding issues.

## **Strength-Based Practice**

Strength-based practice has continued to be developed through the delivery of Collaborative Communication training throughout 2020/21. This has supported a change in model of social work throughout the service and has ensured better links between how we deliver social work and the requirements of the Social Services and Well-being (Wales) Act 2014. Strength-based practice is now more evident in all the work that we do with a renewed focus on delivering excellent person centred services. We have also successfully trained a number of 'trainers' within the Council to continue to support and develop this approach moving forward and a mentor group has also been developed to provide opportunities for reflection and review of best practice across all our social work teams.

## **Adult Strategy**

Work on the development of the Adult Strategy was delayed during the COVID-19 crisis, however progress is now being made to move this forward. The strategy will develop our plans for supporting citizens over the next 4 years, and will continue to be developed with input from citizens, stakeholders and staff. Work is ongoing across the directorate to build on the learning from the pandemic and to identify how we can work together to support citizens to lead independent and fulfilled lives.

## **Quality Assurance**

A new Quality Assurance Manager has been appointed to support Adult Services to continue to improve the services being provided. A new Supervision Policy has been put in place and work is underway on the development of a comprehensive Quality Assurance Framework that covers the whole of the service. Further work has been undertaken to review quality audit tools; mentor groups and a quality assurance panel have been put in place to continue this vital work into the next year. Work is also being undertaken to improve monitoring care homes identified as 'at risk' to support the improvement of quality of care as part of the Adult Services Quality Assurance Framework.

## **Liberty Protection Safeguards Legislation**

Liberty Protection Safeguards legislation will be introduced in the spring of 2022, with work to be completed across Social Services in partnership in the lead up to this. Work has begun to identify the extended cohort of staff that will be impacted by the new legislation, including colleagues within Children's Services, as young people aged 16-17 will be supported under the new legislation. An Implementation Group has been developed including partners from across the Council to support the implementation of the new legislation and funding has been sourced to support the completion of outstanding assessments under the current Deprivation of Liberty Safeguards legislation. This work will be continued throughout the year ahead of implementation in early 2022.

## **Workforce**

Adult Services have continued to prioritise our ongoing commitment to recruitment and retention throughout the pandemic. Whilst recruitment of experienced social workers is a challenge the vacancy rates across Adult Services remain relatively low. There are some temporary funded posts where permanent employment would not be suitable, impacting on the number of vacancies.

A comprehensive workforce plan has been developed and work will continue into 2021/22 to understand our market position against neighbouring local authorities to ensure Cardiff is attractive to prospective staff and that staffing structures are suitable for now and into the future.

Staff sickness has been severely impacted throughout the pandemic. This is monitored weekly to ensure all necessary action is taken. At the height of the pandemic in winter Adult Services were experiencing sickness levels of 14%, with 34% of sickness in early January related to COVID-19. The teams most impacted have been those providing customer facing roles, such as our Community Resource (homecare) Teams and Independent Living Services. By the end of 2020/21 sickness levels had dropped down to pre-COVID levels of about 4% across all services and this continues to be monitored.



# 4 COVID RESPONSE

A Workforce Project was set up at the beginning of the pandemic to consider workforce issues related to resourcing front line services throughout the crisis. The project led on the repurposing of staff within Social Services as well as overseeing the recruitment of new temporary workers into Direct Services to strengthen business continuity arrangements.

A total of 146 staff were repurposed, the majority of them into the Community Resource Team (67) and Independent Supported Living (48). We are very grateful to our staff who were willing to step outside of their usual roles to enable critical services to continue to operate during the pandemic. It was also a good opportunity for these staff to learn and develop new skills.

The Social Care Training Unit adapted the majority of its face to face courses so they could continue to be delivered virtually in order for the workforce to continue with its Continuing Professional Development (CPD) during the pandemic. An induction programme for temporary staff was put in place to ensure that all temporary staff working in our Direct Services received appropriate mandatory training before they commenced service delivery.

Throughout the pandemic, weekly communications were sent out to staff, providing information but also celebrating good practice. Staff satisfaction surveys were undertaken (please see page 28 below) and the Ambassador Group continued to meet (virtually).

Staff have been supported to continue to work successfully from home - risk assessments have been undertaken to ensure they have safe work stations and the appropriate equipment. All staff are aware of the Care First online tools available to promote well-being. Virtual team meetings are convened on a regular basis and some teams have arranged social gatherings in line with COVID-19 regulations at lunchtime and outside of office hours to enable colleagues to stay in touch and ensure that those who live alone do not feel isolated. Those staff who are unable to work from home, including for mental health and emotional well-being reasons, are provided with safe office space that enables them to physically distance and ensures that appropriate infection, prevention and control measures are in place.

Since the start of the pandemic Cardiff Council has worked tirelessly to ensure distribution of appropriate PPE to all who need it, including social care providers. At the start of the pandemic an emergency response was quickly set up to distribute PPE from the Library Warehouse in Dominions Way. Staff were redeployed from across the council to work on PPE distribution and training was provided by Army officers from the Logistics Corps. Due to the increasing scale of operations two additional warehouses and two shipping containers were used. More recently, lateral flow tests have also been made available for the regular testing of staff via the PPE warehouse.

In total 40.5 million items of PPE have been delivered, supporting 159 care providers and 162 schools throughout Cardiff. 200,000 lateral flow tests have so far been distributed to support the testing regime and continue to be distributed through a joint task force set up across multiple Council directorates.

The care sector has faced considerable challenges during the pandemic which, overall, they have coped with well. Some care homes in particular, however, have given rise for concern both in terms of quality of care and sustainability in the longer term. Learning from some high profile cases is informing our approach to monitoring the homes and improving the quality of care will be an important part of our new Adult Service's Quality Assurance Framework. Sustainability of the care homes is also of concern given the current level of voids and the imminent end of the Welsh Government COVID-19 funding. Our regional market sustainability assessment and development of a Cardiff market position statement setting out our future commissioning intentions will help to inform our approach to this.

#### Test Trace and Protect

In terms of our local partnership response to the pandemic, the work to keep citizens in Cardiff safe and protected has been impressive.

The Cardiff and Vale of Glamorgan COVID-19 Prevention and Response Plan, published in September 2020, set out an effective Test, Trace and Protect (TTP) response for the region. The plan was developed in response to a joint letter from the Welsh Government Chief Medical Officer / Medical Director NHS Wales, Director General Health and Social Services / NHS Wales Chief Executive and Director, Local Government. The letter made clear the need to prevent the spread of COVID-19 and lead an effective response, across a variety of settings, with an emphasis on integrated planning, shared delivery and joined-up communications. An updated version of the plan was produced in June 2021 and reflects the rapidly evolving nature of the current environment and the changing requirements of an effective response to COVID-19.

The partnership work in this area is led by Public Health and a feature of our regional response has been the sharing of responsibility for key service developments across all partners. Problem solving, rapid response and flexibility have informed the contributions of Health, Police, Council and Third Sector colleagues and it is intended that this focused approach will inform future arrangements to resolve other challenging and longstanding issues.

The specific involvement of Cardiff social care services in our evolving COVID-19 response will remain a key priority in the current and future years and for as long as such a focus is necessary.



**Sarah McGill,**

*Corporate Director of People & Communities and Director of Social Services*

# 5 PRIORITIES FOR 2021/22

## Top 5 Corporate Priorities for Social Services

1	Implementation of <b>COVID-19 Recovery Plans</b> , including management of anticipated increase in demand for social services as a consequence of the impact of the pandemic on our most vulnerable citizens
2	Progress <b>locality working models</b> and work with partners to embed services into communities and maximise benefits of community resources.
3	Ongoing implementation of <b>Quality Assurance Frameworks</b> and strengths based practice.
4	Progressing <b>action plans</b> arising from audit and inspection activity.
5	Implementation of the <b>Eclipse system</b> to replace the existing CareFirst client record system and associated review of practice and process.

## Top 5 Priorities for Children's Services

1	Continued focus on <b>shifting the balance of care</b> , including placement sufficiency and accommodation for care leavers. Develop a range of support services to ensure children can remain at home with their families when it is in their best interests to do so.
2	<b>Recruitment and retention</b> of a permanent, engaged workforce with a focus on attracting experienced social workers and embedding a mix of skills into teams in support of prudent social work so that social workers do what only social workers can do.
3	Bring together the models of practice we have been piloting (including Signs of Safety, the Reunification Framework, Family Group Conferencing and the Safe and Together model) into one <b>cohesive practice framework</b> that covers all aspects of assessment and care planning. This will include developing robust outcome focused assessment, care planning and reviewing pathways to ensure children and families receive the right help at the right time from the right people.
4	Develop a <b>Participation Charter</b> to improve our partnership working with children, young people and parents.
5	Implement the <b>actions plans arising from all regulatory inspections and audits</b> including Her Majesty's Inspectorate of Prisons (HMIP) and Care Inspectorate Wales (CIW).

## Top 5 Priorities for Adult Services

1	Development of a strong <b>strategy</b> to set out the direction for Adult Services into the future.
2	<b>Improve outcomes for individuals</b> who receive commissioned care by implementing an outcome focused, locality based approach to the delivery of Domiciliary Care and development of a cross-cutting quality assurance framework.
3	Embed <b>strength-based practice</b> in all that we do, including social work practice, team development, practice reviews and quality assurance.
4	Preparation for the implementation of the <b>Liberty Protection Safeguards</b> in April 2022.
5	Development of a seamless hospital to home service, to support discharge and admission avoidance, focussing on achieving the best <b>outcomes</b> for the people, whilst at the same time making the most efficient and effective use of resource.



# 6

## INSPECTION OUTCOMES

**Risk Based Inspection** – the risk based inspection in November / December 2020 was a follow up to the focused activity in February 2020. Inspectors considered how Social Services was progressing and how Social Services continue to help children and adults. The inspection showed that good progress had been made, with key points being:

- Senior managers and lead members have introduced a new culture of raised expectation and standards.
- Local Authority is working hard with all stakeholders to support the safety and well-being of people who use and work in services.
- Cabinet leads for both Adult Services and Children’s Services are well informed, understand the changes required and are focused on improving outcomes for people.
- Operational and strategic partnerships are working well to help people achieve their well-being outcomes.
- Throughout our inspection and monitoring activity, very high levels of engagement and cooperation from all concerned.

Areas of progress have been noted so the service can learn from what has gone well, and areas for improvement are being taken forward via an action plan and will feed into the ongoing cycle of continuous improvement. The key areas identified for ongoing development were:

- Risk identification and planning.
- Care and support and child protection plans.
- Recruitment and retention.
- Staff supervision and engagement.
- Transfers between teams.
- Communication with individuals, families and providers.
- Advocacy.
- Safeguarding adults at risk.
- Offer of Direct Payments for all.
- Carers Assessments.
- Quality Assurance.

**Youth Justice Update** – Her Majesty’s Inspectorate of Prisons (HMIP) undertook a visit to Cardiff in December to do a “stocktake” following on from the inspection in January / February 2020. HMIP noted evidence of progress against the majority of the 14 inspection recommendations and a further full inspection is planned for 2021/22. Going forward, the core elements of the “All Our Futures” Strategy will continue with a focus on governance, management, staff and service improvement.

The Youth Justice Service (YJS) continues to make good progress against its Service Development Plan with the creation of, and recruitment into an Operational Manager post to manage the service and its ongoing improvement. Much effort has been made to further develop work with partners across the Local

Authority and other sectors including much closer working with colleagues across Children’s Services, the introduction of an Out of Court Disposal model alongside South Wales Police, a re-focused YJS Management Board and sub-committee, and a redesigned Prevention Service.

Whilst acknowledging the progress made so far, there are a number of clear priorities for 2021/22 - these include embedding of Quality Assurance processes across the service in order to evidence improved assessment and interventions, in turn leading to better outcomes for children and young people; ensuring participation remains high on the agenda and clearly evidenced in all work the service does; recognising and responding to ever-increasing concerns in relation to children at risk of criminal exploitation and embedding Constructive Resettlement to ensure better outcomes for those children and young people who are entering and leaving custodial establishments.

**Social Services Annual Performance Letter** – we anticipate receiving the annual performance letter from Care Inspectorate Wales (CIW) after the annual review meeting later this year.



# 7

## HOW ARE PEOPLE SHAPING OUR SERVICES?

We are committed to ensuring **effective** and **meaningful** engagement with people is at the heart of our service development and review activity. By offering **a range of different engagement and participation activities** we will ensure that individuals in need of care and support and those that care for people in receipt of services, have a genuine opportunity to be involved in the way that suits them.

Our ability to engage with people face to face was limited during 2020/21 due to COVID-19, however we maintained contact virtually wherever possible. Examples of how people have been engaged or involved in service development during the year include:

- **Young Carers** were involved in a Channel 4 News story on the impact of the COVID-19 pandemic on their lives. The programme addresses the increase in caring responsibilities during lockdown, juggling that with home-schooling and the absence of the usual support networks. [The young carers coping in lockdown – Channel 4 News](#)
- Young people were involved in the development of the **Young Person’s Safeguarding Strategy** in conjunction with Education during the year. As a direct result of feedback from young people, the name of the strategy was changed from the Adolescent Strategy. Young people will continue to be at the centre of delivering the goals and objectives laid out in the strategy and ensuring effective monitoring and evaluation going forward.
- A young person’s panel was involved in the **recruitment** of both the Director, Children’s Services and Director, Adults, Housing and Communities.
- A parent was involved in **interviews** for the Integrated Family Support Service during the year. She was an asset to the process and fed back to say how valued she felt and how much she got from the process.
- As part of the review of the **Corporate Parenting Strategy**, consultation sessions with young people that commenced prior to COVID-19 were completed virtually. 22 young people engaged in total aged 5-27 and in a range of care settings, including children with disabilities. Kinship carers and foster carers were also engaged.
- **Bright Sparks Group** - this well-established group of children looked after and care leavers engages in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS).
- The annual **Bright Sparks Award Ceremony** celebrating the success and achievements of **children looked after and care leavers** was broadcast online with a Christmas theme. Young people involved in the Bright Sparks Group contributed to planning and organising the event, including hosting the awards and announcing the winners. More than 200 individual’s achievements were recognised in areas such as education, sport, creative writing, bravery and volunteering.

- The Youth Justice Service have worked closely with UNICEF around children’s participation as we continue our work towards Cardiff becoming a **Child Friendly City**.
- Work towards the implementation of the **Mind of My Own app** is nearing completion and the app will be launched early in 2021/22. This app will support children to communicate with us and enable us to capture the views of children and young people in our care planning.
- The **Adult Services Strategy** will be underpinned by the feedback from workshops that were held with citizens, virtual engagement sessions and surveys. This feedback is supporting the development of the strategy to ensure that the voice of the citizen remains at the centre of the strategy development.
- **Learning Disability Teams** have continued to receive feedback from people supported, and their carers regarding services offered throughout the pandemic and have developed digital activity groups to continue to provide support based on feedback from individuals.



## **Engagement With Providers**

During the last year, Adult Services has gathered feedback from commissioned providers in a range of ways including virtual provider forums and COVID -19 briefing meetings, surveys and as part of the engagement sessions undertaken to inform the Care Inspectorate Wales (CIW) inspection. Providers told us that generally they felt well supported by the service area throughout the pandemic. They told us that having a central point of contact via the Contracts mailbox was helpful and they welcomed the multi-agency supportive management meetings that we put in place to support those providers who had an open incident with Public Health Wales (PHW). Providers also commended the Local Authority on its management of PPE distribution.

Those providers who operate over a number of Local Authority areas reported that Cardiff's approach to supplying them with PPE was amongst the best they had encountered. Providers told us that they felt the way in which commissioners communicated with them via newsletters, e-mail and virtual meetings met their needs. However, some providers raised concerns that it was not always easy to make contact with case managers and they did not feel that Adult Services was as responsive as it could be in dealing with issues that they raised, particularly where a provider felt that an individual's needs would benefit from a review due to change of circumstances. Some providers also told us that they were not always clear about the appropriate route for escalating their concerns where they experienced delay or where they had not been able to secure an answer. In response to this feedback, Adult Services shared its operating model with providers and details of senior managers who could be contacted if there was a need to escalate matters, and communication is regularly considered at provider meetings in order to monitor if improvements made as a result of the feedback provided are being sustained.

**Test and Learn events** have continued with providers throughout the pandemic to support the partnership development of the new Domiciliary Care commissioning structure.

### **Consultation with Partners**

We consulted with all our partners on the Public Services Board, giving them the opportunity to comment on this report and received the following from the Cardiff and Vale of Glamorgan University Health Board (UHB):

“The University Health Board welcomes the opportunity to comment on Cardiff Council’s Report on the Effectiveness of Social Services. It is clear that teams have worked above and beyond to deliver a range of services flexibly to the people of Cardiff in these unprecedented times of the COVID-19 pandemic, including some of the most vulnerable in society. Thank you to all Social Services’ teams for their dedication and focus to provide such services to the local population, and on maintaining resilience in this regard throughout this period.

We welcome the focus on outcomes achieved for services across Children’s and Adult Services and the honesty around what has been achieved and what has been more challenging, presented in a succinct and engaging way. As a UHB we have strongly valued the excellent partnership working in the delivery of our regional Test, Trace, Protect approach. We particularly welcome the focus on preventative services, early intervention and shift upstream outlined in delivery this past year, with some demonstrable positive trends in outcomes, and within the vision of the strategic objectives for 2021/22. We also support the move away from a threshold-based approach.

Lastly, we support the strengths-based approach for both Children’s and Adult Services, and the prioritisation and recognition of the importance of integrated community services’ provision, organised at locality level. We look forward to further close working on this agenda with Cardiff Council and other partners in the remainder of 2021/22 and beyond.”

# QUOTES

## Child (as fed back by Personal Adviser):

*"L said that we have both changed her mind about professionals. She said she used to think that all professionals were corrupt and didn't care. She said we have totally changed her opinion on this and how much of a positive influence we are on her, the main thing she likes is our honesty and that we both would never lie to her and are always completely straight with her."*

## Parent of a child with a disability:

*"Thank you for everything you have done for me and the kids I'd hate to think where we would be if you never came along and helped to make me realise and change our lives I am so grateful that u believed in me and never gave up at my lowest points."*

## Judge in relation to a Children's Services social worker:

*The Judge commended R on progressing the matter as well as she has, whilst being in the midst of a global pandemic. She really complemented her on her understanding of the case and her relationship with the children and parent, and without that, we would not have concluded the matter today. She really did a great job on this case.*

## Care Inspectorate Wales re: Personal Adviser Team:

*Just letting you know I had a fantastic interview with C last night I ended up speaking with her mother as well. Both asked that I pass on how fantastic M (PA) is and how she is valued by both C and mother. Their words were M is always available she listens to what we say, tries to find solutions has been the best thing that has happened. C stated that M has helped her turn her life around given her focus and the confidence to change for the best.*

## Residential provider (as fed back by Operational Manager):

*I met with one of our residential providers yesterday, who took the time to compliment two of your staff. He said that J and N were brilliant social workers and couldn't praise them highly enough. Well done and great to get such positive feedback in recognition of your team's hard work and dedication.*

## Adult Services (service user) for social worker and Learning Disability Team:

*"just to let you know I look after my brother n sister who have learning disability and S has been a god send ring me every week to make sure we are coping and just talking to her and kept us in positive mood as my siblings have not been out since March and now she has sorted some respite out as well which we are so grateful so please convey this to her [...] she has kept her sane by ringing promptly at least we felt there was someone at the end of the phone if we needed some reassurance and we are thankful for that.."*

## Carer for worker in the Community Resource Team:

*"I have just received a telephone call advising that [OT] had been out this morning to Mr & Mrs G - who said that they would like to show their thanks and appreciation to all our care staff, but especially L as she was one of the first carers to go out at the beginning and set the bar to a very high standard - Mr G said she went above and beyond and showed exceptional care to them both."*

**Relative for worker in the residential Finance Team:**

*“My mother went to live in [a] Nursing Home in September 2017. She is currently receiving end of life care at the same home. I am sure that you are already aware of the valuable support that D provides for people who are on a steep learning curve and in unfamiliar circumstances. However, I wanted to express my personal appreciation of the expert help that she has provided. Also, I would like to tell you what a difference she has made to me, and I am sure to many others. When Mum needed to move in to [the home], after a fall at home, and following an extended stay in Llandough Hospital, we had no experience or knowledge of the Care system. From the very start, and again more recently, D has given valuable support. I will also be grateful for the help, knowledge and empathy that she has shown during what have been very difficult times for the family: in situations and through procedures of which we had no experience. I could always rely on D to provide her expert information with clarity, understanding and great patience. She really did walk the extra mile with me.”*

**Care home manager for member of staff in Contracts Team:**

*“May I take this opportunity to thank you once again. We are so grateful for your concern, support and care for [our provision] during the most difficult and frightening time in our life. Your support and everyone in the council made our life easier to deal with the problems and you made the management and the staff feel safe in your hand.”*

**Senior Health colleague regarding support to discharge people with support from the Joint Equipment Store:**

*“The service your department provides for patients being able to come home to spend their final days with loved ones in my eyes is second to none.”*

**Service user to members of the Day Opportunities Team:**

*“Being able to join in with the groups that are organised by Independent Living Services has helped me make so many new friends.”*

**Family member to the Community Resource Team:**

*“I would just like to say thank you to all the staff who have been looking after mum. Since her return from hospital mum has managed to get back some of the independence that she took for granted prior to her recent fall and this has been down to the care that she has received from the team looking after her.”*

**Care provider regarding support provided with PPE distribution:**

*“We would like to thank the Council for all the PPE support we have been receiving – masks, aprons and visors. You have been most reactive and prompt in helping us to keep both our carers and clients safe.”*

## Surveys

A survey of children and families / carers was undertaken to determine the impact of changes on people. Feedback from the survey was used to inform recovery planning. Key points were:

- Families were on the whole (70%) positive about the virtual experience with some (43%) reporting that they felt that social workers were more accessible. Some virtual visits will continue where appropriate and a hybrid model is being developed for review meetings going forward.
- New / emerging issues resulting from lockdown identified during the survey covered 6 themes – home schooling, difficult behaviours, health, safety of family, no support / clothing / therapy and miscellaneous (relating to managing medication).
- Top challenges noted by families in the survey were – home schooling, staying connected with extended family and friends, social distancing and accessing medical appointments.
- 45% of families felt that the pandemic had a positive impact on their working relationship with Children's Services.
- 79% of families found Cardiff Children's Services to be helpful during the pandemic.
- Children reported that they knew about coronavirus and how to keep safe. They stayed in touch with people primarily via phone calls and social media. Some (60%) were happy with the level of contact they have with family and friends but 40% were not. 91% were happy with the amount of contact they had with their social worker.

A staff survey was also undertaken to seek staff views on the actions taken in response to COVID-19, how well information regarding COVID-19 was shared, and checking out with staff their view on the systems in place to enable social distancing in the workplace. Key points were:

- 98% of respondents (79 / 81) agreed it was the right decision to ask staff to commence working from home on 16th March 2020.
- 81% (65 / 80) respondents rated communication with their immediate line manager as 'very good' or 'good'.
- 68% (54 / 79) respondents rated communication with senior leaders as 'very good' or 'good'.
- 67% (54 / 81) respondents reported that they took on additional work during the pandemic.
- 91% (72 / 79) respondents majority were aware of how to contact employee support / well-being services if needed.
- Opinion was split amongst respondents regarding whether they preferred remote working, with 33 that did and 34 that did not. Ability to focus on tasks without interruption or distraction, increased efficiency, no commute and better work life balances were among the positives noted. Amount of screen time, missing colleagues, parental responsibilities and lack of equipment or display screen equipment assessments were noted as negatives.
- 75% (59 / 79) respondents felt that contact with people they work with had become easier.
- 81% (63 / 78) respondents felt that they were able to manage the risks associated with their work effectively, with the limitations of virtual contact noted as an issue.

## Compliments, Complaints and Representations

Complaints are a key source of intelligence enabling understanding, learning and reflection in respect of people's experience of Social Services. During 2020/21, there were 426 cases of feedback recorded for Social Services. Of these, 204 were complaints and 222 were compliments. This is an increase in both complaints and compliments received over the previous year, 2019/20. There has been a 2.9% increase in complaints received (210 complaints received during 2019/20) and a 60.9% increase in compliments (138 compliments received during 2019/20). During the course of the year there was a notable increase in the feedback received during each quarter. As both complaints and compliments increased significantly, we feel that this is indicative of a more engaged customer base, who are more likely and more able to provide feedback on their experiences. It is also likely that COVID-19 has had an impact on these figure as, in the initial stages of the pandemic feedback was unusually low, however, during each subsequent lockdown there was a marked increase in feedback.

Overall, the two main themes in 2020/21 were - a delay of service / communication, and relationships with social workers. Further information about themes will be available in the Social Services Annual Feedback Report for 2020/21. *Insert hyperlink when published*. Learning from complaints and compliments will be fed back to inform service improvement via quality assurance mechanisms.



# 8

## PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP

### WORKING WITH PEOPLE TO DEFINE AND CO-PRODUCE PERSONAL WELL-BEING OUTCOMES THAT PEOPLE WISH TO ACHIEVE

#### Outcomes we have achieved during the year

✓	Voice of children and young people heard through meaningful engagement in the development of the revised Corporate Parenting Strategy.
✓	Improved experience for young carers due to the appointment of a permanent member of staff in a dedicated post and the development of virtual activities during COVID-19.
✓	Good understanding of the impact of COVID-19 on children and families to inform service development and improvement going forward, due to social worker and manager feedback and the results of a survey undertaken during the year.
✓	People enabled to make their own choices and take control over their care services by receiving Direct Payments.
✓	93% of social workers in Adult Services have undertaken Collaborative Communications training.
✓	87% of new assessments at First Point of Contact were resolved without onward referrals to social care.
✓	The Independent Living visiting team completed 2,921 assessments to support citizens to live independently in their own homes.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay	What we are worried about from our 2020/21 plan
Services for <b>young carers</b>	Participation Charter for Children's Services	Introduction of <b>Liberty Protection Safeguards</b>
	Young people's engagement in <b>transition to adulthood</b>	
	<b>Enabling support and care</b>	
	<b>Rights based approach</b> for adults	

## Case Study – Early Help

A mum with an 18 month old child was referred to the Cardiff Family Advice and Support service.

Mum’s mental health was declining; she was socially isolated, had no support network and was struggling to provide for her child practically and emotionally. Mum is an asylum seeker and her English is limited. The language barrier was an obstacle, but this was overcome by using language line over the phone for all interactions with the Family Help Advisor. The pandemic also created additional barriers for some of Mum’s support needs, particularly in relation to accessing clothing and toys for the child. This was overcome through liaison with the child’s Health Visitor who was able to arrange for the items to be delivered to the family home.

Referrals were also made to Women Connect, Homestart and the Cardiff Parenting Grobrain programme, so Mum could access online groups which would help her to improve her mental health and engage with activities with her child. She was also supported to join an online gardening group. In addition, Mum was supported to engage with her GP who was able to explore options for medication to help improve her mental health and she was referred for counselling to address past traumatic experiences.

Mum’s feedback at the end of the intervention was that:

*“Sometimes you do not need to see someone to know they are a good person. I feel safer and more supported now. I really liked that you did everything you said you would do. I particularly liked the care and the interest shown towards me, almost like a member of the family. It felt like you cared and listened to me, which was so important, and you understand what I was going through. This is in addition to the services you suggested which were very helpful too.”*

Number of well-being assessments for children completed	% of people who did not contact Adult Services Information, Advice and Assistance services again within 6 months	No. of children and adults using the Direct Payments Scheme
<b>2,651</b> ▲ from 2,218 in 2019/20	<b>90.4%</b> ▲ from 81.4% in 2019/20	<b>993</b> ▼ from 1,010 in 2019/20
Evidence of active offer of Welsh for:	Evidence of active offer of Welsh for:	Evidence of active offer of advocacy for:
674 assessments in Children’s Services (12 accepted)	2,597 assessments in Adult Services (27 accepted)	336 children (255 provided)

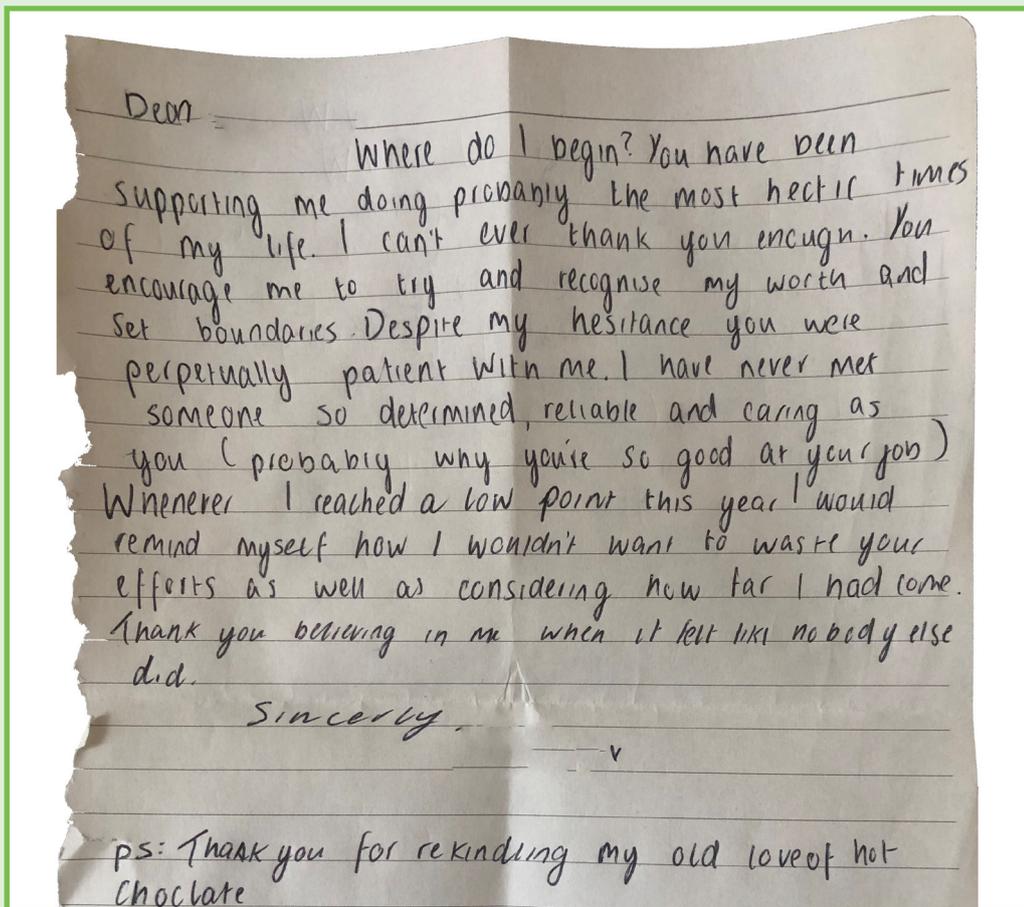


## WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE'S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING

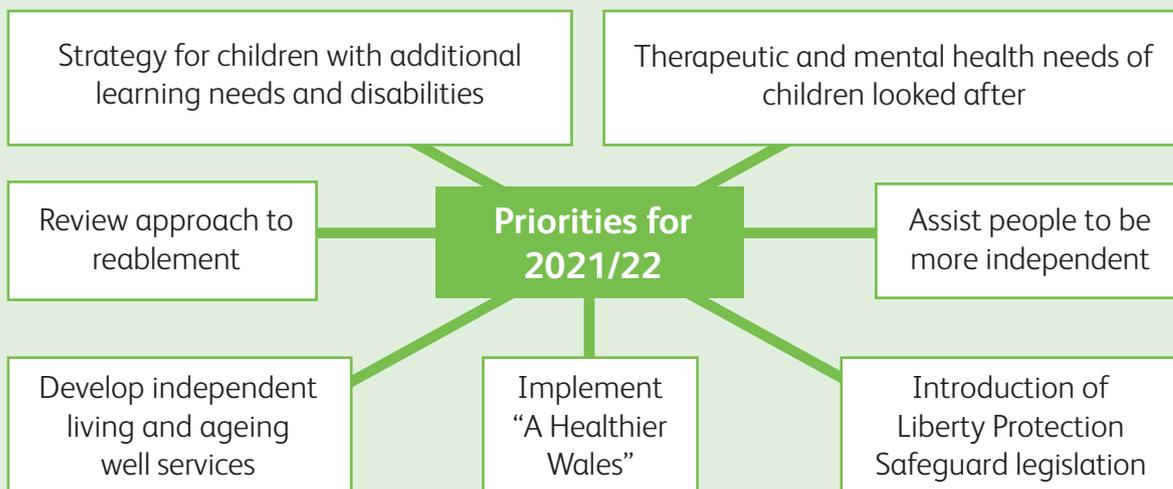
### Outcomes we have achieved during the year

✓	Improved access to therapy for children looked after and therapeutic support for foster carers through work close partnership working with Enfys.
✓	Improved access to Health services for children and young people with Health professionals embedded into the Adolescent Resource Centre, Youth Justice Service and Early Help teams.
✓	Digital formats developed to provide therapeutic support and activity opportunities to those receiving services through the Mental Health teams.
✓	Services expanded in our First Point of Contact Teams (Pink Army) to facilitate discharge from hospital across multiple hospital sites.
✓	518 people supported through Community Resource Team to remain independent at home.
✓	1,862 people supported through discharge, supporting independence in the community by the First Point of Contact Hospital Team (Pink Army).
✓	The Occupational Therapy Team completed 304 critical assessments to avoid hospital admission, breakdown of care and support safe and timely hospital discharge.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay	What we are worried about from our 2020/21 plan
Work with Enfys to provide <b>therapeutic support</b> for children looked after	Services to <b>children with continuing care and complex health needs</b>	Determine how pathways for people experiencing <b>mental health</b> issues can be improved
Implement <b>'Healthier Wales'</b>	<b>Therapeutic</b> , mental health and well-being needs of children looked after <b>Youth Justice Service</b>	
<b>Collaborative working</b> with the Transfer Team at Dragon Heart Hospital	<b>Trauma informed practice</b> <b>Multi-Agency Transition Planning</b> <b>All age disability</b> approach	
<b>Pink Army</b> expanding services across multiple hospital sites	Young people in <b>transition with mental ill health</b> <b>Failed or delayed discharge</b> Analyse <b>Learning Disability provision</b> and demand	Promote <b>Public Health</b> and reduce health inequality



Number of children on the Child Protection Register	Average age of adults entering residential care settings	Average length of stay in residential settings
<b>459</b> ▲ from 253 at 31st March 2020	<b>88</b> ▲ from 84 in 2019/20	<b>974</b> ▲ from 937 in 2019/20



# TAKING STEPS TO PROTECT AND SAFEGUARD PEOPLE FROM ABUSE, NEGLECT OR HARM

## Outcomes we have achieved during the year

✓	Further strengthening of safeguarding by embedding the All Wales Safeguarding Procedures.
✓	Young people at risk of, or who have experienced, exploitation are better protected through our updated Exploitation Strategy, embedding of specialist exploitation workers in locality teams and improved governance and oversight of exploitation work going forward.
✓	Improved arrangements for safeguarding children and families by agreement to appoint specialist workers, such as adult services social workers and domestic violence workers to bolster the expertise within the locality teams.
✓	Improved safeguarding of adults at risk across Cardiff by improving processes and making the service more accessible to those who wish to report a concern.
✓	Improved response to corporate safeguarding responsibilities by strengthening the role of Designated Safeguarding Lead Officer and Members through refreshing and delivering safeguarding training.
✓	Learning culture of continuous improvement and development promoted for our in-house regulated services through a strengthening of quality assurance mechanisms in regulated services for adults and children.
✓	Ongoing strengthening of quality assurance processes across Social Services.
✓	Critical assessments completed throughout the last year to reduce services pressures including: <ul style="list-style-type: none"> <li>• Urgent manual handling assessments</li> <li>• Breakdown of care</li> <li>• Hospital discharge</li> <li>• End of life arrangements</li> <li>• High end safeguarding</li> </ul>
✓	Quality Assurance Framework developed to identify 'at risk' residential care settings through improved monitoring and support.

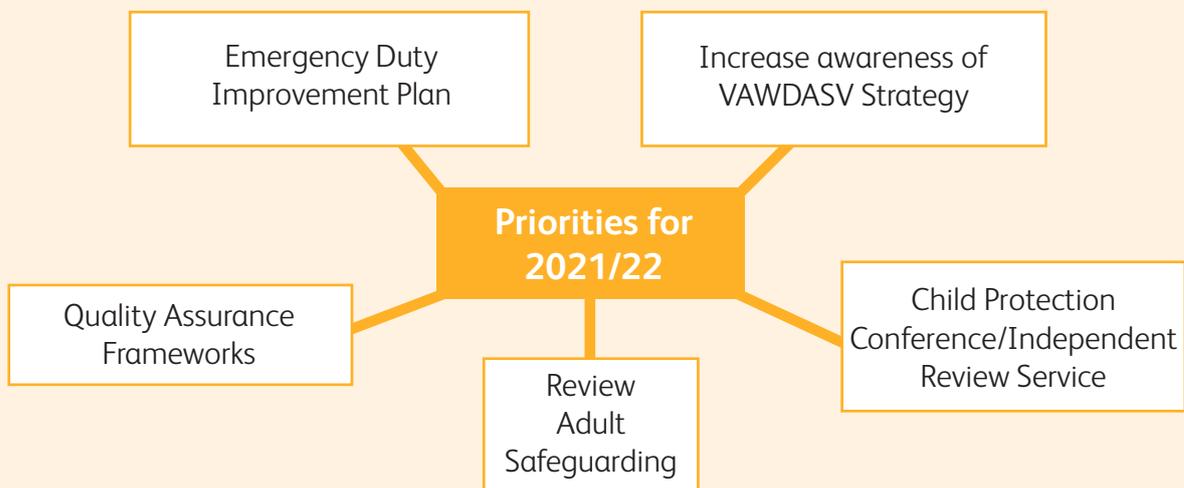
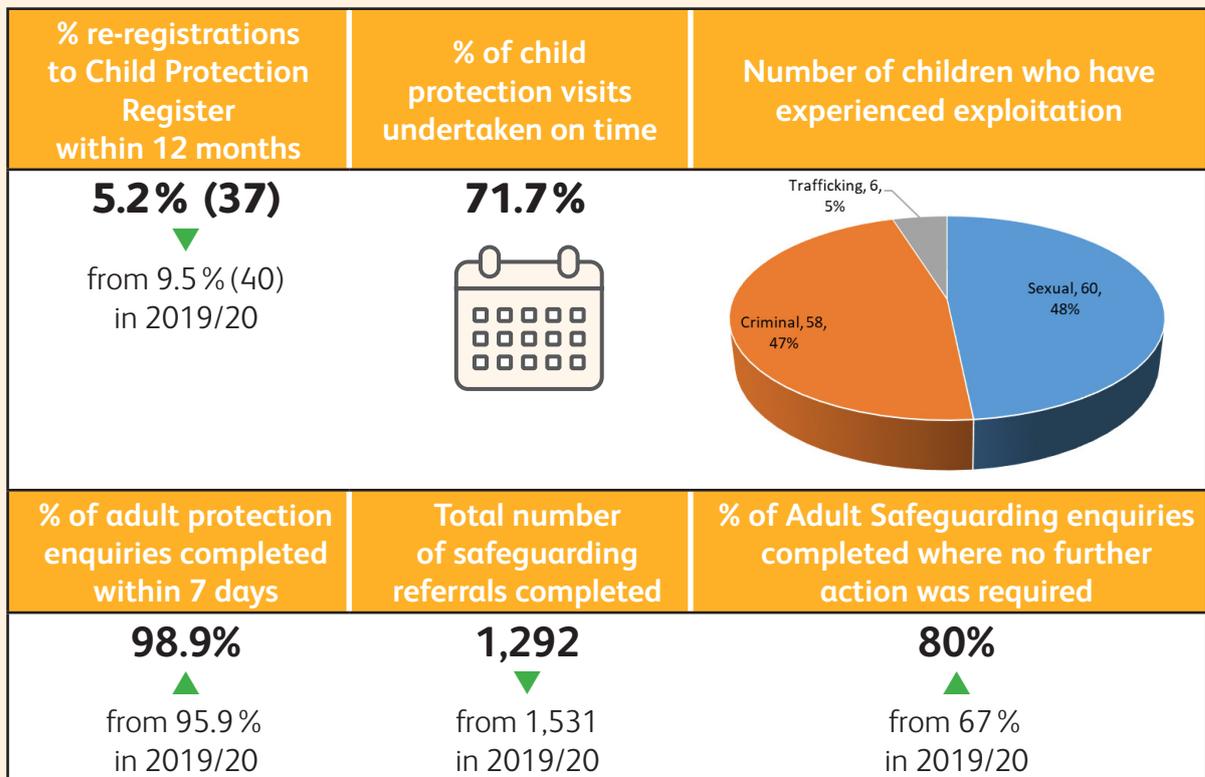
What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Embedding the <b>Wales Safeguarding Procedures</b>	<b>Corporate safeguarding</b>
	Implement the <b>Exploitation Strategy</b>
	Embed the <b>Quality Assurance Framework</b>
	Increase awareness of Violence Against Women, Domestic Abuse and Sexual Violence <b>VAWDASV Strategy</b>
<b>Multi Agency Safeguarding Hub</b>	Child Protection Conference / Independent <b>Review Service</b>
	<b>Missing Person Strategy</b>
	<b>Hybrid model</b> for reviews and conferences
	<b>Contextual approach to safeguarding</b>
	<b>Provider quality assurance</b> systems
	<b>Emergency Duty</b> <small>Page 46</small>

## Case Study – Adult Services

P is a younger adult living in supported accommodation who disclosed to support workers she had been conveyed to Cardiff for the purpose of Adult Sexual Exploitation. She did not want Police involvement and refused to speak to Police or make a report. During the 7 Day Enquiry, P was identified as potentially having been coerced into making the journey and these events were connected to a known group of people in Cardiff and to other similarly reported offences.

Through cross boundary working and use of the Wales Safeguarding Procedures (2019), Adult Safeguarding was able to work with P’s home authority to take immediate safeguarding actions to prevent further risk to P, to support P to make a statement to CID and attend the Sexual Assault Referral Centre (SARC) for interview, support Police disruption of organised activities and assist with evidence collection for prosecution.

P is now residing safely with appropriate care and support and has access to services to address residual trauma.



## ENCOURAGING AND SUPPORTING PEOPLE TO LEARN, DEVELOP AND PARTICIPATE IN SOCIETY

### Outcomes we have achieved during the year

✓	Well placed to support children to return to school through close work with Education to develop and implement a Child Friendly COVID-19 Recovery Plan.
✓	Good progress with our intention of ensuring that children receive the right support in the right place at the right time through working with providers to secure new residential provision in Cardiff during the year and work towards opening an in house residential Assessment Centre early in 2021/22.
✓	'Read About Me' introduced to all care home residents in Cardiff to promote continuity of care.
✓	Independent Living Services have delivered 2 virtual Active Body, Healthy Minds Festivals including activities, services and groups for older people to engage with.
✓	Day Opportunities transformed its regular service delivery to one using digital platforms including: <ul style="list-style-type: none"> <li>• Digital inclusion training</li> <li>• Supporting creation of online community groups</li> </ul>

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Increase the number of adoptive placements	Services for <b>children with additional learning needs</b>
	Redesign our <b>Local Authority Fostering Service</b>
	<b>Corporate Parenting Strategy</b> action plan to improve <b>education attainment</b> for children looked after and <b>education, employment or training</b> for care leavers
	Engagement with <b>independent fostering agencies</b>
	Complete a detailed <b>needs analysis</b>
	<b>Review the placement finding process</b>
Introduction of the <b>Dementia Friendly Cardiff</b> Website	Regional plan relating to the <b>National Fostering Framework</b>
	<b>Residential assessment home</b> for children
	Embed our <b>Dementia Friendly City</b> status
	Promote <b>Intergenerational</b> events and opportunities
	Address <b>social isolation</b> for older people
Develop expertise in the use of <b>new technology</b>	

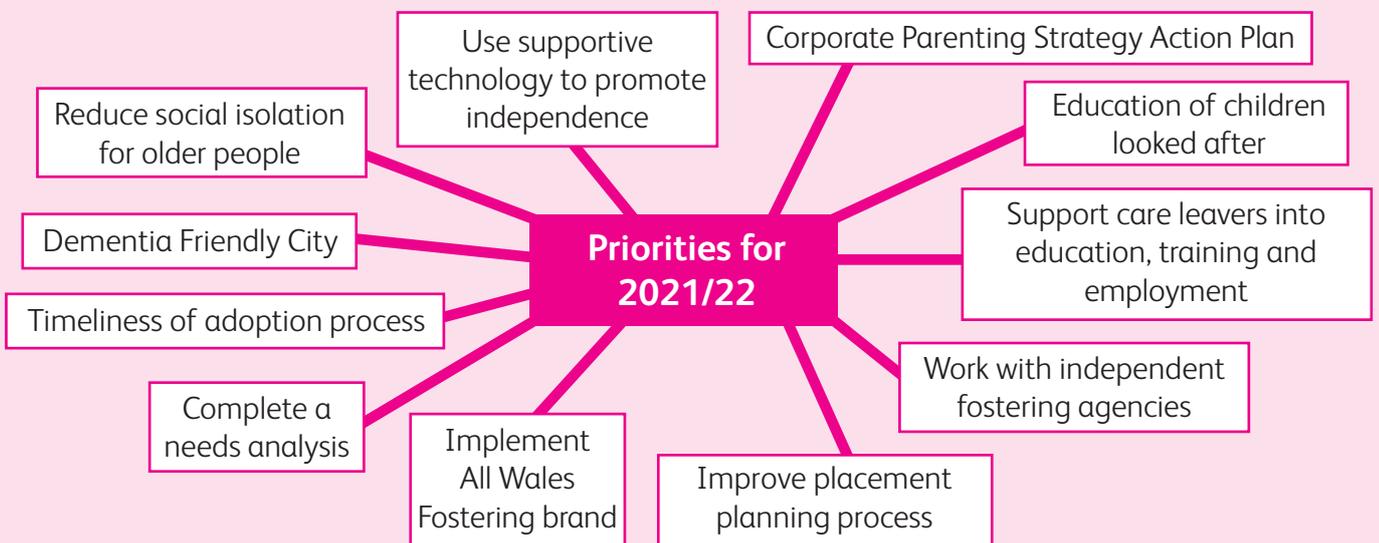
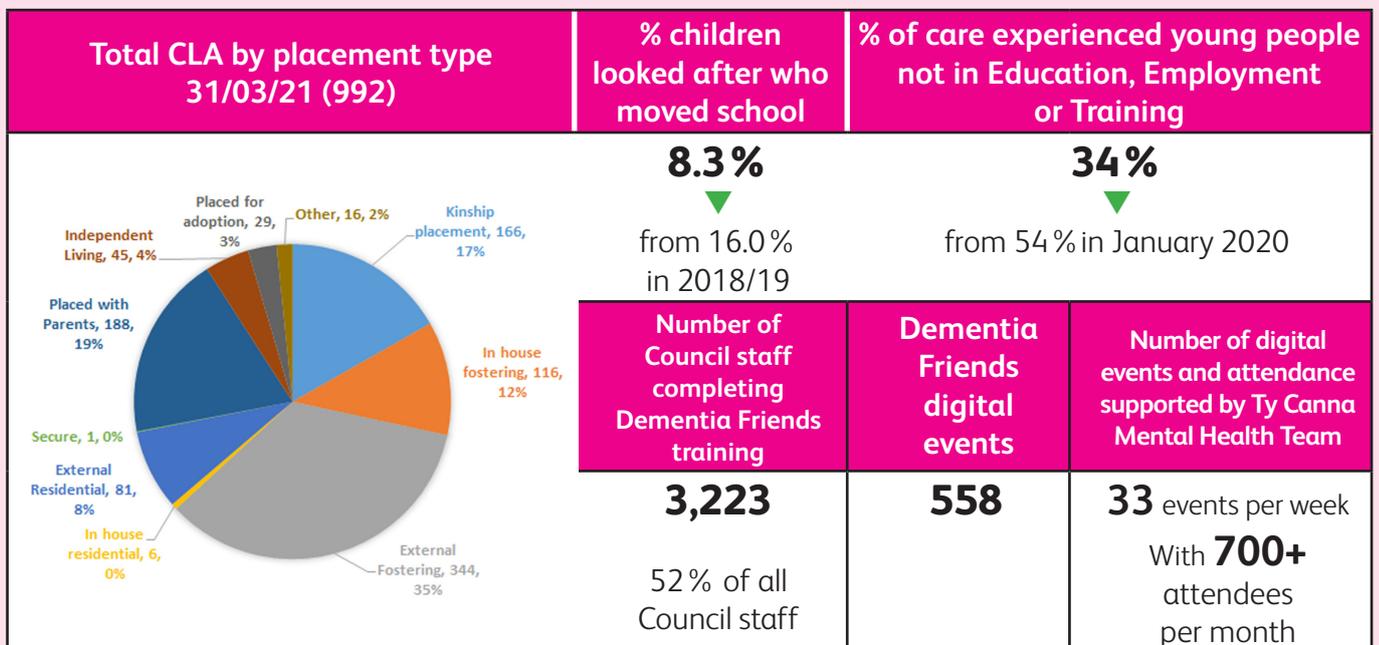
## Case Study – Adult Services

A referral was received from the First Point of Contact team regarding a gentleman who had recently lost his wife and throughout the pandemic had become increasingly lonely and isolated. Previously they had been interested in gardening, attending lunch clubs and lawn bowls. He has some limitations regarding mobility and was only able to walk short distances which had impacted on his ability to participate in activities.

An Independent Living Service support worker worked with him to research what was available in the local area. They made contact with a local church that runs a community garden, and supported him to attend a group there. He got a lot out of the attendance; spending time outside and sharing his own knowledge of gardening with the other volunteers. He said that this has improved his mood. He is now attending regularly with support from Age Connects.

Since joining the Community Garden Volunteers he has now also started regularly attending a coffee morning at a local church where he has become very social and has made new friendships within his local community. He has also started attending ElderFit, which he engages with independently and is using local bus routes to be able to attend.

The support he has received has enabled him to re-engage with his local community and to share his skills and knowledge through a local volunteer group. The engagement with the gardening group has boosted his confidence to engage in a regular coffee morning and to start attending Elderfit, improving both his physical and mental wellbeing.



# SUPPORTING PEOPLE TO SAFELY DEVELOP AND MAINTAIN HEALTHY DOMESTIC, FAMILY AND PERSONAL RELATIONSHIPS

## Outcomes we have achieved during the year

✓	More children supported to remain with their families through an increase in kinship care arrangements from 133 at 31st March 2020 to 166 at 31st March 2021.
✓	Permanence secured for children with 35 adoptions during the year.
✓	Improved support for children who are adopted and their families through improved practice, embedding Life Story Workers in the locality teams and improved timeliness of adoption processes.
✓	Regular check in calls made to people (including carers) identified as being at risk of loneliness and isolation, supported by teams throughout the Council.
✓	Online activities have been developed to support and promote development of relationships and new skills.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Family Gateway, Family Help and Family Support	Reunification Framework
	Reshape <b>respite provision</b> for children with disabilities
	Care planning processes
Family Group Conferencing	Court Improvement Plan
	Regional <b>Adolescent Resource Service</b>
	Use of <b>community resources</b> and <b>impact of poverty</b>
Support provided to reduce loneliness and Isolation	Regional <b>Carers Strategy</b>
	Review of <b>Carers Assessment</b>
	Re-opening of some <b>Day Services</b>

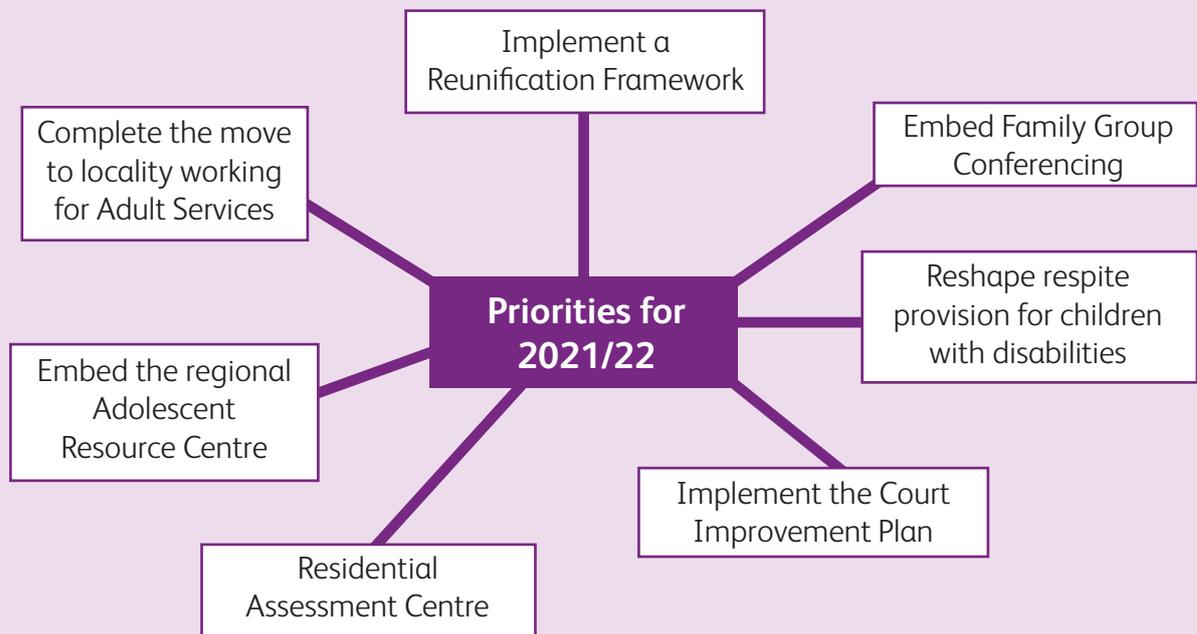
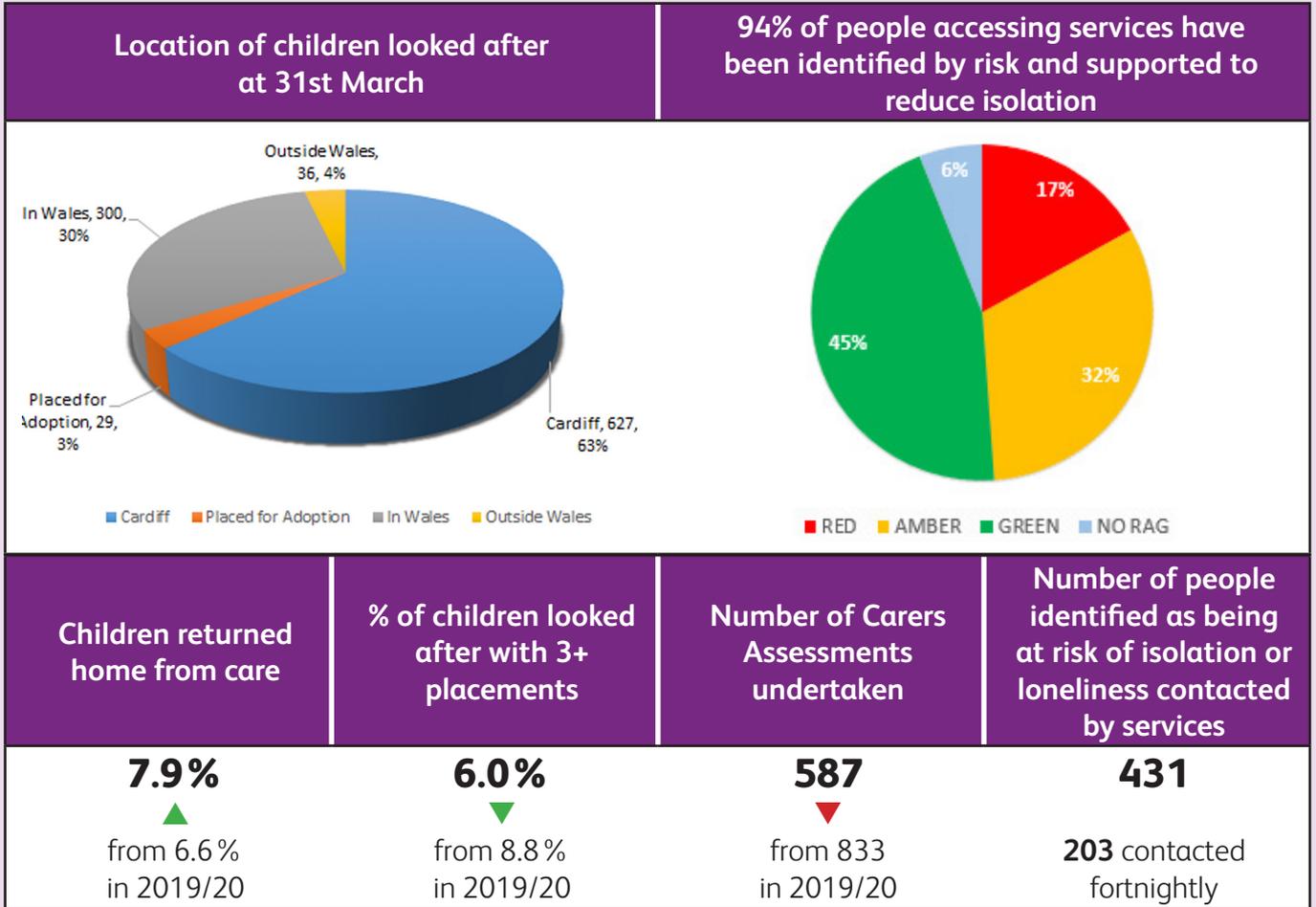
## Case Study – Adult Services

Mr X lives with a moderate learning disability and epilepsy, is hyperactive, socially vulnerable and has high levels of anxiety. He has lived in a number of foster placements and became known to the Learning Disabilities team in 2019. At the time he had moved in to an adult placement that had started well, but following a relationship breakdown between the couple he lived with, he moved into our specialist emergency accommodation at the height of the pandemic.

Mr X responded really positively to the supported living model; he enjoyed being around other young people and relished the opportunities to be involved in group activities such as sport, cooking, communal meal times and movie nights. His social worker reported that you could hear the happiness in his voice whenever they spoke.

In spring 2021 Mr X was supported to move in to a semi-independent supported living property near to the city centre. He has his own tenancy and is maintaining his property independently with minimal support from his social worker. He has been saving money, and exploring the local area and has recently started taking the bus to college, rather than a taxi, where it is reported he is doing excellently. He has developed friendships with other young people living in the flats and now regularly meets with his friends in the communal lounge.

Mr X is now making a future for himself that would not have been possible without the support from the social workers who have supported him on his journey.



# WORKING WITH AND SUPPORTING PEOPLE TO ACHIEVE GREATER ECONOMIC WELL-BEING, HAVE A SOCIAL LIFE AND LIVE IN SUITABLE ACCOMMODATION THAT MEETS THEIR NEEDS

## Outcomes we have achieved during the year

<p>Improved opportunities for children looked after and care leavers via close partnership working between the Personal Adviser Service and the Into Work Service.</p>
<p>✓ <b>324</b> of these Young People are in Employment or Education ← <b>535</b> 16-24 year olds that are care-experienced in Cardiff → <b>181</b> of these Young People are NEET and need support   <b>34% NEET</b> compared with 54% in January 2020</p>
<p>✓ Well placed to improve accommodation options for young people leaving care through joint working with colleagues in Housing to secure additional accommodation based on an analysis of need.</p>
<p>✓ Enabled older people to remain as independent as possible in their own homes through a reablement approach to care and support.</p>
<p>✓ Residential reablement contract awarded to support people to return to living independently.</p>
<p>✓ The Independent Living visiting team identified £1.9m in unclaimed benefits.</p>
<p>✓ 85% deliveries were made within 5 working days against a target of 76% for standard deliveries from the Joint Equipment Service.</p>

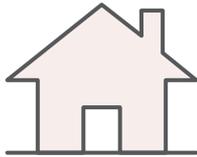
What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Develop an <b>Adolescent Strategy</b>	<b>Accommodation sufficiency</b>
<b>Support to young people</b> during pandemic – provision of laptops to assist with college studies and reduce isolation; and well-being packs to alleviate boredom.	<b>New way of delivering domiciliary care</b>
Relationships with <b>Multi-Disciplinary Teams</b> strengthened	<b>Day opportunities for people with learning disabilities</b>
<b>Residential Reablement</b> Contracts awarded	<b>Locality Working Model</b>

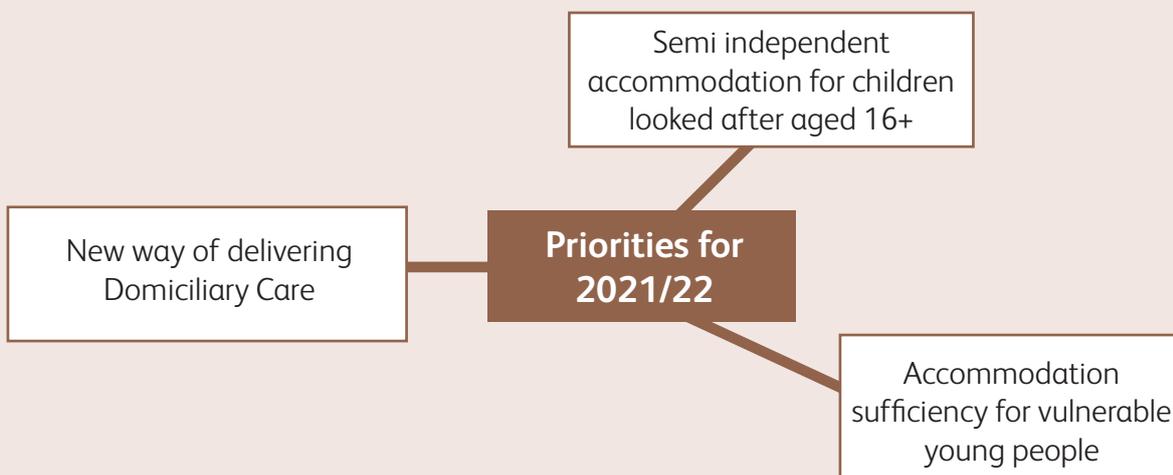
## Case Study – Children’s Services

The service is currently supporting a young person who is attending university. During the past year she experienced severe anxiety and poor mental health / suicidal ideation. This young person even considered leaving university.

With authorisation her Personal Adviser (PA) visited her in university during the COVID-19 period on a number of occasions, supporting her to access student support at her halls of residence and was also available on phone during evenings and weekends. The young person made new support networks via student support and decided to continue with her studies.

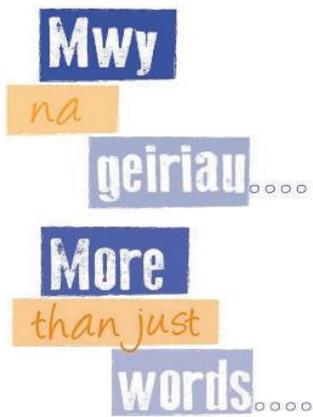
This young person with her PA are now sorting shared accommodation ready for her to begin her second year of studying. Contact remains consistent and support will remain in place for her until she finishes her studies.

Care leavers in education, training and employment	Number of care leavers in Young People’s Gateway accommodation at 31st March 2021	Number of When I Am Ready placements starting
12 months after leaving care <b>66.7%</b> 13-24 months after leaving care <b>56.4%</b>	<b>48 (14%)</b> 	<b>44</b> ▲ from 10 in 2019/20
Same / next working day equipment deliveries through the Joint Equipment Store	Number of customers receiving meals on wheels 7 days a week	Self and friends and family referrals to Telecare
<b>572</b> ▲ 97% increase from 2019/20	<b>3,253</b> ▲ 57% increase from 2019/20	<b>21%</b> ▲ from 16% 2019/20



# 9

## HOW WE DO WHAT WE DO



### “More than Just Words” / “Mwy na Geiriau”

#### Welsh Language Standards Objectives for Social Services:

Increase opportunities for people to receive Health and Social Care in Welsh by:

- Ensuring that an active offer of Welsh language services is communicated to all Social Services staff and within commissioned services.
- Including Welsh language service provision within third sector and independent contract specifications, service level agreements and grant funding processes.
- Developing plans to maximise ability to provide services in Welsh with current Welsh-speaking staff; where gaps in workforce capacity to deliver series in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy.

Although the Regional Forum with the Vale of Glamorgan and Cardiff and Vale University Health Board has disbanded due to COVID-19, we have continued to meet with colleagues from the Vale to progress the More Than Just Words objectives as a small working party. We plan on reaching out to colleagues in Health to reinstate the forum for a more formal approach.

#### • **Objective 1: National and Local Leadership, and National Policy**

The Operational Manager, Business Systems and Transformation undertakes the role of Welsh Language Champion across Social Services. Two Welsh language coordinators were appointed at the start of the year however there was a delay in them assuming their duties. The coordinator for Adult Services has since left the organisation and we are looking to recruit another.

#### • **Objective 2: Mapping, Auditing, Data Collection and Research**

Details of the Welsh language skills of the workforce are recorded via Digigov. Service user language preference is recorded in the Social Services client record system.

#### • **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning**

We continue to collate information on Welsh speakers across the directorate to ensure recruitment and retention of Welsh speakers remains a key priority. Processes for allocating Welsh speaking staff have been trialled in both Children’s and Adult Services to ensure that service users requiring Welsh assessments are able to access them.

- **Objective 4: Promotion and Engagement**

We continue to work towards attracting and developing the Welsh language workforce, and strengthening links to organisations. Regular promotion of the use of Welsh continues in Social Services.

- **Objective 5: Education and Objective 6: Welsh in the Workplace**

Welsh language training opportunities continue to be regularly promoted across the Council and directorate, from beginner to proficiency training in the Welsh language with time given to staff who wish to attend. Awareness Training is a compulsory element of induction training in Social Services; it forms part of the social work student placement induction programme and is a mandatory element of the First Three Years in Practice training programme for newly qualified social workers. Cardiff Council Academy now directly employs a Welsh language trainer and there is potential for Welsh training services to be tailored to specific Social Services staff groups, such as domiciliary care staff.



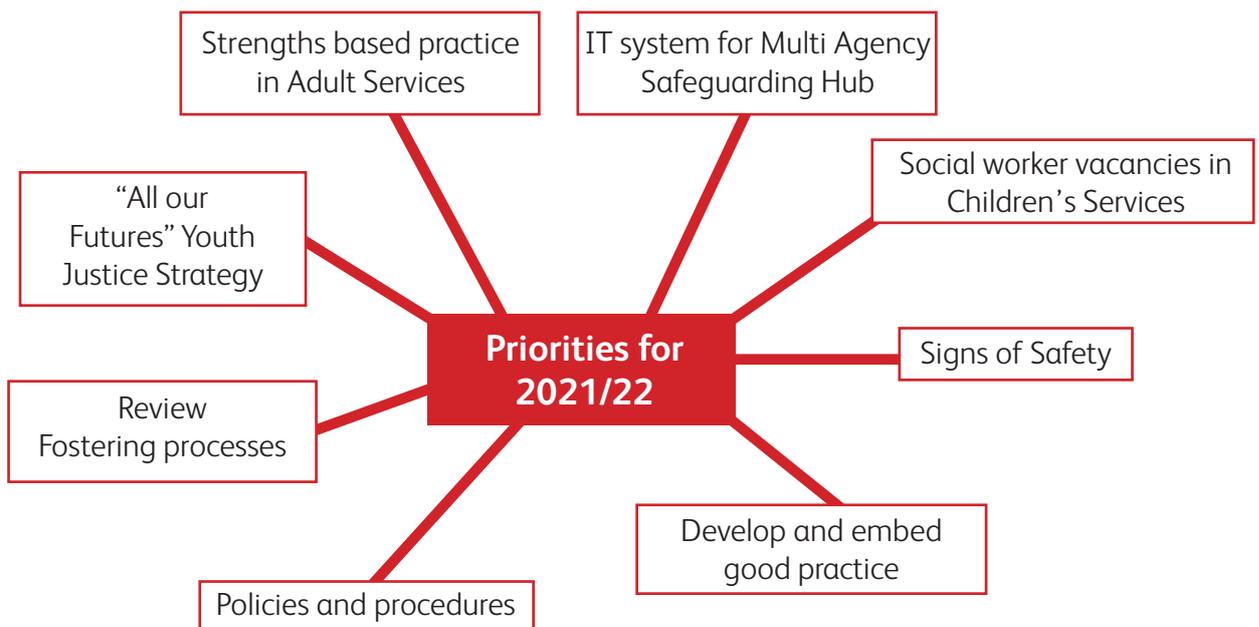
## OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

### Outcomes we have achieved during the year

✓	Strong leadership and direction with the appointment of Directors of Children's and Adult Services and permanent management teams.
✓	Improved consistency of decision making in Children's Services with management team oversight and challenge in relation to placement decisions and high risk cases.
✓	Improved support for decision making in Children's Services with the introduction of 4th teams in each of the localities.
✓	Good progress towards ensuring prudent social work in Children's Services with the introduction of multi-disciplinary teams and increasing the number of social work assistant and support worker roles to ensure that social workers are able to focus on what only social workers can do.
✓	Improved service delivery by supporting staff to be better equipped to carry out their roles: <ul style="list-style-type: none"> <li>• 16 seconded staff were on the Social Work degree course during the year.</li> <li>• 8 Enabling Practice Learning (EPL) staff (plus 2 deferred) were supported to follow the Continuing Professional Education and Learning (CPEL) pathway during the year. There were also 4 Approved Mental Health Practitioner (AMHP) candidates.</li> <li>• 30 newly qualified social workers enrolled the First Three Years in Practice program with 35 experienced staff trained as mentors to support them.</li> <li>• Provision of peer supervision through Signs of Safety.</li> <li>• Provision of clinical supervision within some children's services teams.</li> <li>• 2 operational managers supported to undertake Middle Manager Development Programme.</li> </ul>
✓	Staff are better equipped to listen intelligently and communicate effectively following provision of training in relation to meaningful conversations.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
<b>Policies and procedures</b>	<b>Signs of Safety</b> in Children’s Services and <b>strengths-based practice</b> in Adult Services
	Reduce permanent <b>vacancies in Children’s Services</b>
	Implementing <b>Regulation and Inspection of Social Care (Wales) Act 2016</b>
	Strengthening <b>Quality Assurance</b> processes to support meaningful <b>supervision</b>

Social worker vacancies Children’s Services	Full Time Equivalent sickness Children’s Services	Full Time Equivalent sickness Adult Services
<b>28.8%</b> ▼ from 38.4% in 2019/20	<b>12.88</b> ▼ from 18.23 in 2019/20	<b>19.68</b> ▼ from 21.46 in 2019/20



## OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

### Outcomes we have achieved during the year

✓	Clear direction for staff and citizens with the ongoing implementation of the Children's Services Strategy and development of the Adult Services Strategy.
✓	Improved / enhanced service delivery leading to new ways of working and better outcomes for people as a result of additional funding from Welsh Government.
✓	Improved value for money with increasing use of kinship arrangements and increased in house fostering provision reducing the dependency on external fostering providers.
✓	Cost of Care exercise undertaken to support future commissioning for Care Homes and Domiciliary care services to promote best value for money and quality of support and care for individuals.
✓	Through Occupational Therapy reviews £208,893 was saved on care costs through equipment or adaptations.

What went well from our 2020/21 plan	What is progressing from our 2020/21 plan, with some delay
Continue to develop <b>Performance Frameworks</b>	<b>Financial planning</b>
	Implement the <b>Eclipse</b> client record system
	Implement <b>CareFinance</b>
<b>Strengthen our partnerships</b>	Implement the <b>Adult Services Strategy</b>
	Move to <b>locality working</b> for all adult social services
	<b>Approved Mental Health Practitioners</b>

