

Local Authority Social Services Annual Report 2021/2022

Report on the effectiveness of Social Services



Mae'r ddogfen hon ar gael yn Gymraeg



**STRONGER
FAIRER
GREENER**





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FOREWORD AND INTRODUCTION

Message from Lead Members

Firstly we would like to say a huge thank you to all the Council staff who have worked incredibly hard throughout the year to deliver the services highlighted in this report. We have been so impressed by their dedication, patience and professionalism and the way they have risen to the huge challenges that the pandemic and its aftermath have presented.



Councillor Norma Mackie,
*Cabinet Member for Social Care,
Health and Well-being*



Councillor Ash Lister,
*Cabinet Member for Children
and Families*

We also want to express our sincere thanks to all our partners – statutory, third sector and volunteers, who have contributed so much to ensuring better outcomes for those who need our help most. We would also like to thank our predecessor Cabinet Members, Cllr Susan Elsmore and Cllr Graham Hinchey for their significant contribution throughout the year.

This report covers the achievements of social care services in Cardiff in what has been another extraordinary year. The need to find a balance between ongoing provision of essential services whilst continuing to adapt to the ever-changing demands of the COVID-19 pandemic has been a considerable challenge.

Whilst the COVID-19 pandemic has necessarily had an impact on the pace of implementation for our objectives, it has also provided us with an unprecedented opportunity to modernise our way of working. Our COVID-19 recovery plans embrace the potential presented by the rapid deployment of digital technology, and we will continue to maximise our use of the widest range of new technologies to ensure that citizens are offered the most efficient, effective and responsive services we can provide.

This report sets out the progress that we have made during the year – such as the improvements made to the Youth Justice Service in Children’s Services and the introduction of the Ageing Well Strategy in Adult Services. It also highlights some key statistics – such as Children’s Services responding to 47,424 new contacts and the Adult Services First Point of Contact team managing 39,786 contacts with an answer rate of 96%.

The shift in the balance of care towards prevention and away from a threshold-based approach continues to be a key focus for both Children’s and Adult Services. The importance of this is becoming more and more evident as we experience the longer term impact of COVID-19 on demand for services, particularly in relation to Children’s Services and in Older Persons’ domiciliary care services. In order to mitigate the significant increase in demand and complexity of need we are working to future proof our services, ensuring that the right services are provided by the right people and at the right time, and that we have the right resource and capacity to meet our statutory duties.

There is, as always, much to do and we will work together to provide the leadership needed to support our social care services. The priorities for the coming year are shown in this report for Children’s, Adults and Social Services as a whole, with partnership working and co-production being our underlying key principles. The detail of how these priorities will be implemented is set out in the Children’s and Adult Services Directorate Delivery Plans.



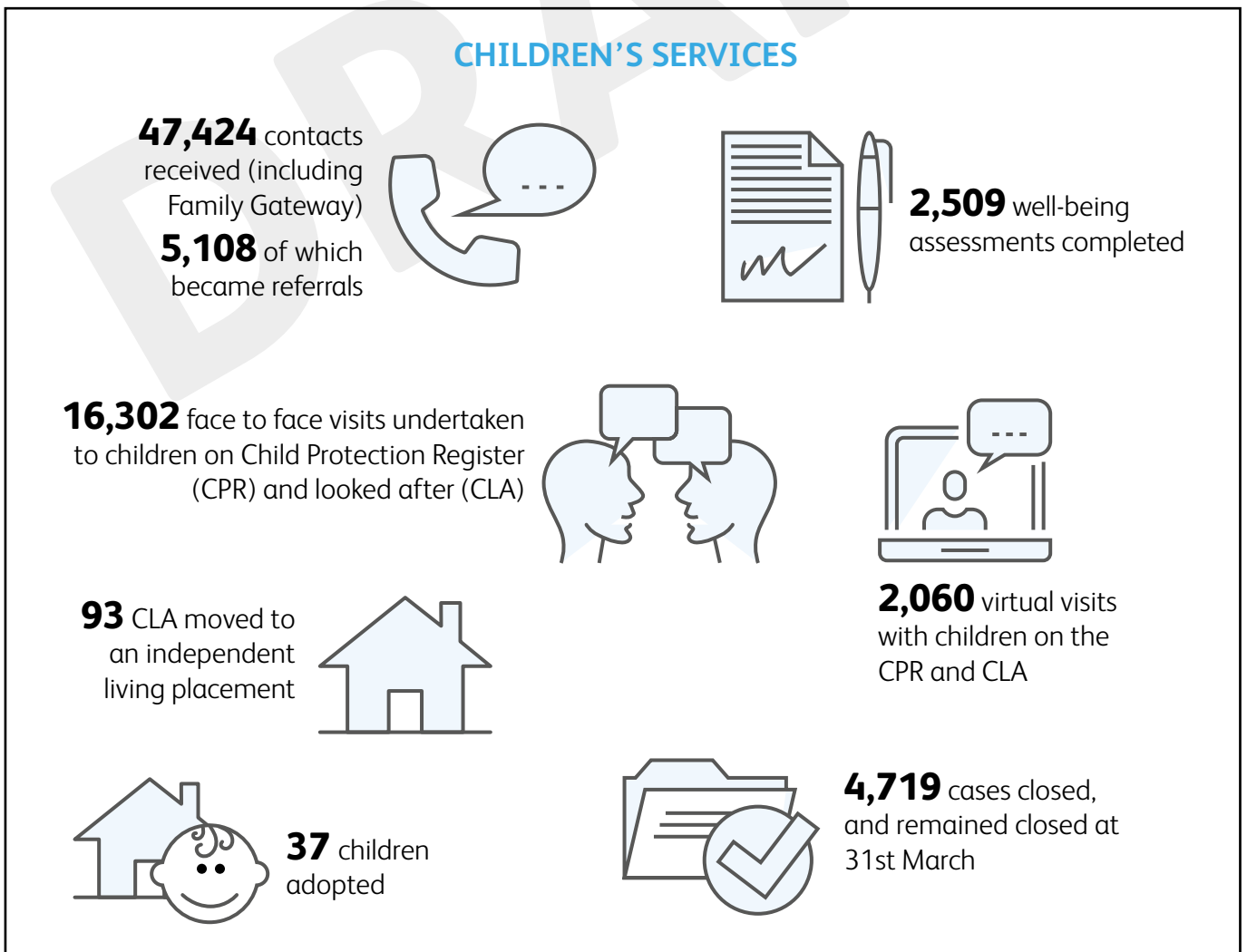
Message from the Director of Social Services

This report shows the range and scale of the work undertaken, in partnership, by Cardiff Council to support those who need our help across the city in the year April 2021 to March 2022. Children's and Adult Services, along with all other Council directorates, have continued to respond to the ongoing and changing needs resulting from the COVID-19 pandemic and to begin to implement plans for the recovery of all our essential services. The impact of the pandemic on some aspects of service performance are identified in the report and the ongoing scale of the challenges that face the social care sector cannot be underestimated. The focus that has been required to prioritise activity and maintain key services in the context of increasing demand and complexity is an impressive achievement, and I am hugely proud of our workforce for the dedication and resilience they have shown.



Sarah McGill,
Corporate Director of People & Communities and Director of Social Services

Some key figures to demonstrate the volume of day-to-day work undertaken during the year are below:



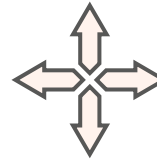
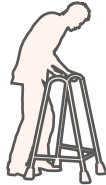
ADULT SERVICES

1,693
Adult Safeguarding
enquiries started



15,943 incoming calls to
First Point of Contact (FPoC)

2,263 people receiving
domiciliary care through all services



146
referrals received through
the Hub Wellbeing Officers

503 Well-being
Carers Assessments
undertaken



2,153 assessments completed
by the Independent Living Team



6,868 Care and
Support Plans and
2,762 reviews
completed



SOCIAL SERVICES

Academi
**Gofalwyr
Caerdydd**

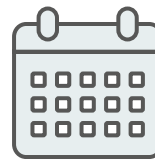


**Cardiff
Cares
Academy**

116 people registered with
the Cardiff Cares Academy



354 staff
received Manual
Handling training



521 same/next working
day requests received to the
Joint Equipment Service

90,025 meals delivered
by Meals on Wheels
throughout the year



Following the appointment to the newly created posts of Director of Children's Services and Director of Adult, Housing and Community Services last year, we have realigned our support services to ensure that both Directorates have dedicated resources to enable more specific service planning, development and assurance. The benefits of aligning services in this way are evident as it has enabled us to target directorate resources more effectively, ensure clearer accountabilities and significantly improve directorate financial management.

In terms of inspection activity in the year, a follow up inspection of the Youth Justice Service by Her Majesty's Inspectorate of Probation (HMIP) commenced in March. The three-week inspection considered pre-Court cases, post Court cases and resettlement, including interviews with staff, young people receiving services and partners, and close examination of in excess of 40 cases. Further information will be available when the report is published later this year.

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

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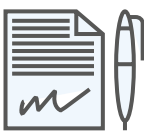





CHILDREN'S SERVICES OVERVIEW

The Delivering Excellence in Children's Services Strategy 2019-22 sets out the key activities required to deliver progressive change and shift the balance of care for children in Cardiff. The strategy is currently being reviewed to reflect the distance already travelled and to include the new initiatives we are implementing to provide families with the right support, from the right person at the right time, in the right place and at the lowest safe level of intervention.

We continue to focus 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 continued significant increase in demand for Children's Services, particularly at the front door. It is anticipated that this increase in demand will continue as we see the long-term impact of COVID-19 harm on children and their families. This reinforces the need to deliver against our strategic change objectives that are intended to support us to manage demand and shift the balance of care. An overview of the change in demand across the child's journey is set out below:

Contacts	Referrals	Well-being assessments	Strategy discussions
47,424  ▲ 26% 37,503 (2020/21)	5,108  ▲ 9% 4,690 (2020/21)	2,509  ▼ 6% 2,651 (2020/21)	5,338  ▲ 33% 4,007 (2020/21)
Section 47 enquiries	Initial child protection conferences	Added to Child Protection Register	Started to be looked after
4,171  ▲ 49% 2,798 (2020/21)	689  ▼ 6% 730 (2020/21)	612  ▼ 15% 705 (2020/21)	306  ▲ 10% 279 (2020/21)

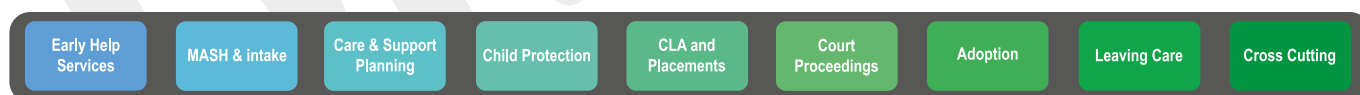
The increase in demand and complexity, alongside the ongoing impact of the pandemic has impacted considerably on our performance against key targets (for example, in relation to timeliness of wellbeing assessments and completion of plans for children looked after). As part of our COVID-19 recovery and return to business as usual we are closely monitoring our performance to inform our project planning and implementation of the improvement workstreams that are described throughout this report.

Shifting the Balance - Practice

Due to the ongoing nature of the COVID-19 pandemic during 2021/22 we have continued to capitalise our use of technology to support the delivery of our services. Our digital / in person hybrid approach enabled us to adapt our Operating Model at short notice to respond to the regular changes in Welsh Government guidance and legislation. Priority was given to safeguarding and child protection at all times and face to face visits to the children who most needed them were maintained. However, at the times when the COVID-19 risks were at their highest risks we reverted to virtual visits where it was safe and appropriate to do so. Going forward, we will retain this hybrid model of working that enables us to safely meet the needs of children and their families whilst ensuring the most appropriate and efficient use of resources.

Children's Services are continuing to implement the Delivering Excellence in Children's Services Strategy and have made significant progress in key areas throughout the year (detailed below). The Strategy will be reviewed in 2022/23 to ensure that it is up to date and sets the direction for the Directorate for the next 3 years.

A systems review has been undertaken during the year to ensure that our processes are streamlined, and our services are future proofed to enable us to respond to the increase in demand and complexity that we are experiencing. We will be focusing on our front door to address failure demand and shift our approach to supporting families, so we take a more integrated wellbeing approach, working to families' strengths to provide them with the support that they need. This focus on integrated prevention services will ensure that risk is managed appropriately throughout the service to safeguard children effectively and reduce the potential for a risk averse use of formal child protection investigations. Implementing the recommendations from this review will be one of our priorities in 2022/23.



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. On 31st March 2022 the Family Help and Family Help Disability teams had provided tailored support to 2,407 children and young people and their families, and the Family Gateway contact officers had offered information, advice or assistance to 10,340 people who contacted the Gateway.



During the year the CFAS Family Help team has grown to respond to the increase in demand, with the creation of a third locality team. The Primary Mental Health Worker posts have been secured and this team have continued to support practitioners in ensuring children and young people have access to appropriate support in relation to their emotional and mental health. As well as managing caseloads and offering casework advice, this included offering training to practitioners on exploring mental health through an Adverse Childhood Experience lens, and a practical session in relation to working with anxiety.

Work on agreed referral pathways has been undertaken with the team developing the Cardiff and Vale University Health Board (UHB) Single Point of Access (SPoA) for children and young people with mental health and emotional wellbeing needs. The aim is to enable the practitioners leading the SPoA to refer families directly to the Family Gateway, rather than signposting them to make contact themselves. This will assist those families who are unlikely to make contact themselves because of a lack of confidence, or other underlying emotional and mental health issues.



Other key developments during the year include:

- A group of young people were identified to work in partnership with Promo Cymru to develop a promotional campaign for CFAS. The young people have previously received support through the service and wanted to share their experiences in order to encourage others to access the information, advice and assistance that they need.
- An evidence portfolio for the Youth Participation Standards was developed and submitted. Following an assessment visit early in 2022/23, the service met all the standards and were awarded the Families First Quality Award.
- The Gateway has become a trusted referral partner for the NSPCC and now can refer to a number of services, including their 'Baby in Mind' service.
- The Family Gateway Team supported the delivery of the Welsh Government package of support for unpaid carers, to promote the value that they bring to the Welsh economy, communities and health and social care system. £275,000 of funding has been passed onto unpaid carers, with over 500 unpaid carers benefitting from the grant. The pandemic has had an overwhelming physical and emotional impact on children with disabilities and their families, so the grant is being used to support unpaid carers to cope with the effect of the COVID-19 pandemic and help them to meet their wellbeing needs. Funding has been offered to those families open to the Council's Child Health and Disability and Family Help Disability teams.



The Support4Families team is working well and during the year, worked with 1,864 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.

During the year we have implemented an Interventions Hub to bring together all of our in-house interventions. This includes Family Intervention and Support Service (FISS) workers, on call FISS (for support out of hours), Rapid Response workers, Think Safe! and our Adolescent Resource Centre. This has enabled one referral pathway for requesting support services whilst also improving clarity of roles, reducing duplication and helping to ensure that children and their families receive the right support from the right person at the right time.

We have also introduced a Reviewing Hub that builds on the services that we already had in place to support statutory reviewing functions for children on the Child Protection Register and children looked after. The Reviewing Hub will enable us to meet the increased demand for reviewing services resulting from the increasing numbers of children being looked after, whilst also extending the service to children with care and support plans (CASP). This independent review of all CASP will improve our planning and help to ensure that cases are stepped up and down in a timely manner. It will help us to evidence that children and their families are receiving the right support from the right person at the right time, and reassurance that cases are being managed and closed appropriately.

The Safeguarding Adolescents from Exploitation (SAFE) model is being piloted and a suite of SAFE tools are being used to support the process. The SAFE Operational Groups have received huge partnership support and buy in, and we are seeing improved relationships, communication and information sharing as a result. This is key to enable us to keep up to date with the ever-changing themes and trends in relation to criminal exploitation and sexual exploitation so we can minimise the risks to young people, their families and communities.

A project has been established with dedicated support to implement our Court Improvement Plan - to help us to ensure that mechanisms are in place to monitor cases that are in the Court process and report on progress and timescales. Planning is underway for a Court Team to be developed to give this work the focus that it requires, and redaction work will be integrated into the Children's Services structure early in 2022/23. Court specialist social workers have been employed to lead on Court work and to upskill the workforce in this area.

During the year we have undertaken a review of children on Placement Orders who are not yet placed for adoption and steps are being taken to discharge Care Orders and revisit care plans where appropriate. These reviews will be revisited regularly to increase certainty for children with all children having a contemporary plan for permanence. We have made improvements to life journey work by ensuring that Life Journey Workers are allocated at the point the plan for adoption is agreed. The role of the Life Journey Worker is now embedded into the case management teams and additional workers are being trained in therapeutic life journey work to ensure that life journey milestones are met. Discussions in relation to the acceptance of transference and support three years after Adoption Orders be granted are ongoing due to the likely impact for Cardiff regarding duties, responsibilities, and budget.

We have also made a number of developments and improvements to our services for young people leaving care to support their transition to adulthood. In line with Welsh Government guidance, we are implementing Extended Entitlement on a case-by-case basis, whereby the support of a Personal Advisor is available to all care leavers up to the age of 25, irrespective of whether they are engaged in education or training. We have employed a specialist worker to make links between young people and the Department for Work and Pensions, supporting young people with universal credit claims, developing their CVs and in obtaining training. A review of our Personal Advisor Service has been undertaken and consideration is being given to how this service can best support our care leavers going forward.

In relation to transition for children with disabilities, the joint Planning for My Future Protocol has been launched with the aim of improving young people's experience of transitioning from Children's to Adult Services. We have also implemented a multi-agency Transition Review Interface Group (TRIG) that considers which Adult Services team cases will transfer to in order to prevent delay. This is having a positive impact, although we acknowledge that there is still some work to do to further improve performance in this area. We have considered the Let Me Flourish review, undertaking an analysis to determine where we are in relation to the 19 key findings. The outcome of this has informed the production of an action plan to develop and improve services for children with disabilities and their families. These families have been particularly affected by COVID-19 so providing them with the support that they need, including domiciliary care and short breaks is one of our key priorities. Use of Direct Payments for families of children with disabilities is also being promoted and we are considering the potential to use Direct Payments for other families.



Other developments that we have worked on during the year that will continue to be priorities in the next iteration of the Delivering Excellence in Children's Services Strategy include:

- The development of an **integrated edge of care service – The Right Place**, based on the North Yorkshire Model.
- Embedding **locality working** – particular progress has been made with schools and work with GP clusters has commenced.
- A focus on **Quality Assurance** and **improving practice** – for example we have identified 5 key priority areas and are running workshops to ensure that practice standards are met and consistently applied across the Directorate.
- A focus on developing **participation** – a framework is being established with input from children and parents setting out the importance of participation and involvement of children and families in the development of individual plans, and also service planning. The implementation of the Mind of My Own app during the year has been a particular achievement in this area.
- The **Family Drug and Alcohol Court pilot** – this pilot is in the early stages, but we are already seeing improved involvement and engagement in the Court process for the families involved in the pilot.



Shifting the Balance – People / Workforce

During the year we have developed a Workforce Action Plan with a focus on “getting into and back into social work”. The purpose of the action plan is to attract both newly qualified and experienced social workers to Cardiff. The latter continues to be an issue for us and other Welsh local authorities, so work is continuing but we have made progress in a number of key areas, including:

- Engagement with universities to attract students to Cardiff.
- Improving our use of social media to attract social workers to Cardiff.
- Working with Community Care to create 5 articles over 12 months that highlight our workforce, learning plan and how we work with children and families in Cardiff.
- Developing a staff induction pack to ensure consistency of support and information for new starters.
- Consultation with staff to identify individual learning needs and styles.
- Training and Development Framework agreed with work to support career progression to follow.
- Restructuring of the Training Team to provide dedicated support and resources for Children's Services.
- Appointment to Practice Lead roles in all 3 locality teams, with plans for an additional 2 appointments. The purpose of these roles is to support newly qualified social workers in their first years in practice, to embed good practice and to ensure consistency of practice across the Directorate.
- Use of short term COVID-19 Recovery Funding from Welsh Government in support of prudent social work – ensuring that social workers only doing what only social workers can do. For example, we are piloting the use of Social Worker Resource Assistants who have been supporting social workers with arranging and minuting core group meetings, collating information for chronologies along with numerous other tasks. The pilot is in its very early days, so it is too soon to evidence an increase in performance, however the feedback from social workers is extremely positive.

All of the above initiatives have enabled us to build on the good work that we did in 2020/21 and continue to recruit permanent social workers. This year we have seen a net gain of 13 social workers, and an additional 3 internal promotions to positions across the service. This has resulted in our vacancy rate reducing from 28.8% in March 2021 to 23.9% in March 2022. We also continue to engage with providers of agency social workers so we are able to ensure that vacancies are covered whilst permanent recruitment processes are undertaken. We do, however, have significant concerns about current capacity in the service to manage and respond to the increased demand and complexity of presenting issues – work to mitigate this is ongoing.

Sickness rates in Children's Services increased during the year to a full time equivalent (FTE) of 15 from 12.88 in 2020/21, although this was below the target of 17.5, so the target was met.

Shifting the Balance - Place

Progress is being made in our work to shift the balance of care. The Reunification Framework, which aims to support children to return to live with family where it is safe for them to do so, was launched during the year – a Reunification Team comprising a principal social worker, social worker and 4 support workers has been set up. This team has a specific focus on the reunification of children to their families. In the first instance the team are working with young people subject to section 76 (voluntary care) or who have been looked after for a period of 2 and a half years.

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. Work 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 has started and is ongoing. Similarly, work to convert kinship arrangements to Special Guardianship Orders has also commenced and will be one of our priorities in 2022/23.

Work to grow the in-house fostering service is progressing well with the number of in-house carers increasing from 104 to 114 during the year and an additional 18 full assessments in the pipeline. Campaigns to grow our in-house fostering service continue and we are currently focusing on attracting carers specifically for children with disabilities, teenagers and parent and baby placements.



We have recently appointed a Market Engagement Officer to develop the relationship between Cardiff and the Independent Fostering Agencies (IFAs), so they are better able to meet our needs. This includes work with both the larger IFAs and small independent providers to develop parent and baby placements, placements for teenagers and therapeutic placements.

During the year we have progressed our plan to develop in house residential provision with the launch of our Assessment Centre and pop up pop down emergency accommodation. We have also worked with local residential providers and colleagues in Housing to secure an additional 4 residential beds and 15 Young Person's Gateway units in Cardiff respectively, with more due to come on stream in 2022/23. We have also worked with the Salvation Army to develop a 6 bed unit specifically for unaccompanied asylum seeking children (UASC) that is due to open early in 2022/23. This accommodation will form part of a pathway for unaccompanied asylum seeking children that will enable us to undertake an additional assessment of their needs before determining which provision would be best placed to meet their needs. Work with providers to ensure accommodation sufficiency for UASCs is ongoing.



Assessment Centre



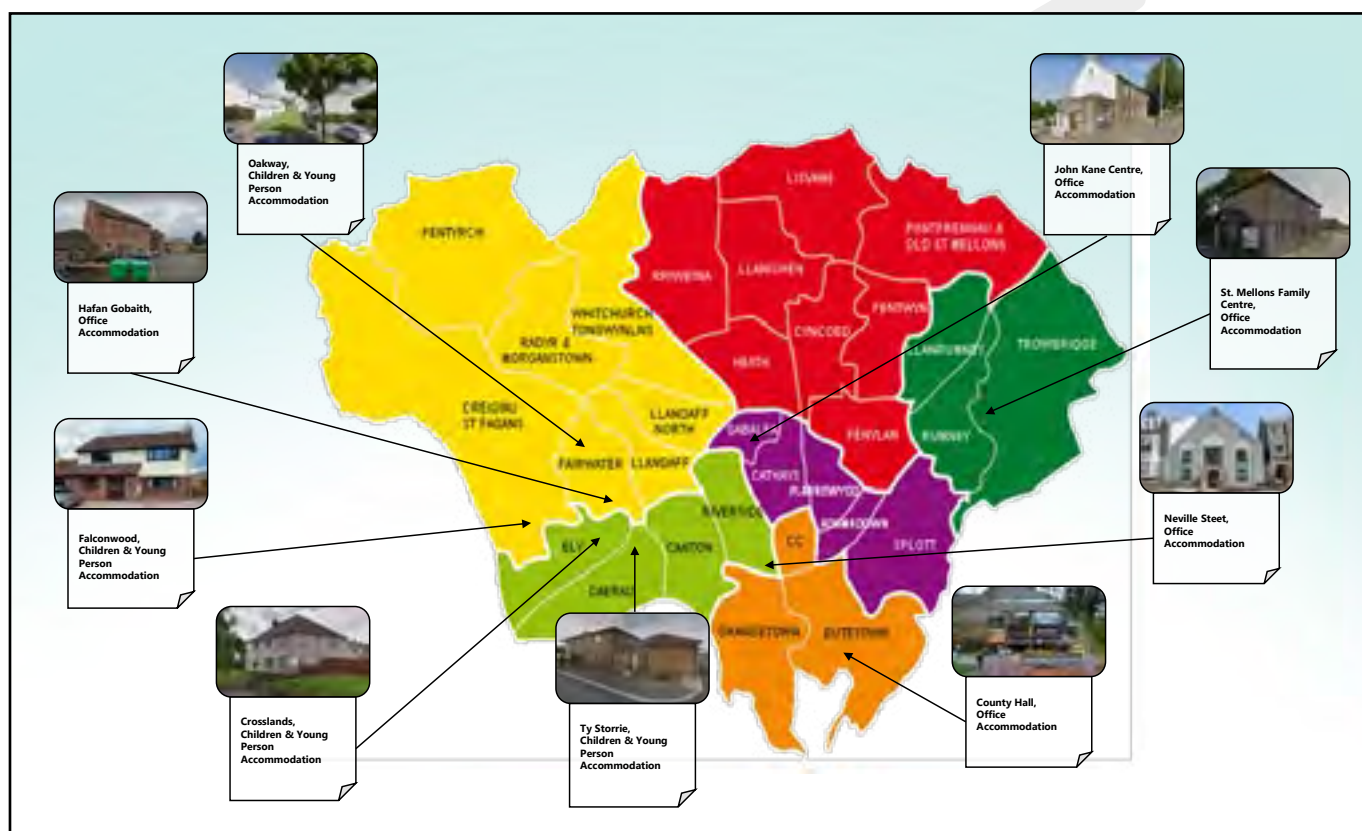
Emergency Accommodation



Existing residential provision

Placement sufficiency is a significant issue as the market is not currently able to meet the increase in demand for placements and the complexity of needs for young people. We have recently seen an increase in the number and consistency of children being placed in unregulated placements because we have not been able to source regulated placements to meet their needs. An urgent project group has been established to ensure that this work is prioritised and dovetails with our implementation of the Integrated Edge of Care Service – The Right Place (North Yorkshire Model) and our work to develop our accommodation portfolio – for in house placements and bases for staff.

The image below sets out our existing accommodation. We are developing our short, medium and long term plans to better support direct work with young people, and to accommodate the changing needs of our staff teams (for example to enable the staff from the new Interventions Hub to be based together).

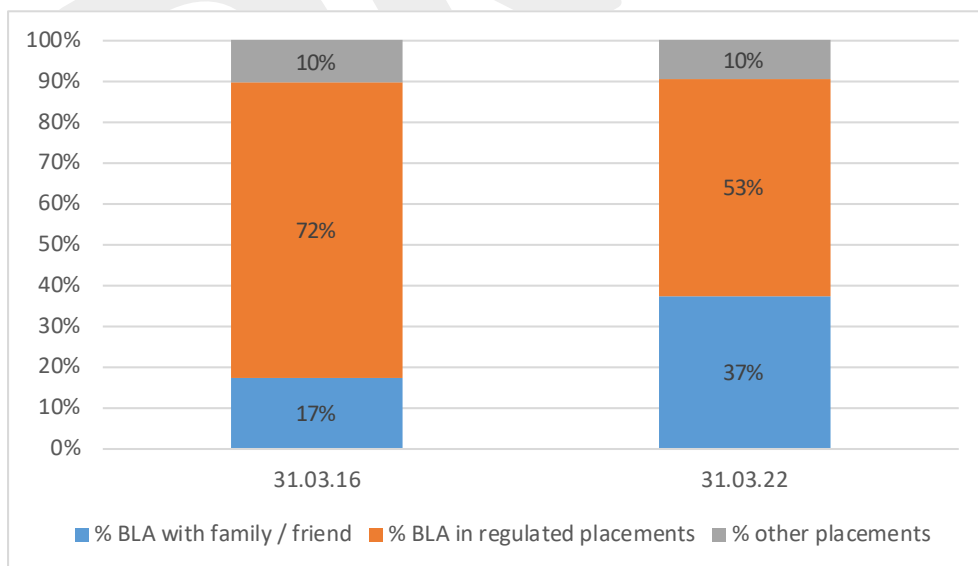


The impact of COVID-19 on families of children with disabilities is becoming increasingly evident with growing numbers of families experiencing breakdown so timely provision of these support services is hugely important for families with children with disabilities. In response we have set up a separate project group looking to identify and meet the needs of children with disabilities – including activities, short breaks and looked after placements. The project will oversee all of our work to develop our services for children with disabilities, including the implementation of the action plan in response to the “Let Me Flourish” report mentioned above. However, the initial focus of the project is to ensure that our in house provision for overnight short breaks (Ty Storrie) is modernised and able to meet the demand and complexity of needs of children with disabilities. Options for the reshaping of Ty Storrie have been considered and the preferred design has been chosen – a 4 bed modular design has been chosen to better meet the needs of young people. The detailed work is in the process of being commissioned.

We have particular concerns in relation to young people with serious mental health and emotional wellbeing issues. Where these young people are not able to be safely discharged home, they are experiencing delay in discharge from hospital as there is a lack of accommodation provision to meet their needs. This issue is being addressed with partners including Health as part of the Starting Well Partnership - three main workstreams have been identified with short, medium and long term objectives. The first workstream is focusing on the formulation of joint discharge plans for children and young people currently in hospital and developing relevant toolkits in support of this – for example we are working on a self harm and suicide toolkit. The second workstream will focus on working with providers to provide wrap around support to prevent hospitalisation and expediate discharge. The third workstream is the commissioning of a long term accommodation solution with wrap around support for these young people.

In addition to this, during the year there have been a number of provider performance issues and providers in escalating concerns, some of which are as a result of COVID-19 and the impact that this has had on staffing issues. We are working with providers and the Care Inspectorate Wales to address these issues.

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:



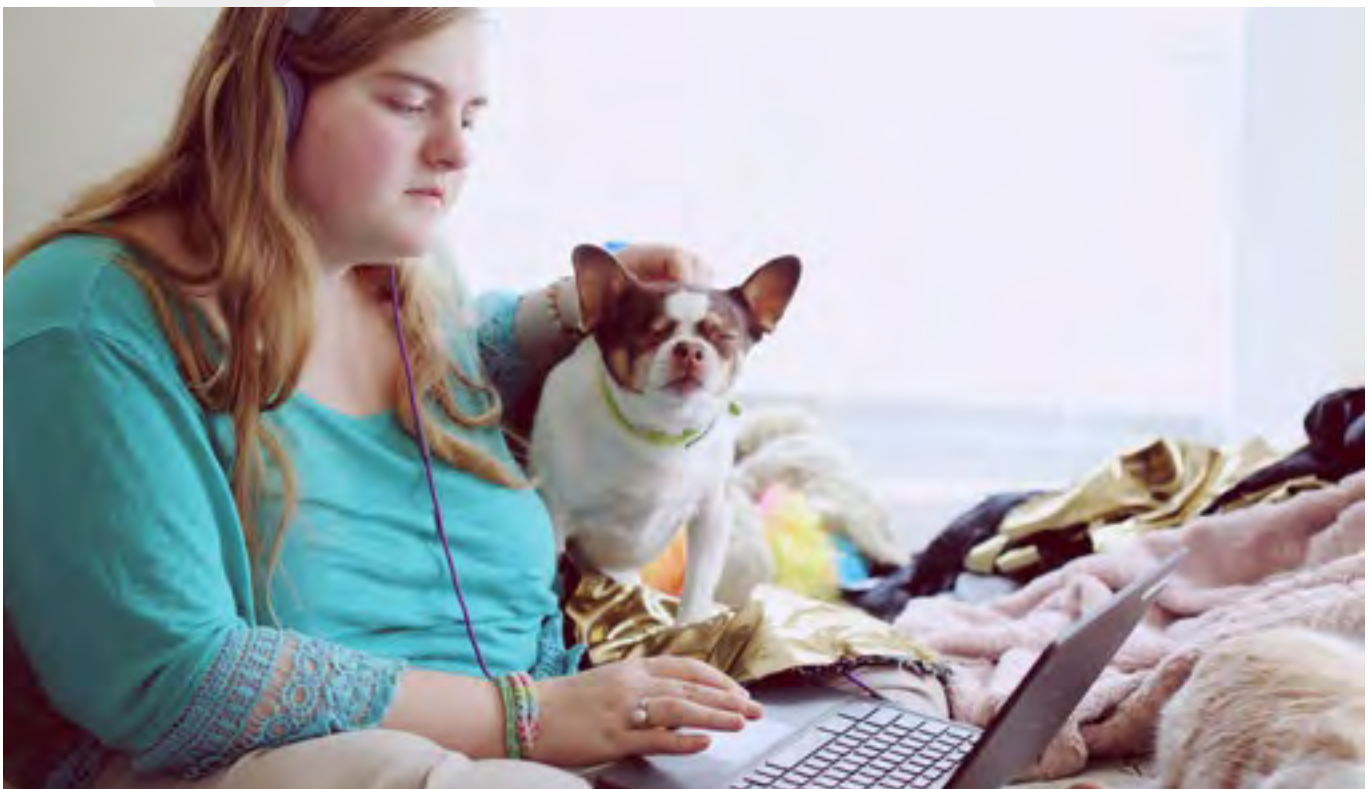
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TRANSITION TO ADULTHOOD

How we help young people to transition to adulthood is key to the success of their future lives. Within the Adult Learning Disability Team, there are 4 specialist transition workers. They start working with young people from the ages of 16 – 17, alongside the Children’s Services social worker, and specialist Health and Education colleagues to plan for the transition to Adult Services. Over the last year, the Learning Disability Service has worked alongside Education colleagues and Cardiff and Vale College to pilot a course for young people with complex needs with good success. Young people attend college 2 days a week and are supported by day service staff to put learning into practice on the other 3 days. This has enabled young people to remain living locally and maintain friendships and familiar services. Work is ongoing to develop this service to meet needs and wishes locally.

During the year we developed a Young Person’s Multi-Disciplinary Team in partnership with Housing colleagues to identify and meet the growing number of young people presenting with a range of complex needs, addressing themes such as mental health, substance misuse and risk of exploitation together with housing and homelessness issues. A bespoke multi agency service has been developed that can be tailored to the needs of the individual young people, this includes case co-ordinators, therapeutic and substance misuse workers and a menu of targeted interventions provided by Cardiff Mind, including fast track into 1-2-1 counselling. It is anticipated this pilot will provide learning on how to support our young people impacted by trauma and displaying challenging behaviours.

In the coming year we also plan to improve our approach to neurodiversity - funding has been approved for the appointment of two specialist social workers to further develop our services in this area and provide dedicated support for those with autism and Attention Deficit Hyperactivity Disorder (ADHD) and a range of other conditions.



4

ADULT SERVICES OVERVIEW



Adult Services faced unprecedented challenges during 2021/22. The impact of the national care crisis reduced availability of care, while at same time demand for care increased dramatically. 1,644 referrals for domiciliary care were made during the calendar year 2021, 18.4% more than in 2019. At its peak, domiciliary care referrals were 36% higher than pre pandemic levels and while this has levelled off more recently, the impact of this surge in demand for services is still being felt and the ongoing fragility of the care market remains of concern. In addition, the volume and complexity of casework combined with challenges in staff recruitment and retention have put pressure on both social work and occupational therapy assessment. Supporting our care providers and addressing our recruitment and retention issues remain a key priority for the coming year.

Despite this context, significant progress has been made on setting out our strategic direction and delivering service improvements. New partnerships have been formed and existing ones further developed to help us meet the current and future challenges.

Carers Wellbeing Assessment	Safeguarding Enquiries	No. of individuals with a care and support plan in place at the end of the year	
503 14% 440 (2020/21)	1,693 29% 1,316 (2020/21)	4,429 6% 4,197 (2020/21)	
No. of people in Care Homes (all)	No. of days offered through LD Complex Day services	No. of citizens supported by Ty Canna	Care Plan Reviews Completed
872 2% 890 (2020/21)	2,772 12% 2472 (2020/21)	992 6.5% 931 (2020/21)	2,762 32% 3,039 (2020/21)

Cardiff Ageing Well Strategy 2022-27

The Cardiff Ageing Well Strategy was developed during the year and agreed by the Council's Cabinet in January 2022. The Strategy sets out an overarching vision for services for older people in Cardiff and how we will address the challenge of an ageing population. The Strategy sets out the vision to "Support older people to live well in their homes and communities". A number of key aims have been developed informed by a review of strategic documents and feedback from partners and service users.

The key aims of the Strategy are:

- Supporting older people to stay active and connected in an age friendly city.
- Supporting older people to live independently at home through strengths-based preventative services.
- Working in partnership to deliver high quality sustainable care and support.
- Supporting informal carers and valuing their role.
- Ensuring our services meet the needs of the most vulnerable.
- Proactively modernising our services.

The Ageing Well Strategy will be the first of a suite of documents that will be developed to set out our vision for service development and delivery.



Residents of a care home enjoying a Gardening Club



Day Services opportunity; reducing social isolation

Age Friendly City

Cardiff completed the application process to join the World Health Organization's (WHO) Global Network for Age-Friendly Cities and Communities at the end of 2021 and was accepted as a member at the beginning of March 2022. This is a joint venture by the Public Services Board (PSB) who made a commitment to working together to contribute to the global age-friendly community. A requirement of the submission was the development of an action plan focused on the eight domains that the WHO have identified as encompassing all areas of community life.

Addressing Social Isolation and Loneliness

The recently published Population Needs Assessment showed that loneliness and social isolation has increased during the pandemic and some who were self-sufficient are now in need of support due to reduced resilience. A range of activity is ongoing and in development to help prevent social isolation across the whole spectrum of need, this work is being taken forward in a joined-up approach between Adult Services and Communities Services.

The Sunflower Club was born during lockdown and was originally set up as a digital group to support people experiencing loneliness and isolation. Group members met virtually weekly and were provided sunflower seeds to grow during the summer months, with updates provided weekly by group members on how they were growing and problems they were facing with growing their sunflowers. This expanded as lockdowns lifted to become an in-person group and is run from the Rumney Hub attended by people from all across Cardiff weekly. They have recently secured funding from the Royal Society for the Protection of Birds (RSPB) and have been chosen as the project in Wales that RSPB are showcasing for their Nature on your Doorstep series of films. The online group continues to be run as well offering people an opportunity to meet both virtually and in person and this continues to be a success. The link to the film can be found here: <https://www.youtube.com/watch?v=SVmFlqej4AY>

Developing New Accommodation Options

As part of the Older Person's Housing Strategy a number of key developments have been identified to ensure that people supported by Adult Services have access to accommodation that is suitable to meet their needs and provides local accommodation options in people's own communities. The Strategy resulted in the establishment of a Rehousing Solutions service that delivers tailored housing support for older people. Good progress has been made in establishing the team and further work has been identified to promote the wider use of Extra Care and community living housing as an alternative to residential care for both respite and permanent care.

Development of a wide range of older persons housing is included in the Council's new build programme, this will include:

- Development of 214 Care-Ready apartments for older people within 4 communities throughout Cardiff.
- Development of older person flats at Moorland Road.
- Submission of the planning application for the Michaelston Wellbeing Village.

Accommodation options are also being developed for those with mental health and learning disabilities including:

- Step-down accommodation options for people with mental health issues to move out of residential accommodation.
- Improved overnight respite offer for people with learning disabilities.
- Development of proposals for new supported living accommodation.



Rumney scheme



Llanederyn Scheme



St Mellons Scheme



Extra Care in Cardiff

Wellbeing Support Services

In July 2021, Cardiff Wellbeing Service was launched, offering health and wellbeing support to the residents of Cardiff.

Since the launch of the new service, Health & Wellbeing Mentors have been providing 1-2-1 hand holding support. The team have been working with individuals, including unpaid carers, to have wellbeing conversations to identify their individual needs. Each customer has then been given a tailored plan to suit their specific needs with the aim of positively impacting their lives. The team work with key partners, e.g. Advice / Support services, Public Health Wales and 3rd Sector. Emphasis is also given in ensuring social prescribing to community activities, for example accessing the Hubs Events programme with the aim of tackling social isolation.

There are no barriers to individuals accessing the Wellbeing Service which has been promoted widely. By December 2021 the team had received over 100 referrals and forged partnerships with MIND, Cardiff & Vale College and colleagues within the Health Board to further assist our customers.

With the aim of widening the social prescription offer, Community Inclusion Officers are based within the team and facilitate a variety of activities both online and face to face to suit all customers, providing classes linked to ageing well, such as Tai Chi, falls prevention, gentle chair exercises as well as the increasingly popular walking football and netball sessions. Most prevalent are the very popular gardening clubs which are attended by older people some of whom have been affected by bereavement. Powerful feedback has been given by participants who report regaining of a sense of purpose in life.

An average of 1,000 customers per month attend Community Inclusion events (including digital and face to face) be it a local walking group, litter picking, coffee get togethers or social chats, proving how valued these additional services are by local residents.

Older Persons Day Centres

Our Older Persons Day Centres reopened during the year and are once again providing much needed services in the community for older people with high care and support needs. The pause in delivery during the pandemic has demonstrated how much these services are needed and valued by the people who attend them and by their carers. A wider range of activities are now being provided in the centres, to meet all preferences and this include more activities in the community.

Delivery of various wellbeing activities has included:

- Baking / cooking sessions
- Outings to parks and shops in the local area
- Peddle Power
- Nail cutting service
- Chair yoga
- Painting sessions
- Dial service - delivering general arts and craft activities
- Sports Cardiff - 60+ provision sport
- Read Aloud / poems
- Variety of RemPods / reminiscing sessions
- Outdoor walking groups

The Day Centres have now started to offer weekend opening which has been well received by service users and families extending the hours that the service is available and providing more flexibility for service users and their carers.

Prevention and Strengths Based Working Independent Living Services

Demands on our front door and preventative services have continued to be high. During 2021/22, First Point of Contact (FPoC) dealt with almost 40,000 calls with an answer rate of 96%. The number of new referrals received increased by 34% and despite this 85% of referrals were able to be resolved at first point of contact without onward referral to Social Care, allowing social workers to deal with more complex cases.



Pressures on the Occupational Therapy services also continue. The team have received 20% more referrals than for the same period prior to the pandemic.

First Point of Contact (FPoC) hospital teams have supported 2,446 patients with discharge in 2021/22, through the provision of community-based solutions that have reduced bed-blocking and helped patients remain independent once home. It is estimated that FPoC hospital teams have assisted Health Services in avoiding 2,070 bed days in the last financial year.

Despite these challenges of the pandemic our Independent Living Service (ILS) continued to support clients to remain at home by providing a range of advice and assistance. 95% of clients said that they felt able to live at home more independently following support from ILS. Through 2021/22 the ILS continually reviewed demand upon each of its services, reassigning its multi-skilled teams as appropriate to ensure that services continued to be delivered and staff wellbeing was supported.

The service has continued to embrace a more digital approach to delivering services. Where appropriate our Occupational Therapy and Visiting Team have carried out assessments of citizens needs virtually, via Microsoft Teams video calling or the telephone. Support has been provided to keep older citizens of Cardiff connected online, either by facilitating events or providing one to one digital inclusion support for where needed. Many groups were supported in 2021/22 providing regular online activities and also helped to get back to providing face-to-face activities as restrictions reduced. Independent Living Services also held 4 virtual festivals providing activities, information and advice.

2021/22 continued to see significant demands on the Joint Equipment Service's same / next working day delivery service which enables to support speedy hospital discharge, avoid hospital admissions and reduce breakdowns in care. The Same / Next Working Day Delivery (SNWDD) service was established to support emergency situations where equipment was needed immediately in order to enable a discharge home from hospital or to prevent a hospital admission / carer breakdown from occurring. The pandemic saw a dramatic increase in the use of these requests as hospitals desperately sought to discharge people home to free up bed space – in February 2021 there was an increase of 384% in these requests over the same month in 2020. The unprecedented surge experienced while we were in the throes of the pandemic has diminished, however these requests remain even now at a significantly higher number than pre pandemic. In the financial year 2021/22 the service received 521 such requests, while in the last financial year before the pandemic (2019/20) the number of requests was 255 – a 104% increase. We believe that this higher level of activity is now the new 'normal' and is expected to continue while the NHS continues to face the significant backlog that has arisen as a result of the pandemic. Over 70% of the requests made for this service are for palliative care.

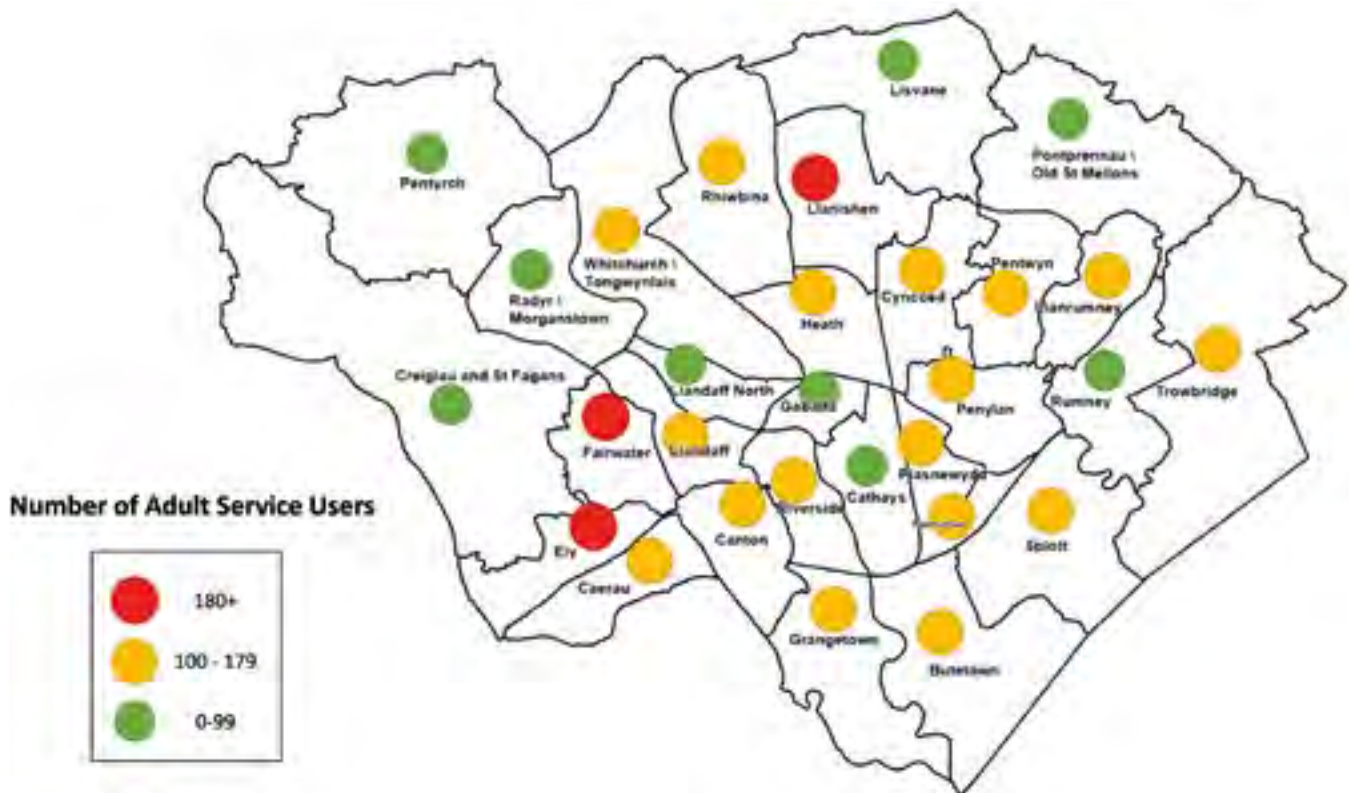
Older People's Services

Whilst the number of initial contacts received through our front door services have decreased over the previous year, there has been a significant increase in the percentage of cases progressing to full well-being assessments. It is recognised that the individuals coming through to the service are requiring higher levels of support than previously seen. This data reflects the pressures experienced throughout the health and social care system and the complexities of appropriately supporting vulnerable adults, unpaid carers, and families in Cardiff.

Significant work has been ongoing with our University Health Board colleagues and residential care settings to support the timelier discharge from hospital of individuals back into the community. The service has funded a number of Discharge to Assess (D2A) and Discharge to Convalesce (D2C) beds in care homes throughout Cardiff to provide a less clinical environment to assess people and support them to regain their independence before going home. The individuals supported through D2A and D2C have generally been younger than people who would normally be entering care homes and as a result has impacted on the average age of people entering residential care. However, the outcome has been that people have been supported through discharge far more quickly and better outcomes for reablement have been achieved due to the positive input offered by colleagues in the community.

Due to the increase in demand and the ongoing impact COVID-19 has had on staff teams, funding from the COVID-19 Recovery Fund has been used to identify additional resources to meet the requests for assessment.

- We are working in partnership with Attenti who provide a managed social work assessment service. A framework of support is in place to ensure those practitioners to meet the quality standards we set in Adult Services.
- COVID-19 Recovery Fund monies were also used to employ agency staff to support our social work teams.
- Retired colleagues have returned to the workplace on a part time basis to bring their experience and skills back to Adult Services supporting citizens and our staff group.



Map showing how the over 65's service user population is distributed throughout Cardiff

Strength-Based Practice

Strength based practice focuses on an individual's strengths (including personal strengths, social and community networks) and not their deficits. It is holistic and multi-disciplinary and works with the individual to promote their wellbeing. It is led by outcomes not by the service. We are committed to providing a strength-based approach in the delivery of our social work and wider services and the roll out of this approach has continued during 2021/22 through the delivery of Collaborative Communication training and the development of mentoring groups, with the aim of supporting the social work teams and encouraging staff to continue to improve their practice. Mentors are encouraged to attend all Wales sessions run by Social Care Wales as we aim to learn from colleagues in other authorities. Whilst this work was impacted for part of the year by the exceptional pressures experienced, steps are now being taken to further embed strengths base approaches:

- Further Collaborative Communications training has been commissioned to ensure all new staff are equipped with the skills to deliver strengths-based working.
- A review of our Training Team is nearing completion and will deliver a dedicated Collaborative Communications trainer to support the embedding of the approach and mainstream the training within our internal training provision.
- We are encouraging our Health colleagues to work with us in a strength-based way and taking forward work with our care providers to encourage a more person-centred approach.

We have listened to our social workers who have asked for our wellbeing assessment and review documentation to better reflect strength-based working. As a result, we have commissioned consultants to work in partnership with us to develop new proformas that practitioners can use that will be fully aligned with this new way of working.

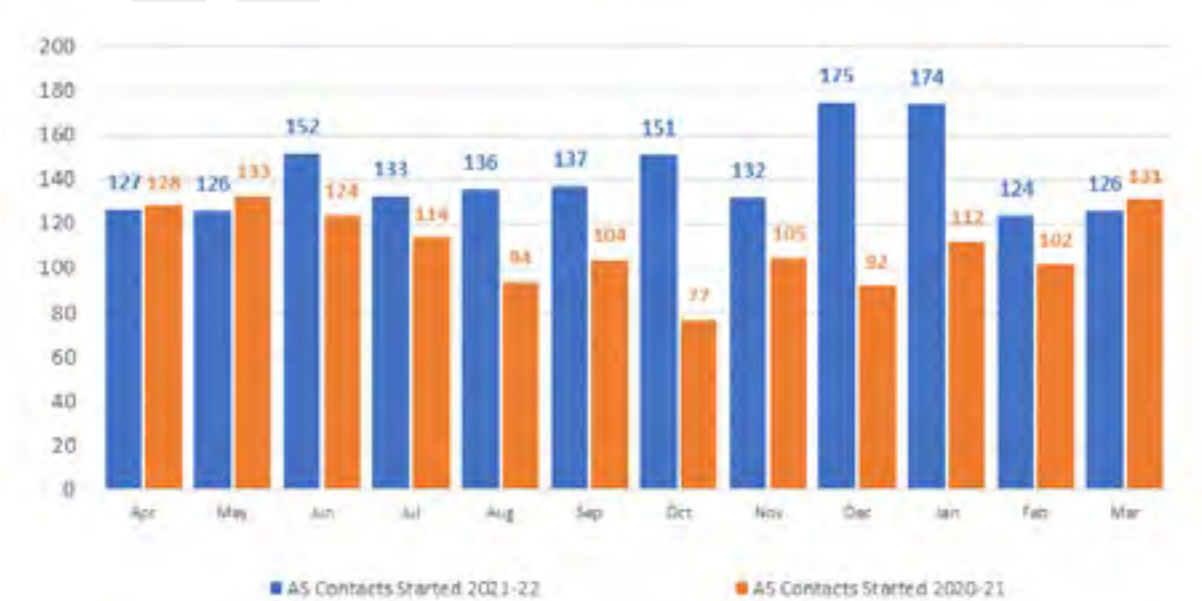
Quality Assurance

The Quality Assurance Manager left during 2021/22 but whilst still in post continued to improve the services being provided by holding regular audit panel's where peer reviews were undertaken and discussed in a forum. The supervision policy put in place the previous year was reviewed and amended in light of feedback from staff. A new Quality Assurance Manager will be recruited shortly.

Safeguarding Adults

The Adult Safeguarding Service has seen an increase in demand of over 34 % during the year but despite this increase in demand 99.1 % of enquiries were completed within seven days. Significant improvements have also been made including the development of practice guidance, in line with the Wales Safeguarding Procedures, to ensure consistency and quality assurance alongside statutory compliance. Accessibility to the service has been improved with an enhanced duty system, to ensure that enquiries are reviewed promptly. The service has also provided advice, information and guidance across the local authority and to partner agencies and the public, with regular contributions made by the service to care provider forums and other meetings.

The Adult Safeguarding Service also took part in the recommissioning of care services, by evaluating their safeguarding arrangements, this has led to an improvement in their policies and procedures which provides more assurance that proper safeguarding arrangements are in place within each organisation. The Adult Safeguarding Service continues on a programme of development into the new financial year with learning from practice, contextual safeguarding, safeguarding fundamentals and communication being central themes in line with the Regional Safeguarding Board's priorities.



Adult Services Safeguarding contacts started

Mental Health

Liberty Protection Safeguards Legislation

Liberty Protection Safeguards legislation is still in development with planned introduction now expected in 2023. Work is ongoing however 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 set up including partners from across the Council to support the roll out of the new legislation. With funding provided by the Welsh Government the number of outstanding assessments under the current Deprivation of Liberty Safeguards legislation has been significantly reduced and this work will be continued throughout the year ahead of implementation in 2023.

Again, through funding from the Welsh Government, Mental Capacity Act training is being rolled out across Adult and Children Services and partner agencies to ensure that all staff have a sound understanding of the Mental Capacity Act and its application in readiness for the implementation of Liberty Protection Safeguards legislation. This training has been designed for different levels from 'introduction' to 'advanced' so that we ensure we have the necessary skill and knowledge mix across our service areas to fulfil our statutory obligations.

Ty Canna have continued to offer both in-person and digital support for individuals with mental health needs throughout the last year. Engagement with these events has increased to nearly 1000 attendances throughout a month and focus has been on:

- o Working with people to define and co-produce personal well-being outcomes that people wish to achieve.
- o Encouraging and supporting people to learn, develop and participate in society
- o Working with people to protect and partners to protect and promote people's mental health and emotional wellbeing.
- o Encouraging people to have a social life.
- o Taking steps to protect and safeguard people from abuse, neglect or harm.

Learning Disabilities

Despite the pressures that all teams have experienced during 2021/22 the Learning Disability Service has continued to develop its services for those with the most complex needs. The Complex Day Services provide a critical part of the local offer and is key to supporting and enabling those with the most complex needs to remain living in their local communities. The day services currently support 64 individuals with complex learning disabilities, health needs and behaviours of concern on a 1:1 and 2:1 basis. As well as providing dedicated centres, the service supports people to access a wide range of valued, community-based day opportunities, encompassing the 'Community First' ethos, and focussing on increasing skills and personal autonomy whilst offering essential respite to carers.

It was identified that young people with complex learning disabilities were having to move out of county to access further educational opportunities. Young people and families asked the Council to develop local services for those young people who wanted to attend college with friends and remain in the city. The learning disabilities service have partnered with Education colleagues to develop a pilot course for young people with complex needs at the Cardiff and Vale College. The Towards Independence course is being piloted at the college during the 2021/22 academic year. Students attend college 2 days a week and work with complex needs day services staff from Ty'r Bont 3 days a week, going out into the community to put learning in to practice. So far feedback from the course has been very positive and Cardiff and the Vale College are working to expand their course for young people with complex needs.

Working in partnership with our care providers

The pandemic has highlighted the essential service that our care providers deliver and also the fragility of the care system. The need to support and manage the care market has never been clearer. Regular supportive meetings have taken place with care providers throughout the year with health colleagues attending where appropriate.

During the year domiciliary care was particularly badly affected by the increase in demand and issues with recruitment and retention, resulting in delays in delivering care. To combat this Adult Services joined forces with the Council's Into Work Service to develop innovative approaches to growing the care market.

Cardiff Cares Academy has been developed to support people who are interested in working in a care role to gain the training and experience they need. The service supports job seekers to access training required for care roles, including manual handling, ensures that Disclosure and Barring Service (DBS) checks are in place and provides financial support to improve employability, such as funding driving lessons. The academy is designed to support new carers into employment by linking them with care providers to access experience work experience opportunities and permanent employment. Nearly 40 new carers have entered employment as a result of the work of the Academy, and a much better understanding of the challenges in recruiting new carers has been gained and will inform future service development.

New Care Development Partnership block contracts have been commissioned to further develop the partnership with our care providers. These locality-based contracts promote the recruitment of new care workers in partnership with the Cardiff Cares Academy and will also help take forward trusted partner and other developments.

Additional Grant Support totalling £2.4m was provided from the Recovery Fund to our care providers for:

- Initiatives to support recruitment and retention of staff including staff bonus scheme, enhanced pay over the Christmas period and to cover Social Care Wales registration fee.
- Supporting new working practices to adjust to COVID-19 including developing safe spaces for families to visit in residential care settings.
- Meeting the additional costs of fuel and utility costs.
- Running a publicity campaign to attract new carers.
- Supporting domiciliary care providers move to locality working.
- Improving staff training.
- Introducing pool vehicles.

We also provided a £30k grant to the third sector to support the reopening of community opportunities and supported 6 organisations to reopen or expand local projects.

Funding was also provided to help reshape care provision, particularly with regard to moving from general residential care towards dementia support and nursing. This was in line with the recommendations contained in an Institute of Public Care (IPC) report commissioned to help us understand the care market in Cardiff ahead of the Market Stability Report. This report concluded that with our focus on independent living and strength-based working more people would be staying home for longer. This together with the growth in older population with more complex needs will result in greater need for dementia support and less general residential provision.

To support the need for excellent dementia care, we commenced a new **Cardiff Dementia Project (TATI)** during 2021 to review and enhance support for people living with dementia. Further research has been commissioned from IPC into best practice in social work for those living with Dementia. In addition, a small social work team has started a project to visit homes in Cardiff to carry out whole home reviews and to explore 'what does good care look like?' for those with dementia living in a care home. While this work is ongoing some excellent practice has been identified and has been shared with other care home providers. This learning has informed how the dementia grant funding made available through the Recovery Fund has been used, including the purchase of specialist sensory equipment.

Dementia Grants (reshaping care provision) have supported 21 homes to develop a range of meaningful activities for people living with dementia in care homes and have provided the opportunity for engagement, reduce loneliness and social isolation and reduce distressed behaviour. Meaningful activities improve sleep and maintain and improve both physical health and general well-being. Purchases by care homes have included sensory lighting equipment, an interactive cat, a keyboard and the fitting of sensory boards along communal corridors as well as a range of building changes. The interactive cat has seen changes in anxiety levels experienced by residents and the keyboard resulted in one resident playing songs that it became clear were remembered from her childhood, even her family did not know she could play the piano.

In partnership with the Carers Gateway, **Carer Respite Grants** were given, providing additional support to unpaid carers through respite provision. In addition the Recovery Funding has been used to fund a variety of projects to support carers and provide respite including:

- Training of staff in Hubs to better support carers.
- Introduction of a Volunteers Coordinator who worked alongside Age Connects and the Red Cross to recruit 30 new volunteers to support 120 people in the community.
- Older Person's Day Centre opening on a Saturday.
- Respite provision increased to support 13 additional families with overnight respite stays.
- Grant scheme to support restart of third sector day opportunities in the community.
- Specialist dementia friendly equipment purchased for the day services.

This activity has increased the social inclusion and wellbeing of service users and helped to reduce isolation of both carers and those they are caring for.

Age Connects Community Support Programme

Age Connects Cardiff and the Vale are an independent registered charity that provide of a range of direct support services for older people, including advocacy in the community and residential care, welfare rights and home support service from hospital, neighbour volunteer schemes, an ageing well and engagement programme, nail cutting and a community support programme. Collaboration has taken place over the last year with Age Connects to deliver a Community Volunteer Support Programme. Volunteers are trained to provide:

- Support for carers
- Shopping
- Befriending (telephone calls)
- Befriending (home visits)
- Practical help with forms, such as reading mail and technical issues
- Delivery of medication (where pharmacy delivery is not an option)
- Support with community engagement

When capacity allows, the project also supports older people with cleaning and gardening. During the last quarter of the year Into Work and Advice Service teams have also been involved in the programme working with their clients to identify those who may be interested in volunteering with older people - including those who may be interested in a career with social care but have no work experience. This has proven a very positive experience on both sides with Age Connects reporting volunteer and older person satisfaction of 97%. Number of volunteering hours over 2021/22 have totalled 16,296 and 86% of older people who have accessed the service have indicated that the project has improved the quality of their lives.

Progress has been made on the development of a locality-based approach to the development of communities where people living with Dementia and other life limiting conditions can be supported and welcomed. A Dementia Friendly Volunteer Co-ordinator has been recruited who will be engaging and supporting volunteers to encourage local businesses to develop Dementia Friendly Actions and become Dementia Friendly organisations. Plans are under development to improve the volunteering infrastructure, both to help people to get involved and stay active in their community while supporting other more vulnerable people. Volunteers will also be sought to widen community inclusion offer by facilitating community activities including beyond a 9-5 approach

Workforce

Our Adult Services have continued to prioritise the ongoing commitment to improve recruitment and retention of staff. Recruitment of experienced social workers remains a challenge, and vacancy rates across Adult Services remain higher than other areas of the Council. Posts with temporary funding, where permanent employment would not be suitable, are particularly difficult to fill, impacting on the number of vacancies. At the end of the year the vacancy rates for adult social workers were 17.4 vacancies across all services. Vacancies in Occupational Therapy were also growing.

The workforce plan continues to be developed; work completed to look at our market position against other neighbouring local authorities resulted in the payment of a market supplement for adult social workers for the first time. An organisational review “Designing our Future Services” has commenced in Adult Services, this will include the involvement of all staff through a survey and through consultation groups to ensure all have an opportunity to provide input into future structures of services and so that senior managers have a wider understanding of the challenges at all levels within the service from the perspective of the workforce.

Staff sickness continues to be severely impacted by the pandemic and sickness is still monitored weekly. At the end of March 2022, the average full time equivalent days lost throughout the year was 28.53 days, with a significant peak experienced in March due to the surge in COVID-19 infection rates at this time. The impact on direct delivery services has been particularly severe. Sickness cases continue to be closely monitored to ensure that staff are receiving the support they need when they are unwell, and any issues are addressed as soon as possible. 96% of return to work interviews were completed at the end of the last quarter showing the commitment managers continue to have to supporting staff following sickness.

Finally, my thanks go to all the hugely committed staff throughout the Directorates who have responded so effectively to the exceptional challenges of the last 12 months. The overview above gives some indication of the range, scale and diversity of the activity undertaken to assist those who need our support and whilst we have much more to do, there is now a much clearer understanding of our key next steps.

5 PRIORITIES FOR 2022/23

Top 5 Corporate Priorities for Social Services

1	Implementation of COVID-19 Recovery Plans , 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 locality working models and work with partners to embed services into communities and maximise benefits of community resources.
3	Ongoing implementation of Quality Assurance Frameworks and strengths-based practice.
4	Additional support services for Ukrainian refugees coming to the city.
5	Implementation of the Eclipse system 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 shifting the balance of care , including sufficiency of placements and accommodation for children looked after and 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	Recruitment and retention 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	Continue working with partners in Health to develop pathways for children and young people with serious mental health and emotional wellbeing issues.
4	Implementing the Safeguarding Adolescents from Exploitation (SAFE) model across the Directorate and working with partners to address the recent increase in serious youth violence .
5	Implement the actions plans arising from all regulatory inspections, audits and reviews including Her Majesty's Inspectorate of Probation (HMIP) and the systems reviewed.

Top 5 Priorities for Adult Services

1	Implement the Ageing Well Strategy across Older People's services, to include further embedding preventative services and strengths-based working; improving hospital discharge; developing the use of technology and equipment; improving the support available for informal carers and reviewing our services for those living with dementia.
2	Working in partnership with care providers and third sector to ensure the sustainable delivery of high-quality care and support , implementing a trusted partner approach and seeking to activity shape the care market to meet current and future need.
3	Supporting individual voice and control by improving access to advocacy and direct payments and ensuring our preparation for the implementation of the Liberty Protection Safeguards supports individual control wherever possible.
4	Increasing the range of local accommodation and support options including increased provision of local services for people with learning disabilities and complex needs, increased accommodation options for those with mental health issues to allow step down from residential and developing older persons community living projects which support those with higher needs.
5	Reviewing our organisational structure to ensure it meets the needs of our service users and to improve recruitment and retention of our qualified staff.



6

INSPECTION OUTCOMES

Inspection of the Youth Justice Service – Her Majesty’s Inspectorate of Probation (HMIP) undertook a full follow up inspection of the Youth Justice Service in March / April 2022. The report will be published later in the year and we will update our “All Our Futures” Strategy to reflect the priorities for the next 2 years based on the inspection findings.

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.

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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 remained limited during 2021/22 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:

- Development of a **Participation Framework** – with input from child and parent consultation groups.
- We implemented the **Mind of My Own app** to support children to communicate with us and enable us to capture the views of children and young people in our care planning. As of the 31st March, 141 children and young people have signed up to the Mind of My Own app, giving them the opportunity to have a voice and share their lived experience with us. 247 worker accounts have also been created. During the year we have received 183 statements from children and young people. One young person (age 13) was signed up to Mind of My Own during a statutory visit. He completed one part of the app prior to his looked after review where he clearly stated that he did not want his mother in the review. On the section where it asks, “who would you like to chair your review?”, he said that he would like to be the chair. As a result, he will be having support on how to chair the review from his social worker and an Independent Reviewing Officer with a plan that he will chair future reviews himself and talk about what he wants to talk about.
- **Bright Sparks Group** - this well-established group of children looked after, and care leavers continues to engage in service and policy developments with the support of our advocacy provider the National Youth Advocacy Service (NYAS). During the year they undertook an engagement session with the Chair of the Corporate Parenting Advisory Committee. It provided an opportunity for young people to take part in a range of activities, helping the Chair gain more of an understanding of the issues impacting children looked after and care leavers in Cardiff, and helping our young people to gain more of an understanding of the Committee’s role. The session also provided us with an opportunity to help understand how our young people would like to engage with the Committee in the future. Bright Sparks members were integral in the planning of the event. Other engagement with this group during the year includes:
 - o Working with Cardiff University and Child Friendly Cities to develop a guide for children and young people.
 - o Attending social work team meetings and have set up drop-in sessions for Children’s Services staff to attend.
 - o Planning for a Young Person’s Festival in Summer 2022 when people can meet face to face.
- The new **Corporate Parenting Strategy** was launched during the year setting out five key priorities based on the personal views and experiences of children looked after.

- Young people have received training and support to sit on Young Person's Interview Panels for **recruitment** of staff for new residential Assessment Centre and the established residential children's home in Cardiff.
- Young people attended a range of activities as part of **Care Leavers Week**. The theme was *#WhatLeavingCareShouldBe* and young people took part in consultation to inform staff of what leaving care should look like.
- Young people were involved in the development of a **staff training workshop** where they shared their experiences, including challenges faced to gaining independence - to help inform staff and improve service delivery and development.
- The content of support information for **National Safeguarding Week** was developed based on the experiences of young people. Online animations and resources were collated on a range of different topics tailored around the issues / concerns that exist within schools and those experienced by young people, particularly during the pandemic.
- As part of Cardiff's work as an **Age Friendly City** consultation took place with members of the 50+ Forum and Independent Living Service customers. Participants were encouraged to think about what could make Cardiff a better place for them to live in. Public toilet provision was highlighted as a key area of concern for older people. As a result of the consultation, Local Toilets Strategy was included in the Age Friendly Cities work programme with specific actions related to extension of the community toilet scheme, improvements in signposting of toilet provision and consideration of the diverse needs of the population.
- **Learning Disability Teams** continued to receive feedback from people they supported, and their carers regarding services offered. Following feedback, the team will be offering regular engagement events throughout the following year to provide support and information to carers and people supported.
- **Learning Disability Teams** also attend Ty Gwyn coffee mornings regularly to meet with parents and attend the Learning Disability Partnership Stakeholder Group quarterly.
- Ty Canna has developed partnership working with **CREW** (Cardiff Recovery Enabling Wellbeing) to offer service users activity groups for crafts including Jewellery making, sewing and a drop-in Thursday session. Many of the CREW volunteers have personal experience of Cardiff mental health services and are able to provide support and skills to service users in an empathetic and understanding way that offers a positive and supporting environment for service users. This partnership was realised in July 2021. Following the previous committee meeting CREW are now being supported by council services to access first aid training and to learn sign language to further develop the support available from them and further plans are in place to extend this offer over the following year to offer CREW with IT skills training through Adult Learning and Mental Health Courses.

Customer satisfaction surveys provided by **Independent Living Services (ILS)** allow citizens the opportunity to feedback on services received and help shape the way services are delivered. This enables ILS to monitor the quality of services and citizen experience allowing us to improve service delivery and demonstrate the effectiveness on services delivered on the lives of citizens:

- 95 % of customers felt able to live more independently in their homes following support from ILS.
- 93 % feel that services discussed will improve their quality of life.
- 96 % of customers are satisfied with the service received from ILS.
- 94 % of people's wellbeing improved following intervention from ILS visiting team.

The Dementia Project (Tati)

This project is providing excellent examples of how our commissioned care home providers are delivering excellent person-centred care, with the needs and wishes of our service user at its centre. One example is the Personalised Care Booklet used by one provider. A senior care spends time with the citizen on a one-to-one basis finding out about their life and what is important to them and how they can be supported to lead their best lives. The booklet is very detailed about all aspects of the individuals needs and wishes and is available to all the care team, ensuring continuity of person-centred care. By sharing and promoting this good practice we will be increasing the voice and control of some of our most vulnerable service users.

Engagement With Providers

During the last year, Adult Services has gathered feedback from commissioned providers in a range of ways including virtual monthly provider forums and COVID -19 briefing meetings and surveys around fee setting and the impact of COVID-19 and sustainability. Providers have also had an opportunity to engage on a one-to-one basis with the Institute of Public Care who were commissioned to do work on provider sustainability and to develop a Market Position Statement for care homes for older people. Additionally, we developed a Care Development Partnership Steering Group for a small number of Domiciliary Care Providers who were contracted on a block basis to deliver care at home within Cardiff's 6 localities. We also held a focus group with providers to help us develop a code of conduct for service users.

Providers told us that generally they continued to feel well supported by the service area throughout the pandemic. They told us that having a central point of contract 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 Council on the way it managed administration of the Social Care Recovery Fund and the additional one-off payments that it made to providers in recognition of the financial pressures related to COVID-19 recovery. This included funding to improve dementia care, to support restart of activities and re-engagement with families and recruitment and retention as well as funding to support the increase of cost in fuel and utilities.

Some providers did raise concerns that it was not always easy to make contact with case managers and that Adult Services was not 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. In response to this feedback, Adult Services now offer regular meetings with providers to discuss individual cases with senior managers and to discuss challenges and potential solutions that could be shared with other providers. Work is underway to review the trusted partnership approach with providers and this will be undertaken in 2 phases throughout next year. Progress will continue to be monitored through feedback at provider forums.

Consultation with Partners

We consulted with young people, staff and partners (including the Public Services Board and Regional Partnership Board) giving them the opportunity to comment on this report. A summary of feedback, responses and subsequent amendments made to the report is available at Appendix 1.

Population Needs Assessment

In partnership with Local Health Boards and the Vale of Glamorgan, in order to assess the care and support needs of the population, an assessment was undertaken of the range and level of services provided to meet the identified needs of the population. The purpose of the Population Needs Assessment (PNA) is to ensure that Local Authorities and Local Health boards jointly produce a clear and specific evidence base in relation to care and support needs and carers' needs to underpin the delivery of their statutory functions and inform planning and operational decisions. The PNA was produced using a variety of sources to gather information including surveys, focus groups and staff collaboration and consultation.



QUOTES

Young person (as fed back by Personal Adviser):

L gave us both a lovely compliment, she said that we have both changed her mind about professionals. She said she use 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. Bless! The other fear is being on her own with her thoughts. She was smiling by time we got back, and she said it's the highlight of her week going dog walking.

Parent:

'Everything since E has been B's social worker over the last 18 months has been going well in respect of how E has worked with us and what she has done for B and our family. E is one of the most proactive social workers we've come across. Throughout the pandemic E checked in with us regularly, has always been available to visit and speak to when needed and has been very understanding when we felt the risks from covid were too high – she called us over WhatsApp to see B and us when the numbers were really high and made us feel well supported. Since the numbers have lowered and we have felt comfortable E has visited B in person and has brought the person who will be B's adult services social worker with her so we can get to know him.'

External Agency in relation to a Children's Services social worker:

'Actually J, I just wanted to let you know that you've got several clients whose Health Visitors are based in this office, and everyone is full of praise for you: you're seen as particularly level headed, thorough, compassionate and good at building/maintaining a relationship with the clients. I wanted to pass that on - I think we're all really bad at giving praise where it's due, and far too good at giving criticism (particularly interprofessionally, where we may not be understanding each other's jobs or the specific pressures of each other's roles), so I do try and actively say when someone I work with does their job noticeably well (I really hope that doesn't come across as patronising, I just mean that while we're all discussing what a good social worker you are and how glad we are when you're name pops up, you might be over there feeling demoralised and not realise how much praise you get when you can't hear it!) Have a good evening, talk soon!'

Provider re: Children's Services social workers:

'C, manager of ..., E's placement wanted it noted how the professionals around E have always positively supported him. C wanted it known how supportive the previous social worker L and current social worker D has been. Also how there has always been effective communication between placement and the local authority. I will formally be adding this email to the IRO Monitoring Form.'

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

"Mrs and Mrs C have called to say they are very satisfied with the support from M's social worker. The Social Worker is one of the best who has worked with M in terms of actions and pro-activity. They reported feeling valued and listened to and have been kept involved in the progress of changes to M's support."

Citizen for staff in the Community Resource Team:

"This is a short letter of very sincere thanks to all the lovely carers and other workers who have been tending to D's needs for the past couple of months or so. We have been very impressed with the professionalism, kindness and without exception the friendliness of all the carers and we send you all a big 'Thank you' "

Care home Manager for additional funding supported by adult services:

"Thank you very much for making this funding available to our 2 homes in Cardiff. It will make a huge difference to people living with dementia and we are extremely grateful."

Senior Health colleague regarding support for an individual supported through Learning disabilities Social Worker:

"I am really pleased with the outcome for Mrs C and wanted to thank you very much for all your considerable effort and commitment to getting to this point - it feels very positive for OC and for family, and I really appreciate your hard work"

Service user to members of the Day Centres Team:

"A is communicating much better and a lot more happy; much calmer since she started attending the Day Centre."

Family member to the Community Resource Team:

"The best part of my care were the carers themselves some long serving, staff, passionate about the service they provide, cheerful and good communicators and perhaps of more significance empathetic towards the people they help. I am grateful to each member of the team; I hope they understand the difference they have made"

Citizen to the Business Support Manager:

"I would like to thank you personally for the kind and considerate way in which you have handled my submissions and for your patience and time in talking to me. I think that people are often all too ready to criticise but not so quick to praise."

Councillor regarding support provided to a citizen and family through Joint Equipment Service:

"Please can I take this opportunity to thank you most sincerely for your hard work in achieving something which was potentially possible to achieve in the timescales we had. The hospital bed and commode are now in position in my constituent's home, which means that she can now spend her final days at home with her loved ones. We are all so incredibly grateful for your persistence and help - it has meant the world to the family."

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. There has been a change in how we manage complaints across Social Services in Quarter 3 of 2021/22. New dedicated complaints teams have been set up individually under Adult Services and Children's Services. This has been done to ensure:

- Specialism of the complaint's teams supporting complaints management could be realised.
- Positive leadership to manage individual complaints.
- Develop more focused action plans from complaints for the different directorates.
- Increased monitoring, evaluation and analysis of complaints received.

During 2021/22 there were 704 cases of feedback recorded for Social Services, of these 363 were complaints and 341 were compliments. This is a significant increase in both compliments and complaints.

	2020/21	2021/22	% Difference
Compliments	222	341	54 %
Complaints	204	363	78 %

The COVID-19 pandemic has continued to have an impact across Social Services and the Council as a whole. Higher staff absence has affected service provision leading to increased complaints for all Services. Further reasons that have contributed to an increase in recorded complaints includes:

- We support more people – year on year there is an increase in the number of people supported through our services.
- Independent Living Services are now part of Adult Services, providing support through our 'front door', including Occupational Therapy Services and our First Point of Contact Teams.
- We are listening to our citizens; supporting them to raise concerns and complaints in a more co-productive way, listening to what people are saying and offering individuals the opportunity to discuss complaints at an earlier stage.
- We are recording better; our recording of complaints is a key source of intelligence enabling understanding, learning and reflection in respect of people's experience of Social Services.

Recording of complaints in Adult Services has been changed to fit more closely with the Ombudsman reporting structure. We are better understanding the main reasons for concerns being raised and recording these through a number of identified themes and categories. This will ensure that learning outcomes in the future can be better realised and will support better quarterly and reporting of complaints.

Overall, the two main themes remain the same for this year as last, with the majority of concerns and complaints being raised regarding a delay of service or communication, and relationships with social workers. As mentioned above, delays have been an ongoing concern throughout the COVID-19 pandemic where teams have been impacted by sickness and changes in the way they work. Throughout the pandemic the focus has remained on the highest risk cases which has resulted in some delays in cases that are in need of review. Individuals accessing services for the first time have experienced some delays in their requests for support - cases continue to be prioritised where the highest level of need is identified. Relationships with social workers can be challenging, particularly where individuals are unhappy with the decisions being made. Where issues cannot be resolved, there can be a breakdown in relationship between the social worker and an individual or family member. Work is undertaken to try to resolve any issues before a new social worker is allocated. Further information will be available in the Social Services Annual Feedback Report for 2021/22. *Insert hyperlink when published.* Learning from complaints and compliments will be fed back to inform service improvement via quality assurance mechanisms. This will be set out in an action plan that will be appended to the Annual Complaints Report.

Over the next 12 months there will be a new complaints system introduced across Cardiff Council call HALO. This will manage all complaints and councillor correspondence being received into all services and will offer more consistent reporting tool. The trials for this will begin early in the new financial year and is being supported by Social Services.



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

✓	Dedicated focus on improving participation achieved with the creation of a participation and communication apprentice role to help drive forward participation across Children's Services.
✓	Opportunities for all children and young people to have a voice and share their lived experience with us strengthened by the implementation of the Mind of My Own app.
✓	Improved support for young carers with the launch of a young carers ID card that will help professionals (including doctors, teachers and pharmacists) to recognise young carers and support them appropriately.
✓	Well placed to ensure that outcomes for families are improved by provision of the right support from the right person in the right place at the right time with the implementation of the Interventions Hub during the year.
✓	Involvement and engagement of families in the Court process improved with the implementation of the Family Drug and Alcohol Court pilot.
✓	Opportunities for care experienced young people to work with us to shape our services and contribute to the development of Cardiff as a Child Friendly City improved by increasing the reach of the Bright Sparks Group.
✓	Services for young people with Autistic Spectrum Disorder (ASD) improved with introduction of an ambassador role to take a lead on delivery of the new ASD Code of Practice.
✓	First Point of Contact team upskilled to level 1 Trusted Assessors allowing them to prescribe safety at home grants.
✓	Citizens supported to live independently in their own homes with the completion of 2,153 assessments by the Independent Living visiting team.
✓	First Point of Contact continued to provide clear advice and information directly for people and resolved 85% of new assessments without onward referrals to social care.
✓	Promotion of good practice in promoting the wellbeing outcomes of people living with dementia
✓	Improved support and care for people in receipt of services through the introduction of the Trusted Partner agreement with provider.

What went well from our 2021/22 Directorate Delivery Plans	What is progressing from our 2021/22 Directorate Delivery Plans, with some delay
Strengthen relationship between Early Help and Youth Justice	Participation Charter for Children’s Services
Review of assessment paperwork has been commissioned	Young people’s engagement in transition to adulthood
Age-Friendly city membership has been achieved	

Case Study – Early Help

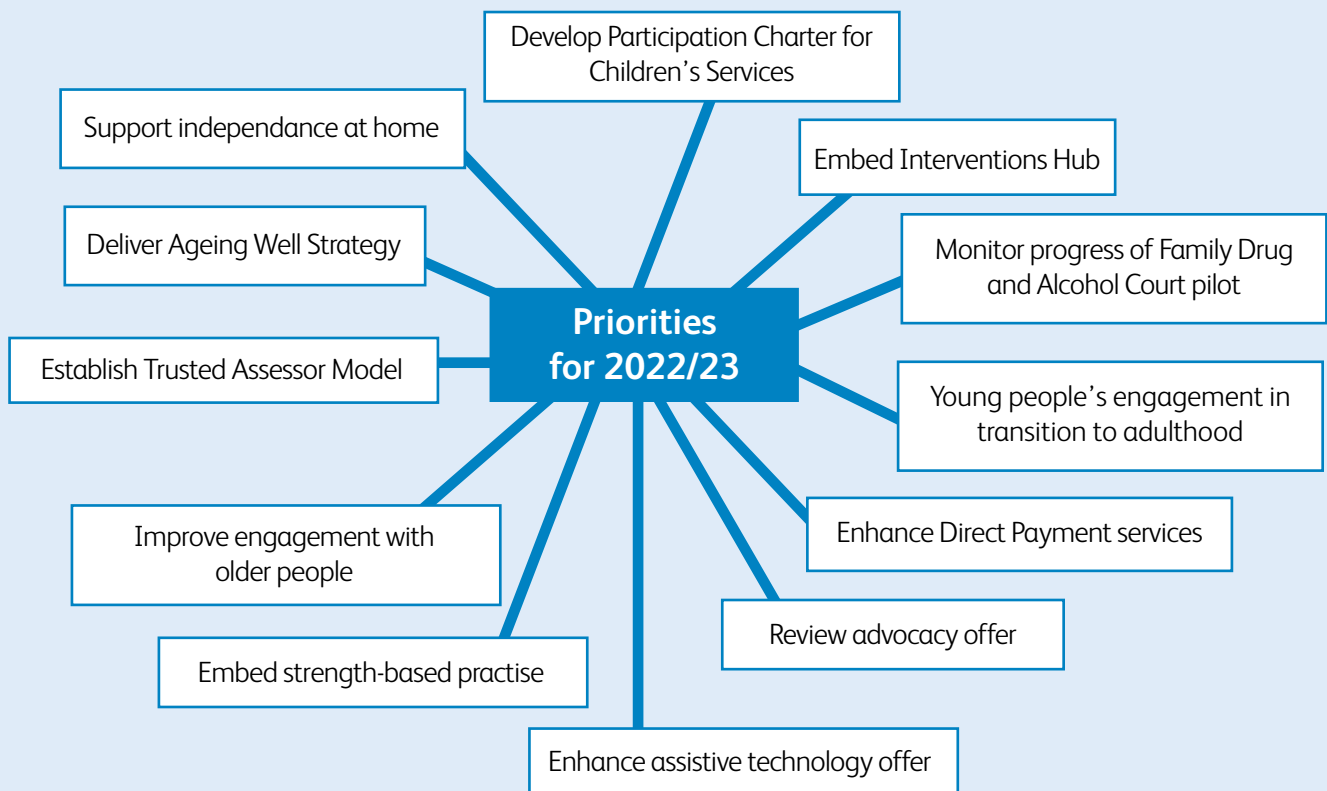
A family including Mum and 5 children (aged 7-18) were referred to Cardiff Family Advice and Support. Referrers were concerned that the family were vulnerable after fleeing their home because of a local gang who had taken over their garage to use as a base for making crack cocaine. The family were sleeping separately at different properties and were relying on the hospitality of friends and family to provide them with shelter and somewhere to sleep. The family’s situation was having an impact on all of the children’s education, emotional wellbeing and impacting them financially. In the past Mum has had a negative experience with support services and felt that asking for help would create an assumption that she was not able to care for her children and she feared them being taken away.

Following assessment, a family plan was developed with the family which included wellbeing goals focussed on ensuring the right support was in place to ensure the family felt safe, were living together in a suitable property, had support to improve their well-being and their financial situation. Referrals were made to Youth Mentoring, Barnardo’s Family Wellbeing Service, Cardiff Parenting and Victim Support. Mum was also supported to access her GP and the Community Mental Health Team as well as exploring the private rental market and appropriate housing support. The Family Help Advisor also worked alongside an Early Help Police Community Support Officer to ensure that appropriate information was being shared with the Police so that action could be taken against the individuals inhabiting the garage space.

At the start of the intervention the family had scored themselves as 1 out of 10 and were clearly struggling with the current situation. At the end of the intervention the family scored themselves an 8. Mum reported feeling overwhelmed with the support that she and her family had received and noted how positive her experiences had been working with Family Help. She was hopeful that together the family could continue working with the identified services with a view to one day achieving that 10.

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
2,509 ▼ from 2,651 in 2020/21	91.7% ▲ from 90.4% in 2020/21	825 ▼ from 993 in 2020/21
Evidence of active offer of Welsh for:	Evidence of active offer of Welsh for:	Evidence of active offer of advocacy for:
713 assessments in Children's Services (26 accepted) ▲ from 674 (12 accepted) in 2020/21	997 assessments in Adult Services (5 accepted) ▼ from 2,597 (27 accepted) in 2020/21	328 children (141 accepted) ▼ from 336 (255 accepted) in 2020/21

The actions we will be taking forward via our Directorate Delivery Plans in 2022/23 are:





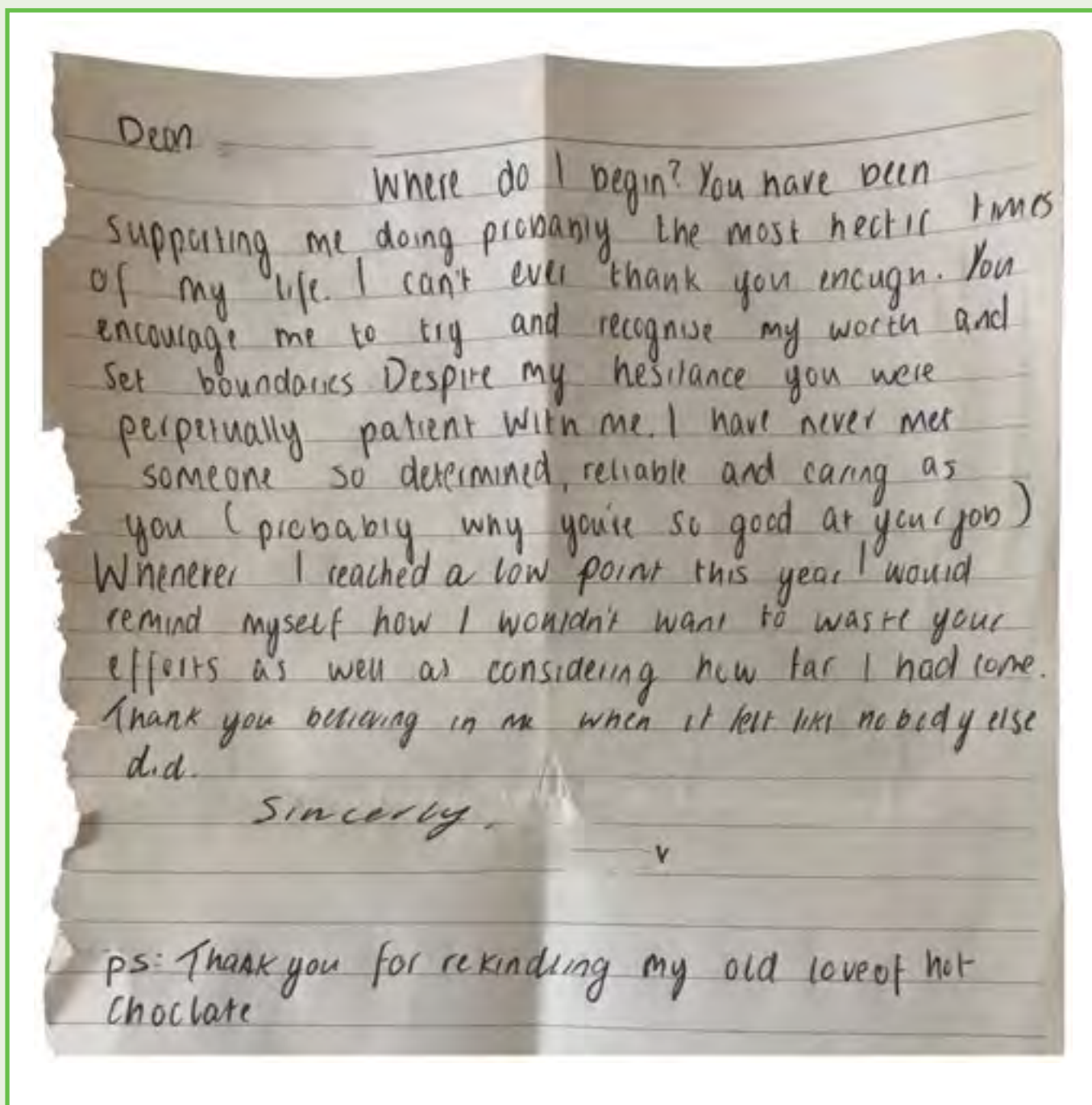
WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE'S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING

Outcomes we have achieved during the year

✓	Services for young people with mental health and emotional wellbeing issues improved with the introduction of a social worker post in the Child and Adolescent Mental Health Service (CAMHS) Crisis Intervention Team.
✓	Clearer pathways to support for children with serious mental health and emotional wellbeing issues through the Starting Well Project and close partnership working with Health.
✓	Clearer pathways to support for children with serious mental health and emotional wellbeing issues through the Starting Well Project and close partnership working with Health.
✓	Hospital discharge for children with mental health and emotional wellbeing issues improved with the development of a joint (multi-agency) safety planning process.
✓	Improved oversight of services for children with additional needs and disabilities with the appointment of a new dedicated Operational Manager for Child Health and Disability.
✓	Transition arrangements for young people with additional learning needs improved with the introduction of the Planning for My Future Transition Protocol.
✓	Services expanded in our First Point of Contact Teams (Pink Army) to facilitate discharge from hospital across multiple hospital sites.
✓	2,446 people supported through discharge, supporting independence in the community by the First Point of Contact Hospital Team (Pink Army).
✓	Discharge support from hospital into the community were streamlined through the introduction of a refined triage process through joint working of First Point of Contact hospital team and Single Point of Assessment.
✓	332 people supported through Community Resource Team to remain independent at home.
✓	Community coordinator working with local groups to reopen support and engagement opportunities in localities.
✓	Joint working between Older Persons Day Centres and Hubs offering wider range of wellbeing opportunities to citizens.
✓	Improved services for people with mental health problems with Ty Canna offering wider services and groups.
✓	900+ people per month interacting with support groups and services provided through Ty Canna both in person and digitally.
✓	Winter of Wellbeing campaign ensured citizens were aware of information regarding flu vaccinations and other health campaigns to support better health in the winter months.
✓	Health and Wellbeing service created during 2021 providing one to one support for those with low level wellbeing issues, the service is achieving effective referrals through the hospital discharge team and Cardiff Mind.

What went well from our 2021/22 Directorate Delivery Plans	What is progressing from our 2021/22 Directorate Delivery Plans, with some delay
Reablement services review undertaken, and a number of Community Occupational Therapy posts have been developed to support reablement and timely support	Strategy for children with additional learning needs and disabilities
Wellbeing Support Officers supporting individuals to live well and remain independent	Therapeutic and mental health needs of children looked after
	Trauma informed practice
	Introduction of Liberty Protection Safeguards legislation

Example of feedback from a young person to their social worker:



Case Study – Ty Canna Art of Assertiveness Course

Ty Canna facilitated a course through a partnership with Breathe Creative CIC with the aims being to create a safe environment for participants to increase their self-awareness, self-esteem and confidence. Some of the participants had never been to an arts group before, and the first session was spent building trust and reassuring individuals to manage their inner critic that each contribution is valid. Mindfulness and relaxation techniques helped the participants to manage their anxiety better. They learnt to deal with their experiences and thoughts in a different way. Most participants reported using mindfulness and EFT (Emotional Freedom Therapy) outside the sessions in their day-to-day life.

During the theory part of the course, we looked at different communication styles including “How to say no”, giving and receiving feed-back, managing criticisms and rights and responsibilities. In the second part of the course, we gave participants the opportunity to practice their skills of saying no or challenging a person who keeps criticizing. The role play was fun but actually helped participants to formulate and practice new responses.

The feedback from those who participated in the 14-week programme was very positive with comments including:

One-word responses from participants: *mind blowing, thought-provoking, insightful, thank you! impactful, boundaries, enlightening, informative, engaging.*

“Noticing my communication style helps me to change it.”

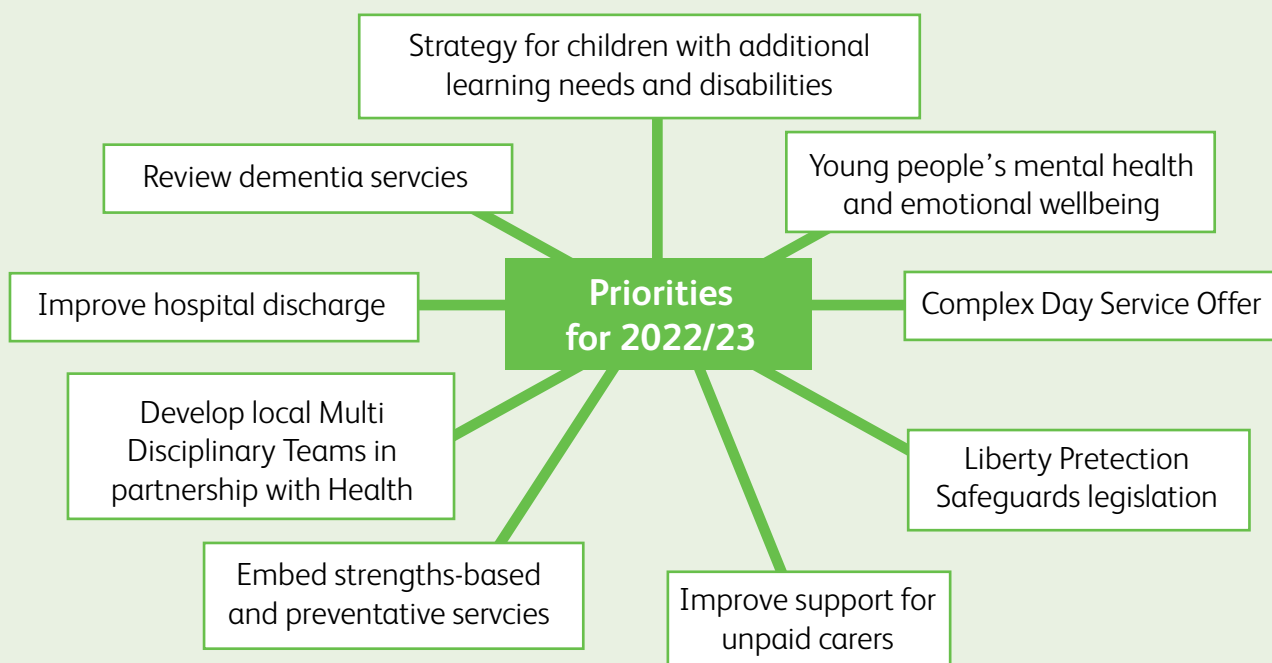
“I was asked to speak at a social event I would have never been able to do that if it weren’t for these groups.”

Being able to discuss with others uncomfortable feelings like wanting to say no or having to complain, asking for something you need etc., helped participants to see that they are not the only ones who struggle; hearing other people’s stories helped them to find a new perspective and to feel more reasonable, less uneasy about being assertive.

It was challenging at times for some of the participants, the sessions brought up difficult relationships and past experiences, however the good communication between the Breathe Creative CIC creative facilitators and Ty Canna support staff meant that there was support beyond the sessions.

Number of children on the Child Protection Register	Average age of adults entering residential care settings	Average length of stay in residential settings
444 ▼ from 459 at 31st March 2021	85 ▼ from 88 in 2020/21	957 ▼ from 974 2020/21

The actions we will be taking forward via our Directorate Delivery Plans in 2022/23 are:



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

Outcomes we have achieved during the year

✓	Young people at risk of, or who have experienced, exploitation are better protected through the implementation of SAFE (Safeguarding Adolescents from Exploitation) during the year.
✓	Unaccompanied asylum seeking children (UASCs) safeguarded with the ongoing implementation of the National Transfer Scheme – 12 UASCs have been placed by Cardiff under this scheme during the year with a total of 38 UASCs being looked after at 31st March 2022.
✓	Well placed to ensure arrangements are in place for children to be safeguarding using the lowest safe level of intervention with the implementation of the Reviewing Hub.
✓	Improved arrangements for safeguarding children and families with the appointment of specialist workers, such as adult services social workers and domestic violence workers to bolster the expertise within the locality teams.
✓	Improved mechanism for reporting safeguarding concerns between First Point of Contact (FPoC) and the Adult Safeguarding team.
✓	Development of the Safeguarding Handbook for Adult Services providing clear process and information support to all staff within the service.
✓	82 % of council staff have completed the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence to ensure that those at risk can be better identified and supported.
✓	Community Resource Team (CRT) staff are utilising the safeguarding app and the safeguarding manager is attending monthly meetings to ensure individuals are safeguarded by all staff they have contact with.
✓	Residential and domiciliary care services better supported with the introduction of a revised Escalating concerns process.
✓	Safeguarding referrals continue to be well supported with 99.1 % of 7 Day Enquiries completed within the required period, identifying concerns quickly.
✓	Ongoing strengthening of quality assurance processes across Social Services, including the introduction of new dashboards to provide clear information.
✓	Partnership working undertaken with the Regional Safeguarding Board to identify areas of development for the coming year by developing a joined-up approach to safeguarding individuals regionally.


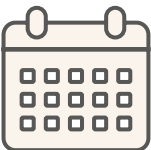
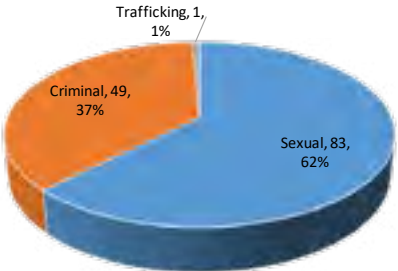
What went well from our 2021/22 Directorate Delivery Plans	What is progressing from our 2021/22 Directorate Delivery Plans, with some delay
Child Protection Conference / Independent Review Service	Increase awareness of Violence Against Women, Domestic Abuse and Sexual Violence VAWDASV Strategy
Adult safeguarding review	Embed the Quality Assurance Framework Emergency Duty team review to continue with partners in the Vale Quality Assurance Framework

Case Study – Adult Services

Mr P is a male aged 80 years, diagnosed with mixed dementia. At the point of referral, he was on a hospital ward pending discharge. He had a diagnosis of mixed dementia and had some mobility difficulties requiring assistance with sit to stand transfers and to complete all vital activities of daily living including his personal care. Prior to admission he had a package of care 2 x daily and ongoing support from his wife.

The referral to Adult Safeguarding was made by his children who stated his wife had filed for divorce, was neglectful of Mr P's care between agency visits, was filming him in degrading situations and expressed on social media her wish to end Mr P's life. The referral stated if Mr P was to return to his marital home his care and support needs would not be met and potentially his life may be at risk.

The Wales Safeguarding Procedures were followed and in partnership with Police, Health, Social Work, advocacy services, the care agency and family members, the Mental Capacity Act 2005 was utilised within and care and support protection context to achieve a best interest's decision to mitigate and control the risk. Mr P's expressed desired outcomes remained central to the process. Facility to was made to continue a relationship with his wife in a safe environment which also allowed her the space to pursue her own outcomes. Mr P was able to build a closer relationship with his children with continuity of care being provided. Additionally, Mr P was able to reengage in religious practices which were important to his identity but had not been facilitated for the months prior to the hospital admission. All decisions made within the process were also subsequently agreed through the Court of Protection.

% re-registrations to Child Protection Register within 12 months	% of child protection visits undertaken on time	Number of children who have experienced exploitation
<p>4.2% (25)</p> <p>▼</p> <p>from 5.2% 37 in 2020/21</p> 	<p>66.1%</p>  <p>▼</p> <p>from 71.7% in 2020/21</p>	
% of adult protection enquiries completed within 7 days	Total number of safeguarding referrals completed	% of Adult Safeguarding enquiries completed where no further action was required
<p>99.1%</p> <p>▲</p> <p>from 98.9% in 2020/21</p>	<p>1,693</p> <p>▲</p> <p>from 1,316 in 2020/21</p>	<p>68%</p> <p>▼</p> <p>from 80% in 2020/21</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2022/23 are:





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

Outcomes we have achieved during the year

✓	2 children competing in their chosen sport at a national level achieved gold and silver medals and another young person has been selected to play in the final of a rugby tournament in the Principality Stadium.
✓	Access to further education for young people improved with the appointment of 4 youth mentors who work closely with social workers / personal advisers to confirm the destinations of young people in Year 11 – including conditions of offers to college / sixth form and – to address any concerns.
✓	Opportunities for young people to access Into Work Services improved by the service doing regular drop-in sessions with residential providers.
✓	Opportunities for young people to access Into Work Services improved by the service doing regular drop-in sessions with residential providers.
✓	Outcomes for the most vulnerable care leavers improved with the appointment to a new post to support young people into employment – for example – by making links with the Department for Work and Pensions, supporting Universal Credit claims and supporting young people to write CVs.
✓	Longer term support for care experienced young people secured through the implementation of Extended Entitlement.
✓	Independent Living Services have delivered 4 virtual Active Body, Healthy Minds Festivals including activities, services and groups for older people to reduce social isolation and promote health and wellbeing.
✓	Hubs developing wellbeing offer and offering socialisation opportunities and advice for all citizens to improve health and wellbeing and reduce social isolation.
✓	Older Persons Day Services have increased their respite opportunities for carers and engagement opportunities for citizens by increasing their offer to 6 days a week service at some sites.
✓	1,035 digital Dementia Friendly events held throughout the city promoting support and inclusion for people living with dementia.
✓	16,296 hours of support provided through Age Connects Cardiff and the Vale to reduce social isolation and increase volunteer opportunities throughout the city.
✓	Pilot run between Adult Services and Cardiff and Vale College to offer local further education for people with complex learning disabilities to offer further education opportunities for individuals locally.
✓	World Health Organisation Age Friendly City status achieved encouraging active engagement with older people to promote health, participation and security in order to enhance quality of life in older people.

What went well from our 2021/22 Directorate Delivery Plans	What is progressing from our 2021/22 Directorate Delivery Plans, with some delay
Corporate Parenting Strategy action plan to improve education attainment for children looked after and education, employment or training for care leavers	Engagement with independent fostering agencies
	Improve the placement finding process
Reducing social isolation for older people through independent living services and day centre provision	Implement All Wales Fostering Brand
	Introduce AskSara technology to promote independence
	Dementia Friendly City status

Case Study – Adult Services

In 2019, Cardiff Council Learning Disabilities Complex Day Service developed an innovative pilot based at Ty Gwyn Special School. The pilot aims were to improve the transition from school to adult life for young people with a learning disability and complex needs by listening to young people and developing local provision based on what people were telling us they wanted.

J is 20 years old and up until July 2021, attended Ty Gwyn. J has a multiple and profound learning disability and is very complex in presentation requiring a high level of physical support, support to maintain his health and wellbeing, support with hydration and nutrition and support with communication (J uses eye gaze technology as his main form of communication)

The day service transition team began working with him at the beginning of his final year in school getting to know him and working with him to understand what a good adult life meant to him.

We worked with the school Health Team and the Adult Health team to understand his health needs and to plan how his needs would be met on leaving school.

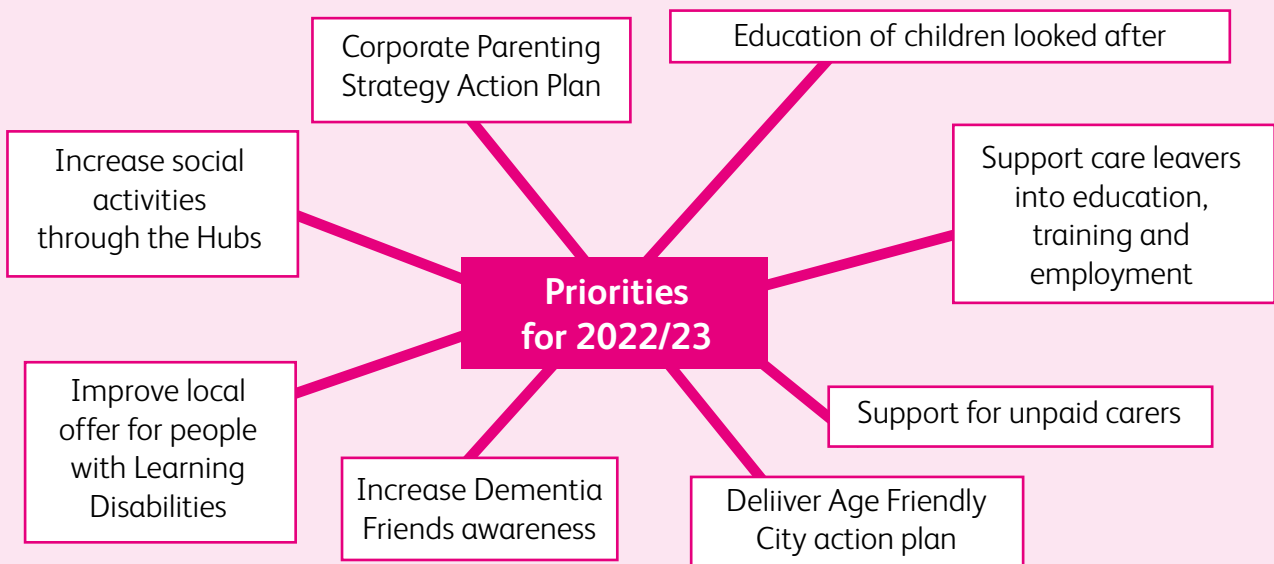
We also met his family to understand their wishes for him. It became clear that family was very important to J and he very much wanted to remain living with his family. His family were equally clear that they did not want him to attend a residential college far away from home and wished for him to remain living in the family home, however, they very much wanted J to continue in education after school but were aware that no such provision existed locally.

In response, the Complex Day Service worked with Education colleagues and the local further education college (Cardiff and Vale College) to develop and pilot a curriculum for young people with complex needs across both services. The young people are supported at the local college by the day service transition team for two days each week. The college-based learning is then transferred into real life on the other days when the person is supported by the service, giving opportunity to practice any learning in real life scenarios.

J has settled really quickly and well to the change from school to adult life. He has a small core support team who have been recruited and trained to meet his needs using person centred approaches, he has developed new relationships and enjoys a full and active life, he also attends the local college for two days a week and is really enjoying his time there. He is currently deciding whether to continue with college for a second year! His family are very happy with his day service and that he has been able to continue his education.

Children looked after by placement 31/03/22 (1,040)	% children looked after who moved school	% of care experienced young people not in Education, Employment or Training	
	13.0% ▲ from 8.3% in 2020/21	36.7% ▲ from 34% in 2020/21	
	49.8% ▼ from 52% in 2020/21	1,218 ▲ from 558 in 2020/21	992 people engaging with events per month ▲ from 700 in 2020/21
	Percentage of Council staff completing Dementia Friends training	Dementia Friends digital events	Number of digital events and attendance supported by Ty Canna Mental Health Team

The actions we will be taking forward via our Directorate Delivery Plans in 2022/23 are:





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

Outcomes we have achieved during the year

✓	Improved access to respite for young carers with a Welsh Government grant – including access to a host of activities to support young carers to have breaks from their caring responsibilities.
✓	Additional opportunities for adult carers of children with disabilities to access support provided with delivery of £500 grant to each family.
✓	Parents and families reporting that they feel relieved, valued, motivated and hopeful as a result of engagement in Family Group Conferences.
✓	Groundwork for improving access to edge of care and domiciliary care services for all children in place via use of a Direct Purchasing System.
✓	More children supported to remain with their families through an increase in kinship care arrangements from 166 at 31st March 2021 to 195 at 31st March 2022.
✓	Permanence secured for children with 37 adoptions during the year.
✓	Implementation of guidance for family members as personal assistants under Direct Payments, aiding family members to provide the support required and for clear boundaries to be set.
✓	Support provided to reduce loneliness and Isolation through Hubs, wellbeing officers, and support of 3rd sector organisations to reopen day centre opportunities.
✓	Older Persons Day Services have increased their respite opportunities for carers and engagement opportunities for citizens by increasing their offer to 6 days a week service at some sites.
✓	Older people supported to get online and engage with family and friends outside of local community by Day Centres and hubs offering IT sessions.
✓	Pen Pal scheme offers intergenerational opportunities between primary schools and residential homes.
✓	Introduction of the Code of Conduct for Services Users to support commissioned services to provide support to citizens whilst reducing the risk of care staff experiencing abuse and giving social workers the mechanisms to address inappropriate behaviours with individuals.

What went well from our 2021/22 Directorate Delivery Plans	What is progressing from our 2021/22 Directorate Delivery Plans, with some delay
Timeliness of adoption process	Reunification Framework
	Embed Family Group Conferencing
	Reshape respite provision for children with disabilities
	Court Improvement Plan
	Residential Assessment Centre
	Complete the move to locality working

Case Study – Intergenerational Pen Pal scheme

An intergenerational Pen Pal Scheme was launched in May 2021. The scheme brought together the residents of three care homes and two schools within Cardiff.

The scheme has been extremely well received by all taking part, and it has generated some really positive feedback:

Feedback from Care Home staff:

“Moira loved her letter, and that someone had taken time to write to her”

“Pat had a giggle when reading her letter, and was so happy to have a pen friend”

“Jean thought it was wonderful. She said it made her day”

“Beryl had her new glasses on and read all of her letter. It made Beryl very happy”

“Joan loved her letter. She found it funny and was so happy to have a letter sent to her”

“Anthony thought it was fantastic, seeing how a young boy was doing, and remembering things that he did when he was young”

Feedback from participating school children:

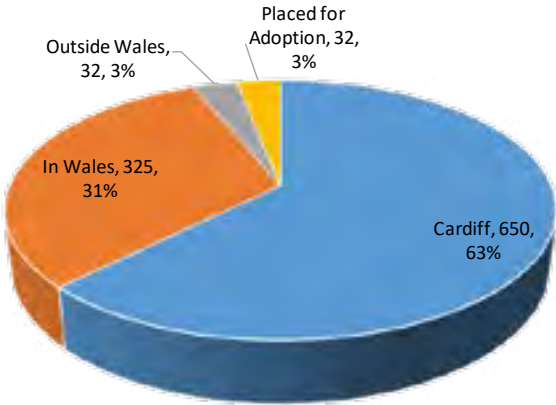


“It’s been really fun having a pen pal and thinking about questions to ask my new friend”

“I really get excited when I know a new letter is coming so that I can find out what Colin has been up to”

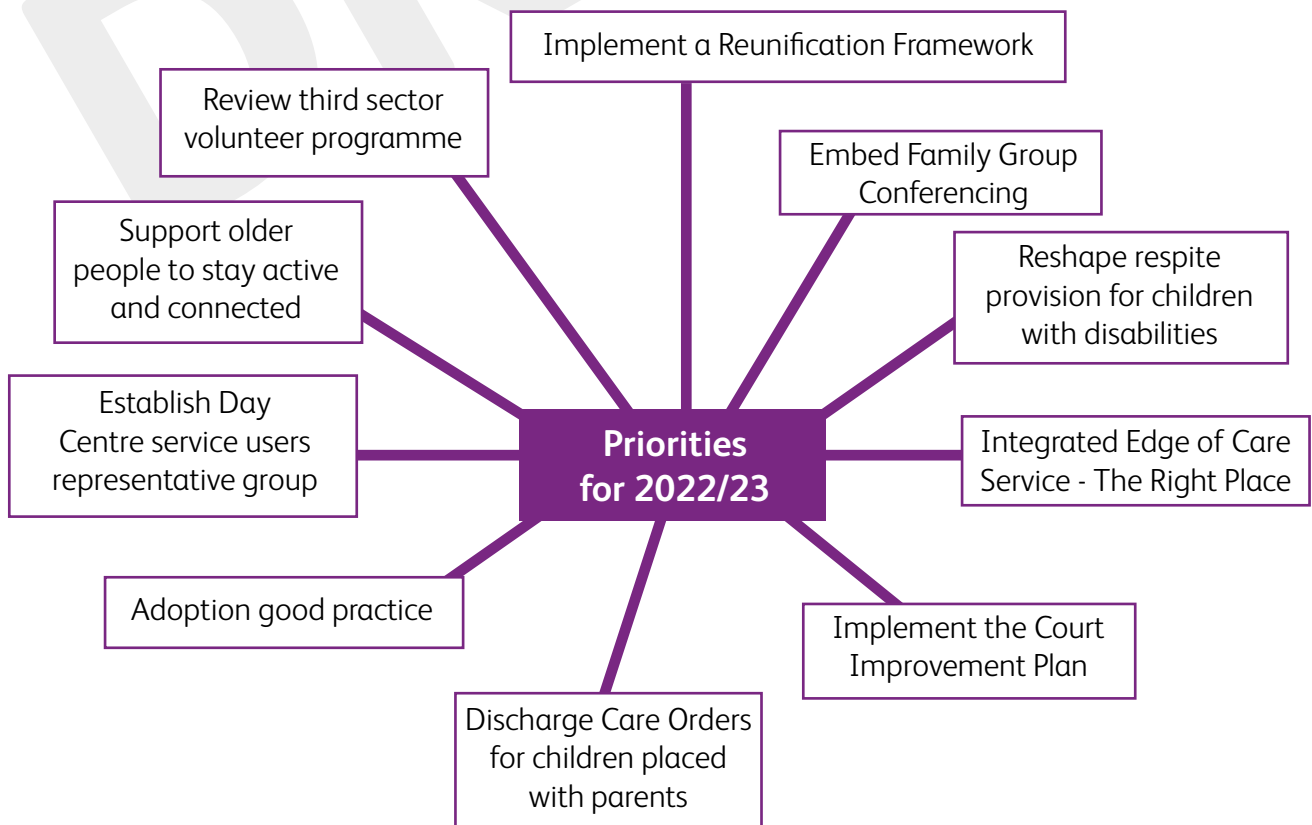
“It’s been great to hear about Tony playing cricket when he was in School”

“What a wonderful scheme! A big, BIG thank you to everyone who has been involved in this. Receiving the letters from the children, for our older people, has been such a special thing. Sharing thoughts and experiences and even advice, has been so beneficial in many ways, especially during the past 2 years. The Pen Pal letters have brought excitement, anticipation, fun and laughter and sometimes tears of joy, but mostly they have brought togetherness and friendship. Priceless.” (The Care Centre)

“The pen pal scheme has been a brilliant inclusion to our Feel Good Friday activities. The children have had the chance to see how their actions can create a sense of joy especially with how much they appreciated receiving a letter back. It has been a really purposeful task that has supported our Health and Wellbeing area of learning experience.” (Primary School)

Location of children looked after at 31st March 2022	Children returned home at end of being looked after	% of children looked after with 3+ placements
 <p>Cardiff, 650, 63%</p> <p>In Wales, 325, 31%</p> <p>Outside Wales, 32, 3%</p> <p>Placed for Adoption, 32, 3%</p>	<p>43.4%</p> <p>▲ from 35.3% in 2020/21</p> 	<p>7.7%</p> <p>▲ from 6.0% in 2020/21</p> 
<p>Carers Wellbeing Assessments completed:</p> <p>503</p> <p>(no comparator for 2020/21)</p>	<p>87%</p> <p>of people reported being more active and having healthier lifestyles through engagement with Community Inclusion Officer activities (no comparator for 2020/21)</p>	<p>124</p> <p>people accessing Older People's Day Services each week (no comparator for 2020/21)</p>

The actions we will be taking forward via our Directorate Delivery Plans in 2022/23 are:





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


✓	Ongoing improvement to opportunities for children looked after and care leavers via close partnership working between the Personal Adviser Service and the Into Work Service. 67% (418 / 624) of young people eligible for Bright Futures support were in education, employment or training in March 2022, compared with 64% (324 / 505) in March 2021.
✓	Increased accommodation options for young people leaving care through joint working with colleagues in Housing - 11 additional accommodation units in the Young Person's Gateway have been secured enabling young people to transition from fostering / residential settings to independent living. A further 16 units are planned to come on stream during 2022/23.
✓	People were supported to remain living at home safely with 80% of deliveries from the Joint Equipment Service made within 5 working days from the Joint Equipment Service.
✓	545 same-next day deliveries were undertaken to support discharge, carer breakdown, avoid admission or support end of life care.
✓	53% of people receiving meals on wheels were having meals delivered 7 days a week supporting improved health and wellbeing in the community.
✓	The Independent Living visiting team ensured individuals were able to claim the benefits they were entitled to, identifying £1.1 million in unclaimed benefits.
✓	Implementation of block contracts to address shortages in care at home provision
✓	Discharge 2 Assess and Discharge 2 Convalesce models of support for discharge, reducing time people are remaining in hospital once medically fit and improving outcomes through supportive convalescence beds.

What went well from our 2021/22 Directorate Delivery Plans	What is progressing from our 2021/22 Directorate Delivery Plans, with some delay
New way of delivering domiciliary care introduced	Accommodation sufficiency
	Semi-independent accommodation for children looked after aged 16+

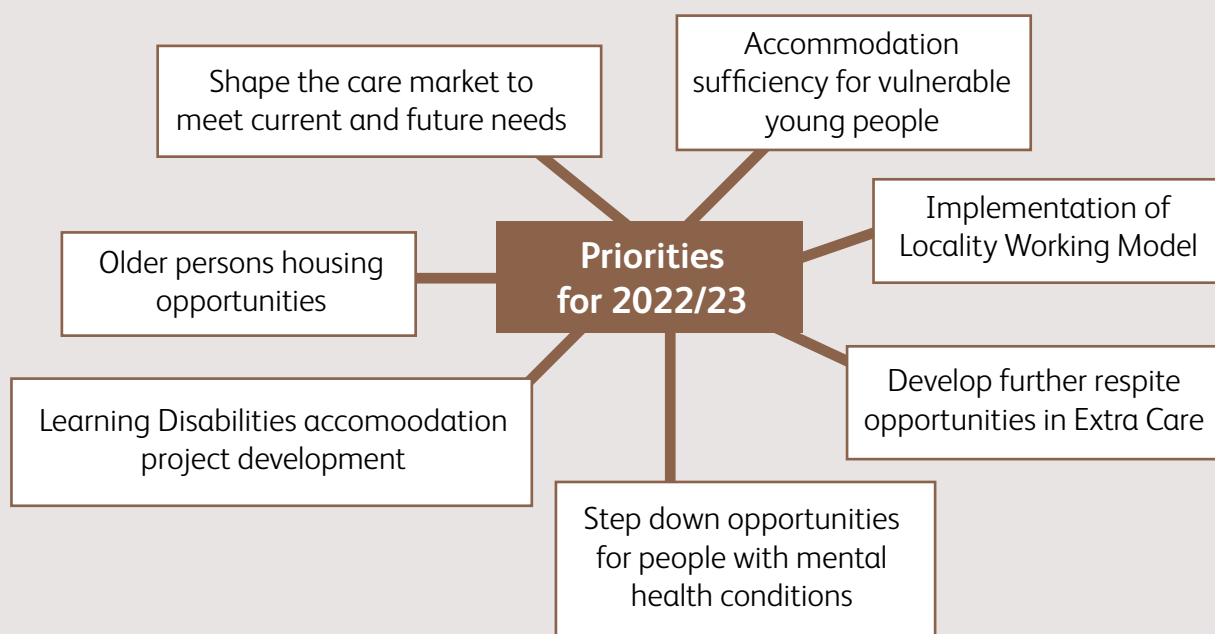
Case Study – Children’s Services

The service is currently supporting a young person who is studying for her Social Work Degree in Manchester University. During her Pathway Plan Review she explained that she is really enjoying her course and for her last assignment she had a 1st!

It is her 21st birthday this year and she is considering her options in the field of social work but shared that she would like to return to Cardiff and seek employment in the Local Authority if this is possible.

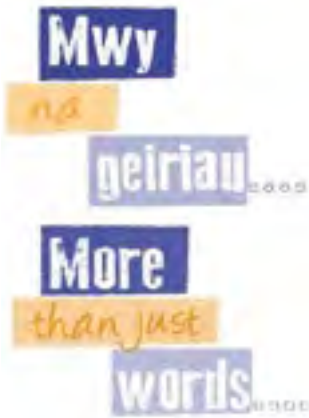
Care leavers in education, training and employment	Number of young people known to Children’s Services in Young People’s Gateway accommodation at 31st March 2022	Number of When I Am Ready placements starting
12 months after leaving care 63.9% ▼ 13-24 months after leaving care 74.0% ▲	36 (no comparator for 2020/21) 	21 ▼ from 44 in 2020/21
Same / next working day equipment deliveries through the Joint Equipment Store	Number of customers receiving meals on wheels	Self and friends and family referrals to Telecare
542 ▼ from 572 in 2020/21	611 ▲ from 475 2020/21	46% ▲ from 21 % 2020/21

The actions we will be taking forward via our Directorate Delivery Plans in 2022/23 are:



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 services in Welsh are identified these should be reflected in the organisation’s Bilingual Skills Strategy.

The Cardiff and Vale Mwy Na Geiriau / More Than Just Words Forum meets digitally every quarter, and this has continued throughout the pandemic. The Forum is looking to expand its membership to include Health and Social Care training providers and other stakeholders - Cardiff and Vale University Health Board re-joined the Forum in April and Cardiff and Vale College joined as a new member in September. The Forum will seek further representation from stakeholders such as third sector organisations, independent sector providers, and further and higher education bodies such as Cardiff Met and the University of South Wales.

• **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. A Welsh language coordinator has been appointed for Children’s Services and we are looking for someone to fill the role for Adult Services as the previous post holder has left the organisation.

- **Objective 2: Mapping, Auditing, Data Collection and Research**

Details of the Welsh language skills of the workforce and Welsh language community profile continue to be monitored:

	2021/22
Number of complaints received during the financial year which relate to compliance with the Welsh Language Standards	Children's Services = 0 Adult Services = 0
The number of employees who have Welsh language skills at the end of the financial year	Entry level 3% Foundation 4% Intermediate 2% Advanced 1% Proficient 2% None 21% Not recorded 62%
Completion of Welsh Language Awareness module	15.7%
Completion of Welsh Language beginners' course	1.1%
Number of members of staff attending training courses offered in Welsh during the year	8

Questions continue to be in place in the Social Services client record system to record service user's language preference.

The latest Welsh language data from the Annual Population Survey shows that 94,200 people aged 3 and over in Cardiff are able to speak Welsh (second only to Carmarthenshire).

- **Objective 3: Service Planning, Commissioning, Contracting and Workforce Planning**

We continue to collate information on Welsh speakers across the Directorates to ensure recruitment and retention of Welsh speakers remains a key priority. Recruitment across the sector has become increasingly difficult in both English and Welsh speaking positions and this is likely to remain for some time. 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 Directorates, from beginner to proficiency training in the Welsh Language with time given to staff who wish to attend. In addition, Awareness Training is a compulsory element of induction training in social care, 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, e.g., domiciliary care staff.

OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

Outcomes we have achieved during the year

✓	Improved support for Directorates with the realignment of dedicated support services within Children's and Adult Services.
✓	Improved consistency of decision making in Children's Services with management team oversight in relation to high-risk cases.
✓	Improved support for decision making in Children's Services and access to support services from partners with the introduction of the Resource Panel.
✓	Ongoing towards ensuring prudent social work in Children's Services with the piloting of a number of initiatives during the year to ensure that social workers only do what only social workers can do – including the introduction of Social Worker Resource Assistants, Support Workers and Court work specialists.
✓	Support for social workers and consistency for families improved with introduction of best practice sessions to support staff in relation to core social work principles and introduction of Practice Leads.
✓	Improved wellbeing support for social workers with improved links with corporate counselling service.
✓	Reduction in social worker vacancies in Children's Services from 28.8% in March 2021 to 23.9% in March 2022, reflecting a net increase of 13 social workers during the year, with an addition 15 in the recruitment process.
✓	Improved social worker retention demonstrated in Children's Services by reduction in turnover rates from 33% in 2019/20 to 13% in 2021/22.
✓	Improved service delivery by supporting staff to be better equipped to carry out their roles: <ul style="list-style-type: none"> o 14 seconded staff were on the Social Work degree course during the year. o 4 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. o 25 newly qualified social workers enrolled the First Three Years in Practice program with 35 experienced staff trained as mentors to support them. o Provision of clinical supervision within some Children's Services teams.
✓	Improved support for Directorates with the realignment of dedicated support services within Children's and Adult Services, including Training.
✓	Improved support for Directorates with the realignment of dedicated support services within Children's and Adult Services, including Training.

✓	Restructuring of the Social Services training unit to offer a wider range of courses in a focused way and to continue to improve development of staff teams across the service.
✓	Reshaping Our Future Services review has commenced looking at how we can best provide support in the future.
✓	Better monitoring of lone working staff through the introduction of new electronic call monitoring system in the Community Resource Team (CRT).
✓	Development of the Cardiff Cares Academy to assist providers with recruitment of new staff into care roles in Cardiff, increasing the availability of services through commissioned provider.
✓	Market Supplement awarded to adult Social Workers to bring pay in line with other local authorities.
✓	Implementation of block contracts to address shortages in care at home provision.

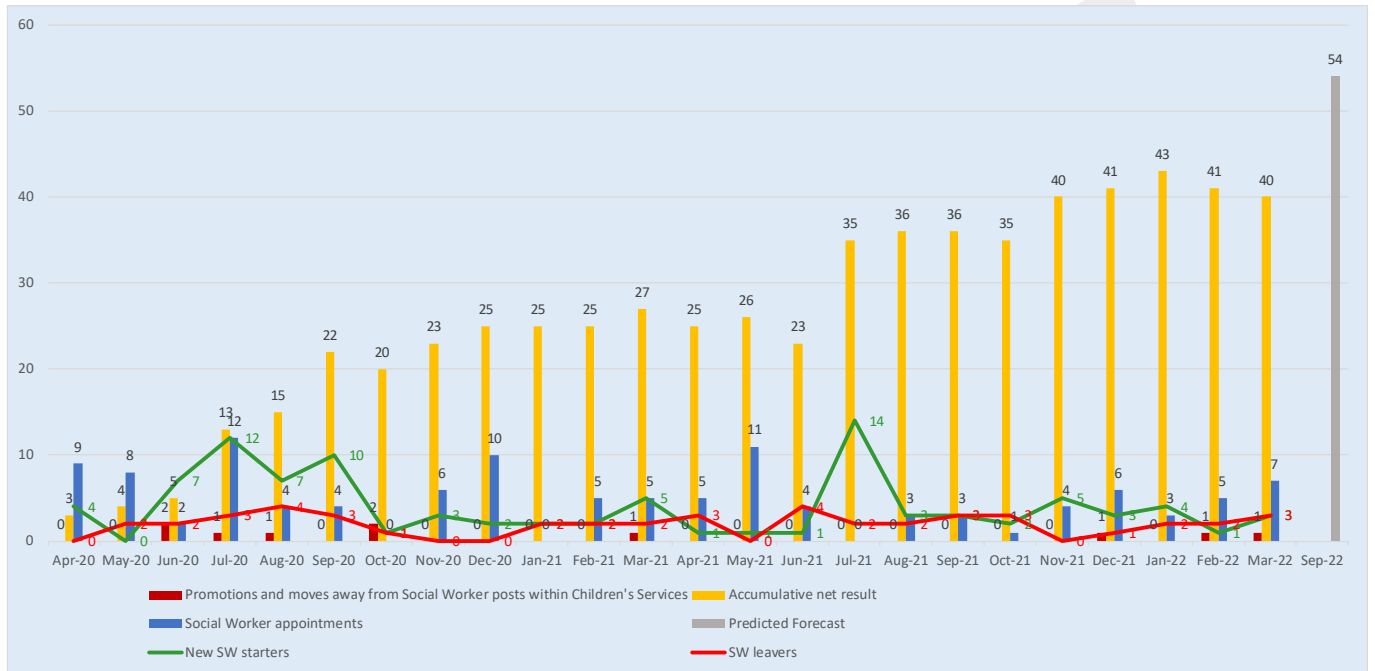
What is progressing from our 2021/22 Directorate Delivery Plans, with some delay
IT system for Multi Agency Safeguarding Hub
Reduce permanent vacancies in Children's Services
Signs of Safety in Children's Services and embedding good practice .
Review fostering processes
"All Our Futures" Youth Justice Strategy
Strengths-based practice in Adult Services
Policies and procedures review

Case Study – Children's Services

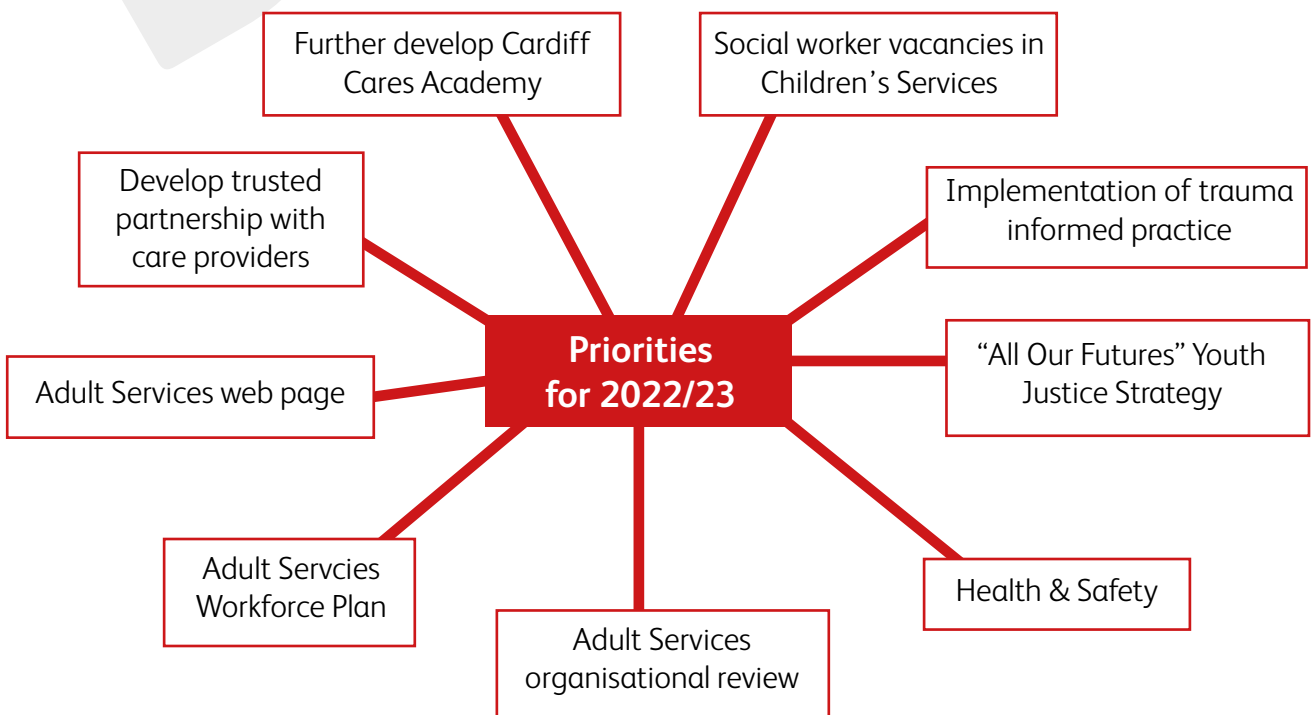
The deputy store manager from a local supermarket called to say that a young person who was banned from the store had tried to enter the store this afternoon. When security stopped him entering and explained this to him, he apologised to them for his previous behaviour saying he was very sorry and had behaved like an idiot. He said he was a different person now and felt bad about what he had done. They thanked him and explained that for now the ban will apply as they need him to show that he can be allowed in the area without causing any issues, but they said they will remove the ban if his positive attitude continues! The young person accepted this and asked if he could wait outside the store for his friend which he did so with no trouble.

Social worker vacancies Children's Services	Full Time Equivalent sickness Children's Services	Full Time Equivalent sickness Adult Services
23.9% ▼ from 28.8% in 2020/21	15.01 ▲ from 12.88 in 2020/21	20.88 ▲ from 19.68 in 2020/21

The graph below demonstrates the significant progress we have made in reducing social worker vacancies since the start of the COVID-19 pandemic. This has been a considerable undertaking and recruitment is ongoing alongside implementing our workforce strategy to improve retention.



The actions we will be taking forward via our Directorate Delivery Plans in 2022/23 are:





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 Ageing Well 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.
✓	Implementation of the fee setting strategy for Domiciliary Care following completion of a cost of care exercise.
✓	Through Occupational Therapy reviews £650,068 was saved on care costs through equipment or adaptations.
✓	Supported providers with additional funding in recognition of increased utility costs and transport costs.
✓	Grant scheme for external care providers to support them with recruitment and retention, to improve and enhance dementia care and to support the restarting of activities and visiting.

What is progressing from our 2021/22 Directorate Delivery Plans, with some delay

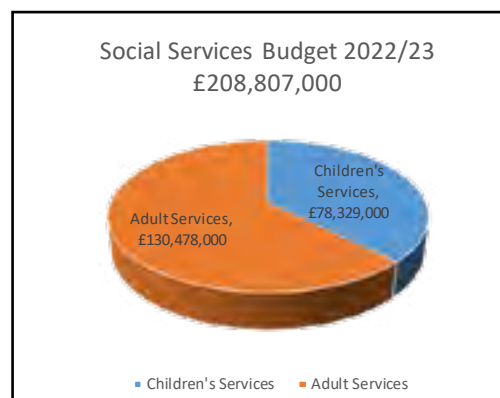
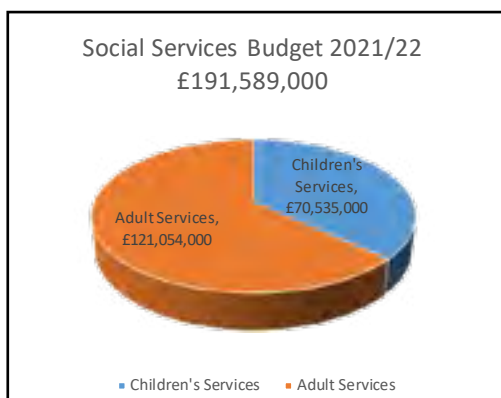
Locality working for Adults and Children's Services

Implement the **Eclipse** client record system

Review of **commissioned services**

Complete a **cost of care** exercise for care homes for other population groups

Work with providers to **shape the care market** in line with the **market position statement** for care homes



The financial support that is required to ensure that services are available and suitable to meet the needs of vulnerable families and individuals in Cardiff is very significant. Social Services budgets are a key element of Council costs and work has been focused in the past 12 months to increase the visibility of service performance and its financial impact. Work with corporate colleagues in the Resources Directorate has been exceptional and information based decision making is helping to ensure that the financial impact of implementing service priorities are planned from the outset.

In previous years financial planning has been based on the evidence of previous demand and likely population growth but the impact of the pandemic has made predicting demand very challenging indeed. In recognition of these challenges Welsh Government have provided a temporary COVID-19 Recovery Fund to assist us to address immediate issues. We very much welcome this additional resource and our use of the Recovery Fund demonstrates our commitment in Cardiff to prioritizing the needs of children, young people and their families and those that care for them.

Grant funding in the 2021/22 financial year amounted to £46,664,806 and making the very best use of this essential support has been an important task for the teams in both Children’s and Adult Services.

The use of short term resources can bring its own challenges - the recruitment pressures mentioned earlier mean that we simply cannot appoint more social workers to meet the rising demands in the short term. Instead, we are implementing innovative solutions quickly to meet the demands and address the wider COVID-19 harms – the actions we are taking are referenced throughout this report and detailed milestones are set out in our Directorate Delivery Plans.

The actions we will be taking forward via our Directorate Delivery Plans in 2022/23 are:

