



Annual Report of the
**Statutory Director
of Social Services**
2020 - 2021



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1. Introduction

As the Director of Social Services for Pembrokeshire County Council I am delighted to be able to report how we have delivered improvements to the well-being of people who have accessed our services during 2020/21 whilst also managing the response actions during the COVID pandemic. I would also like to take an opportunity to thank everyone involved in delivering care and support, and also to all our partners and members of the community who have responded so very well during the response to the pandemic. My sincere thanks also go to people who receive care and support and carers both paid and unpaid across Pembrokeshire whom have shown flexibility, resilience, understanding and action in pulling together at a time that has been very challenging for vulnerable people over the last year.

As part of my job role I am required to report on how well our Social Services department is performing. In this report I demonstrate the improvements and the significant challenges we faced during 2020/21. I also set out our priorities for the current year, 2021/22 which, we hope will be a year of recovery and optimism.

1.1. Our Challenges

Unlike any other year the COVID pandemic has changed the way in which we would ordinarily provide and commission a wide range of our services. Many of our staff were required to work from home though vital emergency services were maintained in our central hub office to provide staff with an opportunity to discuss sensitive casework, to receive management support and direction and be available to respond to crisis as quickly as possible.

Despite the pandemic crisis as in previous years we have continued to face significant financial pressures. In 2020/21 we needed to deliver against a cost reduction programme of circa £2 million across Social Services. Our preventions and demand management work along with many other initiatives continue in supporting us to reduce waste and implement more efficient ways of working whilst we strive to improve service user outcomes.

We continued to face workforce challenges with regard to the recruitment of frontline care and support staff and experienced social workers. During the year we initiated business continuity measures including the identification of employees that could be redeployed into a caring role so that we could offer support to our providers and maintain care and support across the community. By the end of the year we had unfortunately had a number of social work vacancies in Children's services. We continue to focus on workforce issues through the implementation of our Workforce Development Plan. The aim of the plan is to ensure that we have an effective, appropriately skilled and resilient workforce able to meet the significant challenges ahead. We also maintain a continued focus on 'growing our own' Social Workers by sponsoring their route to qualification.



1.2. Our Ways of Working

Along with the rest of the Council we work to the principles set out in the Well-being of Future Generations (Wales) Act 2015. These are referred to as the five ways of working which enable us to ensure that we are in a position to provide sustainable services and to support people to help themselves. Using the principles ensure that we take a 'Long Term' view when planning for the future, we focus on 'Prevention' and ensure that our services are fully 'Integrated' with communities and other agencies. We 'Collaborate' with and 'Involve' our service users and partners in service developments. I discuss throughout this report how we have been implementing prevention activities by continuing to develop resourceful and resilient communities and empowering people to maintain their independence.

We work in close partnership with the other parts of the Council and other agencies to provide a range of services to people who need our help and support. We also work closely with neighbouring authorities in the West Wales region, the Health Board and Third Sector partners. With our partners we have developed a regional area plan which sets out the strategic intentions of the West Wales Regional Partnership (RPB). All these connections enabled us to respond both strategically and operationally to the COVID crisis in a planned and considered method.

We structured our response to the pandemic by working with all our partners across Wales and the region. A battle rhythm of regular meetings was established. I attended weekly meetings with Welsh Government, the Integrated Executive Group (Health and Regional Partners under the RPB), Gold Command (Pembrokeshire County Council) and Social Care and Housing Tactical Response Cell (Health and Third Sector Colleagues). My colleagues attended special operational weekly meetings across Wales and the Region: Health Bronze meetings, Regional Safeguarding, Corporate Communications, All Wales Operational meetings and local operational meetings. Our established relationships with our partners enabled us to quickly respond to the crisis by creating a community co-ordination hub and a provider supply hub. Both these services created a single point of contact using our telephone technology which enabled us to field calls to the most appropriate person whilst monitoring demand to ensure we had enough people to deal with enquiries quickly.

Our model of service delivery is about building on the strengths of our people and is referred to as the Signs of Safety approach. Traditionally developed within Children's Services we have been implementing the Signs of Safety approach across the Directorate. We have undertaken a comprehensive review of the approach in Children's Services and will continue to implement in adults to ensure that it continues to improve practice and outcomes for our service users.



1.3. Our Objectives

We work in partnership with our teams, other agencies and other council services such as Health, Police, Leisure, Housing and Education to ensure the successful implementation of the Council's well-being objectives. For 2020/21 these were:

- **Education:** Pembrokeshire a great place to learn, live and grow.
- **Social Care:** We will do whatever we can to support people in leading the best life they can whilst focusing on prevention and ensuring vulnerable people are safe.
- **Economic:** We will work with partners to promote Pembrokeshire as a great place to visit, live and work.
- **Housing:** Enable affordable, decent and adaptable homes for all in sustainable locations.
- We will promote pride in Pembrokeshire seeking to enhance its reputation as a place for exceptional environmental quality
- **Transformation:** Technology; Culture and Relationship.

During 2018/19 our Council Members published their Programme for Administration, which is a political statement by the Council's Cabinet on its priorities up until 2022. With regard to Social Care, Cabinet identified that there would be a continued focus on prevention, safeguarding and technology. They also endorsed the Signs of Safety approach which is being implemented across the whole department. The programme for Administration will be reviewed and updated during 2021/22.

Everything we do in Social Care is underpinned by the Social Services & Well-being (Wales) Act 2014 (the Act). The Act provides us with six Quality Standards. The work we have done towards mitigating the impacts of the Covid pandemic whilst continuing to deliver against these standards forms the main body of this report.

The Quality Standards are:

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



We have implemented a range of projects to support the delivery of these standards, I have highlighted some of these areas of work below:

- We have continued to develop and grow the in-house domiciliary care team, which now has a 10% share of the market. We have run recruitment campaigns throughout the crisis to attract people to the care sector. This was a key ambition set out in the Members programme for administration.
- We established an Integrated Care team working to keep people within their own homes as much as possible by providing a range of health and care support. This team went live at the start of the COVID pandemic in April 2020.
- We have opened an 8 bed intermediate care reablement facility in Pembroke Dock to support people when they are ready to be discharged from hospital but do not have a care package at home. This facility supports the hospital discharge process which was key to ensuring that hospitals maintained capacity for people who needed acute care during the crisis.
- In Children's Services we maintained a focus on recruiting and retaining more foster carers and being strong corporate parents. We have been further developing a 3 year approach to reducing the number of children looked after.
- We have continued to work on a residential college education and support service with Pembrokeshire College to enable people with learning disabilities to remain in Pembrokeshire to complete their studies and develop ongoing independent living opportunities.
- We have continued to implement a parent and baby unit. The unit will enable parents and baby's to remain closer to home whilst their needs are being met.

1.4. Our Service Users and Partners

We have consulted with a range of service users and their families. What people have told us will be used to inform future service delivery. Section 3 has a wide range of service user comments with regard to services and projects we have delivered during the year, including new services set up in response to the pandemic.

1.5. Our Inspectors

Our regulatory Inspectors, Care Inspectorate Wales (CIW) completed a Performance Evaluation Inspection during the autumn of 2020. The purpose of the inspections was to provide assurance about how people were being safeguarded and well-being promoted during the pandemic. They reviewed both Adults and Children's Services. A comprehensive summary of our Inspectors findings is available in Section 2.



1.6. Our Achievements

During 2020/21 we did not have the capacity to apply for National Awards and many were suspended because of the pandemic. However, we have submitted a number of applications for the awards to be held in 2021 which demonstrate the work we did to promote well-being during the crisis.

I would like to thank everyone working within the social services departments and the partners that support us for the massive commitment they have shown to our service users throughout this very difficult year.

The Association of Directors of Social Services (ADSS) Cymru has produced a powerful short film in tribute to social care workers in Wales. The main feature of this moving and atmospheric film is a poem by a domiciliary care worker from Monmouthshire, Rowenna Gane.

WATCH: <https://www.youtube.com/watch?v=jRDjk7Nsx28>

I would welcome any comments or observations people may have about this report so that we can improve the way we describe what we are doing to support people with what matters to them.



Jonathan Griffiths
Statutory Director for Social Services



2. Directors Summary of Performance

In this section I provide an overview of our performance during the year. During 2020/21 the Welsh Government introduced a new code of practice in relation to the performance and improvement of social care services in Wales.

The traditional measures which previously had been published in the Director's Report are not available for 2020/21. Therefore, I have included some of these new measures to provide some information on how we performed. I have also included some measures which we monitored on a weekly basis throughout the Covid crisis to ensure that we were performing to the best of our ability. Regular review of data by our tactical response team enabled us to instigate mitigating actions to minimise the impacts of the pandemic on our service users. We worked particularly hard with partners from across Pembrokeshire to maintain the patient flow in and out of hospital care.

Welsh Government also requested that we supply them with a weekly data set so that they could closely monitor demand for services and workforce pressures. This weekly data enabled them to track performance across Wales during the crisis.

2.1. Adult Care Performance 2020/21

This section provides an overview with regard to how adult care performed during 2020/21. Some of the performance information below is taken from our data return to Welsh Government for 2020/21. This is the first year of voluntary reporting and we are in the process of enhancing reporting systems so that we have more data available for next year's Directors Report when reporting is mandatory under the new code of practice.

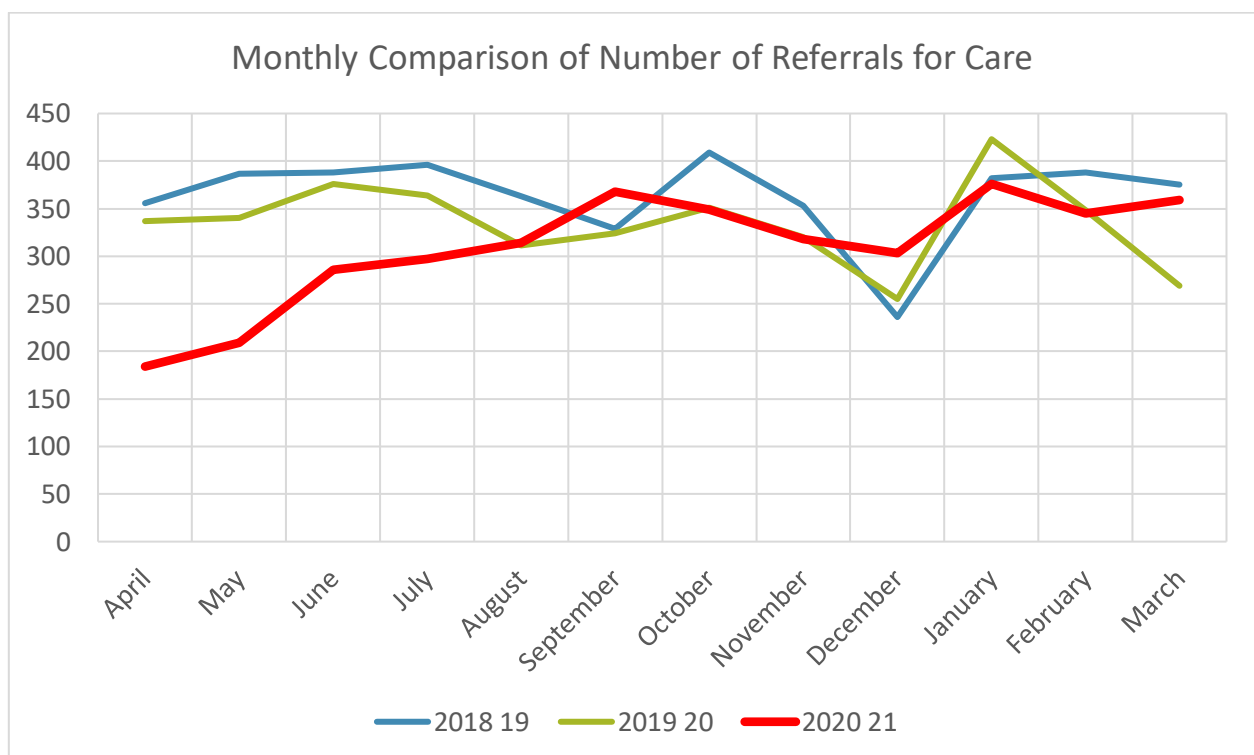
Last year we said we would continue to develop our preventative model to manage demand for our services. We have been working with the Voluntary sector and a wide range of community initiatives to support people in their own homes. The role of the Community Hub during the pandemic was invaluable. Not only did it provide a single point of contact for residents needing advice and help it also supported nearly 6,000 people who had been notified to shield.

The corporate Customer Contact Centre, our Pembrokeshire Association of Voluntary Services, Crossroads, Community Connectors and many other organisations continue to provide information advice and assistance. The Community Hub was able to bring together information from all these contact points along with volunteers and community groups to problem solve for people's specific needs whilst dealing with the pandemic situation.



The total number of social care telephone and e-mail contacts received by our corporate Contact Centre has been gradually declining over the last few years from 43,219 in 2016/17 to 25,218 in 2020/21. This is a significant reduction and some of this decrease in contact is likely to be related to the Covid pandemic and the suspension of some services such as day opportunities. During the same period the Community Hub dealt with over 8,000 calls with over 50% of those call related to the shielding food parcel delivery scheme.

We also note that the number of new referrals for adult services recorded by the contact centre has reduced from 6,603 in 2016/17 to 3,708 in 2020/21. The chart below shows that there was a marked decline in the number of referrals received during the first lockdown in April, May, June and July. Referrals were slightly higher than previous years in September and December, whilst the 'spike' in January matches normal referral trends.



Our social care teams are also completing less assessments than they did in previous years. This year we completed 900 new assessments for adults during the year whereas, in 2016/17 we completed 3,193 assessments. We consider that the start of the pandemic and the first lockdown had a significant impact on the number of people requesting support.

Of the 900 new adult assessments completed during the year 741 concluded that an adults needs could only be met by a care and support plan.



Under our preventions strategy we have been able to manage the increased demographic demand for social care. The table below shows the number of service users accessing services throughout the year. The 2020/21 figures show the impact of COVID with families choosing to care for their own family members in some instances in order to reduce the risk of contracting the virus. There has been a significant impact on people who would normally access day opportunities as many centres closed to comply with Covid Regulations. Respite provision has also been on hold and the impact of this can clearly be seen in the number of service users accessing the service from 372 people in 2019/20 to 35 in 2020/21.

The number of adults accessing various services throughout the year					
	2016/17	2017/18	2018/19	2019/20	2020/21
Domiciliary Care	1,530	1,326	1,118	1,128	1,027
Day Opportunities	771	695	675	630	273
Community Supported Day Care	57	57	57	50	9
Supported Accommodation	161	178	221	292	284
Respite	237	328	236	372	35
Residential Care	641	767	812	902	776
Nursing	95	90	92	185	159
Total	3,492	3,441	3,211	3,559	2,563

The total number of adults with a care and support plan in place at the 31st March 2021 was 2,136

Whilst the data is demonstrating that we have been able to manage demand with regard to the number of people using our services other indicators demonstrate that cases are becoming more complex. For example whilst we have less people accessing permanent residential care but more people accessing nursing care the annual number of bed nights for all people in residential care has increased year on year from 235,038 in 18/19 to 263,984 in 2020/21. This is an increase of over 12% in 3 years.

The table below shows the total number of bed nights for residential care delivered by commissioned providers over the last 3 years.

Number of Commissioned Bed Nights per annum			
Commissioned Bed Nights	2018/19	2019/20	2020/21
Learning Disabilities Nursing	365	366	447
Learning Disabilities Residential	34,905	36,710	39,090
Mental Health Nursing	2,220	2,349	1,754
Mental Health Residential	19,480	21,113	22,477
Older Persons Nursing	29,757	38,049	39,384



Number of Commissioned Bed Nights per annum			
Commissioned Bed Nights	2018/19	2019/20	2020/21
Older Persons Residential	137,637	143,557	147,304
Physical Disability Nursing	364	184	395
Physical Disability Residential	3,685	3,307	3,468
Grand Total	228,413	245,635	254,319

The figures demonstrate that there has been a significant increase in the number of people accessing residential care with nursing support supporting the theory that cases are becoming more complex.

Sometimes people's needs cannot be met with our standard packages of residential care. They may need additional facilities or support. We work with providers to develop specially tailored packages of care for them. These packages of care are referred to as bespoke. Bespoke packages of residential care make up between 34% and 36% of all packages of residential care. The number of bespoke bed nights has risen by nearly 13% over the last 3 years but the proportion of bespoke packages in relation to standard packages has remained consistent.

With regard to standard packages of care the number of commissioned bed nights has risen by 13% consistent with the increase in bespoke packages.

The largest percentage increase in bed nights is related to temporary stays. These are not classed as respite but beds which are commissioned on a temporary basis for a variety of reasons e.g. beds for reablement, assessments, intermediate care to support people to discharge from acute hospital beds or for people awaiting domiciliary packages of care. The proportion of temporary bed nights to total bed nights was 3.5% during both 2018/19 and 2019/20. This proportion had increased to 6.7% in 2020/21 indicating a greater use of temporary beds in relation to permanent beds. The number of bed nights for temporary beds has risen by 93% over the last 3 years from 8,241 in 2018/19 to 17,793 in 2020/21. Some of this increase may be related to the availability of suitable workforce numbers to deliver domiciliary care.

2.1.1 Delayed Transfers of Care

The delayed transfer of care indicator is no longer part of the Welsh Government performance monitoring. During the pandemic we identified the number of people waiting in hospital for a care or residential package on a daily basis with our Health partners. Our tactical discussions focussed on ensuring that people could move on with the support they needed as quickly as possible.



At the end of March 2021 there were 4 people waiting for domiciliary care in an acute hospital bed and 5 people waiting for a package of reablement. These indicators are monitored on a daily basis and we aim to reduce the number of people waiting in acute hospital beds by:

- supporting our care providers, particularly in their response to the COVID pandemic;
- encouraging the development of small businesses or sole traders referred to as micro-enterprises to provide care;
- growing our own council managed domiciliary care service which will provide us with the flexibility to respond to those people with the greatest needs in a timely manner;
- opening of Martello House an 8 bed intermediate care facility;
- embedding of the intermediate care team who are able to provide a rapid response service to prevent people coming into hospital and to support a timely discharge from hospital when appropriate;
- Maximising community support available by utilising the Community Connector roles and promoting telecare and proactive communication via the Delta Wellbeing service

2.1.2 Reablement

During 2018/19 we were aware that there had been a decline in the percentage of people who completed a period of reablement and had no package of care six months later from 78% in 2016/17 to 59% in 2017/18. During 2019/20 we transferred the reablement service back to being operated by the Council in order to address this decline and improved performance to 65%. The service has been enhanced with additional Occupational Therapists employed to support and enable people. In addition as part of developing the service during the year we opened an 8 bed reablement facility at Martello House, in the Pembroke Dock area..

During 2020/21 152 packages of reablement were delivered with 123 mitigating the need for future support. This equates to 81% which is a significant improvement on the last few years and demonstrates the opportunity for independence this delivers in people's daily lives

2.1.3 Adult Safeguarding

With regard to the number of reports received relating to adults suspected of being at risk we have seen a significant increase in previous years from 1095 in 2018/19 to 1,611 in 2019/20. During 2020/21 we had 1,173 reports relating to adults suspected of being a risk, representing a significant reduction than the previous year and may be a result of the pandemic with less reporting and visibility of vulnerable people.

The majority of reports come from provider services (510) followed by Health (195). Local Authority (179) and Police (137). Not all of these reports proceed to an enquiry. In 2020/21 we actually dealt with 738 cases where enquiries needed to be made. The total number of enquiries



completed within 7 working days from the receipt of the alleged abuse was 465. There were a total of 216 enquiries which identified that additional action should be taken. On the 31st March 2021 there were 25 active care and support protection plans in place to protect an adult from abuse or neglect. There were 13 criminal investigations concluded during the year and 2 non-criminal investigations.

2.1.4 Adult Care Charging

The amount an adult pays for their care depends on their financial circumstances. Every adult is entitled to participate in a financial assessment so that their contribution can be accurately calculated according to Welsh Government guidance. The total number of adults who paid the maximum weekly charge towards the cost of care and support during 2020/21 was 408. The total number of adults that were charged for domiciliary care and support was 758 and 684 were charged for residential care.

During the year we have seen increasing debt levels. This is particularly apparent for residential debts which have been secured against a property due to delays in property sales. We are working on our social care debt recovery processes to support people to keep up to date with their financially assessed contributions.

2.1.5 Adult Carers

The total number of contacts to statutory social services by adult carers or professionals contacting the service on their behalf was 158 for 2020/21. Of the 158 contacts 92 resulted in the provision of advice or assistance. A total of 130 carers' needs assessments for adults were undertaken during the year with 73 assessments resulting in a carers needs being met with a care and support plan. At the 31st March 2021 there were 141 adult carers with a support plan in place.

2.2. Children's Performance Reporting 2020/21

The performance information below is taken from our data return to Welsh Government for 2020/21. This is the first year of voluntary reporting and we are in the process of enhancing reporting systems so that we have more data available for next year's Directors Report when reporting is mandatory.

During 2020/21 we received 3,012 contacts regarding matters relating to children. The majority of contacts we received came from the Police (1,711), 416 contacts came from Health and 260 from Education services.

Following a review of each contact the team determine when an assessment is required. The total number of new assessments completed for children during the year was 1,709. Of those the



number of new assessments which were completed within statutory time scales was 1,671. This equates to just under 98% of assessments being completed within statutory timescales. This an improvement on 2019/20 when we achieved 92%.

Following an assessment there are a number of outcomes:

- 791 assessments concluded that a child's needs can only be met with a care and support plan
- 790 assessments concluded that a child's needs were able to be met by other means
- 128 assessments concluded that a child has no eligible needs

At the 31st of March 2021 there were 507 children from Pembrokeshire who had a care and support plan in place.

The number of children on the child protection register has steadily increased over the last 4 years: on the 31st March 2017 there were 36 children, 71 in March 2019 and 95 in 2021. Children are removed from the child protection register when it is safe to do so. During 2020/21 the total number of children removed from the register was 123.

The number of Children looked after by the Authority has also increased over the last few years from 127 in March 2017 to 183 in March 2020 and 222 in March 2021. The increasing numbers is putting significant pressure on our child care teams. During 2020/21 we continued to work towards Children who are looked after (LAC) reduction targets as agreed with Welsh Government. Next year we aim to reduce the number of LAC through the implementation of our Reduction Strategy.

The total number of children looked after who are not placed with family, parents or friends was 154 in March 2021 which equates to 69% this is significantly less than five years ago when it was 85%. A total of 7 children looked after are placed outside of Wales to ensure that they receive the most appropriate care and support. The number of children looked after who returned to their home during 20/21 was 20.

2.2.1 Young Carers Performance Reporting 2020/21

There were 22 contacts received by statutory social care services for young carers during 2020/21 with each person being provided with information, advice and assistance.

A total of 18 young carers' needs assessments were undertaken during the year which resulted in all 18 young carers receiving a care and support plan to meet their needs. At the 31st March 2021 there were 142 young carers in Pembrokeshire with a support plan in place.



2.3. Regulatory Inspections

In March 2020, CIW suspended its inspection programme in response to the Covid-19 pandemic and the requirement for local authorities and service providers to focus fully on responding to the challenging circumstances. A revised programme recommenced in September 2020 to provide assurance about how people are being safeguarded and well-being promoted during the pandemic. CIW considered the safety of services, safety and well-being of people who work in services, and safety and well-being of people who use or may need to use services. They also completed their national thematic review of services for disabled children and their families.

They focused their key lines of enquiry within the four principles of the Social Services and Well-being (Wales) Act 2014 and a summary of their judgements and findings aligned to these: People - Voice and Control, Prevention, Well-Being, Partnerships and Integration are outlined below.

2.3.1 Well-being

CIW noted that *“the people of Pembrokeshire can be assured their safety and well-being is promoted. Referrals and safeguarding practices were managed in accordance with statutory requirements and in an appropriate and timely manner.”* They did identify some gaps in statutory visits undertaken by social workers, therefore we will review how we monitor and address this particular practice area.

During the pandemic they noted that the local authority had sought to promote well-being of vulnerable people by creating opportunities for people to achieve positive outcomes and what matters to them. They identified examples where the local authority, in partnership with other organisations, supported the well-being of young adults during changing circumstances. The interviews they held with families mostly highlighted positive working relationships with social workers.

CIW found that disabled children’s safety and well-being was addressed in a timely manner. They found child protection and looked after children reviews were undertaken according to timescales. They noted that Social Workers had a good understanding of the people they were working with and there was evidence of workers seeking the views of stakeholders.

With regard the well-being of employees the inspectors found regular recording of employee supervision meetings and that there was a system of peer auditing in place to monitor safety and well-being. They also noted that there was a clear focus on recruitment, retention and work force development.



2.3.2 People

CIW noted that the views of people who need care and support was central in most of the files they reviewed. Assessments and care and support plans mainly capture what matters to people and the outcomes people wanted to achieve. However, in adult services they found a variation in quality and timeliness of reviews. They noted that as many people were not receiving a scheduled review the opportunity to address people's changing needs was being missed.

Senior management recognise the need for improvement in this and will review professional practice and maintain a suitable staffing resource to drive up standards in this area during 2021/22.

CIW noted that the local authority give regard to the rights of Pembrokeshire children to be offered the opportunity to take up advocacy. The review of files evidenced the offer of advocacy to care experienced children. Our children's advocacy provider, TGP Cymru told them that during the COVID-19 lockdown period there had been over 200 referrals received from 100 young people, mostly in relation to care experienced children. Positive views from care leavers were expressed in relation to the support provided through their personal assistants.

During 2019/20 the disabled children's team became integrated within the social services and housing directorate. The inspectors noted that team members were positive about this change and expressed the significant benefits of working with other teams within the directorate to deliver a joined up service, improving safety and well-being outcomes for people. The team currently work with over 100 children and nearly 40 are in receipt of direct payments. Parents spoken with were positive about how direct payments had provided them opportunity to develop bespoke care and support. However there are challenges in relation to the availability of personal assistants.

CIW referred to the inclusive approach the Directorate has with regard to involving people in service planning. They referred to the Learning Disability Strategy and Learning Disability Charter which was developed in partnership with learning disabled people. The local authority has employed learning disabled people as learning disability champions. Pembrokeshire Association of Voluntary Services (PAVS) hosts one of the champions to focus on activities and services for learning disabled people within the third sector.

2.3.3 Prevention

The inspectors found that the people they spoke with were positive about the local authority's approach to prevention. Our pre-existing infrastructure and working relationships helped develop the response to meeting peoples' well-being needs during the Covid-19 pandemic. The Community Hub is a collaboration between the local authority, Pembrokeshire Association of Voluntary Services (PAVs) and third sector organisations; a single point of access to respond to enquiries about peoples' well-being. Over 90 new community groups evolved quickly in direct response to the pandemic, with PAVS playing a key co-ordinating role. Other positive examples found by the inspectorate included the active and integrated role of Community Connectors who link people to community resources.



CIW describe how our First Contact team have an important preventative role through its prompt responses to concerns about changes in people's well-being; signposting to support organisations and working closely with third sector organisations such as Hafal Crossroads and the Red Cross. They also referred to our newly established intermediate care approach with positive regard.

With regard to children's services they identified that respite and short breaks for disabled children as an area for development, there is a need for the local authority to enhance this provision. This will be a key area of work for 2021/22.

They found strength in partnership arrangements between statutory and preventative services. They saw good examples of utilising the Team around the Family (TAF) and youth outreach work to support young people. During the Summer of 2020 they recognised that there was a significant focus on organisation of summer activities, incorporating holiday hunger action and supporting children who may be vulnerable in addition to ensuring children remain safe during this pandemic.

2.3.4 Partnerships

The degree to which people are equal partners in the design and delivery of their care and support was found to be variable by the inspectors. They noted that managers, social workers and partners maintained a strong focus on ensuring children and adults were supported to remain with their family and /or experience permanence at the earliest opportunity.

Some social work staff informed them of gaps in service availability when addressing the emotional and mental health needs of children.

The inspectors found that responses from representatives from partner organisations corroborated that the multi-agency approach was strong, with senior managers visible and contributing to partnership arrangements such as the Carers Board and the Learning Disability and Older People boards. People told CIW that the local authority was willing to accept changes and happy to consider innovative practice.

They found that the Independent Reviewing Officer team work effectively with social work teams. This indicated that the reviewing team provide appropriate balance between challenge and support. The quality of the records of looked after children reviews are of a good standard, provide clarity in information and a focus on outcomes for children and young people.

2.3.5 CIW Performance Review Plan for 2021-2022

Progress against the areas identified for improvement following the inspection will be monitored on a quarterly basis by the Directorate Management Team. Evidence of improvement will be presented to CIW during their meetings with Heads of Service in 2021/22.



3. How are people shaping our services?

Across the directorate we have been engaging with our service users, carers and their families in order to gain a better understanding with regard to how they have been managing during the pandemic. Whilst day services were suspended for much of the year, centre staff maintained contact with service users over the telephone and internet meetings. This provided people with an opportunity to feedback how they were coping and to remain connected with people they know and trust.

This year we have continued to work on making our information easier to understand. Increased capacity to produce easy read literature is being provided by Norman Industries.

Our Total Communication Group is committed to ensuring that information is accessible to all. During 2020 the focus has been on contacting people on zoom and other digital platforms.

3.1. What did we plan to do last year?

We planned to undertake following activities during 2020/21.

- Hold further consultations and engagement events with children who are looked after in order to gain a more comprehensive view of our services from them and to identify future service improvements and design.
- Increase the level of consultation with regard to the families who are using children's respite services from Holly House
- Work with providers to develop our market position statement for domiciliary care.
- Consult and engage with carers to develop respite options building on the work undertaken to date to diversify the respite options available.
- Consult with stakeholders around our community preventions work.

3.2. How far did we succeed and what difference did we make?

During the year some of our consultation priorities changed because of the COVID pandemic, whilst some work was ongoing. This section describes how we engaged with our members, partners and citizens to gain information to enhance service provision.

3.2.1 Children's Respite Provision Holly House

We have developed and promoted a new consultation and feedback mechanism to ensure that families are encouraged to shape the future service. Families that have received a service via Holly House are asked their views on the service every 6 months, and at the same time feedback is



provided to them regarding any service developments. Families will also now be offered the opportunity – when restrictions allow – to meet face to face with the unit manager and the Responsible Individual for the service.

3.2.2 Foster Carers

In March 2021, a foster carer consultation exercise was held via a written questionnaire and a focus group session. The consultation covered a variety of issues including the provision of support groups; training (virtual/ face to face); LAC focus groups and regular consultation activities for both children looked after & birth children; enhanced communication (feedback re: Newsletter) and the processes around Home Visits.

3.2.3 Care Leavers

During 2020/21 we supported the formation of a new care leavers group, which is represented on the Corporate Parenting Board by a former care leaver.

3.2.4 Dementia Forum

We believe that people living with dementia, their carers and families are the experts with regard living with the condition. They have the insight, the experience and knowledge to influence the development of strategies, policies, procedures and decisions relating to dementia services. Until now there has not been a platform in Pembrokeshire for their voices to be heard.

At a meeting on the 4th of September facilitated by PAVS, attended by people living with dementia, Pembrokeshire County Council and representatives of the Alzheimer's Society, Pembrokeshire took a huge leap forward by the creation of the **Pembrokeshire Living with Dementia Forum**.

The forum will provide the opportunity for those designing services which affect the lives of people living with dementia.

3.2.5 Most Significant Change – Zoom not Doom

We have continued to develop our Significant Change Model to evaluate our services. The case study for 2020/21 is outlined in the text box below.



Zoom not Doom – Significant Change Story

I care for my mum who has dementia. Over the past few months, I have been spending the majority of my time (day and night) at my mum's house. Carer workers were visiting during the day which allowed me to leave my mum for short periods of time, but that changed with Covid-19. I became very lonely and very isolated. Both my mum and I have health issues and so have been shielding together. As much as I love her, spending all of my time just with my mum made me feel cut off from the world. However, my situation began to change for the better after reading a post on Facebook about a local 'Tea and Natter' group. I phoned and asked about how to join. When I heard that it was via Zoom I thought "Well that is no good then, as I don't know how to use Zoom". However, Cherry was quick to reassure me that using Zoom was easy and promised to talk me through the process, if I was willing to give it a go. I am so glad I said "Yes". Cherry and I had a practice go, and then I plucked up courage to join the 'Tea and Natter' group the following afternoon.

I now attend each week and take part in the conversations, quizzes and activities. For the first time in ages, I now have regular contact with other carers in a similar position to me and am able to receive and give support with other members of the group. I have a craft business in Pembroke, which owing to shielding I had to close during the lockdown. However, with my new gained confidence in using Zoom, I have started my business back up online. As a business owner I am a member of the Federation of Small Businesses. Although a member for many years, I have not been able to attend their meetings as they are held in Cardiff early in the morning. When I heard that owing to Covid-19, the meetings were now being held on Zoom – I thought "Yes, count me in!" With my new-found confidence in using Zoom I am now attending and participating in the Federations regular meetings. My life is now not all doom – more Zoom!

3.2.6 The Community Hub

During July to September 2020 an informal consultation exercise was undertaken to inform the future of the Community Hub, which had originally been set up in response to the COVID-19 pandemic. Views were sought from:

- Community groups engaged with the Pembrokeshire Community Support Network (PCSN)
- Town & Community Councils
- Pembrokeshire County Councillors
- Pembrokeshire Association of Voluntary Services (PAVS) Community Connectors Speed Network
- Targeted third-sector organisations



- Pembrokeshire County Council (PCC) Independent Advisory Group, set up to provide A variety of PCSN community groups, both individually and collectively at their meeting on 16th July 2020 (a total of 20 groups were represented)

Questions were asked about the Community Hub and the wider community. The subjects covered were:

- The Community Hub's future role.
- What worked well and areas for improvement.
- Community Groups future plans.
- What will be different after lock down.

There were a number of very positive comments about the community hub.

"Hub has been brilliant – good feedback – want it to continue."

"The Community Hub is an excellent idea, providing a County wide one-stop-shop for those in need of help personally and those who are involved in the voluntary sector."

"It was a valuable asset to coordinators....when we were asked for things that were not day to day stuff and we could contact the Hub and ask for advice."

"...the Hub. It's worked so well and I think a lot of people would have been lost without it."

"Nothing but praise. Been a morale booster to let people they are not alone."

Generally the Hub was viewed as a safety net for people who did not know where else to turn for help or information. There was a general feeling that all needs were met by referrals to others (e.g. Community Connectors) or directly to community based support.

Some respondents commented about a lack of referrals to the community support groups from the Hub as they had volunteers ready and willing but no requests came in. One respondent said that there seemed to be a multiplicity of organisations all doing similar things, with lots of invitations to join this or that group. It seemed confused and to lack organisation. Another felt there should have been more collaboration between the Hub and volunteers, e.g. around food provision (food banks).



There was less need for the Hub in some areas, evidence suggests that these communities took care of their citizens without the need to contact the Hub. This seems to be especially true of smaller communities across the County.

With regard to the future of the community hub there was a clear outcome to see the Hub continue in some form. Work will commence on a sustainable business case as it was recognised that the Hub could not have operated as it did without the many volunteers who supported it.

There were many suggestions for things volunteers could engage with moving forward including:

- Time banking
- Befriending
- Eco-champions / beach volunteers
- Men's Sheds
- Good Neighbour Schemes
- Supporting local hall committees

Following the easing of Lockdown people hoped to see a greater sense of community. Many communities were able to respond very quickly to the crisis with lots of people volunteering to help and local shops organising delivery services. One suggestion was could localities have a community champion, who could act on behalf of the community, and provide the link between organisations (e.g. PCC) and the locality.

A Pembrokeshire community newsletter was suggested, produced by communities, for communities enabling people to gain an insight into stories from other communities, celebrating what is good in communities in Pembrokeshire.

The need to reduce digital exclusion with better internet connections being needed in many parts of Pembrokeshire. People also wanted more education on digital skills to help people understand and use the technology available.

Many of these suggestions are already being worked on and feature in our forward work programme for 2021/22.

3.2.7 Provider Supply Hub

The provider supply hub was established at the start of the pandemic to provide a single point of access for commissioned and in house provider services. The hub was manned for evenings and weekends during the height of the lock down providing personal protective equipment (PPE) and advice and support when needed, including detail on Public health guidance and its application.



We asked providers for their views on the provider supply hub.

Provider hub has been particularly useful, being a central point of contact. The way it has operated has enabled supportive relationship to be developed. It is considered a helpful, responsive and reliable source of information. Centralised consistent and supportive communication with commissioners was really welcomed.

"Provider Hub has been an invaluable resource throughout the whole process" Lynnefield

Provision of PPE has been invaluable. It needed to start sooner. Some providers would like to explore the possibility of purchasing together to secure supplies / improve prices.

"Help with PPE has been invaluable" Brambles

Providers also noted that the ability to work electronically with the absence of red-tape enabling people to adopt creative solutions was welcomed. Use of virtual meetings is saving time, travel and cost. They also appreciated the support payments which have been a great help.

What things could have been done differently?

Providers told us the following:

- The issue of digital inclusion of older people, the impact of poor internet access and the importance of better broadband in rural communities was highlighted by many.
- Providers felt that there were too many repeated requests for information and that information request forms should be trialled and tested with a couple of providers before being sent out to everyone.
- The initial delays in providing PPE were mentioned by many but the delays were caused whilst waiting for Welsh Government to distribute supplies to the Local Authority.
- Providers also mentioned issues around testing for covid and Health not wanting to admit people from care homes into hospital, this feeling like a lack of respect, care and dignity expected for older people in care homes.
- They mentioned lots of confusion about differences in rules between England and Wales (a national media issue)
- Some felt there was not enough trust of providers to get on with things; too many requests for information
- More legal support required



Things we can do differently

- Need to continue to show how much we value care staff by ensuring they are paid the national living wage and have consistent terms and conditions of employment.
- Must continue to use virtual meetings but not lose all face-to-face meetings.
- Role for local authority to help with group-buying of PPE should Welsh Government supplies stop.
- Training for support workers to help with both mental health and digital inclusion.

To conclude the response from providers was positive. The Provider Supply Hub was enormously welcomed, both as a central point of contact and (just as importantly) as giving good personal responses to providers' needs.

3.2.8 Carers

An on-line survey was developed by the West Wales Carers Development Group (WWCDG) to seek feedback from unpaid carers, or professionals/organisations working with unpaid Carers. The consultation ran from 11th May to 14th June 2020 and the information gathered was used to inform the development of a Regional Partnership Board Carers Strategy.

A total of 558 people engaged with the survey (though the response rate for individual questions varied). 46% of respondents were living in Pembrokeshire

Some general themes have been identified below:

- 'Lockdown' is increasing pressures on carers due to 'shielding' requirements. Carers felt they have no choice but to continue supporting. However, some cared for people are benefitting from more contact time with their unpaid carer.
- 'Keeping in touch' calls, emails, video calls essential; virtual contact with support and peer groups highly valued; supports carer mental health and emotional wellbeing.
- Practical support via helpline – shopping, collecting medications, etc.
- Breaks/ respite stressed as important, though difficulties acknowledged.
- Targeting increased support at carers who are most in need, or most isolated.
- Classifying unpaid carers as key workers would help (free parking, early morning shopping); disquiet that paid carers have been given £500 by Welsh Government, but unpaid carers have not been similarly recognised.
- Financial issues: some carers have had to take unpaid leave, as other care has to be declined (shielding).
- For some lockdown has made caring easier – working from home, don't have to prepare the children for school, no expectation to go out.



The following issues were raised by respondents **18 and under** (53 responses):

- Concerns about falling behind with schoolwork and worry about schools being understanding of caring responsibilities.
- Young carers service has provided support, including one to one.
- Wellbeing pack/ bag well received.
- Services to get in touch in a more timely fashion.

Carers were asked what support is important to them. A total of 224 comments were made and the themes have been identified below:

- Respite and replacement care are critical for resilience. It needs to be available, being both flexible and scheduled, affordable, suitable. Suitable respite included play provision for young cared for people, day centres, residential or domiciliary care provision, personal assistants, and support to be offered in the cared for person's home. Respite should also be offered pre-emptively – before crisis. Respite was by far the most frequently cited issue.
- Befriending/ company for cared for person: people don't necessarily (just) need replacement care.
- Time away from caring (linked to respite).
- Some noted that support services for carers 'inadequate' and just 'pay lip service'. Information is available (and duplicated) but actual services are lacking.
- Difficulties accessing support for cared for people exacerbates impact on carers. Having a single contact who can navigate the system would help.
- More support with carer mental health; bereavement services should support carers anticipating death of cared for.
- More local provision of support for complex needs.
- Carers undertaking paid work have difficulty where services for cared for people are run on a '9-5' weekday basis: including hospital discharge, day centres, GPs, etc.
- Financial position restricts options, including when taking time away from caring. Difficulties balancing paid work with caring noted.
- Greater understanding of the carer role; particularly amongst employers.
- Peer support and people to talk to.
- Trusted help with cared for. The importance of consistency of paid carers was stressed.
- The carers grant was a great help in accessing activities supportive of wellbeing.



47 responses were made by those under 19:

- More time away from caring doing relaxing and fun activities, including the young carers project.
- More respite care for cared for, including Holly House.
- Where siblings are cared for, freeing up time to spend with parents is valued.
- More young carer groups.
- Better accessible environments so easier to get out and about with cared for person.

22 comments were made by organisations. The key issues were:

- Breaks for carers – work with businesses to offer discounts (spas, sports clubs, hotels, etc). Breaks for young carers: including young carer clubs.
- Technology offers opportunities: assistive technology (for cared for); virtual reality, gaming, support, etc (breaks for the carer).
- Many carers don't have time for a life outside caring.
- Lack of awareness of support available.
- Coronavirus lockdown is increasing the amount of care given by carers.
- Opportunities for carers and cared for – support events that are entertaining and not just about information.
- Greater engagement and support by employers.
- Service delivery impacts upon carer workload, particularly if delayed (for example, waiting lists for housing adaptations).

To celebrate Carers Week **Pembrokeshire Carers Information and Support Service (PCISS)** asked carers to talk about their role as unpaid carers and their thoughts on the theme of 'making caring visible'. Carers have made videos and podcasts about their thoughts and experiences. Videos / podcasts and information about carers services in Pembrokeshire are available via the link below.

<https://www.hafal.org/2020/06/making-caring-visible-in-2020/>



3.2.9 Children's Summer Programme Feedback from parents and young people

PCC School Based Hubs Summer Activity Programme 2020. The range of comments selected below are from children who attend the Summer Programme. More information on the Summer Programme is available in Section 4.

"It's been brilliant and fantastic for the Community"

"Both my children have really enjoyed the Summer activity Scheme. There's been lots to keep them busy and entertained. It's been a nice place to avoid the busy crowds during this busy time."

"Really enjoyed coming to the groups...well organised, safe and fun."

"At this present time it is the only time my children get to socialise with their friends."

"Thoroughly enjoyed the activities and the food was lush"

"Was worried about coming but felt at ease straight away because the staff were so nice"

"The facility is a Godsend. It has been extremely appreciated as it provides opportunities for the children to play in a safe local venue and given parent's some much needed respite."

"Can't fault it!"

"I hope this happens again next summer. It has been much needed and the families of the Tenby area fully appreciate it."

"My Grandson has had the best summer here."

"All staff amazing and approachable as they made my children laugh and feel safe as they are nervous about going out. Organised very well and would come again."

'A safe environment to hangout and chat'

"The hubs have really helped myself and my 2 daughters feel more at ease following lockdown from Covid-19. Thank you for arranging the activities and for such friendly staff."

"I have had such beautiful jacket potatoes, meal packs for the past month now, it's been a fab support throughout a difficult time for everyone. The support has given ideas for delicious meals, getting the kids involved in preparing and cooking the main meal. The kids have enjoyed being involved. Thanks all that's involved it's been very much appreciated."



"This has been an excellent service during a very difficult time – thanks"

"The whole experience helped during this time to re-socialise"

"My children have really loved it and I think it will help when we go back to school next week. The routine has helped them and I have enjoyed socialising too. Thank you very much for running this"

"Excellent service, providing children with free equipment and also providing free food. This has been an excellent facility, getting the children out and getting them active. I hope this will carry on for next year"

We will continue to build on the success of these activities during 2021/22.

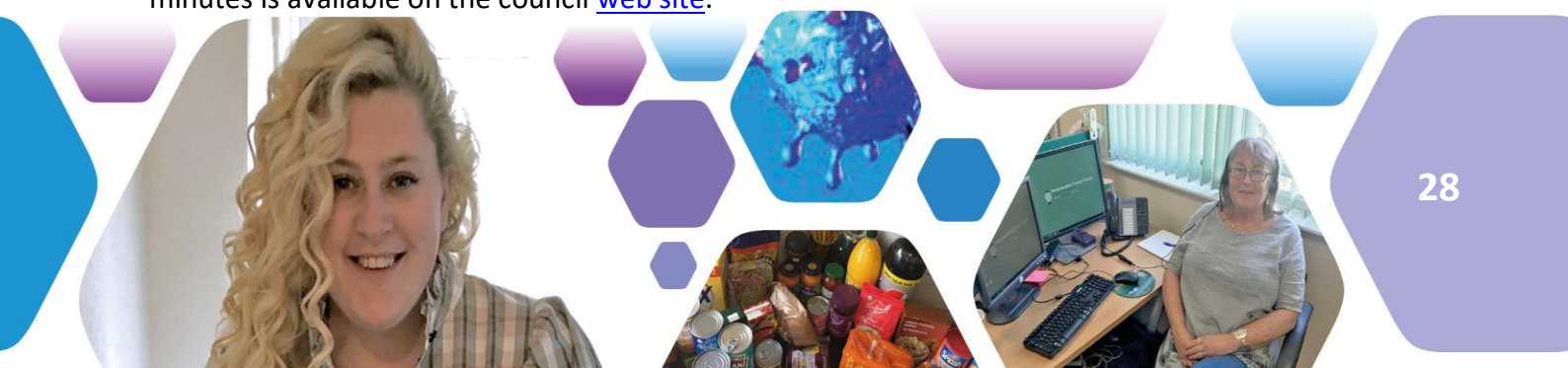
3.2.10 Transformation of Day Opportunities

In 2018/19 we committed ourselves to a review of our day services so that they can be more closely aligned to meeting the needs in what people term a less traditional model of day services. We aimed to co-design a new model of service delivery with our partners, service users and their families. We undertook 13 co-production events during February 2019. This work identified a hub and spoke model. The hubs provide a centre for people to access the day centre facility and to co-ordinate activities whilst the spokes consist of a wide and varied range of activities to suit the person's needs from painting, horse riding, gardening, walking. The Spokes would make up all services that become part of the 'pick and mix' approach offered under the new model. The offer from all Spokes would have a transparent 'platform' so everyone can see what's on offer by each Spoke. The 'platform' would be required to have a system that enables customers to co-produce a personalised service that suits their individual needs through the assessment process.

The team are working on the final model which is considering how a service user with an identified need is able to choose from a wide range of activities at a time to suit them. As activities will need to be procured on the service users behalf the team are also looking at various methods of payments and financial resource allocation.

3.2.11 Engagement with our Council Members

During 2020/21 we continued to operate a dedicated Overview and Scrutiny Committee for Social Care. This enables a more comprehensive approach to the scrutiny of social care practices and service delivery. Members scrutinised our performance with regard to Recovery from the first lockdown, workforce planning, our preventions work, the West Wales Care Partnership and many other topics throughout the year. More information on this committee including agendas and minutes is available on the council [web site](#).



3.3. Our Engagement and Consultation Priorities for 2021/22

We will continue to liaise with service users to co-produce a new model of day opportunities. We will review our Direct Payment model of service delivery in order to identify future improvements and increase uptake.

We will continue to consult with our Looked After Children and Adult Service Users so that we can monitor satisfaction with services and identify future areas for improvement.

With regard to employees we will continue to produce a monthly newsletter to share best practice, good news and information across Social Care and Housing. We will also develop the intranet site so that employees can find the information they are looking for quickly and easily.

For 2021/2022 we will be undertaking consultation and engagement work around the Ageing Well Strategy and also are undertaking engagement work in support of the PSB Wellbeing Assessment and also developing work around the voice of unpaid carers.

3.4. Complaints and Compliments

In order to ensure that we provide an impartial service to all our complainants we work closely with the corporate complaints team who monitor our performance, liaise with service users and ombudsman, when appropriate, and provide us with an annual analysis of our performance. We are committed to learn from complaints and recommendations are implemented as quickly as possible. Close links are also in place with our Quality Assurance and Audit processes so we can test that improvements have been implemented. We share any learning from complaints with our partners using “lessons learned” to inform and improve our professional practice.

3.4.1 Complaints

Adult Care received 47 complaints in 2020/21 which is the same as in 2019/20 and less than the 59 received during 2018/19

Children’s services received 32 complaints which was more than the 26 received during 2019/20 but a similar amount to the 31 received in 2018/19.

3.4.2 Public Services Ombudsman for Wales (PSOW)

If complaints are not successfully resolved following the Council’s Complaints Procedure, the Complainant may make a complaint to the PSOW. Complainants are provided with the PSOW contact details should they wish to pursue a complaint.



During 2020-21 the PSOW received 6 complaints in relation to Social Services, which is an increase from last years' figure of 5. This resulted in the following outcomes:

- 2 were rejected as premature;
- 2 not investigated
- 1 was early resolution
- 1 was out of jurisdiction

3.4.3 Compliments

Children's Services received 25 compliments in 2020/21 which is less than the 48 compliments received during 2019/20 and 46 during 2018/19. This is most likely due to the suspension of children's preventative services at certain points during the year due to COVID regulations. This resulted in our Team Around the Family receiving 8 compliments less than previous years.

Adult Care received 59 compliments in 2020/21 more than the 58 received the previous year and the 38 received in 2018/19.



4. Promoting and Improving the Well-being of Those We Help

An individual's well-being is central to everything that we do. We have a duty to ensure that we support the well-being of those people that need care and support. This section of the report demonstrates how we have been working towards promoting and improving the well-being of people living in Pembrokeshire.

We have linked the work we do to the six National Quality Standards. For each quality standard we review how we performed last year against our priorities and what our priorities are going to be for 2021/22.

Quality Standard 1: Working with people to define and co-produce personal well-being outcomes that people wish to achieve.

4.1.1 What did we plan to do last year?

- We planned to develop our adults and children's preventions work. We will expand on the learning gained from the establishment of the Community Hub that provided support to people during the COVID pandemic.
- We planned to review Direct Payments contract with a view to implementing an improved directly managed service and an increase in promotion and take up of direct payments.

4.1.2 How far did we succeed and what difference did we make?

Prevention Services

We planned to work on the continued development and implementation of prevention services across both adults and children's services in order to manage the demand for social care services. This was a key priority identified within the corporate plan and supports the programme for administration. We believe by investing in preventative services and intervening earlier we are able to reduce the demand for statutory care. By building capacity and resourcefulness in communities, we can delay or even prevent the need for social care.

Children's Preventions

Pembrokeshire has a range of family support services, some provided by statutory agencies and others by the Third Sector. A significant number of these are funded via Welsh Government initiatives under the umbrella of the Children and Communities Grant.



Much of the children's preventions service was stood down at the start of the Covid pandemic in March 2020. Staff were re-deployed into a range of alternative roles including PPE delivery, adult carer roles, and community hub call operatives.

During the 5 week Summer School holidays we provided a daily programme of activities in 4 School based Community Hubs and 2 Additional Learning Needs settings. The hubs had previously signed up to the School Holiday Enrichment Programme (SHEP) and were chosen due to levels of Free School Meal deprivation and known Community need. The daily programme of activities and meals was developed in conjunction with Flying Start, Sport Pembrokeshire, Pembrokeshire Play Coordinators and the School Catering Service. Targeted at young people aged between 3-14 years, the Service was free to all with no pre booking required.

An additional strand of the programme was to support our 3rd sector Youth providers located in our main Towns of Haverfordwest, Fishguard, Milford Haven and Pembroke. This youth support provided contact for young people mainly between the ages of 12-16. It ensured a holistic offer to all children and young people across the County and enabled professional staff to re-engage after the first pandemic wave and support their well being.

Due to Welsh Government guidelines relating to COVID-19, Schools had been closed for the majority of young people apart from identified vulnerable pupils and children of key workers. For many young people who had been restricted from socialising with their friends the hubs provided a Covid safe space to engage in healthy activities and ease young people and families back into normal life. The aim of our programme was to:

- Support vulnerable children with significant ALN or at risk of family breakdown or requiring additional statutory services.
- Support well-being and reduce anxiety about returning to School
- Enable young people to participate in sport / fitness activities
- Support the Community as we eased out of lockdown to promote School attendance for the new term
- Target certain vulnerable children as part of our safeguarding support to ensure they were seen regularly.
- Help young people to overcome fears and provide opportunities to build relationships with youth workers, school based staff and counselling services.
- Ensure vulnerable young people had access to a hot healthy snack
- Provide advice and opportunities to healthy lifestyle and diet
- Assist families who have been impacted by Covid financially by signposting support to Citizens Advice and our 3rd sector commissioned partners.



The summer programme helped many young people and families in various ways. In total 701 children attended the 6 Hubs which provided a safe space for them to meet up and allow their children to play and socialise with their friends. It was evident people were particularly anxious due to the influx of tourists and it was apparent that the Hubs were particularly welcomed within the locality during the pandemic. The Hub provided a safe managed space with Covid safeguards in place such as contact track and trace, regular hand sanitising and social distancing.

The feedback from attendees was extremely positive although there are also lessons learnt.

- Generally the activities worked well, although the project did not engage the 12-16 age group and seemed to attract families with younger children.
- The locality bases generally worked well, although some of the Hubs were slow to gather momentum and attract customers.
- The marketing strategy was impacted by timescales and schools were not able to promote the provision as would have been the case in a normal year.
- The use of Social media through School based applications and facebook proved to be far more effective than the PCC website in signposting families.
- Tenby proved to be popular for local residents as many felt anxious due to the impact of visiting tourists. Numbers were probably higher as the larger space and indoor provision allowed activities to run regardless of weather conditions.
- Whilst the other settings were well placed in terms of supporting more vulnerable and deprived communities the provision was not always suitable to run fun activities during inclement weather due to the smaller size of the building and limited gym space for games, fitness and play.

3rd Sector Summer Youth Provision

The table below describes the supporting activities provided as part of our youth provision during 2020/21.

	Summary of Provision	Total Contacts	Total Individual Users
Hive Haverfordwest	Provided drop in service to meet and chat. 755 homemade pizza's made and eaten. Working with the food banks, staff and volunteers at the Hive distributed food parcels to those in need every Tuesday.	838	93



	Summary of Provision	Total Contacts	Total Individual Users
The Point Fishguard	120 food packs and recipe cards were given out during the summer and 15 slow cookers. This doorstep provision enabled youth workers to catch up with young people and check in on their wellbeing as well as providing affordable food parcels and nutritional advice.	120	72
Tanyard Pembroke	The Tanyard Youth Project welcomed members for free food, ice-creams, a chat and a variety of outdoor activities as well as appointment-based music studio sessions. Over 5 weeks: <ul style="list-style-type: none"> • Ice-creams and a chat in the courtyard were provided daily. • 136 hot meals were served. • On the Commons, football and rounders were played and a QR code treasure hunt was organised. • In the courtyard, music, dance and suitable board games were played. • There were 25 appointment-based music studio sessions for young people. • 3 new members joined. 	262	49
Milford Matters	Milford Matters developed a Holiday Hunger Project to support vulnerable families within their Community. Over the 5 weeks: <ul style="list-style-type: none"> • 203 jacket potato meals were served to young people. • Over 180 hot desserts have been distributed to young people • 90 breakfast packs have been provided. • 155 Veg Packs Distributed • 25 Stir Fry Meal Cooking Kits • 15 slow cookers were purchased and delivered to young people and young parents aged 16-25 living independently. • Activity and Art packs were also distributed to 50 young people 	405	110



Adult Preventions

Community Hub

At the start of the pandemic, a multiagency Community Hub was established between Pembrokeshire County Council (PCC), Pembrokeshire Association of Voluntary Services (PAVS) and Delta Wellbeing with support from Hywel Dda University Health Board (HDUHB). There is an ongoing commitment to the Hub as part of the recovery planning process.

The Hub provides a one-stop shop for people who are self-isolating or shielding during COVID. Anyone in Pembrokeshire can contact the Hub and the team will find local community-based solutions, which often includes matching them to local volunteer-led community support groups that can offer support with tasks such as shopping, prescriptions etc.

The Community Hub responds to people's individual needs as they present and the offer is tailored to meet these needs. The following list provides a broad outline of the type of support on offer:

- Information and advice
- Signposting or warm introductions to community support groups who are offering support with tasks such as shopping, prescriptions, friendly welfare calls, dog walking etc.
- Signposting or warm introductions to free community services such as third sector support services e.g. Age Cymru, CAB, Volunteering Matters, etc
- Emergency food parcels in partnership with local foodbanks
- Collection and transport service dedicated to the Community Hub, plus community transport options e.g. PACTO, RVC etc.
- Bespoke solutions e.g. technology to support contact with family members at end of life
- Referrals through to statutory services e.g. social care, housing etc.

People can contact the Hub by telephone to a single point of contact or by email. Every household in Pembrokeshire has received a leaflet providing information about available support, including contact details for the Community Hub during lockdowns.

The pandemic generated a significant increase in demand for community-based support such as shopping, prescription collections. During the first lock down between March and August over 6,650 calls had been received and responded to. During the first wave over 1600 people in Pembrokeshire were relying on the weekly Welsh Government food box scheme which was coordinated by the Community Hub.

There has also been an increase in the number of people who are experiencing isolation and loneliness, as they have not been able to engage with their normal social networks. PAVS Community Connectors and Delta Wellbeing Officers have worked hard to address this issue by



building social and digital connections. Hub partners are developing collaborative approaches to digital inclusion to meet the increasing demand for digital access to services and virtual conversations / meetings / appointments (with family members, social workers and doctors).

The contributions and commitment of local communities, volunteers, groups and organisations has been celebrated through a collaboration between Community Hub partners and a local artist, with the creation and development of a piece of digital art and accompanying video - www.youtube.com/watch?v=VVIdTjCuMio&feature=youtu.be



This a project funded by the Welsh Government's Transformation Fund, and commissioned by West Wales Care Partnership, designed to help connect individuals within and across communities. Digital platforms are intended as a digital way for all West Wales residents to find and help each other out by sharing their time on an equal basis. The platforms feature a Teams space where community members can collaborate and work on ideas that will improve their area. There will also be a space for community groups and services to showcase their online and offline events and activities. There is a range of helpful videos on the platforms : www.connectpembrokeshire.org.uk
www.cysylltusirbenfro.cymru



Provider Supply Hub (PSH)

Developed as a 'one stop shop' for the care sector the Provider Supply Hub (PSH) was established as part of our tactical response to the COVID pandemic. We created a single telephone and e-mail point of contact so that our providers could access support and advice as quickly and easily as possible. We operated 7 days a week during the height of the pandemic to ensure providers had weekend support.

Working collaboratively with colleagues from the Local Health Board, Environmental Health and Public Health Wales (Communicable Disease), we support our residential care homes and other providers when they are impacted with staff and service users testing positive for COVID. Our team are at the end of the phone to listen and offer emotional, practical and technical support and guidance. The PSH are able to access whole home testing, make Personal Protective Equipment deliveries, provide infection prevention and control guidance as well as source additional staff to care, cook and clean if required.

When a care home is placed under restriction due to COVID the PSH and Environmental Health Teams will keep in regular contact with the Care Home Manager, and provide ongoing support and guidance. Multidisciplinary team meetings are held to talk through any concerns and support the care home to risk assess the situation, invoke their business contingency plans and to support them to make the right decisions for their care home, based on Welsh Government and Public Health Wales guidance. Where business continuity plans fail and care homes are unable to deliver safe levels of care and support, partners intervene to alleviate those pressures.

At least weekly the Regional Response Cell for Care homes meet, chaired by a Public Health Wales Consultant to review any changes in the latest guidance, as well as discussing the care homes in each county that are currently under embargo.

It is important to note, that whilst we can signpost and share guidance and best practice with the care homes, ultimately many of the decisions have to be made by the Registered Manager and Responsible Individual, as it is their legal responsibility.

The PSH make outbound telephone calls to all services to 'check-in' with providers, offering support as needed. Some providers had daily contact during the peaks in the pandemic. The team also support with communications to ensure operators are appropriately briefed and understand legislative changes and their impact on service delivery. Advice on updating business continuity plans is readily available.

A key function of the PSH is to coordinate COVID testing for care and support staff across the sector. This includes processing of testing referrals and ensuring timely testing in partnership with LHB colleagues. The team also assisted with the offer of vaccinations to the JCVI priority group 2.



Direct Payments

We believe that service users can gain greater flexibility and control of their care if they choose to access a Direct Payment (DP). DPs is a way for people to employ their own staff and also to purchase a wide range of services and support.

Below are some comments from direct payment users:

'Things are going well, feel as though we have got a new life due to Direct Payments'.

'The ability to choose own Personal Assistant helps keep my son calm having people he knows. Has opened up a whole world for us'.

However, there is a perception amongst some service users that DPs involve a huge amount of complex paperwork and there are also challenges around the recruitment of Personal Assistants. We are addressing these challenges by making improvements to the service. During 2020/21 we reviewed our contract with Diverse and decided to bring a new Direct Payment support service in house. A direct payments team has been established consisting of a payroll expert, independent living advisors and additional staff to support the marketing and recruitment of personal assistants.

Currently all DPs in Pembrokeshire are spent by individuals on their own support. There is no culture of pooling budgets or of people being supported at the same time. Development of direct payment co-operatives is a key priority so we used funding to employ development workers who drive service improvements forward and support the establishment of direct payments co-operatives and micro-enterprises. We are working with customers, communities, businesses, cooperatives and individuals to find new ways of doing things.

4.1.3 What are our priorities for next year and why?

- We will continue to develop our adults and children's preventions work. We will expand on the learning gained from the establishment of the Community Hub to support people during the COVID pandemic. We will identify if we can develop a sustainable model for the community hub to operate into the future post pandemic.
- We will increase the promotion and take up of Direct Payments so that people can be in control of their own care provision.
- We will increase the promotion take up of our shared lives provision as an alternative to residential care.
- We will develop our offer of technology enabled care so we can support people in their own homes.
- We will review our community alarm service and community equipment centre.



Quality Standard 2: Working with people and partners to protect and promote people's physical and mental health and emotional well-being.

4.2.1 What did we plan to do last year?

During 2020/21 we planned to work with partners across the region to develop a concept for new reablement 'centres of excellence' providing state of the art step-up and step-down support as a means of preventing hospital admissions and helping people regain independence following discharge.

- We wanted to implement a new model of reablement operated by the Council directly to improve outcomes for service users.
- We looked to open intermediate care facilities and establish an intermediate care team to support service users' well-being by stepping them out of hospital into a care environment with a focus on rehabilitation.
- We planned to continue to review the hospital discharge process with a view to changing the way assessments for care are completed in hospital.
- We planned to develop our directly managed Domiciliary Care service.

4.2.2 How far did we succeed and what difference did we make?

Reablement

The reablement service was transferred from Human Support Group (HSG) to Pembrokeshire County Council (PCC) on 1st November 2019. The staff were transferred to PCC under TUPE regulations. The Reablement Team Manager, Team Leaders and staff representatives have worked collaboratively to create new rota arrangements and plan the service efficiently.

Our performance indicators demonstrate that there has been an improvement in the outcomes for the service users. During 2020/21 152 packages of reablement were delivered with 123 mitigating the need for future support. This equates to 81% which is a significant improvement on the last few years (59% in 2017/18 and 65% in 2019/20).

As part of developing the service during the year we opened an 8 bed residential reablement facility at Martello House, Pembroke Dock.



Intermediate Care

Intermediate care is a range of health, social and third sector services working together to meet citizen needs and prevent an admission to hospital unnecessarily. The service supports a timely transfer back home from hospital and to assist the person with their rehabilitation. The aim of the service is to support people to be as independent as possible, so that they can continue to live and age well in Pembrokeshire. In order to respond to the COVID crisis the team became fully operational in March 2020.

The Intermediate Care Team have a key focus to ensure that people are able to return home as quickly as possible following hospital treatment with all the care and support they need. The team have continued to lead on the discharge to assess pathway 2. They secured grant funding to establish a number of additional posts. Two social care assessors assess appropriate individuals at home, utilising informal or bridging support and following up within forty eight hours. This enables the individual and family to be re-assured that any care and support needs will be identified quickly, whilst giving them the time and space to recuperate in familiar surroundings. In addition to this an additional co-ordinator post has enabled the ICT hub to receive and screen all referrals to the joint discharge team, ensuring there is earlier identification of people who can be supported home. This has already contributed to shorter waiting times for assessment. The key driver for this innovative work is based on research which evidences that staying in hospital unnecessarily has a negative impact on older peoples function and ability to regain their previous level of independence.

Council managed domiciliary care service

The council managed team extended its market share from 5% to 9% during 2019/20. In 2018 the service transferred across to PCC from Allied Health with 27 customers receiving 2,004 hours of care per month. By the summer of 2020 we were supporting 72 customers receiving 4,491 hours of care per month in over 7,844 visits. During the Covid pandemic the in house team were able to support other providers when they were facing staffing shortages and their business continuity plans had been exhausted.

The directly managed domiciliary service also provided support with regard to re-deployment of people working for the council into caring roles. The team were able to support with training, induction and the supervision of people who had agreed to be re-deployed to support the sector.



4.2.3 What are our priorities for next year and why?

Our priorities for 2021/22 are listed below:

- We will continue to work on plans to enhance our reablement service. We will implement the Haverfordia Scheme to develop a reablement centre of excellence. We will also explore a range of options to increase the number of reablement beds available in Pembrokeshire building on the success of the Martello House 8 bed reablement facility.
- We will continue to work with partners and the providers of residential and domiciliary care with regard to making improvements to the Hospital Discharge Processes.
- We will review the impact the Intermediate Care Team has had on hospital discharge and admissions.
- We will continue to grow and develop the in house Domiciliary Service in order to reduce waiting lists for domiciliary care the aim being to increase market share to @20%. As part of this we will review our recruitment activities to ensure we are able to reach wide sectors of the community. We will also introduce an apprenticeship scheme with Pembrokeshire College in order to encourage people into a caring role.

Quality Standard 3: Protecting and safeguarding people from abuse, neglect or harm.

Safeguarding will always be a key priority for Social Services and the Council as a whole

4.3.1 What did we plan to do last year?

Regional Safeguarding

As part of our work with the Regional Safeguarding Board we have identified the following 4 key priorities for next year:

Better Engagement

- Further develop local work undertaken in respect of engagement, particularly with adults at risk, into a broader strategic regional framework and approach
- Further consolidate existing links with other regional partnerships and extend this to include Public Service Boards
- Complete and launch the toolkit for non-affiliated sports and leisure club



Systemic Learning

- Redeliver training in relation to information sharing to a wider audience, targeting front door and duty services across the region

Increased Knowledge

- Develop a consistent model and method to regularly and routinely share lessons from practice with managers and practitioners
- Complete and implement the outstanding actions from our Mid and West Wales All Age Regional Training strategy and 3 year action plan in the coming year
- Review and improve the format of regional action-plans for Child and Adult Practice Reviews
- Improve the timeliness for the completion and closure for regional action plans for Child and Adult Practice Reviews

Strong Leadership

- Continue to engage with Welsh Government and advocate for the need to strengthen key national safeguarding legislation, policy and guidance when shortfalls and gaps are identified
- Develop and deliver multi-agency training sessions to support the publication and launch of the Wales Safeguarding Procedures

We also planned to develop a Liberty Safeguards Team and continue to promote and develop advocacy services.

4.3.2 How far did we succeed and what difference did we make?

Regional Safeguarding

Pembrokeshire contributes significantly to the work of the Mid and West Wales Safeguarding Board (MAWWSB), alongside our partners from the other Local Authorities in the region (Ceredigion, Carmarthenshire, Powys), Dyfed-Powys Police, Hywel Dda University Health Board and Education. The Board covers both adults and children's services, with the adult element of the board entitled CWMPAS and the children's equivalent entitled CYSUR.



The specific areas to highlight, where Pembrokeshire has supported the delivery of their key outcomes for 2020/21 as listed below:

- CWMPAS is chaired by myself the Pembrokeshire Director for Social Services & Housing.
- The CYSUR Child Practice Review sub-group is chaired by the Pembrokeshire Safeguarding Service manager.
- Pembrokeshire Safeguarding leads have contributed to the development of the MAWWSB's, policies and protocols, including Liberty Protection Safeguards (replaces Deprivation of Liberty Safeguards) and adults safeguarding Threshold document.
- Pembrokeshire is significantly involved in Practice Reviews across the region. These important processes help to identify multi-agency learning across both adults and childrens services. Regional colleagues have attended Pembs Learning Events to learn from our good practice model.
- Pembrokeshire led on the development of the regional Child Protection Conferencing strategy at the start of Covid-19 pandemic.
- Pembrokeshire have led on the development and rollout of the regional training on the All Wales Safeguarding Procedures. This online training was delivered by Pembrokeshire Safeguarding staff during the Covid-19 pandemic.

Pembrokeshire Safeguarding

- During National Safeguarding Week (November 2020) the Pembrokeshire Safeguardians helped launch the interactive safeguarding training for young people aged 11-25 on Children, Young People and Adults Safe in Pembrokeshire.
- To improve multi-agency practice, Pembrokeshire regularly undertakes practice reviews such as Multi Agency Professional Forum (MAPF). Pembrokeshire successfully held a MAPF Learning Event during the Covid-19 period, which was extremely positively received with excellent multi-agency feedback.
- The Pembrokeshire Local Operational Group (LOG) has a combined multi-agency adults and children's membership and agenda to reflect this.
- The LOG has a safeguarding programme developed and integrated into its agenda. Themes are regularly scrutinised, including Looked After Children, Adults at Risk and Safeguarding in Education.
- Pembrokeshire plays a key role in the Prevent (Counter Terrorism and Security Act) agenda. Channel is chaired by Pembs Safeguarding, and this continues to provide support to adults and children who are at risk of being drawn into terrorism.
- Another key safeguarding development is the Pembrokeshire Suicide and Self Harm Prevention group. This multi-agency adults and children's services group is working to



ensure we have the right services in place and is linking with our regional colleagues on the Talk to Me 2 agenda.

- Pembrokeshire has continued to deliver important and mandatory safeguarding training to its staff during the Covid-19 pandemic. The online modules include Modern Day Slavery, Suicide Prevention Awareness, County Lines, Child Sexual Exploitation, Radicalisation and Violence against women, domestic and sexual violence, Safeguarding children young people and adults (mandatory).

Covid-19 pandemic

- Pembrokeshire has continued to ensure it maintains and discharges its statutory safeguarding duties throughout the Covid-19 pandemic.
- This includes contributing to all MAWWSB sub-groups, Safeguarding leads meetings during Covid-19. As previously referenced, Pembs has led on many key work streams.
- We have maintained our safeguarding teams as fully operational throughout the pandemic, including them being present in the office, without any infections.
- MS Teams has been effectively utilised to ensure communications, meetings and conferences have continued during this period.
- Some of the challenges presented during Covid-19 were in relation to staff having to isolate, going off sick to support others, shielding, and also experiencing anxiety around the virus, especially during the early part of the lockdown/pandemic. Also, there were restrictions on what we could do, which meant services were reduced to critical/statutory only, therefore preventative services were curtailed as a result. Restrictions on people moving house meant recruitment was significantly affected.

Development of a Liberty Protection Safeguards Team

The Deprivation of Liberty Safeguards (DoLS) is the procedure prescribed in law when it is necessary to deprive of a person of their liberty who lacks mental capacity to consent to their care and accommodation arrangements in order to keep them safe from harm. The legislation governing the application of DoLS is the Mental Capacity Act 2005. The law is based on Article 5 of the European Convention on Human Rights (ECHR), which protects the right to personal liberty and requires safeguards to be provided to those deprived of their liberty, including the right to access prompt judicial proceedings to challenge the lawfulness of their detention.

The Authority as 'supervisory body' is responsible for undertaking and authorising the qualifying DoLS assessments. The DoLS team was expanded in 2019 in a response to the increase in referrals. The team currently has two accredited Best Interest Assessors, an administrative coordinator and an Assistant Team Manager.



- During 2017/18 we dealt with 28 urgent assessments and a further 106 standard assessments.
- During 2018/19 we completed 36 urgent assessments and 151 standard assessments.
- In 2019/2020 the team have undertaken 156 assessments, 52 urgent and 104 standard.
- In 2020/2021 the team have undertaken 172 assessments, 45 urgent and 127 standard.

The DoLS team adapted the way they undertook the assessments in response to the COVID 19 pandemic, a regional response was developed along with interim assessments forms drawing on guidance from the Court of Protection and Welsh Government. DoLS assessments have been undertaken remotely and face to face when safe do so, to ensure those in the greatest need of the DoLS safeguards received these in a timely manner. The number of assessments undertaken during this period is a significant achievement whilst working in such a challenging and unprecedented time. The team also supported external providers during this time to ensure additional restrictions in response to COVID 19 were implemented in a lawful manner.

There remains a backlog of assessments with the team focussing on high priority and urgent referrals. The team has developed a high level of expertise and knowledge around the application of the Mental Capacity Act 2005 and continues to offer support and guidance to other social work teams and care providers.

Liberty Protection Safeguards Planning for Implementation

The Mental Capacity (Amendment) Act 2019 received Royal Assent on 16 May 2019 and introduces the Liberty Protection Safeguards (LPS), the new administrative scheme for authorising a deprivation of liberty and replaces DoLS. Full implementation date for LPS is April 2022. The DoLS team continues to undertake its core business of assessing priority referrals whilst supporting the Authority to prepare for the implementation of the Liberty Protection Safeguards.

The Authority has representation on the both national and regional LPS groups and has now established an LPS implementation group. Four sub groups with identified leads are now being created in line with national steering groups to manage the full implementation of LPS.

- 16 + 17 year olds
- Monitoring and reporting
- Training and work force planning
- Transition (DoLS to LPS)

Work has now commenced in the key areas identified to inform the Authority's LPS implementation plan. The DoLS team are supporting with awareness raising, work force planning, scoping exercises and the development of two tier training courses.



Publication of both the Code of Practice and the Welsh Regulations has been delayed. Once published there will be formal consultation on the draft regulations and Code of Practice for LPS. This consultation will run for 12 weeks, allowing sufficient time for those that are affected, including those with learning disabilities, to engage appropriately. It is now anticipated that the Code and Regulations will be in place by winter 2021.

Advocacy

TGP Cymru Advocacy Service supported by Pembrokeshire County Council. It is a free service for children and young people who are aged between 0 – 25 years and are:

- a looked after child,
- a child who is not being looked after but may have needs for care and support;
- a child in respect of which a Special Guardianship Order is in force
- an adopted child or a child who may be adopted
- a Care Leaver.

The service supports our young people by:

- listening to them and their point of view
- informing them of their rights
- helping them to speak out and get their voice heard
- helping them to sort things out with workers/carers
- giving them support and helping them to speak up at meetings
- empowering them to advocate for themselves

Services are promoted to young people by their social workers, carers and support workers as well as over the intranet



Advocacy services for **adults** are delivered by Dewis Centre for Independent Living.

People are eligible for advocacy if they are aged over 18 and have:

- a learning disability
- physical disability
- a sensory impairment
- are a carer
- are a vulnerable adult due to age health condition or assessed need (including autism, ASD, dementia, mental health issues and acquired brain injury)

4.3.3 What are our priorities for next year and why?

- We will review our adult and children safeguarding teams with a view to further implementing the integrated approach and delivering a more robust efficient and effective service.
- We will consider introducing an independent reviewing officer role for the adult teams following the model used within children's services and learning from the trial in adult services. This trial came from an action identified in an adult practice review.

Quality Standard 4: Encouraging and supporting people to learn, develop and participate in society.

4.4.1 What did we plan to do last year?

- We planned to co-produce an innovative model of day opportunities, which will be more person centred and provide better outcomes for service users.
- We also planned to implement residential college placements in Pembrokeshire so that people can remain within their local community.

4.4.2 How far did we succeed and what difference did we make?

Transformation of Day Centre Provision

During the last few years we have undertaken extensive public consultation in order to coproduce a new model of day opportunities. We have worked with key partners such as Peopletoo, Learning Disability Partnership Board and Learning Disability Champions to identify a Hub and Spoke model of provision.



In March 2020 we had to close all our day opportunity centres because of the emergency response to the pandemic. In order to continue to support our service users the teams worked creatively alongside organisations like Pembrokeshire People First to provide an outreach service. Maintaining contact with people over the phone, digital quizzes, craft packs and providing activity programmes has kept people engaged and provided ideas for the future service offers.

Through ongoing engagement the model is being enhanced to forge greater links between communities, commissioned providers and in house services. The enhanced design considers creating a 'Bureau' for Day Opportunities as a responsive 'one stop shop' to stimulate new activities for the service users. The aim is to create a flexible service making it easier for individuals to change what they do and how they do it.

The model, financed through a new flexible payment mechanism, will provide individuals with a greater range of choice and more control over their support.

Residential College Developments

We secured Intermediate Care Funding to develop four flats, which provide supported accommodation at new development in Johnston. Work commenced on the development in November 2019. We will be exploring other accommodation options to support our local educational offer at Pembrokeshire College with a view to maintaining service users in their local communities and reducing the number of out of County residential educational placements. In partnership with the college we have developed a suitable flexible curriculum.

4.4.3 What are our priorities for next year and why?

We will continue to work on enhancing our day opportunities. As part of our day opportunities offer we are reviewing models of service delivery. The concept of a day opportunities bureau which will enable people to access a wide range of activities will be explored. We are aiming to broaden the offer reducing the use building based day services and moving towards enhanced use of community based facilities.



Quality Standard 5: Supporting people to develop safely and to maintain healthy domestic, family and personal relationships.

4.5.1 What did we plan to do last year?

- We planned to work with our regional partners to consider opportunities within the region to develop a regional complex needs facility.
- We planned to use ICF funding to open a regional mother and baby assessment centre.
- We planned to implement a Looked After Children (LAC) reduction strategy as agreed with the Welsh Government.
- We planned to continue to support our carers, recognising the valuable role they play.

4.5.2 How far did we succeed and what difference did we make?

Regional Complex Needs Facility

An original proposal for the complex needs facility was drafted in October 2019. Over the following 18 months this has evolved into a 'Hub and Spoke' model of residential care. This comprises a central regional residential unit for children with the highest tariff complex needs (perhaps stepping down from secure or preventing admission to secure care) for use by all 3 local authorities, along with each partner local authority having its own local unit for stepping young people down into from the central hub. Care will be provided on a trauma-informed basis, and will be provided in collaboration with colleagues from CAMHS who will provide specialist support and therapy to children placed within the units. This team of CAMHS staff will also provide community based, preventative intervention to try and avoid reception into residential care. The provision will be for children age 11-18 years. In order to move forward on the project the partners have carried out the following work:

- The establishment of a steering group for the regional facility, made up of the heads of service from the key partners, supported by colleagues from the Regional Partnership Board.
- The drafting of legal agreements related to ownership of, responsibility for and use of the regional hub unit.
- The establishment of a Regional Complex Needs Panel to complement existing local panels, and enhance the regions commissioning practice along with sharing intelligence about providers and the market more broadly. Setting this group up involved carrying out an audit of current commissioning practice across the region and a drafting of terms of reference for the regional panel. The panel is due to hold its first meeting during the summer of 2021.



Parent and Baby Unit

A house previously purchased as a Parent and Baby Unit has in the interim been used more broadly as a supportive and preventative resource for children and families in crisis. Whilst originally the plan was to develop a residential assessment unit for parents and children, this has been revised and plans are now to develop it into a day-time resource for assessment support and family time, with preventions being at the core of its operations. This fits as a key element of the authority's wider strategy for reducing the number of children in its care, and will be developed into a more structured service in the coming 12 months, once required building and repair works have been carried out on the property.

Reducing the number of children who are looked after

Pembrokeshire Children's Services have now launched its 3 year reduction strategy. Key elements of this strategy, which is designed to prevent children coming into care, at the same time as supporting children to return home where it is safe for them to do so are as follows:

- Our Corporate Parenting Team work with families and children to revoke discharge care orders where it is safe and appropriate to do so. Two part time experienced social workers have been appointed in order to deal with a backlog of cases that are suitable for the care orders to be discharged. We will employ an accelerated discharge protocol in order to get these matters before the court as quickly as possible.
- A management group is now established to develop services for Special Guardians, to enhance the provision of support packages and services to carers of children subject to Special Guardianship Orders (SGO). This will encourage more carers to pursue such orders, and to give confidence to both CAFCASS and the judiciary that this is a preferred option to placing a child with a relative on a care order. This will mean that less children will be in the care of the local authority and will instead have permanent living arrangements with family members, without the need for intrusive state intervention.
- The local authority has commissioned a charitable organisation to conduct Family Group Conferencing on its behalf, following the award of grant monies from Welsh Government for this express purpose. This will see Tros Gynnal Plant deliver these conferences as a key preventative activity, over the course of the next 2 years.
- A newly launched recruitment and assessment drive for foster carers, based on the national 'Maethu Cymru / Foster Wales' brand, was launched on 15th June 2021, will see Pembrokeshire seek to grow its compliment of in-house carers, thereby providing choice of placements to children, close to home, with local carers who have a real and invested interest in looking after children and young people. This will reduce the need to purchase expensive placements from private sector providers, and will reduce the number of children that have to be cared for away from Pembrokeshire due to a shortage of local placements.



Carers

Throughout 2020/21 we have been working to support our carers. For carers of adults there have been a number of service alterations and additions that have been made in response to the COVID-19 pandemic. In some cases, this has required services to be remodelled and refocussed. In other cases, specific new services have been developed to respond to identified needs.

Specific changes to PCC supported services for Carers have included:

- All groups and services supported by PCC have remodelled their services to be in contact with their client group despite not being able to meet face to face
- The Pembrokeshire Carers Information and Support Service (PCISS) has expanded its telephone support service, extending its hours and is providing weekend support
- PCC and Pembrokeshire Association of Voluntary Services staff are in regular contact with carers groups and carers organisations to get feedback on key issues
- Together with the Health Board, we have produced additional information for everyone who uses their services and their carers on the support available, including the Community Hub

Below is a listing of various services and changes that have been made:

Organisation	Refocussed service
Hafal Short Term Replacement Care Service	<ul style="list-style-type: none">• Service remaining as now on offer to all carers accessing the service pre-COVID• Telephone contact and support to those who have declined service in house
PCISS	<ul style="list-style-type: none">• Telephone support service extended to include longer hours and weekends• New emergency mailing to all carers• Telephone contact support to carers on Database established
MIND	<ul style="list-style-type: none">• Online support group• Telephone support with all members getting weekly calls
Carers Groups	<ul style="list-style-type: none">• Weekly news sheet• Ongoing calls• Carers group leads making weekly contact with group members
Action for Children	<ul style="list-style-type: none">• Regular phone and/or Skype video calls to 'check in' with service users• Regular updates on our Facebook page including link shares and up to date Government information.



Organisation	Refocussed service
	<ul style="list-style-type: none"> Wellbeing and mindfulness updates and tasks for our Young Carers to complete. Continuing to accept referrals from other agencies and self-referrals. Wellbeing vouchers issued to all Young Carers
Cars for Carers	<ul style="list-style-type: none"> Driving service suspended but prescription and food delivery service in its place
Parkinson's Support	<ul style="list-style-type: none"> Telephone contact support in place of weekly meetings
Hafal Seibant	<ul style="list-style-type: none"> Daily telephone calls Monday to Friday
Hafal Saturday Club	<ul style="list-style-type: none"> Weekly contact call

4.5.3 What are our priorities for next year and why?

In order to support the vital role carers do in Pembrokeshire we will undertake the following activities in 2021/22

- Work with partners on the further development of a model to develop complex needs service and facilities across the region.
- Identify opportunities to enhance the accommodation provision we have available to Children who are looked after and Care Leavers.
- Improved recruitment of foster carers to ensure children are placed closer to home, with local carers and a reduction in the use of more expensive and more distant external placements.
- Explore further opportunities so people can benefit from residential supported living collage placements in Pembrokeshire.
- Support carers in their role through a wide range of initiatives.
- Implement the findings of our review of respite provision
- Implementation of Family Group Conferencing programme (via 2 yr contract with Tros Gynnal Plant Cymru)



Quality Standard 6: Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

4.6.1 What did we plan to do last year?

The key activities we planned to do during 2020/21 are listed below.

- Implement a local accommodation plan linked to ICF capital programme.
- Review our Homelessness Support and Facilities
- Continue to develop supported employment opportunities for people with disabilities.
- Deliver our Learning Disability Strategy and launch our Learning Disability Charter.

4.6.2 How far did we succeed and what difference did we make?

Review of Homelessness Facilities and Service

During 2020 we commenced a review of our homeless provision and services. The review was accelerated at the beginning of March when it became clear that the existing facility would not be suitable to accommodate people during the COVID outbreak due to the use of shared facilities.

The Riverside homeless hostel has been shut down. A range of alternative homeless provision was implemented during 2020/21. We established a homelessness support facility for single people which contained individual self-contained units to prevent the use of shared facilities. We also ensured that all occupants were able to access a wide range of support workers at the facility to help them with a wide range of issues including substance misuse, budgeting and accessing benefits.

A family hostel was also created from a block of flats which also ensured that each family had its own self-contained facility but with support on hand from the homelessness service should they need.

The team have also explored the use of homeless pod accommodation which could provide temporary accommodation for people who need it most.



The review of provision also made a number of recommendations to enhance service delivery and reduce the risk of homelessness.

- Mandatory training for all staff within social care specifically on The Housing Act 2014. This training would aim to support all professionals to be aware of and understand the duties of the local authority in relation to a person's housing needs. The training would also include explicit detail as to what the local authority is able to and not able to provide individuals and families in order to ensure that there is a corporate approach to supporting people who are facing homelessness or likely to be at risk of homelessness.
- Quarterly meetings with representation from all stakeholders inclusive of social care, health and voluntary sector agencies in order to identify high risk individuals and families so a decision can be made on how to best support those at risk to provide early intervention support. Currently meetings are taking place in relation to young people who have been previously looked after by the local authority.
- Improving communication and information sharing between social care and housing. These lines of communication could be greatly improved through the quarterly meetings already recommended, both social care and community mental health team to include each other in case discussions and meetings where it is likely that both services are involved and providing support. It would also be beneficial for key individuals within the current housing project team to be allowed read only access to the database that is used within mental health to support the social care and housing professionals to gain a clear picture of a person's mental health backgrounds and needs.
- The research has highlighted that the majority of the individuals who have repeatedly presented as homeless over the period of 2017 – 2020 have suffered significant trauma within their lives which has not been fully addressed. It is recommended that individuals identified are able to access free counselling support in order to support them therapeutically to work through the trauma that they have suffered in order to support their recovery and positive change. This recommendation is currently being trialled with residents that are in the local authority temporary accommodation.
- The housing department to have a specialist team with a social care background in order to be able to discuss individuals and families directly with them. If appropriate the team would then work intensively with these individuals and families in order to support them through these difficult phases in their lives using the Housing first model. This work would be in order to either prevent an instance of homelessness through achieving positive change or to support them when they gain settled accommodation to reduce the risk of homelessness reoccurring.
- To provide monthly reports on the work that the integrated housing team are undertaking in order to measure the success of the interventions and also to identify any issues that require further development.



Supported Employment

Norman Industries and Workways support people with disabilities and long term health conditions to access paid work. Over 65 people are provided with opportunities to work. Many of these people have a learning disability.

From employing 25 people with disability in 2017 Pembrokeshire County Council now employs over 65 people with disability in its supported employment programme. As part of a comprehensive engagement and consultation process to develop a Learning Disability Strategy, people with learning disability and autism told us that they wanted more opportunities for paid employment. The first employment opportunity was to employ LD Champions to work with both officers within Pembrokeshire County Council and third sector partners to develop and implement the actions against the strategy.

Rachel (Learning Disability Champion) has worked across the authority to embed inclusion in recruitment not just in our supported programme but also across the whole local authority. The work that Rachel has done has resulted in Pembrokeshire County Council becoming the only local authority in Wales to be a Disability Confident Leader.

One of our first projects was to develop a café run by people with learning disability. The Café formed the foundation of a sustainable model for supported employment which has continued to grow throughout 2020 even though we have been in a pandemic. During 2020, we have added furniture upcycling and a library of things, saw mill and taken over another café with a further café opening in the summer.

The programme is innovative not because individual elements are new or untried but because it has brought together a number of tried and tested methods into a strategic programme that aligns objectives across a number of agendas. The programme is a partnership between the local authority, not just social care but our regeneration, education and leisure departments, our local health board and key third sector partners. The programme is a key component of our equality action plan, driving an increase in disability employment across the local authority

The team have supported people to work from home or to work safely in our manufacturing and constructions projects. People and services have adapted and been an integral part of the Covid response: the factory has made 100s of Covid screens and we have delivered PPE to care homes. It would have been simpler to furlough our disabled staff but this would not have been inclusive.



Learning Disability Strategy

The Circle of Support diagram below shows the key focus of work for the Learning Disability Strategy during 2020/21.



This year has been challenging to complete actions because of the Covid pandemic but I've listed some of our key achievements below:

- Led by **James Dash - LD Champion – Communication**, the **Dream Team** speaks up for people with a learning disability. It is a group of people with a learning disability from Pembrokeshire, Carmarthenshire and Ceredigion. Throughout the last year the Dream Team has continued to meet digitally and has been helping people with Learning Disability to overcome problems that they have faced as a result of limitations on services



- The LD Champions have continued to work throughout the year from home.
 - **Rachel Bailey - LD Champion – Employment** has been developing resources to support employers to employ more people with disability.
 - **Rhys Eynon - LD Champion – Community** has continued to work with PAVS to develop resources and connections in the third sector.
 - **Lucy Hinksman – LD Champion – Easy Read** has been helping us to develop a range of easy read documents. This has included PCC’s easy read version of its Equalities Strategy.
 - **James Tyler – LD Champion – transport** has been looking at how the pandemic has impacted people’s use of public transport. He created some really informative documents to help people understand how things are now different.

The action plan for the LD Charter is now being reviewed. We have made lots of progress and completed a number of the recommendations. In light of what has happened over the last 18 months something recommendations are out of date and will need to be revised.

Welsh Language Standards

The Welsh Language Standards apply to all areas of a Council’s work and mean that residents across Wales can expect the same approach to applying the Welsh Language in services across the country, to ensure that the language is treated the same as the English and that all Councils offer people the opportunity to receive their services from us, as well as from those funded by us in Welsh.

In the past twelve months, services have been embedding new processes to meet the requirements. There is now a directory of Welsh speaking staff which is kept up to date through the HR system.

All published material is available to residents in both Welsh and English, e.g. the Council’s Website, Committee papers, Job Advertisements and Social Media.

We are continuing to work on the implementation of the ‘More than Just Words’ action plan in response to the Welsh Government strategic framework for Welsh language services in Health and Social Care. Building on last year’s annual report we continue to develop our active offer of contact through Welsh, promote and raise awareness of the language amongst staff and provide opportunities for employees to develop their Welsh language skills.



4.6.3 What are our priorities for next year and why?

Foster Carer Building Grants Project

We will implement a project to look at developing a policy that will allow the Local Authority to provide grants to foster carers for extensions and home improvements to provide enhanced capacity for placements or allow care for specific young people, avoiding the need for more expensive, specialist external placements.

We will continue to develop supported accommodations and innovative supported employment opportunities. Continuing to Implement the Learning Disability Strategy with our Learning Disability Champions is also a key priority for us.



5. How We Do What We Do

5.1. Our Workforce and How We Support their Professional Roles

Our priority is to ensure that the social care workforce has the knowledge and skills to meet our business objectives and that service users in Pembrokeshire are supported by skilled and competent staff. Since the beginning of the pandemic a comprehensive emergency response training programme has been in place for internal and external staff, including those redeployed and recruited temporarily into care roles and we have continued to adapt and expand our training offer to ensure the workforce has access to the qualifications and training needed to meet registration requirements and continuous professional development.

Strong links have been forged with our Corporate Learning and Development colleagues collaborating throughout the pandemic to ensure that relevant, up-to-date and accessible e-learning training is provided for example, county lines and youth homelessness were launched and a comprehensive essential training plan was collaborated on for the redeployment of staff and new recruits into care roles. All newly appointed staff attend Corporate Welcome and induction of new staff is supported by the Corporate Welcome and Social Care induction booklet which was revised specifically to meet the needs of staff during the pandemic. In order to equip our supervisors and managers with the skills and knowledge required to manage in these uncertain times social care staff are signposted to the Corporate Leadership and Management Development Programme before they go on to study formal social care management qualifications.

A professional development training programme for commissioning staff which was developed in partnership with the West Wales Care Partnership for the region went ahead utilising a fully digital approach. The Partnership also collaborated on the delivery of five webinars for registered managers with a recruitment theme designed to understand the needs of providers alongside national, regional and local priorities. These webinars were attended by over 100 registered managers across the region.

Good career paths are needed in domiciliary care and healthcare, and routes need to be equally attractive to employees who are satisfied in their current role as well as those looking for progression to a more senior role. Developing these pathways is well underway and continues to be a key priority for us. The use of social media, for example Twitter and Facebook, has been an invaluable and successful platform for advertising and promoting our services during Covid-19, and continues to prove a successful method communicating with our staff. Moving forward we will continue to engage with staff, learning how best to do this from the feedback we receive.



The Director will continue to meet with all new recruits to Social Services as part of their induction to the Directorate and to engage with staff via team meetings with the aim of improving communication between senior managers and front-line employees.

A dedicated social worker and social care recruitment micro-site on our website was developed this year which will undoubtedly be an important resource to reach out to attract potential recruits across the sector.

5.1.1 What did we plan to do last year?

Below is a list of the key actions we planned to do last year.

- Due to social distancing requirements imposed to combat the spread of Covid-19, we focused on alternative delivery methods such as Community Care Inform and developing our own Virtual Learning Platform (SCIL) to develop many new digital resources for most subject areas.
- Provide a range of mental health skills training to equip the workforce to ensure best practice.
- To support relevant staff to be sufficiently skilled to undertake DOLS, Best Interest Assessments, Liberty Protection, Safeguards and Approved Mental Capacity Assessments.
- Provide effective case recording skills training.
- Develop e-learning courses for more general 'direct care' skills.
- Supervision skills course for new members of staff.
- Court skills training to relevant staff groups.
- Mental health and young people – how to support those with eating disorders, low self-esteem, etc.
- Provide a suite of training courses to reablement staff and social care providers to support a more efficient provision of care.

5.1.2 How far did we succeed and what difference did we make?

In response to the continuing Covid19 pandemic the training team's functions were reprioritised with many team members supporting the rapid redeployment and new recruits to frontline services. At the onset of lockdown face to face training was suspended and later adapted and reinstated via 'on line' delivery methods and a variety of digital resources. Essential face to face training such as Manual Handling, Manual Handling Train the Trainer programme and Emergency First Aid continued with strict PPE, risk assessment and control measures in place.



In order to enable the workforce to meet regulatory requirement for qualification and registration, qualifications at all levels, were delivered digitally. However, availability of candidates was reduced due to the work pressures of the pandemic. Despite this 100 people were funded to study towards qualifications needed for registration and to evidence continuous professional development.

Key activities undertaken last year are listed below:

- A joint health and social care rapid recruitment training pilot was developed last year in collaboration with Carmarthenshire, Neath Port Talbot, Swansea and Pembrokeshire using the west wales joint health & social care induction model to support a national 'WeCareWales' recruitment campaign. A full evaluation is imminent from SCIE, however, initial feedback from learners indicates the training has been positively received with comments supporting a joint health and social care approach to training. The impact of this training supports changes in practice which lead to better outcomes for people. For example: *'I felt I wasn't just a carer that day because I could take my client's blood pressure, monitor and chart. The NHS staff are not used to that but it made me feel important and confident because I had done the training and it had all been signed off and I was the best person there who knew my client and was the one who was able to communicate with him.'*
- Four new social services staff were seconded to the Open University Social Work Degree training this year. This year we had a total of 13 seconded and traineeship staff working towards qualifying as social workers.
- One social worker achieved their AMHP status during this period having successfully completed the Approved Mental Health Practitioner Programme.
- Investment in Community Care Inform enabled staff during social distancing restrictions to access key pieces of knowledge and guidance and attend online webinars to facilitate continuous professional development and learning opportunities.
- A new digital learning platform we have called SCIL (social care interactive learning) was developed to deliver online training to the whole sector with a Moodle site to house training resources. So far 79 people have trained on courses piloted via SCIL such as Safe Administration of Medication which has a new timed assessment function; Report Writing Skills; Supervision Skills and Safeguarding Children: Child Protection Processes & Procedures.
- A wide range of resources are already available on the SCIL platform including direct course resources and handouts, links and videos to other useful/relevant information provided by trainers on topics such as mental health awareness and links to the courses in the pilot. SCIL can be accessed by applying for login details.
- We recruited a young Kickstart trainee to support social care staff to access digital online training courses via TEAMS, ZOOM and SCIL.



Below gives you a sense of the sort of wide ranging learning and development opportunities we provided during the year, including:

- 30 care staff attended Report Writing Skills courses.

"This was a highly relevant training course for me. The trainer was very knowledgeable, she encouraged all of us to participate and made us feel comfortable. The training helped me to improve my recording skills and identify further areas for improvement. I have created a presentation slide to train other staff. I know what relevant information is needed and now make sure my reports are clear and legible and adhere to legislation."

- 20 key workers attended a workshop for raising awareness of the Prevent duty
- Over 30 social workers attended Mental Capacity Act Assessments training
- 25 social care managers attended a Safer Recruitment course
- Personal Resilience training was delivered to Newly Qualified Social Workers
- Professional Boundaries courses were rolled out across all social work staff groups including managers.
- 6 social services managers commenced the Team Manager Development Programme and the Middle Management Development Programme.
- Six additional social care staff enrolled onto the social services practitioner qualification (SSP).
- ReLive delivered a series of online 'Experiencing Dementia' webinars
- Trusted Assessor courses were delivered to staff in the Integrated Healthcare Team.
- 11 newly qualified social workers undertook the Post Graduate Consolidation of Social Work Practice.
- A range of specific care skills courses in medication, emergency first aid, level 2 food safety, manual handling including manual handling Train the Trainer were delivered as a continuous rolling programme.
- Courses of 'Sign-a-long' were delivered to staff who work with children with disabilities including staff in residential settings.
- A number of virtual supervision skills courses for staff were attended which provided a wide range of supervision tools, techniques and resources.
- 18 frontline social workers attended Achieving Best Evidence courses:

'We just wanted to pass on our thanks for getting us onto the Achieving Best Evidence training, it was an excellent course. The best training we have had since qualifying as social workers. Both Trainers were excellent trainers, even though the subject was difficult on times they kept the flow going, they had so much experience and knowledge it was inspiring to listen to them. We were apprehensive regarding the role play but they made us feel relaxed and comfortable with the process and we definitely benefitted from putting the theory into practice. We cannot stress how much we learnt and valued the training. We would highly recommend it to other social workers and hope that PCC can put this training on again in the near future.'



By the end of 2021 a total number of training course completions across the workforce for both face to face training and e-learning was 5,573. Virtual online and face to face training was attended by 838 internal staff and 195 private and voluntary sector staff. In addition to this there were 4,540 e-learning completions demonstrating a continued focus on this way of learning throughout the year.

5.1.3 Our Priorities for 2021/22

Being able to recruit social workers, care and support staff foster carers and personal assistants is a top priority for us as we have clear challenges at this time to recruit and retain the staff we require. We will be implementing a wide range of recruitment activities during 2021/22 individually as a region and nationally with our key partners across Wales. Our strategy to attract the workforce we need will include TV advertisements, radio adverts, press releases, facebook campaigns, digital media campaigns, mail shots, and posters for display in community venues.

Our other priorities for 2021/22 are:

- Roll out accredited Epilepsy training across the care sector
- Roll out Catheter and Stoma Care training across the care sector
- Provide a range of mental health skills training to equip the workforce to ensure best practice
- Provide a designated team zone on our SCIL platform for foster carer resources
- Identify and deliver joint health and social care learning and development opportunities across the region in partnership with the West Wales Care Partnership.
- Collaborate with the regional workforce planning group which includes HR colleagues to implement joint initiatives to attract and retain the right people into the health and social care sector.
- Deliver virtual jobs fairs with care providers and local colleges to attract people to care roles in the domiciliary care sector.



5.2 Our Financial Resources and How We Plan For the Future

As in previous years we have faced significant financial pressures in 2020/21. Within Social Care we continued to deliver services whilst under this difficult time.

The table below shows the cost of delivering social services in Pembrokeshire over the last 5 years. We have continued to see increasing demand and costs, due to an aging demographic of population, increased complexity of service users and continual increases in costs with the National Living Wage increases being an uncontrollable variable which leads to significant cost pressures.

Annual Cost of Delivering Social Care							
	2015/16 Actuals £'000	2016/17 Actuals £'000	2017/18 Actuals £'000	2018/19 Actuals £'000	2019/20 Actuals £'000	2020/21 Actual £'000	2021/22 Budgeted £'000
Children's Services	13,364	13,165	12,697	13,308	13,584	15,285	15,056
Adult Care	44,241	45,700	47,894	51,697	53,989	57,757	56,750

In 2019/20 the target was for delivery efficiencies of £5.6m in Adult Services and £0.6m in Children's Services. We actually achieved an efficiency of £2.37m in Adult Social Care and £0.1m in Children services, this means that significant pressures were carried forward into 20/21.

Delivering our Efficiency Targets for 2020/21			
2020/21	Efficiencies Targets (Inc Slippage) £ (M)	Projected Efficiencies £ (M)	How We Achieved the Efficiencies
Adult services	£3.16	£1.28	By reviewing packages of care to ensure that they deliver as per the Care Plan and offer value for money. By ensuring that the appropriate funding streams are utilised as per the client needs. By review of demand to ensure that clients are signposted to the most appropriate package of care.
Children's Services	£1.19	£0	By Reviewing Direct Payments to ensure that packages are delivering as per care plans, as well as reviewing third party payments.



In 2020/21 we were required to deliver against a cost reduction programme of £4.35 million across the whole department whilst we continue to work towards improving service user outcomes during the pandemic. We were only able to achieve projected efficiencies of £1.28 million.

Our efficiency savings target for 2021/ 22 is shown in the table below.

2021/22	Efficiencies Targets	How we Plan to Achieve the Efficiencies in 2021/22
	£ (M)	
Adult services	£1.04	By reviewing packages of care to ensure that they deliver as per the Care Plan and offer value for money. By ensuring that the appropriate funding streams are utilised as per the client needs. By review of demand to ensure that clients are signposted to the most appropriate package of care. By collecting outstanding debts.
Children's Services	£0.29	By Reviewing Direct Payments to ensure that packages are delivering as per care plans, as well as reviewing third party payments. Implementation of the LAC reduction strategy.

We have continued to use the Integrated Care Fund (ICF) over the past year to plan and develop projects working across the region which will directly impact on the public and provide better services.

Budget Efficiency Programme

We planned to continue to promote independence and improve people's outcomes whilst ensuring that we deliver our efficiency savings by continuing to expand and deliver the following projects:

- Releasing Time to Care Model.
- Promotion of independence through the Progression Project.
- Continuing Health Care guidance and funding decisions in adult's and children's services
- Additional capacity to improve debt collection.
- Co-producing new models of day services.
- Reduce expensive out of county placements and enable people to stay within or near to their community by developing a regional complex needs facility, a mother and baby assessment facility and residential college.



5.3 Partnerships and Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings.

By working closely with a range of health and social care partners, we have been able to deliver more integrated support services. We continue to work closely in partnership with HDUHB on a range of initiatives and to provide mental health and learning disability services.

We have continued to develop a strong regional partnership with neighbouring authorities and play a major part e.g. hosting posts for the Regional Safeguarding Boards and supporting Powys with regard to their safeguarding processes. Our local safeguarding operational group discusses all matters to do with safeguarding in Pembrokeshire. The group meets quarterly with representatives from the Health Board, Police, College, Education, Youth Services and Social Care.

Shared commissioning service across Carmarthenshire and Pembrokeshire. We are the pacesetter for developing an Integrated Commissioning Model. Our Head of commissioning post sits across both Carmarthenshire and Pembrokeshire.

Pembrokeshire is represented on the Regional Partnership Board (RPB) in West Wales. The RPB has responsibility for:

- Improving outcomes for people needing care and support and their carers;
- Promoting the integration of key services such as those for older people, people with a learning disability, carers and children with complex needs;
- Establishing partnership arrangements for specific services and pooled funding arrangements where appropriate and;
- Ensuring arrangements are in place to meet core statutory duties such as the provision of Information, Advice and Assistance and advocacy services.

The RPB brings together senior leaders from the NHS, social care and the third sector with service users, carers and the independent sector. This promotes collaborative working and ensures the integration of care and support in West Wales. The RPB produces an annual plan.

RPB also have a role in delivering against the Welsh Government's national plan for health and social care A Healthier Wales (June 2018). The RPB is responsible for upscaling local innovation across their regions and offering successful models for wider adoption across Wales.



5.4 Political and Corporate Leadership, Governance and Accountability

During the year we have been working to deliver the priorities noted in the Programme for Administration. Covering each of the nine cabinet portfolios the document features a plan for each area and the work to be carried out between 2018 and 2022. Social services, which comes under the remit of Cllr. Tessa Hodgson, highlights a continued focus on prevention whilst noting that safeguarding and recruiting more foster carers are top priorities for the service.

The Programme for Administration was reviewed during 2020/21 and we will expect a new programme to be launched during 2021/22.

The Director of Social Services and the Heads of Service for each Social Care department meet with the Cabinet Member who has responsibility for Social Care on a monthly basis so that they can brief her with regard to service developments.

Progress against corporate objectives and the priorities contained in the Corporate Plan, is monitored by Cabinet, Council and our Overview and Scrutiny Committees. A new Social Services Overview and Scrutiny committee was established in June 2019. This has enhanced the scrutiny of social care and encourage members to become more actively involved in monitoring performance and planning for the future.



6. Accessing Further Information and Key Documents

The Social Services and Well-being (Wales) Act came into force on 6 April 2016.

Welsh Government site: The Social Services and Well-being Act

<https://gov.wales/sites/default/files/publications/2019-05/social-services-and-well-being-wales-act-2014-the-essentials.pdf>

Codes of practice and statutory guidance for the Social Services and Well-being Act

<https://gov.wales/code-practice-and-guidance-under-social-services-and-well-being-wales-act-2014.html>

Pembrokeshire County Council website for Social Care and Health

<https://www.pembrokeshire.gov.uk/social-services-and-health>

Well-being of Future Generations (Wales) Act 2015

<https://futuregenerations.wales/about-us/future-generations-act/>

Pembrokeshire Public Services Board. Well-being Assessment for Pembrokeshire

<https://www.pembrokeshire.gov.uk/public-services-board/well-being-assessment>

Pembrokeshire Public Services Board. Well-being Plan for Pembrokeshire

<https://www.pembrokeshire.gov.uk/public-services-board/well-being-plan>

Pembrokeshire County Council Improvement Planning and the Corporate Plan

<https://www.pembrokeshire.gov.uk/improvement-planning/corporate-plan>

Social Care Wales

<https://socialcare.wales/>

Legislation in Wales, information and learning hub:

<https://socialcare.wales/hub/home>

Social Care Wales, Code of practice:

<https://socialcare.wales/landing-page/code-of-professional-practice-and-guidance>

Care Inspectorate Wales. Regulators' Inspection Reports

<https://careinspectorate.wales/?lang=en>

Population Needs Assessment

<http://www.wwcp.org.uk/wp-content/uploads/2017/03/West-Wales-Population-Assessment-March-2017.pdf>

Pembrokeshire Association of Voluntary Services (PAVS)

<http://www.pavs.org.uk/>

Hywel Dda Local Health Board

<https://hduhb.nhs.wales/>

