



Annual Report of the
**Statutory Director
of Social Services**
2019 - 2020

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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 for the well-being of people who have accessed our services during 2019/20. As part of my statutory job function I am required to report on how well the Social Services department is performing.

In this report we outline the improvements we have made and the challenges we faced during the year. I also set out our priorities for the current year 2020/21. However, many of our plans for 2020/21 were adapted and postponed to enable us to deal effectively with the COVID pandemic response.

1.1. Our Challenges

As in previous years we have faced significant financial pressures. In 2019/20 we needed to deliver against a cost reduction programme of over £6 million across the department. Our preventions and demand management work along with many other initiatives are supporting us to reduce waste and implement more efficient ways of working whilst we strive to improve service user outcomes.

We have also faced challenges with regard to the recruitment of experienced care and social work staff, both in social work roles and in direct care delivery. We continue to focus on these 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 positioned to meet the significant challenges ahead. We maintain a continued focus on supporting staff within the Local Authority to qualify as social workers, what we refer to as 'growing our own social workers'.

Recruiting and retaining direct care staff in Pembrokeshire is also difficult, particularly in Domiciliary care. Good career paths are needed in domiciliary care and healthcare to attract employees to the industry. This is a key feature for us to overcome the sector workforce challenges.

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 developing resourceful communities and empowering people.

We work in close partnership with the rest of the Council services and other key agencies to provide and develop a range of services for people who need our support. We also work closely with neighbouring Local Authorities, 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. We are committed to delivering these objectives in a way that allows us to focus on promoting and improving the well-being of the people we are supporting.

Our model of practice is about building on the strengths and assets of 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 department. During 2020/21 we will undertake a comprehensive review of the approach to ensure that it continues to improve practice and outcomes for our people.

1.3. Our Objectives

We work in partnership with our teams, across council services such as education, housing and leisure, also with key Public Service Board strategic partners such as the Health Board, Police, and third sector to ensure the successful implementation of the Council's well-being objectives. For 2019/20 these were:

- Continue to improve education outcomes so that every child achieves and contributes more than they thought possible
- We will continue to focus on prevention: helping people to stay in control of their own lives rather than becoming dependent on social services
- To make Pembrokeshire economically competitive, productive and prosperous, a great place to visit, live and work.
- Provide good quality housing to provide security, wellbeing and quality of life for the residents of Pembrokeshire
- We will promote pride in Pembrokeshire seeking to enhance its reputation as a place for exceptional environmental quality

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.

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 achieving these standards form 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:

- In Adult Services a key action for us was to develop and grow the Councils directly provided domiciliary care team, which now has a 9% share of the market. This was a key ambition set out in the programme for administration.
- We established in partnership an Integrated Care team working to keep people within their own homes and maintaining their independence as much as possible by providing a range of primary medical and care support options. This team was in place at the start of the COVID pandemic in April 2020.
- In Children's Services we maintained a focus on recruiting and retaining more foster carers and being strong corporate parents. We commenced the development a 3 year Looked After Children (LAC) Reduction Strategy.
- We established a residential college support model with Pembrokeshire College to enable people with learning disabilities to remain in further education in Pembrokeshire.
- We have begun phase 1 of the implementation of a mother and baby unit. The unit will enable mothers and baby's to remain closer to home whilst their needs are being met.



1.4. Our Service Users and Partners

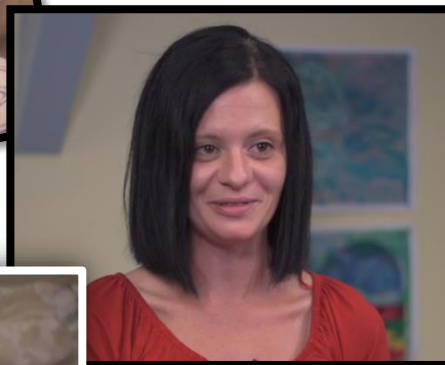
As in previous years, this year, we have consulted with a wide range of people and their families. What people have told us will be used to inform future care and support service delivery. I have included a number of video presentations for you to view below. These videos demonstrate how working together we have been able to support people to improve their well-being.

Watch what our service users have to say about a range of our services by clicking on the video links below.

Pembrokeshire Dyfed Drug and Alcohol Service



In Pembrokeshire, care, treatment and support in relation to alcohol and other drug use is provided by Pembrokeshire County Council and Hywell Dda University Health Board as Pembrokeshire Community Drug and Alcohol Team, Dyfed Drug and Alcohol Service, and CAIS.



Matt, Hannah and Maria have all used these services in preparation for completing residential rehabilitation at Brynawel House and for aftercare support.





People with disability or work limiting health conditions
have the same right to paid work as everyone else.

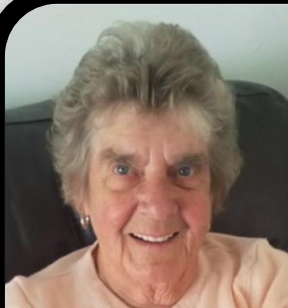
Work improves wellbeing and with the right support
everyone who wants to work should be able to.



Advocacy



Supporting People with Learning Disabilities produce easy read bus timetables.



Mandy and her mum were referred to the **Community Connectors** service by a social worker.

This is their story.



Releasing time to Care Project

Our releasing time to care project is designed to ensure that we make the most of modern day equipment, which supports in the moving and handling of people. Not only does this create efficient care packages it also provides people with more flexibility and control of their care.



Bringing people together, creating creative opportunities



a Span Arts project



Remote Choir
A case study for increasing wellbeing through art



1.5. Our Inspectors

Our regulatory Inspectors, Care Inspectorate Wales (CIW) have undertaken a number of visits to us during the year. A more comprehensive summary of our Inspectors findings is available in Chapter 2.

1.6. Our Achievements

I am pleased to be able to report that some of our achievements were recognised nationally. Pembrokeshire County Council was named an 'Inspirational Employer' at a ceremony in Cardiff for Welsh employers. The award was presented by the Department of Work and Pensions (DWP). It recognises the work that it has done through Norman Industries and Workways+ to support people with disability and long term health conditions access paid work. Norman Industries is our Haverfordwest-based factory employing people with disabilities. The award was collected by Karen Davies - project manager for the Council's supported employability projects and Rachel Bailey who was a Workways+ participant now works for the Authority as a Learning Disability Champion for Employability.

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

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. I have reviewed the demand for services and identified some of the areas where our performance has declined. We will put a number of actions in place during 2020/21 with a view to improving performance in these areas.

2.1. Adult Care

This section provides an overview with regard to how successful adult care were with regard to delivering their well-being and service objectives for 2019/20.

Last year we said we would continue to develop our preventative model to manage demand for our services. We have been working with the third sector and a wide range of community support initiatives to assist people in their home environment.

The corporate Customer Contact Centre, the Pembrokeshire Association of Voluntary Services and their community connectors, Crossroads, Age Cymru and many other organisations continue to respond collectively to managing demand for adult services during 2019/20 by providing information, advice and assistance.

The total number of 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 29,389 in 2019/20. We believe that the number has reduced because customers are now able to access more information in their community through a range of community initiatives. The Info Engine and the Dewis Cymru information directory provide an online facility for people to use. Our carers are supported through Crossroads whom we commission to provide people with information, advice and assistance.

Also of note is that the number of new referrals for services made by the contact centre has reduced from 6,603 in 2016/17 to 4,018 in 2019/20. Enhanced contact centre training and the provision of access to more information to provide advice and assistance at the first point of contact has meant that there has been a significant reduction in duplicate and inappropriate referrals.

Our social care teams are also completing less assessments than they did in previous years. This year we completed 2,154 assessments whereas in 2016/17 we completed 3,193 assessments.



Under our demand management approach we have been able to manage the increased demographic demand for adult social care. Table 1 shows the demand over the last 4 years for the range of adult care services.

The number of people accessing services throughout the financial year				
	2016/17	2017/18	2018/19	2019/20
Domiciliary Care	1530	1326	1118	1128
Day Care	771	695	675	630
Community Supported Day Care	57	57	57	50
Supported Accommodation	161	178	221	292
Respite	237	328	236	372
Residential Care	641	767	812	902
Nursing	95	90	92	185

2.1.1 Direct Payments

A key priority in 2019/20 was to generate improved awareness of direct payments. In March 2019 we had 318 people accessing direct payments by March 2020 this had increased to 362. In addition we are working with the community and the community catalyst scheme to encourage the creation of very small care and support businesses referred to as micro-enterprises to meet the care needs of people accessing direct payments.

During 2020/21 we will review our direct payment offer to identify and implement future improvement and further uptake of this option.

2.1.2 Delayed Transfers of Care

We have seen an increase in our rate for delayed transfers of care during 2019/20. This means that some people are having to wait longer in hospital before we can put services in place for them to return to their home. The amount of money we are spending on hospital discharge and interim care beds is increasing. We believe that this has happened in part due to the lack of available supply of domiciliary carers and we will be focussing efforts on the recruitment and retention of carers. We will aim to continue to improve performance in this area during 2020/21 by:

- supporting our care providers, particularly in their response to the COVID pandemic;
- encouraging the development of small businesses referred to as micro-enterprises to provide care;
- increasing the volume of the Council 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 as an 8 bedded intermediate care facility in the Pembroke Dock area;
- 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;
- opening 2 reablement accommodation units on the site of Hillside and Havenhurst care homes. These bungalows will enable people to leave hospital earlier as they are supported with extra care and reablement opportunities in an environment, which supports and encourages independence.

2.1.3 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 the Councils direct operation in order to address this decline. The service is now directly managed by the Council and is a key component of our integrated intermediate care pathway.

2.1.4 Recovering Costs

Our debt recovery project has resulted in over £1 million being recovered since its inception in 2018/19. We will develop this project further in 2020/21 through the implementing our Fairer Charging Policy and Debt Recovery Policy to ensure that charging for services is being applied in a fair and equitable way.

2.2. Children's Services

2.2.1 Child Protection and Looked After Children

During 19/20, 92% of child care assessments were completed within time scales. A slight decline on the year before due to delays in recruiting child care social workers.

The number of children on the child protection register has steadily increased over the last 3 years: on the 31st March 2017 there were 36 children, 59 in March 2018 and 71 in March 2019.

The average number of days that children were on the child protection register during the year has decreased from 206 in 2018/19 to 169 in 2019/20. We believe that children should be supported to remain at home as long as it is safe for them to do so. To achieve this we have introduced support programmes such as Break4Change, which have made a real difference to young people's lives and helped families stay together.



The number of Children looked after by the Authority has also increased over the last couple of years from 127 in March 2017 to 153 in March 2019 and 183 in March 2020. During 2019/20 we begun pursuing LAC reduction levels as agreed with Welsh Government During 2020/21 we will aim to reduce number of LAC by undertaking the following actions:

- that no child becomes LAC unless it is absolutely necessary. Our child care assessment, child in need and children with disabilities teams work hard to support children to remain within their families, with significant support from Integrated Family Support Team, Edge of care and Family Intervention Team. Our Corporate Parenting Team will continue to work with families and children to revoke orders where it is safe and appropriate to do so.
- monitor the number of LAC on a weekly basis and it has been agreed that we will not set a target for the reduction of LAC placed in settings other than with parents/relatives/friends. This is because predicting numbers entering care, or who may come close to entering care, is impossible, and therefore renders any attempt to target a 'reduction' also impossible;
- ensure that LAC placed with parents/relatives/friends, do not remain on care orders for any longer than is safe to do so;
- appoint an additional social worker on a short term basis, utilising Edge of Care ICF funding, in order to concentrate on the revocation of Care Orders in respect of 8 children;
- enhance the provision of support packages and services to carers of children subject to Special Guardianship Orders (SGO), in order to 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.

2.3. Regulatory Inspections

During 2019/20 Care Inspectorate Wales (CIW) reviewed Pembrokeshire County Council's performance in carrying out its statutory social service functions. They review services against four keys: Well-being, People, Partnerships and Prevention. Their findings are summarised below.

2.3.1. Well-being

CIW undertook a focussed study on people over the age of 65 who were able to remain at home following an integrated intervention. They found that the promotion of independence and personal outcomes were considered as part of the planning process. They endorsed the use of our strengths based model and a range of services to support peoples well-being.



They identified that improvements were required with regard to undertaking reviews in a timely manner so that changing needs could be addressed. They will review progress against this area in 2020/21.

They highlighted improvements in performance with regard to the number of adult protection enquiries dealt with in 7 days from 66% in January 2019 to 87% by October 2019.

2.3.2 People

CIW noted that the Council had a focus on the health and well-being of their employees with a number of initiatives in place. They found that staff interviewed were positive about management and senior management support.

During the 2019/20 year, however, they identified that there had been some issues with the ability to recruit suitable employees and that the Council had had to use agency staff to ensure delivery. The recruitment of domiciliary care staff can also prove difficult resulting in delays in providing domiciliary packages of care. The family placement team has worked on a regional basis to improve foster recruitment.

The inspectorate noted that the Council was ambitious in terms of developing new services and this had been demonstrated by recruitment to three new development posts to implement service improvements in accommodation, domiciliary care and care homes for older people.

They found that the people they interviewed were satisfied with the care and support they received but some were frustrated because information was not provided at important times and there was a delay in receiving the right support. They received a mixed response from carers in relations to their needs being met.

CIW noted that improvements had been made with the Deprivation of Liberty Safeguards (DoLS) through the introduction of a lead manager and three Best Interest Assessors posts. The backlog in assessments is now being addressed but they do continue to fluctuate as they do in many other parts of Wales.

2.3.3 Prevention

CIW noted that the Council has invested in prevention services and that this budget should ensure a longer-term reduction in demand. They highlighted the development of the community catalyst approach to support the development of very small businesses, which will offer greater choice and flexibility to Direct Payment users.



The inspectorate found examples where we had involved citizens in key decisions about service provision. They also discovered that our Learning Disability champions had taken part in interviews and conferences as key contributors.

With regard to areas for development CIW noted that there was a need for the Family Placement Service to embed a more consistent process for undertaking disruption meetings to ensure that any placements ends are effectively managed.

2.3.4 Partnerships

Examples of partnership working demonstrated to the inspectorate included integration of the Housing department with Social Care and leading on regional workstreams such as advocacy and workforce development.

They noted the significant changes which had happened as a result of creating the Council operated domiciliary care service and the new therapeutically led reablement service.

During interviews some staff made the inspector aware that there was a need to enhance communication between social care and the hospital ward staff in order to avoid convoluted referral and re-referral processes for Community Mental Health services.

2.3.5 CIW Performance Review Plan for 2020-2021

Due to the unforeseen circumstances relating to the current pandemic CIW are reviewing and considering their work plan for 2020-21.



3. How Are People Shaping our Services?

Across the directorate we have been engaging with people who use services, carers and their families in order to gain a better understanding about how we can shape services to meet their needs. This section of my report provides a snapshot of the work we have been doing and how we will use it to shape our future service developments.

This year we have continued to work on making our information easier to understand. People have informed us that they sometimes struggle to understand the information we send them. In order to address this we have commissioned some easy read training for social care colleagues and for key officers working in other departments across the organisation. We have purchased a number of easy read software licenses so that more services are able to produce easy read information.

Our Total Communication Group is committed to ensuring that information is accessible to all. The group consists of representatives from Pembrokeshire People First, the Health Board and their speech and language therapy service and Norman Industries. They have amongst other things ensured that the local bus timetables are now easy read. Click below to see their film.



3.1. What did we plan to do last year?

We planned to undertake following activities during 2019/20.

- Support the development of an O&S Committee dedicated to Social Services in order to enhance the scrutiny from Members.



- Hold further consultations and engagement events with our looked after children in order to gain a more comprehensive view of our services from their perspective and to identify future service improvements.
- Work with Swansea University to support the delivery of the 'Most Significant Change' initiative.
- Working 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 on new models of intermediate care and day services provision which will improve people's outcomes.

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

3.2.1 Engagement with our Council Members

During 2019/20 we contributed to the 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, 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](#).

3.2.2 Children's National Outcomes Survey

With regard to children and young people we were keen to improve on the 13 responses we had in the previous year. During 2019/20 we interviewed 59 children in order to understand how satisfied they were with the services they receive.

A total of 91% of the children said that they were happy with the people they live with and a further 8% said that they were 'sometimes' happy. No children indicated that they were not happy.

When asked if they were happy with the overall care and support that they had had 96% responded 'yes' This is a significant improvement on 2018/19 when 69% stated that they were. When asked if the help they had received had made things better for them 88% said that it had, 8% said 'sometimes' and 1 child responded that it had not.

During the interviews, any areas of concern are directed to the relevant social worker or team so that they can work with the young person to ensure that improvements are made for them.



3.2.3 National Adult Outcome Survey

This year there was no requirement for us to conduct the National Adult Outcome Survey but we felt that it would be beneficial for us to understand what the people who used services felt about the quality of what they received.

With regard to how satisfied people were with the care and support they received during the year 76% said that they were 'very satisfied' with the support which is a significant increase on the previous year (62%).

With regard to carers only 42% felt 'very supported' with a further 25% reporting that they occasionally felt supported.

A total of 96% of people noted that they had been able to receive the service in the language of their choice. Three people noted that they did not.

3.2.4 Most Significant Change

We continued to develop our Significant Change Model to evaluate our services. The case study film demonstrates the approach in relation to the Community Connector Service.



Most Significant Change is a model for evaluating the real impact of services on individuals.

"The **Community Connectors** look at the individual and their wellbeing as a whole. The way they work is very person-centred, looking at what's important to the person and available in their local community, not just statutory services.

They enable people to have choice and are creative in how support is offered."

*A social worker's perspective on **Community Connectors***



3.2.5 Children's Preventative Services

As in previous years, our Families First and Flying Start services worked in partnership with colleagues from the Health Board, education and the third sector in order to provide a range of engagement and activity sessions. In total 6 sessions took place during the Summer holidays in a variety of locations across the County. Sessions were also planned for in February but due to the weather conditions all had to be cancelled.

A total of 1,188 participants enjoyed activities which included cookery, forest skills, sports activities, science tasks to name a few. The comments received after the events show how much our service users welcome the opportunity to take part.



We will continue to build on the success of these activities during 2019/20.

3.2.6 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 people now as they were felt to be traditional or outdated. We aimed to co-design a new model of service delivery with people who use services and their families and our strategic partners. We undertook 13 co-production events during February 2019. This work is ongoing, to ensure that a detailed model is produced for further consultation and implementation during 2020/21. The impact of COVID has delayed some of this work but has also enabled us to further reconsider the future operating model.



3.2.7 Learning Disability Champions

We have worked closely this year with people who have Learning Disabilities so that they can support us and our partners in implementation of our Learning Disability Strategy.

3.2.8 Spotlight Awards

We held an award ceremony at Folly Farm to celebrate the achievements of all Looked After Children.



3.2.9 Improving engagement of Carers in Discharge Planning and Transfer of Care

The Health Board and its local authority partners have taken a whole system approach to support and engage Carers in the patient's discharge planning and ensure active provision of Information, Advice and Assistance (IAA) to all Carers. Service Level Agreements were established across the three counties for a pilot project with existing third sector Carer providers.

Carer Officers have been based in hospitals since January 2020. The Carer Officers have been developing links and raising awareness of unpaid Carers within each hospital including with Ward Sisters, Hospital Chaplin, Heads of Nursing, Discharge Liaison Teams, MacMillan Cancer Support Services and Patient Liaison Teams. The feedback from staff is encouraging, with departments keen to engage on how their teams can better support Carers.

Work has also continued to strengthen links with Info Engine and DEWIS to ensure information relating to Carers across the region is relevant, up to date and accessible.



3.3. Our Engagement and Consultation Priorities for 2020/21

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 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.

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 people who use services and the ombudsman, when appropriate, and provide us with an annual analysis of our performance. We are committed to learning 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 key partners using “lessons learned” to inform and improve our professional practice.

3.4.1 Complaints

Adult Care received 47 complaints in 2019/20, which was less than the 59 received the previous year.

Children’s services received 26 complaints during 2019/20, which was less than the 31 received the previous year.

During 2019-20 the Public Service Ombudsman Wales received 5 complaints in relation to Social Services, which is a reduction from 7 in 2018-19. This resulted in the following outcomes:

- 1 was rejected as premature and the client was advised to pursue the Council’s Complaints Process;
- 1 was dealt with as an early resolution;
- 1 was dismissed as no action was required.



A number of improvements were made to the complaint handling process during 2019/20:

- a process was put in place to ensure prompt referral to the Social Care Complaints Officers to ensure statutory timescales were met;
- a number of training courses were held on the complaints and investigation process;
- policies and procedures and file management arrangements were reviewed;
- complaints information pack was developed to be used by internal managers and external independent investigators;
- consultations held with the Ombudsman's Complaints Standards Team to improve future service delivery.

A number of improvements were made to services as a result of findings from complaints investigations:

- updating of Pet Policy for Foster Carers and linking with the RSPCA to deliver training;
- reminders to follow Supervision Policy and prompt record keeping of supervision notes;
- the identification of changes to policies and associated updating of the social care case management system.



3.4.2 Compliments

Children's Services received 48 compliments during 2019/20 slightly more than the previous year (46). Adult Care received 58 compliments more than the 38 received the previous year –

I think it's important to let you know that my father has been thriving on the Day Centre so much so that his enjoyment and happiness I feel has impacted positively on his health. He has had so many fewer visits to the doctor this year, his mood is generally much improved and since Havenhurst has been collaborating with the Torch Theatre and WNO, I can only say there has been a marked improvement in his overall health and well being.

Managed Care Adults

... the support Tara offered to S and her mother turned S life around. She is now engaged with college and has continued to work to make positive changes for herself and in her family relationships.

Team Around the Family

I would like to thank all the staff at Havenhurst for all the care I had when I was there, it was like home from home.

Havenhurst Care Team

From a Dr – "I wish to highlight what I feel to have been an example of excellent social work practice and decision making under very difficult circumstances. The Childcare Social Services Team were involved resulting in a Case Conference where her unborn baby was placed on the Child Protection Register at birth. I am conscious that social workers are often criticised for their actions, however I would like to complement the actions of Pembrokeshire Social Services in this case. "

Child Care Team

I just wanted to thank you for the support you have provided our client and subsequently the support and reassurance its provided me, I really appreciate how much time and energy you've put in to this case and how you've advocated and supported her. I feel I've learnt a lot from your involvement and it's really reassuring to know that you and your team are available to clients when they really need help

Integrated Safeguarding Team

"It was a pleasure to meet you today, thank you for everything you have done for G. I thought that you handled matters most professionally and compassionately and I have every confidence that together we have arrived at the right conclusion. It was uplifting to see G in such good spirits

Joint Discharge Team



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 2019/20.

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?

Prevention Services

We planned to work on the continued development and implementation of preventative services across both adults and children's services in order to improve outcomes and to manage the demand for statutory social care services. This was a key priority identified within the corporate plan during 2019/20 and supports the objectives of 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, resilience and resourcefulness in communities, we can delay or even prevent the need for social care. We also planned to assess the need to develop integrated family centres and community facilities so that families can access 'drop in' support.

We planned to evaluate our community connector service and use the findings to inform a future model of service delivery. We also aimed to develop stronger links with our City, Town and Community Councils seeking to develop initiatives such as: community champions: time banking; compassionate communities; volunteering and intergenerational buddying.

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.



- Applying Continuing Health Care guidance into package funding decisions in adult's and children's services
- Additional capacity to improve debt collection.
- Co-producing new models of day services.
- Reducing high cost out of county placements and enabling 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.

Direct Payments

We planned to increase take up and develop direct payment co-operative to ensure that service users are able to take control of managing their own care delivery decisions.

Financial and Business Support Service

We planned to implement a service restructure to address the back log in residential care financial assessments and to develop a flexible and responsive service which is able to meet the needs of the social care business processes.

We also planned to create an appointee and deputyship team to support people who lacked capacity to manage their own financial affairs and are unable to access support from their family or key representative.

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

4.1.2.1 Our Adult Services Preventions Model

Developing resourceful communities is integral to our preventions strategy. There is a rich diversity of community and third sector support services in Pembrokeshire. Our assets include:

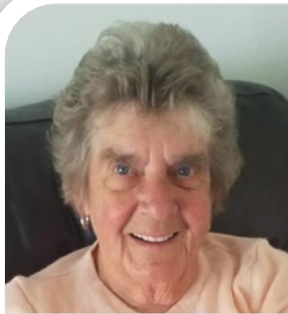
- 77 City, Town, & Community Councils;
- Community Associations, Community Forums, Transition Town Groups;
- Over 80 community action plans have been developed;
- A network of community buildings offering local access to a wide range of services activities and events;
- An ageing population which means there are people with time, energy and enthusiasm to get involved and volunteering in community led services;
- Experienced citizen engagement and community development practitioners;
- Over 1000 voluntary and community groups active in the County;
- Tens of thousands of volunteers, people who are active in their communities and unpaid carers.



Community Connectors

Following a very successful, independently evaluated 2 year pilot, the Community Connectors approach continues. Originally match-funded through the LEADER programme, the team is now funded by Pembrokeshire County Council and Hywel Dda University Health Board via core and various grant funding streams. The team are employed by PAVS and their function is as follows:

- Connect people to the services available within Pembrokeshire and within their own villages and towns
- Identify community champions and potential volunteers and support them to channel their skills and enthusiasm into organised activity
- identify gaps in services and help connect people to grow new ideas into activities and services
- Develop and update information resources on DEWIS and infoengine databases about locally available support for people and their families.



Mandy and her mum were referred to the **Community Connectors** service by a social worker.

This is their story.

Community Catalysts

‘Building Pembrokeshire’s Capacity to Care’ uses the Community Catalysts methodology to support the development of a network of micro-providers and social enterprises providing a range of flexible, person-centred and high quality local care, support and well-being services that give people real choice and control over their care.

The 2-year project supports the setting up of local micro-enterprises or social enterprises to offer a range of care, support and well-being services that support people to live independently for longer in their own homes and communities. The project also works with embryonic or established micro and social enterprises, who want to improve their governance and business practices and/or develop new services to meet identified needs. The project helps service



commissioners and practitioners to understand what needs to change (culture, systems and pathways) and will then help them to implement those changes to bring about a transformation in the way domiciliary care and support services are provided in Pembrokeshire.

The Caring Communities Innovation Grant

The Caring Communities Innovations Grant Scheme administered by PAVS on behalf of Pembrokeshire County Council and Hywel Dda University Health Board aims to:

- Develop locally-led innovative projects based on local need,
- Improve care coordination between social services, health, housing, third and independent sectors,
- Focus on preventative care and to avoid unnecessary hospital admission or delayed discharge
- Improve the resilience of local communities and their ability to support frail older people to access and enjoy their normal network of community and family relationships.

This scheme offers small grants of up to £5,000 to voluntary and community groups and social enterprises, Town & Community Councils. Over the last 5 years £180,584.45 has been awarded, funding 57 unique and innovative projects.

CASE STUDY

Memortal/Cofio was a Span Arts led collaborative research and development project. A number of pilot projects were implemented to test how digital technology could be used creatively to increase connectivity and reduce loneliness and isolation. Memortal involved working with a variety of people who were either dying, wanting to prepare for their death, who are isolated, risk of dying alone and relatives of people who have died. The aim of the project was to design a digital application for helping people create their own memorials, celebrating their life or that of a loved-one. Span Arts is seeking funds for a second phase to work with participants to refine the design.

Click on the image to view the video



CASE STUDY

Another project funded through this programme is the Remote Choir. From Winter to Spring 2018, Span Arts worked with a group of isolated people unified by their love of singing. They were the Remote Choir. Singing facilitator and songwriter, Molar, visited each of the group



several times in their own homes or care homes, singing old remembered songs and learning new ones. Many of the participants contributed words about their life experiences, which formed the song that Molar wrote: "Song About My Life".

Film funded by Arts Council of Wales

Click on the image to view the video

4.1.2.2 Our Children's Services Preventative Model

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.

A key strand of the Strategy and our commissioning reviews within Pembrokeshire will be to assess and evaluate the opportunities for further prevention activities. This will support and allow directorates and services to improve outcomes and mitigate against future demand.

We receive around approximately £4.5M of funding through the Children and Communities Grant and these funds are used to Commission a variety of initiatives through the Flying Start and Family First programmes. This grant is more flexible than it was in the past and as an example we are now able fund travel costs for people from rural areas with limited transport to attend group work.

The seven programmes in the Children and Communities Grant are:

- Flying Start
- Families First
- Legacy Fund
- Promoting Positive Engagement for Young People
- St David's Day Fund
- Communities for Work Plus
- Childcare and Play



Flying Start

Flying Start provides a range of services to support both parents and children in their early years. Flying Start is targeted at children aged 0 – 3years 11months. Several areas in Pembrokeshire can access the programme, including some postal codes in the following areas:

- Pembroke
- Pembroke Dock
- Milford Haven
- Haverfordwest
- Neyland

Flexible funding within the Grant will provide opportunities to extend Flying Start Services to increase the reach of the project across the County for all 0-4's requiring early help.

There are 4 elements to the programme:

- Health
- Childcare
- Early Language Development
- Parenting

SNAP

This is the Special Needs Assessment Playgroup which provides play groups for children with special needs aged 18 months to 5 years. The focus of the provision is to integrate the child into a suitable playgroup or educational settings.

Emotional Health and Wellbeing Service

This service provides an early help service to improve the emotional health and wellbeing of vulnerable children.

Action for Children (The Hawthorn Project)

A targeted family support service to families with a child with a disability. Individual support may be offered along with group work.

Team around the family (TAF)

The TAF approach brings together a network of practitioners who work together to agree a plan and deliver support to meet a child or young person's assessed needs. They work directly with the family or young person.



TAF is linked together by the TAF worker who co-ordinates the delivery and review of the plan/intervention. The child, family and young person's participation in their plan underpins this model and they are central in all considerations, including deciding the level of involvement they feel appropriate.

The TAF team are also supported by a Community Connector. This worker assists in mapping resources and services and adds value to the Community by providing effective signposting through both Dewis Cymru and infoengine.

Over the May half-term break our Team Around the Family (TAF) team members organised a FIVE project over two days with a group of children. Pembrokeshire Coast National Park Authority (PCNPA) helped facilitate the activity on Day 1.

Despite the relentless rain everyone was having fun and immersed in the activities. On Day 1 they went from the beach and rock pools to the woods and building a shelter to having lunch around the campfire. On Day 2 they built on the skills the children had learnt on day one, which included building more shelters, and an 'Egg Drop' and cooking cheesy bread over the fire.

The children started out as strangers and ended up as friends.

Around the campfire children were asked "What was your favourite thing from the last two days" and to score out of 10 how much fun they had.

"Everything, Rock pooling"	10/10
"Everything, Egg drop"	10/10
"Everything"	10/10
"Caleb's face eating seaweed!"	10/10
"Egg drop"	10/10
"Fire, popcorn, marshmallows, bread"	10/10
"Making shelter, cooking the cheese bread"	10/10
"Making new friends"	10/10
"Boggarts / woodland puppets"	10/10

Youth Provision

Pembrokeshire Youth deliver alternative curriculum provision and offer additional support to vulnerable learners. The service has a full-time Youth Worker in each of the secondary schools, the largest secondary school (Haverfordwest High) has two posts for which it makes a financial contribution. The Pembrokeshire Learning Centre has two full-time Youth Workers and Pembrokeshire College has one full-time Youth Worker partly funded by the college.



Youth Support Grant will also focus on emotional/mental health & wellbeing and preventative work on youth homelessness and deliver the Prince's Trust Achieve programme/alternative provision for vulnerable pupils.

The Grant has supported new initiatives such as the roll-out of Enhanced Case Management (ECM). This involves co-production of a psychology led approach to addressing persistent reoffending behaviour amongst a relatively small but hard to reach cohort of young people. In practical terms, a psychologist from CAMHS will work with the Youth Justice Team case managers to profile and formulate the interventions which would be tailored and sequencing to best meet individual's needs. The underpinning theory is the Trauma Recovery Model but there is also a strong link across to the prevalence of Adverse Childhood Experiences.

The Grant has also enabled Youth Workers to support young people over 16 and their families to help them in accessing suitable education, training or employment.

The remaining strand of Grant income is used for Promoting Positive Engagement (for Young People) programme or PPE.

PPE was ring-fenced for Youth Justice and was previously called the Youth Crime Prevention Fund. The funding pays for three key elements delivered by the Youth Justice Team:

- A full-time Victim Liaison Officer to support the victims of youth crime, advocate on their behalf when appropriate and facilitate restorative justice interventions.
- The operation of the Bureau (Out of Court Disposal) process whereby four out of five young people who admit to committing an offence are diverted from the Court process towards a restorative justice outcome.
- Youth Engagement is the third strand which entails a rolling programme of crime prevention projects throughout the year as well as one-to-one and bespoke small group interventions. This project activity is also funded by the Police & Crime Commissioner.

All three PPE projects are currently being delivered on a regional basis across Dyfed-Powys which includes Dyfed Powys Police as a key stakeholder & partner.

In addition, wider youth services have received Families First funding to provide diversionary activities within communities to reduce anti-social behaviour.



Communities for Work+

The Communities for Work+ (CfW+) programme, alongside Communities for Work (CfW), is part of Welsh Government's national strategy, Prosperity for All and is one of the key components of Welsh Government's Employability Plan, aimed at addressing inequality and enabling people to fulfil their ambitions and enhance their and their families' wellbeing through secure employment.

CfW+ aligns with Welsh Government's National Wellbeing Goals by supporting the needs of the most vulnerable families and removing disadvantage by helping people towards and into work.

St David's Fund

The fund is to support young people who are or have been in local authority care to access opportunities that will lead them towards independent and successful lives. As Corporate parents the Council continue to support young people leaving care by funding travel passes to enable young people to attend college, employment and training, provide equipment and finance to support clothes to attend interviews, support enrichment and leisure opportunities to improve well being and provide access to a hardship fund to support rent management or general finance assistance.

The Legacy Fund

The aim of the Legacy Fund is to maintain the most effective aspects of the Communities First Programme to support the development of resilient communities, specifically supporting individuals living in, or at risk of poverty. The Legacy Fund is being used as part of PCC's early intervention and prevention programmes, including Families First, Flying Start and Supporting People, Communities for Work and the development of resilient communities.

Childcare and Play

The Early Years, Childcare and Play Team support the Private, Voluntary and Independent Childcare Sector to ensure that:

- Registered and unregistered after school Clubs and holiday clubs and number of childcare spaces maintained by type
- Development of new childcare places created and funded by the grant
- Qualification Audit of all staff- attending events and training
- Sustainability Grants for providers awarded and sustainability of site



4.1.2.3 Budget Efficiency Programme

Throughout 2019/20 we continued to deliver against our budget efficiency programme. We were requested to operate within a flat lined budget and were therefore required to identify 6 million pounds worth of cost reductions. Some of the ways we approached this are summarised below.

Releasing Time to Care

Our releasing time to care project is designed to ensure that we make the most of modern day equipment, which supports in the moving and handling of people receiving care meaning that they can be supported for by 1 carer rather than 2. Not only does this reduce the cost of the care package it also provides the customer with more flexibility in with their care. During 2019/20 we continued to extend the approach and reduced the costs of providing care by £66,000.

Click on the image to watch Rex's story:



Accessing Continuing Health Care Funding.

We believe that some of customers could be eligible for Continuing Health Care funding (CHC). If they are assessed as requiring CHC they receive free care at the point of delivery and their health needs are met via the Health Board budget. We have recruited two additional social workers to review packages of care for both children and adults. During 2019/20 we identified £389,000 of care costs eligible for continuing health care funding.



Debt Recovery

In 2018/19 we reviewed how much money was owing to us through the non-payment of care fees. The figure was in excess of £3 million. We decided to invest in a debt recovery officer to review our existing procedures and implement a programme of debt recovery. During 2018/19 we recovered £745,000 in outstanding debt. Our target for 2019/20 was £262,000 and we actually recovered £296,000.

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 afford people the opportunity 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.

Diverse Cymru offer a managed account service where they hold the DP money and make all financial transactions on the person’s behalf. This is free at the point of delivery for DP holders. During 2020/21 we will review our contract with Diverse Cymru in order to deliver future improvements.

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 a worker who supports 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.

Our catalysts for care project is being delivered in partnership with PAVS, PLANED and Community Catalysts. The project provides bespoke support to develop micro and social enterprises who are offering personal care and support options. The purpose is to diversify the current market into providing creative alternative offers which will increase the services



available for all people including those opting for Direct Payments and reduce people waiting for care and support.

We have also been developing a series of pilots linking our Day Opportunities and Domiciliary Care. The aim is to develop an Individual Service Fund, which will complement changes to Direct Payments. We are aiming to produce a system which is strength-based focusing on what people can and want to do, or could do with the right support and finding ways of making it happen. The service fund will provide higher levels of flexibility and choice but with lower levels of responsibility for customers than Direct Payments.

During 2019/20 we held briefing sessions for all our Social Workers to ensure that they have enough knowledge to promote the scheme as widely as possible. We are pleased to see that this resulted in an increase in take up.

4.1.3 Our Performance

4.1.3.1 Adult Services

Qualitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20
People who are satisfied with the care and support they received.	92%	95%	96%	94%

The responses to our survey for 2019/20 demonstrate that 94% of our adult service users are satisfied with the care and support received.

Quantitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
% of adults who have received support from the information advice and assistance service and have not contacted the service again during the year.	70%	82%	80%	80%	84%

4.1.3.2 Children's Services

Quantitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
% of assessments completed for children within statutory timescales	N/A	99%	100%	100%	92%



There has been a slight decline in our performance for this year, which relates to some difficulties in being able to recruit to key front line social work posts.

4.1.4 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 continue to deliver against the budget efficiency programme by being as efficient as possible and exploring new ways of working
- We will review the DP contract with a view to implementing an improved service offer and an increase in promotion and take up.

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 2019/20 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 planned 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 and support 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 and expand 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 the Council 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.



Changes were made to the staffing structure to enable a more responsive and effective reablement service. Additional Occupational Therapists are able to tailor packages of support to best meet an individual's outcomes.

The changes made to the service are shown in the table below

Original Team Structure	Revised Team Structure
	1 x Manager
1 x Team Leader	5 x Team Leaders
0.5 x Occupation Therapist	3.3 x Occupational Therapists
	1 x Care Co Coordinator
27 x Support Workers	35 x Support Workers
1 x Trainer	
1 x Administrator	1 x Administrator

We have been able to focus on increasing the number of support workers and management capacity to ensure high levels of performance across the service. The reablement waiting list has steadily reduced from 81 customers before restructure to 15 in July 2020.

Intermediate Care

Intermediate care is a range of health, social and third sector services working together to meet peoples' needs and to avoid unnecessary admission to hospital. 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.

Hospital discharge process

We have continued to support acute and community hospitals as much as possible. We have placed some addition social work capacity to the joint discharge team temporarily to improve hospital discharge. Work is ongoing with partners in Health in relation to discharge to assess and recover pathways

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. We will develop and grow the service throughout 2020/21.



4.2.3 Our performance

Adult Services

Quantitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
The rate of delayed transfers of care for Social Care reasons per 1,000 population aged 75+	1.7	3.5	4.37	4	6.21
% of adults who completed a period of reablement and have a reduced package of care and support six months later.	90%	79%	77%	78%	87.46%
% of adults who completed a period of reablement and no package of care six months later	78%	67%	59%	65%	65.51%
The average length of time that adults aged 65+ are supported in residential care homes	1,222	881	855 days	NA	784 days
Average age of adults entering residential care homes	78	82	81 years	NA	86 years

The rate of delayed transfers is increasing steadily this is due to difficulties with the supply of domiciliary care and increasing complexity of demand. We have created additional intermediate care beds in our refurbished facilities on the sites of Havenhurst and Hillside residential homes. We expect that the intermediate care team will have a direct impact on our performance with regard to delayed transfers of care during 2020/21.

We have a number of change initiatives in place to improve our performance with regard to reablement, discussed in section 4.2.2. We are confident that we will see significant improvements in this area during 2020/21.

We note that the average age of people entering residential care homes is rising and consider therefore we are supporting people in their own homes for longer.



Children's Services

Quantitative Data for Looked After Children	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
% of children seen by a registered dentist within three months of becoming looked after	53%	47.2%	74.35%	75%	65%
% of children looked after registered with a general practitioner	99%	99%	99%	100%	83%

4.2.4 What are our priorities for next year and why?

Our priorities for 2020/21 are listed below:

- We will continue to work on plans to enhance our reablement service and develop plans for a reablement centre of excellence.
- 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 Council operated domiciliary care service in order to reduce waiting times for people. As part of this we will review our recruitment activities and initiate development to ensure we are able to reach wide sectors of the community.
- We will open a new intermediate care and reablement facility with 8 additional beds during 2020/21



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. Last year the council agreed a Corporate Safeguarding Policy. There is a detailed action plan attached to this policy and throughout 2018/19 we worked with partners to ensure its successful implementation.

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:	To demonstrate that the voice of children and adults affected by the work of the Board is central to our work and that the views of children, young people, adults at risk, their families and frontline practitioners inform practice and shape services.
Systematic Learning:	To continually develop and improve the way we work so that outcomes for children, young people and adults at risk improve.
Increased Knowledge and Skills:	To be assured that we know the people who are most at risk in our region and effectively safeguard them.
Strong Leadership, Influence and Challenge:	To provide robust strategic leadership and effective challenge across the partnership and influence the national agenda in relation to Mid & West Wales safeguarding priorities.

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?

4.3.2.1 Regional Safeguarding

Working with the partners from the regional safeguarding board we have contributed to the delivery of their key outcomes for 2019/20 as listed below.



Better Engagement

- Agencies and board partners have implemented processes at a local levels to capture the voice of people who use services and vulnerable groups
- The voice of children and young people directly feed into the Board and its work
- An improved website supports practitioners in safeguarding work, and continues to help raise awareness of citizens' responsibilities within communities and encourage them to report concerns in respect of people who may be at risk.

Systematic Learning

- We have clear plans in place to support robust staff recruitment and retention practice and we understand our areas of weakness and vulnerabilities
- We have advanced and clear plans in place to support the VAWDASV 2015 (Wales) legislation and this work is now firmly embedded into the Regional Safeguarding Boards' structures
- Strong and effective safeguarding practice in regional commissioning work is evolving and has been strengthened

Increased Knowledge and Skills

- The numbers of Practice Reviews and MAPFs taking place across the region have increased significantly, and methods for sharing lessons with practitioners have been strengthened.
- The publication of improved regional guidance for adults at risk, supports a more consistent approach.
- Application of consistent thresholds across the region has improved the quality of referrals and reports received.
- Work streams to raise awareness of risk factors associated with suicide have been strengthened across agencies.

Strong Leadership, Influence and Challenge

- Referral pathways and forensic services for children who have been sexually abused in Mid and West Wales have been improved.
- The Wales Safeguarding Procedures have been successfully launched and are now being used by multi-agency practitioners across the region, supporting personal outcome focussed practice.



PCC directly contributes to the Regional Safeguarding Board through the Local Operational Group (LOG). Listed below are the activities completed by LOG during 2019/20.

- We have developed a performance framework and the supply of data is embedded into our Local Operational Group (LOG) agenda. The comparison of data across Local Authorities stimulates and discussions on best practice and problem solving.
- We have adopted a more focussed data analysis item at the LOG, examining in detail each key safeguarding indicator.
- We support the Junior Safeguardians in their work and members report progress regularly at the LOG.
- Pembrokeshire have chaired this sub-group, and have contributed to the work of the regional plan.
- We have attended the Conversation Café in Pembrokeshire County Hall to provide information to staff regarding National Safeguarding Week as well as information about the Regional Safeguarding Board, including promotion of its new website and social media sites.
- The Junior Safeguardians conference was held at the Archives in Haverfordwest. Secondary school pupils attended the Conference where they undertook the Keeping Children, Young People and Adults Safe Safeguarding e- learning module and completed a workshop on County Lines facilitated by Fearless.
- The Junior Safeguardians participated in a number of activities for example Pizza and bowling where they could engage informally with key decision makers in the Council to strengthen links, communication and engagement.
- The MAWWSB Regional Safeguarding Conference was held at Pembrokeshire College. The theme was Celebrating Signs of Safety across the Mid and West Wales Region with guest speakers including Professor Eileen Munro, Bev Edwards and Andrew Turnell.
- Regular reports are presented to the Board on performance for adults and children's services to enable robust scrutiny.
- A local programme of compliance and practice audits is in place and performance and key themes are reported back to the board.
- The Pembrokeshire safeguarding team have contributed significantly to running Practice Reviews in the region.
- We have worked with partners to development a Practice Review Toolkit to improve, standardise and help facilitate adults & children's practice reviews for the region.
- A Local development programme has been established and integrated into LOG reporting.
- A number of Learning Events have been held with regional colleagues observing as best practice.
- Pembrokeshire are chairing the development of regional MAPF structure and process.



4.3.2.2 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 their liberty a resident or patient who lacks capacity to consent to their care and treatment in order to keep them safe from harm. The law 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 of access to prompt judicial proceedings to challenge the lawfulness of their detention.

The Authority as a 'supervisory body' is responsible for undertaking and authorising the qualifying DoLS assessments. The DoLS team was expanded in 2019 in response to an increase in referrals. The team now has two accredited Best Interest Assessor, an administrative coordinator and an Assistant Team Manager. Over the last three years urgent assessments have been steadily increasing.

- 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 and authorised 156 assessments, 52 urgent and 104 standard.

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 offers support and guidance to other adult social work teams and care providers.

The Mental Capacity (Amendment) Act (2019) introduced the Liberty Protection Safeguards (LPS) system to replace DoLS. The intended implementation date of 1st October 2020 has now been delayed until 1st April 2022. LPS will bring key changes to the current arrangements under DoLS:

- Wider scope of the safeguards – location / setting and age
- Approved Mental Capacity Professionals (AMCP) rather than Best Interest Assessors
- No more urgent authorisations
- 'Supervisory body' replaced by 'Responsible Body'
- Necessity and proportionality rather than best interest requirement
- Renewals, 1 year, 1 year then 3 year



Liberty Protection Safeguards Planning for Implementation

The Government will undertake a public consultation on the draft regulations and Code of Practice for LPS. That will run for 12 weeks, allowing sufficient time for those that are affected, including those with learning disabilities, to engage properly. The updated Code and regulations will need to be laid in Parliament to allow for proper scrutiny. It is anticipated this will happen well in advance of the target implementation date, to allow for both scrutiny and some of the regulations need to come into force earlier. Final Code/Regulations are hoped to be in place by October 2021.

The DoLS team will continue to undertake its core business of assessing priority referrals whilst supporting the Authority to prepare for the implementation of the Liberty Protection Safeguards. The team will be focussing on the following key areas to support LPS implementation:

- Sharing expertise
- Strengthening knowledge of MCA 2005 in front line teams
- Adapting assessment tools to evidence necessity and proportionality
- Identifying sources of advocacy (Regionally)
- Local impact assessment

4.3.2.3 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 Child Case Study

E is 14 years old. She was referred to our advocacy service by her foster carer.

E's foster carer advised that Emma wanted to move placement. The foster carer explained that she wanted to support E and had tried to find out the reason why E wanted to move, but E had said she did not know why. The foster carer explained that the situation was not only impacting upon E but also her own children and thought it best to refer to an independent advocate to seek E's views.

The advocate spoke with E's about her feelings regarding her placement. E initially expressed that she found it difficult to say why she was feeling this way. Through further discussions with the advocate, E was able to recognise that some of her feelings regarding her placement were jealousy of the foster carer's close relationship with her birth children and how E had wanted the same type of relationship with her own birth family. E kept reflecting back and making comparisons, knowing she did not have the same experience. The advocate was able to talk in depth with E about these feelings. She reassured E that these feelings were natural. She also helped her to recognise the positives of her placement. E told the advocate that she felt the most sensible thing was to stay at the placement for now and to review the situation later with her social worker if she needed to.

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



The table below shows the number of hours of advocacy support provided to Pembrokeshire people during 2019/20.

Advocacy Service - Service Hours 2019/20				
	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Independent Advocacy	560	582	623	620
Citizen Advocacy	25	22	10	5
Peer Advocacy	25	23	20	10
Self Advocacy	30	27	15	7

"I am not sure I could have managed to deal with the situation if I had not had the support of [Advocate]"

Adult Advocacy Case Study

What was the identified outcome at the start of the case?

- The client wished to raise a complaint with the health board regarding delays and failures in the treatment for his mental health.

What was the end result?

- The client was transferred from another advocacy service. He had aimed to write the complaint himself, but this took a long time and was difficult for him.
- DH helped summarise and finalise the complaint, submitted it to the health board and dealt with any correspondence.
- The client was disappointed with the written response after the investigation and considered going to the Ombudsman.
- DH supported at psychiatrist appointments.
- The client's support from the mental health team improved considerably.
- As a result the client decided not to go to the Ombudsman.

Was this a positive or negative outcome for your client?

- The end result was positive for the client. His therapy resumed and was going well. He now felt he had good support from the mental health team. The client felt this was largely due to the help from advocacy.



4.3 Our performance

Adult Services

Quantitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
% of adult protection enquiries completed within statutory timescales	71%	83%	80.5%	80%	87.65%

With regard to the number of reports received relating to adults suspected of being at risk we have seen a significant increase from 1095 in 2018/19 to 1611 in 2019/20. However, not all of these referrals proceed to an enquiry. In 2019/20 we actually dealt with 324 enquiries, which is significantly more than the 232 dealt with in 2018/19. The adult safeguarding team have performed well to deal with the increase in demand as well as improving performance with regard to the percentage of enquiries completed within statutory timescales.

Children's Services

Quantitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
% of re-registrations of children on local authority child protection registers	9%	4.4%	4.25%	5%	13%
The average number of days for all children who were on the child protection register during the year.	160	177	206	250	169.16

The number of children on the child protection register has steadily increased over the last 3 years: on the 31st March 2017 there were 36 children, 59 in March 2018, 68 in March 2019 and by March 2020 this figure had increased to 81.

The percentage of re-registrations is higher than anticipated.

4.3.4. What are our priorities for next year and why?

As part of our Regional work with the safeguarding board we will support the following initiatives:



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 will also review our adult and children safeguarding teams with a view to implementing a more robust efficient and effective integrated service.



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 as they pursue further education.

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 co-produce a new model of day opportunities. We have worked with key partners and advisers such as Peopletoo, the learning disability partnership board and individual learning disability champions to identify a Hub and Spoke model offer.

During March 2020 we had to suspend the operation of day opportunity centres because of the covid 19 pandemic response arrangements. 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 offer.

Through ongoing engagement the model is being enhanced to forge greater links between communities, commissioned providers and Council provided 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, and hence meeting their individual outcomes where people have a voice and control.

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.

4.4.3 Our Performance

Adult Services

Qualitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20
People who are satisfied with the care and support they received.	92%	95%	96%	96%

Children's Services

Quantitative Data for Looked After Children	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
% of looked after children who, during the year to 31 st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements	10%	12.6%	8.24%	10%	16.8%

4.4.4. What are our priorities for next year and why?

We will continue to work on enhancing our day opportunities and residential college placements for adults.

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 develop Reablement units at the Havenhurst and Hillside care home sites to provide a facility for people leaving hospital requiring Reablement based support.
- We planned to work with our regional partners to consider opportunities within the region to develop a regional children's complex needs facility.
- We planned to use ICF funding to open a mother and baby assessment centre.
- We planned to implement a LAC reduction strategy.
- 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?

4.5.2.1 Intermediate Care Bungalows.

Two Reablement units are fully operational.

4.5.2.2 Regional Childrens Complex Needs Facility

An original proposal for the complex needs facility was drafted in October 2019. The proposal seeks to redevelop the Rhyd Y Gors site in Carmarthenshire, to provide a respite provision along with a longer term care provision. It is proposed that a team within the therapeutic care provision work intensively with educators in phase 3 and 4 of the behavioural and wellbeing provision as well as families and foster carers. The drive will always be to return children to live with families or foster carers with a package of appropriate training and support. There will be robust systems in place for effective collaboration with Education and Children's Services partners to ensure timely assessment and planning for children. There will be an integrated strategic approach with Education and Children's Services and will make best use of the Edge of Care Services and the 4 Phase Behaviour Transformation Model. The provision will be for children age 11-18 years. In order to move forward on the project the partners have been considering the following matters:

- The establishment of a Complex Needs Regional Steering Group, to take the project on from the current outline proposal through its stages of more detailed design and development, and on to completion.
- The development of a detailed revenue plan, that considers a variety of the financial elements of the project. For example, the breakdown of costs for any placements where these are spot purchased; alternative ways that a partner local authority can financially secure beds at the placement; plans for use of any 'income' generated by the project and how each partner will have their evidenced needs considered alongside those of the other partners.
- The establishment of a regional management group and/or a regional allocation panel that has responsibilities for making decisions on allocations of vacancies, referrals and matching, and that allows compliance with regulations surrounding decision-making to place children outside of their home county. Consideration will be given to this group/panel having operational links with each local authority's own complex needs panel. It may be that this project brings forward a discussion about amalgamating the 3 counties' complex needs panel into one single regional panel, as being the most effective way to consider allocation of services from the resource.



4.5.2.3 Mother and Baby Unit

We have begun phase 1 of developing a Parent and Baby resource, to initially provide local support and assessment capabilities, with a view to developing it into a residential assessment unit in the longer term. This is a significant improvement as Mothers will no longer need to leave Pembrokeshire to access these types of facility.

4.5.2.4 Reducing the Number of Looked After Children.

We have been developing a comprehensive 3 year LAC reduction Strategy. In order to deliver improvements we will be undertaking the following actions throughout 2020/21

- Our Corporate Parenting Team will continue to work with families and children to revoke orders where it is safe and appropriate to do so.
- We monitor the number of LAC on a weekly basis and it has been agreed that we will not set a target for the reduction of LAC placed in settings other than with parents/relatives/friends. This is because predicting numbers entering care, or who may come close to entering care, is impossible, and therefore renders any attempt to target a 'reduction' also impossible.
- A key focus for us is to ensure that LAC placed with parents/relatives/friends, do not remain on care orders for any longer than is safe to do so. To this end we have set reduction targets for these. (Please see table below.) However, it must be accepted that as with the overall number of LAC, these categories of placements will change according to assessed risk and need.
- It is proposed that from October 2020, an additional social worker will be appointed on a short term basis, utilising Edge of Care ICF funding, in order to concentrate on the revocation of Care Orders in respect of 8 children.
- From August 2020 a group will begin meeting 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.



4.5.2.5 Carers

Throughout 2019/20 we have been working to support our carers. We have delivered the following actions in order to meet their priorities:

- Provided Respite and Emergency Respite support;
- Reviewed and reconsidered the model of respite provision and how it can better meet carers needs;
- Helped people access individual carers grants and leisure passes
- Helped with Short Term Replacement Care (pre assessment support)

We have promoted carers and the role they play through a number of initiatives:

- By achieving Investors in Carers Awards;
- By promoting the role of carers on hospital wards;
- By working with Community Connectors and other voluntary organisations;
- And by developing the Carers recognition card and emergency card.

We ensure that carers are able to access information, advice and assistance in the following ways:

- Carers Information and Support Service (PCISS)
- Carers Groups (Over 30 across county)
- PCC Website and media

Our estimate is that specific targeted information and advice has been provided to over 3,000 carers across Pembrokeshire in the year 2019/20.

Within Pembrokeshire we support a wide range of initiatives and organisations to ensure carers are able to access support:

- Hafal Crossroads deliver the Pembrokeshire Carers Information and Support Service (PCISS). In 2019/2020 they had over 2600 carers registered, all of whom have received information, advice and guidance relating to their caring role.
- Action for Children deliver a Young Carers Service. They supported 190 young carers up to the age of 25. They provided people with information and advice, support groups, 1:1 consultations, emotional support and counselling sessions.
- The Hatch Social Enterprise Café offers an opportunity for young people with disabilities and young carers to volunteer and gain valuable life skills, experience and qualifications. As well as making friends and offering family carers a break from their caring role.



- Short term respite care is delivered by Hafal Crossroads. The service provides responsive and coordinated support to carers of adults for an interim period of time during which a carers assessment can be completed. The support includes the delivery of short term breaks in order to prevent carer breakdown and enable carers to continue in their caring role.
- A respite service for carers of people with mental illness and dementia is delivered by Hafal Crossroads.
- Mind Pembrokeshire provides support for carers of people with mental ill health giving crisis, emotional and social support through befriending schemes and a drop-in service.
- Support for carers of people with Parkinson's is delivered by Parkinson's Disease Society. The service supports both carers and people with Parkinson's disease by providing a weekly drop in. Carers attend together with those they provide care to, and are able to spend time with other carers who understand their experiences and are able to offer each other support.
- Cars for Carers is a scheme delivered by Volunteering Matters. It provides cars for unpaid carers to take them on essential journeys.
- Carers are provided with training on topics to support them in their caring role and to look after their own health and wellbeing. These courses are delivered in partnership between Pembrokeshire County Council and Hywel Dda University Health Board
- Support to enter employment is provided for carers through the Workways + programme delivered by Pembrokeshire County Council.
- There are over 40 community-based groups that support carers. Pembrokeshire County Council provides a small carers grant scheme that is open to community groups and organisations to improve the support they are able to provide to carers. This initiative is increasing the amount of provision available in local communities.

During 2019/2020, 411 assessments were completed for carers of which 350 led to a care and support plan being prepared with consideration of the carers' needs and aspirations.

Overnight residential care (respite) is a service to support carers and provide relief for short periods of time. During 2019/2020, 15,043 nights of respite were provided to Pembrokeshire carers.



4.5.3 Our Performance

Children's Services

Quantitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
% of children supported to remain living with their family at home	85%	80%	76%	76%	74.49%
% of looked after children who returned home from care during the year	28%	22%	16%	16%	18.5%
% of looked after children on 31 st March who have had three or more placements during the year	11%	13%	8%	10%	11.5%

4.5.4 What are our priorities for next year and why?

- We will continue to work with partners on the development of a children's complex needs facility.
- We will identify opportunities to enhance the accommodation provision we have available to Looked After Children and Care Leavers.
- We will continue to explore opportunities so people can enjoy residential supported living college placements in Pembrokeshire.
- We will continue to support carers in the role by supporting a wide range of initiatives.
- We will review our respite provision

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?

Our priorities for 2019/20 are listed below.

- We planned to implement a local accommodation plan linked to ICF capital programme.
- We planned to review our Homelessness Support and Facilities
- We planned continue to develop supported employment opportunities for people with disabilities.
- We planned to 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?

4.6.2.1 Review of Homelessness Facility

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 future homeless options will be considered during 2020/21.

4.6.2.2 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. We have opened a café operated by people with a learning disability and autism in Milford Haven Leisure Centre. The café provides 46 hours paid work to 6 people each week it also provides work experience for 5 more people. Everyone who works in the café has a training plan and learns new skills. Jade says that *“Working here has helped me come out of my shell and I have more confidence”*

We have also opened a farm shop run by people with a learning disability at Scolton Manor. The shop gives people with a disability a chance to learn retail and customer service skills. The shop sells items made by Norman Industries and by people in Pembrokeshire. The shop provides 52 hours paid work to 6 people each week.

New activities planned for 2020 include working with Paul Sartori and Scolton Manor

Workways+ works with people who are over 25 years old who have a learning disability or autism. The team will speak with employers to find the right jobs for service users and to make sure they sure get all the support they need. During the year Workways+ has supported 157 people with disabilities and helped 10 people with disability move into employment. It has also helped 71 people with disability to volunteer.

4.6.2.3 Learning Disability Strategy

The Circle of Support diagram below shows the key focus of work for the Learning Disability Strategy during 2019/20.





Below is a list of all the activities completed by the Team responsible for implementing the Learning Disability Strategy:

- A website has been developed. www.accesspembrokeshire.co.uk. The website was written by people with a learning disability and Autism. It was launched in May 2019
- The easy read group have made a bus timetable with clock faces and pictures to support independence. People with a learning disability helped the Health Service and the Council design the new timetable. The timetables were launched in December 2019 and are available in paper form and on the PCC website.
- 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. The members of the Dream Team work together with the Learning Disabilities Programme Group (LDPG).



The LD Charter was launched in August 2019. The LD Charter was written by people with a learning disability. The Charter has been signed by over 100 groups and organisations. In the future we want to design a Quality Mark for the Charter

We have employed a Health Check Champion, Courtney. The Health Check Champion's job is to promote better health for people with learning disabilities. Courtney will talk to GPs and nurses and highlight the importance of good communication and using words that are easy to understand. Courtney will also promote annual health checks so that more people with learning disabilities know about them and get them.

We have employed four LD Champions: James Salliss, James Dash, Rachel Bailey and Rhys Eynon. Each of the champions has a special role and has completed a range of activities as outlined below.



James Dash - LD Champion - Communication

"I have interviewed people for jobs in LD services.

I have helped make things easy read.

I have done Autism training.

I am the chair of the Dream Team.

I tell people about the LD Charter.

I work with lots of people from different organisations."

Rachel Bailey - LD Champion - Employment

"I work at Norman Industries.

This is my first job.

I get training in a step by step way.

I enjoy going to events and speaking to people.

I have Access to Work to support me with travel and communication.

My work has meant the Council has become a Disability Confident Leader.

We also won DWP's 'Inspirational Employers Award.

I enjoy my job.

I feel more confident."



Rhys Eynon - LD Champion - Community

"I am collecting stories about how people's lives have changed.

These are called "Most Significant Change" stories.

I talk to people to find out what has been good and bad about the things they have done.

The stories tell us how the work we are doing has changed a person's life.

I will write a report to tell people what has worked or not.

The Council or Health Service will change services to make them better."

4.6.2.4 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.

With regard to developing appropriate accommodation we have reviewed the Strategic Accommodation Needs & Demand Assessment published for Older People and people with a Learning Disability (available off West Wales Care Partnership web site). We have also reviewed information available from the Housing Learning and Improvement Network (LIN). This is a sophisticated network bringing together housing, health and social care professionals in England, Wales, and Scotland to exemplify innovative housing solutions for an ageing population. The findings of our research has influenced the development of a local accommodation plan.



4.6.3 Our Performance

Adult Services

Qualitative Data	Achieved 2016/17	Achieved 2017/18	Achieved20 18/19
People reporting that they live in the right home for them	87%	93%	93%
People reporting they have received care and support through the language of their choice	94%	99%	99%
People reporting they chose to live in a residential home	62%	70%	66%

Children's Services

Quantitative Data	Achieved 2016/17	Achieved 2017/18	Achieved 2018/19	Target 2019/20	Achieved 2019/20
% of all care leavers who are in education training or employment at 12 months after leaving care	80%	64%	50%	60%	43.5%
% of all care leavers who are in education training or employment at 24 months after leaving care	55.5%	76.5%	38.98%	45%	53%
% of all care leavers who have experienced homelessness	21.21%	17.6%	21.42%	20%	6.48%

4.6.4. 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 key priority is to ensure that the social care workforce has the knowledge and skills to meet our objectives and that people who use services are supported by skilled, competent and valued staff. In March 2020 contingency plans were put in place to ensure that essential training required to provide safe and effective care to vulnerable people continued to be delivered. A comprehensive emergency response training programme was developed for internal and external staff, including those redeployed and recruited temporarily into care settings to help cope with the impact of the Coronavirus pandemic response. This included new essential manual handling and safe administration of medication courses delivered virtually, as well as a suite of e-learning modules.

The Social Care Workforce Plan 2018 – 2021 reinforces the importance of providing opportunities for our staff to qualify as social workers to meet the recruitment and retention challenges. This year an additional five people were recruited in to trainee social worker posts to train alongside the eight internal students already seconded onto a social work degree programme, making a total of 13 student social workers in training.

The workforce plan also outlines the continued we receive from across the UK about our implementation of Signs of Safety. We have a comprehensive Signs of Safety Action Plan and a key priority is to further promote the Signs of Safety approach.

Recruiting and retaining both internal and commissioned direct care staff continues to be a challenge. While the impact of Covid-19 has highlighted the importance and value of our social care workers, the sector has been under huge pressure in unfamiliar and rapidly changing circumstances, with services impacted by staffing pressures and changes in practice to meet emerging guidelines including social distancing rules. Finding new ways of working, expanding our use of digital technology and working effectively with colleagues across the Council, we have been able to adapt our training delivery methods to vital training provision, induction and ongoing support for new recruits and staff redeployed to work in domiciliary and residential care as part of the emergency response.

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 in progress 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.

We are also redeveloping a dedicated social worker and social care recruitment area for our website to attract potential recruits from outside of the County, which will link in to the Social Care Wales website.

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.

- Roll out of Violence Against Women, Domestic Abuse and Sexual Violence Ask and Act training to public facing staff.
- To continue to focus on 'growing our own' Social Workers and Approved Mental Health Professional (AMHP) qualified staff.
- Deliver an Intensive 5 day Signs of Safety Advance Practice course for social workers to develop a deeper understanding of the approach and increase their skills in undertaking strengths-based risk assessments.
- Best Interest Assessor Level 7 qualification for seven social workers to develop an in depth understanding of, and reflection upon, the specialist knowledge and skills required in completing Best Interest Assessments to best practice.
- Child Protection Refresher for social workers – covering current messages from Child Practice Reviews, 'Signs of Safety' in Child Protection Casework, Information Sharing and 'Working Better Together'.
- Experiencing Dementia – two events held for 84 social care staff that guides attendees through a series of experiential exercises which provide a powerful insight into the experience of living with dementia.
- Pembrokeshire will host a regional Signs of Safety conference showcase event during safeguarding week in November for multi-agency attendees.
- A commissioning workforce development 3 year programme with an initial course delivered in March to commissioning staff.



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

Every year we undertake the annual training needs analysis and use the findings to prioritise the training delivered. We provided a wide range of training to internal staff, regional partners, external providers and the voluntary sector. This includes formal training towards professional qualifications, such as university courses in social work and awareness raising. To ensure more consistent and cost effective training for the workforce we have increased our e-Learning provision to enable learning to be quickly and effectively accessed from employees' places of work.

Key activities undertaken last year are listed below:

- A Joint Health and Social Care recruitment event was held for the first time in July 2019 with nearly 100 people attending the event. Adult and child care social work, foster care and 2 independent care providers had stands. There was a PCC Facebook promotional campaign where posts reached 44,000 people and 24,000 people watched the video.
- Two internal trainers achieved accreditation to deliver the roll out of the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Ask and Act training to 149 public facing staff between January and March 2020. Pembrokeshire County Council has performed well with 96% of its workforce having completed the VAWDASV General Awareness e-Learning Module.
- The new combined 'Safeguarding Children, Young People and Adults' e-Learning module continues to be accessible to frontline social care staff with 407 completions during this year.
- Four social services staff that were seconded to the Open University Social Work Degree qualified this year and all four were successful in attaining social worker posts across the service.
- Intensive 5 day Signs of Safety Advance Practice course delivered to 100 social workers.
- Pembrokeshire hosted a regional Signs of Safety conference showcase event during safeguarding week in November, with 200 multi-agency attendees.
- Three Approved Mental Health Practitioners qualified this year and a further 2 enrolled onto the programme in September 2019.

A wide range of other learning and development opportunities were provided during the year, including:

- 414 delegates attended a wide range of safeguarding training including Managing Allegations against Adults, Child Protection Processes and responses, Mental Health and Suicide Prevention, Adult Safeguarding Referrals and Threshold Guidance and Child Sexual Exploitation.



- 17 newly qualified social workers undertook the Post Graduate Consolidation of Social Work Practice.
- 8 social work practitioners enrolled onto the Best Interest Assessor qualification and 2 completed the Assessing Decision Making Capability qualification.
- Four sessions of Effective Recording Skills and record keeping for 60 social care staff across the sector.
- The Virtual Tour Bus and Experiencing Dementia sessions provided 112 people with meaningful person centred training in Dementia care.
- This year 119 people completed the Dementia Awareness e-Learning module by 31/03/20.
- 127 internal and multi-agency staff attended Signs of Safety Training.

In 2019/20 we trained 4,750 people. Face to face training remained popular before the pandemic outbreak, despite this 2,698 internal staff, 316 private sector staff and 124 voluntary sector staff attended courses. In addition to this there were 1,612 e-Learning completions demonstrating a continued emphasis on this way of learning.

5.1.3. Our Priorities for 2020/21

Our priorities for 2020/21 are:

- Due to social distancing requirements imposed to combat the spread of Covid-19, we will focus on alternative delivery methods such as Community Care Inform and developing our own Virtual Learning Platform to develop many new digital resources for most subject areas.
- Continue to monitor, progress and update the Social Services Workforce Action Plan to ensure that the priorities are met.
- Complete the development of a dedicated social worker and social care recruitment area for the website, to attract potential recruits from outside of the County and link in to WeCare Wales.
- 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.

5.5. Our Financial Resources and How We Plan For the Future

As in previous years we have faced significant financial pressures in 2019/20. 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	2016/17	2017/18	2018/19	2019/20	2020/21
	Actuals	Actuals	Actuals	Actuals	Actuals	Net original budget
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	13,364	13,165	12,697	13,308	13,584	14,395
Adult Care	44,241	45,700	47,894	51,697	53,989	55,082

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 there are significant pressures being carried forward into 20/21.

Delivering our Efficiency Targets for 2019/20			
2019/20	Efficiencies Targets (Inc Slippage)	Projected Efficiencies	How We Achieved the Efficiencies
	£ (M)	£ (M)	
Adult services	£5.6	£2.372	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



Delivering our Efficiency Targets for 2019/20			
2019/20	Efficiencies Targets (Inc Slippage)	Projected Efficiencies	How We Achieved the Efficiencies
	£ (M)	£ (M)	
			review of demand to ensure that clients are signposted to the most appropriate package of care. By collecting outstanding debts.
Children's Services	£0.107	£0.1	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 need to deliver against a cost reduction programme of over £3.9million across the whole department whilst we continue to work towards improving service user outcomes.

We plan to do this by continuing to implement the projects listed on the table below. In addition to those projects we will also continue to liaise with service users, their families and other organisations to ensure that everyone who has been assessed as needing to pay towards their care does so in a timely manner. To ensure fairness we will fully implement our debt recovery policies in line with the Act.

2020/21	Efficiencies Targets	How we Plan to Achieve the Efficiencies in 2020/21
	£ (M)	
Adult services	£3.246	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	£0.67	By Reviewing Direct Payments to ensure that packages are delivering as per care plans, as well as reviewing third party payments.

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.



5.6. 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.



Moving forward the RPBs will:

- Facilitate the building of strong relationships with the range of organisations which contribute to achievement of the national vision for health and care;
- Use their Area Plans as a robust platform for pooled budgets and joint commissioning arrangements in which housing will have a more prominent role;
- Drive the development at local level of new models of health and care, including primary and secondary care, working collaboratively with clusters and focusing on requirements in relation to the Welsh language and;
- Be subject to joint examination of their effectiveness by the Healthcare Inspectorate Wales and Care Inspectorate Wales.

5.7. 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 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.

The Corporate Plan for 2019-20 contains a well-being objective for Social Care. It notes that, we will continue to focus on prevention: helping people to stay in control of their own lives rather than becoming dependent on social services.

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.



Corporate Transformation Programme

Transforming the way in which the Council functions, operates and delivers services to its customers, whilst identifying cost reductions and increased income generation, is key to ensuring sustainable delivery of future services.

During 2019, the Corporate Transformation Programme was refocused around three key themes - Technology, Culture and Relationships. This aimed to clarify governance arrangements and structure, improve communication and ensure change is delivered at pace. A number of Social Services projects are aligned to the Corporate Transformation workstreams.



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

<http://gov.wales/topics/health/socialcare/act/?lang=en>

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

<http://gov.wales/topics/health/socialcare/act/code-of-practice/?lang=en>

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

<http://www.hywelddalhb.wales.nhs.uk/>

