

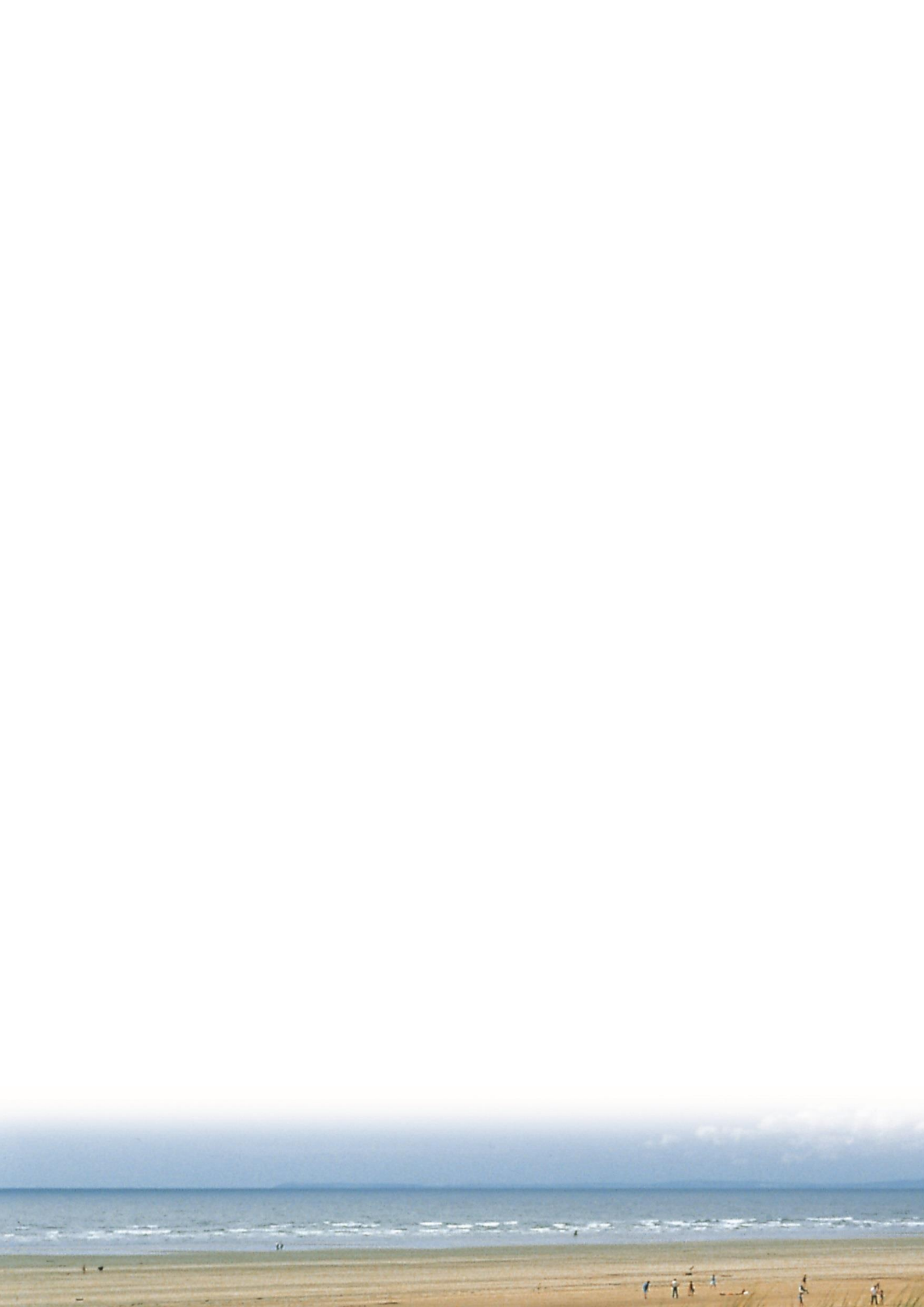
# Annual Report



Of the Statutory  
Director of Social Services  
2017 - 2018







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# 1 Introduction

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I am pleased to introduce my Annual Report as Statutory Director for Social Services in Pembrokeshire and to report on the progress being maintained in what are challenging times. With challenge comes opportunity and our approach is to grasp that opportunity and focus on new ways of working and seeking creative solutions based on 'what matters to people'.

This report highlights a number of significant improvements made during 2017/18 and the impact they have made on people's lives. We aim to deliver improved well-being outcomes for people who have support needs and it is pleasing to present the views of people which are attached to this report in visual content and on video.

We have continued to share our strategic objectives with people we support, staff, Council Members, partners and key stakeholders. The strategic direction is linked to statutory requirements but is informed by listening to what the people of Pembrokeshire tell us.

Some highlights from the year include achieving the British Association of Social Workers (BASW Cymru) Award for the Adult Services Professional Help Desk. The Professional Help Desk is the 'front door' to adult social services. We undertook a major reconfiguring of their processes and practice. The results were dramatic, cutting waiting lists from 200 to under 20, and waiting times from months to hours. Team morale significantly improved, and the pride in their work prompted them to apply for, and win the BASW Team of the Year award.

At the same awards ceremony, Kelly Hughes a senior social worker in Children's service was commended under the spirit of social work category. It was really pleasing to be at the awards evening with the staff involved and to see the recognition they received from their profession.

During the year I concluded the appointments to the senior leadership team with the appointment of the Head of Children's Services who joined us in February 2018. It is really important over the next few years that we establish continuity in the senior team and across the department to sustain the improvements we are making.

We feel it is important to put service improvement under the spotlight. One way of doing that as detailed above is where we involve people independent of the organisation to look at improvement by applying for awards across the Local Government sector. We were shortlisted in the Social Care Wales Accolades for 2018 across a number of categories. I hope to be reporting in the next annual report that we have been successful in the process.



The report does not set out to cover every aspect of our services and functions, rather it is designed to highlight priority areas for improving outcomes for individuals. We use a suite of key performance indicators to measure our improvements over the year. These indicators are linked to the six Quality Standards (QS) in the Social Services and Well-being (Wales) Act 2014 (the Act):

- 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 consulted with a wide range of people this year in order to identify how our service is being received by our users and to identify areas in which we need to improve.

We listened to people in order to develop our Learning Disability Strategy. They told us that they wanted more help to independently shop and to travel across the County so we produced easy read passports for them. They can use these passports when they need to ask for help when undertaking their travel and shopping activities

The principle of well-being is at the heart of the SSWB Act and goes hand in hand with promoting people's independence and preventing the escalation of their care and support needs. We have continued to progress our approach to preventive work in the community with our third sector partners. The community connection role across the communities of Pembrokeshire is progressing and supporting individuals to maintain their independence with closer links to local support when people need that.

We have continued to develop our approach to effective information, advice and assistance during the year. The community connectors have been a key component in this and provide a 'live' source of information to people and can connect people to assistance where applicable. In addition, the third sector Infoengine and the Dewis information system are going to link together which will provide a comprehensive on line information source for people in need of care and support.

As a service we continue to move towards a strength based approach which focuses on an individual's abilities rather than the deficits they face in their lives. We have continued to train employees from Education, Child Care and Adult Care in the use of the Signs of Safety model. It is pleasing to note that we receive enquiries from across the UK on our approach to signs of safety and the implementation of a change like this, this suggests we are at the leading edge of this approach.





However, our core duty of protecting and safeguarding people from abuse, neglect and harm remains, and as in previous years, we are proud of what has been achieved in this area. It is essential that safeguarding vulnerable children and adults is at the core of what we do and that we should never be complacent about this or to continue to learn.

We continue to work within the challenge that the Authority faces where financial resources are reducing. The Council continues to invest in Social Services to cope with rising demand and increasing cost pressures in the care sector. We will continue to seek innovative ways of working to reduce cost demands and deliver value for money and the report will detail some areas that both improve outcomes and can provide efficiency.

Regional work with Local Authority, Health and Third Sector partners continue to progress and will continue to feature more over the next few years. We were required under the SSWB Act to deliver a pooled budget for care homes across the region by April 2018. This was a detailed piece of work which resulted in a 'virtual' budget being in place and a comprehensive plan to implement further changes throughout the current year. This sort of work highlights the challenges of delivering services in partnership across the region and how the social services landscape could change in the coming years. The regional area plan was also drafted this year and sets out the strategic intentions of the West Wales Regional Partnership, to which we are committed to delivering.

This report is written for:

- people who receive care and support and their carers
- the general public
- elected members
- our partners including other Local Authorities, Health colleagues, private and third sectors
- regulators e.g. Care Inspectorate Wales (CIW) and Wales Audit Office (WAO)
- Welsh Government

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 Our Performance in 2017 - 2018

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Last year, in 2016-17, we set ourselves certain objectives. All Teams worked towards these priorities and this is what we achieved:

### In Adult Care

- |   |   |
|---|---|
| Our Releasing Time To Care programme provides improved outcomes for our service users by reducing costs and increasing the capacity of care providers. This programme has been shortlisted for the Social Care Wales Accolades awards for 2018. | ✓ |
| We launched our vision for preventative services and resourceful communities at an event attended by many of our partners.  | ✓ |
| We have improved access to a wide range of service information and advice across Pembrokeshire through the implementation of the DEWIS website.   | ✓ |
| We continue to work with strategic partners to implement our Learning Disabilities Strategy which is having a real impact on independence through developments such as the easy read passport for shopping and transportation.                  | ✓ |
| We published our regional Population Needs Assessment and we have agreed a plan with partners to address areas for improvement.   | ✓ |
| We are working with communities to improve their resilience through the development of Time Banking programmes. These programmes reward volunteers for their time with a range of incentives provided by local businesses.                      | ✓ |
| We have improved the systems we use to commission and monitor our services. We now have more accessible information about service delivery costs which means we can make the best use of our limited resources.                                 | ✓ |
| We have continued to provide targeted training to our employees and those of our partners and providers to ensure best practice in service delivery and improved outcomes for customers.  | ✓ |

### In Children's Services

- |  |   |
|--|---|
| We have increased response rates to the annual customer survey by incorporating the survey into the review process. This has meant that any issues raised by children and young people have been dealt with on an individual basis. We have also fed their feedback into our service planning. | ✓ |
| We involved the Junior Safeguardians in the design and development of the safeguarding website.  | ✓ |
| The Junior Safeguardians have been shortlisted for the Social Care Wales Accolades awards for 2018.  | ✓ |
| We have continued to listen to pupils during safeguarding health checks and school self-assessments so they have an opportunity to inform safeguarding practice in schools.  | ✓ |



## In Children's Services

We used the ideas from stakeholders to make more use of the short breaks service delivered by Holly House. We are maximising the use of the short break facility to reduce costs. Funding has been utilised to implement technology enabled care to promote independence. ✓

We maintained consistency of quality in professional work as demonstrated by a number of internal case audits. ✓

We continued to embed the Signs of Safety approach across Social Services and delivered and evaluated a comprehensive training plan for 2017/18. This approach ensures that we maintain focus on the strengths and abilities of children and families. ✓

We made changes to improve the Flying Start provision in response to customer feedback. For example we have brought parenting services in-house, which has meant we are able to offer individual sessions as well as group work ✓

We further developed an Integrated Early Help local offer. This enhanced resilience in families consisting of children with additional learning needs and disabilities by strengthening capacity within local communities and services to support them. ✓

We implemented the Education through Regional Working (ERW) action plan which was developed in response to Welsh Government guidance. ✓

We reviewed residential placements to ensure that children are placed in a family environment wherever possible. ✓

We continued to improve placement choice and support for looked after children by striving to increase the number of foster placements, and by strengthening the range of support services available. ✓

We improved our understanding of the profile and needs of our looked after children so that we can plan better for their futures. Our Corporate Parenting Board is monitoring progress on this. ✓





### 3 How Are People Shaping Our Services?

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In both Adult and Children's Services our main objective is to put people and their needs, at the centre of what we do. By doing this, we aim to give them personal control to achieve their own outcomes and thereby improve their overall well-being.

We involve people and key stakeholders in shaping the delivery of services through engagement and consultation. We provide them with feedback on how they have influenced decisions. We make sure that the adults, children and families with whom we work have an opportunity to inform the future planning and delivery of services.

#### Adult Care

##### Your Views

**In many cases the services we have provided made a positive difference for you...**

- *"I am an amputee and could not remain at home without this support. It is vital".*
- *"I am fortunate. I live in my own home. My activities are restricted and the dementia is increasing. At present I enjoy a full life."*
- *"Thank you for the stair lift, at least can now I can go upstairs to bed, used to have a bed in living room."*
- *"I live on my own, carers helped me when I came home from hospital with getting out of bed washing dressing...regained my confidence."*
- *"I feel more confident and able to use my home fully."*

*"The support was excellent and helped me make a good recovery. It was good in two ways (1) help with the physical care I needed (2) The carers would listen and I could discuss any worries I had. Also help with finding the people who came and prepared my home and provided the aids I needed e.g. stools, toilet seat, walking frame. Also the physiotherapist gave a lot of advice and support. Thanks to you all."*

**In some cases you told us we have more to do...**

- *"We have no community facilities as we live in a rural area and there are no activities available."*
- *"Management of care organisations could operate in a more orderly way. A lack of communication and accountability."*
- *"I have received no support other than the hardwork that my son/carers has to do".*

We are working with strategic partners and community groups to improve access to services and also to develop services in local communities.

We are implementing a new framework and system for providing care, which should provide a consistent approach to monitoring care providers.

**In some cases you have told us about how your family and friends support you...**

- *"My wife helps my needs."*

We will continue to engage with family and friends who provide unpaid care to ensure we can support them in their role.



What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>Working with strategic partners and people with learning disabilities we co-produced a plan to support the implementation of the Learning Disability Strategy.</p>	<p>The LD Partnership board has made good progress with implementing the LD Strategy. People with LD are represented on the partnership board and the implementation plan has been produced in easy read format. Lead Officers have been identified for each outcome area and working groups have been established to deliver the core elements of the strategy. Progress is being monitored via the LD Partnership Board.</p>
<p>We planned to raise the profile of National Surveys and explore ways to get more Carers to tell us what they want from services.</p>	<p>We sent out the national surveys to all known carers.</p> <p>We gave the carers a choice on how to complete the survey and return them: e.g. on line, by phone or using the pre-paid return envelopes.</p> <p>We increased length of time people had to respond. Despite these improvements we were disappointed to receive only 21 responses to the survey. (For results see p.36.)</p>
<p>We planned to ask carers and service users how we should provide short breaks and replacement care in the future.</p>	<p>We have continued to work with Carers Service Providers and Carers and identified the importance of respite for them. The Respite funding received from WG during 2017-2018 supported more than 500 carers to take a break.</p>
<p>We planned to monitor the quality and consistency of information published in the 'easy read' format.</p>	<p>Easy read information is produced in 'TOTAL Communication' format in conjunction with health and social care professionals. We have produced easy read passports for shopping and use of transport, thereby promoting independence.</p>
<p>We planned to work with customers and providers to check the outcomes of the new domiciliary care and supported living services commissioning frameworks.</p>	<p>We have met with all providers during the year to understand how effectively the new contract arrangements are supporting people to achieve their outcomes.</p> <p>Our quality assurance framework is providing us with further intelligence and learning. This will be used to inform</p>



What did we plan to do last year?	How far did we succeed and what difference did we make?
	ongoing review, variation and ultimately future re-commissioning for domiciliary care services.
<p>We planned to work with service users, volunteers, RVS and Carmarthenshire County Council to improve the meals on wheels service.</p>	<p>We have undertaken a review of the service and have identified improvements relating to the efficiency and effectiveness of the service. We continue to work with RVS as a key partner of our preventions framework.</p>
<p>We planned to work with communities to build their capacity and resilience to support people to remain independent.</p>	<p>A total of 8 Intermediate Care Fund (ICF) Caring Communities Grants were awarded this year to support our strategy to build community resilience.</p> <p>Two time-banking projects have been developed in Newport and Milford Haven. Training has been provided and volunteers have been recruited. A third scheme is being developed in Crymych.</p> <p>We have also supported Hakin and Hubberston community with their application to transfer their Community Centre from the Local Authority to their Community Interest Organisation. This will enable further development of community projects such as the lunch club.</p>



## Spotlight on Dementia

We planned to develop support for people with Dementia.

Supported by Pembrokeshire Alzheimer's Society we designed an intergenerational dementia awareness training day. We hoped this would give those attended an insight into what it might be like to live with dementia.

*"Thank you so much for organising the training [Dementia] last week. Whilst considering the needs of people with disabilities is almost second nature to me now, it made me very aware of how I could change the way I design so our public buildings could be better for people living with dementia. If you do get the opportunity to bring the virtual experience bus to Pembrokeshire again, and have available spaces, I would like some of my design team to experience it."*

The training highlighted to the younger generation just how vulnerable we all can be at a moment's notice. For the young people, Esther Thornton (aged 14 from Goodwick) shared her views: *"It was a really memorable day, and I think the things I learnt are incredibly important and valuable, especially considering the area in which I live has an older population generally. I feel like I have a greater understanding of dementia and those who live with it and their carers. I'm very happy to be a dementia friend."*



Since then POINT Youth Service was successful in their application for lottery funding and are working to make Fishguard a dementia friendly community, They are supported by Theatre Gwaun who are becoming a dementia friendly organisation. We continue to support St David's to become Dementia Friendly, which includes students and businesses becoming Dementia Friends and the local Memory Café.

Haverfordwest has been designated as a dementia friendly town, making it more accessible to people with Dementia



## Spotlight on Loneliness and Isolation

The Older Person's Strategy Partnership Board and the Health, Well-being and Social Care Commissioning Partnership Board started working with the Campaign to End Loneliness in June 2017.

Through the ICF Caring Community Grant Pembrokeshire County Council and Hywel Dda University Health Board support communities to pilot innovative projects for Older People, Carers and people with a Learning Disability. Over 30 projects have been developed including:

- Volunteer training for Nordic Walking sessions in the community.
- Health and Well-being promotional days.
- Increased Equipment for community halls to hold additional activities and attract additional users.
- Art sessions for socially excluded residents.
- Caring choirs in Care Homes and Communities.
- Bus Buddies Scheme where volunteers are paired with people who need extra support to use public or community transport services, because of physical, sensory or mobility impairments (including wheelchair users), mental health or learning difficulties or social issues.
- Community transport providers are operating a Sunday service from the south of the county which enables people to visit family and friends who are in hospital.
- A Joint Annual Full of Life event for people over the age of 50 to gain information on what is available in Pembrokeshire, for support, activities and information.
- Lunch Clubs in 31 communities applied for our lunch club grant, with approximately 835 people attending the lunch clubs. Volunteers and local schools cater for some of the clubs while others meet in local cafes or public houses.



## Children's Services

What did we plan to do last year?	How far did we succeed and what difference did we make?
We planned to increase response rates to the annual customer survey.	We changed the way that we asked children and young people to complete the surveys which increased the response rate by almost 230%. The majority of comments indicated that the child or young person was happy with their care and support provision and with where they live and the people they live with. Comments indicated that whilst children and young people were offered the right information and advice some acknowledged that they 'don't always want to listen to it'.
We planned to involve the Junior Safeguardians in the development of the safeguarding website.	The Junior Safeguardians have produced a film which aims to help young people build up resilience against being labelled. <a href="https://www.youtube.com/watch?v=yd1lpKmc4cg">https://www.youtube.com/watch?v=yd1lpKmc4cg</a>
We planned to continue to include feedback from pupils in safeguarding health checks and school self-assessments, to develop and inform safeguarding practice in schools	The programme of safeguarding health checks has continued, with a summary of pupil views being presented to the Local Operation Group of the Regional Safeguarding Board. Self-assessments are ongoing and will follow the new Welsh Government framework.

### Our priorities for 2018/19 are:

- To continue to ensure that our services are shaped by feedback from our customers
- Engagement with children, young people and families will continue to be embedded into the delivery of services.
- The success of the Junior Safeguarding Board and Conferences will be built upon as they provide an essential voice for young people which feeds into the Regional Safeguarding Board.
- We will continue to promote events such as the Star Awards for our Looked after Children, Family First holiday engagement events and partnership events with Foster Carers and the Third sector e.g. Action for Children for Young Carers.





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

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

### Adult Care

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to launch the Pembrokeshire Vision for Preventative Services and Resourceful Communities.</p>	<p>The Prevention framework, developed with key partners including PAVs, LEADER, Health, Swansea University and Public Health is progressing well with an agreed programme of work.</p> <p>We have a Prevention Board which oversees and drives the work programme. There are three main elements to the preventions framework which includes: Community Connectors; active citizenship building community resilience and volunteering. The Community Connectors are creating links between communities and organisations. We have five connectors in place, one of which is focusing on Children and Families working closely with the Team Around the Family.</p> <p>They are supporting people to access services delivered in their communities and strengthening connections.</p> <p>We recently launched a Loneliness campaign to combat loneliness and isolation.</p>
<p>We planned to launch DEWIS (the national citizen portal) along with our regional Partners</p>	<p>DEWIS information portal has been launched and is providing invaluable information for those who need information on services that will help to meet their needs. The number of services registered on Dewis continues to grow.</p>
<p>We planned to continue to explore how we can establish well-being enterprises.</p>	<p>We have created a social enterprise café in Milford Leisure Centre, which is providing employment for people with learning disabilities and Autism and a social space for older and disabled users of the Leisure Centre.</p>

## What did we plan to do last year?

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

We have continued to support the innovations grant, which is giving small and micro enterprises support to develop their offerings. Pembrokeshire has led on the development of a proposal for a regional innovations forum, subsequently agreed by West Wales Care Partnership (WWCP) and the proposal will be implemented imminently. We have strengthened connections between Community Voluntary Councils (CVCs) within the region and worked proactively with our local CVC to continue to find ways of encouraging the development and supporting the growth of wellbeing enterprises.

We planned to continue to work with doctors, developing sustainable communities and building on the role of the Community Connectors.

The Community Connectors operate on a patch basis and are aligned with the GP clusters. There are good networked links to the Health Life Style co-ordinators.

We planned to consult on the changes to our fees and charges.

Following comprehensive consultation changes were made to the charging and fee levels for Social Services. An impact assessment showed that only a small number of service users would be affected by increased charges and these would be capped at the national weekly maximum for non-residential services. This implementation now provides a consistent and fair charging policy.

## Spotlight on Community Connectors

One example of a lady who has recently had support from the community connector service is captured in the case study below.

The lady lives with her son who has autism and other medical issues. She has a number of long term health conditions including memory problems. During a recent visit to her home the fire brigade noticed that she needed some support.

Several issues were discussed at during our home visit:

- She needed shelves in her lounge and was unable to complete the work herself. This resulted in piles of books and DVDs being left on the floor in the lounge which was a trip hazard.
- Her small garden had become overgrown and was beyond what she could manage. She felt that if it were cleared back properly, she could then manage to maintain it herself.



- She had applied for a Warmer Home grant from her energy supplier back in November but had not heard anything and when she tried to ring, her credit was used up waiting for the call to be answered.
- She had applied for a disabled parking space to be allocated to her in the nearby car park and had been refused. She wanted to know why/how to appeal.

The community connectors were able to show her how to apply for PIP benefit. They also helped her by:

- Providing details of a local church that offers a free handyman service to people living in the area.
- The energy supplier confirmed with the community connector that they had received the application for Warmer Homes. They agreed all criteria appeared to have been met and they would process the application.

#### Our priorities for 2018/19 are:

- We will continue to manage demand through the development of the preventative model to support Third Sector and community developments which aim to support people in their local communities.
- We will focus on supporting managers to identify opportunities for further cost reductions.
- We will improve the awareness of Direct Payment options for customers during the assessment process by providing training for employees.

Qualitative Data	Achieved 2016/17	Achieved 2017/18	Target 2017/18
People reporting that they have received the right information and advice when they needed it.	87%	91%	
People reporting that they were treated with dignity and respect	93%	98%	
People with a care and support plan reporting that they have been given written information of their named worker in social services	83%	89%	
People reporting that they felt involved in any decisions made about their care and support.	75%	92%	
People who are satisfied with the care and support they received.	92%	95%	

Quantitative Data	Achieved 2016/17	Achieved 2017/18	Target 2017/18
The % 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%	85%



## Children's Services

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to maintain consistency of quality in professional work.</p>	<p>We have continued to monitor the timeliness and quality of professional work through an extensive audit programme. In addition to regular Compliance Audits we have been trialling the completion of more in depth Quality Of Practice Audits by members of the Senior Management Audit Group, paired with team managers. This has ensured senior management oversight, and enabled direct feedback to relevant staff.</p> <p>The Multi Agency Professional Forum (MAPF) process is now well embedded and a number of Learning Events have been held in relation to both child and adult cases. The MAPF model developed in Pembrokeshire has been adopted regionally.</p>
<p>We planned to continue to embed the Signs of Safety approach across Social Services and to deliver and evaluate a comprehensive training plan for 2017/18.</p>	<p>Significant progress has been made during the year, with the approach being used by teams across Social Services as the basis for assessments, reviews, case discussions and direct work with people and their families.</p> <p>The signs of safety principles have been incorporated into the supervision process and have been widely used in the development of team business plans. Signs of Safety is central to the running of the MAPF learning events and to the structure of the learning event report.</p> <p>The training programme has been successfully delivered. During 2017/18 12 people have completed the advanced 5 day training, including Senior Managers. 145 people have completed the 2 day introduction training. The Director of Children and Schools has set a mandate for all Head Teachers and Education senior managers to undertake the Signs of Safety Training.</p>



### Our priorities for 2018/19 are:

- To ensure Children's social work practice meets the requirements of the Social Services and Wellbeing Act in relation to information, advice and assistance.
- To develop and implement an action plan to promote signs of safety practice across Children's Social Services.

Quantitative Data	Achieved	Target
The % of assessments completed for children within statutory timescales	99.5%	95%

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

#### Adult Care

What did we plan to do last year?	How far did we succeed and what difference did we make?
We planned to embed the 'Releasing Time to Care' Home service model.	Excellent progress made with significant efficiency and cost avoidance achieved. We have created additional capacity in the care market by training staff to use equipment to support them so that only 1 carer is required when previously 2 may have been needed. We have implemented training for providers with ongoing support. Improved practice has resulted in a change in the prescription culture in favour of more innovative solutions providing better outcomes for service users. <a href="https://cdn.pembrokeshire.gov.uk/videos/social-care-vid.html">https://cdn.pembrokeshire.gov.uk/videos/social-care-vid.html</a>
We planned to make more use of care options in the community particularly for those customers who receive 5 hours or less of home care/week.	We have completed numerous community projects to support people with a wide range of issues.



## What did we plan to do last year?

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

We planned to encourage greater use of telecare to promote independence.

We are consulting with partners across the region on a Telecare Strategy. Following the implementation and awareness training for staff, more customers have the opportunity to use modern telecare equipment helping them to remain in their own homes.

We planned to review the commissioned reablement service.

We continue to work with the commissioned provider to maximise value for money and improve pathways for people into and out of service.

We planned to review commissioned services and to develop of new service models.

We have reviewed and re-commissioned services to ensure that they are person centred and reflect outcomes (e.g. domiciliary care and supported living services). We have also been working with the third sector to redesign services as part of our preventative framework.

We planned to review customer needs in accordance with the Act, focusing on their outcomes.

Customer needs and expected outcomes are included in their care and support plans which are reviewed on a regular basis.

We planned to use the information from reviewing care plans to ensure providers deliver the expected outcomes.

We have continued to develop our Quality Assurance Group, which incorporates commissioning across health and the Local Authority, CIW, case management, safeguarding, and complaints with a focus on driving quality improvement and outcomes of service users. This information is used to ascertain whether services are effectively meeting identified outcomes and to determine support mechanisms where this is not the case. An action plan of support to the sector has been developed and regular forums are now in place to improve our working relationship with the care and support sector. An example of support has included raising awareness of complaints and how complaints can support quality improvement and shared learning. As a result the number of complaints has fallen and providers are addressing



What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to commission a framework of providers.</p>	<p>complaints more confidently and competently as a result.</p> <p>We have re-commissioned our domiciliary care and supported living services framework contracts. The recommissioning process enabled providers to feed into and shape future services by letting us know what was working well and not so well. It was also an opportunity for us to take a more person centred and outcome focused approach reflecting the Social Services and Well-being (Wales) Act.</p>

### Spotlight on Releasing Time To Care

Last year we worked with 65 service users on the releasing time to care project and made a financial efficiency of £148,000. This was achieved by changing our handling techniques through the use of equipment rather than relying on two carers to move people. Some of our service users who completed our survey reported that the care and support they received helped them to have a better quality of life. They also felt that they had access to the right level of care and support.

An 89 year old lady lives her husband. She is a wheelchair user and is hoisted using a mobile hoist. She was dependent on the assistance of 2 carers to support with her personal care needs for over 3 years. She values her independence but due to her medical conditions and reduced mobility feels that she is a burden on others and finds her situation frustrating. She suffers with low moods.

During an assessment by an OT it was established that the care she received could be safely and effectively delivered by a single carer. Initially she and her husband were reluctant to accept the changes to her care because of concerns about safety. After detailed discussions and demonstrations she and her husband agreed to the changes.

The lady now has more control over her ability to transfer. Using the controls on her tracking hoist she is able to independently transfer after the carer has positioned her sling. She feels happier now she is able to transfer with greater independence.



## Our priorities for 2018/19 are:

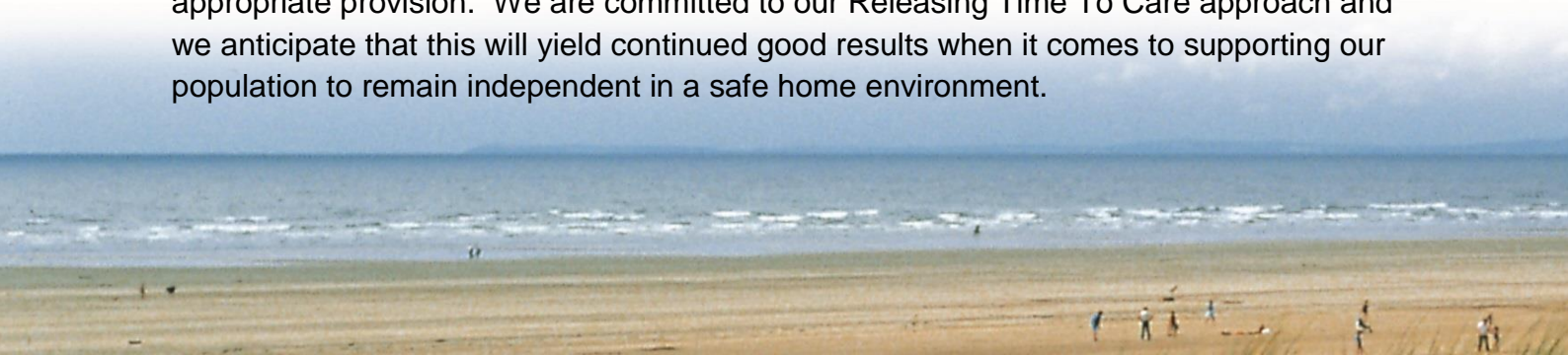
- Continued focus on ensuring that those customers who are eligible receive continuing health care funding.
- Further development of the Releasing Time to Care Model which supports single carer handling techniques and equipment.
- Continue to implement the Domiciliary Care Framework which focuses on customer outcomes with payment via electronic call monitoring for care delivered.
- Review of reablement service delivery options as indicated in the programme for administration.
- Development of an Intermediate Care Strategy.

Quantitative Data	Achieved 16/17	Achieved 17/18	Target
The rate of delayed transfers of care for Social Care reasons per 1,000 population aged 75+	1.7	3.5	4
The percentage of adults who completed a period of reablement and have a reduced package of care and support six months later.	12%	12%	13%
The percentage of adults who completed a period of reablement and no package of care six months later	78%	67%	65%
The percentage of customers who have completed a course of reablement with no further need for long term domiciliary care	64%	74%	NA
The average length of time that adults aged 65+ are supported in residential care homes	1,222	881	NA
Average age of adults entering residential care homes	78	82	NA

There continues to be a high demand for care services to support our service users with complex conditions. This coupled with market related pressures in our rural areas, has resulted in an increase in the number of people who have experienced a delay in discharge from hospital. We continue to work closely with health professionals and care providers to address these pressures.

The number of people leaving reablement without long term domiciliary care is still high. However, people with complex conditions or continuing health and mobility related concerns may require support again within the first six months following a period of successful reablement. This performance is consistent with an increasing ageing population with complex conditions.

We consider all suitable options post reablement provision to ensure the most appropriate provision. We are committed to our Releasing Time To Care approach and we anticipate that this will yield continued good results when it comes to supporting our population to remain independent in a safe home environment.



## Children's Services

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>Following the review of the Flying Start provision we planned to make changes to improve the service.</p>	<p>During 2017/18 Flying Start de-commissioned Plant Dewi and brought the delivery of parenting support in house. Parenting has now merged with Family Support and is headed up by a Senior Social Work Practitioner to ensure the right level of support is provided to families at the right time, and enabling the flexibility to provide the bespoke 1-1 parenting sessions which many of our customers feel best meet their needs.</p> <p>We have increased levels of collaborative work with the third sector to introduce additional information and awareness raising sessions for parents and carers.</p>
<p>We planned to further develop an Integrated Early Help local offer. This will enhance resilience in families of children with additional learning needs and disabilities and strengthen capacity within local communities and services to support them.</p>	<p>Across the services a wide range of early help is available to support parents of children with Additional Learning Needs. These include the Team around the pupil, parent and school (TAPPAS), Team around the school, the Team around the Family, the Flying Start Programme, Action for Children and the Integrated Service Inclusion support officers. Support also includes consultation meetings with the education psychology and advisory service, including sensory support service which commences from birth. These services are used extensively by young people and their families, indicating a strong level of confidence in the service</p>

### Our priorities for 2018/19 are:

- Closer working between Families First and Flying Start to ensure services best fit families' needs and maximise use of resources
- Explore ways to impact on obesity rates for children under 5 in Flying Start areas

Quantitative Data	Achieved 16/17	Achieved 17/18	Target
The % of children seen by a registered dentist within three months of becoming looked after	53%	47.2%	40
The % of children looked after registered with a general practitioner	99%	99%	100



**Quality Standard 3 Taking steps to protect and safeguard people from abuse, neglect or harm.**

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to strengthen contracts to include standards for residential and domiciliary care and improve the quality of care provided.</p>	<p>A comprehensive review and redesign of our contractual arrangements took place as part of the re-commissioning of our domiciliary and supported living services frameworks and these enhanced terms are being applied as and when services are re-commissioned, the next cohort being our residential care services.</p> <p>The review has been fed by Quality Assurance Group, contract monitoring and review, safeguarding and complaints experiences, legislative changes etc.</p> <p>The outcome being we now have terms which offer us more support when people need it.</p>
<p>We planned to improve the quality of referrals into the adult safeguarding team from adult services teams, health services, residential homes and domiciliary care.</p>	<p>We improved our referral forms and processes and held 3 training sessions for providers and health and social care professionals. We now have an ongoing training programme supported by our Threshold Guidelines for Safeguarding Referrals.</p>
<p>We planned to ensure that safeguarding plans are reviewed in conjunction with care and support plans.</p>	<p>There has been improved attendance by care management at the safeguarding meetings, therefore Social Workers have increased awareness of the safeguarding needs of their service users.</p> <p>The safeguarding plan is sent to the social worker for them to reassess the service user and to incorporate the safeguarding issues as part of the care needs. This will ensure that their safeguarding needs inform the care and support provided to help them with improved outcomes.</p>
<p>We planned to include reference to the Signs of Safety model in the adult safeguarding plan.</p>	<p>The team are working with some families using SOS to develop plans and we will be focussing on embedding the signs of safety model across social services in 2018/19.</p>



What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to will ensure that contractual arrangements are considered when dealing with complaints about care from service users and families.</p>	<p>We have reviewed the complaints clauses within our contractual arrangements and strengthened them to support complaints processes where contracted providers are concerned. We have also engaged with providers to improve the ways in which we work together when handling and investigating complaints. Furthermore, in recognition of the fact that the ways in which some providers managed complaints was not as effective as we would wish, we designed and delivered complaints training to providers.</p>

### Spotlight on Junior Safeguardians

Pembrokeshire Junior Safeguardians provides a voice for young people on local and regional safeguarding matters.

Membership of the group is open to anyone and includes representatives from the youth assembly, voices for choices (a group of young people with additional needs) young carers & looked after young people.

The group meets monthly and decisions are made democratically and the group is supported by Pembrokeshire Youth Services.

Since the group started in 2014 it has been involved in many projects but we would like to highlight the work of the group in running safeguarding conferences for young people.

The conferences support the young people attending to take back learning to share in their schools by planning a safeguarding activity, this means that the work of the conference reaches a wider audience. In 2017 the conference has linked into National Safeguarding Week and the activities of the Pembrokeshire Local Operational Group.

The group reaches a wide audience of young people by inviting all 10 secondary schools in Pembrokeshire to send 4 pupils, this includes local authority and independent schools. Both years 9 out of the 10 schools attended.

The focus of the morning session was training on safeguarding, a specific young person friendly safeguarding training module delivered by youth workers. This introduction to safeguarding looks at what safeguarding is, types of abuse, signs and symptoms and what to do if you have concerns for yourself or someone you know. The training is interactive with lots of round table discussions, activities and films.



## Spotlight on Junior Safeguardians

In 2017 we focused on keeping safe online, online abuse and bullying.

In the latter part of the day the young people work with their school groups and look at what they have learned and what they are going to do when they get back to school to share that learning. Each group leaves the event with a plan of activities to do in their school. Each school were given information and toolkits to help this happen, including a 'selfie' photo frame



Feedback was very positive, 90% of young people saying they learned something new and 100% of attendees saying they would attend another safeguarding conference.

When asked what they most enjoyed at the safeguarding conference, these were some of the responses:

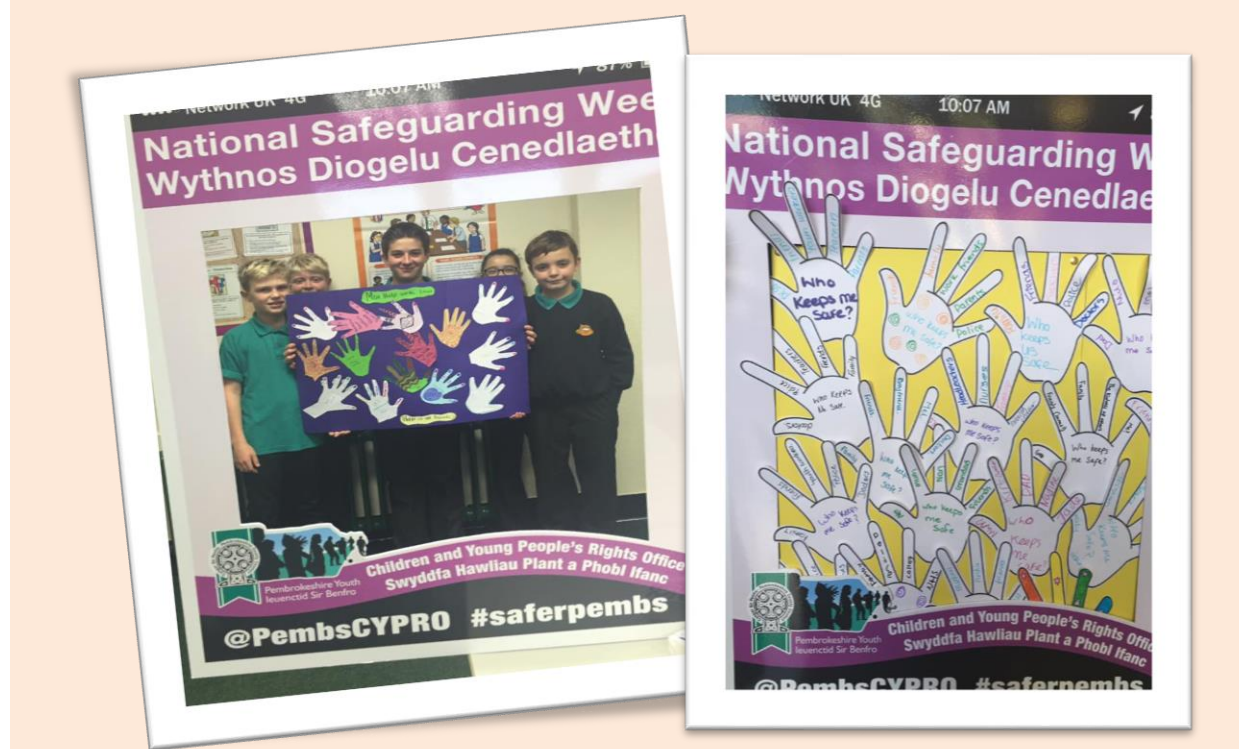
- *Very important to have a session like this as it educates us.*
- *Learned a lot about safeguarding*
- *I learnt how to keep safe online and have a better understanding*
- *Found today inspiring*
- *It was a fun way to learn*

The Junior Safeguardians described the whole process of running the conference as enjoyable, they report that they have developed new skills such as how to organise an event, and how to speak to a big audience.

Some members enjoyed doing the meet and greet on arrival and introducing the tasks. They all said it was hard work but worth it.



## Spotlight on Junior Safeguardians



Qualitative data	Achieved 2016/17	Achieved 2017/18	Target
People reporting that they feel safe	89%	92%	

Quantitative data	Achieved 2016/17	Achieved 2017/18	Target
% of adult protection enquiries completed within statutory timescales	71%	83%	83%
% of re-registrations of children on local authority child protection registers	9%	4.4%	5%
The average number of days for all children who were on the child protection register during the year.	160	177	300

### Our priorities for 2018/19 are:

- To develop and implement an action plan to promote signs of safety practice across Adult Social Services



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

### Adult Care

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to work collaboratively to support Norman Industries to achieve:</p> <ul style="list-style-type: none"> <li>• Bronze Investor's in Carer's award</li> <li>• Disability Confident Employer Leader</li> <li>• Disability Confident Employer status.</li> </ul>	<p>We are delighted to say that we have achieved both the Bronze Carers Award and the Disability Confident Employer status. We are currently going through the assessment for the disability confident leader.</p>
<p>We planned to finalise and implement the Transition Protocol.</p>	<p>We developed our draft Transition Protocol and we will be quality assuring it against the Mental Capacity Act in 2018/19.</p>

### Our priorities for 2018/19 are:

- Review of Day Centre Provision, to develop a model that supports a multifunctional intergenerational approach and explore transport options for service users.

Qualitative data	Achieved 2016/17	Achieved 2017/18	Target
People reporting that they can do what matters to them	80%	87%	NA
People reporting that they feel part of their community	77%	79%	NA
Carers reporting that they feel part of their community	86%	*14 out of 20	NA

\*Number of responses received for the Carers Outcome Survey, in 2017/18 are too low to enable comparison with previous year.



## Children's Services

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to Implement the Education through Regional Working (ERW) action plan, developed in response to Welsh Government guidance.</p>	<p>All actions within the action plan have been addressed by ERW staff. In Pembrokeshire we aim to ensure foster carers receive Looked after Children (LAC) Education training whilst going through the panel process. Pembrokeshire schools have attended ERW attachment awareness training. The Virtual school uses ERW data collected from PLASC to track and monitor pupil achievement. School admissions for LAC are monitored by the Admissions Team and the LAC Advisory Teacher. HWB network for LAC teachers is in place</p>

### Spot Light on Flying Start and Team Around the Family

We delivered events in community and public venues to boost existing engagement with customers, particularly those considered 'hard to reach'.

We are committed to ensuring that all families receive good quality information, advice and support on positive approaches to parenting. Holding open days and fun events are good ways to engage parents; an opportunity to provide parents with information and advice on positive parenting and to highlight the range of services and activities available in the local area.

We delivered 6 Families First and Flying Start sessions across Pembrokeshire in play areas and community halls, in Fishguard, Goodwick, Narberth, Hubberston, Pembroke and Merlins Bridge. Children and young people took part in fun sporting activities, science experiments, inflatable laser zone, climbing wall, painting and craft activities, sensory play and music,

A total of 587 parents attended with 962 children, 88% of parents rated the events as excellent, with 75% reporting that they knew more about the services that are available to them.





*“We all really enjoyed our time, exploring and learning new things!”*

*“Brilliant, well organised, lots of fun activities, for a wide range of ages”*

*“Fantastic event, great variety of activities for all ages, brilliant ideas for engaging families.”*

*“All staff fab, fantastic afternoon, well organised, family friendly, a real bonus to the community.”*

*“Really good, excellent, lots of kids in the community coming together”*

*“Lovely seeing an event up Stop and Call”*

*“Excellent – more of them. Liked the information, Lego, sand and circus skills”*



Quantitative data	Achieved 2016/17	Achieved 2017/18	Target
% of children achieving core subject indicator at key stage 2	50%	60%	Baseline year
% of children achieving core subject indicator at key stage 4	17.4%	5%	
% of looked after children who, during the year to 31 <sup>st</sup> 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%	10%



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

### Adult Care

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to progress the aims and objectives of the Carers Strategy, working regionally in line with new legislation.</p>	<p>The Pembrokeshire Joint Carers Strategy Board has met as agreed this year and membership includes a Carer representative. A number of objectives have been achieved, including increasing the number of Health &amp; Social Carer Departments that achieved at least bronze accreditation and the increasing number of carers who are receiving IAA from the Carers Information Service. The local Delivery Plan will be reviewed to incorporate WG's 3 national priorities for Carers. From April 2017 the West Wales Carers Regional Carers Development Group, supported by the West Wales Care Partnership has developed a regional delivery plan for carers and progress against actions will be reported to the RPB.</p>
<p>We planned to find out what social and networking activities Carers want and will research options for providing breaks from their caring duties.</p>	<p>Using the additional funding from WG for Carers Respite we looked at what carers had highlighted as potential gaps in current service provision and developed and delivered a respite plan which offered a range of innovative short-term projects including: - days out, community events, weekends away, leisure centre memberships and emergency respite placements which provided respite/breaks from caring opportunities to all carers including young carers, sibling carers, young adult carers and older adult carers. Feedback was positive and we will be continuing to develop further opportunities for carers to have breaks in 2018-2019.</p>



## Investors In Carers

Here are some of the hardworking local authority and Hywel Dda teams that have achieved awards for Investors In Carers...



The Preseli Peeks Practice which covers the Newport and Crymych area enjoyed Silver success after submitting an impressive portfolio evidencing the support that they offer carers locally. This was quickly followed by the Community Library in Newport who achieved their Bronze award, and also set up a new Carers Peer Support Group in the town.

St Nons Ward and the Community Mental Health Teams in Haverfordwest and Haven Way in Pembroke Dock, have also achieved bronze success. The Pre Assessment Clinic at Withybush hospital also became the first General Hospital setting to achieve theirs. Mandy Nichols-Davies, Head of Nursing Scheduled Care said: *"We are really proud of the team in achieving this award for Pre Assessment Clinic at WGH. They have shown great commitment and leadership in working towards this award and are a fantastic example to other teams"*



Norman Industries, a social enterprise in Haverfordwest that employs people with a disability also achieved their Bronze level. Carer Lead, Meuryn Jenkins said that he had really enjoyed the experience and learning more about carers and the support that they can access.





## Carer Case Study

A lady cares for her 81 year old father. Both of her brothers live outside of the County so she does the majority of the care for her father. Her father is clear he does not want to accept help from outside the family, so she meets the caring needs but feels that she is not getting much time for herself.

The lady asked for some financial support towards the purchase of an E-bike, as exercise helps her to have some time out and improves her mental wellbeing. It would also provide her with an opportunity to spend some time cycling with her son, but is unable to keep up with him on a pushbike. As well as offering her some “me” time she would like to cycle to work in the summer without having to tackle the hills. The total cost of the E-bike was £1,650.00 but with a £250.00 contribution from the carers grant fund and support from the ‘Cycle to work’ scheme, a new bike was purchased.

*“Today I received my cheque towards my ‘E’ bike. Thank you so much for all your help in making this possible. I am thrilled with my new bike and looking forward to having some time out which would not have been possible without this financial contribution”*

*Best wishes, Carer ”*

## Our priorities for 2018/19 are:

- Implementation of Debt Recovery policy in line with the SSWB Act.
- Review of in-house residential service provision to maximise the use of available resources and development of an effective service delivery model.
- Review of placements, with a focus on shared accommodation and out of county, to promote independence through the implementation of the progression model.
- Review of the process relating to financial assessments for residential and non-residential services.
- Resources identified to deal with backlog of financial assessments built up during the Carefirst Residential project.
- Interface between Carefirst and Abacus to facilitate improved financial assessment, charging and debt management of non-residential services, in preparation for migration from Abacus to Carefirst.
- Review of the charging policy and processes to ensure Annual changes to Fees and Charges are implemented in a consistent manner across all service areas.



## Children's Services

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>We planned to review residential placements to ensure that children are placed in a family environment wherever possible.</p>	<p>Significant efforts have been made to reduce numbers of children in residential placements and to return children to their home/community environment. The strategic transitions group has been working alongside Pembrokeshire College and local providers to develop local alternatives to out of county residential provision.</p>
<p>We planned to continue with improvements to ensure looked after children have placement choice and support.</p>	<p>The appointment of a new Service Manager for Children in Care, bringing together all services for looked after children and care leavers under the one service area has had a positive impact, with the development of a comprehensive plan to address improvement objectives within the service and to enhance areas that perform well.</p> <p>The Local Authority is collaborating with the Hywel Dda University Health Board in the recruitment of full time clinical child psychologist, in order to provide a psychology service to the Pembrokeshire looked after population.</p> <p>Pembrokeshire is making full use of the 'Confidence In Care' training that is being provided free across Wales and is currently engaged in a second delivery of the 12 week programme. This training it is anticipated will better equip foster carers to manage the more complex of needs for looked after children, improving stability and reducing placement moves for looked after children.</p>



## Spot Light on Foster Carers

### Abbey & Chris

*"We have been fostering for 12 years and find it really good fun. I find it fits in really well with my work since we tend to focus more on short term and respite.*

*It's so important to have the time to do things with them and the willingness to include them in all your family activities. Our friends and family are brilliant at this, they always buy presents at birthdays and Christmas. We have learnt so much about ourselves through fostering and have grown so close together and realise we make a great team. It's truly been a journey of discovery."*

### Amy & Harvey

*It's been over 30 years since we started fostering children with additional needs and have fostered over 43 children in that time. Our son and his wife have followed in our footsteps and are now fostering. We sometimes help each other out with babysitting and childcare. A good support network is so important. Seeing a child achieve the smallest milestone and helping them to deal with life in a better way is such a reward and makes our life richer*

## Our priorities for 2018/19 are:

- To develop and deliver an improvement plan ensure that the fostering service meets legislative requirements in respect of
  - Carer annual reviews
  - Recruitment
  - Fostering Panel

Qualitative data	Achieved 2016/17	Target
<b>[Only 21 Carers responded to the national survey questionnaire in 2017/18 and this limits how we can analyse and use the responses.]</b>		
Carers reporting they felt involved in designing the care and support plan for the person they care for	97%	NA
Carers reporting they can do what is important to them	81%	NA
Carers reporting they had the right information or advice when they needed it	79%	NA
Carers who feel they are supported in their carer role	90%	NA

## Qualitative data 2017/18

Carers reporting they felt involved in designing the care and support plan for the person they care for	15 out of 17
Carers reporting they can do what is important to them	16 out of 20
Carers reporting they had the right information or advice when they needed it	17 out of 21
Carers who feel they are supported in their carer role	14 out of 18



Quantitative data	Achieved 2016/17	Achieved 2017/18	Target
% of children supported to remain living with their family at home live at home	85%	80%	80%
% of looked after children who returned home from care during the year	30%	22.4%	Baseline year
% of looked after children on 31 <sup>st</sup> March who have had three or more placements during the year	11%	13.3%	9%

**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**

A Welfare Benefits Advisor from the Resources Directorate worked with customers to make sure they claimed and received all possible benefits. We also offer support to customers if they have to complete financial assessments to determine charges for services. If they wish to appeal those charges, advocacy support is available. We also fund a number of third sector agencies who provide information and advice to maximise benefit entitlement for example Age Cymru who responded to over a thousand enquiries and generated benefit entitlement of £396,929 for older people living in Pembrokeshire.

**Adult Care**

What did we plan to do last year?	How far did we succeed and what difference did we make?
Continue to monitor compliance and implement changes and improvements to ensure Welsh Language Standards are met.	Implementation of our More Than Just Words plan ensures our active offer meets Welsh Language needs of customers. Our corporate Welsh language standards group ensures compliance with these standards.  (See More than just words Action Plan.)

Our priorities for 2018/19 are:
<ul style="list-style-type: none"> <li>Continue to monitor compliance and implement changes and improvements to ensure that the Welsh Language Standards are met.</li> </ul>



## Children's Services

What did we plan to do last year?	How far did we succeed and what difference did we make?
<p>Improve our understanding of the profile and needs of our looked after children so that we can plan better for their futures.</p>	<p>Greater understanding of the looked after children and care leaver population was developed via a Looked After Children Development Day, led by the Interim Head of Children's Services, and attended by the Service Manager and Team Managers in the Children in Care Service, and colleagues from Health and Education</p> <p>The resulting plan is being monitored through the Corporate Parenting Board.</p>
<p>Implement the findings of the review of short break services.</p>	<p>Building on capital investment in 2016-17, we have utilised Welsh Government funding to build on current use, understanding and awareness of assistive technologies through staff training programmes. This will enable us to conduct more effective scoping exercises to develop the service, promoting independence particularly as children transition to adulthood.</p>
<p>We will use the ideas from stakeholders to make more use of the short breaks service.</p>	<p>Ideas from stakeholders were explored further to qualify which were viable. Ideas requiring capital investment will be explored via grant funding opportunities.</p>



## Spotlight on Holly House

Holly House is a purpose built 6 bed facility which offers a service for children aged 6-18 with severe disabilities. Last year we planned to use the ideas from Stakeholders to make more use of the short breaks service available.

We have refurbished Holly House creating a modern facility which incorporates assistive technologies.



*"I really like the kitchen because it goes up and down and I can help wash up" (Child)*

*"Lovely re-vamp of Holly House. Great to have hoists and new bathrooms / sensory room." (Parent)*

*"The new ceiling track/ hoist have enabled young people to access areas of the building which were not accessible before" (Staff)*

*"Holly House is looking amazing. What an awesome sensory room (wouldn't mind one at home). Kitchen is brilliant too". (Parent)*

*"Stunning revamp. "X" loves Holly House. It is all looking lovely. The new kitchen is looking fab. (Parent)"*



## Our priorities for 2018/19 are:

- Continue to work with the Home Office and Croeso groups (Community Sponsorship Schemes) to welcome refugees.





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

Quantitative data	Achieved 2016/17	Achieved 2017/18	Target
% of all care leavers who are in education training or employment at 12 months after leaving care	80%	64%	50%
% of all care leavers who are in education training or employment at 24 months after leaving care	55.5%	76.5%	60%
% of all care leavers who have experienced homelessness	21.21%	17.6%	0%

## Spotlight on Workways Plus



Workways Plus is an EU funded project supporting people to move closer to employment.

### James: Mid 30s. Autism, Supported Employment

James was referred to Workways+ by Community Team Learning Disabilities. James' mentor helped him to begin volunteering on the LD website project, where he types content for the different pages and has progressed to completing Accessibility Audits which are uploaded onto the site. James is paid for 3 hours a week to do this as a supported employment opportunity.

*"I enjoy helping out with the website, getting things up and running, helping people outside of Workways to know about the website for disabled people (Accessible Pembrokeshire)."*

### Caren: Carer, Training

Caren was a carer for her husband for 18 years. She had never completed any training courses before. Her Workways+ Mentor help her gain a Food Hygiene certificate and Barista training. Caren is now looking at employment opportunities

*"It was nice to receive certificates for the training that I attended which I don't think I would have got if it wasn't for Workways+."*



### **Mark: Long term unemployed, Employment**



Mark is employed in Caffi Man Cwrdd – The Social Zone which is a social enterprise café in Milford Haven Leisure Centre.

*“Workways has helped me to complete my first aid and food hygiene qualifications that the job centre couldn’t support me with. They have helped find the problems with my application forms, CV and cover letters when employers were not replying to applications and opened the door for me to do volunteering and finding me a 16 week paid work opportunity with Pembrokeshire County Council. This has led to me gaining employment with them in the field of work I wanted desperately to get back into. Without workways help I would most probably still be unemployed”.*

## **5 How We Do What We Do**

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### **Our Workforce**

We continue to engage with our staff through in a number of ways including staff conferences, surveys and social media. The Social Services Staff Conference in February 2018 is part of a continuum of events to inform, support and consult staff regarding the Directorate’s future direction and priorities. The conference included particular emphasis on how to maintain a focus on engagement with staff.

Use of social media has broadened methods for communicating with staff including use of Twitter and Facebook.

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.

Moving forward, we will continue to engage with staff, learning how best to do this from the feedback we receive.

### **How We Support Our Professional Roles**

Each year we conduct a training needs analysis and prioritise the training we deliver. We provide a wide range of training to internal staff, regional partners, external providers and the voluntary sector. This can be formal training towards professional qualifications, such as university courses in social work or can be awareness raising about, for example, changes in legislation such as the Regulation and Inspection Act



(2016). Increasingly we are working together with partners across the West Wales region to provide more consistent and cost effective training for the workforce. We are continuing to develop e-Learning modules as a quick and efficient way of getting learning to more staff in less time.

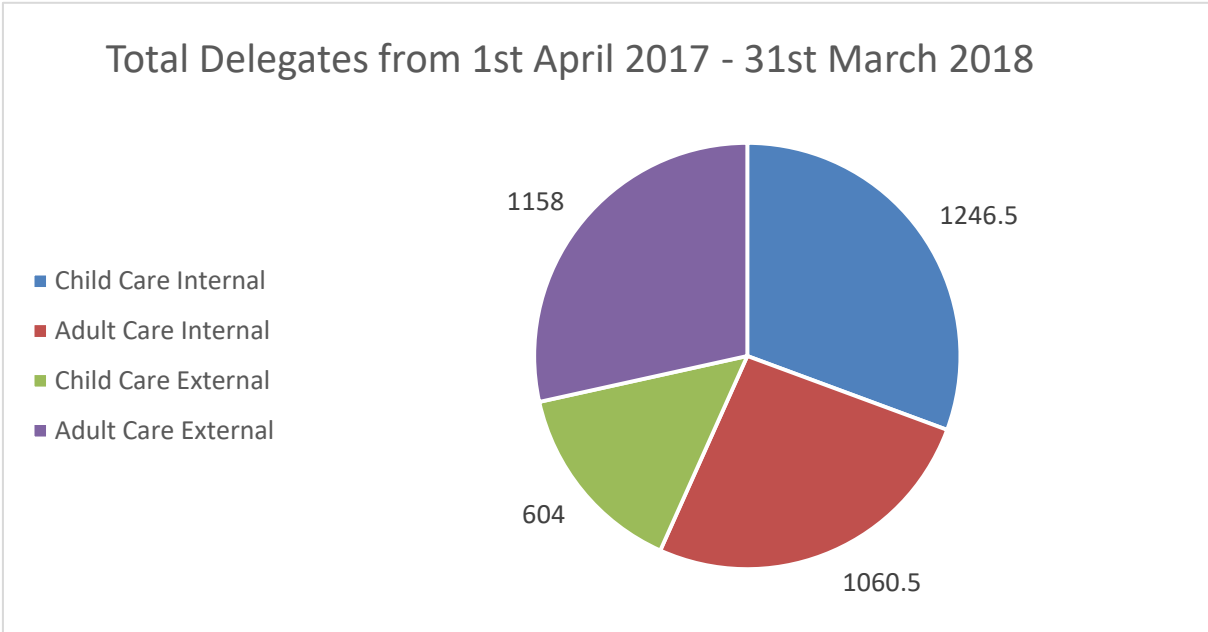
What did we plan to do last year?	How far did we succeed and what difference did we make
E-Learning module on Radicalisation	The Radicalisation module was launched on 17/05/2017 with 634 staff completing the course to date.
Access to safeguarding e-Learning for the independent and voluntary sectors	This has exceeded expectations with 402 users completing modules such as: <ul style="list-style-type: none"> <li>• Tier 1 Safeguarding Children</li> <li>• Alcohol and Drug Abuse</li> <li>• Modern Slavery</li> <li>• Radicalisation</li> <li>• Child Sexual Exploitation</li> <li>• Violence against Women, Domestic Abuse &amp; Sexual Violence.</li> </ul>
Action Learning Sets for mentors of newly qualified social workers	Seven mentors of NQSW committed to a set of six Action Learning Set dates. Attendance was low due to work priorities and changing roles. We decide it was not viable to continue due to low attendance. Action Learning Sets for mentors have not yet recommenced.

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

• Achieving Best Evidence training for staff in the Child Care Assessment Team and Children in Need teams	✓
• Following the recommendations from Serious Case Reviews, delivered training in Working with Difficult, Dangerous and Evasive Families	✓
• Dementia Awareness courses using the Virtual Dementia Tour bus, an experiential learning resource, providing the workforce with the opportunity to experience what dementia might be like	✓
• Enabled foster carers to access key e-Learning modules housed on the Local Authority's online social care learning library	✓
• Collaborated with the Care Home Support Team to deliver a programme of workshops for the care sector, including Pressure Damage Management and Prevention, Promotion of Continence and Management of Incontinence, Chronic Disease Management and Infection control	✓
• We are currently supporting eight student social workers on secondment	✓
• We have eight newly qualified social workers (NQSWs) in their first year in practice	✓



In 2017/18 we trained 4069 people, of these 2307 were internal staff and 1762 were staff working for external providers, regional partners and the voluntary sector.



**Our priorities for 2018/19 are:**

- Roll out of Violence Against Women, Domestic Abuse and Sexual Violence Ask and Act training to public facing staff.
- Full Review of All Ages Safeguarding Suite of training.
- Continue to support aspiring managers in the care sector to undertake Step up to Management Level 4 qualification (funded via SCW).
- Using high quality theatre as a powerful, cost-effective approach to dementia training, enabling staff to attend 'Belonging' (a play that reflects the real life experiences of people living with dementia and their families).
- Review our Workforce Plan to ensure that we have an adequate supply of people with the skills, knowledge and experience required to achieve our objectives efficiently and effectively, both in the short and long term.



## Our Financial Resources and How We Plan For the Future

Service Area	2016/17	2017/18
	Actuals £'000	Net original budget £'000
Children's Services	13,165	12,876
Adult Care	45,700	47,832

2017/18	Efficiencies Targets £'000	Projected Efficiencies £'000	How We Planned To Achieve Efficiencies
Adult services	£3,139	£1,622 (52%)	<ul style="list-style-type: none"> <li>• Review of homecare packages</li> <li>• Successful reablement</li> <li>• Rightsizing care packages</li> <li>• Reviewing fees for high cost care packages</li> <li>• Reviewing funding streams - Continuing Health Care</li> <li>• Changing moving and handling practices</li> </ul>
Children's Services	£364	£364 (100%)	<ul style="list-style-type: none"> <li>• Review number of Looked after Children in residential care</li> <li>• Review selected posts</li> <li>• Review of Fostering Services</li> <li>• Review of other children and family services</li> <li>• Review of assets</li> <li>• Review of Therapeutic Intervention Service for Sexual Harmful Behaviour project.</li> </ul>

2018/19	Efficiencies Targets £'000	How We Plan To Achieve Our Efficiencies
Adult services	£3,875	<ul style="list-style-type: none"> <li>• Electronic Call Monitoring project</li> <li>• Domiciliary Care Review reablement service</li> <li>• Review of third party contracts</li> <li>• Alternative delivery models for provider services</li> <li>• Managing demand for nursing and residential placements</li> <li>• Rightsizing and reviewing fees for care packages</li> <li>• Reviewing funding streams (Continuing Healthcare and joint funding)</li> <li>• Reviewing moving and handling packages.</li> </ul>
Children's Services	£148	<ul style="list-style-type: none"> <li>• Ensure transition to adulthood or appropriate step down of care is on target</li> <li>• Improve systems – review services/workforce, assets, corporate savings.</li> <li>• Income Generation</li> </ul>

## **Our Partnership Working, Political and Corporate Leadership, Governance and Accountability**

### **Partnership Working**

We have continued to develop our strong regional partnership with neighbouring authorities and play a major part e.g. hosting posts for the Regional Safeguarding Boards.

We are the pacesetter for developing an Integrated Commissioning Model. We worked closely with partners to complete the Regional Population Needs Assessment which we will use to inform future planning.

In line with the requirements of the Act we continue to work closely in partnership with HDUHB through for example the provision of mental health and learning disability services.

### **Delivering Change Together**

Section 14A of the Social Services and Wellbeing (Wales) Act requires local authorities and Local Health Boards to produce Area Plans setting out the range and level of services that will be provided in their area in response to regional Population Assessments. These Plans must be produced every 5 years and initial plans must be published by 1 April 2018.

The West Wales Area Plan for 2018-23, 'Delivering Change Together', has been agreed by the Regional Partnership Board and endorsed by Carmarthenshire, Ceredigion and Pembrokeshire County Councils and Hywel Dda University Health Board. It includes a series of strategic commitments which the Partnership will take forward over the next five years to support the transformation and integration of care and support in the Region.

### **Political and Corporate Leadership, Governance and Accountability**

During the year the new Cabinet drafted their 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 2017-18 contains the specific objective “improving Social Care” and clearly sets out the four principles underpinning the Act: People, Wellbeing, Early Intervention and Working Together. It outlines the vision and strategy for the Authority.

Progress against corporate objectives and the priorities contained in the Corporate Plan, is monitored by Cabinet, Council and our Overview + Scrutiny Committees:

- Partnerships
- Services
- Corporate
- Policy

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 2017, the 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 Transformation workstreams. Key projects include:

- Ensuring that we manage demand for our services effectively
- Pace-setting for the region with the Preventions Agenda
- Redesigning services, including rolling out agile working practices across services
- Changing culture and practice in care, for example via reviewing manual handling practices (Releasing Time To Care project)
- Ensuring that financial business processes and reporting are improved to allow effective monitoring and reporting of spend in real time.

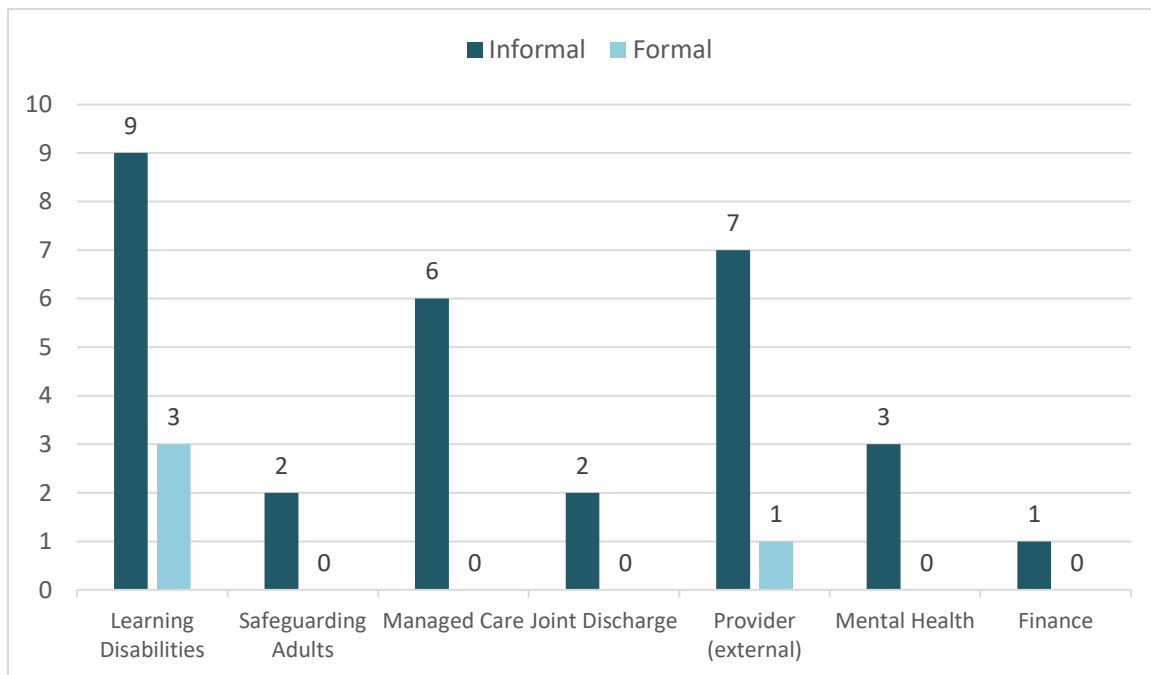
## **Social Services Complaints**

We are committed to learn from complaints and recommendations are implemented quickly. Close links are in place with the Quality Assurance and Audit processes. Using the MAPF and Sings of Safety Models, we share any learning from complaints using “lessons learned” to inform and improve professional practice.

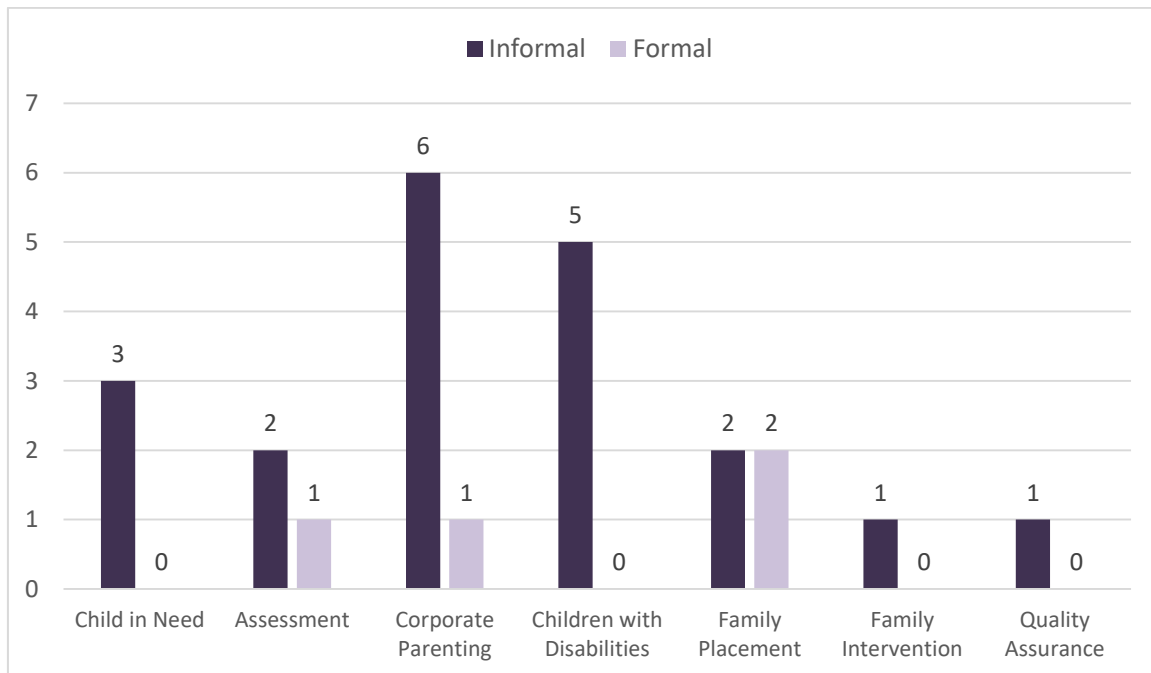
The number of complaints received has remained consistent with last year’s figures; 49 complaints were dealt with at the informal stage and 9 were dealt with through the formal stage. 34 complaints were made about adult care and 24 about children’s services. The greatest number of complaints was about the adult care team which has the largest customer base.



## Adult Care

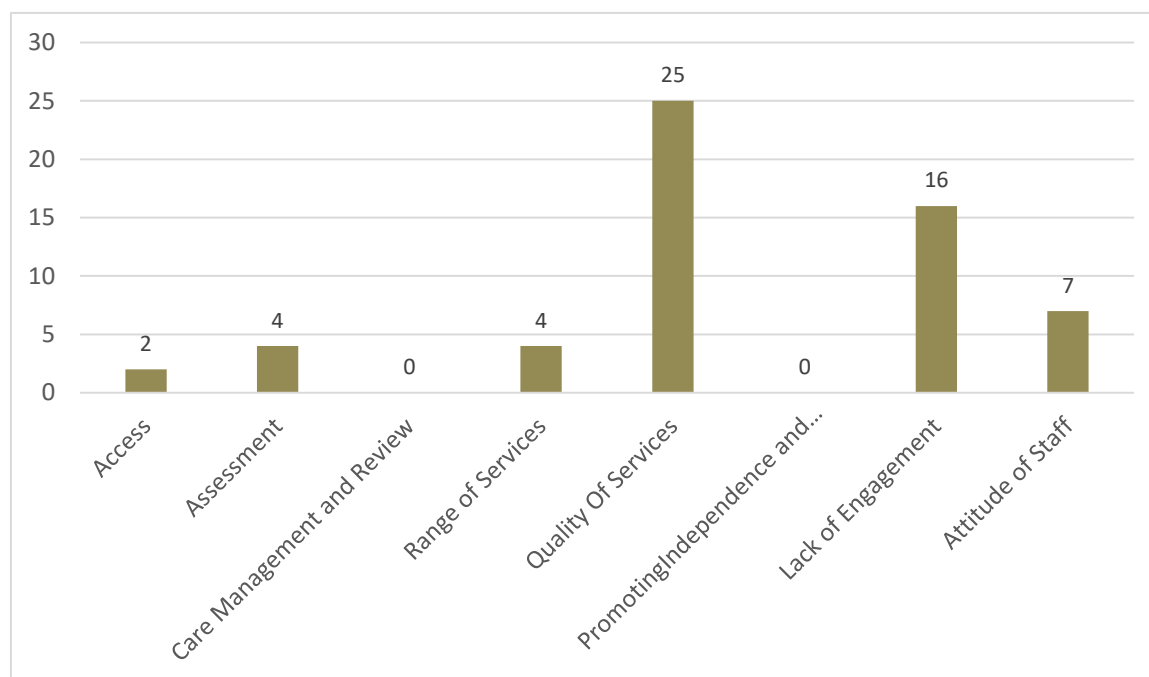


## Children's Services



## Complaint Categories 2016-17

The highest category is quality of service which covers a variety of sub groups such as communication. Trends show that this category has consistently remained the highest over the last few years.



## Ombudsman

Nine cases were referred to the Ombudsman during the year, an increase of 1 from last year. Seven related to Adult Services and 2 to Children's Services. Six merited no investigation, 1 was passed back to Local Authority to investigate, 2 were investigated with 1 not upheld and the other upheld and monetary offer made and accepted.

## Compliments

During the year we have received 105 compliments; 69 for Adult Services and 36 for Children's Services. This is a significant increase of 24 on last year. We ensure that this data is used to show which areas of service are working well and learn from good practice.





## **6 Accessing Further Information and Key Documents**

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

Social Services Well Being (Wales) Act 2014:

Welsh Government site:

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

Legislation:

[http://www.legislation.gov.uk/anaw/2014/4/pdfs/anaw\\_20140004\\_en.pdf](http://www.legislation.gov.uk/anaw/2014/4/pdfs/anaw_20140004_en.pdf)

Codes of practice and statutory guidance:

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

PCC website:

[http://www.pembrokeshire.gov.uk/content.asp?nav=1210&parent\\_directory\\_id=646&id=33011](http://www.pembrokeshire.gov.uk/content.asp?nav=1210&parent_directory_id=646&id=33011)

### **2. Well-being of Future Generations (Wales) Act 2015**

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

### **3. Social Care Wales**

<https://socialcare.wales/>

3.1 Legislation in Wales, information and learning hub:

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

3.2 Code of practice:

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

### **4. Pembrokeshire County Council Strategies/Corporate Plans**

<http://www.pembrokeshire.gov.uk/content.asp?nav101,2434,2438&parent.directoryid+64>

4.1 Single Integrated Plan 2013 - 2018

<http://www.pembrokeshire.gov.uk/content.asp?nav=101,126,2182>



#### 4.2 Corporate Plan

[http://www.pembrokeshire.gov.uk/content.asp?nav=101,2096,1566,1710&parent\\_directory\\_id=646](http://www.pembrokeshire.gov.uk/content.asp?nav=101,2096,1566,1710&parent_directory_id=646)

#### 4.3 Well-being Assessment and Well-being Plan

[http://www.pembrokeshire.gov.uk/content.asp?nav=101,2434,2438&parent\\_directory\\_id=646](http://www.pembrokeshire.gov.uk/content.asp?nav=101,2434,2438&parent_directory_id=646)

#### 4.4 Carers Strategy

<http://www.pembrokeshire.gov.uk/content.asp?nav=1210,1318,1321>

#### 4.5 Strategy for Older People

[http://www.pembrokeshire.gov.uk/content.asp?nav=107,753&parent\\_directory\\_id=646](http://www.pembrokeshire.gov.uk/content.asp?nav=107,753&parent_directory_id=646)

### 5. Pembrokeshire Public Services Board

<http://www.pembrokeshire.gov.uk/content.asp?nav=101,2434>

### 6. Regulators' Inspection reports and the Authority's plans

Fostering Inspection, July 2016

[http://cssiw.org.uk/docs/cssiw/report/inspection\\_reports/10325\\_5\\_e.pdf](http://cssiw.org.uk/docs/cssiw/report/inspection_reports/10325_5_e.pdf)

National review of care planning for children and young people subject to Public Law Outline pre proceedings, December 2016

<http://cssiw.org.uk/our-reports/national-thematic-report/2016/161221-care-planning-report/?lang=en>

National inspection of care and support for people with learning disabilities, June 2016

<http://cssiw.org.uk/our-reports/national-thematic-report/2016/national-inspection-care-and-support-for-people-with-learning-disabilities/?lang=en>

### 7. Population Needs Assessment

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

### 8. Pembrokeshire Association of Voluntary Services (PAVS)

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

### 9. Hywel Dda Local Health Board

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





