

Health and Care Scrutiny Committee

Meeting Venue

By Zoom

Meeting Date

Monday, 25 July 2022

Meeting Time

10.00 am

For further information please contact

Wyn Richards

Scrutiny Manager and Head of

Democratic Services

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County Hall
Llandrindod Wells
Powys
LD1 5LG

18-07-2022

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	DECLARATIONS OF INTEREST
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To receive declarations of interest from Members.

3.	DISCLOSURE OF PARTY WHIPS
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To receive disclosures of prohibited party whips which a Member has been given in relation to the meeting in accordance with Section 78(3) of the Local Government Measure 2011.

(NB: Members are reminded that, under Section 78, Members having been given a prohibited party whip cannot vote on a matter before the Committee.)

4.	MINUTES
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To authorise the Chair to sign the minutes of the last meetings as correct records.

(Pages 5 - 12)

5.	ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES
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To receive and consider the Annual Report of the Director of Social Services.

To assist the Committee, it would be useful if Scrutiny Members could consider:

- Whether the report is an accurate reflection of the situation as they understood it to be during the year of the Annual Report, 2021-22
- Do Members wish to have clarification on any aspect of the report
- Whether the Committee wishes to receive more detailed reports on any aspect of this report, to be added to the Committee's Forward Work Programme for the next twelve months, which would enable officers to prepare information in advance of future meetings

(Pages 13 - 76)

6.	NORTH POWYS WELL-BEING PROGRAMME
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To receive and consider a presentation by Nigel Brinn (Executive Director Economy and Environment) and Carly Skitt (Strategic Planning Manager – Powys Teaching Health Board)

7.	WORKING GROUPS
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To re-establish the following Working Groups:

- Adult Services Working Group
- Childrens Services Working Group

It is suggested that the Committee could split the membership into two, half comprising the Adult Services Working Groups and the other half the Childrens Services Working Group.

In respect of the Chair and Vice Chair (when appointed) of the Committee they could either:

- chair one of the Working Groups specifically, or alternate between chairing both of them.
- be ex-officio members of the Working Groups with another member chairing the Working Group.

8.	WORK PROGRAMME
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To note the scrutiny forward work programme as follows:

	Pre-Meeting
23-09-22 10.00 – 200	Elect Vice-Chair Annual Complaints Report Briefing – Adults Services

	Pre-Meeting
21-10-22 10:00 – 12:00	Q2 Performance and Risk Q2 Finance
	Pre-Meeting
15-12-22 10:00 – 12:00	

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**MINUTES OF A MEETING OF THE HEALTH AND CARE SCRUTINY COMMITTEE
HELD BY TEAMS LIVE ON WEDNESDAY, 2 MARCH 2022**

PRESENT

PRESENT

County Councillors A Jenner (Chair), S Hayes, S McNicholas, J Gibson-Watt, A Williams and J M Williams

Portfolio Holders: County Councillors M Alexander and R Powell

Officers; Alison Bulman, Executive Director, Neil Clutton, Property Manager

Other Officers in Attendance: Carly Skitt, Assistant Programme Director, North Powys Wellbeing Programme and Sali Campbell Tate, North Powys Wellbeing Programme Service Planner

1.	APOLOGIES
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Apologies for absence were received from County Councillors G Morgan, L Rijnenberg, L Roberts, K M Roberts-Jones, D Rowlands, J M Williams and R Williams

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest.

3.	DISCLOSURE OF PARTY WHIPS
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There were no disclosures of party whips.

4.	MINUTES
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Documents:

- Minutes of the last meeting held on 1 February 2022

Outcomes:

- **The Chair was authorised to sign the minutes as a correct record**

5.	NORTH POWYS WELLBEING PROGRAMME
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Documents:

- Report of the Portfolio Holder for Adult Services
- Strategic Outline Case
- Memorandum of Understanding

The Assistant Programme Director gave a presentation summarising the detailed documents which had been circulated with the agenda.

Discussion:

- The Chair asked if the ambition and commitment for the project had changed in light of the pandemic. The Assistant Programme Director indicated there was ongoing dialogue with stakeholders and there was always an appetite to support the scheme. The pandemic has been challenging but it provided an opportunity to expedite some elements of the programme. There has been more focus on cultural change and new ways of working have enhanced collaborative working. A number of wellbeing providers are wanting to come on board.
- The demand for services is currently outstripping supply and the Project will lead to better outcomes and help to manage demand. However, due to the pressures of work it may have been difficult for staff to engage whilst dealing with the current crisis.
- It was recognised that the documents were strategic, but it would have been useful if more of the evidence gathered was apparent. The benefits of the estate are evidenced but service delivery is aspirational. It was suggested that a baseline was needed. The Committee asked to see specific outcomes of modelling and how services will change – for example, the project will be working across traditional boundaries but staff from different bodies are operating under differing terms and conditions which has proved problematic in the past. The Executive Director noted that some terms and conditions were not always competitive, and this was being kept under review. An evaluation will commence, and consultation will be one of the next stages in the process. In Social Care, the focus has been on the delivery of the model of care and a huge number of outcomes are being achieved.
- Given the nature of the documents, there was a lack of tangibility and if hypothetical case studies could be provided, this would help the public visualize the proposals and appreciate what would be different and how services would work in this setting. It was suggested that following the election a working group could look in more detail, and in a more informal setting, to discuss this issue. This could provide guidance where Health and Care Committee could be involved on a formal basis.
- The pandemic had been challenging. It had hoped that the programme would be at outline business case by this stage. The SOC sets out the strategic intentions and its intention was to build on the aspirations in the Programme Business Case through modelling and technical work. This will incorporate lessons learned through the pandemic and provide some robustness around assumptions underpinning previous ambitions. There is a need to engage clinically, produce a workforce model and develop service specifications. The Assistant Programme Manager appreciated the level of scrutiny and challenge but noted that the OBC will specify more clearly the proposals and models.
- A significant risk is the workforce – new ways of working will have an impact but there is local ambition to develop this further. There are cultural challenges including the differing terms and conditions.
- The Committee were keen to be involved and help shape the future of the project – for example, there is a proposed school on site but the rationale for its location needed to be explored. The Chair would contact the Chair

- of Learning and Skills Committee regarding scrutiny of the rationale for the location of the school. Of particular concern was the issue of safeguarding. This element had been recognised and is at the forefront of planning considerations – supported living will be located as far away from the school site as possible and different entrances will be provided to ensure flows do not cross. The Portfolio Holder noted the balance to be struck between co-locating services to ensure no stigma is attached to accessing some services and the need for safeguarding.
- The Authority is finding it difficult to recruit and it was questioned how many staff will be needed at the new site. It is hoped that services will be more innovative and therefore attractive in recruitment terms. There are new models, new practices and new buildings all of which will be a key lever in recruitment. It is hoped the existing resource can be used in a different way. Teams will be expanded in some areas and local training will be provided. Roles may be adapted. The Portfolio Holder recognised the skills of unpaid carers and an ambition to bring them into the workforce.
 - The issue of transport from outlying areas was raised – currently there is no direct transport link from the Knighton area to Newtown with the only means of access by private car or taxi. Transport reviews will take place during the Outline Business Case stage. The programme is a partnership and there are ongoing discussions with housing, education, libraries, property and transport all of whom are committed to making the project work. Silo working that has been in existence has been successfully removed for this programme.
 - The need for value for money was noted. The Executive Director advised that the project would have to break even and there should be no additional costs to current services. However, the achievements in delivering the model of care are also showing efficiencies. Costs will become clearer during the OBC stage when it is known what buildings will be used for. It is expected that there will be cost reductions and efficiencies in running new buildings.
 - Both documents are live and can be amended. In relation to the MOU, it was clear that dispute resolution can be more detailed within the framework. This was another area for more detailed discussion by the working group.
 - The Committee were very supportive of the proposal, but it needed to be demonstrated how this will positively impact on health and wellbeing across the county. The issue that this was not just a facility for Newtown had been stressed before. This was the start of an ambitious programme which will be developed across the county to deliver services as close to residents as possible.
 - The Committee questioned how lessons learned from previous joint ventures were being applied to this project. It was key to ensure the governance for the project was sound and any plan had workable stages. It was noted that no-one would know if the governance was correct until such time as it was put to the test. Two projects were highlighted - Glan Irfon in Builth Wells had a chequered history in the early stages and the integrated care teams in Ystradgynlais. The aspirations for both projects were correct but small issues nearly derailed the projects. The Executive Director noted that there had been key learning from the pandemic and that ways of working had had to change rapidly. Glan Irfon was now

working well and a Section 33 Governance Group was in place. There had been a failure to manage expectations about what was going to be delivered in the initial stages. Glan Irfon had been very complicated in terms of leases and licenses, but the two property teams now work much more closely. Engagement and transparency are key and these have been the main learning points. The Committee would recommend that key lessons learned be detailed and sent to each management team leader.

- Roles and responsibilities need to be clearly defined. Protocols are being developed to ensure that everyone is working on the same basis.

Outcomes:

- **The Committee welcomed the exciting development of the Programme and wished to continue to be involved as it develops**
- **Consideration to be given to establishing a new working group after the elections to consider items in greater depth and highlight issues for formal scrutiny**
- **Lessons learned to be detailed and circulated to all appropriate management and team leaders**

6.	WCCIS REPLACEMENT PROPOSAL
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Documents:

- Report of the Portfolio Holder for Corporate Governance, Planning and Regulatory Services.

Discussion:

- The Chair reported that the item had been deferred for consideration by Cabinet to allow for scrutiny. Clarity would be sought during the meeting and Members would have until Wednesday 9 March to view the document and make further comments on Teams.
- The Executive Director confirmed that there were significant, ongoing challenges with the current system which was having an impact on the ability to safeguard and to recruit and retain talent. The system was unreliable and there was little confidence in it. The Head of Economy and Digital Services had been commissioned to produce an options report.
- The Head of Economy and Digital Services summarised the report for Members' benefit detailing the background and work that has been undertaken to rectify issues together with proposals for alternative options.
- Members were concerned that the Authority would be breaking away from an agreement with other local authorities and the Health Board.
- The national team had come to similar conclusions but appeared to be committed to progress with WCCIS
- There was concern around the risk to the budget in 2023/24 and the time available if a new system was to be implemented ahead of the expiry of the current contract in the spring of 2024.
- Users of the system are quite clear that its continued use is untenable whilst acknowledging the time and effort that would be required to introduce a new system
- The Executive Director highlighted the risk of continuing with the current system – safeguarding, liability for the organisation in terms of reputational

damage. It was also impacting upon the ability to recruit and retain staff and was having a negative affect on the wellbeing of the workforce.

- The Portfolio Holder was concerned that the risk remained at the highest level despite mitigation
- The Committee asked if the Health Board were aware of the contents of the report and what their response had been, and similarly, with the national working group. The BestGov report had been shared with the Chief Executive of the Health Board. Issues raised include data sharing across different systems. This would be a fundamental element of any new project but the sharing of data across different systems was possible with cloud-based technology. At a national level, there is an appetite to continue with a revised version of the current system. This was also an option under consideration by the Authority.
- The Committee asked for examples of other health boards and local authorities sharing data across separate systems. This could form part of soft market testing of alternative options but was also currently possible given that some of our clients are placed in other authorities.
- Legal advice regarding early exit from the contract has been obtained from Legal Services. The Committee asked if they could have sight of this information and were keen that Cabinet also be informed as part of the debate.

Outcomes:

- **The legal advice obtained regarding the early termination of the contract be provided for Members' information**
- **An observations report would be prepared for consideration by Cabinet alongside the Portfolio Holder's report**

County Councillor A Jenner (Chair)

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Public Document Pack

Health and Care Scrutiny Committee – 29-06-2022

MINUTES OF A MEETING OF THE HEALTH AND CARE SCRUTINY COMMITTEE HELD BY ZOOM ON WEDNESDAY, 29 JUNE 2022

PRESENT: County Councillor A Jenner (Chair)
County Councillors B Breeze, G E Jones, L Rijnenberg, C Robinson, E Roderick and
E Vaughan

Cabinet Members In Attendance: County Councillors S C Davies and S McNicholas
(Cabinet Member for Future Generations) (job-share)

Officers: Jan Coles (Head of Children's Services), Dylan Owen (Head of
Commissioning and Partnerships), Jaqueline Pugh (Finance Manager), Lynette Lovell
(Director of Education) and Wyn Richards (Scrutiny Manager and Head of Democratic
Services)

1.	APOLOGIES
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Apologies for absence were received from the following Committee Members:
County Councillors G. Ratcliffe, G Preston, J Ewing, C Walsh, SJ Beecham and
J Wilkinson (on other Council business).

Apologies for absence were also received from the following Cabinet Members:
S Cox (Cabinet Member for a Caring Powys) and J Gibson-Watt (Leader) (on
other Council business)

An apology for absence for the briefing was received from L Hamilton (Chair of
the Governance and Audit Committee)

2.	ELECTION OF VICE-CHAIR
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As no nominations had been received and as there were a number of new
Members on the Committee the Chair agreed to defer consideration of this
matter until later in the year.

County Councillor A Jenner (Chair)

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**Director of Social Services Annual Report
April 2021 – March 2022**

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Director's Summary of Performance

Whilst I reflect on the last 12 Months, I am struck by how challenging it has been across both Children and Adult Services and how, this time last year, I could not have imagined that 2021/2022 could be more challenging than the previous 12 months. The increased demand across our services has been significant and sustained. This reflects the pressures across our communities. The direct and indirect impact of Covid, various lockdowns and the cost-of-living challenges are all having a significant impact on people's lives as well as delays in people accessing treatment through the NHS. However, despite this I have witnessed the most outstanding force of goodwill and commitment from staff across both Children and Adult Services to do their utmost to deliver for Powys residents.

Our performance for 2021/22, in the context of the pressures is exceptional. We have continued to work with families to keep Children and Young People safe at the heart of their families and communities. In doing so we have significantly reduced the number of Children who come into the Care of the local authority. We have developed a range of accommodation options for young people leaving the care of the local authority and the Corporate Parenting agenda has been significantly strengthened. We have continued to support people to live at home independently and delay the need for admission to Nursing Homes by 4 years against the national average. Despite significant challenges in the Domiciliary care market, our workforce has worked additional hours and their days off to keep people at home, safe, whilst our commissioning team have been working with the market to reset and recruit. This continues to be an ongoing challenge. We have continued to embrace technology across both services to mitigate and manage risk and this includes several excellent examples of robotics, including robotic beds which reduce the demand for care and support.

It has been my pleasure to be the Director of Social Services in Powys for the last 4 years. However, this will be my final annual report.

Alison Bulman

A handwritten signature in black ink, appearing to read 'A. J. B. Evans', is enclosed within a light grey rectangular box.

Director of Social Services

1. Introduction

Welsh Government requires all local authorities to publish a report about the key achievements and challenges in Children's and Adults Social Services in the previous year (please see relevant legislation at the end of this report). It is published on the Council's website and is aimed at interested parties such as elected members, residents, voluntary/community sector organisations, statutory partners such as the NHS, regulators such as Care Inspectorate Wales and Welsh ministers. This report provides an overview of how well the services achieved the intended outcomes as set out in 2020/21 report, as well as identifying new developments and aspirations for 2022/23 and beyond. Detailed information about performance is available on our website, please see the link at the end of this report.

Demographics

There are more people over the age of 64 than in the rest of Wales, which provides a rich tapestry of experiences, but also creates challenges to the employment and care sector.

Population by locality	
Welshpool and Montgomery	18,438
Newtown	16,967
Brecon	14,448
Llandrdindod and Rhyader	12,767
Ystradgynlais	10,211
Knighton and Presteigne	9,636
Llanfyllin	9,187
Hay and Talgarth	8,605
Llanidloes	6,573
Machynleth	6,315
Llainfair and Caereinion	6,216

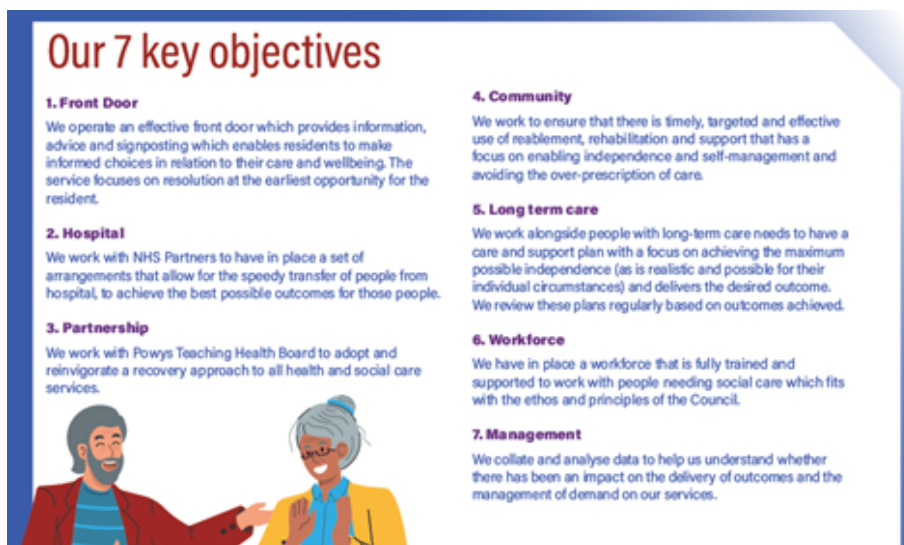
Age groups in Powys in % (ONS, 2020 mid year estimates)

	Powys	Wales	UK
0-15	16	18	19

16-64	57	61	62
65 and over	28	21	19

Powys County Council's Social Services Department includes Children's Services and Adults' Services. Both are supported by an internal Commissioning team, as well as Corporate Finance, Human Resources, and other support services.

The Adult Services Plan on a Page (below) explains how we will achieve that vision:



Children's Services set out its principles within the Plan on a page here



2. How Are People Shaping Our Services?

Powys County Council engages with the people of Powys and partners in a variety of ways and has continued to do so during the last reporting year, still heavily influenced by the pandemic. Therefore, most of our engagement was 'virtual'. We have been told that, rather than that being a detriment to engagement, many people in the community have welcomed this approach as it enabled them to participate without having to travel often significant distances.

Citizen Forums

Our citizen forums have continued to meet virtually via Microsoft Teams, Zoom or Microsoft Meet. We have taken the opportunity to consult on several different topics including the Customer Care Charter and Residents Expectation Booklet. We have also provided opportunities for support in responses to Welsh Government consultations and have had presentations from a variety of contributors including the Older People's Commissioner for Wales's Office who provided an overview on the report "Leave no-one Behind". Members of the forums have updated on projects within the community.

We have asked PAVO (Powys Association of Voluntary Organisations) to look at the function of our Older People's Forum which meets regularly to discuss issues important to older people in Powys, its membership and how we can ensure that the older citizens of Powys can have their voices heard and are awaiting the outcome of the survey to be undertaken with residents aged 60+. We hope that as part of this engagement we will be able to recruit new members to the forum. The work of the Older People's Forum will feed into the Age Well Partnership Board in the future.

Recognising, valuing, and coproducing with Young and Adult Carers

Young and Adult Carers experienced disproportionately pressures due to the Covid Pandemic as they looked after loved ones with ill health or a disability. The number of Carers has also increased by 27% (Carers Wales (2021)). Powys's Population Needs Assessment (2021) estimates that there are now 35,918 carers in Powys over 18. Research (Becker, S (2018)) indicates that as many as one in five children of school age are Young Carers during their school lives. This means one in five of the 15,445 pupils in Powys will become a Young Carer.

Our **Carers Steering Group** is made up of young and adult Carers along with leaders in Social Services, Education in Health. Carers of all ages chair the group and collectively the group plans and acts. We have collaborated with Credu, a Powys based charity, and the rapidly growing Carer's movement.

- Contact with 5991 Carers and families
- Person-centred support for **1157** Carers and their families in Powys. This means that Carers were listened to, understood, able to make informed choices and move towards their personal outcomes. This is sometimes achieved over a few sessions, sometimes over a few years, every person is different.
- Additional investment for bespoke respite supported for **782** Carers.
- Trained volunteer councillors gave in depth counselling support to **26** Carers in Powys
- Special investment in supporting Carers with Covid resilience meant **403** were able to access course / learning opportunities
- Investment from Welsh Government meant that **166** Carers in Powys were able to access emergency financial support through the winter
- Opportunities for social connection with a wide range of face to face and on-line activities and groups for young carers and adult carers, including action forums, peer groups, art groups, yoga and wellbeing groups and a summer festival for Carers of all ages and their families.
- Awareness and skills within social services, health, education and the wider community to recognise, value and support Carers throughout our communities, making 90,000 contacts through a range of media including face to face training and awareness raising stalls as well as social media, newsletters and press.

- Carers of all ages and others feel so passionately about the cause volunteering has tripled to **130** people in the last 18 months.

Parent Carer Hayley Pugh sums up our support when she says: *"Thank you, I've found such positive empowering support in CREDU!! CREDU's commitment to carers has been life changing. Giving us a voice, a platform, a purpose to dare to look forward and believe again in ourselves... a cuppa, a chat, a friendly ear, some support, positive direction, a platform to services, wonderful therapeutic sessions...I no longer feel like I'm a tick box problem. I feel like Hayley again...."*

Going forward, the number of Carers is considerably higher than the resources available to support them. resources. A key focus is therefore building capacity and capability within education, health, social services and community organisations to recognise, value and support Carers as a norm. Carers have a right to assessment and we are currently developing a pilot project whereby CREDU undertake Carers Assessments to explore approaches and processes that give Carers the very best possible experience.

For more information about carers support services, please go here [Carers Cymru | CREDU | Powys Young & Adult Carers](#)

Children's Services participation

In 2022-2023 Children's Services have worked with Coram Voice to undertake *Bright Spots*, a programme which aims to improve the well-being of children and young people in care by identifying and promoting practices that have a positive impact. This is a large piece of work which illustrates our on-going commitment to improving outcomes for children looked after and care experienced young people as outlined in Children's Services Participation Strategy. This gives us an opportunity to really listen to young people in a focused and systematic way to ensure we better understand how children and young people perceive their care, well-being, the people they know, and their rights. The initial part of the Bright Spots programme entailed distributing a survey called *'Your Life, Your Care'* with our looked after children aged 4-18. The results from the first survey demonstrate that children feel safe where they are living and feel they have trusted adults they can rely on. The care leaver survey results are pending. In 2022 there will be a wide dissemination event to share these findings and to begin to develop Powys' response to what children and young people told us.

3. Providing Services during the Covid-19 Pandemic

The period this report covers sees us in the second year of Covid-19, which continued to have significant impact on our citizens, people requiring care and support, carers and the Council and its partners. Please refer to measures the Council and its partners took in 2020/21 via the section at the end of this report. Many measures taken in 2020/21 continued in 2021/22, covering both adults and children's services.



Supporting Children, young people and their families

- ❖ Promote access to a range of Early Help services, preventing the need for statutory intervention.
- ❖ Focus on early intervention and prevention ensuring access to the right support at the right time to keep families together, where possible and children safe; intervening at the earliest opportunity to ensure that children and young people do not suffer harm.
- ❖ 'Work with' children, young people and their families rather than 'do to', to co-produce plans which will bring about the changes children need as quickly as possible.
- ❖ Provide and commission a flexible and affordable mix of high-quality placements for children who are looked after to meet the diverse range of their needs and circumstances, keeping children as close to home as possible.
- ❖ Achieve the best possible outcomes for those children in our care by providing good corporate parenting, specialist support and clearly planned journeys through care into adulthood.
- ❖ Ensure that the service has a skilled, supported workforce, equipped to provide a high-quality service to children, young people and their families, which is compliant with the legislative framework and in line with best practice.
- ❖ Ensure children and young people have access to a range of opportunities and services to support them to recover from the Covid-19 pandemic.

The COVID-19 pandemic has created huge pressures on the availability of suitable placements for adults, children and young people. There has been a national shortage of placements which has been made worse by the pandemic with complications arising due to government guidance around Children's homes and issues with isolating and positive cases. There is a lack of provision of therapeutic residential placements for children and young people with severe emotional and behavioral needs in Powys and Wales. This has made it extremely difficult to balance the competing priorities of managing service demand, meeting the needs of children and young people and reducing expenditure with the need to achieve budget savings.

We increased staffing in our Front Door, Assessment and Business Support teams to ensure that we were able to cope with and manage the increase in demand safely and efficiently. The table below highlights the increase in contacts to the service in 2021-22 in comparison to the previous year.

Total number of contact to Children's Services	
April 2021	599
May 2021	572
June 2021	639
July 2021	766
August 2021	593
September 2021	871
October 2021	716
November 2021	736
December 2021	771
January 2022	755
February 2022	848
March 2022	794

<i>Number of Children on the Child Protection Register</i>	
<i>March 2021</i>	83
<i>April 2021</i>	88
<i>May 2021</i>	99
<i>June 2021</i>	107
<i>July 2021</i>	106
<i>August 2021</i>	105
<i>September 2021</i>	102
<i>October 2021</i>	107
<i>November 2021</i>	115
<i>December 2021</i>	116
<i>January 2022</i>	120
<i>February 2022</i>	128
<i>March 2022</i>	132

The increase in demand for services meant we needed to increase staffing resources in the Front Door, Assessment teams and Early Help. Initially these costs were going to be funded by the core budget but at the end of the year they were covered by Welsh Government grants for Covid relief.

The Children's Services 2020/21 baseline budget included an investment of £5.15 million which in part was for new service development, to offset the 2019/20 existing pressures and the 2020/21 salary inflation, including employers pension contributions. Within the Financial Resources Model (FRM) we identified pressures of £7.646 million (and materialised) and savings of £2.221 million were agreed, of which £1.753 million were delivered. In addition, £275,000 of the unachieved 2019/20 savings were rolled forward into 2020/21 and achieved. The £468,000 of 2020/21 unachieved savings were written off as part of the 2021/22 budget setting process. The outturn was an underspend of £944,000.

Towards the end of 2020/21 the service had started to increase its spending in preparation for a potential surge in infection rates and demand for support. This spending was eventually funded by the Welsh Government.

Support for Adults through our Assist service (Adult Social Care front door)

Our Assist service, which acts as the first point of contact for Powys residents looking for possible social care support, managed 5,316 calls during 2021/22.

Of these 808 contacts resulted in the caller receiving information and advice about how to take their query forward (so not resulting in a referral to a social worker).

Care Home and Domiciliary Care Provision

There are several areas in which intensive support activity was needed during the pandemic. The Council's work with care homes and domiciliary care has been subject to continuous change and some significant highlights are detailed below:

1. We continued our engagement with care home and domiciliary care providers, at one point including daily calls to offer support, advice, and guidance. We reduced these and eventually stopped in late 2021.
2. Providing care and support at home for older people and those with disabilities saw a steady growth during the year which has been challenging, as some providers are seeing staffing issues which are mentioned elsewhere in this report. We continued to work with our providers and our in-house team to manage this situation safely

The table below shows the increase of people waiting for Domiciliary care provision between April 2021 and March 2022

Number of Individuals awaiting Domiciliary care with no current provision	
April 2021	2
May 2021	11
June 2021	11
July 2021	25
August 2021	23
September 2021	31

October 2021	27
November 2021	28
December 2021	26
January 2022	43
February 2022	58
March 2022	48

3. We continued the work on our integrated care homes dashboard, which began in the Spring of 2020. This has been refined and is used to monitor issues and take early steps to support homes. Colleagues from the commissioning and operational teams, together with Health Board colleagues continued to meet as a Multi-Disciplinary Team (MDT) for care homes to identify and agree actions to be taken to support our care homes.
4. We developed and implemented a Covid supply system for our providers including PPE and lateral flow tests and offered up to date advice and information to providers in relation to the Welsh testing regime.
5. The dedicated email address for the commissioning team, set up in 2020 continues to be used for providers to get in touch with us.
6. PPE supplies continued via the system established in 2020 and is ongoing
7. The Community Equipment Service continued to be pro-active in supporting not only care homes but also individuals living in their own homes, thus enabling these to remain at home.
8. The Council worked with *Rockhaven Healthcare Consultancy* to undertake a '[Fair Cost of Care](#)' exercise, which enabled us to agreeing set fee rates for older persons' care homes in Powys. The fees are set out in the Cabinet report of March 2021, "[Valuing Residential Care](#)". The exercise adopted an open-book approach to understanding the costs of residential care in Powys for care providers and calculated an agreed average cost and set fees, split into relevant categories. These fees were adopted and used from April 2021 until March 2022. There were several instances during the 'second wave' where the Council had to provide direct support to homes. Support included actions to maintain safe staffing levels (including temporary Council staff redeployment). In one instance the Council helped to source alternative temporary arrangements for resident catering.
9. The Council provided support to homes in response to requests concerning problems with securing COVID testing kits; correct self-testing procedures; and establishing operable staff testing arrangements, etc.
10. The Council promoted the availability of the Welsh Government hardship fund and assisted homes to make claims related to increased staffing costs and food prices, the provision of COVID secure visitor pods and testing areas, and additional costs incurred due to the requirement for staff testing. As of March 2021, the monies paid to homes via the Council from the hardship fund totalled £3,859,115.

Number of Individuals in receipt of nursing care	
April 2021	174
May 2021	177
June 2021	185
July 2021	181
August 2021	182
September 2021	186

October 2021	181
November 2021	183
December 2021	183
January 2022	178
February 2022	175
March 2022	174

Number of Individuals in receipt of residential care	
April 2021	370
May 2021	384
June 2021	392
July 2021	389
August 2021	387
September 2021	397
October 2021	393
November 2021	381
December 2021	380
January 2022	378
February 2022	385
March 2022	401

The right support at the right time and place

Here at Powys County Council we believe in your right to independence. Part of that means receiving the right support to live independently at the time you need it. If you're happy living in your own home but feel that you could do with a little support to make your life better then you might find this leaflet a handy guide to the support that could be available to you here in Powys.

Do you need help around your home?

Yes? Then do you have members of your family, friends or paid carers who could help you with this? If you still need help and are unable to sort out support, see below.

Contact the ASSIST team.

CYMORTH ASSIST
Assist with your everyday needs
0345 602 7050

Do you feel that you need help with personal care?

Yes? Then we can have a chat with you to discuss the best ways of achieving this. You could have the option of managing your home care support yourself using Direct Payments or we could manage this for you. We'll talk to you to find out what would be best for you.

Contact the ASSIST team.

CYMORTH ASSIST
Assist with your everyday needs
0345 602 7050

Do you feel that you are worried about your safety?

Yes? If you're worried about your safety then we have equipment which might help. Some of this is technological, like a 24hour personal alarm system, while other items aren't, such as stair rails. You might already have access to some technology which can help, too, such as Google or Alexa. We can give you advice on how to use these to help keep you safe. Our AISCARA website can also help you find out what support could be available to you.

Do you want to get out and about more, doing things that you enjoy doing?

Yes? Then our colleagues at the Powys Association of Voluntary Organisations (PAVO) have a team of Community Connectors who can put you in touch with a Befriending Service and also advise you of other activities and groups in your community, where you can meet others with similar interests. The Ddraig Cymru and Infestopix websites also have details of groups and activities in your area.

PAVO
Powys Association of Voluntary Organisations
www.pavo.org.uk/help-for-people/community-connectors
Tel: 01507 828649
www.draig.wales
Infestopix
en.infestopix.cymru

Do you want to support you to live well in your own home for as long as possible but at some point in your life you may feel that you need more support than can be offered in your home. It may then be time to consider other ways that you can be supported to live as independently as you'd like.

There are different options that we can explore with you. This could include extra care housing where you have your own apartment in a building and where staff are on site 24 hours a day. Our Shared Lives scheme, where Powys families open their homes to people who need that extra bit of support is another great alternative to living in your own home, but can keep you linked in with your community, see www.powys.gov.uk/sharedlives

For others, moving into a residential or nursing care home may be the best option, although we would work alongside you to make sure that this was the right decision for you, given that you would be moving out of your own home.

You can find out more by calling the Assist Team.

CYMORTH ASSIST
Assist with your everyday needs
0345 602 7050

The web address which covers all Adult Social Care services is www.powys.gov.uk/adultservices

PAVO
Powys Association of Voluntary Organisations
Powys

If you are being harmed or abused, or you're worried about somebody else, please report it. If you report a concern and it turns out that nothing has happened you won't get into trouble if you really thought there could be a risk. In an emergency, don't wait. Call 999. Otherwise, you can contact Assist on 0345 602 7050.

Feedback from the Public

To help shape our service, we collect Compliments, Comments and Complaints and we discuss this feedback on a regular basis. We categorise them into Stage 1 and Stage 2 Complaints. Stage 1 complaints are dealt with by the team or senior manager of the department. If we are unable to

resolve a complaint at Stage 1, then it escalates to Stage 2 where the investigation is undertaken by an external independent investigator. If the matter is still unresolved, the complaint escalates to the Ombudsman.

In 2021/22 no complaints were presented to the Ombudsman. For 2020/21 there was an overall increase of eleven complaints and enquiries compared to 2019/20, however, 30% of all contacts into the complaints team are now being dealt with as enquiries and resolved before progressing to becoming a complaint. This is a result of focusing on dealing with issues as soon as possible and resolving them before they progress into bigger concerns.

Compliments

Area	Compliments
Adults with Disabilities	7
Contact and Safeguarding	9
Contracts and Commissioning	6
Domiciliary Care - South	1
Mental Health	15
Occupational Therapy - North	11
Occupational Therapy - South	1
Older People - North	7
Older People - South	11
Policy and Care Services	5
Reablement - North	9

Reablement - South	5
Total	87

Complaints

Area	Stage1	Stage2	Completed	
			Total	Deadline Exceeded
Adults with Disabilities	5	0	5	1
Appointeeship/Receivership Unit/DoLS	1	0	1	0
Contracts and Commissioning	2	0	2	1
Corporate Finance	1	0	1	1
Emergency Duty Team	1	0	1	0
Mental Health	2	0	2	1
Older People - North	1	0	1	0
Older People - South	3	1	4	0
Reablement - South	1	0	1	1
Total			18	6

In 2021/22 no complaints were presented to the Ombudsman. For 2020/21 there was an overall increase of eleven complaints and enquiries compared to 2019/20, however, 30% of all contacts into the complaints team are now being dealt with as enquiries and resolved before progressing to becoming a complaint. This is a result of focusing on dealing with issues as soon as possible and resolving them before they progress into bigger concerns.

There has been a slight increase in compliments received during 2020/21 from 144 to 154. There was a substantial increase in Children's compliments up 400%, demonstrating the improvements in practice compared to previous years. The full Social Services Annual Complaint report is available on our website, please see at the end of this report.

4. Promoting and Improving the Well-being of Powys Residents

In 2020 we started work on our "Powys Pledge" for domiciliary care. This was in recognition of providers often working to different standards and the Council wanting to offer an incentive to improve quality. This work was finalised in 2021 and is under constant review.

Our ambition continues to enable people to remain in their own home for as long as is safely possible. This is often achieved with the support of families and friends. Domiciliary Care agencies, which are commissioned via a Dynamic Purchasing Framework provide professional support. At the end of March 2022 651 adults were in receipt of domiciliary care, a reduction of eighty-four individuals compared to March 2021. Some agencies unfortunately left the Powys market during the year, at the same time others joined.

The North Powys Well Being Programme

The North Powys Wellbeing Programme's long-term vision is "to assess and deliver a new integrated model in North Powys in line with the Health and Care Strategy, and to support effective learning and transfer across Powys."

Led by Powys County Council and Powys Teaching Health Board – with support from the Powys Association of Voluntary Organisations (PAVO) – this project will address the biggest causes of ill health and poor wellbeing through professionals and communities working together, offering early help and health technology to ensure residents have a more seamless service when they need it.

This work is being shaped by the Integrated Model of Care, which was published in mid-2021, please see information at the bottom of the report.

A major strand of this programme is a planned multi-agency health and wellbeing campus in Newtown. The project team engaged with stakeholders and the community on early plans for this campus at the end of 2021 and a draft Strategic Outline Case is currently (March 2022) being considered by the council's Cabinet and Powys Teaching Health Board with an ambition of submission to Welsh Government later this year.

Proposals for the campus site include:

- A new school for Ysgol Calon y Dderwen (*This work is being managed as part of the council's Transforming Education programme but both teams are working closely together)
- Health and care facilities.
- A Health and Care Academy.
- Library and information services.
- Short term supported housing and accommodation for academy students and locum staff.

For more details, please refer to the website listed at the bottom of this report.

Home Based Support Service

We undertook a 3-year review of this service and our findings following consultation demonstrated the effectiveness and impact of having a local, accessible and personalised service. Home Support is available 24 hours a day, 365 days of the year and is delivered by a highly skilled workforce who are responsive and adaptable. We had a positive response to our annual survey with 82% of home support members sharing what has been helpful as well as their concerns and the challenges faced. The feedback highlighted a service which is valued, unique and preventative. Members told us that they were able to live at home with confidence and in safety within their own communities. Feedback will be used to continuously improve and develop the Home Support service and expand this into 13 localities. Quotes from users/members: *"I know that when I wear my pendant, Home Support is always there. It gives me peace of mind."* *"The staff are professional. They always treat me respect and dignity. They are empathetic to my care needs. Home Support has been a positive influence on my wellbeing and care needs."* *"On your advice I have managed to get extra support in for 3 nights giving me a well-earned break. This is the second time you have really helped us; we owe you so much."*

Shared Lives

Our Shared Lives offer enables individuals with care and support needs to share their home with a person in the same household, who benefits from accommodation and provides low level care and support. The team have increased by 2 workers, a carers development officer to assist the Shared

Lives carers maintain their compliance with training and supporting with the AWIF and inductions. At the end of March 2022 there were 30 Shared Lives schemes available in Powys. Two residents used our Shared Lives scheme for short term respite and 16 individuals were living in Shared Lives arrangements. Despite the limitations of the pandemic, we continued training Shared Lives carers, which will set us up for a continuation in growth of this area of work.

Supporting people to get back home from hospital

We continued to work with our partners to ensure that, once people are medically fit, they can move back home as quickly as possible. The pandemic posed significant challenges to achieve this due to the market conditions described elsewhere in this document. However, our social work teams successfully enabled 589 individuals to move on from hospital. Of these 331 (57% of all discharges) moved into their own home and others moved into either temporary placement in care homes or permanently into care homes (some of these may already have been resident in a care home).

Total number of people transferred from Powys hospitals on to D2RA pathways where Adult Services is the lead agency	
April 2021	52
May 2021	60
June 2021	58
July 2021	51
August 2021	50
September 2021	40
October 2021	35
November 2021	50
December 2021	47
January 2022	43
February 2022	58
March 2022	45

Number of people transferred from hospital on to D2RA pathways (4) – Care in a person's existing care home	
April 2021	1
May 2021	4
June 2021	0
July 2021	0
August 2021	0
September 2021	1
October 2021	1
November 2021	3
December 2021	0
January 2022	1
February 2022	0
March 2022	1

The Improving the Cancer Journey (ICJ) in Powys programme

Year Two of the Improving the Cancer Journey in Powys programme funded by Macmillan Cancer Support and in partnership with the council and Powys Teaching Health Board began with the launch of three pilot projects which offer people in Powys diagnosed with cancer a tailored package of support using Macmillan's electronic holistic needs assessment (eHNA) tool.

Trained link workers from Credu, PAVO's Community Connector Service and the Bracken Trust saw the value of such an offer and came on board, were trained and have begun to see a mix of referrals come through to them. Work is now progressing to increase referrals further via the Cancer Nurse Specialists in hospitals who diagnose and treat Powys patients and via Primary Care. Training and a peer support network is allowing the link workers to also share good practice and develop their skills set.

Early in 2022 the health board's palliative care team also signed up to use a new version of the eHNA for patients which is tailored to the additional needs and concerns which arise following a terminal/palliative prognosis or diagnosis.

Alongside working to increase the offer of the eHNA the programme team ...

- Produced their first End of Year report and an infographic summing up the key achievements to date
- Produced a compendium of patient stories which highlighted 15 patient stories and the key themes which recur for people
- Attended both the Macmillan National Conference and presented at the Rural Health and Care Wales Conference
- Successfully bid for and received a grant from the health board's Charitable Funds to purchase four sets of 50 recommended books which are now available to loan via Powys Libraries.
- Continued to coproduce ICJ communication materials with the input from the Journeying Together forum which was set up to ensure the voice of the patient was at the heart of the programme, including a letter for GPs to issue and the first ICJ Newsletter
- Completed a Theory of Change piece of work to support and drive the next phase of the programme
- Initiated discussions to explore opportunities to make best use of Powys assets, including libraries, Freedom leisure, and countryside and recreational areas

For further information please see the link at the end of this report.

Developing further accommodation options

We continued developing further options for our citizens to live independently. In addition to schemes already mentioned, we are developing our Extra Care programme as planned. Construction works are in progress in Welshpool on our new 66 apartment Neuadd Maldwyn scheme and in Ystradgynlais, where Pont Aur will have 41 apartments. Both schemes have a completion date of late 2023. Plans are also in an advanced stage of development for an extra care scheme in Brecon following WG funding allocation for a 60-apartment scheme. Consideration is also being given to further smaller schemes in other parts of the county.

Taking steps to protect and safeguard people from abuse, neglect or harm

Powys County Council continue to protect and safeguard individuals from abuse and neglect through compliance with statutory duties under Part 7 Social Services and Wellbeing (Wales) Act 2014 (SSWBA). Powys County Council also operate using the Wales Safeguarding Procedures (2019), which provides the national process of managing adult safeguarding cases.

The Adult Safeguarding Team manage reports received by anyone in Powys. All reports made are screened daily to determine if there is an individual who is or may experience abuse and neglect. The enquiry is completed within seven working days of a report being received and requires the adult safeguarding team to explore further any reported concerns.

Percentage of enquiries completed within time scales	
April 2021	100%
May 2021	95%
June 2021	100%
July 2021	97%
August 2021	92%
September 2021	94%
October 2021	94%
November 2021	92%
December 2021	88%
January 2022	97%
February 2022	88%
March 2022	85%

The Adult Safeguarding Teamwork as a key partner in several meetings arranged by other agencies. These include Daily Discussion / Domestic Abuse Multi-Agency Risk Assessment Conference (MARAC), Complex Abuse Strategy Meeting (Children's services led for those under 18 but may be transitioning to adulthood) and JIMP (Joint Interagency Monitoring Panel) relating to care provider settings. The Adult Safeguarding Team continue to actively be involved, represent and contribute to the regional Mid & West Wales Safeguarding Board.

Powys County Council has a responsibility under the Section 5 Wales Safeguarding Procedures, which relates to the management of safeguarding allegations / concerns about practitioners and those in positions of trust. Individuals in a position of trust are those who work with children, young people or adults at risk, including council staff, professional in partner agencies, such as health care or education and volunteers. The Adult Safeguarding Team have ensured that roles prescribed within the Wales Safeguarding Procedure (2019) such as the Local Authority Designated Officer (LADO) and Designated Officer for Safeguarding (DOS) within this process are fulfilled by the Senior Manager and Team Manager.

Other Projects

Social Care manages other projects that are supporting people to develop healthy domestic, family, and personal relationships, as follows:

Technology Enabled Care

Social Services can provide a range of different pieces of technology to help make living at home easier for older people as well as individuals who just need help with certain tasks. This technology includes home monitoring systems, pendant alarms, and door sensors. The Service has continued to promote what is available through a series of animations which can be found via the link at the end of this report.

We are working with a provider who is providing support to individuals in a remote part of the county on different therapeutic solutions. We have purchased interactive robotic companion "pets" which have been trialed under this project; the evidence is that these can provide therapeutic support and have the potential to reduce medication. The "pets" are robotic cats which are designed to look, feel, and sound like a real cat and come in a range of colours. They have synthetic, brush-able fur and built-in sensors which respond to motion and touch, including petting and hugging. They also make cat-live movements and sounds. Further details can be found in the supporting document.

The number of unique individuals supported and the number of pieces of equipment prescribed continue to grow with 1,328 pieces of equipment going to 695 new clients in 2021/22 TEC is helping unpaid carers to look after their loved ones with dementia in their homes for longer, some avoiding care home admission altogether or delaying the need for this. Using an average of £670 per person in annual savings, the projected costs which have been avoided because of the use of technology enabled care was £385,183 for the 2021/22 fiscal year.

Projected Cost Avoidance to Powys Social Care 2021/22

	No Clients ¹	Estimated Annual Saving per Client ²	Estimated Saving 2021/22 ³
	695	£1,405	£483,509

(1) Actual number of unique clients supported with Technology Enabled Care in Powys

(2) Estimated annual net savings per client based on research but at 30% only and assumes 70% of clients retain their TEC for 12 months

(3) Savings per client reduce each month to reflect diminishing time remaining in the financial year

Especially popular is the *Canary Home Monitoring System* which allow non-invasive monitoring of vulnerable person to know their movements, see video at <https://www.youtube.com/watch?v=KJ350uHTC2k>.

Overall, the number of unique individuals supported has continued to grow in line with Vision 2025.

Our Day Centres for older people remained closed for much of the period due to Covid restriction; we kept this under constant review. However, Adult Social Care has continued to discuss with citizens how best to support their needs in diverse ways, including living with the support of carers or through family support. Our staff teams who normally work in day services have been supporting other business critical areas such as domiciliary care and outreach work. "Most recently, we have been working with CREDU, supported by that created a space for local communities to identify different initiatives. This has included the local Community Hospital re-opening their community garden for residents to enjoy and maintain, as well as sociable (and socially distanced) walking groups."

Microenterprises

Our micro enterprise work, delivered by Community Catalysts continues to grow. At present there are thirty-four micro enterprises operating in the project area (up from 26 in April 2021), supporting forty-two clients with a Direct Payment and sixty-six private customers. 22.5% of all care for adults in their own home is delivered via a Direct Payment, an increase from 20% in March 2021.

Community Connectors

Our social work teams have continued to collaborate with Community Connectors with the number of referrals to them increasing. The Community Connector lead is now an integral member of the Community Resource Panels providing additional overview of services which are available within communities to support residents. Community Connectors work across the locality areas of Powys. Two Homeless Community Connectors who work closely with PCC Housing to support clients who are facing homelessness, are homeless or in need of temporary accommodation.

We also have 13 Locality Networks across Powys to bring together community groups, third sector organisations, individuals, and statutory professionals to share best practices and ways to collaborate.

7,340 people supported to find ways for them to take responsibility for their own health and well-being

- 3,577 new clients; 2,537 self-referrals
- 4,901 people were guided to third sector services that met their need within their own community
- 3,937 people supported with Covid-19 related support (for example shopping, prescription delivery)
- 278 clients supported in temporary accommodation as part of Phase 2 Homelessness Project
- 617 Multi-disciplinary, Virtual Wards or Patient flow meetings attended

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

5. How we Do What We Do

Our Workforce and How We Support their Professional Roles

During 2020-21 Children's Services workforce have worked tirelessly and gone over and above to support and safeguard children, young people and their families. It has been more important than ever as service to support and look after the wellbeing of our workforce due to the many challenges faced due to the COVID-19 pandemic. At the start of the year, it was vital that we ensured that staff were issued with the correct PPE and guidance so that business critical and face to face activities could continue. We very quickly moved all training to a virtual online basis and between the first lockdown and the end of August 53 webinars were held, they were also recorded so that staff could view them anytime. The social care workforce training programme also moved to online, and practitioners have had many opportunities to attend a comprehensive range of courses for their own professional and career development.

Wellbeing has been a priority and the service introduced weekly wellbeing sessions which all staff were encouraged to attend, these were mindfulness and singing and were very well attended. Staff roadshows were held virtually instead of in person, and they also contained an interactive session on wellbeing. The service developed weekly wellbeing bulletins that went on email, the leadership team ran a campaign encouraging staff to take their leave.

The local authority recognises supporting its workforce is business critical and it has a clear focus on recruitment, retention, and workforce development. All staff benefit from the opportunity to develop their knowledge, skills, and careers. The local authority is ambitious to ensure people living in Powys benefit from longer-term and trusting relationships with skilled and supportive social workers who understand their needs and how best to work with them to reduce risk and improve their personal outcomes.

Senior managers provide operational practitioners with internal guidance and management support to make informed choices about maintaining their own health and well-being and the health of those they visit. Management support and supervision is highly regarded and practitioners welcome opportunities to be autonomous and creative.

Support for practitioners during the pandemic has included a range of information, quizzes, virtual singing, and virtual lunches. Practitioners told us about the difference this support makes to their well-being.

The service was extremely proud to have been deemed to have made significant progress since the last inspection in October 2018 and we continue to strive to provide the best services to children, young people and their families in Powys.

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

In Adult Services strengths-based working is 'what we do.' It means that we take the time to understand what matters to those who approach us for support, to identify what they can do for themselves and what support they can draw upon from friends, family, and their wider communities. We have made our Strengths-based outcome focus training a mandatory requirement for all staff in adult operational teams.

We maintain strong links with Social Care Wales (SCW) to utilise their on-line training videos and other resources. We continue to attend all-Wales mentoring Group facilitated by SCW which enables us to network with other organisations and share their experiences of embedding the approach into practise. We have also attended workshops on outcome focussed case recording facilitated by SCW and researchers from Swansea University.

We have a pool of 43 Strengths-based outcome focussed mentors and run mentoring and quality matters meetings on alternate months where we share good practice and innovative ideas. Mentors have the opportunity to attend quarterly All Wales Mentor Support Groups which provide opportunity to learn how other local authorities are embedding the approach. We also have one member of staff that has attended the Train the Trainer programme on the Strengths based outcome focussed approach and is delivering training internally. Mentoring is undertaken formally through supervision, group reflective sessions and informally on day-to-day basis. We have also created an online library of guidance and good practice.

Powys is fortunate to have dedicated and hard-working social care staff who routinely demonstrate commitment and care for the individuals they serve. Despite that, Powys faces a significant long-term

challenge because demographic change is leading to an increase in older people (75+) and a decline in the number of people of working age (see table below).

	2018	2020	2025	2030	2035	2040
Total	132,447	132,421	132,710	132,905	133,211	133,602
18-29	15,127	14,301	13,082	12,935	13,468	13,313
30-44	18,419	18,554	19,258	19,277	18,283	17,940
45-54	18,911	17,805	15,213	14,297	15,187	15,612
55-67	26,124	27,013	28,529	27,995	25,190	23,688
Working age	75,581	77,672	76,082	74,504	72,128	70,552

(Source: 2018 Welsh Government Population projections © Crown Copyright)

This is causing recruitment and retention problems for the council. The longer-term challenges are shown in the table and graph below, which identifies the age categories of the Council's workforce:

	Annual Population Survey	Powys County Council workforce						
	December 2020	Education	Economy and Environment	Children and Adults	Resources and Transformation	Legal and Democratic Services	(above L3)	Powys CC total
16 – 64	59,560	2,971	1,383	923	409	49	10	5,744
16-19	2,500	42	7	4	1	0	0	54
20-24	4,800	118	55	25	25	1	0	224
25-34	10,800	496	175	189	80	4	1	945
35-49	18,660	1,127	423	290	153	6	2	2,001
50-64	22,820	1,046	640	378	141	25	7	2,237
Other		142	83	37	9	12	0	283

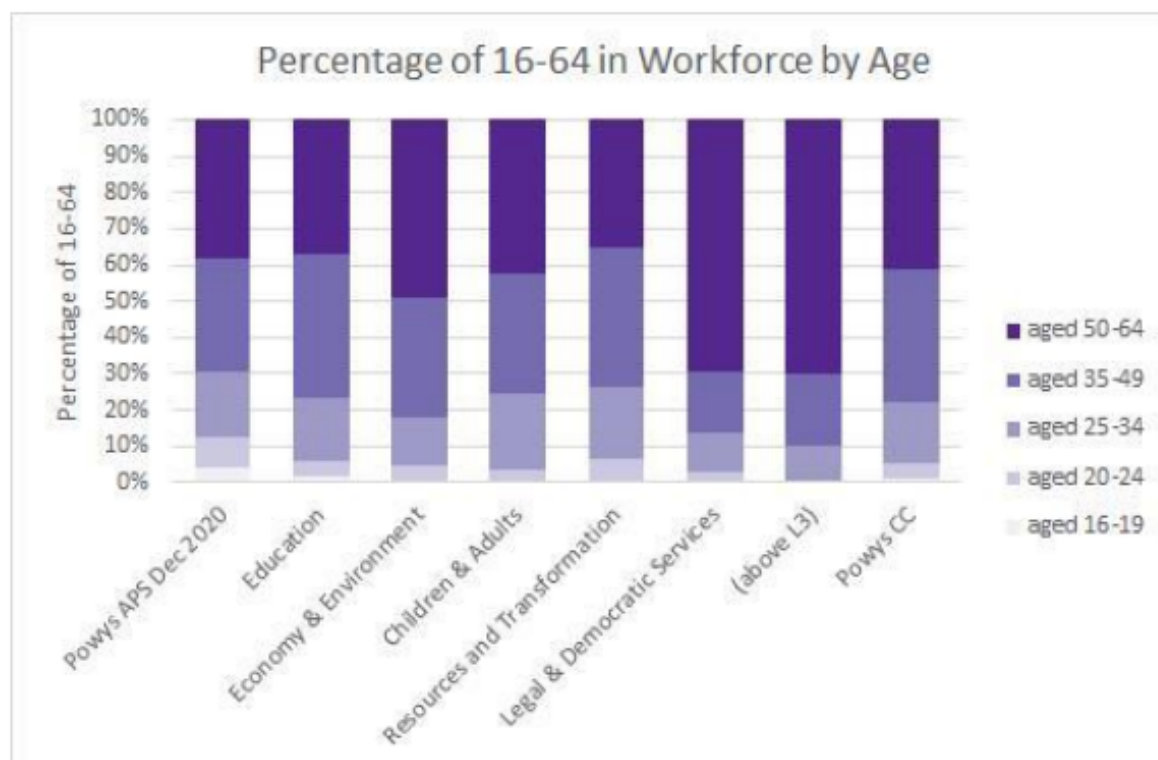


Chart 7 Percentage of 16-64 in the workforce by age

Source: Annual Population Survey (APS), ONS © Crown Copyright and Powys Headcount August 2021

As part of a “One Council” approach, we acknowledge the need to have the right numbers of people in the right roles with the required capabilities to deliver improvement. To achieve that goal, we are investing in the following:

- Workforce planning
- Attracting and recruiting staff
- Leadership and management development
- Performance management of people
- Workforce development
- Pay reward and recognition
- Professional progression
- Workforce health and wellbeing

The workforce in Powys is highly skilled and demonstrates an eagerness to improve services. The Council was developing agile working systems and policies throughout 2019/20, but this changed rapidly towards the end of March 2020 when the Council invoked business continuity and social services staff were supported to work from home or to be based at home where possible. The previous developments enabled this to be implemented effectively and efficiently and enabled swift transition to a new mode of working.

6. What we Achieved

To increase our staff engagement, we established an employee representative forum, which

provides an opportunity for staff to be briefed on current issues within the Service and to have the opportunity to raise issues and ideas for discussion or escalation. The group is working collaboratively to support the wider engagement and build a stronger culture of continuous feedback and learning across Social Services.

Grow our own – Adults services have 5 and Children's Services have 1 student on the Open University Degree in Social Work, all of whom are on Level 2 of their degree and have commenced their practice learning opportunity. There are also 4 members of staff in Adult Services undertaking their practice assessor qualification.

Securing a Stable Workforce

Powys has been successful in recruiting a permanently employed senior and team management cohort. However, there continue to be difficulties in recruiting and retaining experienced social workers across the county. Powys has some characteristics which pose additional challenges in the recruitment and retention of permanent social workers. There is a need to visit people requiring care and support/families in their homes across all areas of the community, which adds mileage and time to the working day. Despite various innovative recruitment campaigns, Social Services for both children and adults continue to invest a significant amount of financial and staff resource into recruiting agency workers to cover qualified social work positions. In response to this, Children's Services have developed a *Grow Our Own Social Worker* project.

This project has been in its early stages over the last two years. The project aims to support the sponsorship of a further 57 qualified social workers between 2021-2026 for both Children's and Adults Services. During the initial phase we achieved an increase in staff applying to undertake 1st Year Practice Modules and an increase in sponsorship for the Open University Social Work degree (Wales).

Children's Leadership Team organised and ran the first virtual recruitment event. The event was widely publicised and, in the lead-up to the event, 397 people clicked onto the link for the booking form. In total 37 people registered to attend with 10 people attending the event. The event consisted of the Head of Service, Senior Manager's and Team Manager's giving an overview of their service and the highlighting all the benefits of working in Powys.

Despite the COVID-19 pandemic putting many of plans on hold, including attending national recruitment events and promotion in universities, we adapted quickly and implemented various social media campaigns to advertise our vacancies. We also advertised in a Welsh national newspaper, on the radio and developed new promotional videos with our social workers talking about why they like working in Powys and in Children's Services.

In Children's Services we extended our 'reclaim social work' project into 2021/22 – enabling more social workers to work face to face with children and families as part of their work.

The *Grow our own Social Work* project increased during 2021. Two staff were funded to undertake the Masters Social Work qualification whilst being paid a salary by Children's Services and a further 12 staff were given sponsorships across Children's and Adult's Services for the Open University Social Work degree. The Local Authority has supported a total of 23 placement learning opportunities for students in 2022. A further 12 sponsorships will be awarded in 2022.

In Adults Services we recruited on an ongoing basis for front line social workers and those wishing to work in Reablement or our Shared Lives schemes. We also employed a young person into an apprenticeship and intend to scale this approach up over the next few years. Our providers in Home Care and Care Homes have been running their own recruitment drives, including recruitment fairs in our market towns, using social media and – where possible – used non-financial incentives to attract new staff into the social care profession.

Our Financial Resources and How We Plan for the Future

Many local authorities are experiencing budget challenges and Powys is no exception, with significant financial savings made over the past ten years. The large variation in our expenditure makes resource management especially challenging. Decisions which affect the type and cost of services to be provided are often outside of the council's control and thus are uncontrolled and unpredictable (e.g., decisions taken by the court in children's cases or court decisions in relation to Mental Capacity Assessments).

As part of the budget setting process Adult Social Care had identified significant service pressures of £7.387 To counter the pressures, efficiencies were identified and savings of £5.091 achieved. The gap was bridged with cost mitigation due to early intervention and prevention through strengths-based practice and Technology Enabled Care (TEC) and the decision to limit the uplift for providers (however, see also paragraph re Fair Cost of Care review elsewhere). This has left the care market, which was supported financially through the Welsh Government's Hardship Fund paying for a proportion of vacant beds in care homes, in a fragile position and may need to be addressed in the future. The total payout of the fund was 3,326,755.91.

In addition, the Council paid out 1,297,668.95 to care home staff, which includes the 'Carer Recognition' scheme and associated overheads to care home owners. This means that the Council, via the Welsh Government Hardship fund paid out a total of £7.3m to care providers in Powys.

In 2021-22 Children's Services continued to make the most effective use of resources, to enable us to manage the increase in demand. This has been a real priority for the service. We have effectively used data to enable us to understand what pressures are going to arise and plan carefully to be able to manage those pressures effectively.

The Children's Services budget was set with unfunded pressures of over £2 million. Additional pressures of over £6 million were identified and potential savings identified of over £3 million, of which over £1 million were delivered. Of the £2 million unachieved savings, most has been reinstated as part of the 2021/22 budget setting process.

We delivered a balanced budget again this year, demonstrating Children's Services have full oversight and control of the financial resources available to us. We maximized the use of grants to us to make sure that children, young people and families received the right help at the right time.

The COVID-19 pandemic has created huge pressures on the availability of suitable placements for children and young people. There has been a national shortage of placements which has worsened during the pandemic with complications arising due to government guidance around Children's homes and issues with isolating and positive cases. There is a lack of provision of therapeutic residential placements for children and young people with severe emotional and behavioral needs in Powys and Wales. This has made it extremely difficult to balance the competing priorities of managing service demand, meeting the needs of children and young people and reducing expenditure with the need to achieve budget savings.

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

The Council is a proactive member and contributor to regional boards, and aspects of the local authority's improvement and transformation agenda are being progressed through the priorities of Powys Mid and West Wales, Powys Regional Partnership Board and the work of the Regional Safeguarding Board

In line with the requirements of the Social Services and Well-being Act (2014), the Regional Partnership Board (RPB) provides cross-sector leadership through a strong and shared commitment to providing seamless and integrated health and social care services for children, young people and adults living in Powys, with a primary emphasis on prevention and early intervention.

To this end, we continued to implement our Health and Care Strategy which sets out the strategic vision and approach to be taken in Powys. The Health and Care Strategy sets out priority areas and key strategic enablers which will help us to develop and deliver on the agreed Integrated Model of Health and Wellbeing.

Working in partnership our Area Plan identifies which services will receive greatest priority in respect of integrated working between the Council, the health service and others across key population groups.

This year, the local authority, with its partners, has led on the development of a revised RPB Population Needs Assessment to support better understanding of need across key population groups, to support planning and decision making.

Further information on the Powys RPB and access to its key documents can be found at the end of this report.

7. Accessing Further Information and Key Documents

In publishing this Annual Report, we have relied upon a substantial amount of information, data and progress reports, including those that have featured heavily this year following our recent inspections and surveys.

The Annual Report identifies the progress of the Council in providing for the Well-Being of those people who need our help and support. This report however is not the only source of information available to members of the public, key partners, and service providers.

We have a significant amount of background information that sits behind this report, providing additional detail about what we do and how we do it. Importantly, if something is not mentioned in this report as a key priority it does not mean we are not doing it, as there is a lot of activity across Social Services that plays a part in helping us to provide for some of the most vulnerable groups in our community. It is not possible to capture everything, which is why we are keen to signpost people to further information. More detailed information is published in a separate document ([*Annual Director's Report Social Services 2021 – 2022 \(Supporting Evidence\)*](#)),

To access further information about what we do then these are some of the documents that will provide more detail:

1. Welsh Government Guidance in relation to the Annual Social Services Report [Microsoft Word - Annual Report Guidance.docx \(socialcare.wales\)](#).

2. Detailed information about council performance is available here [Vision 2025: Annual Performance Reports - Powys County Council](#)
3. Director of Social Services Annual report 2021/21 and further documents in support of this report can be found here [Social Care ACRF \(Annual Council Reporting Framework\) - Powys County Council](#)
4. Market Position Statements are available here [Our Strategies and Plans on a Page - Powys County Council](#)
5. Powys County Council Corporate Leadership & Governance Plan 2017- 2020 ([Corporate Leadership Governance Plan v5.6.2.pdf \(moderngov.co.uk\)](#))
6. Healthy Caring Powys – Delivering the Vision (Area Plan)
7. The Adult Services Improvement Plan 2018-2023 [Adults Service Improvement Plan Appendix - Powys County Council](#)
8. The Powys Population Needs Assessment [Care and Support Population Assessment for Powys | Rural Health and Care Wales](#)
9. Children's Services Integrated Business Plan 2020-2023
10. Vision 2025 Corporate Improvement Plan [Corporate Improvement Plan 2021-25: the quick read edition \(office.com\)](#)
11. Council's Annual Performance Report [Vision 2025: Annual Performance Reports - Powys County Council](#)
12. Improving the Cancer Journey in Powys <https://www.powysrpb.org/icjpowys>
13. Commissioned Services Plans on a page [Our Strategies and Plans on a Page - Powys County Council](#)
14. Social Services Annual Complaints Report <https://en.powys.gov.uk/socialservicescomplaints>
15. Information about our Regional Work via the Regional Partnership Board can be found here [HOME | Powys RPB](#)
16. Information about the North Powys Well-Being Project www.powyswellbeing.wales
17. Information about Technology Enabled Care in Powys <https://en.powys.gov.uk/article/10016/Help-to-live-at-home-through-the-use-of-technology>.

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Supporting Evidence for the 2021/22 Director's Report

This document provides more detailed information our statutory Annual Director’s Report Social Services 2021 – 2022. It goes into further detail about

- what we proposed to do in 2021/22,
- what we achieved and what difference this made and
- what our plans are for 2022/23.

It should be read in conjunction with the 2021/22 Annual Director’s Report Social Services, which can be found here [Social Care ACRF \(Annual Council Reporting Framework\)](#) - [Powys County Council](#)

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What did we plan to do last year, how far did we succeed and what difference did we make?



In last year's Annual Report, we set out several priority actions to enhance how we work with people to help them achieve their outcomes. We have listed below

- What we said we would do
- How far we succeeded and what difference we made and
- What we are planning to do in 2022/2

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

Understanding "what matters" in our conversations with people is paramount to successfully placing the individual at the centre of what we do. "What matters" is the golden thread that runs throughout our services and is an important guiding principle of the Social Services and Wellbeing (Wales) Act 2014.

Goal Ref	What we said we would do	How far did we succeed and what difference did we make
A43 Adults	Develop a Personal Assistant finder tool to help service users who receive Direct Payments to find the help they need.	<p>Following design work undertaken collaboratively with a range of stakeholders, in April 2021 we launched 2 new pieces of software to support recipients of Direct Payments in Powys.</p> <p>The first system was the virtual wallet app which helps Direct Payment recipients manage their budgets, the services they purchase as well as billing and other administration. The app allows individuals more choice and control over how they manage and purchase the care they need. www.myvirtualwallet.co.uk/powys</p> <p>The second system was the Care and Support Finder Tool. This is a web-based resource which was designed to help people looking to purchase care and support find suitable people to provide this (providers). These providers could be Personal Assistants or Community Microenterprises. The Care and Support Finder helps link up Personal Assistants and Microenterprises with people looking to purchase care through their Direct Payment. Homepage (caresupportfinder.org)</p> <p>We have received feedback on the care and support finder tool since its launch and plans are in place to work with the provider of the system to make it more user friendly.</p>

		By March 2022 there were 40 Virtual Wallet accounts, managing over £100,000 pounds of Direct Payments. We continue to provide more people with a managed account and our plan for 2022/23 is to increase the use of the Virtual Wallet significantly.
A3	Launch the rebranded Front Door and Early Help Services.	<p>The Front Door service was rebranded and launched in June 2021.</p> <p>The Early Help service was rebranded and launched in April 2021 alongside the multi-agency Early Help Strategy.</p> <p>New branding, updated webpages, contact details and information about the services were widely publicised across the County with families and partner agencies.</p>
A4	Develop the Early Help Hub in the North of the County in preparation for opening in April 2022.	<p>Work developing the new Welshpool Integrated Family Centre gained pace throughout the year.</p> <p>The new hub will enable an expansion on the current Flying Start and Foundation Phase provision by providing the 30-hour childcare offer. It was also accommodating a single point of access for Early Help Services and multi-agency teams. It will allow families to benefit from more co-ordinated and convenient support, a place to run drop-in support clinics, baby groups, parenting support, community café and training opportunities.</p> <p>Community and stakeholder engagement has taken place and a planning application approved for the hub. Project management meetings have taken place weekly to review progress. The opening is planned for 2022.</p>
A5 Adults	Strengthening the resilience of the workforce through achieving our Grow Our Own objectives.	<p>The Occupational Therapy team employed one Kickstart applicant for a 6-month period as an administrative assistant. She gained valuable experience within the team and was encouraged to apply for other roles within the council. She gave very positive feedback about the team and the experience that she had. It helped her to decide how her future career may progress.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>OT Case Study_Q2.docx</p> </div> <div style="text-align: center;">  <p>OTCase Study_Joint Working_Positive O</p> </div> </div> <p>Our Bodlonddeb facility (<i>Bodlonddeb : HousingCare</i>) has one Kickstart placement in post, allowing the individual to gain employability skills as well as first-hand experience providing front line care and support to service users. The individual on placement has voiced that she is enjoying very much being part of the team here in Bodlonddeb and this has supported her to make the decision social care is the sector in which she wishes to progress.</p> <p><i>Home Support</i> is also currently based within <i>Bodlonddeb</i>; this has been positive as it has allowed for cross working therefore an understanding of another service within social care that is community based.</p>

<p>Page 45</p>	<p>Following the kickstarts six-month placement we will support the individual in applying for permanent posts within Powys County Council.</p> <p>The team are also supporting 2 Community Support Officers through their Occupational Therapy degree at Glyndwr University and hoping that another Community Support Officer will be accepted onto the part time degree cohort for January 2023.</p> <p>We employ two apprentices in our commissioning team. Both work their way through the different sections of the commissioning team, learning 'on the job' and supporting the team with a variety of administrative task, focussing on ICT learning.</p> <p>Adult Services have embraced the "<i>grow our own</i>" ethos through providing development opportunities, training and mentoring, enabling staff to move into new job roles which will support us in having a more sustainable workforce.</p> <p>In 2021/22 three social workers became fully qualified, following support from Adult and Children's Services to undertake the <i>Degree In Social Work</i> programme. All three members of staff have secured permanent social work roles within our Disabilities and Older People's teams.</p> <p>We are supporting a further eight members of Adult Services staff to undertake their degree in social work, three of whom are scheduled to qualify in November 2022, four in 2023 and one in 2024. There are plans in place to offer further social work degree placements in early 2022/23 which should see more staff qualify in 2024.</p> <p>We continue to support staff in their first three years of Practice with one member of staffing having gained their Porth Agored Award (mandatory Consolidation of Social Work Award) which is required to maintain social work registration. Several staff are due to submit or commence this Award 2022/23. In addition, Adult Services are supporting three newly qualified social workers in their First Year of Practice.</p> <p>Adult Services have seen agency workers become permanent members of staff, our back-office support team members transfer into Management and Improvement roles as well as having a complete career change and commencing roles in a frontline capacity within our Older People and Disabilities Teams.</p> <p>We have continued to provide Strength-Based training, albeit virtually, to our teams to support the conversations they have with residents in understanding what matters to them to achieve their outcomes. A staff member has successfully completed the Train the Trainer programme to enable in-house delivery of strengths-based collaborative communication</p>
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		<p>training. Very positive feedback has been received not only from attendees about this approach but also from the training provider.</p> <p>During the ongoing pandemic, our workforce has worked flexibly across service areas to meet the high level of demand which has been seen at our Front Door, ASSIST contacts - Powys County Council, with the aim of supporting residents to meet their outcomes through understanding what matters to them. Staff have been able to share existing skills and knowledge with new team members as well as learn new ways of working</p>
<p>A5 Children</p> <p>Page 46</p>	<p>Strengthening the resilience of the workforce through achieving our Grow Our Own objectives.</p>	<p>In 2021-2022 a further eight students were seconded onto the Social Work Degree course with the Open University. Eight of these were from Children's Services and four from Adults Services. Children's Services also created and fully funded Two Master's Degree trainee posts and recruited two students into these posts. These students commenced their <i>Masters in Social Work</i> course with Cardiff University in September 2021.</p> <p>Across Social Services there are 26 current Social Work Degree Students, 17 are from Children's Services. Work has commenced to recruit a further 12 staff onto the Social Work Degree course in 2022-2023, many recruits will have direct entry into Year 2 of their studies and will qualify in Autumn 2024.</p> <p>In preparation for our increased number of Newly Qualified Social Workers, the practice development team have worked with current and recent newly qualified social workers to introduce new Practice Guidance which will enhance the support structure available upon qualification.</p>
A6	<p>Continue to provide mission critical services during these changing times to children, young people and families in Powys.</p>	<p>We introduced a prioritisation framework so that the service could respond to critical work with the increase in demand. We held daily Children's Services Leadership sit-rep meetings (assessing the situation as is and act) to move staffing resources to the service areas that needed it most.</p> <p>We brought additional staffing into the Front Door, Early Help, Assessment and Business Support service areas to help us meet demand.</p> <p>Throughout the year there has been a strong oversight and support from Children's Leadership Team to make sure that teams were supported in this exceptionally challenging time.</p>
	<p>Compliments and Complaints</p>	<p>We are on a continuous journey of learning and use the feedback we receive via Compliments and Complaints Comments, Compliments and Complaints - Powys County Council to support us in making changes to practice or shaping our future services. What we have learnt is that we are often able to resolve issues/enquiries raised by complainants at the outset without needing to progress to a formal stage. If complaints cannot be dealt with informally these are moved to Stage 1 for investigation by the relevant team or senior manager; we only escalate to Stage 2 for independent investigation if we</p>

<p>Page 47</p>		<p>are not able to find a resolution. However, there is a final escalation stage to the Ombudsman if the complaint remains unresolved. Please refer to the main report about detailed statistics of compliments and complaints.</p> <p>We have co-produced and launched several new or updated documents which will support residents understanding of our procedures and what they can expect of us:</p> <ul style="list-style-type: none"> • <i>Complaints and Representations Policy and Procedure</i> – this document has been updated to support us in addressing complaints as quickly and effectively as possible. We have made some improvements to the policy to recognise and implement learning from complaints received. • Adult Services “<i>What you can Expect from Us</i>” Booklet – this explains what residents might expect when contacting Adult Social Care, from the point of the first “<i>What Matters</i>” conversation at our front door. It explains the process our teams will follow and breaks down the jargon to make it user friendly for residents • <i>Customer Care Charter</i> – we are committed to providing a consistently excellent standard of service by putting our customers at the centre of everything we do. Our Charter sets out this commitment with us wanting our customers to feel that: <ul style="list-style-type: none"> ○ their views and feelings are understood ○ they know what will happen next ○ their rights are respected ○ there is regular two-way communication ○ they have a positive experience
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What Do we plan to do in 2022-23	
Adult Services	Through our quality assurance, compliments, complaints and supervision processes, consider how we include feedback from individuals to support service developments and learning
Adult Services	Increase the take up of the <i>Care and Support Finder</i> tool Homepage (caresupportfinder.org) to connect people with care and support needs and Personal Assistants and Community Micro Enterprises.
Adult Services	Transition most people who use their Direct Payment to the Virtual Wallet Powys Virtual Wallet (myvirtualwallet.co.uk) and make this the preferred option for managing Direct Payments in Powys.
Adult Services	We will review our support mechanisms and provision for people opting for a Direct Payment to exercise Choice and Control over their care and support. This review will commence in the summer of 2022 and will result in new provision being put in place by March 2023.

Adult Services	Finalise the specification and implement the delivery of Carers Assessments by our commissioned Carer Support organisation
Adult Services	We will work with the University of Aberystwyth, looking at the use of digital solutions by older people, modelled on the AskSara resource.
Adult Services	We will work with the Disabled Living Foundation to review the use of AskSara and continue to promote the resource to local people. The resource can be found here Powys County Council - AskSARA (livingmadeeasy.org.uk)
Children's Services	Continue to achieve our goals in the <i>Grow Our Own Social Worker</i> project
Children's Services	Open the <i>Early Help Hub</i> in the North of Powys

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

Goal Ref	What we said we would do	
Adult Services	Update our Market Position Statement for Commissioning including residential, domiciliary care and children's placements.	<p>We updated and published our <i>Market Position Statement for Care and Support at Home</i>. The statement contains "live" data meaning that the position within Powys is always current and up to date. The statement covers areas such as domiciliary care, Direct Payments, reablement, occupational therapy, ASSIST, technology enabled care. Please go here for details of our strategic documents Our Strategies and Plans on a Page - Powys County Council. The Market Position Statement enables us to base our commissioning intentions on live data about needs, available provision and gaps of provision.</p> <p>We published strategic documents which outline our current market for children and young people which can be found here Market Position Statement Children and Young People.</p> <p>We published a strategic specification for service for adults with disabilities. This can be found here Specification_for_the_provision_of_Accommodation_and_Support_for_Living_a_Good_Life.pdf.</p> <p>We also updated and published our strategies for the provision of Technology Enabled Care Our Strategies and Plans on a Page - Powys County Council and for supporting carers in Powys Our Strategies and Plans on a Page - Powys County Council.</p> <p>Our Live Well Accommodation Delivery Plan is a shared vision between the Council and the Health Board</p>

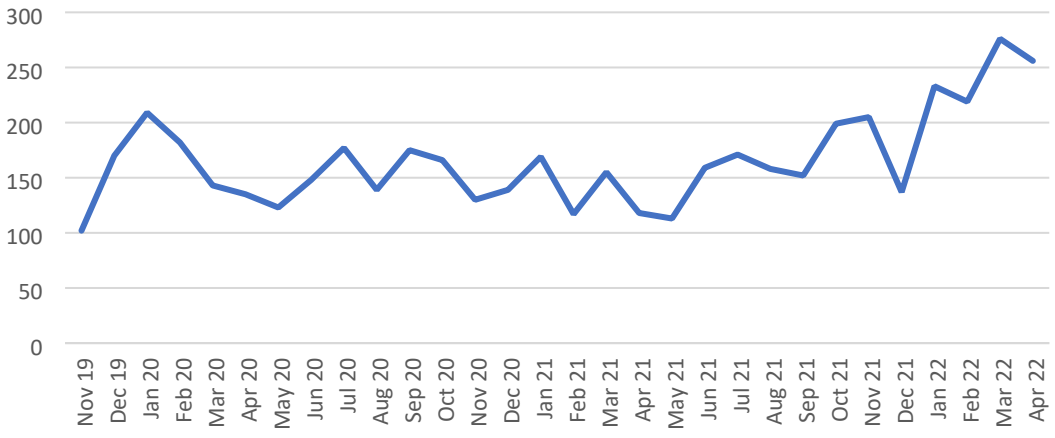
B2	North Powys Wellbeing Programme	<i>North Powys Wellbeing Programme</i> will continue to expand following the successful delivery of the project in North Powys. <i>Children's First</i> initiative has been expanded further across north Powys to include Machynlleth and Llanidloes. <i>Children Looked After</i> will continue to be supported in local placements in Powys where possible. Further projects have also been funded to support digital and more local Ophthalmology and Respiratory services in north Powys.
B3	Extra Care – Adult Social Care is committed to adding new projects to support people in need of residential care in Welshpool, Ystradgynlais, Machynlleth, and Brecon.	<p>Significant progress has been made to support the development of Extra Care housing for the residents of Powys; communications plans have been developed to support us with engaging with stakeholders at the right time including the need to address Planning and Listed Building approval for the scheme in Welshpool.</p> <p>We are very pleased that construction work commenced on both the Welshpool and Ystradgynlais projects in 2021 and all Welsh Government grant funding conditions have been met. The new schemes will open in late 2023.</p> <p>In Brecon a site has been purchased in the centre of town and it is anticipated that building work to provide up to 60 apartments will commence in 2023.</p> <p>Discussions are being held with a potential provider who are developing plans, including capital and ongoing revenue funding, for a smaller Extra Care Housing scheme in the centre of Machynlleth. Due to location, on receipt of plans, we will work collaboratively with North Wales Regional Partnership Board, Hywel Dda Regional Partnership Board. and Gwynedd and Ceredigion Councils to present joint financial applications to Welsh Government.</p> <p>We are investigating the potential for an Extra Care site in Radnorshire, but no formal plans have yet been developed.</p> <p>Project boards were established at the start of each of the projects. These boards include several Council departments, housing association, Health Board and Welsh Government. Additionally, there are operational groups looking at specific topics, like design, procuring care, public relations and allocation process for future tenants.</p> <p>See here for further information about the scheme in Ystradgynlais: Redevelopment to bring 12 more homes for older people in Ystradgynlais - Pobl (poblgroup.co.uk)</p>
B4	Support adults who require care and support through timely and strengths-based assessments and care and support planning and working to ensure that the	In 2021/22 Adult Services have seen an unprecedented level of demand for care and support and we have not always been able to undertake our assessments as timely as we would like to. However, our workforce has worked flexibly across service areas with the aim of supporting teams to reduce waiting times for assessments. We have continued to provide training for our teams on strength-based collaborative communication to support conversations with individuals in need of care and support.

<div>Page 50</div>	<div><div><div><div></div><div>W</div></div><div>Strengths Based Outcome Case Study</div></div><div><p>right level of care and support is available to adults who require this support.</p><p>Following a pilot, we have rolled out the new collaborative way of screening referrals countywide. We hold daily multi-agency screening meetings which focus on determining the best way support can be provided to individuals and by whom at the earliest opportunity. Our reablement team have reported that following implementation of the screening meeting, they have seen a reduction in the number of inappropriate referrals received which has had a positive impact in terms of capacity versus the inappropriate referrals previously received.</p><p>Our Older People’s teams have seen the most significant increase in demand and to support a more integrated way of working, we have commenced a pilot with our <i>Moving and Dignity</i> team who are supporting the delivery of change in an agile way via new referrals being allocated to them following screening meetings; this sees a change with an Occupational Therapist being responsible for the assessment, care and support plan and review of the individual being supported. Where a change in need is identified, recommendations are made directly to our care practice forum as opposed to transferring the case on to a social worker to take the recommendation forward.</p><p>Unfortunately, due to the ongoing pandemic and staffing challenges for external provider agencies it has been difficult to source domiciliary care as well as care home placements. This has meant that some individuals have had to spend longer in hospital than we would normally wish to see. Some have gone into a short-term care home placement whilst awaiting a package of care which has had an impact on the number of long-term care home beds available.</p><div><div>Total clients awaiting care with no current provision</div><table><thead><tr><th>Date</th><th>Number of clients</th></tr></thead><tbody><tr><td>01/04/20</td><td>14</td></tr><tr><td>01/05/20</td><td>10</td></tr><tr><td>01/06/20</td><td>6</td></tr><tr><td>01/07/20</td><td>6</td></tr><tr><td>01/08/20</td><td>18</td></tr><tr><td>01/09/20</td><td>10</td></tr><tr><td>01/10/20</td><td>12</td></tr><tr><td>01/11/20</td><td>14</td></tr><tr><td>01/12/20</td><td>18</td></tr><tr><td>01/01/21</td><td>22</td></tr><tr><td>01/02/21</td><td>10</td></tr><tr><td>01/03/21</td><td>8</td></tr></tbody></table></div></div></div>	Date	Number of clients	01/04/20	14	01/05/20	10	01/06/20	6	01/07/20	6	01/08/20	18	01/09/20	10	01/10/20	12	01/11/20	14	01/12/20	18	01/01/21	22	01/02/21	10	01/03/21	8
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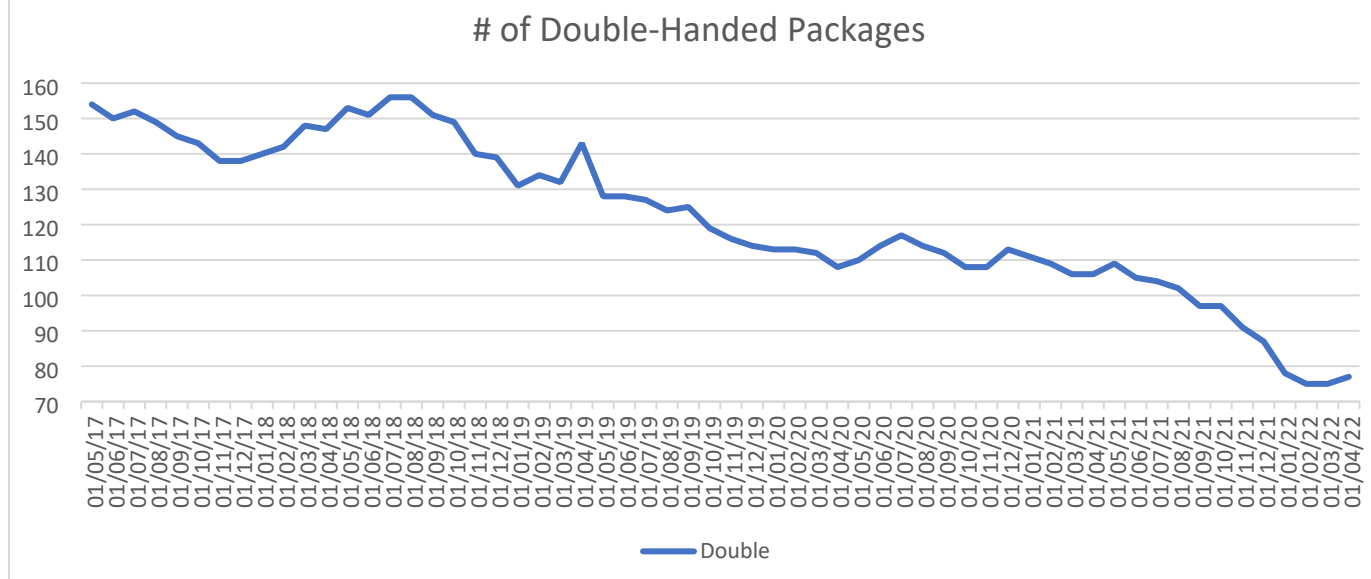
The graph below shows how referrals to our social work teams developed in the last two years.

Total of all referrals to Older People teams (November 2019 to March 2022)



Month	Referrals
Nov 19	105
Dec 19	175
Jan 20	215
Feb 20	185
Mar 20	150
Apr 20	140
May 20	130
Jun 20	155
Jul 20	180
Aug 20	145
Sep 20	180
Oct 20	170
Nov 20	135
Dec 20	145
Jan 21	175
Feb 21	125
Mar 21	160
Apr 21	125
May 21	120
Jun 21	165
Jul 21	175
Aug 21	160
Sep 21	155
Oct 21	205
Nov 21	210
Dec 21	145
Jan 22	240
Feb 22	225
Mar 22	280
Apr 22	260

We continued reviewing the care and support needs of individuals, taking advantage of e.g. Technology Enabled Care to support individuals and thereby reducing the number of domiciliary care hours provided to individuals. These reviews always consider the needs of the individual, their safety and the ability of services to provide care to as many people as possible. The chart below shows how we have successfully and safely reduced number of ‘double handed’ care packages (i.e., packages that require two carers to one individual).



In addition, The Community Connector lead has been attending regular team meetings to provide oversight of any new services or scheme which have become available within the community.

B5

Provide and commission a flexible and affordable mix of high-quality support services for adults who require care and support and their carers to meet the diverse range of their individual needs and circumstances. With a focus on outcomes.


The Covid-19 pandemic has continued to provide many commissioning challenges with some providers not being as resilient or financially viable as they would normally be or choosing/having to cease trading. Across Wales, it has been a very difficult two years with providers reporting that they are experiencing difficulties in recruiting and retaining staff and we have found ourselves in the position of the demand for domiciliary care continuously being outstripped by the supply available. Some domiciliary care providers have had to hand back packages of care as they have been unable to meet safe care provision requirements; the local authority has increased staffing capacity via agency workforce and creating new posts to address the additional demands on in-house capacity.

We have remained committed to the Powys Bronze Pledge which has supported some sustainability within the care market with improvements to the terms and conditions of work for care staff; in 2022/23 the Silver Pledge will take effect which will see further benefits for care staff.

Our priority throughout has been to ensure that individuals are safe and for us to work with them in a strengths-based way to support them in meeting their outcomes. We have looked at alternative ways of working and have also continued to work with our colleagues in the voluntary sector in identifying opportunities for support in the community.

<p>Page 53</p>	<p>We have considered how we can support the right sizing of packages of domiciliary care and have taken 2 different approaches. We have taken learning from our providers and their work with individuals to make sure that individuals have the right level of care throughout resulting in some domiciliary carer capacity being released. Secondly, our occupational therapists have worked more closely with our older people's social work team through being part of the initial assessment. An example of how this has worked well as an outcome for an individual in enabling them to maintain their independence is that an occupational therapist undertook a bathroom assessment first with recommendations on adaptations to make it safe rather than us commissioning a package of care for support with showering.</p> <p>The role of home adaptation provision is significant in a county with a greater population of people aged over 50 increasing at rates above those elsewhere in Wales and a limited supply of suitable housing stock. The adaptations support independent living, are tailored to the needs of the individual to overcome practical problems and create safe, warm and secure homes. Welsh Government along with Powys County Council and Powys Teaching Health Board invest funds to offer small adaptations free of charge to older people and people with disabilities and grant funding can be applied for larger adaptations. As well as acknowledging that we all want to stay in our own homes for as long as possible, there is value in preventing accidents, reducing the causes of ill health, reducing the strain on family carers, enabling quicker hospital discharge and reducing demand on health and social care services.</p> <p>Examples of small adaptations include providing additional stair rails, installing grab rails in the bathroom or replacing steps with ramps. Larger schemes include changing baths into level access showers, stairlifts, improving kitchen lighting or lowering the height of work surfaces.</p> <p><i>Care and Repair in Powys</i>, a not-for-profit organisation, has been delivering home adaptations for over 30 years to those in privately owned or privately rented homes along with some for Barcud Housing Association tenants and more recently small adaptations for council tenants. Being grant funded, <i>Care and Repair</i> offers free impartial advice including healthy home assessments alongside delivering or managing adaptations. Referrals can be made by health and social care professionals or directly by those who need support.</p> <p>In 2021/22 <i>Care and Repair in Powys</i> helped 1,385 people with a variety of small adaptations valued at £385,000 and completed 224 larger schemes valued at £892,000. The demand for adaptations is increasing at a time of significant rises to costs of materials and a shortage of building contractors.</p> <p>To ensure people can leave hospital once they are medically fit, we have provided some short-term care home placements for individuals who are awaiting a package of care at home, prior to them returning home to continue to live as independently as possible.</p>
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<p>Page 54</p>	<p>We have continued to promote Direct Payments to individuals who have been assessed as needing support which gives them more choice in who provides their care services. Recipients of Direct Payments can manage their own budget via the virtual wallet or can have support via a managed account. As noted above, we have also put in place our <i>Care and Support Finder</i> tool to support individuals in finding their own Personal Assistant.</p> <p>One gentleman who previously lived in a Supported Tenancy told us his story which resulted in him moving into his own home purchased for him by his parents. He developed several skills during his time in a residential college and via his Supported Tenancy which enabled this move. Since moving into his new home, he has used the skills he has learnt to reduce the Direct Payment support previously received. This is a great outcome which has seen him not only move into his own home but also seeking support from those around him in his community of choice. Set against Direct Payments but possible would sit better in the accommodation section.</p> <p>We have continued to work with Community Catalysts to develop the microenterprise approach (small community businesses that support and care for local people) with the wider plan of expanding the approach across Powys. At the end of March there were 40 micro enterprises operational, providing 830 hours of care and support to 131 individuals in Powys.</p> <p>Two examples of Community Catalysts' work are here https://www.communitycatalysts.co.uk/story/community-micro-enterprise-gives-two-rural-neighbours-more-choice-and-control/ and here Neighbours help each other in rural Powys - Community Catalysts.</p> <p>Our early intervention/preventative approach is important and we have continued to promote Ask Sara, our on-line assessment tool, which provides impartial advice about equipment to make daily living easier. Some 473 individuals had an assessment-report completed by AskSara, enabling them to identify, either on their own or with a professional, which equipment would be helpful to them to remain in their own home. Powys County Council - AskSARA (livingmadeeasy.org.uk)</p> <p>Our Shared Lives service supports individuals who may need some additional help to have short breaks or live long term in the homes of Shared Lives carers. Through this scheme, Individuals are enabled to choose who they live with, where they live and how they spend their time. We are pleased to have secured some additional funding which means we are now able to expand this service and increase the availability across the county. We have seen positive outcomes with one individual being nominated for 'Human Rights for Free Expression' award; this award celebrates an individual growing in confidence, speaking their mind and living the life they choose'. Our team have supported an individual to live more independently with the person now living in a supported tenancy.</p> <p>Shared Lives:</p> <p>Service user quality assurance (QA) questionnaires continued to be distributed across the Provider Services. Completion of the QA is promoted and encouraged from service users, families/carers, or representatives to voice their opinion on the quality of support they</p>
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Page 55		<p>have received. The feedback is essential for the service provider and the Responsible Individual (RI) to address any potential issues with quality provision before they escalate and provide evidence to influence improvements in future provision.</p> <p>Data is drawn from the Registered Provider Services Service User feedback questionnaire on Survey Monkey every 6 months and a report produced which is shared with the Authority and Care Inspectorate Wales. The focus on the service user questionnaire is on what matters to them, their health and wellbeing in relation to the support they have had or may still be receiving. The questions are based around the individual's choice, emotional and social wellbeing in relation to the support being provided and the conduct of the staff supporting them in the way they were spoken too and if they had trust and confidence in them. During the reporting period 1 Jan – 31 Dec 2021 there were 332 responses received.</p> <p>Complaints and compliments can be submitted either through the corporate electronic system (PCC internet Homepage), in writing, verbally or telephone. During this reporting period there were 2 complaints recorded with 'Get Sorted' (Corporate Complaints & Compliments website) across the Registered Provider Services. However, a lot of compliments are received direct to the services rather than submitted through the corporate system through email, cards, verbally to staff or as comments in the feedback questionnaire.</p> <p>Here are examples of how people view the service they are receiving:</p> <p><i>'I will remember for the rest of my life how good everyone has been and taken the time to talk to me. I was grateful for what you have done, and we had a laugh.'</i> (Domiciliary Care & Reablement)</p> <p><i>'It was very good to see you at the review meeting for *****. He was clearly in a very good place and S was very thorough in making sure we all understood just how much ***** has come on in recent years and just how much he and the whole family owe to the wonderful work that you, and all the Staff at Summerfield have done – and still do – to enable this to happen. Thank you for clarifying and chipping in at crucial moments to keep us all clear about all the matters that came up and for also helping to guide the meeting to its very positive conclusion. Please pass on our grateful thank to S for her patience and kindness in leading the meeting and to J for supporting ***** at it.'</i> (Supported Tenancies)</p> <p>We worked with our Carers support organisation to facilitate respite opportunities for 782 carers.</p> <p> Carer Case Study_Impact of Sup</p>
B6	To increase the availability of volunteers to work in health and social care during the pandemic (and	To support our work and increase service capacity, whilst experiencing increased Covid-19 infection rates, we sought council wide volunteers to enrol as care and support responders. Volunteers were assured that responders would only be deployed as a final measure once all other alternatives had been exhausted by the council. Whilst useful, volunteers did not need to have care experience as there were a variety of roles available, e.g., keeping people company and supporting current staff in care home or

	beyond), and to work with care and support providers to increase use of volunteers to increase service capacity.	<p>supported living settings. Key criteria for volunteers were the ability to be deployed from their current work duties at short notice; the ability to cover night or weekend shifts if needed; be willing to work in settings that were experiencing a critical staff shortage, including in settings experiencing a Covid-19 outbreak amongst their residents. Our volunteers supported us in reducing the impact on residents in two care homes in February 2022 when we experienced adverse weather and flooding; this critical support alongside support from the local community avoided us having to evacuate residents to another care home 42 miles away. During 2021/22 we supported seven older people's care homes for short period of times with Powys County Council staff; this became necessary as care homes were unable to provide safe care due to Covid impact.</p> <p>Powys County Council, Powys Teaching Health Board and Powys Association of Voluntary Organisations (PAVO), as key partners of Powys Regional Partnership Board, established a Community Sector Emergency Response Team (C-Sert) to co-ordinate and support emergency response to people in the community who may be affected by COVID 19 through formal and informal volunteers. The work undertaken through the pandemic has been recognised by the Welsh Local Government Association (WLGA) with Adult Services being an integral partner http://www.wlga.wales/community-connectors-in-powys-powys-cc</p>
Page 56	Offer falls prevention services to those in most need	2021/22 has been a difficult year for staff who had to prioritise services. However, we developed and delivered <i>Falls Brief Intervention Training</i> which is an evidence-based training package with the aim of reducing falls through brief interventions. This means having conversations about falls and simple actions that people can take to reduce their risks of falls. Training sessions were run three times per week from November to March. The 61 participants who attended were social care, health, care agencies and the third sector and would have the opportunities through face-to-face working of using the Brief Interventions in their everyday work role. Overall, the feedback received has been very positive and participants have found the course to be 'very formative, concise and easily digested' and a 'good refresher'. Virtual Training through "Teams App" made the course accessible to attendees across Powys. Feedback from the sessions has also identified the need for training about what to do if someone has fallen / how to get someone up after a fall. This is an area which can be developed further.
B8	Increase the number of care- experienced young people that report good wellbeing.	<p>A <i>Bright Spots</i> survey 'your life beyond care' was undertaken with "care experienced" young people during 2021-22. The survey questions are focused on several indicators that were jointly produced with care experienced young people, that explore their well-being.</p> <p>The results of the survey are currently being collated and analysed and an action plan developed from the findings in 2022-23. These results of the survey will assist the service to develop a baseline so that we can continue the work to increase wellbeing of our care experienced young people.</p>
B9	Maximise the role of Clinical Psychologist to support across the service and establish a	<p>The Council's psychologist's role has been further developed across the service with the post sitting within the Intervention and Prevention service. Our psychologist delivers a clear <i>trauma informed approach</i> and supports the operational teams with consultations and reflective discussions.</p> <p>We have seen an increase in using <i>Microsoft Teams</i>, working with the psychologist on case discussions and debriefing exercises and our foster carers have also received support.</p>

	trauma informed approach.	In addition, the Intervention and Prevention team have undertaken training on the <i>trauma recovery model</i> . The Youth Justice team have identified trauma champions within the team who have worked with the Welsh Youth Justice Board. Plans are now in place to further develop our trauma recovery approach to include staff wellbeing. An action plan is in place for 2022-23 to build on the work achieved this year and further embed the trauma informed approach across the service.
B10	Complete an options appraisal regarding provision of short breaks in Powys or implement changes to the provision of short breaks.	An options appraisal for the provision of short breaks for family carers was completed and considered by the Children's Leadership Team and the Corporate Governance process. The work has now commenced on the implementation of the short breaks projects.

What Do we plan to do in 2022-23

Adult Services	Increase the number of community micro enterprises and widen their scope beyond domiciliary care. This will involve continuing with the development work with the Community Catalysts and consideration of use of micro enterprises for sitting services.
Adult Services	Explore the modernisation of domiciliary care brokerage, linked to the Vanguard approach and creation of a new dashboard that allows data scrutiny and a proactive approach to be taken.
Adult Services	Increase the number of staff in the Reablement team to provide for the increased demand on the services.
Adult Services	Secure Planning permission for the Brecon Extra Care scheme. Progress plans for the Machynlleth and Builth Wells Extra Care schemes
Adult Services	We will be working on a research project with Aberystwyth University to explore the impact of using Assistive Technologies on older people, especially those living with dementia.
Regional Partnership Board	The Regional Partnership Board will continue to support citizens and carers to get involved with the work of the partnership. The Board's citizen and carer representatives are equal members of the RPB, and their involvement not only informed and shaped decisions, but continues to provide a better way to identify and tackle 'what matters' to people. A wide range of user and provider groups have also been involved in the work of the Board, through commenting on proposed work, helping to recruit key roles, and informing various processes and procedures.
Adult Services	We will be working with domiciliary care providers to deliver a project, using electric vehicles to reduce our carbon footprint.
Children's Services	Further embed the <i>Trauma informed Approach</i> across the service

Children's Services	Fully implement the Short Breaks project
Children's Services	Implement the <i>Bright Spots</i> action plan and increase care experienced young people's wellbeing

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

Goal Ref	What we said we would do	How far did we succeed and what difference did we make
C1	We will work with the whole Council to mitigate adverse impact on community wellbeing in Powys from the Covid pandemic	<p>Social Services led a whole Council review of the impact of the impact of Covid-19 upon community wellbeing. This led to a report with wide ranging recommendations across all Council service areas. These included suggestions for increased support of 3rd sector organisations and strategic alignment of the Local Authority's Covid Recovery Fund.</p> <p>Supporting care homes and other care providers was a priority during the pandemic and, where care provision was not possible, the Council has been working with the Powys Association of Voluntary Organisations (PAVO) to provide wellbeing calls. These have been well received by people waiting for care.</p> <p>We supported childcare providers to maintain service provision for children through the pandemic period, enabling key workers' children to receive care while their parents were enabled to work. We provided the childcare sector with guidance, PPE, online training and supported providers to access sustainability funding.</p> <p>Children's Services organised and promoted "The Summer of Fun" and "Winter of Wellbeing" children's events and activities for children and young people of all ages. 67 community, voluntary and private organisations were funded to deliver sessions across Powys. These provided to be very popular with a many Powys children attending and enjoying the experiences. <i>Flying Start Families</i> have been provided with play packs which have been very well received with lots of positive feedback from families. Flying Start - Powys County Council.</p> <p>All care providers were provided with personal protective equipment and Covid-19 testing kits to keep care staff and their service users as safe as possible during the pandemic.</p> <p>As Day Centres have been closed during the pandemic, we have provided a day centre building in Newtown (the Park Day Centre) to enable the Powys Teaching Health Board to develop a vaccination centre on the site. We are continuing to progress implementation of the All Wales Safeguarding procedures within our teams and alongside partners.</p>

<p>C2</p> <p>Page 59</p>	<p>We will work with the third sector to develop a regular wellbeing call system to reach individuals who have been assessed as needing care, but where there is no care available</p>	<p>Where Adult Service have experienced difficulties in sourcing care and support in the community, e.g., a package of domiciliary care, we have worked in collaboration with <i>Community Connectors</i> who have undertaken wellbeing calls. Community Connectors, through discussions with individuals, have been able to signpost them to additional support which is available within their own communities and to organisations who may be able to assist with their physical, mental and emotional wellbeing.</p> <p>Signposting support provided or arranged during the calls undertaken include, assistance with moving furniture in preparation for an individual to move their bedroom downstairs; emotional support for an individual who found it difficult to come terms with losing their partner of 60 years; referral in relation to heating and fuel poverty with an outcome of the individual now having a new heating system installed following assessment; LBQT support sourced for an individual who had felt unable to ask for support before.</p> <p>Powys Association of Voluntary Services (Pavo) delivered well-being calls to a significant number of people in the community, mostly referred to them by the Council.</p> <p>Referrals to date for welfare calls - 71 Declined weekly calls - 15. These were followed up with a letter offering calls to be taken up at any time whilst waiting for a package of care.</p> <p>Calls were well received by those who accepted them. Many look forward to their weekly call and are disappointed they stop when a care package has been found. We always carry out an exit call with them and ensure they have our contact details for future use if required.</p> <p>Amongst other things they reported were:</p> <ul style="list-style-type: none"> - arranged local support to assist with moving furniture in preparation for a client to move their bedroom downstairs to make life easier for them whilst waiting for personal care. - Finding emotional support for one client who was finding it difficult to come to terms with losing their partner of 60 years - dealt with heating and fuel poverty by signposting or referring into Care & Repair or the Welsh Government Nest scheme (Nest nest.gov.wales). One client is having a new heating system installed after being assessed for support by NEST.
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		<ul style="list-style-type: none"> - LGBT support sourced for a client who wished to identify as a female. The client had built up trust with the Community Connector during the weekly welfare call and felt she was able to discuss how she had been feeling all her life. It was the first time she had asked for support to address this. - One client during a welfare call became unwell. The Connector offered to call a family member of an ambulance to support the client, but the client declined this support. The Connector was not comfortable at this decision and spoke to PAVO senior officers. Before a call could be made to Social Services, the client called the Connector back and asked them to call 999 for them. The client was taken to hospital and medical support gained.
C3	Considering the economic impact of the pandemic, we will redefine our in-house domiciliary care service to better support outside care agencies who face resource challenges	The Covid-19 pandemic has continued to create significant demand and capacity pressures within the domiciliary care market which, in part, is due to residents waiting longer for planned healthcare and approaching social services for support. The increasing demands have unfortunately led to some residents experiencing delays in receiving a package of care and our waiting list increasing. Providers have had to transfer hours back to Adult Services as they were no longer able to provide the care which they were commissioned to undertake. Whilst we have been able to transfer some of the care to other providers, our in-house team has needed to support more residents meaning that we were operating above capacity. With all this in mind, we undertook an in-depth review of the demand and the capacity within our existing staffing structure and secured additional funding to increase the numbers of staff we have in our in-house domiciliary care teams so that residents in Powys have the best chance of living as independently as possible. The anticipated impact of this is that we will reduce our waiting lists, reduce the number of agency staff we recruited, improve our sickness levels and wellbeing of our existing staff members.
C4	We will work with care home owners, managers and other stakeholders to ensure that care home residents are safeguarded during potential sustainability challenges	<p>2021/22 was another challenging year for our care home providers, who had to deal with staff retention and recruitment issues. On four occasions we met regularly with care home managers and owners to discuss quality issues using the processes within the Joint Improvement and Monitoring Panel (JIMP). This resulted in actions being taken by the provider to remedy these issues.</p> <p>During the year one care home closed due to ongoing quality issues; residents were moved to other homes of their choice with the support from council and Health Board colleagues.</p> <p>As mentioned in the main report we undertook an open book “Fair Cost of Care” review, which resulted in new fees being agreed with most of the homes in Powys.</p> <p>As mentioned above some care homes struggled with staffing on various occasions. This was usually managed within their Business Continuity Plans but on seven occasions we brought in staff from within the Council to support homes with non-care tasks to ensure that the homes were safe to operate.</p> <p>We have in place a comprehensive training plan to support managers within care homes on the <i>Section 5 Wales Safeguarding Procedures Position of Trust</i>. This training enables managers to undertake appropriate risk assessments</p>

		and address allegations about staff members fairly. Where there are increasing or persistent concerns about the safety of residents this does provide additional sustainability challenges of care homes where they are required to close or have admissions suspended for a period.
C5	Implement Mid and West Wales Regional Safeguarding Board Multi-Agency High Risk Behaviour Policy (including self-neglect/hoarding)	<p>The regional "<i>High Risk Behaviour Policy</i>" was launched in Powys during Safeguarding week; this provides guidance to professionals when dealing with high-risk cases. Cysur High-Risk Behaviours (Including Self-Neglect and Hoarding).</p> <p>All high-risk behaviour identified is initially addressed by our social work teams with an escalation pathway in place to the safeguarding team.</p> <p>Following the launch, the Regional Safeguarding Board took the decision to establish a Multi-Agency High Risk Behaviour Panel. The panel has not yet been convened but the intention is that if the safeguarding team considers further escalation is required, the incidence will be presented to the regional panel. The panel will complete a risk management plan for implementation by all agencies involve and will review this on a regular basis to determine risk reduction or removal of risk.</p>
Page 65	Introduce a best practice response to Child Exploitation and work in partnership with the region to achieve a consistent approach.	
	Implement the Child Exploitation strategy in line with the implementation plan.	The Child Exploitation Strategy Implementation Plan is reviewed and updated in the quarterly MACE (Multi Agency Child Exploitation) meetings. These are strategic meetings with a wide range of partners in attendance. Many features of the plan are now operational and other aspects are in the development stage.
C8	Implement the options appraisal agreed outcome.	An options appraisal was completed for the Emergency Duty Team and the agreed outcome was implemented and is now in place.
C9	Further implement the Quality Assurance Framework with a focus on closing the circle on learning from audits and Child Practice Reviews.	<p>The Quality Assurance framework was updated in December 2021 and was relaunched at the Operational Management Team meeting. Thematic audits were undertaken in 2021 about referrals, section 47's and wellbeing assessment. Individual feedback from audits were given to Social Workers and Team Managers.</p> <p>All thematic audits undertaken have an analysis report completed and then a webinar delivered to the workforce on the findings.</p> <p>Two MAPF learning events occurred in 2021 and the reports and action plans were completed.</p> <p>Child practice review action plans are updated and shared at Powys Local Operating Group and the Child Practice Review subgroup quarterly.</p>

		A business intelligence tool has been further developed to give the service a better overview and monitoring systems on data. Focus during the year was on supervision recordings and plans being updated, which has led to improvements.
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What Do we plan to do in 2022-23		
Adult Services		In collaboration with our multi-agency partners, complete implementation of the <i>All Wales Safeguarding</i> procedures and continuously monitor our progress and address any issues as they arise.
Adult Services		In collaboration with the Mid and West Wales Regional Safeguarding Board fully implement the Multi-Agency High Risk Behaviour Policy (including self-neglect/hoarding)
Adult Services		Manage the transition from <i>Deprivation of Liberty Safeguarding</i> to <i>Liberty Protection Safeguards</i> safely and effectively, following the national launch of the Code of Practice and Welsh regulations Consultation is expected to commence early March 2022 and last 3 months
Children's Services		Using the Public Law Outline (PLO) reforms to keep families safely together. Our Looked after Children's population continues to be stable indicating that intervention and prevention remains a key component in keeping children safer at home. We are continuing to progress with the use of different arrangements for families to draw together and build on their network of support
		Strengthen our Assessment Service to continue to be able to manage the new sustained increased level of demand

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

Goal Ref	What we said we would do	How far did we succeed and what difference did we make
D1	Recruit an Employment Access Officer to work with internal and external organisations including local businesses to look at future employment opportunities and barriers	Due to the council being in business continuity and deployment of the project co-ordinator to support business critical services, Adult Services have not been able to recruit to the Employment Access Officer role. The Work, Leisure and Learning Partnership subsequently took the decision to re-consider the role and expectations at a strategic level including how Adult Services could engage with and make best use of any wider council resources to support this important initiative. Adult Services have encouraged commissioned providers to continue to support individuals to maintain their employment through an ongoing variety of support options.

D2	Supported employment – initiate a Work, Leisure and Learning Panel to drive strategic planning to find out the role of Day Services, Education and Private Sector Partners	Unfortunately, due to ongoing business continuity in Adult Services and difficulties experienced in bringing all partners together the Work, Leisure and Learning Panel have not been able to progress work under this workstream as quickly as we would have liked. However, key partners have been identified and this workstream is a new priority for the Regional Partnership Board leading into 2022/23. The Panel will provide collaborative leadership including test and challenge on any options developed and engage with all key stakeholders at appropriate intervals on future plans.
D3	Implement the options appraisal for supported accommodation for Care Leavers and Young People aged 16 to 17	We successfully commissioned the 16+ accommodation for care leavers and young people aged 16 to 17. This consisted of three separate lots. The contracts are in place and the provision in the North of Powys is fully operational. The provision in Mid and South Powys will be in operation in Summer 2022.
D4	Increase the number of young people in care who achieve their educational goals.	The results of the <i>Bright Spots</i> survey that was completed with care experienced young people in 2021-22 will assist the service to develop a baseline so that we can continue to work with our partners in Education to support young people to achieve their educational goals.
D5	Increase the number of care leavers who are living in permanent accommodation at the age of 25.	The newly improved pathway plans that were implemented in 2021-22 are now ensuring that we have a robust process for collating this data. That baseline will enable us to measure the success of the work taking place to increase the number of care experienced young people in permanent accommodation The <i>Bright Spots</i> survey action plan will also help us to further achieve this goal and measure this for all Care experienced young people.
D6	Increase the number of care leavers who are in full time employment, education, or training	The newly improved pathway plans that were implemented in 2021-22 are now ensuring that we have a robust process for collating this data. That baseline will enable us to measure the success of the work taking place to increase the number of care experienced young people in permanent accommodation The <i>Bright Spots</i> survey action plan will also help us to further achieve this goal.

What Do we plan to do in 2022-23



Adult Services	Recruit an Employment Access Officer (brought forward from 2021/22)
Adult Services	Initiate Work, Leisure (WLL) and Strategic Workstream (see above for details). This programme will focus on the aspirations, experiences, opportunities, barriers, support, and assets available to people at risk of exclusion from full and equal participation in WLL. The aim is to understand, enhance, and transform the specific and universal WLL opportunities for people living with a disability. It will involve working in partnership with citizens, employers and the third sector to identify, and remove, disabling barriers which prevent people fully accessing the domains of employment, education, and leisure.

Children's Services	
	Fully implement the 16+ accommodation project.
	Plan to work with our Education partners to ensure virtual school meets the needs of children in care
	Increase the number of care leavers who are in full time employment, education, or training
	Increase the number of care leavers who are living in permanent accommodation.
	Continue and expand the work of the <i>Intervention and Prevention Service</i> working with families to allow them to stay together safely.
	Continue to promote and refer to the <i>Regional Domestic Abuse perpetrators programme</i>
	To continue to deliver and promote the healthy relationships programme within Powys Schools

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

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Goal	What we said we would do	How far did we succeed and what difference did we make
E1	To develop our early intervention and prevention service including self-service options for the public, home based support options and provision of technology enabled care	<p>We introduced robotic pets to support people at home and in care homes. We were also able to demonstrate the impact Technology Enabled Care (TEC) is making to residents in Powys. Below are two examples of impact.</p> <p>We ran a pilot project, supplying robotic pets to individuals in the community, supported by our Occupational Therapy team. Individuals have shown remarkable improvements in their general well-being and ability to take more control of their lives at home. <i>"Carers requested a robot cat for a lady who has Dementia and was receiving daily care visits. She was very isolated and lonely and had a history of caring for animals. The Robot cat was introduced with success. The lady immediately started communicating with and nurturing the cat and gave it a name. Over time, carers reported that levels of agitation decreased, communication with carers, taking medication and eating also improved. When the time came for the lady to move to a care home, the Robot cat proved a source of continuity, comfort and reassurance and supported the transition from home to care home. The Robot cat has been a tool to support person centred care and enabled the lady to participate in purposeful occupation in her life."</i></p> <p>Some feedback from professionals about the use of Technology Enabled Care in the community:</p>

<p>Page 65</p>		<p><i>"I have gotten fantastic feedback from clients/family using the equipment. The potential cost savings from families being able to maintain their loved one at home without the need for a care package is huge." - Health Board Occupational Therapist talking about the Canary Home Monitoring System</i></p> <p><i>"My gran remained at home without a care package right up until she was hospitalised over a 5-month period, and, unfortunately then required 24-hour care in a nursing home. As a family we strongly feel that the Canary was the main reason we kept her at home for so long." – Granddaughter</i></p> <div data-bbox="696 456 987 549">  Robot cat case study.docx  Canary Care System_Impact.docx </div> <p>Early help and prevention at home.</p> <p>In July 2021, the Powys County Council Cabinet approved the business case to transform prevention services across Powys by bringing together several overlapping and compatible workstreams and key stakeholders to deliver on the strategic objective to roll-out and mainstream early help and prevention at home from three to all thirteen localities in Powys.</p> <p>The inaugural Early Help and Prevention @ Home Steering Group was held in March 2022 with an ongoing six weekly meeting set up thereafter. The aim is to build on the evidence base and learning from the Home Support Three-year Review to steer, support and govern the transformation of prevention services in Powys.</p> <p><i>Home Support</i> is an early help and prevention service for citizens (50+) that enables and provides the support and practical assistance an individual may need in their day-to-day life to live at home with confidence, in good health, independently and safely.</p> <p>For more information - https://en.powys.gov.uk/Early-help-and-prevention--home</p>
<p>E2</p>	<p>In the absence of normal day services, to find ways to support individuals to maintain and develop social connections</p>	<p>Due to the ongoing pandemic, staffing capacity and Welsh Government guidance, Powys made the difficult decision to maintain closure of the day care facilities and services until August 2022. Adult Services reviews this position monthly and have supported individuals on an outreach basis to provide respite and alleviate loneliness.</p> <p>When the Ystradgynlais Day Centre closed, our commissioned carers service, had a desire to build on the energy and commitment of the Ystradgynlais Carers group to meet the need for more locally available support and activities for both people who are caring and receiving care. A team comprising of members from the Ystradgynlais Carer's Group, the local Community Connector along with support from the Local Authority including the Day Centre Managers and Social Care Delivery was established with the aim of working across sectors to bring about change in the community. The group explored and made progress on various activities, including a community garden, a local information resource and a listening</p>

		<p>campaign to hear what matters to the people of Ystradgynlais. However, the biggest success was the Thursday Club, a democratic space for carers and others in the community to come together. The group works hard to make itself accessible and members range between the ages of 18 to 88. It is inclusive with a range of activities, including a regular group walk. The Thursday Club members tell us that it is run by 'people power' and provides lots that the day centre didn't; it is more accessible because there is no threshold for attending and it is a space for friendship, connection and conversation around local and national strategy. Whilst the group are keen to not lose what has been developed, they were keen to highlight that this space cannot and should not be a replacement for the day centre where trained staff are meet specific support needs and carers have a break from their caring roles. The pandemic has however enabled them to begin to explore the intersection of formal and informal care, the group has been thoughtful about the intention of Thursday Club, including who is involved, how they model distributed leadership and making sure they're do not undermine the day centre. Those involved hope that the Thursday Club can be modelled across Wales as an easy access alternative to day centres; freeing up day centres provision for those with greater needs or for a hybrid model to be developed which sits alongside the day centre as a boost to local wellbeing</p>
E3 Page 66	To develop welfare/wellbeing calls for people at home awaiting care provision	As noted elsewhere in the report this has worked well with calls being well received by those who accept them. The Community Connectors told us that many individuals look forward to their weekly calls and were disappointed at these stopping when a package of care was sourced. The Community Connectors as part of the closure process have undertaken exit calls and ensured that their contact details are provided for future advice and support.
E4	To review respite and home-based respite options to support unpaid carers to maintain their relationships both with the cared for and with their wider networks and communities	<p>Creative use of respite monies to support carers achieve what matters to them, as reported in the main Director's report.</p> <p>124 Carers made use of the provision and reported that they feel supported to continue in their caring role and are receiving appropriate services and support. Examples of respite included a sauna/pool session, 121 and online groups. 30 carers reported that this project avoided breakdown and crisis intervention.</p>

What Do we plan to do in 2022-23

Adult Services	Commence expansion of the early help and support at home service from 3 to 13 localities in collaboration with local services and communities
Adult Services	Re-commission the Community Equipment Service in collaboration with Powys Teaching Health Board
Adult Services	Carers – continue the conversations in relation to partnership working between providers and the Council; explore the intersection of formal and informal care and expand the ethos to other areas of the county, e.g., Llandrindod Wells and Welshpool.
Children's Services	Continue and expand the work of the Intervention and Prevention Service working with families to allow them to stay together safely.

6. 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

Goal Ref	What we said we would do	How far did we succeed and what difference did we make
F1	Continue to progress with our closer to home programme, which will see more people with disabilities moving out of County and back into Powys, to help them live the lives they want. The programme is not only a significant investment but also a fantastic example of partnership working with builders, housing associations, support providers and of course people who draw on care and support. The work aligns with our vision in Powys of supporting people to live the best life they can, and by focussing on what matters, working alongside people to help them find the right solutions for themselves	<p>We have received positive feedback from residents following the opening of the new technology supported housing development in the North of the county. This accommodation has not only enabled people to return to their community of choice, but has prevented individuals from having to leave the county too. Residents told us: "This is the best thing I've ever done. I wish I moved years ago"; "Having my own place is lovely and I can't wait to be able to share it with my childhood friend"; "Playing games, having a kick about, good food, I like having my own house. I can invite mum round and cook for her"</p> <p>We have received similar positive feedback from residents who have moved into their new accommodation in the South of the county and shared photographs with us demonstrating their cooking skills.</p> <p>A resident told us about their journey to independence and the outcomes they have achieved: "I have moved into my own accommodation in Brecon with support from my new support provider. I made a slow transition between my old and new support provider which helped keep me calm. I have been settling in nicely and getting used to living in a new environment, adjusting to my surroundings. I feel confident with living in my new home, based within a quiet location close to town. Although sometimes I miss my old provider and living with others, I am getting used to living independently and feel comfortable and secure. I have put up lots of my unique paintings on the wall, this helps to brighten up the atmosphere and makes it look even more welcoming. Since moving forward I have developed further, increasing my level of independence and learning to drive. I am enjoying the company of living by my school friends and enjoy being part of a small group of young people who are of a similar ability to myself. Altogether this move to independence has been a positive step to take which has helped me overcome my fears of becoming lonely and isolated. This is because I realise that there is always someone nearby."</p> <p>Our teams are working collaboratively with Wales and West Housing to develop supported accommodation in the Newtown area which meets the needs of individuals within the community. The work on this development project has only just commenced and will take approximately 2½ years to complete.</p> <p>We have in place an Accommodation Steering Group which will support and progress future accommodation options. The group will continue to develop our accommodation plan which supports us in understanding the type of</p>

		<p>accommodation required in the short, medium and longer term. The plan will evolve over time to make sure it remains fit for purpose and informs the Property Development Plan.</p> <p>We have continued to support supported living providers during business continuity to keep individuals in their care safe and well, including the provision of staff to ensure duties can be covered at a safe level.</p>
<p>F2</p> <p>Page 68</p>	<p>Continue to work alongside Health and Third Sector colleagues to embed Powys hospital to home pathways through the embedding of a hospital assessment and D2RA team which will be part of a wider integrated discharge planning process.</p>	<p>Throughout the year, alongside our colleagues in Powys Teaching Health Board, we have continued to face challenges in relation to timely and safe transfer out of hospital for patients where there is a new or continuing support need. The ongoing pandemic has had a major impact on us being able to source timely domiciliary care or care home placements; the main reason for this has been due to staffing capacity across the care sector.</p> <p>We established a dedicated hospital discharge team in April 2021. This consists of a team manager, 3 social workers, a Reviewing Community Officer and a project development officer. Their remit is cross border hospitals (Powys/Herefordshire/Shropshire) and to ensure that all those placed in hospital outside Powys are discharged either to their own home or a suitable step-down facility in a timely manner.</p> <p>We have also worked in collaboration with Powys Teaching Health Board to develop a joint process for individuals who are being discharged into a step-down facility where a Decision Support Tool meeting is required to determine the level of nursing care needs.</p> <p>A protocol was developed with Powys Teaching Health Board utilising Welsh Government money. This allowed us to transfer patients waiting an assessment to a step-down facility while we arranged an assessment giving the patient time for recovery. The funding for this ended in March 2022. We are now in discussion to develop this work further and will be presenting a proposal with several options to senior managers.</p>
F3	<p>To develop, in conjunction with the third sector, wellbeing calls for individuals who have no support and are waiting for care provision</p>	<p>Please see under C1 above</p>
F4	<p>To continue to develop the older persons' accommodation options</p>	<p>Please refer to the section in the main Director's Report. Powys can currently offer 61 units for older people in Llys Glan Yr Afon in Newtown. These are designed for people who can mostly live independently but have access to e.g., Domiciliary care where necessary. We are developing further schemes in Welshpool and Ystradgynlais (due to open in 2023) and plans have been agreed for a further scheme in Brecon.</p> <p>Other options include living at home with e.g., Technology Enabled Care and our Shared Lives schemes (please see relevant sections in this document and the main Director's Report.</p>

F4		The Regional Partnership Board continued to support citizens and carers to get involved with the work of the partnership. The Board's citizen and carer representatives are equal members of the RPB, and their involvement not only informed and shaped decisions, but continues to provide a better way to identify and tackle 'what matters' to people. A wide range of user and provider groups have also been involved in the work of the Board, through commenting on proposed work, helping to recruit key roles, and informing various processes and procedures.
F5	We will continue the recruitment drive for foster carers and supported lodgings hosts	The recruitment drive for foster carers and supported lodging hosts continued in 2021-22. We were part of the Foster Wales campaign which produced several national television adverts and social media campaigns. All enquiries because of the campaign for Powys were directed to our Fostering Team. The service received 92 enquiries, with 33 coming from the Foster Wales website. Due to identified demand we launched a campaign for emergency care for established foster carers and supported lodgings hosts alongside a coordinated media appeal for emergency carers. This narrowly targeted appeal brought the second highest proportion of enquiries forward and demonstrated the value of clearly targeted campaigns for specific needs. As part of Foster Care fortnight, we took part in a 'light up your window' to celebrate and thank our amazing foster carers.
F6 Page 69	We will improve the support provided to our foster carers	A project was set up to run activities for children who foster. Fostering involves the whole family and children of foster carers play a vital role in welcoming fostered children into their home. We provided several opportunities to attend activities to suit different age ranges. The project promoted wellbeing, support and gave the children opportunities to meet other children who foster. Alongside the events we provide pre-approval training and support to children who foster and offer continued support and training to those children and young people after the assessment stage. Funding was sourced to be able to offer our foster families leisure pass that could be used at all the Freedom Leisure Centres in Powys. The Foster Carers charter was ratified and approved. Our In-house psychologist expanded their support and services to all our Foster Carers.
F7	We will increase the number of supported lodgings hosts	We have used (social) media advertising both across the county and locality specific throughout the year, we also advertised through our jobs website. Of the thirteen campaigns 30 subsequent enquiries were made to the service. We recruited four new hosts with an additional hosts moving from one section to another.
F8	We will open further Powys Residential Children's Homes.	The first stage of this plan was completed during the year, we developed a small, community-based home in the South of the county for up to two young people. We submitted our application to CIW in November 2021. Following the registration process, we received the notice of decision for Glyn Mawr to become operational on 14 th February 2022.

F9	Continue to work with health colleagues to develop safer accommodation for children and young people with the most complex needs	We have successfully developed the model of care with partners including our Health colleagues. A property has been purchased in the North of Powys and renovation has been started to ensure it meets all the requirements for children with complex needs. A project plan is in place and the project group will continue to meet monthly to keep the project on track.
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What Do we plan to do in 2022-23	
Adult Services	Continue working with partners to open two new Extra Care Schemes in Welshpool and Ystradgynlais. Further develop the planning process for an Extra Care scheme in Brecon.
Adult Services	Through the Closer to Home project continue to understand future accommodation needs for adults and work with partners to ensure current and new development are fit for purpose and meeting population needs.
Children's Services	Develop further residential homes in house and in Powys
	Develop further our Supported Lodgings Service
	Continue the recruitment drive for Foster Carers

7. How We Do What We Do

Our Workforce and How We Support their Professional Roles

Our social care workforce is truly our greatest asset and they have gone above and beyond throughout the pandemic and continue to do so. Staff wellbeing is paramount, and we have continued to promote our employee assistance programme, attendance at various wellbeing sessions, taking of regular breaks and annual leave to enable everyone to re-charge. We will continue to support the wellbeing of our staff whilst recognising the needs of the residents who receive services from us.

In Adult Services we continue to work in a strengths-based way which means when individuals approach us for support, we focus on their strengths and not on deficits; these strengths include personal, social (family/friends) and community networks. We seek to understand “what matters” to individuals and look at the best way of supporting them to achieve their desired outcomes. This is undertaken in a holistic way without automatically seeking traditional services to reach.

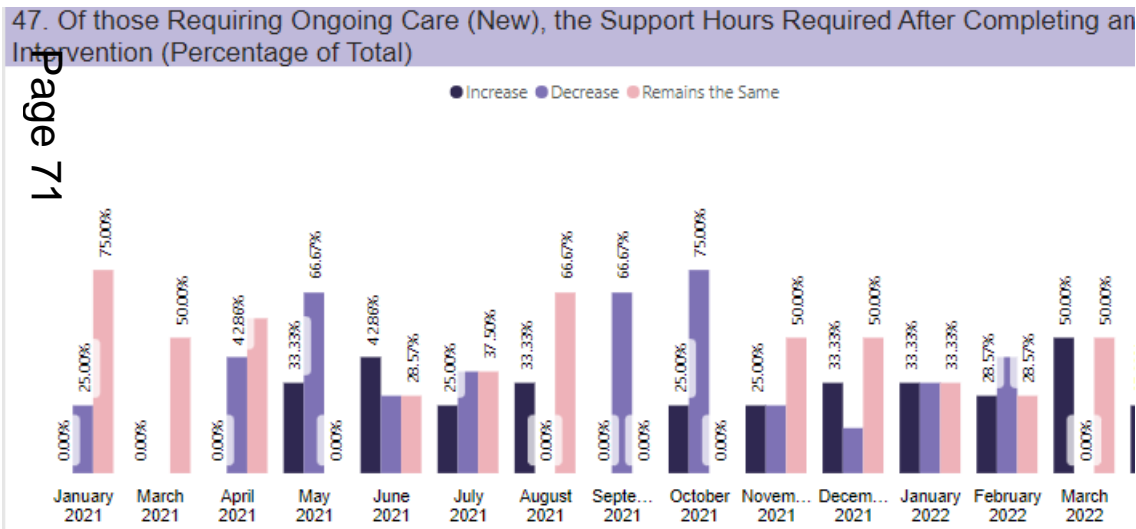
Our strengths-based approach training is mandatory and throughout the year we have delivered X training sessions virtually. We are taking a train the trainer approach so that we can develop internal capacity to have more flexibility on when training is delivered; to date we have trained 1 member of staff and whilst we would like to train more staff the demand coming through our front door is impacting on capacity. We continue to have a pool of mentors who support colleagues in their understanding of the strengths-based approach and share good practice across teams and attend the All-Wales Mentor Group to share and support learning.

We have a comprehensive training programme which is commissioned annually; this programme supports continuing professional development of our social services staff and the wider social care workforce. We also have a degree in social work and occupational therapy sponsorship programme which supports the “grow our own” ethos. Social care and Health have undertaken a joint initiative to develop the Kickstart apprenticeship scheme in Powys. The scheme has delivered a total of 20 placements to citizens of Powys seeking to gain employment / work skills in the sector. These placements also include wider roles which support Health and Social care provision such as business administration, maintenance and catering. A total of 7 apprentices have now completed the programme. The recruitment phase has now ended and the programme evaluation is due to commence in June 2022.

What we have achieved

As highlighted elsewhere in the main report, we have continued to support our *Grow Our Own* ethos and have continued our succession planning with enabling our student social workers to undertake their work-based placements with the aim of qualification and moving into permanent social worker roles.

Our in-house provider services, e.g., domiciliary care and reablement workforce, despite multiple vacancies and high sickness levels, have been incredible in their flexibility of working additional hours to make sure that vulnerable residents in receipt of a package of care receive their daily visits.



We have developed in collaboration with our Adult Services teams a new comprehensive induction programme so that all new staff have the right information and tools to support them in their new roles from the outset.

Across Adult and Children's Services we have continued to build on the employee representative forum enabling continuous feedback and learning across social services and I, along with Heads of Service, meet with the representatives quarterly. I have also encouraged staff to link with me direct so that our leadership team can learn from them direct what they think we can do differently; what we can stop doing and what we can do to support them in continuing to meet our statutory duties. What outcomes / impact have employee rep groups had?

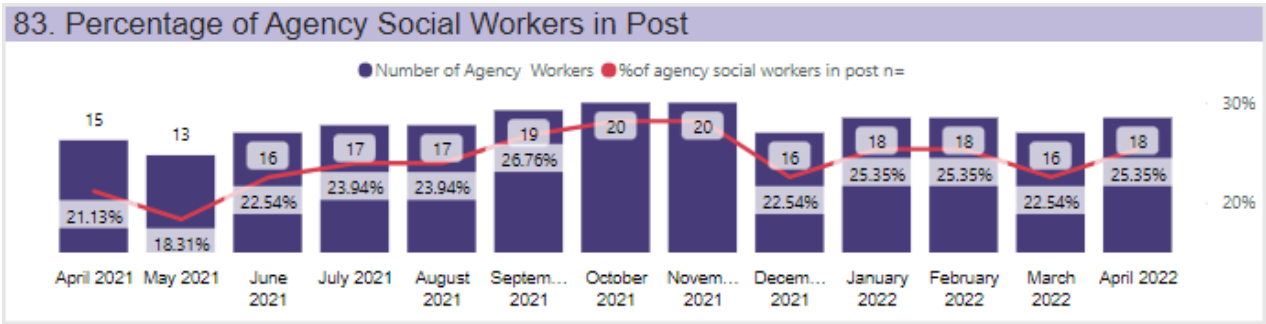
We continue to have in place a strong leadership team providing direction and support to teams.

Some of our team members have received some awards and nominations which are to be celebrated:

- Our *Home Support* Manager received a High Sheriff of Powys award in recognition of her great and valuable services to the community.
- A member of Adult Social Care staff was recognised in the Queen's Birthday Honours List and was awarded a Medal of the Order of the British Empire (BEM) in recognition of her work with adults with learning difficulties. The full story can be read via the following link <https://en.powys.gov.uk/article/11253/Royal-recognition-for-Violet>
- The *Closer to Home* programme which supports people with disabilities to live well independently in a home of their choice was nominated for a Local Government Chronicle award in the Health and Social Care category and reached the final stages. As part of the process, officers involved in the project attended the final stage presentation to provide insight into the project including the vision and impact it has had.
- A member of our *Shared Lives* Team has been nominated for the Everyday Hero Award for pandemic response at the 2021 Shared Lives Plus Awards. "Shared Lives workers like you help transform the lives of over 14,000 people across the UK. I know it is your effort, compassion and joy that makes the difference in some many unseen and life changing ways. Thank you from all of us for everything you do."

Securing a stable, knowledgeable and skilled Workforce

In Adult Services we have seen an increase in our levels of sickness across all teams, sometimes with varying degrees of Covid symptoms, and staff not able to undertake their roles due to the restrictions placed on them by Covid-19, all of which has a direct impact on other team members. Whilst there has been some workforce stability, as with any service there have been leavers and new starters in the year. The number of agency workers we have in post in our operational teams have remained static.



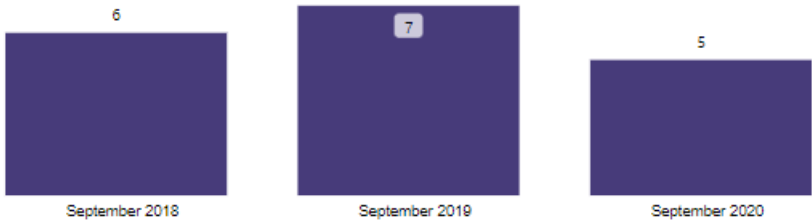
We continue to experience recruitment difficulties in some areas of the county and to specific posts, e.g., approved mental health professionals and domiciliary care carers. We have updated our recruitment website to make it more attractive and informative for prospective candidates; promoted working within Adult Social Care through social media, local radio, face to face attendance at careers fairs, careers events in schools, the job centre and various other events.

With an ageing workforce and staff who have been in roles for many years, we are aware that we need to review how we undertake succession planning at all levels within Adult Services to ensure a stable and sustainable workforce.

In consideration of the wider social care workforce and sustainability of our external providers, we have continued to support them in their recruitment campaigns by advertising on the council’s job vacancy page and promotion of roles via social media.

As mentioned in the main report, we have invested and worked with colleagues in the Health Board and others to develop and implement our Health and Care Academy. We have encouraged and enabled a considerable number of staff to undertake sponsored training in e.g., managerial skills and qualifications and social work qualifications.

96. Number of Staff Supported to Commence a Degree in Social Work (supported by PCC)



In September 2021 the Children's Leadership Team devised a staff survey to ask the workforce about what attracted them to work for Powys, why they stayed and what they would like to change. The survey also asked for ideas for recruiting and the results were fed back to the service at a Staff Roadshow as well as progress on the suggestions.

The service requested the support of corporate colleagues to put renewed efforts into the recruitment of permanent social workers and a project group was set up. The Corporate recruitment website was improved, the Social Services page updated and new social media posts created with targeted advertising. Internal job vacancy bulletins were created and emailed around Children's and Adults Services staff to encourage everyone to share on their social media or by word of mouth.

The service also attended the COMPASS recruitment event in Birmingham in March 2021, this was originally planned for 2020 but was cancelled due to the COVID-19 pandemic. Plans are in place to attend a further COMPASS recruitment event in Manchester in 2022.

The service recognised that further investment in the *Grow Our Own* Social Work scheme will ensure we have the qualified workforce we need.

In 2021-2022 a further twelve students were seconded onto the Social Work Degree with the Open University. Eight of these were from Children's Services. Children's Services also created two Masters Degree trainee posts and recruited two students into these posts. These students commenced their Masters in Social Work with Cardiff University in September 2021. Social Services has 26 current Social Work Degree Students, 17 are from Children's Services. Qualifying projections for Children's Services staff are:

Autumn 2022 – 5

Summer 2023 – 2

Autumn 2023 – 8

Autumn 2024 – 2 (this will increase)

Work has commenced to recruit a further 12 staff onto the Social Work Degree in 2022-2023, many recruits will have direct entry into Year 2 of their studies and will qualify in Autumn 2024.

The Corporate Centre sent out a Wellbeing questionnaire to the whole council, and Children's Services had the highest response rate, and the results were extremely positive and are as follows:

Questions about home working:

Annual Director's Report Social Services 2021 – 2022 (Supporting Evidence)

- 91% receive the right amount of communication from their manager
- 90% have a manager/supervisor who is regularly checking that they are ok (e.g., once a week)
- 94% say that the communication about COVID-19 has been clear and timely

Questions to Front Line Workers:

- 98% feel that they have good colleagues who are supportive
- 92% have a manager/supervisor who is regularly checking that they are ok (e.g., once a week)
- 94% are feeling good about being a frontline employee providing support to more vulnerable residents or delivering key services like recycling, support in the hubs, care to those in need
- 90% receive the right amount of communication from their manager
- 93% say that the communication about COVID-19 has been clear and timely

During the year, the service received a Care Inspectorate Wales performance evaluation inspection. The findings of the inspection were positive with areas of strength being seen in leadership and management. Some of the key findings were:

The local authority's investment in the professional development of its workforce, particularly in introducing a systemic model of practice in children's services, shared with partners, is delivering positive results for children and families, and delivering shared understanding of practice between agencies and families.

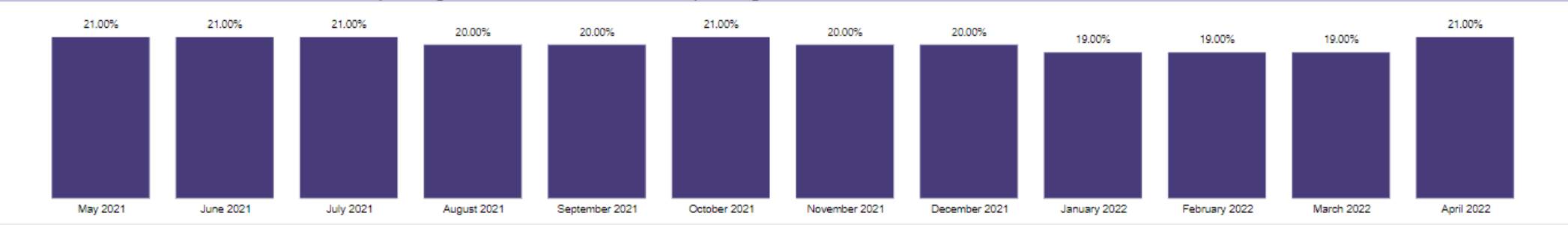
The restructure of children's services to include early help, intervention, and preventative services along with a Signs of Safety approach is enabling social workers and support staff to maintain a strength-based focus when engaging with young people and families.

Senior officers have a high level of skills and professional knowledge with a robust understanding of relevant legislation, social care professional practice and workflow management. By developing shared responsibility, oversight of service delivery and a clear sense of direction, it has created an environment in which social work can flourish.

In preparation for our increased number of Newly Qualified Social Workers (NQSW's) the practice development team have worked with current and recent NQSW's to introduce new Practice Guidance which will enhance the support structure available upon qualification.

We continued to encourage and enable our staff to become cognisant of and fluent in the Welsh language (Active Offer).

98. Welsh Active Offer - Number of Welsh Speaking Clients Allocated to Welsh Speaking Workers



Managing our information flow

In 2021/2022 the Social Care Management Information System (WCCIS - Care Director) had several performance issues. These occurred in the first four months of the year and after a new platform (CRM 2016) upgrade in October. The period following the October (w/c 11th) upgrade was particularly difficult with a time where only business critical access to the system was allowed. The suppliers worked with the national WCCIS team and local organisations as well as Microsoft to resolve these issues in the system. Most of the issues were resolved through some emergency fixes and then an upgrade on February 28th, 2022, the system has been stable, since then with only a couple of days of performance issues. The next few upgrades in 2022/2023 should further improve performance of the system.

Month	April	May	June	July	August	September	October	November	December	January	February	March
Days where there was a time with a system performance issue or outage	9	9	5	10	1	0	8	4	5	13	1	0