



Cyngor **Abertawe**
Swansea Council

People Directorate
Social Services
Report of the Chief Social Services Officer



Annual Report
of the Chief Social Services Officer
(Statutory Director of Social Services)

2017/18

SWANSEA COUNCIL SOCIAL SERVICES ANNUAL REPORT 2017—2018
REPORT BY DAVID HOWES, CHIEF SOCIAL SERVICES OFFICER

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1. INTRODUCTION FROM CHIEF SOCIAL SERVICES OFFICER

Social Services can have a huge, positive impact on people's lives. It is important that we constantly reflect upon the way we do things too make sure we are getting things right. It is also crucial that we listen to the children, young people, adults, families and carer that we support to make sure that we are working to be the best we can be; always striving to make a positive difference.

This annual report 2017/18 by the Swansea Statutory Director of Social Services meets a requirement under Part 8 of the Social Services and Well-being (Wales) Act 2014 ('The Act').

In my role as Chief Social Services Officer, this report provides an important opportunity to highlight the progress we are making on our improvement journey through a wide-ranging review of service performance.

The Act came into effect in April 2016, and the changes to statutory requirements are already making a difference to the way we deliver Social Services and how we provide managed care and support to the most vulnerable people of Swansea. It places the well-being of each citizen at the centre of what we do.

In this report, I will show how well Swansea Council are performing; how we are working with people to shape services and how we are meeting the national quality standards in:

- Making sure that we provide good quality advice, information and assistance about what is available.
- Supporting and enabling people to make their own choices and to become more independent.
- Making sure that people are given voice and control to achieve what they want in life and that they are able to express the outcomes that they want for themselves.
- Carers are supported to achieve their own well-being.
- People are being supported earlier, and preventatively within stronger, local communities.

The report will also set out how we are continuing to safeguard our most vulnerable children, young people and adults.

We are facing many challenges; pressures on local authority budgets; a growing population with increasingly complex needs; rising demand for social care and changing expectations of citizens. We cannot meet these challenges alone and therefore effective partnership working through the Western Bay Regional Partnership Board, the regional Safeguarding Boards and the new Swansea Public Services Board is of ever-increasing importance.

Social Services and safeguarding remains a top priority for the Council.

We have the strong political leadership and support of our Cabinet Member, Cllr Mark Child and wider Cabinet; constructive challenge of two dedicated Social Services focussed Scrutiny boards; regular monitoring and oversight of the Corporate Management Team and the Chief Executive, Phil Roberts; cross Council engagement in our Corporate Safeguarding and Corporate Parenting arrangements; and cross party support from Council.

As part of the wider Sustainable Swansea programme, the Council is committed to delivering a sustainable approach to social care; focussed on better prevention and early intervention and in maximising opportunities for people live as independently and safely as possible.

During the past year, I have visited between 30 and 40 of our teams and services across adults and child and family Services.

There hasn't been a single team or service that I've left feeling concerned about the quality of practice, the importance of the service delivered, the drive to innovate to ensure its fit for purpose both now and in the future or the skill and commitment of managers, staff and business support colleagues.

The quality, hard work and achievements of our staff working in partnership with vulnerable adults, children, families and carers in Swansea means that we can be proud of the social care we provide.

Our strong corporate performance management and scrutiny arrangements help ensure that we are constantly striving to deliver improvement and that our business plans deliver to timescale.

The challenge of making sure our practice continues to be excellent, that our care, support and services remain of high quality, and we achieve a financially sustainable position, is a big one.

Despite considerable progress towards establishing a more sustainable service, there continues to be a significant gap between the amount of money available to the Council to support citizens' care and support needs and the actual cost of providing that support looking forward. This is a national challenge.

Locally, we will have to keep developing our approach, join up more of what we do, stop some things, start some new things, make some mistakes and stumble across brilliant things by accident rather than design but based on the hundreds of individuals I've met to date, I have every confidence that we'll achieve success.

It is encouraging that we continue to receive more and more stories that evidence service excellence and outcomes achieved.

I am satisfied that progress is being made across all areas of Social Services and that the wider Council is contributing strongly to promoting the well-being of citizens more generally.

Swansea has strong Social Services of which all of us can continue to be proud.

DAVID HOWES CHIEF SOCIAL SERVICES OFFICER

2. DIRECTOR'S SUMMARY OF PERFORMANCE

This section considers how well our services have been delivering on its statutory requirements, achieving performance targets and addressing last year's priorities for improvement.

It highlights our key activities, performance against targets and improvement programmes within:

- Adult Services
- Child and Family Services.

It sets out Swansea's improvement priorities in the year ahead.

Swansea Council, as with other public services, are facing unprecedented demand and resource challenges in Social Services, and the wider local authority. Swansea Council are putting effort into managing demand by getting things right at our statutory front door, and making sure that services providing early help and a preventative focus are lined up to work with the most vulnerable, whether in adults or child and family services.

We have had to make some difficult decisions during this year, including the introduction of new charges for day services and respite at home, in order to make social service more sustainable in the future.

We aim to service a Swansea population of around 244,500 people, made up of including c. **47,300** children and young people aged 0-17 and **197,200** adults aged 18 and over. It is a large population that is steadily growing, mostly due to international and internal (UK) migration, and through more people living longer.

There are around **109,000** households across Swansea, which are home to families with very different life experiences, and I am aware of wide variations between well-being outcomes of citizens from the poorest and wealthiest areas of the city. We have to plan effectively where and how we target our resources, as the overall number of households is projected to increase to 124,578 by 2035 (source: Daffodil) whilst the resources available to the Council are forecast to reduce, at least in the short to medium term.

2A) PERFORMANCE IN CHILD AND FAMILY SERVICES (last year in brackets):

Of the approximately **47, 300** children and young people aged 0-17 who are living in Swansea, **3428** children, and approx. **2085** families were directly supported by Child & Family Services during 2017/18.

Swansea has a rate of **285** children per 10,000 population receiving managed care and support, which is above the Wales average (Based on census taken at 31 March 2017).

Across Welsh Local Authorities, the rate of children needing statutory care and support varies between 120 to 414 children, per 10,000 population (Source: Children Receiving Care and Support Census).

Many children in Swansea are likely to be living in households on income related benefits (25% in 2011).

Instances of parental substance or alcohol misuse, domestic abuse and parental mental ill health were factors recorded in over a quarter of all cases of children receiving care and support in Swansea (Ref: [Wales-children-receiving-care-support-census-2017](#))

Child and Family Services were contacted **9529** times about children who may require support and these contacts led to **1722** referrals during 2017/18.

Of the referrals received during 2017/18, **190** (207) were re-referrals.

1731 (1738) Children and Families received advice and assistance from Swansea's Information, Advice and Assistance (IAA) service.

2187 social work assessments of children were completed this year including the **1731** proportionate assessments of children with care and support needs triggered by a new referral.

Of these, **759** (582) children went on to have a care and support plan.

17 young carers (2) were identified and their needs assessed, of which **15** (0) led to a support plan.

As at 31st March 2018, there were **903** (995) Children in Need of ongoing Care and Support; **520** (481) children being looked after by the Authority and **254** (252) children subject to a child protection plan.

194 (193) children became looked after during the year.

A high number of child cases **1680** were successfully closed during the year

Fewer children looked after are placed in residential care **34** as at March 2018 (40, last year).

190 Swansea children who are looked after are placed with in house foster carers (Foster Swansea), which is **66%** of all foster placements (last year 64%).

110, 34% of children looked after are placed with independent foster carers (Last year 94, 36%)

We have **131** (135) approved Foster Swansea carers, offering up to **248** (302) registered places.

37 Swansea children were subject of new adoption orders granted in year.

12.59% Children returning home following a period as looked after (**91/723** children who were looked after during the year)

Comment:

Children's Services is about achieving safety and good well-being outcomes for children.

Our focus is on ensuring children with care and support needs are achieving safety and permanence, at the earliest opportunity, increasing the likelihood of the best possible outcomes.

Through using 'Signs of Safety' practice framework, social workers are keeping children and families at the centre of what we do, by listening to and valuing their experience. This helps us to ensure that through achieving safety, well-being and permanence for children, we are also delivering a sustainable and efficient service.

The Child and Family Improvement Programme and action plan (see appendix 2) sets out our approach to delivering this vision and a sustainable model of service.

Our Vision for Child and Family Services is:

Vulnerable children are safeguarded, live within permanent, stable, secure and loving families, (cared for by their birth family and within their community of origin whenever possible), which provide opportunities for success and a content and healthy adulthood where they can fully participate in what society has to offer (updated June 2018).

Swansea's vision is underpinned by National Participation Standards-for Children and Young People in Wales, and by the United Nations Convention on the Rights of the Child (2014).

Golden Thread – Swansea's Child and Family Services recognises that we cannot do it all alone –we need our partners to support our work, to achieve an integrated approach to well-being and work towards a golden thread of principles that run through everything we do.

- Early identification/intervention/prevention
- Safety
- Permanence
- Well-being/outcomes
- Resilience
- Participation/co-production
- Partnership/Sustainability

Child and Family Services has developed a draft Participation and Co-production strategy for children and young people 2018-22. The aim is for this strategy to complement the work of the 'Signs of Safety' social work framework, by reinforcing the means by which children and young people can influence the future shape of services, and their care and support.

Swansea is continuing to implement a Safe LAC Reduction strategy, which, as well as tackling the overall number of children becoming looked after, is changing the profile of children in care in Swansea, and how they are supported to achieve best possible outcomes.

**KEY PERFORMANCE MEASURES IN CHILD AND FAMILY
2017/18**

- The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral = **99.9%** Target 17/18 = 100%
- The percentage of initial core group meetings held within 10 working days of the initial child protection conference = **88.9%** Target = 95%
- The number of children looked after per 10,000 of the 0-17 Swansea population = **111** Target = 90><102
- The number of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population = **54** Target = 45><52
- The number of children in need of care and support per 10,000 of the 0-17 Swansea population = **192** Target = 190><205
- Percentage of all statutory indicators for Child & Family Services that have maintained or improved performance from the previous year = **40%** Target = 80%
- The percentage of assessments completed for children within statutory timescales = **72.4%** Target = 90%
- The average length of time for all children who were on the child protection register during the year = **208.5 days** Target = 100><300
- Percentage of children satisfied with their care and support (Measure 13: children) = **76.2%**
- Percentage of children in care who had to move 3 or more times (Measure 33) = 9.77% Target = 7%

2B) PERFORMANCE IN ADULT SERVICES (last year in brackets):

Of the 197,164 adults aged 18 and over in Swansea, **7573** (7015) people received care and support from Adult Services during this year. Of this number, **5932, 78.3%** (5437) people were helped in their own homes. **1641, 21.7%** (1578) adults received residential or nursing care.

Adult Services were contacted **25,016** (25,200) times about citizens who might require care and support. **12,965 or 51.8%** (13,015 or 51.6%) of these contacts became referrals leading to advice or assistance.

Adult Services carried out **11,086** (9,525) social care assessments.

743 (521) people are managing their own community-based support, through a direct payment.

Last year, our Joint Community Equipment Service (CES) delivered and installed **36,560** items of equipment, worth an estimated total of **£5,144,159** to **9,153** citizens living in Swansea and Neath –Port Talbot.

Adult Services received **1321** (1271) safeguarding enquiries, of which we accepted **540** (522) as referrals in which the possible concerns threshold was met.

1,307 (1,128) deprivation of liberty safeguard requests were made to Adult Services during 2017/18.

684 (529) carers were assessed by Adult Services during the year.

At the end of the year 2017/18, there are **5,904** (6,274) people with open cases through which care and support needs are being assessed and managed.

Comment:

Adult Services remains very busy with high levels of and increasing demand for assessments and ongoing care and support. However there are some indications that we are beginning to demonstrate better outcomes through providing early support and targeted short-term help. Many individuals are receiving targeted interventions which help them to remain living independently and without an ongoing need for care and support. However there are, and will always be, a high number of people who need managed care for a longer period.

Our Adult Services' vision for health, care and well-being in the future is:

“People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of well-being within supportive families and resilient communities. We will help people to keep safe and protected from harm and give opportunities for them to feel empowered to exercise voice, choice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce”

(This vision statement was developed in consultation with staff, Cabinet and CMT and included in Swansea Council's Service Optimum Model for Adult Social Care, which was the subject of public consultation).

To support the vision, the Adult Services Improvement Programme focuses upon the following six key improvement principles for placing the person at the centre of their care and support, carers and our communities:

- Better Prevention
- Better Early Help
- New Approach to Assessment
- Keeping People Safe
- Working Together Better
- Improved Cost Effectiveness

Adult Services has worked hard to ensure good quality, performance management information is available to managers and scrutiny, as this enables robust challenge, and better decisions around how resources are used.

KEY PERFORMANCE MEASURES IN ADULT SERVICES IN 2017/18

- Percentage of adult protection referrals to Adult Services where decision is taken within 24 hours (i.e. 1 working day) = **63.7%** Target 2017/18 = 65%
- Percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less = **59.6%** Target = 60%
- Percentage of annual reviews of care and support plans completed in adult services = **68.4%** Target = 65%
- Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population = **111.5** Target = 108<113
- Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population = **12.99** Target = 9><11
- Number of carers (aged 18+) who received a carer's assessment in their own right during the year = **655** Target = 600
- Percentage of people who have completed reablement receiving less care or no care 6 months after the end of reablement = **82.6%** Target = 75%
- Percentage of all statutory indicators for Adult Services that have maintained or improved performance from previous year = **78%** Target = 85%
- Percentage of adult protection enquiries completed within 7 days = **91.9%** Target = 90%
- Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over = **5.86** Target = 4
- Number of new requests for local area co-ordination = **259** Target = 240

- Percentage of adults satisfied with their care and support (Measure 13: adult) = **79.65%** Target = 70%
- Percentage of carers that feel supported (Measure 15) = **66%** Target = 60%
- Average length of stay (days) in residential care (Measure 21) = **921.8 days**
- Average age (years) on admission to residential care (Measure 22) = **83.7yrs**

Adult Services has also consulted upon a set of service objectives (February 2018) which has informed the Improvement Programme 2018-21 (see Appendix 2).

2C) OVERALL PRIORITIES FOR IMPROVEMENT (SOCIAL SERVICES)

In last year's annual report, I set out my priorities for improving the standards of our statutory social care services and ensuring that our most vulnerable children and adults are safe, and we have progressed in all of these areas:

- Improving our practice and delivery - we have continued to implement innovative ways of working with children, young people adults and families through signs of safety and an adult practice framework. Citizens have an even stronger voice in what matters to them, and their services.
- Safeguarding - we have reviewed the current safeguarding arrangements, and have plans to implement changes to team structures, corporate governance and policy
- Regional Partnership - we have strengthened the regional board arrangements to deliver a work programme based on the Western Bay Area Plan and to drive forwards the integration of health and social care
- Workforce - we continue to develop the social care workforce through local and regional arrangements to meet future training needs, and continued professional development
- Commissioning - through co-production and fairer charging in Adult Services, we are remodelling domiciliary care provision, and plans to reshape internal residential care services and day services and the use of Direct Payments and advocacy offers across the whole service
- Carers - we are improving support to carers, and developing a new commissioning approach based on co-production.
- Performance – there are plans to implement WCCIS to better manage information, and to evaluate the impact of preventative support, managed care services, and to identify future trends

Overall, I am proud that Swansea's Social Services is working closely and positively with colleagues across the council in services such as Education, Poverty and Prevention, Resources and Legal Services; within a regional partnership board that includes ABMUHB, Neath-Port Talbot and Bridgend Councils; and most importantly with citizens to deliver the most effective services, to the most vulnerable people.

I am particularly pleased that Western Bay Regional Programme has been recognised for its excellent work. The programme claimed two awards at the All Wales Continuous Improvement Community (AWCIC) annual awards 2018: 'Best Local Government Initiative', and 'Achieving a Common Purpose' for its Commissioning for Complex Needs Programme which is improving the quality and standards of care across the region whilst demonstrating value for money.

We have set out a number of strategic priorities in the Western Bay Area Plan for Health and Well-being 2018-2023: <http://www.westernbay.org.uk/areaplan/>

The improvements priorities for the year ahead align closely to these new regional priorities.

Overall Social Services priorities for year ahead

- Safeguarding vulnerable people
- Delivering the Adult and Children services Improvement programmes
- Achieving a Financial sustainable position
- Building excellence in social work and social care practice
- Collaboration and Integrated health and social care through Regional partnership working

On behalf of Cabinet Member for Well-being, Councillor Mark Child and myself, we would like to thank all our service users and citizens for their patience and understanding whilst we have been progressing service improvements, and to all our staff for their efforts in supporting vulnerable people in Swansea last year.

In the coming year Cabinet have decided to increase the number of Lead Members directly involved in supporting our improvement programmes across Social Services and I look forward to working with the new portfolio holders:

Cllr Mark Child now Cabinet Member- Care, Health and Ageing Well,

Cllr Elliot King, Cabinet Member -Children Services Early Years

Cllr Will Evans, Cabinet Member -Children's Services Young People,

Together, we are listening to the voice of the citizens in all areas of our work, and I will expand on Swansea's approach to placing the person at the centre of everything we do in the next section of this report.

3. **HOW PEOPLE ARE SHAPING SERVICES**

Everyone, adult or child, must be given a voice – an opportunity – a right – to be heard as an individual, as a citizen, to shape the decisions that affect them, and to have control over their day to day lives.

We actively seek feedback from individuals, families and carers who use our services to achieve their own well-being outcomes and their views help to inform our improvement journey.

A 'What matters to you' conversation is now central to how we work, and part of a single assessment across the whole service.

Our approaches to co-production and participation inform our practice guidance and commissioning strategies.

In this section, I will summarise the feedback we have received during the year, what we have done in response and some stories of achievement to reflect Swansea's new and emerging approach to social care. Finally, I will share one or two of the many compliments that our staff have earned during the year through their hard work and diligence.

FEEDBACK THIS YEAR

We carry out a qualitative survey each year, of a large sample of people who have been receiving care and support from Social Services.

Here are some of the main changes:

- 51.4% of people report they can do what matters to them, which represents a 5% increase on 2016/17 (Measure 2).
- 78.1% of people feel safe, which is up by 3.4% (Measure 3)
- 58.3% - of people reporting that they feel part of the community, which is well (12%) above Wales average (Measure 4)
- 85% of people were satisfied with their social networks, again this is an 8% increase on last year (Measure 5).
- 85% of people are satisfied with the care and support they received which represents an 8% increase on last year (Measure 13).

A more detailed analysis is presented in **Appendix 1**.

WHAT HAVE WE DONE

We are continuously looking at ways to improve quality, and raise standards of care within our commissioned and directly provided services. During my visits to services, I have been impressed by the many imaginative efforts of our staff to improve the lived experience of service users and citizens.

Here are some examples of what we are doing:

- We have realised it is vital to improve integration between our health and social care systems to ensure older people and vulnerable adults have timely and proportionate access to the services and support needed from the right person at the right time.

- Swansea has three well-established, integrated, multi- agency care hubs (Central, North and West) covering the whole of Swansea to provide a local response with skilled, professional assistance and assessment.
- Both the Common Access Point (CAP) in Adult Services and the Information Advice and Assistance (IAA) team in Child and Family Services ensure that citizens have access to clear effective and timely help in finding out what is available to meet their own care and support needs.
- Swansea, like other Western Bay partners, has a community-based, Dementia support team providing early diagnosis and skilled person-centred interventions for people and families who may otherwise find it difficult to access care services.
- A new Participation and Co-production Strategy in Child and Family Services seeks to promote a range of participation and involvement opportunities. The Bright Spots survey. 360-degree receives feedback from look after children about the quality of independently commissioned placements. Life story work with all looked after children helps to support permanence. Young people are chairing the meetings at which their care plans are reviewed.
- Through a Co-production community actively supporting the development of commissioning strategies and plans, we are now incorporating citizen engagement into the design and delivery of new services and the further development of our local social care market. This approach directly led to the development of our new supported living framework.
- We are facilitating more ‘magic moments’ in our care homes to raise joy and laughter for residents, families, friends and staff (in partnership with Swansea University’s School of Social Care Research).
- Our Social Services Work Development Service was shortlisted at last year’s Municipal Journal (MJ) Achievement Awards for its excellence in community engagement.
- Big Budget Conversation was the 5th annual consultation held with children and young people on the Swansea Council budget proposals including social care. The event gave **80** pupils from 12 secondary schools across Swansea an opportunity to consider a number of budget proposals put forward by Swansea Council to meet the challenge of financial sustainability.
- The Council sought feedback from the wider population on the budget proposals including those in relation to Social Services and social care. **87%** of Swansea citizens agreed that we should review all existing and new care packages in line with the new requirements of the Social Services and Well-being Act.

- The Western Bay Regional Citizens' Panel was established in February 2016, with the aim of providing a strong strategic voice for citizen representatives and they played a key role in setting the priorities of the new Area Plan.
- During our annual review of our Social Services Charging policy which included the proposed introduction of new charges for day and respite at home services, we worked with service users and citizen groups to better understand the implications of these budget proposals with changes made to address many of their concerns particularly in how best to implement.

The Year Ahead:

Swansea residents, day service users and people living in council-operated residential care homes are being given the chance to help shape the future of vital social care services through consultation about plans to change our current service model; a part of the wider Sustainable Swansea Transformation programme.

During 2017/18, we undertook major stakeholder engagement to support the commissioning reviews in the areas of:

- Residential services to older people
- Day Services to Older People

In April 2018, Cabinet agreed a 12 week public and staff consultation on detailed proposals to transform both residential care and day services in order to better meet the higher dependency and complex / dementia care needs of older people.

A wide range of comments received from Adults, Children, Parents and Carers as part of the Social Services Performance Measures Qualitative Survey 2017-18 have been summarised, codified (positive, neutral and negative) for analysis in support of future improvements.

Sample of Comments: Measure 13

I am happy with the care and support I have had (95 Comments received)

Positive responses include:

- All staff excellent X company 1st class
- Swansea council workers are amazing always cheerful understanding and helpful.
- All Carers in the X Team are excellent and spend as much time as needed seeing to my daily needs. They give me the best quality of life possible

Neutral responses include:

- Most of my carers are very good, but they change jobs as soon as you get to know them because of the long hours and low pay

- Good care currently provided but more help required due to change in health

Negative responses include:

- Feel let down by X waited 6 months to hear from them and that was only after I got in touch with them again only to be told I might as well sort it out myself
- Lack of administration skills in the care office affects timing of calls and carers that call.
- Caring service very erratic and badly run by management. Most carers are good but organised badly
- I shall never be happy here. I've had 4 years of imprisonment here. I have been frustrated and sad since I have been in here

Comments received as part of the Social Services Performance Measures Qualitative Survey 17-18

STORIES OF ACHIEVEMENT (1)

St Johns Day Service supports older people living with complex needs, many of whom live with dementia, are isolated, have little or no family support and no social interaction apart from their weekly visit to the day service. In order to engage with our local community and for members to have a worthwhile role within it, staff have worked co-productively with Christwell United Reformed Church to offer community opportunities, sharing skills and knowledge, forming valuable connections and relationships. This is an innovative project in partnership with range of organisations including Caerlas Homeless charity, DANSA community transport, and probation services and roots foundation Wales. **Proposed by Swansea Council for Accolades award –SCW.**

STORIES OF ACHIEVEMENT (2)

Magic Moments- some of the best things that happen in social care are not the things that are written in care plans, but rather the 'magic moments' which include a journey towards achieving outcomes, meaningful activities, relationships within the service, involving service users, families and staff.

They can include 'big' things, like re-creating a past experience for service users or 'little' things, like a member of staff making a personal connection with someone who has difficulty talking because of dementia, their learning disability or mental health issues.

A Swansea University research project found that when these 'magic moment' stories are shared, they inspire and encourage others to feel good about their work and create their own 'magic moments'. Jane Thomas, Service Manager, with the support of Cathy Murray, Principal Officer for service provision are leading on service quality is working with Swansea University to co-produce and harvest some 'magic moments' stories from within Swansea Adult Services together in a booklet that can be used as a learning resource.

Many of these have already been shared at recent Adult Services staff events.

STORIES OF ACHIEVEMENT (3)

The boys have benefitted –(as have their sisters) from a comprehensive sensitive proactive and responsive service and support from their allocated social worker E...

E. has not only worked diligently to establish all of the siblings wishes and feelings but also ensured that she has built productive and uncompromising relationships with birth family and utilised extended family strengths to progress contact and ensure that this is closely monitored and aims to best needs the children's individual views and feelings.

Many thanks – feedback from Independent Reviewing Officer (IRO)

COMPLIMENTS RECEIVED

We continue to collect compliments, comments and complaints on a routine basis and report the feedback regularly to scrutiny as a part of our overall approach to quality assurance including through an annual report.

The relevant Head of Service personally acknowledges any compliment received in writing to the member of staff/ team involved.

In monitoring complaints and compliments we are particularly looking for evidence of feedback that either resonates with or contradicts our improvement journey.

“Quite an emotional morning this morning with my carers happy and sad tears happy that they think I’m doing so well that they don’t feel the need to call any more or hand me over to an agency I know I still have a lot of recovery to do but I’m not just one that can sit around all day wasting life I can walk and talk and now have first hand experience in stroke not learned through a book first-hand experience so I’m going to use that to help others if it wasn’t for the positive people I’ve been surrounded with I wouldn’t have the confidence to do what I intend to do so thank you my wonderful rehab team I’m going to miss the morning giggles and all your words of encouragement but I think u gave me enough to last me a life time.”

(Feedback from service user reflecting on her journey, and the excellent support provider by our homecare, reablement and OT services) –

‘thank you so much for making me shine like a star’

(letter to a childrens social worker)

Social workers have got to understand and have hope in you, otherwise there is no point. Social worker K. would ask how I was feeling, how my family was, and was straight talking – telling me ‘this is what going to happen’ and ‘this is what I want to happen. M. had hope too, he was great. He told me I was a brilliant mum and that I would fly through the assessment in parent and baby. It helped to know when we were doing good so that it was acknowledged. It was nice to know that we were doing good and not bad. It helped us to be motivated and

we had more confidence. If there were worries, it was all open and honest and that way we could make changes'

(Appreciative Inquiry held with a young parent)

'My son doesn't open up with many people but he feels he can with L. because he feels really comfortable with her and she is excellent with him.....I feel I can talk to her about anything too and she always listens to what I have to say.....Social Worker L. has made my time with Social Services a pleasure, something I never thought I would say'.

(Compliment from Parent/ carer)

'I think that the way Social Worker R. worked with T on Friday night needs to be passed on. It's not often compliments get written but he was well prepared, the words and pictures were great and really helped T understand. He checked understanding, he went over it twice, he showed empathy and compassion for the situation, we did a timetable together for T and despite it being a Friday night at 8.30pm he wasn't rushed at all. I have to say in all my years fostering and working in this arena it was one of the best, most compassionate and useful visits I have seen.'

(Compliment received from a Foster Carer)

'I wanted to bring to your attention my respect and appreciation on the handling of these cases. I have felt that what have been very difficult situations have been handled, professionally and effectively. I have felt supported by the social workers involved and that the needs and safety of the children have been managed safely and professionally. I have the utmost regard for the provision provided by Social Services and have been impressed by its management of this particular case'.

(feedback from a Swansea Headteacher)

4. PROMOTING AND IMPROVING THE WELL-BEING OF THOSE WE HELP (QUALITY STANDARDS)

This section provides an overview of Social Services quality and performance taking into account the National Standards Framework: [Code Of Practice: measuring performance](#) and the Well-being of Future Generations Act (which aims to improve the social, economic, environmental and cultural well-being of Wales – by helping to create a place where we all want to live; now and in the future).

The **six national quality standards** are:

NQS 1: Working with people to define & co-produce personal well-being outcomes that people wish to achieve

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

NQS 3: Taking steps to protect and safeguard people from abuse, neglect or harm

NQS 4: Encouraging and supporting people to learn, develop and participate in society

HQS 5: Supporting people to safely develop and maintain healthy domestic, family and personal relationships

NQS 6: Working with and supporting people to achieve greater economic well-being, have a social life It covers the outcomes expected, what we are doing how well we are doing and the priorities for the year ahead

4A) WORKING WITH PEOPLE TO DEFINE AND CO-PRODUCE PERSONAL WELL-BEING OUTCOMES THAT PEOPLE WISH TO ACHIEVE (NQS1)

This standard expects that Swansea citizens to know and understand what care, support and opportunities are available and to use information and advice to help achieve their well-being outcomes. People should be able to access the right information, at the right time, in the way they want and use this to manage and improve their well-being. We must ensure that the citizens' voice is at the centre of our service improvement journey and, in particular, that every individual is actively involved in any decisions about how their care and support needs can be best met.

Our approach to Information, Advice and Assistance is set out in: Swansea Information, Advice & Assistance Service (IAA)- a guide for practitioners, launched in January 2018.

What did we plan to do last year?

- Swansea to continue to populate the DEWIS CYMRU Well-being Directory with a launch to citizens planned towards the end of 2017/18
- To implement recommendations from the Council's commissioning reviews into Family Support including services for under 11's, over

- 11's and children with disabilities and in relation to adults, the reviews of domiciliary care, residential care and day services
- To finalise the Adult Services Practice Framework
- To implement the reclaiming social work model in Children Services
- To continue to support the regional Western Bay Health and Social Care Programme, the further development of which will now be informed by the outcome of the regional Population Assessment
- To further embed and make use of the new Supported Living Framework
- To formally launch the new 16+ Service and Domestic Violence Hub

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

We ensure that people can easily access the right information, advice and assistance (IAA) service when they need it, in the way they want it and use this to manage and improve their well-being outcomes by:

- **Swansea's approach to Information, Advice and Assistance (IAA)** – In Swansea we differentiate between an Information, Advice and Assistance Approach, which is where people can get help from a range of community and universal based services and the Information, Advice and Assistance Service.

Swansea Council recognises the importance of getting our front door arrangements for well-being right, through growing a greater corporate awareness of the contributions all council services can make to citizen well-being and managing the interface to the statutory health and social care front door.
- **Swansea's IAA within Social Services** – an effective, warm front door is a vital part of a sustainable, safe system of care that ensures the right people, get the right help, from the right individual, at the right time. It is about ensuring that the help is available within stronger communities, from carers, from a range of professionals, and services to help meet demand. Our Child and Family and Adult Information, Advice and Assistance services are co-located and will work together where there are multiple needs in families and with young adults in transition.
- **DEWIS CYMRU** – We expect that Swansea citizens can access information to help them better understand and choose from the wide range of care, support and well-being opportunities available to help achieve their well-being outcomes. Swansea continues to roll out the DEWIS CYMRU Well-being Directory and supports the national strategy to integrate this system with the more developed public information resources such as Infoengine (used by third sector) and the Family Information System (FIS).

Citizens and carers with care and support needs who wish to improve their well-being receive high quality assistance and a timely assessment of their needs which promotes their independence, choice and personal outcomes by:

- **Single Assessment-** Social Services is listening to people; utilising a single assessment that has a focus on 'what matters to them' and what safety looks like. This approach, promoted through our 'signs of safety' and 'doing what matters' practice frameworks, adopts a co-production and partnership methodology that puts children, families, citizens and carers at the centre of their care and support. This a strengths and assets based approach that safely supports individuals in maintaining their independence through proportionate recourse to care and support.
- **Active Offer** - Frontline staff are aware that an "active offer" must be made to people to ensure that a person's Welsh Language preference and their language of choice is identified early in any contact (in line with Mwy Na Geriau/ More than Just Words – see section 5).
- **Adult Services practice standards** – We have developed a Practice Framework to drive consistency in social work and quality across the service. At the same time we are rolling out an outcomes framework to support new ways of working that places citizen voice at the centre of our interventions.
- **Child and Family Services practice standards** – Swansea has to meet many statutory requirements in child protection, with looked after children and for children in need of care and support. Swansea has been on an important journey to place each child and family at the centre of safety and care planning by embedding the Signs of Safety framework into everything we do. Social work practice excellence is a vital part of our sustainable model that focusses on ensuring that children remain safely in the care of their families and achieve permanence at the earliest opportunity. This is part of a wider strategy to refocus resources on prevention and early intervention rather than all our resources having to be utilised on mitigating the consequences of children having suffered harm.
- **Advocacy-** the children, families, individuals and carers with whom we work should be an equal partner in their relationship with Social Services. Any person contacting the IAA service can ask someone of their choice to support them to express their views wishes and feelings. Our staff will also identify whether there is a need for additional advocacy from the first point of contact including by family, friends or other members of the community. Child and Family Services have recommissioned independent advocacy services to meet the requirements of the national advocacy service.

- **Co-production-** there is more evidence of involvement of children, individuals, carers and families in the co-production their assessment and care and support plans. This approach extends into the design, development and delivery of new services through Swansea's approach to commissioning and participation.

Wherever possible, we will ensure that this means that families can stay together and carers have appropriate levels of support by:

- **Integrated approach to Well-being** - Swansea has a aims to promote, support and nurture every child's well-being, through an Swansea's Integrated Well-being Strategy for children and young people 2018-19
- **Family Support Continuum** - In 2016./17, the Council's Cabinet agreed on Swansea's vision for the delivery of Family Support Services across the continuum of need ensuring children and families can achieve their well-being outcomes. This has involve commissioning work across four stands:
 - support for families with children under the age of 11 years.
 - Support for families with children over the age of 11.
 - domestic abuse.
 - Support for children and young people with additional needs and disabilities.

Work in each of these vital areas has progressed this year, and recent developments are reported in later sections of this report.

- **Support to Carers** – Swansea recognises the essential contribution that carers make to the well-being and safety of some of Swansea's most vulnerable citizens. All Swansea carers have the right to an assessment of their support needs setting out what matters to them to maintain their well-being. Swansea has been recognised for our effective commissioning of support to carers and holds a regular carers network event. Swansea has a Carers centre with dedicated, appropriately skilled and knowledgeable staff well placed to ensure carers are supported to achieve their well-being outcomes. As well as providing information, advice and assistance, the centre also provides direct support in relation to benefits. Services are free and open to all carers. Following the population assessment and development of the Area plan more detailed work is needed to map all resources available to support carers. This will lead to further co production work to develop and implement a new strategy to address carers needs.

PERFORMANCE IN 2017/18 (Last Year)

Qualitative Measures: see appendix 1 analysis of survey results (Adults)

Quantitative Measures:

- The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year = **93.8%** (86.39%)
- The percentage of assessments completed for children within statutory timescales = **72.4%** (82%)

Our priorities for next year

During 2018/19, our priorities will be:

- Development of overall co-production plan to engage citizens in the future model and delivery of Adult Services.
- Extending range of support available to carers by coproducing commissioning plans
- Continue to embed social work practice frameworks to promote new ways of undertaking assessment and delivering care and support that keeps people safe.

4B) WORKING WITH PEOPLE AND PARTNERS TO PROTECT AND PROMOTE PEOPLE'S PHYSICAL AND MENTAL HEALTH AND EMOTIONAL WELL-BEING (NQS2)

This standard is about ensuring Swansea citizens receive the right care and support to do the things that matter most to them; including to keep themselves healthy. They should receive such support as early as possible; through preventative and community based interventions that promote independence.

Our approach is set out in the following documents:

Service Model for Adult social care in Swansea: [Swansea Staffnet - Service Model for Adult Social Care.](#)

Child and Family Services: How we work with families guidance for practitioners.

What did we plan to do last year?

- To ensure a good range of preventative services is developed
- To further develop the integrated Common Access Point (CAP), supported by multi-disciplinary team support and third sector brokerage, for the provision of information advice and assistance to adults and carers
- Implementation of a new reclaiming social work team structure in Child and Family Services

- To finalise the Adult Social Work Practice Framework within Adult Services
- To respond to feedback following Joint HIW/CIW Inspection of Community Mental Health Team

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

We have encouraged and empowered people to manage their physical health and well-being, and to do things to keep themselves healthy.

- **Extending range of services to promote well-being** - Swansea is working closely with colleagues in health, other Council services and the third sector to make sure there are a range of preventative and early intervention opportunities available before children, families, individuals and carers need to access statutory Social Services support. These include through our roll out of Local Area Coordination and the development of the Family Support Continuum. A clear strategy to promote prevention is set out within the Adult Services Delivery Model and the Child and Family Services future model. Our focus is on ensuring the principles of prevention, early intervention and Co-production are embedded in our whole approach to delivering Social Services.
- **Prevention** – Building on the agreed Western Bay Prevention Strategy, Swansea Council has developed a Corporate Prevention Strategy which has been the subject of public consultation. The strategy has a broad focus on supporting the development of stronger communities, linked to economic regeneration, promoting future resilience of communities and the independence and well-being of citizens. Our objective is to deliver more sustainable services that meet people's needs and promote better outcomes.
- **Local Area Coordination (LAC)** is a strengths based approach to supporting vulnerable people in communities by focusing on what a good life means to them, building community networks of self-sustaining support; with a working assumption that individuals requiring support will also have something to give back to the community (utilising the concept of reciprocity) and ultimately reducing recourse to traditional forms of statutory intervention. We have revised the geographic areas over which our model of local area coordination can best be delivered and so now require 22 coordinators to provide coverage across the whole of Swansea. We plan to extend coverage to 11 of the required areas in the coming year.

People can expect the right care and support, as early as possible through a range of preventative and community based support that promote independence:

- **Information, Advice and Assistance (IAA)** –We have launched our new front door services with associated guidance for practitioners, embedding a consistent approach across both Adult and Child and Family Services. The launch event was attended by a range of stakeholders in order to promote a wide commitment to supporting the IAA approach.
- We now have an integrated **Common Access Point (CAP)** as part of our IAA service model for adults and carers, supported by a multi-disciplinary team and third sector brokerage, ensuring proportionate, strengths based information, advice and assistance at the right time and from the right person.
- **Multi-disciplinary approach-** Adult Services has a better mix of social work, therapy, district nurse and third sector professionals co-located within a common access point to respond to people with more complex care and support needs.
- **Child and Family Services IAA Team** - In Child and Family there is a single point of contact for the Information, Advice and Assistance Service for all children, young people and their parents/carers. We also provide an Information, Advice and Assistance service for young people who are 16 and 17 years based at InfoNation co-located with a range of other young people services. Swansea Child & Family services are committed to using a whole systems Signs of Safety practice model. This innovative strengths-based, safety-organised approach to child protection casework is grounded in partnership and collaboration. This approach to proactive safety planning is embedded in our IAA and decision making processes at the front door. As part of the Family Support Continuum work we are undertaking a systems thinking review, supported by Vanguard, to consider the current arrangements, and the interface with Early Help Services. This is with a view to developing a single point of entry (SPOE) to enable children and families to receive the right support at the right time and simplify the process for partner agencies.

People can expect the right care and support, as early as possible through a range of preventative and community based support that promotes independence

- **Remodelled services** -Bonymaen House has been remodelled as a service to deliver a key aspect of our Western Bay optimal model for intermediate care. Through a multi professional mix of social work, OT, therapists and therapy carers, the residential unit provides a residential re-ablement, 'step up/ step down' service with time limited support that extends back into the community. Of those people who have accessed the service during the year, more than 60% have been successfully supported to remain living safely at home with reduced or no long term care and support.

- **Respite** – Our respite services such as Ty Cila, Alexandra Road and respite at home are providing essential respite support to individuals with complex needs and their carers.

We have improved access services to maintain physical health, mental health and emotional well-being by:

- **Well-being Plan-** Swansea’s Public Services Board has produce a Well-being Plan 2018-23, developed from a population assessment of well-being in 2017. The Plan has four main objectives:
 - To ensure children have the best start in life to be the best they can be
 - To make Swansea a great place to live and age well
 - To improve health, enhance biodiversity and reduce our carbon footprint
 - To empower our communities promoting pride and belonging.
- **Supported Care Planning redesign-** In May 2018 Swansea’s Child and Family Services is launching a ‘reclaiming social work’ (RSW) structure to improve efficiency and outcomes in our work with families. This involves social work practice delivered through small units, working systemically with families. Swansea Council has supported the changes through additional investment in practice leadership posts and redesigned business support.
- **Integrated Health and Social Care-** Frontline social work teams in Adults Services are organised around multi-disciplinary working eg in Hospital Social Work teams, Community Mental Health Teams and Community Support Teams for people with learning disabilities. In older adults this integrated model is facilitated by three integrated health and social care hubs
- **Integrated care pathways** – Working to a Western Bay Community Services optimal model, we have an established approach to delivering integrated intermediate care services that support prevention, early identification and management of risk, through targeted interventions, rehabilitation and re-ablement. The approach has ensured a far greater emphasis on assessing and care and support planning for outcomes. Citizens are experiencing a more seamless, consistent response to requests for health and social care support. There are still challenges when demand for these innovative services exceed resources available included in more traditional core services including therapies, district nursing and domiciliary care.
- **Commissioning reviews-** all Swansea’s in house social care services have been or continue to be subject of commissioning reviews to ensure consistency with the agreed Adult Services optimum delivery model.

- **Community Mental Health**- we have had some positive initial feedback following a Joint Care Inspectorate Wales/ Health Inspectorate Wales Inspection of a Community Mental Health Team based in Orchard Street, Swansea, and an action plan to address further improvements is underway.

We have promoted and supported healthy lifestyles by:

- **Intermediate Care Optimal model** - Adult Services are implementing a new model of Intermediate care to help people remain at home, to reduce the risk of individuals losing their independence and to support individuals who need some extra help to build confidence when coming out of hospitals. We now have integrated health and social care teams working within local areas to improve the quality of response to the increasing volume of individuals presenting with more complex of needs. Through the Western Bay regional partnership board, we have developed an optimum model for the integrated intermediate tier of service. This is helping ensure safe and effective arrangements to support individuals meet their well-being outcomes without unnecessary recourse to long term managed care. Independent analysis of the success of the approach to date suggests that we are making progress in:
 - More older people are supported to live independently, and with the support of technology
 - More frail, and older people are supported to remain independent and keep well, as well as to have improved quality of life
 - More frail, and older people to become cared for at home, rather than institutional care, e.g. hospitals / care homes.
- **Dementia Support- Swansea have developed an innovative Living well with dementia strategy** for developing a seamless service linking care homes, day services and domiciliary care, and based upon the model of Person Centred Dementia Care by Prof. Dawn Brooker.

PERFORMANCE IN 2017/18 (Last Year)

- Rate of delayed transfers of care for social care reasons per 1,000 of population aged 75 or over = **5.86** (5.81)
- Percentage of adults who completed a period of reablement and:
 - Have less or reduced package of care and support = **50%** (67%)
 - Have no package of care and support = **79.3%** (67%)
- The percentage of children seen by a registered dentist within three months of becoming looked after = **86.2%** (87%)
- The percentage of looked after children registered with a GP = **96%** (92%)

Local Measure:

- Percentage of our assessments carried out where there is evidence that the child was seen by a qualified worker = **93.3%** (84.9%)

Our priorities for next year

During 2018/19, our priorities will be to:

- Through Improvement programmes – better links to Better Prevention/Better Early Help
- Monitor impact of Reclaiming Social Work model on outcomes for children and families
- Commence roll out of Welsh Community Care Information System (WCCIS)

4C) TAKING STEPS TO PROTECT AND SAFEGUARD PEOPLE FROM ABUSE, NEGLECT OR HARM (NQS3)

Vulnerable people in Swansea must be supported to be safe, and protected from abuse and neglect. There must be strong and effective arrangements in place to make any concerns known. Also people must be supported by care and support plans which promote their independence, choice and well-being.

What did we plan to do last year?

- Implement new procedures to deliver the safeguarding requirements of the Act – pending guidance from Welsh Government.
- To review current safeguarding structure and processes with the options for setting up a safeguarding team in Adult Services whilst promoting everybody's business approach.

- Progress all areas listed for improvement within corporate safeguarding and safeguarding adults action plans.
- Implement the reclaiming social work structure within Children Services supported care planning teams.

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

Swansea's number one corporate priority is to ensure that vulnerable people in Swansea are safe, and protected from abuse and neglect by:

- **Working in partnerships** – The City and County of Swansea are proactive member of the Western Bay Regional Safeguarding Boards with membership from across the Council on both the boards and all sub groups and through a significant financial contribution. The policies and protocols that emerge from the work of the board are embedded locally to ensure that effective investigation of allegations of abuse or neglect takes place and to ensure people are protected from harm.
- **Corporate Safeguarding-** Swansea Council has made safeguarding vulnerable people the number one corporate priority. The Corporate Safeguarding board brings together safeguarding leads from across all service areas in the Council to ensure that safeguarding is everybody's business. Mandatory proportionate safeguarding training is delivered across the Council workforce and all Elected Members. This has improved corporate understanding of the many emerging safeguarding issues linked to for example child sexual exploitation, human trafficking, modern slavery, female genital mutilation and county lines and how the whole Council can contribute to reducing harm.
- **Safeguarding adults-** as promised a full review of safeguarding arrangements has been undertaken. Recommendations include that a new dedicated safeguarding team is to be established in 2018/19.
- **Safeguarding children-** In Child and Family Services, the Signs of Safety Practice Framework, a strengths based, outcome focussed, whole systems approach has been embedded across the service. Performance reporting using national comparative data indicators and the established quality assurance mechanisms operating through the Service Quality Unit, support the work of Independent Reviewing Officers and Practice Leaders to drive practice excellence. Child practice reviews and feedback from families through appreciative enquiries provide considerable reassurance about the effectiveness of Swansea's child safeguarding work.

Across the Council and within Social Services, there are strong, timely and effective arrangements in place to make any concerns known by:

- **Duty to report and respond to concerns-** Swansea has a strong corporate safeguarding culture with all service areas and staff working collaboratively to prevent abuse and neglect where possible. Swansea launched a Spot It! Report It! Campaign to raise understanding of duty to report under the Act. There is good awareness, following mandatory training, of the duty to report concerns, and commissioning arrangements aim to ensure that agencies and individuals give timely and proportionate responses when abuse or neglect have occurred. Commissioners seek assurance from providers that safeguarding practice is robust and continuously improving with a focus on enhancing the quality of life of adults.
- **Tackling violence against women** –We have established an innovative Domestic Abuse Hub, This provision takes a ‘whole family approach’ and became operational in 2016/17. The Hub ensures a more proportionate and effective response to police PPNs (Public Protection Notices) issued and other reported concerns of domestic violence.
- **Advocacy** in relation to safeguarding. Throughout the service an active offer is made to individuals through which they can invite someone of their choice to support them to participate fully and express their views wishes and feelings. This support can be provided by someone’s friends, family or wider support network, where there is no conflict of interest with a safeguarding concern, or investigation that are current. Within children services we have implemented all requirements of the national advocacy approach.

People in Swansea are supported by care and support plans, which promote their independence, choice and well-being.

- **Care and Support Planning** – Our approach is increasingly more flexible in responding effectively to changing circumstances through an approach of regularly reviewing achievement against individuals’ well-being outcomes. Plans have to reflect a more preventative and early intervention approach with and services having to be commissioned against agreed outcomes.
- **Re-ablement-** Currently we provide 8 re-ablement beds provided at Ty Waunarywdd and 26 beds at Bonymaen House. A proposed model for in-house residential care is currently out to public consultation, which covers future options for the provision of residential re-ablement, residential respite and complex care for older people to ensure that our in house provision best supports the overall Adult Services optimal delivery model for social care.

- **Best Interests** – Best interest assessments are more evident in Adult Services care and support plans. We are adopting a co productive approach to ensuring individuals are protected from abuse, neglect or other exploitation and harm by promoting human rights, applying the deprivation of liberty safeguards and working with families, carers and professional partners.
- **Deprivation of Liberty Safeguarding (DoLS)** – We have revised DoLS arrangements to improve our capacity to ensure a timely and robust response to requests for assessment. These better arrangements will be further enhanced in 2018/19 through the creation of dedicated DOLs team supported through additional investment by the council, mitigating the impact of the inadequate funding provided by Welsh Government post the Cheshire West case. Through the Western Bay safeguarding board we are continuing the possibility of creating a regional resource.
- **Multi agency working-** Child and Family Service make good use of multi-agency meetings to promote a partnership approach to supporting the most vulnerable and those children with exceptionally complex needs. There is some concern that the health board are withdrawing from historic commitments to jointly fund care packages for the most vulnerable. This is being tackled through escalation to the regional partnership board.
- **Emergency Admissions-** Performance data has highlighted that we admit a large number of children into the LAC system as an emergency placement. Therefore we have developed an approach through which there is earlier identification of children at risk of becoming LAC; following which multi agency solution panels are convened to help support case managing social workers create a different trajectory for a child, making available additional resources to enhance the safety planning for that child.

PERFORMANCE IN 2017/18 (Last Year)

Qualitative Measures - See Appendix 1 for summary results

Quantitative Measures:

Percentage of adult protection enquiries completed within statutory timescale: enquiries completed within 7 days = **91.9%** (89.7%)

Safeguarding concerns -referral to Adult Services where decision is taken within 24 hours = **63.7%** (65.3%)

Percentage of re-registrations of children on local authority child protection registers= **7.19%** (5.58%)

Average length of time for all children who were on the child protection register during the year= **210.5 days** (234 days)

Local Measures:

AS9: % of DOLS assessments completed within accepted national standard for completion (22 days) = **59.7%** Target = 60%

Our priorities for next year

During 2018/19, our priorities will be to:

- Implementation of the reclaiming social work model in children services with a particular focus on strengthening voice, choice and control in safety planning.
- Revised DoLS arrangements will be implemented to improve the management of demand.
- Implementation of revised safeguarding arrangements in adult services to increase voice, choice and control for vulnerable adults.

4D) ENCOURAGING AND SUPPORTING PEOPLE TO LEARN, DEVELOP AND PARTICIPATE IN SOCIETY (NQS4)

We must ensure that Swansea citizens can learn, develop to their full potential, and to do the things that matter most to them. People with managed care and support and carers must be able to engage with and contribute to communities and feel valued in society.

Our approach to health and well-being is set out in Swansea Public Services Board's Local Well-being Plan 'Working Together to Build a Better Future', published in May 2018: [Swansea - Swansea Public Services Board](#)

What did we plan to do last year?

- Implement the anticipated new national arrangements for advocacy for children
- Continue to develop a cross directorate peoples approach to the commissioning of services embedding Co-production principles.
- Extend the coverage of local area coordination across Swansea
- Increase capacity in our step up/ step down and reablement services
- Further embed the 'what matters to me' approach within assessment processes

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

Swansea citizens can learn, develop to their full potential, and to do the things that matter most to them through:

- **Foster Swansea** – Foster Swansea has an excellent track record in recruiting and supporting local foster carers to provide high quality care and support to looked after children. The service has received international recognition for their commitment to 'signs of safety' work with children and families. This year, Foster Swansea has been

improving its work on referrals, risk assessment and matching processes to ensure that every child has the best chance of achieving best possible outcomes. Even in emergency situations our ambition is to ensure every child is placed within a family; preferably within their wider family and friends network but this must be with carers who are best suited to meet their needs, ensuring safety and with a focus on achieving positive outcomes and permanence at the earliest opportunity

- **Ty Nant** - progress has been made on the relocation of our Ty Nant emergency short term residential provision to ensure this specialist service is delivered in a physical environment that is a close to being an ordinary home, in an ordinary street embedded within a supportive local community as can possibly be achieved
- **Day Services** – We are transforming our day services offer through the implementation of charges and planned consultation on the introduction of the optimal model of adult social care through which day services will be focussed on supporting individuals with complex needs. This will bring days services in line with the arrangements for other community based services.
- **Local Area coordination (LAC)** – the hoped for outcomes of the Council’s investment in the roll out of LAC are beginning to be realised e.g.

A LAC coordinator was asked to work with a Swansea man in rent arrears and at risk of potential eviction. He was also out of work. He was at high risk of fire at home due to alcohol and other factors. In addition, he was at risk of his health deteriorating and admission to hospital for physical and mental health reasons.

By working with his strengths, social network and opportunities to meet his preferred outcomes, LAC support resulted not only in positive outcomes for the client, at the same time we can report on potential service cost reductions (based on researched average annual costs, such as reduced demand on mental health services, cost to the NHS of alcohol dependency, fire risk and prevention, cost to housing, reduced benefit as he is now in paid employment.

Swansea are helping people to gain the skills and the educational attainment they need to engage in society and we have encouraged people to be active members of communities and support each other, and by reducing the barriers to social inclusion.

- In Swansea there is a joined up approach to support social inclusion, learning and outcomes of vulnerable children and young people within Swansea, and these include:
 - Swansea’s Public Services Board Well-being Plan

- Draft Integrated Strategy for Well-being
- Development of a People Commissioning Hub.
- Activity to support young people who are not engaged in education, employment or training (NEET)
- Looked After Children Education Board / LAC Education team working with /on behalf of looked after children in schools towards their best possible attainment and including through the development of a virtual school.
- Transformational activity to remodel Education Other Than At School (EOTAS)
- Safeguarding and child protection arrangements, with well-being a focus in care and support planning developed through the Signs of Safety and Signs of Well-being models
- Corporate Safeguarding arrangements, and links into schools
- Partnership working on reducing the numbers of young people offending and reoffending through the Youth Offending Service
- Commissioning Review – Additional Learning Needs
- Identification of and support for young carers, working with poverty and prevention
- Employability activities, and apprenticeships targeted at young people experiencing or leaving care
- Reclaiming Social Work practise models and rights based approaches to coproducing care and support plans
- Development of a cross-cutting performance framework for child and family services
- Multi-agency working with children and young people, to plan trajectory (pathways), risk impacts and flows between services, to identify opportunities and to prevent placement breakdown
- Social Services and education work together to ensure children looked after and children in need of managed care and support achieve their full potential. Plans for improving attainment and accessing educational opportunities are set out in personal education plans.
- Implementing a robust, cross cutting Corporate Parenting strategy.

Similarly, with Adults, there is a range of joined up approaches to improve social inclusion, learning and well-being including:

- Working with Swansea's Public Services Board, seeking targeted commitments from PSB partners;

- Preparing business cases for further preventative action and identifying funding sources
- Learning from the successes of the Local Area Coordination (LAC) approach and family support continuum to scope out an Adult Support Continuum;
- Making culture changes to make every contact count;
- Giving preventative messages through information advice and assistance (IAA);
- Embedding the prevention approach in the commissioning review process;
- Working with Swansea's voluntary and community sector to support their preventative approach and help develop their role;
- Maximising employment and training opportunities created through Council, partner and private sector investment in the Swansea region, targeting these opportunities at local people to increase personal wealth.

Performance Measures

PERFORMANCE IN 2017/18 (Last Year)

Qualitative Measures – see Appendix 1 for summary results

Quantitative Measures:

- Percentage of children achieving the core subject indicator:

at key stages 2 = **59%** (58%)

at Key Stage 3 = **8.7%** (19%)

- Percentage of looked after children who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements = **19%** (16.6%)

Local Measures:

- Ave. external qualifications points score for 16 year old looked after children in any local authority maintained learning setting = No Longer Collected (287)
- Percentage of eligible, relevant and former relevant children that have a pathway plan as required = No Longer Collected (**94%**)

Our priorities for next year

During 2018/19, our priorities will be to:

- Ensure reablement beds at Bonymaen are used to capacity as part of further strengthening pathways within intermediate tier services and the wider health/ social care system.

- Review the Personal education plan Process to ensure all children have an up-to-date PEP that tracks their progress and supports them to achieve and to be aspirational.
- Creation of clear pathways to support Care Leavers to access training, work experiences, apprenticeships and employment.
- Make further progress in implementing the corporate parenting strategy and associated work plan.

4E) **SUPPORTING PEOPLE TO SAFELY DEVELOP AND MAINTAIN HEALTHY DOMESTIC, FAMILY AND PERSONAL RELATIONSHIPS (NQS5)**

Swansea citizens must be supported in communities, in which they can contribute to and enjoy safe and healthy relationships. People must be helped to recognise unsafe relationships and to protect themselves from abuse and neglect. The views of families, carers and other personal relationships must be taken into account when assessing and planning care and support.

Our plans for building safe and supportive communities is set out in Swansea's policy commitments, and Well-being Plan

What did we plan to do last year?

- To contribute to delivery of Council's policy commitments to improve life experiences and well-being of Swansea citizens in the years ahead.
- To ensure carers, young carers and foster carers receive the support they need to improve their own well-being, and training they need to be effective as carers.
- Support the health board to develop the range, quality and access to Child and Adolescent Mental Health Services (CAMHS) within Swansea and across ABMUHB footprint to build emotional resilience within children young people and young carers, as well as to provide better support to families in need.

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

Swansea citizens are supported within communities, in which they can contribute to and enjoy safe and healthy relationships through:

- **Fire safety-** MAWW Fire and Rescue Service work closely with Social Services, providing support to care premises within an established risk-based inspection programme. As well as providing help, guidance and support, they also have an extensive programme of Home Safety Checks to those most vulnerable in our communities to reduce fire risk within people's homes.
- **Achieving Permanence** – Child and Family Services are working hard to ensure that each child looked after achieves permanence within a supportive family where in a timely way. This is achieved by

everyone being clear about the child's plan for permanence, their roles and responsibilities in achieving this, and with the child always at the centre of planning and decision making processes. The development of a placement sufficiency strategy is helping us to ensure that we have an appropriate range and number of fit for purpose placements.

- **Swansea's Community Safety (Safer Swansea)** partnership is a group of organisations from the public, private and Government sectors working together to reduce crime and disorder and make Swansea a safer place to live, work and socialise. The effective building of safer communities requires a multi-agency approach, which not only tackles the symptoms but also some of the underlying causes. The Council is working with partners to contribute to the prevention of crime and disorder particularly through our focus on corporate safeguarding. .
- **Strategic approach to Domestic Violence-** Domestic abuse and sexual has a huge detrimental impact on individuals, families and children. Tackling this complex issues is a strategic priority for both Swansea's Public Service Board, the Council and within the regional partnership. Swansea recently published a Violence Against Women, Domestic Abuse & Sexual Violence Strategy 2018 – 2022: [Swansea Violence Against Women, Domestic Abuse& Sexual Violence Strategy](#)

Swansea is a White Ribbon City - awarded for its work to end male violence against women.

A Wales Audit Office National Local Government study of this area is expected in the coming year and we anticipate that our one stop shop and domestic violence hub will be recognised as models of good practice.

We are supporting people to maintain safe relationships that matter to them through:

- **Corporate Safeguarding arrangements** - Swansea has a strong corporate safeguarding approach. Swansea Council's Safeguarding Policy Development & Delivery Committee has reviewed and revised our Corporate safeguarding policy. This revised policy (May 2018) reinforces the Everybody's business approach by extending the expectation to partners and providers, as well as Council staff. It will support the Council's number one priority by creating a new work programme for the Corporate Safeguarding board. This will promote greater awareness of contextual safeguarding issues such as child sexual exploitation, human trafficking/ modern slavery, female genital mutilation, and county lines.
- **Swansea's Multi Agency Domestic Abuse (DA) Hub-** is a multi-agency service that supports the whole family through one to one

and group interventions, helping them to feel safe and not afraid now and in the future; providing support by the right person at the right time to get them the help they want and need. Where there is a referral (PPD1) from the police or other agency, the DA Hub will make contact with the family to provide information about the service and/ or other relevant information, advice and assistance.

"There are not enough words or gratitude in the world to describe how much K. and D.'s support means to us.

If it hadn't of been for their professional experiences we never would of seen how different life can be. We owe the domestic abuse team everything.

"I am now a service user of the one stop shop and I have met some amazing women that have been through hell and it's unbelievable to think I am an inspiration to others who are going through the same sort of abuse that I managed to survive" **Feedback from A Swansea Mum.**

- **MAPS** (Multi Agency Placement Support) service is a Western Bay project, funded through the Welsh Government Integrated Care fund. The service provides specialist therapeutic support for looked after children to improve placement stability and educational outcomes and enhance the psychological and emotional well-being of some of our most vulnerable children.
- **Supervised contact centre** – this service is relocating to newly renovated premises with child friendly facilities, to promote positive quality contact between children and their families and provide an enhanced service which will include an educative function including support with basic care needs, play and stimulation, and a modelling function. There will be the opportunity for the building to be used for community assessment activity and to offer opportunities for disabled children, so promoting an equal opportunities ethos, which includes a sensory room.

People are helped to recognise unsafe relationships and to protect themselves from abuse and neglect through:

- **Swansea Domestic Abuse One Stop shop** –As well as the multi-agency hub Domestic Abuse operating from the South Wales Police HQ in Cockett, Swansea has a one-stop shop of domestic abuse services in the city centre. We are utilising supporting people funding to commission services in women's refuges. VAWDASV training is mandatory and has been rolled out across the Council. The Domestic Abuse Hub provides support and assistance across the whole continuum of need.
- **Risky Behaviours** - Swansea works closely with partners to respond collaboratively and more effectively in supporting adolescents displaying high risk behaviours. These arrangements will be formalised through the establishment of a risky behaviours

panel and through the development of an Adolescent Strategy to improve the effectiveness of practice in respect of CSE, substance misuse and offending.

Swansea has worked with the police, Youth Offending Service (YOS) and independent residential providers to develop a Decriminalisation Protocol in line with the recommendations of a report by Lord Laming. The protocol aims to reduce the risk of children in residential care becoming involved in the criminal justice system. Training has been rolled out to staff in residential homes on the implications of the protocol and the restorative approach it promotes. This training was provided with the support of the YOS and the police.

Families and carers views are listened to and other personal relationships are taken into account when assessing and planning care and support needs through:

- **Family Support Continuum-** Swansea has traditionally had a wide range of family support services. However we are reviewing and reshaping those services to improve the effectiveness of our early help approach to ensure good outcomes for those children on the cusp of statutory social work intervention.

Services to support safe families and community relationships include:

- *Swansea Family Information Service-* provides a wide range of information to families.
- *Team Around the Family* is an approach to facilitating multi agency support for families below the threshold of statutory children services.
- *Integrated Family Support Services* provides specialist interventions to families at risk of breakdown as a result of parental substance misuse.
- *Family Partnership Team* delivered as part of Swansea's Flying Start programme works with young parents to improve outcomes as part of our commitment to children achieving the best start in life
- *Ethnic Minorities & Youth Support Team (EYST)* supports ethnic minority young people in Swansea.
- *Child and Adolescent Mental Health Services (CAMHS)* is a specialist mental health service for children and adolescents. For children with less complex needs, Swansea invests heavily in school counselling services.
- *Play and Leisure opportunities* – Swansea values the importance of play among families at risk and with vulnerable

children and is taking steps to improve accessibility to the range of opportunities available.

- **How we work with families-** Child and Family Services has published guidance setting out how we work with families through utilising the signs of safety practice framework

Performance Measures

- **PERFORMANCE IN 2017/18** (Last Year)
- **Qualitative Measures:** see appendix 1 for summary of results
- **Quantitative Measures:**
- The percentage of children supported to remain living with their family = **68.6%** (71.5%)
- The percentage of looked after children who returned home from care during the year = **12.6%** (17.7%)
- The percentage of looked after children on 31st March who have had three or more placements during the year = **9.81%** (7.07%)

Our priorities for next year

During 2018/19, our priorities will be to:

- Further develop pathways for children in need of care and support and families through developing a family support continuum.
- Improve the effectiveness of practice when working with adolescents at risk of harm through development of an Adolescent strategy to promote harm reduction approaches when working with adolescents presenting with risky behaviours.

4F) WORKING WITH AND SUPPORTING PEOPLE TO ACHIEVE GREATER ECONOMIC WELL-BEING, HAVE A SOCIAL LIFE AND LIVE IN SUITABLE ACCOMMODATION THAT MEETS THEIR NEEDS (NQS6)

This standards expects that vulnerable people are supported to participate as active citizens both economically through work and socially, and within suitable accommodation

Our vision for this well-being measure is set out in Tackling Poverty strategy, supported living framework and permanence strategy.

What did we plan to do last year?

- To contribute to the achievement of priorities set out in Swansea Council's Corporate Plan

- To continue to develop regional partnership arrangements through production of an Area Plan and the development of regional commissioning plans
- Review regional substance misuse arrangements in respect of the impact services are having on outcomes
- Establish the Pooled fund arrangement for residential care within Western Bay

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

We are supporting people to participate as active citizens economically and socially through:

- **Joint work across the People directorate (Poverty and Prevention service and Education)**- We are working in partnership to improve support families across the whole continuum of need, with a particular focus on promoting prevention and early intervention.
- **Parent / Carer Participation and Engagement** –Swansea are planning to jointly commission a parent carer forum to explore the benefits of introducing a grant (voucher) scheme for respite services. This will allow families the opportunity to exercise greater choice and control over the respite services they can access.
- **Play and Leisure Opportunities** – resources are being pooled to extend the range of specialist child disability play and leisure services.
- **Home Care** – we are expanding the capacity of the in-house Flexible Home Support Team to meet the needs of a small number of children with very complex needs who require this form of support.
- **Overnight Breaks** –Child and Family Services are commissioning additional overnight residential breaks.
- **Early Help Team** –Child and Family Services and the Poverty and Prevention service have worked together to develop a dedicated Early Help Team that supports families with children with additional needs and disabilities. This specialist resource will offer families a better response to their needs without unnecessary recourse to statutory services.
- **Young Carers** – Child and Family Services and Poverty and Prevention now jointly commission specialist support for young carers.
- **Western Bay Population Assessment/ Areal Plan** has helped to identify where improvements need to be made to health and social care services across the region to ensure children achieve good outcomes.

We are supporting people to access and sustain engagement with meaningful work:

- **Reconfiguration of BAYS 16 + services** - delivered in partnership with Barnados, our BAYS 16+ service is expanding our offer to older children and young people in Swansea. There is evidence that more young people are using the range of co-located services based at Infonation. We are anticipating improved performance for young people accessing employment, education or training opportunities and more effective support of transition into adulthood.
- **Work Development** - CREST provides a recovery focussed work and skills development day service for people with serious mental health issues, who are accessing secondary care services. CREST supports people straight from hospital as part of the discharge planning process and makes a vital contribution to supporting the recovery of individuals by introducing them to a range of productive social, artistic, technical, vocational and practical skills.
- **Work Placements** –the community equipment service delivered 36 560 items of social care and health equipment to 9153 citizens across Swansea and NPT in the past year. 50% of the workforce are benefitting from a supported work placement.
- **Apprenticeships** – The Council is a large employer and proactively seeks to offer a wide range of apprenticeships including to care leavers.

We are supported people to access financial advice and help with benefits and grants by

- **Swansea Poverty Forum** - Swansea Council is committed to tackling poverty. Swansea's Tackling Poverty Strategy 2017 – 2020, was approved by full council on 25 January 2018. Implementation of the strategy is led through the Swansea Poverty forum chaired by the Chief Executive, Phil Roberts. Social Services are working in a joined up approach with Poverty and Prevention colleagues, to raise awareness of the potential impacts of new charges on vulnerable people and families and to raise awareness of the importance of promoting full take up benefits within services.

We are supporting people to access living accommodation to meet their needs and to facilitate independent living through:

- **Supporting People** – Swansea's supporting people team commission accommodation related support to reduce tenancy breakdowns and hospital and residential care admissions. A wide range of services are commissioned to promote independent living for a wide range of individuals with additional needs and other vulnerabilities. Services can be provided in a person's own home or other supported accommodation, and include:

- Floating Support- a support Worker visits the person in their home and gives regular support for an agreed period.
 - Supported Housing – a person moves into accommodation where support is provided.
 - Shared Support- a person moves into accommodation with shared facilities where the support is provided.
 - Direct Access Hostels- 24 hour access to support including Women's Aid Refuges.
- Co-produced **Supported Living Framework** –this is a an innovative piece of work through which Swansea has been working closely with 8 local providers and a number of citizens who currently access supported accommodation services to design an outcomes focused framework to support future commissioning including a new service specification.
 - **Pooled Fund** – There is a legal duty to develop pooled fund arrangements under Part 9 of the Social Services and Well-being (Wales) Act. Our aim has been to ensure that through developing pooled fund arrangements we are focussed on using the mechanism to improve the experience of residents and their families and address commissioning priorities. Following the population assessment, along with local market position statement
 - **BAYS 16+ Accommodation Pathway** -a strategic review of our single accommodation pathway for 16+ has been completed and we are now undertaking a procurement exercise with our providers to improve options for young people leaving care. Progressing the Childrens Commissioner's 'Hidden Ambitions' action plan will ensure we are providing the best possible opportunities for success for some of our most vulnerable young people.
 - **Placement Sufficiency** - through a new Placement Sufficiency Strategy Action Plan, we are better placed to ensure a sufficient range of placement options give looked after children the best chance of achieving permanence at the earliest opportunity.

PERFORMANCE IN 2017/18 (Last Year)

Qualitative Measures: See Appendix 1 for summary results

Quantitative Measures:

- The percentage of all care leavers who are in education, training or employment - At 12 months after leaving care = **35.19%** (28.79%)
 - At 24 months after leaving care = **34.15%** (34.29%)

Our priorities for next year

During 2018/19, our priorities will be to:

- To ensure fit for purpose arrangements surrounding pooled funds for care homes are in place
- To ensure that effective contract monitoring arrangements are in place to deliver high quality services
- Reconfiguration of BAYS 16+ to improve opportunities for older children and young people.
- Work between Child and Family Services, Supporting People and Housing to re-commission supported accommodation services to improve outcomes for care leavers.

5. HOW WE DO WHAT WE DO

5A) OUR WORKFORCE AND HOW WE SUPPORT THEIR PROFESSIONAL ROLES

This section is about how we ensure services are delivered by a suitably qualified, experienced, competent and confident workforce, supported to be able to recognise and respond to individuals' needs in a timely and effective way. It also sets out how the Council ensures that staff and services meet the standards expected of them.

Our workforce is our single most important resource. We encourage and support staff to be the best they can be. We encourage social work practice that takes a stance of humility, hope and vision. We expect the citizen to be the expert in their own circumstances and so we highly value listening and co-production as the means through we do our best work. We continue to maintain that even in times of austerity investment in our staff is money well spent. Excellent practice that supports children, families, individuals and carers to achieve good outcomes ends up being far more cost effective in the long term.

As well as having a workforce, which can deliver high quality social care, it is also important that we create the optimal infrastructure and support systems to enable conditions in which staff can be the best that they can be.

What we said we would do last year?

Last year we set out and met the following objectives:

- Development of strategic workforce planning arrangements

Social Services is very aware that there is a need to secure resources to manage the future needs of a social care workforce. The Western Bay workforce subgroup has produced a Regional Workforce Development Plan. We have also worked collaboratively across the region to undertake an assessment of the population of Bridgend, Neath Port Talbot and Swansea.

This population assessment can be accessed at:

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

What we have achieved?

Swansea Council is currently reviewing the workforce and organisational development arrangements.

The Council is supporting our workforce to recognise and respond to needs in a timely and effective way, which is fundamental to delivering good quality care through:

- Ensuring there is mandatory training and induction to all Council staff and Elected Members, with a particular focus on Safeguarding and Domestic violence in support of the Corporate Plan and Swansea Public Service Board priorities.
- Focus on Well-being outcomes
- Agile working - As part of the Sustainable Swansea transformation, many Social Services staff are being supported to work smarter through the roll out of agile working, including more modern, open plan spaces, hot desking, mobile working, skype for business and other enhanced IT equipment.
- Staff survey- Swansea Council carries out a bi-annual staff survey, with each Head of Service expected to respond to feedback from staff by preparing an action plan that addresses issues and suggestions made by staff.

Sickness management remains a serious challenge for the whole Council, with a particular impact within people focused services such as Adult and Child and Family Services.

Within the Adult Services Improvement programme, there is a focus on Workforce Development made up of 5 core workstreams:

- Social Services and Well-being Act Training Coordination and Implementation
- Social Work Practice Framework Development and Delivery
- Workforce Development Strategy
- Review of Safeguarding Processes and Practices
- DoLS Review

Adult Services has worked with IPC (the Institute of Public Care) to develop an overarching practice framework: 'Doing What Matters'. The Framework is now complete and we are beginning to implement the workforce training elements, changes to process and development of new tools and practice skills.

Within Child and Family Services, there is focus on '*Workforce Well-being*' through the development of a workforce well-being strategy and a

communication strategy. Within the workforce well-being aspect of the Child and Family Services improvement plan, there are a number of priorities:

- Re-Design of Social Care Planning (Reclaiming Social Work – Swansea model)
- Review of roles of Independent Reviewing Officers/ Service Quality Unit
- Policy Development
- Training (whole service)
- Re-Location of Supervised Contact team
- Improving communication

Within Child and Family Services, the redesign of the supported care planning teams will be implemented in May 2018. A crucial focus of this work has been to ensure there is increased supervisory capacity to drive quality and practice excellence.

Robust workforce planning will continue to be a priority. Within the Performance and Financial Monitoring and Senior Management meetings, managers routinely review sickness absence performance information along with a variety of organisational development information in order to support functions such as succession planning and training and development, recruitment and retention etc.

Supervision is key to social work practice development, and steps are taken to ensure staff have regular clinical, and personal supervision to maintain high quality standards. The frequency of staff supervision across Child and Family Services is monitored within monthly performance reports. Similar reports are being developed in Adult Services.

Both services are continually considering ways to improve communication with staff; many are working out in communities, some carrying out lone working and many are not in a position to access a computer in the course of their work. Regular newsletters are now produced within Adults, and Child and Family Services and within the wider Council.

Within Swansea Social Services we have placed a premium on recognising and celebrating the achievements of staff at service, team or individual level. Some examples this year include:

- A Swansea Family support worker received deserved praise for her support of a young person at risk of sexual exploitation. This case example is now being shared with workers to help further develop practice in this vital area of safeguarding.
- A number of Child and Family staff received compliments from our partner agency CAFCASS for their work with vulnerable children and young people at risk of offending.

- Swansea's Central Social Work Team have been implementing the national outcomes pilot, and sharing case studies of the person-centred work that they have undertaken. This is helping inform the development of the Adult Practice framework for social workers.
- Our NEAT team had been shortlisted for a Management Journal Award, and praised by local community leaders and the wider public. The NEAT team supports people with learning disabilities to play an active role within their local communities transforming neighbourhoods by creating a cleaner, greener safer place for people to live. The service has engaged with schools, PTA's, community councils and volunteering groups and worked on projects to promote the ethos of co-production, and the role it can play in a modern multi-cultural society.

Other important developments include:

- ❖ The 2nd Patient Choice Awards held in December recognised some of the fantastic work undertaken by teams.
- ❖ 627 staff, councillors, partners and foster carers attended the hugely success, first Big Well-being event, put on by Swansea Council in January at the city's Brangwyn Hall
- ❖ **Sharing best practice** - both Child and Family Services and Adult Services hold two Staff Development Days each year, held at the Penlan Social Club. Hundreds of staff and partners come together to share best practice. Many of the stories of achievement you have read in this report were first shared at these events.
- ❖ Swansea's Helping Hands scheme offers staff a wide range of opportunities to staff to support their own health and well-being, including mindfulness, pilates, yoga on the beach and stress management.
- ❖ The Chief Social Services Officer and the Heads of Service have prioritised weekly visits frontline teams and services. Feedback from these visits is circulated monthly and is an important aspect of Swansea's open, transparent and positive culture.

Our priorities for next year

Our objectives for the forthcoming year are:

- Adult Services Workforce Development Plan to be signed off and implemented.
- Development and implementation of a Quality Assurance Framework within Child and Family Services to ensure we continuously learn and improve our social work practice and safeguarding with new team arrangements.

5B) OUR FINANCIAL RESOURCES AND HOW WE PLAN FOR THE FUTURE

This section provides an overview of the resources available within Swansea Council to provide Social Services, and how financial constraints impact on key public services.

The scale of the financial, demographic and sustainability challenge facing Swansea Council requires a radically different approach to the delivery of all Council services including Social Services.

Swansea's overall approach is set out in Sustainable Swansea – Fit for the Future.

The specific Budget Proposals 2018/19 – 2021/22 are part of a Medium Term Financial Plan that focuses on:

- The core future purpose of the Council
- The transformation of services and the model of delivery
- Greater collaboration with other councils and local organisations, community groups and residents

Above all, it emphasises sustainable solutions with prevention at its heart and with an objective of protecting frontline delivery wherever possible.

However the challenge is significant with the Council having to plan to save £80 million over the next 3 years due to anticipated reductions in funding linked to austerity.

Children services has been particularly successful over the past 5 years in delivering service improvements that have contributed to a significant reduction in spend. These improvements are described within our Safe Lac reduction strategy and expenditure has reduced by £6 million over the period. If inflation is taken into account this equates to an £8 million saving to date.

The improvements being delivered in Adult services aren't yet delivering savings of an equivalent scale. Spend continues to increase year on year. However some inflationary pressures have been offset to a value of approximately £5 million to date.

What we said we would do last year?

The vision for Adult Services as set out in the optimum adult services model and specific service improvements captured in the improvement plan.

These improvements include a number of measures to ensure more effective use of resources to meet increasing demand and expectations.

We recognise that by engaging with people and our partners earlier, we can design services and approaches that are more efficient and cost effective. In addition, by commissioning and procuring services more effectively, and finding more cost-effective ways of delivering care we can ensure that every penny spent by the Council and its partners maximises the health and well-being of our population. The priority next year, following public consultation

will be to shift existing funding from our traditional model to a more progressive model of care.

Likewise Child and Family Services has a service model which sets out what good looks like, and an improvement programme to deliver the further changes needed.

By implementing a safe LAC Reduction Strategy underpinned by improvements in prevention, social work practice and commissioning for better outcomes, this provides a solid basis for financial planning in relation to children services over the next 3 years including further required budget savings.

As part of the shift towards a more preventative approach, the Council will continue to invest in the Swansea model of Local Area Coordination to increase community-based support, which avoids or delays the need for managed care and support. We will also maintain investment, including through continued use of Welsh Government's ICF fund, in integrated, intermediate care services where a demonstrable reduction in recourse to traditional direct care services can be evidenced.

The full details of our financial sustainability plans will continue to be consulted upon as part of the Council's annual budget consultation process.

What we have achieved?

There are many developments in this report, all of which are making a vital contribution towards a sustainable model of social care in Swansea, and in meeting the challenges posed by pressures on local authority budgets, continued austerity and increasing demand for public services, particularly Social Services.

These include:

- The improvement Plans within Child and Family Services and Adult Service are aligned to budget assumptions based on activity analysis, projected demand and required savings. These are monitored as part of the Council's overall savings tracker arrangements.
- The Sustainable Swansea Commissioning reviews within Social Services have led to proposals for the remodelling of in house services and the recommissioning of external services in the areas of domiciliary care, residential care and day services to ensure an overall fit within the optimal model for adult social care.
- Cabinet have approved plans to move to a new model for the commissioning of domiciliary care and to proceed to public consultation on proposals relating to changes to our in house model of residential care and day services for older people.

- We are implementing the Western Bay model for outcome focused commissioning of complex care packages in adult mental health and learning disability services
- Updating Swansea's Direct Payments offer
- Demand management strategies, including the Information, Advice and Assistance approach to well-being, and the 'what matters to you' assessment
- Invest to save proposals to move services towards prevention and early intervention

Charging Policy - Swansea Council undertakes an annual review of the Social Services charging policy and the List of Charges, to apply in the year ahead. This policy meets the statutory requirement under the Act to operate a single charging framework and sets out how the Council intends to apply their discretionary powers on charges. Following a large scale public consultation Swansea Council approved the introduction of new charges for day services and respite at home, as well as inflationary increases to other charges for community based and residential care services.

Social Care Income and Finance Team (SCIFT) – this team is now part of a wider corporate finance service creating greater resilience. The number of financial assessments undertaken each year continues to grow and the new corporate infrastructure has improved the effectiveness and reliability of our financial assessment processes.

Overall end of year financial position of Social Services:

Children services received a standstill cash budget allocation in 2017/18 and achieved a further small underspend of c. £200K effectively over achieving on all the required budget savings set for the year.

Adult services received a standstill cash budget allocation in 2017/18 despite a significant overspend the previous year. Consequently adult services overspent by c. £4.5m which equated to slightly increased spend on 2016/17 despite achieving many of the required savings set for the year. The base budget for adult services has been corrected to allow for inflationary pressures that weren't previously funded.

Our analysis of the likely increased costs of social care in Swansea over the next 3 years forecasts pressures amounting to £20 to £24 million. The service improvements planned over the period will realise c.£12 million of savings if all successfully implemented. Consequently there is at least an £8 million gap which will need to be filled either through additional investments or cuts in service.

Our priorities for next year

- Achievement of a balanced budget to support financial sustainability in Social Services including delivering all the required savings proposals set out within the Council's budget plan.
- Further work in delivering an effective Family Support continuum and implementing the Swansea's Reclaiming Social Work supported care planning infrastructure.
- To make decisions on whether to implement changes to residential and day services following public consultation.
- Implement the recommendations of the commissioning review for domiciliary care.
- Complete the commissioning review of learning disability and mental health services.
- Implement charges for day services and for respite at home.

5C) OUR PARTNERSHIP WORKING, POLITICAL AND CORPORATE LEADERSHIP, GOVERNANCE AND ACCOUNTABILITY

This section gives a brief overview of the governance, systems and partnerships in place to ensure that Social Services continues to improve and makes the best use of resources.

What we have achieved

- Western Bay Regional Partnership
- Area Plan and work programme
- Partnerships within Swansea Council

There are two dedicated scrutiny panels specifically overseeing and constructively challenging performance in Adult and Children Services. Swansea's Corporate Parenting Board ensures a cross Council focus on children and young people's well-being, and on ensuring that Corporate Parenting responsibilities are being met.

Both the Adults and Children's Services Improvement Programmes sit within the wider Council transformation programme – Sustainable Swansea.

The Council is implementing a programme of commissioning reviews of all services. 4 out of the 5 reviews linked to Social Services have been completed. The 5th is in train.

Social Services continues to receive considerable political and corporate support, as reflected within the Corporate plan.

The Corporate management team consider quarterly performance and safeguarding reports from both children and adult services.

The Chief Executive holds bi-monthly assurance meetings with the Chief Social Services Officer, chairs the Public Protection Executive Board and the Leadership Group of the Western Bay Health and Social Care Programme.

The Cabinet Member holds a minimum of fortnightly briefing meetings separately with the Heads of Adults and Children Services and the Chief Social Services Officer. The Cabinet Member chairs the Corporate Parenting Board and co-chairs the Corporate Safeguarding Board with the Chief Social Services Officer.

The leader of the Council was chair of the Regional Partnership Board in 2017/18 and he and the Cabinet Member, Chief Executive and Chief Social Services Officer remain members of the Board. The City and County of Swansea has continued to host the Western Bay Programme Team and plays a lead role in driving forward collaborative, integrated and regional initiatives designed to meet the well being needs of not just Swansea citizens but citizens across the region. During 2017/18 Welsh Government announced their intention to consult on the potential reconfiguration of the ABMU health boundary and the move of Bridgend into the Cwm Taf region. We now know that the reconfiguration will take place and therefore Western Bay's priorities for the new year will increasingly be dominated by managing the change to the regional arrangements and supporting the delivery of the recommendations of the Parliamentary review into health and social care.

In addition to Scrutiny arrangements Cabinet have also established Policy Development Committee's through which Elected Members and Officers work co-productively to consider and produce new policies. In 2017/18 there was a committee dedicated to safeguarding.

Child and Family Services – Swansea are an active participant in partnership programmes at both regional and national level. This year's work includes a Fostering Recruitment Strategy, pilot to introduce outcome based commissioning for children with complex needs, the development of the Multi Agency Placement Support team (MAPS) and the implementation of the national advocacy arrangements. There is now a clearly defined childrens programme within the Western bay partnership through which a bigger proportion of Welsh Government ICF spend is being targeted on improving services for children with complex needs across the region.

The regional YOS, regional adoption, regional IFSS and regional safeguarding board arrangements are now business as usual.

Locally the commissioning review for family support was undertaken on a cross cutting Council basis. The recommendations are being driven through the Family Support Continuum Steering Group made up of Directors and Heads of service from across the People Directorate.

Adult Services – Have worked in partnership with other Council Services and citizens to undertake a number of commissioning reviews.

The Western Bay Partnership has established programmes for promoting collaborative, integrated, and partnership working across the region covering community services, the development of the national autism service, developing pooled funds for residential care, workforce development and commissioning for adults with complex needs.

The regional safeguarding board, the area planning board for substance misuse and the regional collaborative committee for supporting people are all established business as usual arrangements.

Locally the People Directorate has established a People's Commissioning Board to drive forward a more effective collaborative approach to commissioning for outcomes.

Our priorities for 2018/19

- Working with range of partners to deliver objectives set within Adult Service Improvement Programme (2018-21), including
 - Better Prevention/Better Early Help
 - Intermediate Care Services regional model
 - Workforce development
- Working with partners to implement Child and Family Services Improvement Programme (2018-21), including:
 - Development of the local family support continuum and early help arrangements
 - Reconfiguration of joint BAYS 16+ service
 - MAPS (Multi Agency Placement Support).
- Working regionally to support the reconfiguration of the Western Bay partnership in the light of changes to the health boundary and Bridgend's withdrawal and the need to implement the recommendations of the Parliamentary review into Health and Social care.

6. ACCESSING FURTHER INFORMATION AND KEY DOCUMENTS

6a) Complaints and representations

The Annual Report summarising the Compliments and Complaints received and relating to Social Services within 2016/17 were reported to Cabinet in October 2017:

[CHILDRENS SERVICES COMPLAINTS ANNUAL REPORT](#)

[ADULT SERVICES COMPLAINTS ANNUAL REPORT](#)

6b) Mwy Na Geria

Swansea Council and Social Services recognises the importance of meeting the individuals' Welsh language needs, and we are committed to offering, providing and developing Welsh language services.

What we said we would do last year?

- Promote the Active Offer within care homes to better meet the language and well-being needs of older people with dementia
- Swansea Council has signed up to WCCIS (Wales Community Care Information System) implementation by next year, which should ensure recordings are fully compliant with national standards.
- Progress overseen by steering group and regionally.

What we have achieved? PROGRESS IN MWY NA GERIAU YEAR 2

During the year, the Directorate has been working towards increasing capacity to deliver a bilingual service. There is a current lack of capacity, reflected in the small number of fluent Welsh speakers, Council wide. Staff are encouraged to enrol on Welsh language lessons and to use the Welsh language skills that they do have to the benefit of their service.

We continue to develop the 'Active Offer' within the Social Services front door (IAA) backed by contingency plans to ensure that there is access to a suitably informed, Welsh speaking social worker member of staff trained to provide advice and assistance.

Increasing the number of Welsh speakers is going to be a difficult challenge and we are aiming to incorporate a Welsh Language skills assessment into our recruitment process where there is an identifiable population need or service gap.

Swansea Council, and Western Bay are represented at the Cwm Taf and ABMU Health Board's Joint Regional More than just words Forum; a collaborative group formed to take forward implementation of Mwy Na Geriau in health and social care across the two regions.

Our priorities for 2018/19 (MWY NA GERIAU OBJECTIVES IN YEAR 3 2018/18):

To achieve year 3 priorities of the current plan, working in partnership within the council and through regional networks.

6c) Getting in Touch

This Annual Report provides detail about Swansea’s improvement journey in 2017/18.

The Full Report is available in other languages and formats upon request.

Please let us know if you think this report is a fair summary of the current position of Social Services in Swansea; whether it reflects your own experiences in the past year; or if you simply require more information about a subject within this report.

We would welcome any comments you may have, by email to:

Simon.Jones@swansea.gov.uk

You can write directly to myself:

David Howes, Chief Social Services Officer, Swansea Council, 3rd Floor, Civic Centre, Oystermouth Road, Swansea, SA1 3SN

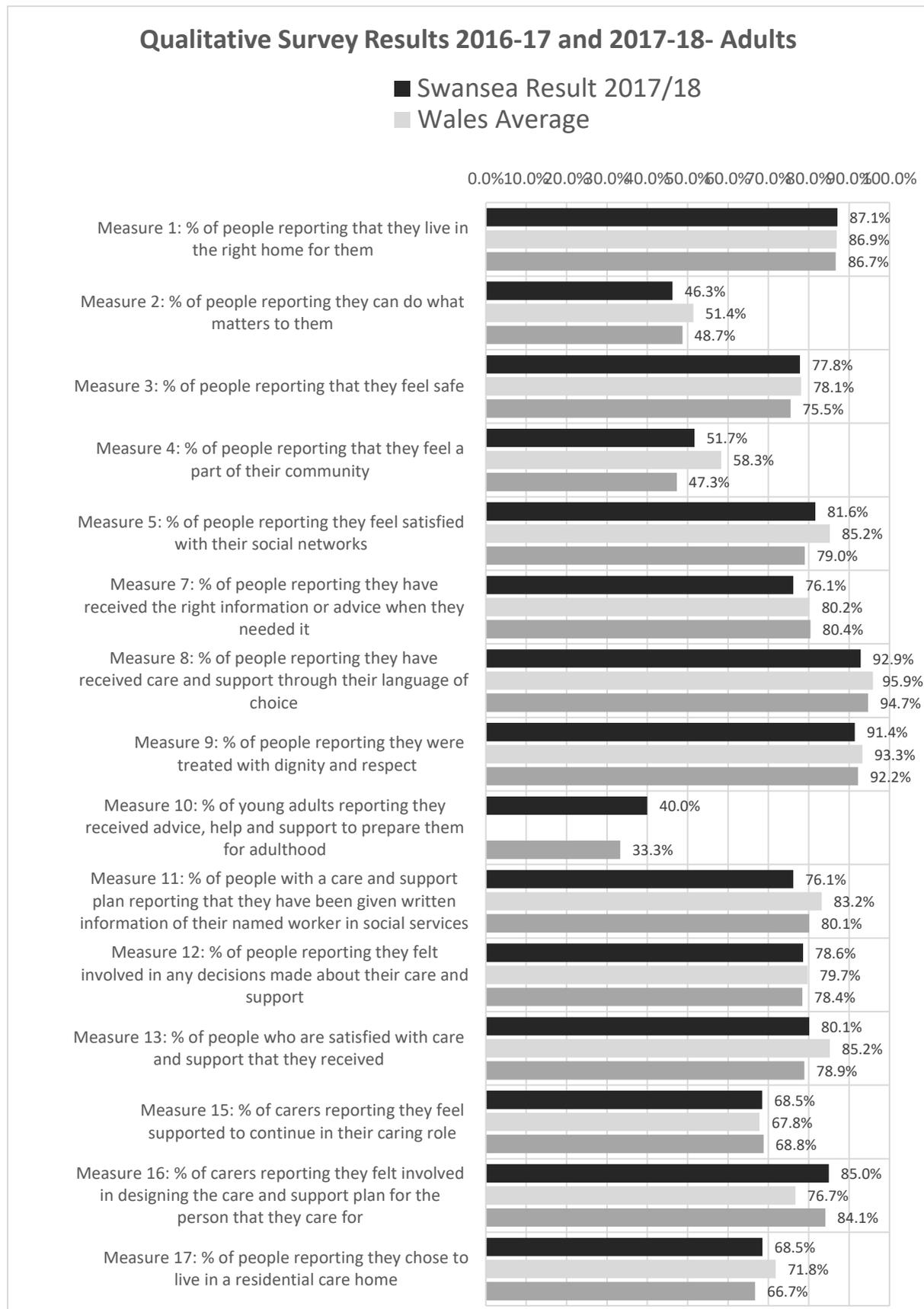
For further information on accessing Social Services, check out the Council’s public website at:

6d) Further Information

Swansea Council public website- Social care and well-being	Swansea - Social care and well-being
Social Services Twitter feed	Swansea - Swansea Social Services Twitter Feed
How Social Services can help with your care and support	http://www.swansea.gov.uk/article/2929/How-Social-Services-can-help-with-your-care-and-support
Care and Support Services Directory	Swansea - Care and Support Services Directory
Adult Social Care: how we can help	Swansea - Adult Social Care: how we can help
Support for Children and Families	Swansea - Support for children and families
Child and Family Information, Advice and Assistance Service	Swansea - The Child and Family Information, Advice and Assistance Service
Common Access Point (CAP) for Health and Social Care	Swansea - Common Access Point (CAP) for Health and Social Care
Social Services Emergency Help	Swansea - Social Services Emergency Help

Paying for Residential Care	Swansea - Paying for Residential Care
Swansea Council- Social Services Charging Policy / List of Charges (2018/19)	Swansea - Charging Policy (Social Services)
Western Bay Area Plan for Health and Well-being 2018-2023:	http://www.westernbay.org.uk/areaplan/
Population Assessment (Western Bay)	Western Bay Population Assessment
Swansea Well-being Plan- Working Together to Build a Better Future	Swansea - Local Well-being Plan

APPENDIX 1.SUMMARY OF QUALITATIVE AND QUANTITATIVE PERFORMANCE



APPENDIX 2 SOCIAL SERVICES IMPROVEMENT PROGRAMMES

a. Child and Family Services

CHILD AND FAMILY SERVICES IMPROVEMENT PROGRAMME (2018 – 2021) HIGH LEVEL OVERVIEW OF KEY PROJECTS & PRIORITIES		
<p style="text-align: center;"> Early Help and Prevention Achieving Permanence </p> <p style="text-align: center;"><u>Early Help and Prevention</u></p> <p>CSE Plan and Package – Damian Rees</p> <p>Pathway for Radicalisation – Damian Rees</p> <p>Continuum Pathways (Management of Sub group) – Teresa Mylan-Rees</p> <p>Reform of Play and Leisure Services – Chris Francis</p> <p>CANS Implementation – Chris Francis</p> <p>Effective Use of Grant Funding - ??From Improvement Prog??</p> <hr style="border-top: 1px dashed black;"/> <p style="text-align: center;"><u>Achieving Permanence</u></p> <p>Review of PEP Process – Damian Rees</p> <p>IRO Links with performance planning in SCP and 16+ service – Damian Rees</p> <p>Placement Sufficiency Strategy – Chris Francis</p> <p>SCP Re-Design Implementation – Haydn Nelson and Nichola Rogers</p> <p>Delegated Responsibilities – Haydn Nelson</p> <p>Review on Residential Placements - ??Donna??</p> <p>SGO – ??Damian Rees and Haydn Nelson??</p> <p>Panel Reform – Donna Houlston</p> <p>Ty-Nant Relocation – Donna Houlston</p> <p>MAPS Service – Donna Houlston</p> <p>Fostering Recruitment Strategy – Donna Houlston</p> <p>Fostering Fee Framework – Donna Houlston</p> <p>Placement Support – Donna Houlston</p> <p>Signs of Safety Implementation Framework – Donna Houlston</p> <p>Internal Therapy Review – Donna Houlston</p>	<p style="text-align: center;"> Safeguarding and Wellbeing for Children </p> <p style="text-align: center;"><u>Safety and Wellbeing for Children</u></p> <p>CSE / Missing Children Review of Protocol – Damian Rees</p> <p>Audit Framework – Damian Rees</p> <p>CYP Participation in LAC Review and CP – Damian Rees</p> <p>Review of PASM Process – Damian Rees</p> <p>CINCS – Teresa Mylan-Rees</p> <p>Edge of Care – Teresa Mylan-Rees and Haydn Nelson</p> <p>Corporate Parenting – Teresa Mylan-Rees and Chris Francis</p> <p>Overnight Short Breaks – Chris Francis</p> <p>Home Care – Chris Francis</p> <p>SCP Re-Design – Haydn Nelson and Nichola Rogers</p> <p>Child Protection Processes – Haydn Nelson and Damian Rees</p> <p>Audit of CSE – Haydn Nelson and Damian Rees</p> <p>Single Assessments – Nichola Rogers</p> <p>Disability Strategy – Nichola Rogers</p> <p>Private Fostering Arrangements - ????</p> <p style="text-align: center;">DOLS - ????</p>	<p style="text-align: center;"> Partnership and Collaboration Workforce Wellbeing </p> <p style="text-align: center;"><u>Partnership and Collaboration</u></p> <p>Advisory Consultation with Partners – Damian Rees</p> <p>Collaborative Pathway to prevent Human Trafficking – Damian Rees</p> <p>Distance Travelled Tools – Teresa Mylan-Rees</p> <p>IAA – Teresa Mylan-Rees</p> <p>DA Hub Partnership Pathway – Teresa Mylan-Rees</p> <p>Youth Justice and Prevention Service – Teresa Mylan-Rees</p> <p>Health Contribution to Complex Placements – Chris Francis</p> <p>Participation Strategy – Chris Francis</p> <p>Procurement Plan – Chris Francis</p> <p>LAC Traineeship – Chris Francis</p> <p>Commissioning Framework for Specialist Intervention – Chris Francis</p> <p>External Communication / Coproduction Strategy - ????</p> <p>Re-Configuration of Bays Plus Service – Donna Houlston</p> <hr style="border-top: 1px dashed black;"/> <p style="text-align: center;"><u>Workforce Wellbeing</u></p> <p>Policy and Development Officer (post review) – Chris Francis</p> <p>SCP Re-Design – Nichola Rogers and Haydn Nelson</p> <p>Review of IRO Roles – Damian Rees</p> <p>SQU Premises – Damian Rees</p> <p>Training (whole service) – Teresa Mylan-Rees</p> <p>Supervised Contact Team Re-Location – Teresa Mylan-Rees</p> <p>Staff Wellbeing Strategy – Chris Francis</p> <p>Internal Staff Communication Strategy - ??Chris Francis??</p>
	<p style="text-align: center;"> Other Corporate Themes and Priorities </p> <p style="text-align: center;"><u>Other Corporate Themes and Priorities</u></p> <p>People Directorate Business Support Mini-Hub – Debbie Reed</p> <p>Leading Learners (Education Improvement Program) – Rhodri Jones</p> <p>Adult Services Transformation Program – Lucy Friday</p> <p>Additional Learning Needs Review – Mark Sheridan</p> <p>Behaviour and Wellbeing Strategy – Mark Sheridan</p> <p>Sustainable Swansea Program – Vicky Thomas</p>	

b. Adult Services

**ADULT SERVICES IMPROVEMENT PROGRAMME (2018 – 2021)
PROVIDING AN OVERVIEW OF KEY PROJECTS & PRIORITIES**

<p>BETTER PREVENTION BETTER EARLY HELP</p> <p>SUPPORTING TIERS 1 AND 2 - UNIVERSAL ACCESS TO SUPPORT FOR WELLBEING & EARLY INTERVENTION</p> <p>Prevention Strategy (Lead Peter Field): <i>Linking with SSWBA, Poverty & Prevention Strategy/3rd Sector Engagement/Co-Production Strategy</i></p> <p>Adult Services Prevention Strategy (Peter Field)</p> <p>Information Advice & Assistance Strategy (Peter Field)</p> <p>Integrated Services Model (Lead Helen St John): <i>Linking with SSWBA, Western Bay Optimal Intermediate Care Services Model, Integrated Community Hubs model & Demand Management Strategy</i></p> <p>Intermediate Care Model Delivery (Lucy Friday)</p> <p>Common Access Point Development (Amanda Aldridge)</p> <p>Internal Home Care Service Restructure Implementation (Lucy Friday)</p> <p>Assistive Technology Approach & Delivery (Amanda Aldridge)</p> <p>Older People Intermediate Care Funding Capital & Revenue Co-ordination (Lucy Friday)</p> <p>Care Homes Pooled Fund arrangements/ Integrated Long Term Care Team Development (Peter Field)</p>	<p>NEW APPROACH TO ASSESSMENT KEEPING PEOPLE SAFE</p> <p>SUPPORTING TIERS 2, 3 AND 4 – EARLY INTERVENTION, IDENTIFIED NEED & HIGHER LEVEL SUPPORT</p> <p>Workforce Development Strategy (Lead Ffion Larsen):</p> <p>Adult Services Practice Framework Development & Delivery (Ffion Larsen/IPC)</p> <p>Workforce Development Strategy & Implementation (Ffion Larsen)</p> <p>Demand Management (Lead Alex Williams): <i>Linking with SSWBA, Prevention Strategy & Commissioning Strategies,</i></p> <p>Review of Safeguarding Processes & Practices (Ffion Larsen)</p> <p>DoLs Review (Ffion Larsen)</p> <p>Direct Payments Strategy & Review (Ffion Larsen)</p> <p>Demand Management/Domiciliary Care Function (Lucy Friday)</p> <p>LD/MH Right-sizing & Review/ Maximising funding for MH/LD (Mark Campisi)</p> <p>Older People CHC (Amanda Aldridge)</p> <p>Child & Family/Adult Services Transition Process review (Mark Campisi)</p>	<p>WORKING TOGETHER BETTER IMPROVED COST EFFECTIVENESS</p> <p>SUPPORTING ALL TIERS OF HEALTH, WELLBEING & SOCIAL CARE SUPPORT</p> <p>Commissioning (Lead Peter Field): <i>Linking with all projects inc. Co-Production Strategy and Sustainable Swansea Programme</i></p> <p>External Domiciliary Care Commissioning Review (Helen St John/Peter Field)</p> <p>Residential Care for Older People Commissioning Review (Cathy Murray)</p> <p>Commissioning Review of Day Services for Older People (Cathy Murray)</p> <p>Learning Disabilities, Physical Disabilities, Sensory Impairment & Mental Health service provision commissioning review (Peter Field)</p> <p>Systems & Support Review (Lead Ffion Larsen): <i>Linking with regional integration model and SSWBA</i></p> <p>WCCIS Development & Implementation (Western Bay Programme/Ffion Larsen)</p> <p>Annual Review of Charging Policy (Chris Davies/Lee Morgan)</p> <p>Fit for Purpose resource structures (SMT)</p> <p>Review of Business management structures (Deb Reed)</p>
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CROSS CUTTING PROGRAMMES:

- **ADULT SERVICES PRACTICE FRAMEWORK**
- **PERFORMANCE MONITORING FRAMEWORK**
 - **SAVINGS STRATEGY**
- **COMMUNICATIONS & CO-PRODUCTION STRATEGY**