



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Scrutiny Performance Panel – Adult Services

At: Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

On: Tuesday, 30 January 2024

Time: 4.00 pm

Convenor: Councillor Susan Jones

Membership:

Councillors: V A Holland, C A Holley, P R Hood-Williams, Y V Jardine, A J Jeffery, J W Jones, E T Kirchner, M W Locke, C L Philpott and M S Tribe

Co-opted Members: T Beddow

Agenda

Page No.

- 1 Apologies for Absence**
- 2 Disclosure of Personal and Prejudicial Interests**
www.swansea.gov.uk/disclosuresofinterests
- 3 Prohibition of Whipped Votes and Declaration of Party Whips**
- 4 Minutes of Previous Meeting(s)** 1 - 10
To receive the minutes of the previous meeting(s) and agree as an accurate record.
- 5 Public Question Time**
Questions must be submitted in writing, no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10-minute period.
- 6 Update on Adult Services Transformation and Improvement Programme** 11 - 35
Invited to attend:
Amy Hawkins, Head of Adult Services and Tackling Poverty
Helen St John, Head of Integrated Community Services
Lucy Friday, Principal Officer Transformation
- 7 Presentation - Local Area Coordination Update**
Invited to attend:

*Hayley Gwilliam, Cabinet Member for Community
Lee Cambule, Tackling Poverty Service Manager
Jon Franklin, Local Area Coordination Manager*

8 Work Plan 2023-24

36 - 38

Next Meeting: Wednesday, 20 March 2024 at 4.00 pm

Huw Evans

**Huw Evans
Head of Democratic Services
Tuesday, 23 January 2024**

Contact: Liz Jordan 01792 637314

Agenda Item 4



City and County of Swansea

Minutes of the **Scrutiny Performance Panel – Adult Services**

Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

Tuesday, 12 December 2023 at 4.30 pm

Present: Councillor S M Jones (Chair) Presided

Councillor(s)

C L Philpott
A J Jeffery

Councillor(s)

M S Tribe
E T Kirchner

Councillor(s)

V A Holland
M W Locke

Co-opted Member(s)

T Beddow

Other Attendees

Louise Gibbard
Hayley Gwilliam

Cabinet Member for Care Services
Cabinet Member for Community

Officer(s)

Amy Hawkins
David Howes
Liz Jordan
Helen St John

Head of Adult Services & Tackling Poverty
Director of Social Services
Scrutiny Officer
Head of Integrated Community Services

Apologies for Absence

Councillor(s): C A Holley, P R Hood-Williams, Y V Jardine and J W Jones

1 Disclosure of Personal and Prejudicial Interests

No disclosures of interest were received.

2 Prohibition of Whipped Votes and Declaration of Party Whips

No declarations were made.

3 Minutes of Previous Meeting(s)

Panel agreed the Minutes of the meeting on 31 October 2023 as an accurate record of the meeting.

4 Public Question Time

No questions were received.

5 Performance Monitoring

Cabinet Member for Care Services, Director of Social Services and relevant Heads of Service attended to brief the Panel on the Performance Monitoring Report for October 2023 and stated it shows a mixed picture.

Discussion Points:

- Increase in number of safeguarding consultations again in October. Number of professional concerns and from which sector now included in report, as requested by the Panel.
- Panel praised Bonymaen House and feel it is working very well.
- Panel feels Court of Protection work is very complex and queried how social workers are managing to do this work on top of their already onerous jobs. Officers agreed it is very complex work, but staff are being supported with it and it is part of their role.
- Lega Services was considered at previous meeting in terms of increasing legal support capacity either in-house or regionally. Panel queried if any more thought had been given to ways this could be done. Informed the preferred model currently for legal support is in-house model.
- Panel asked if it is likely the Council will join forces with other Authorities to do in-house work. Informed there is a regional arrangement for some legal work, however, there are reservations about going back to a fully regional arrangement.
- Panel queried if discharge arrangements from hospital match or better the performance of other Authorities with regards their hospital capacity. Officers believe Swansea is pretty high up in the table for comparable Authorities and arrangements are quite robust.

6 Briefing on Dementia (including case studies)

Head of Adult Services and Tackling Poverty and Head of Integrated Services attended to brief the Panel on dementia care including regional priorities, social work support, examples of commissioned and internal dementia services and also provide some case studies, as requested by the Panel. They emphasized that in addition a lot of work is being done by partners, particularly in the Third Sector.

Discussion Points:

- Panel feels the Service has come a long way towards supporting people with dementia.
- In terms of Preventative Strategies, Panel asked for feedback on how these Strategies are doing. It was agreed further information be provided to the Panel on local work around Dementia Early Help and Prevention and regional work.
- Panel queried if Marie Curie has broadened its scope to help with this aspect of illness. Informed in terms of particular projects, the Marie Curie Project is a respite project funded via the Regional Partnership under the Dementia Fund. Agreed to provide further information to the Panel.

- Panel asked if the job description for the Dementia Connector role can be shared with the Panel. Heard this role is linked in with the Dementia Hub and is a Third Sector run project. The Council does not have any influence directly on the job description.
- Panel asked about the increase in Direct Payments being provided to people with dementia and the impact on the Council's spending. Heard there is an increase in Direct Payments expenditure across the board aligned with the Council's expenditure. Also heard the particular care needs of this cohort of people is quite individual and there is some recourse to direct payments to get more bespoke arrangements.

Actions:

- Further information on Dementia Early Help and Prevention and regional work to be provided to Panel.
- Further information to be provided to Panel on Marie Curie Project.

7 Work Plan 2023-24

Panel considered the work plan and noted items for the next meeting.

The meeting ended at 5.40 pm



To:
Councillor Louise Gibbard
Cabinet Member for Care Services

Please ask for: Scrutiny
Gofynnwch am:
Scrutiny Office 01792 637314
Line:
Llinell
Uniongyrchol:
e-Mail scrutiny@swansea.gov.uk
e-Bost:
Date 27 November 2023
Dyddiad:

BY EMAIL

cc Cabinet Members

Summary: This is a letter from the Adult Services Scrutiny Performance Panel to the Cabinet Member for Care Services following the meeting of the Panel on 31 October 2023. It covers Director's Annual Report and Deprivation of Liberty Safeguards.

Dear Cllr Gibbard

The Panel met on 31 October 2023 to discuss the Director of Social Services Annual Report 2022-23 and to receive an update on the Deprivation of Liberty Safeguards (DoLS).

We would like to thank you, David Howes, Amy Hawkins and other relevant officers for attending to present the items and answer the Panel's questions. We appreciate your engagement and input.

We are writing to you to reflect on what we learned from the discussion, share the views of the Panel, and, where necessary, raise any issues or recommendations for your consideration and response.

Director of Social Services Annual Report 2022-23

David Howes stated that 2022-23 very much focussed on recovery following Covid. We heard that services adapted to try and recover and respond to changes in how people are presenting and that extraordinary efforts have been made by staff to adapt and be as resilient as possible.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE

www.swansea.gov.uk / www.abertawe.gov.uk

We commended the excellent performance by staff but noted the high levels of sickness. We queried if it is due to the conditions they are working under and asked how wellbeing of the workforce can be improved going forward. We were informed that it is due to a combination of working conditions, demographics of the workforce and staff in many areas of the Service being unable to work with certain illnesses. We were pleased to hear strategies are in place to try and keep staff well and in work and that the Service is compliant with sickness procedures but will always have above average levels of sickness in social services. We requested a briefing on the strategies being used for wellbeing of staff and the Director agreed to bring an update on this to a future panel meeting.

We queried if micro and macro social enterprises will be considered as a way of taking pressure off services. We heard there is a need to start remodelling all services to try and get upstream of critical care demand and that the Council wants more of a generic open access wellbeing offer for its population. You added that the model for the future depends on everyone working together – carers, Third Sector, community resources, Council's early help offer and statutory services.

We noted concern in the report that prevention and early help is dependent on grant funding and if it failed these areas would suffer. We queried if there is any contingency plan to overcome this and heard it is a concern the way national funding works and that there is always a potential risk with grant funding, but it is no more of a concern than the overall restriction on public service funding. We also heard there is nothing to suggest in the short term that grant funding will disappear but that you anticipate it will be cash flat and the Service is working up a contingency for this.

The report mentions 'regional big systems' and we asked what this entails and if Care Inspectorate Wales has a role to play. We also asked if consideration has been given to several local authorities sharing legal expert capacity. We heard the Council is not just concentrating on its own responsibilities in terms of finding solutions to make social services and the social care system work, but it needs to be outward looking and look at the health system locally and regionally, nationally and in the wider UK. We were informed there are a number of services with finite resources across the region which would be better off sharing capacity including legal services. We heard the Council had wanted more control over legal services in the past, but it may be time to revisit this.

Update on Deprivation of Liberty Safeguards

We were informed that the volume and capacity of casework has increased and there is currently a backlog of applications, but you are looking at the introduction of revised application forms to screen and prioritise cases more effectively. We also heard that the introduction of new legislation 'Liberty Protection Safeguards' has been delayed by a number of years.

We queried if there is any pattern to the variations in numbers of referrals across timespans and were informed there is an increase in winter months as more people are admitted to care homes at that time. We heard the challenge going forward is to identify trends and be more proactive.

We asked if the regular flow of referrals is likely to be stable over the next three to four years, or if outside pressures might affect numbers. We heard that in terms of care homes, there is no particular reason in terms of overall demand why numbers should increase over this time.

We queried if changes in demographics of the population is likely to increase demand and heard that the type of person going into care homes now compared to a number of years ago is already a very different demographic. We noted that in addition to care homes, Community Declaration of Liberty Orders is seeing an increase.

In terms of referrals, we wanted to know if the numbers we deal with in Swansea are broadly in line with the rest of Wales. We heard that on a regional footprint the Council is involved in meetings and discussions with colleagues, and you share experiences to try and improve processes and that nationally the Service sees some performance information. You agreed to provide more information on this.

We asked about the situation before the Cheshire West legal case in 2014. We were informed that if people objected to being in a care home, they would be taken forward for Deprivation of Liberty Safeguards (DoLS), but people who were not objecting were not taken forward. Following the case in 2014, everyone in a care home who lacked capacity, even if they were happy, had to have DoLS authorisation which led to a massive influx of applications.

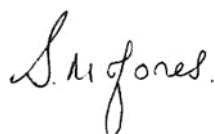
We queried who else the new legislation Liberty Protection Safeguards (LPS) will cover if/when it comes in. We heard it will also cover 16/17 year-olds, people living in supported living and people living in the community in their own home. However, it will be a very different process to the DoLS process, it will introduce care management and standardise the process. We also heard that for under 16s currently, the application is made straight to the High Court and the introduction of LPS would not change this.

Your Response

We hope you find this letter useful and informative. We would welcome your comments on any of the issues raised, however in this instance, a formal written response is required by 18 December 2023 to the following:

- Further information to be provided on how Swansea compares on a regional and national footprint in terms of numbers of referrals for DoLS.

Yours sincerely



SUSAN JONES
CONVENER, ADULT SERVICES SCRUTINY PANEL
CLLR.SUSAN.JONES@SWANSEA.GOV.UK

To:
Councillor Susan Jones
Convener Adult Services Scrutiny Panel

Please ask for: Councillor Louise Gibbard
Direct Line: 01792 636141
E-Mail: ollr.louise.gibbard@swansea.gov.uk
Our Ref: LG/ASScrutiny 181223
Your Ref:
Date: 19/12/23

Dear Councillor Jones,

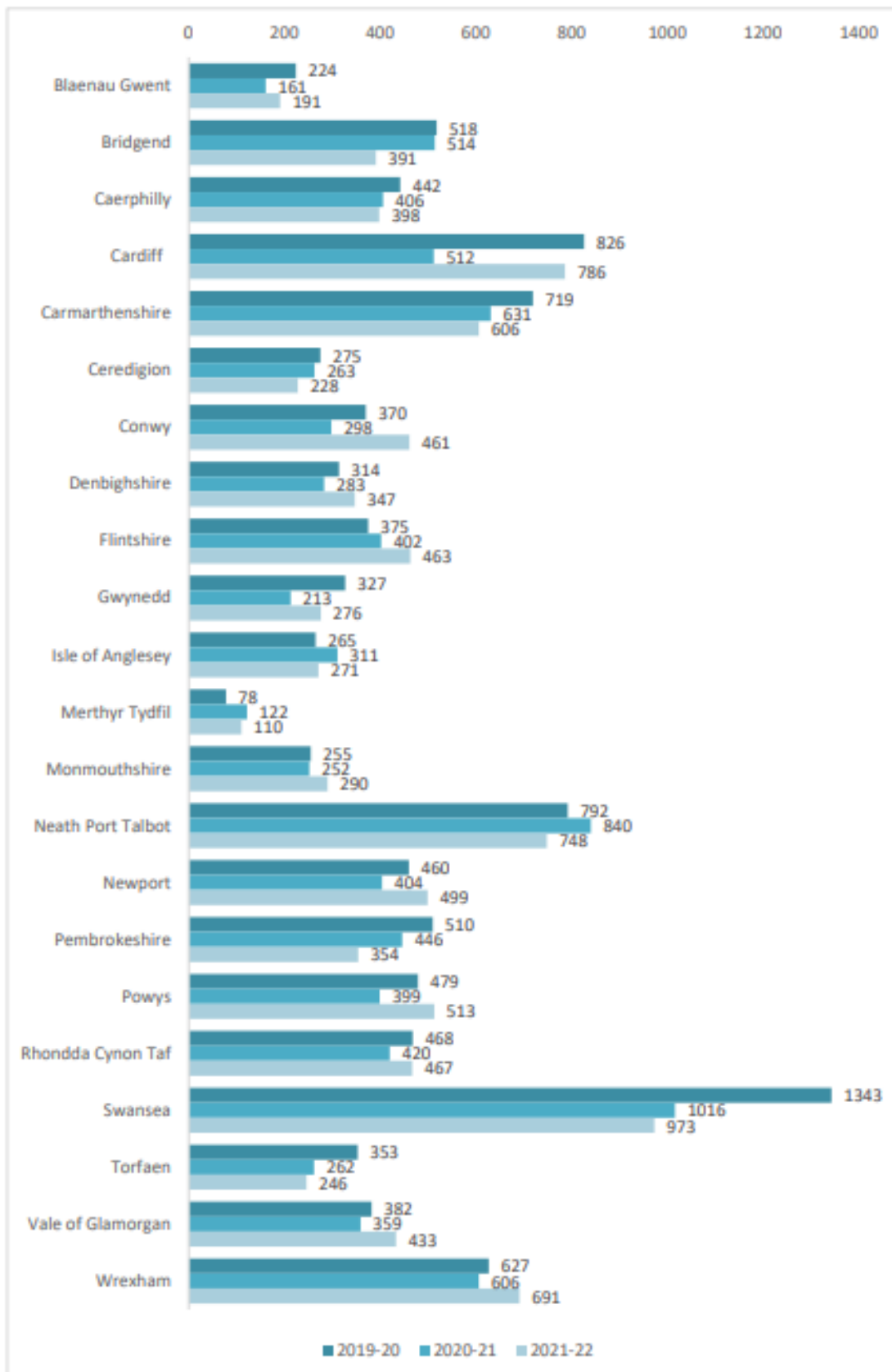
Following this Adult Services Scrutiny Performance Panel meeting on 31 October 2023 and the request for further information on how Swansea compares on a regional and national footprint in terms of numbers of referrals for DoLS (Deprivation of Liberty Safeguards), please see below.

The following is taken from the Care Inspectorate for Wales and the Health Inspectorate for Wales Annual Monitoring report for DoLS findings which were published for year 2021-22. The findings for 2022-23 will be available in Spring 2024.

In the most recent report, there are several relevant key findings:

- There was a slight increase in the number of DOLS applications received by local authorities in 2021-22.
- The majority of DOLS applications continued to be for older people, with 87% of applications being for people over the age of 65. Most applications for DOLS continued to be from care homes for older adults and hospital wards for older adults.
- A total of 9,742 DOLS applications were received by local authorities in 2021-22, resulting in a 7% increase in applications when compared to the previous year (9,120) but a 6% decrease when compared to 2019-20 (10,402).
- The proportion of authorisations referred to the Court of Protection has seen year on year increases for the period 2019-2022 for local authority applications.
- Swansea continues to report the highest number of DOLS applications, but numbers fell in 2021-22 when compared to previous years.
- The number of DoLS applications per 100,000 18+ population is 487.2, the average is 383.6. Swansea is third highest behind Wrexham (644.9) and Neath Port Talbot (643.2).

Figure 1b. The number of DoLS applications received by each local authority from 2019 to 2022



Source: National review of the use of Deprivation of Liberty Safeguards (DOLs) in Wales 2021-22 Key findings and recommendations of our joint review with Healthcare Inspectorate Wales (HIW). <https://www.careinspectorate.wales/sites/default/files/2023-02/230207-dols-2021-22-en.pdf>

Yours sincerely



Y Cynghorydd / Councillor Louise Gibbard

Aelod y Cabinet dros y Gwasanaethau Gofal

Cabinet Member for Care Services

Aelod y Cyngor sy'n Hyrwyddo Menywod, Hawliau Dynol a Diogelu

Council Member Champion for Women, Human Rights and Safeguarding

Agenda Item 6



Report of the Cabinet Member for Adult Social Care and Community Health Services

Adult Services Scrutiny Performance Panel – 30th January 2024

Adult Services Transformation Programme 2023/24

Purpose	To provide an overview of the Adult Services Transformation Programme, progress and known next steps.
Content	This report includes a summary of Adult Services Service Planning activity and resulting priorities which have shaped our Transformation programme. Detail on the activity under each priority area, progress and proposed focus for 24/25 onwards.
Councillors are being asked to	<ul style="list-style-type: none">• Share their views• Consider the report as part of their scrutiny function
Lead Councillor(s)	Cabinet Member for Care Services – Cllr. Louise Gibbard
Lead Officer(s)	Amy Hawkins, Head of Adult Services & Tackling Poverty Helen St John, Head of Integrated Services Lucy Friday, Principal Officer – Transformation
Report Author	Lucy Friday, Principal Officer -Transformation Lucy.Friday@swansea.gov.uk
Legal Officer	Carolyn Isaac
Finance Officer	Chris Davies
Access to Services Officer	Rhian Millar

Adult Services Transformation Programme 2023 - 2024

1. This report provides an overview of the Adult Services Transformation programme for 2023/24, objectives and progress to date.

2. Transformation Focus

As in previous years, our focus for the Transformation Programme in Adult Services is informed by our Service Planning process. This process involves all service areas and teams. The exercise provides the opportunity to reflect on our successes, challenges, any barriers to change and where we can improve for the people of Swansea.

Through this process the following vision and priorities were agreed and shared in March 2023;

Our Vision for Adult Services:

'Working alongside you to live well and safely in our community'.

Adult Services Priorities:

- Promoting people's voice
- Ensuring a valued & skilled workforce
- Better Prevention & Early Help
- Keeping People Safe
- Enabling & Promoting Independence
- Financial Efficacy
- Resources which meet the needs of our community
- Focus on quality & continuous improvement.

Reflecting upon these priorities and our vision for Adult Services within the context of wider drivers for change, the Transformation Programme's purpose is to work alongside continuous improvement activity, process and systems improvement, our collaborative communications practice model and workforce programme to progress larger change programmes which impact across the department.

The resulting Transformation programme focuses the agreed three themes of:

- 1. Prevention and Early Help**
- 2. Enabling and Promoting Independence**
- 3. Demand Management**

These themes have programmes of work which encourage people to live independently for longer in the community they live in, with the intention of reducing the need for intervention of managed care and better outcomes for individuals.

They include the development of brand new ways of working alongside enhancing and modifying existing systems.

All three themes and resulting programmes of work are interdependent of each other and support each other in achieving our intended outcomes.

3. Programme Description & Progress to date

The transformation programme translates each of these priorities to specific programmes of work. A summary of these programmes and objectives/purpose are listed below;

3.1 Prevention and Early Help (Developing New Models)

This work focuses on the development, pilot and implementation of new models of delivery which enhances the Adult Services 'offer' around prevention and early help. Through this work we want to achieve:

- ✓ Easily accessible universal & low level interventions and support for both our community and internal services
- ✓ More people enabled to live safely & independently in their own communities reducing demand on managed care
- ✓ Growth and support of community assets

Cutting across all areas of the Transformation programme detailed below, prevention and early help are the key components to the Adult Services model of delivery. This specific work has focused on establishing a strategic intent of clarifying a shared purpose and identity for Adult Services that is known about and understood by the public, partners and teams. Having a clear social care offer that meets people's needs, supporting them to meet their personal outcomes at the earliest opportunity and as their needs escalate and to de-escalate people from statutory services. Over time we aim to work with people earlier on and enable us to invest more in our early help and preventative work.

To move this forward and to better understand what new models of delivery best support this endeavour consultation across all areas of Adult Services and our community representatives has commenced to build an understanding of all internal and commissioned services already aligned to the tiers of universal wellbeing and intervention support. The outcomes and next steps will impact not only on operational models but also our internal and external communications strategy.

Alongside this, specific pockets of collaborative working with existing resources facilitating early help have continued to be embedded into system and process reviews. This includes the work of our Access and Information Assistants in the Common Access Point (CAP) who proactively engage with services including Assistive Technology, third sector Wellbeing officers and social prescribers, micro-enterprises and Local area co-ordination amongst many others to provide advice and support outside of managed care. **In the last 9 months this has resulted in 28% of enquiries into CAP being sign-posted or closed at point of contact.**

In addition, a Community Wellbeing Officer hosted by Swansea Council Voluntary Service (SCVS) has been recruited to pilot the benefits of expanding the current Wellbeing offer and resource to a wider cohort.

The current 'Home First' programme resource works directly with people in the process of being discharged from Hospital and has proved successful in exploring the wide range of support and community-based provision to enable people to return home as soon as possible and as independently as possible. We know that there is potential to replicate this same offer for the residents of Swansea who reside in the community but may benefit from some wellbeing support to enable them to remain independent within their own homes and communities for longer.

Working alongside the wider SCVS Wellbeing team and Swansea Council Adult services, will use outcome measures and performance information to help both organisations in identifying opportunities to expand preventative and community based early help services further on an evidence-based basis.

This Prevention and Early Help approach will support both preventative practice and facilitate people in our community to 'step down' from statutory services wherever possible and appropriate.

Using intelligence and experience of the pilot to help highlight challenges and co-produce proposed solutions for future process and model development.

3.2 Enabling and Promoting Independence (enhancing interventions)

This work is focused on developing new and enhancing existing interventions which enable successful pathways to access early help and prevent/delay recourse to long term managed care. Through this work we want to achieve:

- ✓ Services/interventions which demonstrate an increased number of people enabled to live independently.
- ✓ Services/interventions which support our Early Help offer and provide viable options to 'step down' from managed care interventions.

Key to this work is our continued partnership working with Swansea Bay University Health Board, third sector and the wider Regional partnership. Regional programmes including the intermediate care optimal model, Home First, Equipment provision and Building Community Assets work alongside associated monitoring of performance and financial investment have been pulled together for review under the local Swansea Joint Partnership Board governance alongside Regional Joint Partnership boards.

This work has enabled the review of the current S33 resource and finance schedule agreements in Swansea resulting in greater transparency of the shared services and resources utilised across all organisations who work together with people at home and in hospital.

This oversight and consistent monitoring will support ongoing work to ensure Swansea Council investment and use of any grant money is proportionate and targeted in the areas best aligned to our vision and priorities as a service.

In the last 9 months across these programmes we have seen improvement across key objectives including earlier support following a period of unscheduled care through integrated working with Health and the Third Sector. A reduction in the average length of stay in an acute hospital setting, overall admission avoidance and improved outcomes for people leaving a period of home based or residential reablement.

Working alongside the Regional programmes we have also focused in on our Assistive Technology offer in Swansea to enable and promote independence.

The refocusing of the Assistive Technology strategy to an operational action plan has taken place in year to stabilise and embed the current offer of technology like 'Just Checking'.

Improvements to performance reporting is providing an evidence base to demonstrate how the technology is used as an alternative to enable people to have the minimal intervention and where possible 'step down' care to encourage independence.

The use of Just Checking can provide essential information to aid decision making and understanding risk for someone who is living independently in their home. In some cases, this can see a reduction in the amount of intervention someone requires and therefore provides capacity within providers to help more people in Swansea and cost avoidance for the Local Authority.

Over the last 12 months utilising the temporarily expanded resource in the team and active promotion of the offer with social work teams across the department, we have achieved an average of 5 installations per month with the average cost avoidance of £46,322 per month and capacity released in the care sector.

The continued development of the Assistive Technology offer also includes the imminent launch of the Smart Suite, which enables individual's and their families to try smart home appliances which may be useful for the individual to continue living as independently as possible in their homes. **The referrals which are being received from different sources has expanded by 33% over the last 12 months which shows more services are considering other solutions to care.** By using assistive technology, the individual can be supported faster and therefore can be supported to return back to living independently within their own homes.

The required need for anyone with a Community Alarm to be switched to a Smart Hub as part of the Digital Switchover by December 2025 is ongoing. By the end of December 2023, 35% of Lifeline customers had been switched over to a Smart Hub. This is ongoing work to ensure customers receive the level of service they require.

2.3 Demand Management (modifying current systems)

This work focuses on reviewing and optimising our systems, processes and models of delivery across specific service areas to effectively meet identified needs and maximise capacity. Through this work we want to achieve:

- ✓ The right support at the right time
- ✓ Effective use of all available resources
- ✓ Services which reflect the identified needs of our community
- ✓ Maximisation of domiciliary care capacity across sector

As part of this work, **the implementation of the internal Residential Care provision model has been finalised with detailed purpose functions of older people's residential care.** Four care homes Rose Cross, St Johns, The Hollies and Ty Waunarwydd now provide long term care for people with complex care needs or dementia, respite, and step up from the community with an agreed allocation of beds for each function.

The homes now have an established staffing structure which supports the homes functions. **The appropriately skilled staff work in an outcome focused way in supporting people who they care for and their families to identify what matters to them.**

Continuing to work with supporting discharges from acute beds for patients living in Swansea and Neath Port Talbot, Ty Waunarwydd have also been funded via a Regional grant to March 2025 to provide a step down (from hospital) 8 bedded unit for people with complex dementia to assess and re-settle people back home or to a residential home of their choice. To date the unit has been successful in supporting people to return home with support if assessed or to a home of their choice.

Bonymaen House is providing up to 24 beds, with 4 additional beds which have been funded until January 2024, to re-able people from hospital back home independently, with a package of care ('POC') or to a residential home of their choice.

For October – December 2023, the percentage of residential reablement stays where the need for support was mitigated or reduced was 81% which is above the target of 60%. The total percentage of residential reablement stays where the need for support was mitigated or reduced for 2023 / 2024 is currently 83% which is an expected 12% increase on 2022 / 2023 reported outcomes.

Alongside this work with our internal services the **externally commissioned domiciliary care contract refresh has also been progressed with publication now live and providers submitting tenders.** This project, as well as ensuring compliance, is also seeking to support stability within the external market of commissioned care to ensure that stability is passed on to the individuals and their families / carers we are working with. This in turn will provide opportunities and sustained resource for the caring workforce within the community.

The changes to the contract specification reflects how the Local Authority wants to support the individual to live as independently as possible but also continue good working relationships with providers.

Supporting this wider contract refresh with providers we have also **reviewed externally commissioned pilots** in the same sector which have trialled the use of 'block contracts' with providers in the harder to reach areas of Swansea including Gower. This pilot focuses on outcomes for the individual with flexibility for providers to adapt and work with individuals alongside their families, carers and support network to provide care which best meets individual's specific outcomes.

Moving away from 'time and task' specifications care providers work to a block number of hours as a target which they meet or exceed. **It has proven to provide improved terms and conditions for staff as payment is based on a shift basis rather than number of calls offering greater staff retention and consistency for our clients. For individuals the area is now well served with historic delays in accessing care in these areas being removed and greater voice choice and control over how and what support is provided.**

This pilot model is now going out to tender to all current providers the process and approach to which has involved Co-production Network Wales who have supported the project to engage with current users of the service, carers and families to help inform elements of the tender evaluation process.

To balance with the external domiciliary care market changes our internal Home Care provision is also currently being reframed following the commitment to:

- Maximise the existing capacity of the Internal Domiciliary Care Service.
- Create a Therapy led Homecare Reablement Service to improve the flow to and from the service.
- Provide better outcomes for individuals who are supported through the service and strive to be the best domiciliary care provider in Wales.

As part of this work the service completed a constructive multi-disciplinary team review of all domiciliary care cases currently being cared for. The service has identified and committed to develop a revised criteria for the Long-Term Complex Team. The intention is utilising externally commissioned capacity as far as possible and expand the internal provision of rehabilitation of individuals to return to living as independently as possible in their communities.

The organisation of our Assessment and Care Management teams has also continued to be reviewed under the Transformation programme aligned to Demand Management. The restructure has worked collaboratively with staff to produce a proposed option. Currently under formal consultation with staff the proposal puts our strategic vision for the people we support at the centre whilst balancing wider budget pressures and statutory requirements.

A key improvement objective of the project was to explore 'Options which facilitate greater emphasis on our preventative practice and associated benefits'. The proposed model produced puts the person at the centre and

focuses on not only a more streamlined system but also emphasises the key opportunities at both our front door and review points – by enhancing our current resource mix at these stages we hope to facilitate a greater focus on prevention and early help.

It is proposed that Sensory support will now be placed within our Common Access point (CAP) to work alongside both Information & Advice assistants and our Social work assessment functions. In combination with the established multi-disciplinary team within CAP which includes therapy resource, we will explore all opportunities to divert people away from more traditional managed care routes.

In addition to CAP changes, the proposal includes an enhanced review function with established Review Officers joined by social workers and care management officers to take proactive preventative approaches to the potential escalation of need alongside regular, timely and person specific review points to explore all opportunities to step down from managed care.

It is hoped that following consultation and any resulting amendments to the Assessment and Care Management Team's proposal, implementation will take place by June 2024.

4. 2024/25 Adult Services Transformation Programme

As we approach the new financial year the Adult Services Transformation programme will be refreshed to reflect progress in year, medium term financial planning commitments and the agreed areas of transformational focus.

It is anticipated that the programme will continue to align to the high level themes identified for 23/24 acknowledging the long-term strategic change programme required to meet the challenges faced across Health and Social Care. Our revised programme for 24/25 will therefore encompass the period up to and including 27/28.

We will continue to focus in on the key areas of partnership working, financial efficacy, rebalancing of our in- house domiciliary care provision alongside the expansion of externally commissioned resources. Our in-house residential and day support model reviews will continue alongside the development of our early help offer in Adult Services.

The governance and development of the programme will continue to be informed and monitored locally via the Adult Services Continuous Improvement Group alongside the supporting programmes of Workforce, Internal and External Communications, and practice model of collaborative communication.

Corporately the Transformation programme will report progress via Programme Highlight Reports presented to Corporate Management Team Transformation Board.

5. Integrated Assessment Implications

5.1.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

5.1.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

5.1.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

5.1.4 The principles and priorities underpinning the Adult Services Transformation programme support positive outcomes for our communities and the people of Swansea. We focus on strengths, enablement and keeping people safe. Individual programmes and projects under the wider Transformation strategy will complete IIA screenings and full reports where required to ensure any impacts are fully understood, a positive co-productive and / or engagement approach is adopted wherever possible and detail of any risks and proposed mitigation are developed.

6. Financial Implications

6.1 There are no financial implications associated with this report.

7. Legal Implications

7.1 There are no legal implications associated with this report.

Appendices:

Appendix A – Adult Services Service plan and Transformation Programme overview



AS%20Service%20Plan%20202324%20Final.doc

Appendix B – Integrated Impact Assessment



IIA_screening_form_1
7_01_24.doc

ADULT SERVICES - SERVICE PLAN 2023 / 24

SERVICE AREA	OUR VISION
<p style="text-align: center;">Adult Services</p> <p>Our Shared Principles:</p> <ul style="list-style-type: none"> • We will work co-productively within communities and alongside families and individuals to keep people safe from harm, supporting people to exercise voice, choice and control in their lives. • We will creatively collaborate with you to support you to live as well and as independently as you can. • Building on existing individual strengths, relationships and support networks within communities to enhance resilience. • We will promote and respect the rights of individuals. • We will strive to protect and prevent harm. • We will understand what matters to you and ensure your voice is heard • When it's needed, we will provide the right response at the right time. • We will promote our communities and their well-being. • We'll maintain the development of a competent, motivated, supported and compassionate workforce. • We will continue to build upon positive working relationships with partners. • We will embrace innovation and a culture of continuous improvement. 	<p>Our Vision for Adult Services:</p> <p style="text-align: center;"><i>'Working alongside you to live well and safely in our community'</i></p>

Budget 2023/24						
Description	Accountable Officers	Revenue Core Budget	Revenue Grant Budget	Capital Budget (Core and Grant)	Savings target	
Adult Services	<i>Amy Hawkins Helen St John</i>	£97,773,033	£24,168,102	£2,000,000	See below for details, these have been removed from the base budget figures listed and tracked through PFM	
Savings Proposals						
Realise saving in efficiencies through the Supported Living Framework and benefits of being located together (2.5% rather than 5% stated in contractual arrangements in light of Covid)					Savings	-100,000
Work through Complex Needs high-cost placements and establish a collaborative approach with Health for funding these packages of care (aligning with C&F) to achieve Reduction in high cost packages of care due to more efficient and effective working with health in terms of new guidance around CHC cases					Savings	-250,000
Reduction in costs for external residential care by changing the business model and how we are funding voids in the system					Savings	-50,000
Work through Complex Needs high cost placements and establish a criteria and equitable formula for funding these placements with Health (Aligning with Adults)					Savings	
Supported accommodation and floating support efficiency savings following review and recommissioning exercise (Bays +)					Savings	
Replacing core costs of non-statutory teams with Grant money which may become available through a range of local or regional opportunities					Savings	-60,000
Increase client contribution and review of all fees and charges with a view to incorporating inflationary increases estimated at 10% in line with spending restrictions					Savings	-1,000,000
Review extra care services and recommission a different operating model to achieve efficiencies and better outcomes for individuals					Savings	-100,000

Assessment – Delivering Last Years' Service Plan

Barriers

Staffing, recruitment and retention

- SW staff / internal & external carers / specifics around AMHP availability
- (linked to budgets & recruitment) staffing at minimum level causing pressure on staff & ability to fulfil functions
- Staffing on grant funded contract arrangements & impact on services stability.
- Use of agency staff and impact on cost along with delivery of a quality service.
- Budget restrictions and impact on timely recruitment, limited investment in services
- Inaccuracy around structures and poor comms regarding changes / decisions etc.

Working arrangements:

- Continued Home working limiting ease of communication / training / induction success and understanding of services
- Mixed model – inconsistent across teams the current hybrid approach (offer and actual)
- Level of demand / complexity of demand /waiting lists / caseload sizes / workload and pace of work

Grant and temporary funding:

- Unclear processes, short timescales & general uncertainty on future funding (Regional & local)

Other:

- Continued focus on contingency/reactive & crisis service delivery around the pandemic
- Sickness levels and legacy of Covid has continued to impact staffing levels.
- Staff well-being around the recovery from Covid.
- Access to training and the uptake of training. Staffing in teams and the demands within teams means that staff are not able to be released for training.

Successes

- Services continue to be maintained and developed.
- Flexible and resilient workforce / increased use of staff across teams to support when needed.
- Closer working with 3rd Sector / Assistive Tech / availability and accessibility of alternative means of support.
- WCCIS development and implementation of improvements.
- Successful and creative recruitment campaigns.
- Improved pathways to services.
- Improved reporting in areas including Safeguarding / DOLs / Service provision.
- Communication channels expanding. Using innovative communication channels to assist with team level engagement.
- Inspection outcomes.
- Continued close working with partners.
- Progression of reviews such as OP Residential care.
- Training and qualification management.
- Improved wellbeing resources for staff.
- Timely registration of SCW residential care staff.
- Expansion of and improved relationships with commissioned service sector.
- Identification of service priorities across Social Work Teams.

Summary – Overall progress. What can be done better?

- Shift from responsive to more strategic planning which allows planned, considered and well communicated and informed approach involving stakeholders early on locally and regionally.
- External communications strategy which supports our priorities.
- Performance and quality framework which aligns with our priorities and can be used to monitor progress and inform change.
- Develop our performance framework to accurately reflect the service and support internal and external communications
- Improved means of feeding back and informing commissioning decisions.
- Improve strategic planning for commissioned services.
- Maintain and build upon good work starting on alternative models of support in Early Help which diverts away from stat. services.
- Continue with proven successes i.e. WCCIS Working Group developments.
- More planned approach to identify and follow up on potential solutions rather than focusing on immediate crisis/issues.
- Development and support of staff to enable effective succession planning.
- Improved transition process and closer working with C&F S.
- Describe clear plan around accommodation and working arrangements which reflects specific team needs.
- Improved access to care at home alternatives.
- Explore procurement opportunities to ensure best value.
- Continued focus on budget management and devolved budget management.

Key Service Strengths

- Highly skilled and knowledgeable workforce, included specialist knowledge.
- Flexible, enthusiastic and adaptable workforce who are committed to doing the best for people and staff within teams.
- Teams which support one another and build on a one service identity.
- Positive relationships and communication with integrated partners.
- Adaptability with drive to continue to improve and explore innovative solutions / challenges historic practices and processes.
- To promote people's human rights and improve quality of life to prevent safeguarding concerns.
- Strong focus on good practice.
- Good extensive provider base.
- Development of the commissioning framework.
- Stable and experienced SMT.
- Maximised grant opportunities.
- Increased awareness of team functions following stage 1 of the Social Work Restructure Project.
- Establish links across the department and the wider community.
- Good and proactive political understanding within cabinet members.
- Partnership working with national forums and recognition of good practice.

Key Opportunities for the Service

- Build on a strong one service identity.
- Building and improving team structures.
- Wellbeing of staff.
- Celebrating success.
- More award recognition for staff
- The process of LPS should be more streamlined to allow greater ease of application for Social Work Teams.
- Build upon technological and digital solution opportunities to enable greater autonomy to achieve outcomes for people.

Main Service Weaknesses

- Not all buildings support the delivery of services.
- Recruitment and retention for carers.
- Social Work and Registrant recruitment and retention.
- Capacity to meet demand is compromised.
- The complexity of work has grown.
- WCCIS functionality which creates delay and inefficiency throughout the department.
- Recruitment process does not support timely vacancy appointments.
- Classroom based training is not available to the levels before the Covid pandemic.
- There is a lack of systems and capacity which support strategic planning to inform commissioning opportunities.

Main Threats (Risks) to the Service

- Where there is inability to train staff.
- Upgrading of systems within the Local Authority which do not work effectively with systems teams use e.g. Oracle Fusion and the Training Department's system.
- Some training is not available for the department to access which means there is a risk the department is non-compliant.
- Management of political and public expectations and challenges /consequences of maintaining services with increasing cost pressures/reduced resources alongside increased changing nature of demand.
- Pressures including financial, is impacting on partnership working.
- The legislation change from DoLS to LPS reduces the complexity and enable throughput but, the demand outweighs capacity to meet legal requirements.
- External market stability and cost of living crisis.
- Lack of succession planning.
- The demographics of the staff with an aging and experienced workforce leaving the service.
- Continue issues and the unpredictability of Covid and the impact that has on the workforce.

OUR KEY PRIORITIES AND OBJECTIVES FOR 2023 / 24

PEOPLE

Ensure 'a what matters to me' approach which focuses on strengths, outcomes, voice, choice and control
Maintain the focus on safeguarding and promoting the rights of the individual
When needed ensure services and processes support the right response at the right time
Build upon integrated service outcomes to support the individuals
Develop/expand and embed co-productive approach across service design and review
Promoting and respecting the rights of individuals
Actively deliver against the objectives and actions as identified in Welsh Government's Equality strategy
Being responsive to the population demographics and people's needs
Working in partnership with carers to support their wellbeing & caring role by learning from people's experience (telling their story once)
Embedding and strengthening of preventative approaches & our community based resources

PROCESSES

Ensure services and systems reflect the needs of people & workforce
Develop systems and structures to support integrated working
Processes that evidence our performance, compliance and continuous improvements
Explore opportunities for more cross Directorate working to provide consistency and better outcomes for people
The right systems to provide access to the right information for all to access information and guidance internally and externally
Having the right processes to implement the transformation plan which includes the right Governance - putting this in place

Key Service Priorities

- Promoting people's voice**
- Ensuring a valued & skilled workforce**
- Better Prevention & Early Help**
- Keeping People Safe**
- Enabling & Promoting Independence**
- Financial Efficacy**
- Resources which meet the needs of our community**
- Focus on quality & continuous improvement**

WORKFORCE

Actively Promote & support wellbeing of the Adult Services workforce.
Establish fit for purpose staffing structures which reflect our Service priorities with clear roles & responsibilities.
Continue to develop a workforce which is flexible and adaptable.
Strengthen the recruitment, retention and succession planning.
Enhance the leadership planning / mentor and coaching approach.
Ensure compliance around training, qualifications and continuous professional development across the workforce
Improve communication routes and engagement opportunities

FINANCIAL

Ensure fiscal control/clarity across all areas strong value focus
Budget monitoring and cost escalation management savings proposals informed by improvement agenda
Co-ordinated and planned approach to maximising funding / grant opportunities
To ensure best value and quality assurance
Budget management and realigning
fully implementing and actioning our fees and charging policy & improvement of internal processes

How the service intends to work sustainably when meeting the objectives in the Service Plan.

Addressing long term challenges or trends: Across both our Transformation programme and Workforce Programme priorities we are focusing in on our known challenges of recruitment and retention, demand outstripping current capacity and the UK wide paucity of care provision. We will focus upon developing new models of delivery to enhance and embed a co-ordinated approach to prevention and early help offers – facilitating in the short term an expansion of opportunities to enable people to ‘step down’ from traditional models of care and statutory interventions and in the long term preventing or delaying recourse to those same services. We will enhance our existing interventions across both hospital to home pathways and our assistive technology offer which promote Reablement and practically enable independence. We will also modify our current systems of residential care provision and domiciliary care to better reflect the needs of our community demands. Workforce priorities will focus on growing our workforce, supporting development and progression as well as refreshing our approach to recruitment. Staffing structures will be reviewed to better reflect the needs of our community, our practice, service principles balanced with our challenges. The ongoing review, understanding and impact of these programmes will be facilitated through a revised performance framework which helps us to not only review facts and figures but also capture outcomes and help inform opportunities, anticipate future challenges and direct our strategic focus for the years ahead.

Preventing problems from occurring or from getting worse: We understand the necessity for balance between helping people in crisis with immediate needs and helping people to avoid escalating needs through early interventions. As described above a robust prevention and early help model is a key transformation priority for Adult Services in 23/24 – maximising on the existing wealth of networks, experience, knowledge and support which underpin our communities we will work closely with our colleagues across Tackling Poverty Services, C&F Services, Housing, SBUHB and the Third Sector as well as our local communities to develop this model which prevents or delays recourse to statutory services and offers a viable and safe route to step down from more traditional statutory services.

Integration – joining things up and avoiding duplication / conflicting priorities: We will continue to actively work alongside our Regional and local partners in achieving our shared objectives. Our existing close working arrangements and governance will support the avoidance of duplication and maximisation of opportunity. Alignment with our regional programmes is clearly identified through our various change programmes. Locally we will revise our governance and oversight of all continuous improvement work – ensuring that our shared priorities and resulting work support and continue to uphold and promote our vision and principles as a service.

Involving people - including the public, service users and stakeholders: We want more people with lived experience of our services to be involved in our work – informing what we do directly and also via ongoing improved approaches to collating feedback and expanding our engagement opportunities. We want to build upon our ‘pockets’ of good practice in Adult Services of co-production and apply across a wider range of change programmes. As part of ongoing engagement we will explore how we better capture and utilise people’s reported outcomes, and use peoples experience to improve our understanding of challenges and opportunities across the service.

Working in partnership and collaborating with other organisations: A key strength of Adult Services is that many of our teams are integrated services alongside SBUHB. Our Regional programme is directed by partnership working across the Health board, local authorities and Third Sector in West Glamorgan. We also deliver regional services funded jointly across both NPT and SBUHB. This way of working has proven to provide sustainable and collaborative approaches to best meet the needs of our communities and support models of delivery spanning across health and social care to meet the shared challenges we face.

SERVICE PLAN - ACTION PLAN

Adult Services Transformation Programme (March 23) :



Adult%20Services%20Transformation%20P

Service Objective	1. Better Prevention & Early Help (Enabling Independence / Promoting Peoples voice / Keeping People Safe / Resources Organised to meet the needs of our Community)							KPI	Target 2023/24	Other success measures	Service Risk (if relevant)				
Steps to deliver the Service Objective	Corporate Objective (tick box)						Safeguarding	Education & Skills	Economy & Infrastructure	Tackling Poverty & Enabling Communities	Delivering on Nature Recovery and Climate Change	Transformation & Financial Resilience			
	1.1 Multi-agency development of Early Help operational model for Adult services	√			√										
1.2 Review of existing and growth of ways to access Information, advice and assistance/self-serve options	√			√		√									

Page 27

Service Objective	2. Enabling & Promoting Independence (Keeping People Safe / Financial Efficacy)							KPI	Target 2023/24	Other success measures	Service Risk (if relevant)				
Steps to deliver the Service Objective	Corporate Objective (tick box)						Safeguarding	Education & Skills	Economy & Infrastructure	Tackling Poverty & Enabling Communities	Delivering on Nature Recovery and Climate Change	Transformation & Financial Resilience			
	2.1 Home First Regional programme and Swansea pathway optimisation	√													

							Pathway 3 discharge rates	17 per month	help offer and offer viable routes to 'step down' from managed care intervention	
							Pathway 4 discharge rates	56 per month		
2.2 Assistive Technology strategy implementation and growth of telecare/telehealth options	√					√	TBC			

Service Objective	3. Demand Management / Resources organised to meet the needs of their community / Keeping People Safe/ Financial Efficacy)							KPI	Target 2023/24	Other success measures	Service Risk (if relevant)
Steps to deliver the Service Objective	Corporate Objective (tick box)						KPI	Target 2023/24	Other success measures	Service Risk (if relevant)	
	Safeguarding	Education & Skills	Economy & Infrastructure	Tackling Poverty & Enabling Communities	Delivering on Nature Recovery and Climate Change	Transformation & Financial Resilience					
3.1 Implementation of internal Residential Care provision model of delivery	√					√	The total number of packages of Reablement completed during the year which (AD/011): a) Reduced the need for support b) Maintained the need for support c) Mitigated the need for support d) Neither reduced, maintained nor mitigated the need for support		The right support at the right time Maximisation of all available resources to increase capacity Remodelling of services to meet the identified needs of our community Rebalance of domiciliary care to maximise capacity across the sector		
3.2 Internal and externally commissioned Domiciliary care capacity review and remodel	√					√	The total number of packages of Reablement completed during the year which (AD/011): a) Reduced the need for support b) Maintained the need for support c) Mitigated the need for support d) Neither reduced, maintained nor mitigated the need for support				

<p>3.3 Implementation of a Social Work resource structure which reflects our vision for the service and the best possible outcomes for those we work alongside</p>	√					√	<p>1. The number of Care and Support plans that were due to be reviewed during the year that were completed within statutory timescales. (AD/017)</p> <p>2.The number of Carers Assessments completed for adults during the year where (AD/005): a) Needs could be met with a carer’s support plan or care and support plan. b) Needs were able to be met by any other means. c) There were no eligible needs to meet.</p> <p>The total number of Adult Safeguarding enquiries completed within 7 working days from the receipt of the reported alleged abuse (AD/024).</p>			
--	---	--	--	--	--	---	---	--	--	--

Service Objective	4. Ensuring a valued & skilled workforce (resources organised to meet the needs of our community / promoting peoples voice /keeping people safe / financial efficacy)									
Steps to deliver the Service Objective	Corporate Objective (tick box)						KPI	Target 2023/24	Other success measures	Service Risk (if relevant)
	Safeguarding	Education & Skills	Economy & Infrastructure	Tackling Poverty & Enabling Communities	Delivering on Nature Recovery and Climate Change	Transformation & Financial Resilience				
<p>4.1 Delivery of Adult Services Workforce Strategy via programme of delivery:</p> <ul style="list-style-type: none"> • Wellbeing & Engagement • Staff Development • Recruitment & retention • Structures 	√					√	TBC		<p>Improved Service communication with clear approaches to ensuring staff voices are heard.</p> <p>Service consistency to wellbeing and engagement</p> <p>Training and development Coaching and mentoring Progression pathways</p>	[reference relevant Service Risk]

										Growth of workforce & students Apprenticeship Programme Revised approach to recruitment and improved retention	
--	--	--	--	--	--	--	--	--	--	--	--

Service Objective	5. Promoting Peoples voice (Keeping People Safe / Resources organised to meet the needs of our community/Quality & Continuous improvement)									
Steps to deliver the Service Objective	Corporate Objective (tick box)						KPI	Target 2023/24	Other success measures	Service Risk (if relevant)
	Safeguarding	Education & Skills	Economy & Infrastructure	Tackling Poverty & Enabling Communities	Delivering on Nature Recovery and Climate Change	Transformation & Financial Resilience				
5.1 Embedding collaborative communications practice into continuous improvement governance.	√					√	TBC (as part of performance framework)		Governance structure successfully implemented Assurance that the principles of the SSWB Act are supported and actively enabled by our departmental improvement work	[reference relevant Service Risk]
5.2 Application of practice model & Service principles across all areas of Quality : learning, workforce, communications, performance framework and transformational development	√					√				

Service Objective	6. Quality & Continuous improvement / Financial Efficacy									
Steps to deliver the Service Objective	Corporate Objective (tick box)						KPI	Target 2023/24	Other success measures	Service Risk (if relevant)
	Safeguarding	Education & Skills	Economy & Infrastructure	Tackling Poverty & Enabling Communities	Delivering on Nature Recovery and Climate Change	Transformation & Financial Resilience				
6.1 Development of Performance and Quality Framework	√					√	TBC (as part of performance framework)		Governance structure successfully implemented	[reference relevant Service Risk]
6.2 Implementation of governance structure and communication strategy to support financial assurance, service objectives and inform change agenda	√					√				

Useful links

Corporate Risk Register [Risk Register - Log In \(swansea.gov.uk\)](https://www.swansea.gov.uk/risk-register)

Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Adult Services

Directorate: People

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

The Adult Services Transformation programme for 2023 and 2024 provides an overview of the service improvement, agreed transformational priorities, and future transformational planning. The programme and the outcomes of the improvements is directed by the annual service planning process. This process reflects and reviews the performance from the previous year, identifies any future opportunities and mitigates any known risks.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Integrated Impact Assessment Screening Form

Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

Engagement with people utilising current services either directly or via bodies such as Social Care Wales and the resulting feedback has been used to inform the priority areas of focus for the Adult Services Transformation programme. There is a continued commitment within the management of individual projects in the programme, to embed a co-productive approach wherever possible. Where possible subject matter experts are being engaged to support the co-productive approach.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?
 Yes No **If yes, please provide details below**

The Transformation programme will impact on wider council services and stakeholders. Individual projects and programmes developed under the Transformation programme will highlight these impacts via individual IIA’s.

Q7 Will this initiative result in any changes needed to the external or internal website?
 Yes No **If yes, please provide details below**

Integrated Impact Assessment Screening Form

Potentially yes, depending on any changes / innovations / expansions agreed and taken forward. If agreed, these will need to be shared both with internal staff and potential service users / members of the public. Project documentation will include a stakeholder map which identifies who and how changes can be communicated. Working with the Communication Team to identify the appropriate methods of these communication, based on the audience.

Q8 Does the initiative involve changes to the way you process the personal data of Council staff or service users, for example the purchase of new customer management software?

Yes No

If your answer is yes, you should also screen the initiative for any implications regarding privacy and other GDPR rights and consider whether you need to amend your entry in the Council's Information Asset Register. Please use the following link to the online screening form for a Data Protection Impact Assessment <https://staffnet.swansea.gov.uk/dpiascreeing>
For more about the Information Asset Register, please see <https://staffnet.swansea.gov.uk/informationassetregister>

Q9 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

The priorities of the Adult Services transformation programme are to keep people safe, develop models with communities and partner organisations which provide better early help and better preventative resources and promote and enable people to live independently for longer within their communities.

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q9)**

The principles and priorities underpinning the Adult Services Transformation programme support positive outcomes for our communities and the people of Swansea. We focus on strengths, enablement and keeping people safe. Individual programmes and projects under the wider Transformation strategy will complete IIA screenings and full reports where required to ensure any impacts are fully understood, a positive co-productive and / or engagement approach is adopted wherever possible and detail of any risks and proposed mitigation are developed.

Integrated Impact Assessment Screening Form

(NB: This summary paragraph should be used in the 'Integrated Assessment Implications' section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Lucy Friday
Job title: Adult Services PO Transformation
Date: 17/01/2024
Approval by Head of Service:
Name:
Position:
Date:

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 8

ADULT SERVICES PERFORMANCE PANEL WORK PLAN 2023-24

Meeting Date	Items to be discussed
<p>Meeting 1 28 June 2023</p> <p>4.30pm</p>	<p>Confirm Convener of the Panel and Co-optee</p> <p>Performance Monitoring <i>Amy Hawkins, Head of Adult Services and Tackling Poverty</i> <i>Helen St John, Head of Integrated Community Services</i></p> <p>Briefing on Recent CIW Care Home Inspection Reports <i>Amy Hawkins</i></p> <p>Draft Work Plan 2023-24</p>
<p>Meeting 2 7 August 2023</p> <p>4pm</p>	<p>WAO Report 'Together we Can' – Community Resilience and Self-reliance <i>Invited to attend:</i> <i>Hayley Gwilliam, Cabinet Member for Community (Support)</i> <i>Alyson Pugh, Cabinet Member for Wellbeing</i> <i>Amy Hawkins, Head of Adult Services and Tackling Poverty</i> <i>Lee Cambule, Tackling Poverty Service Manager</i></p> <p>Tackling Poverty Service Grants 2022-23: Impact Report <i>Invited to attend:</i> <i>Alyson Pugh, Cabinet Member for Wellbeing</i> <i>Amy Hawkins, Head of Adult Services and Tackling Poverty</i> <i>Lee Cambule, Tackling Poverty Service Manager</i> <i>Anthony Richards, Poverty and Prevention Strategy and Development Manager</i></p> <p>Additional Direct Payments Information <i>Amy Hawkins</i> <i>Richard Davies, Strategic Manager Direct Payments Team</i></p>
<p>Meeting 3 5 September 2023</p> <p>4.30pm</p>	<p>Performance Monitoring <i>Amy Hawkins, Head of Adult Services and Tackling Poverty</i> <i>Helen St John, Head of Integrated Community Services</i></p> <p>Wales Audit Office Report 'A Missed Opportunity' Social Enterprises <i>Alyson Pugh, Cabinet Member for Wellbeing</i> <i>Lee Cambule, Tackling Poverty Service Manager</i> <i>Peter Field, Principal Officer Prevention, Wellbeing and Commissioning</i></p>

<p>Meeting 4 31 October 2023</p> <p>4.30pm</p>	<p>Director of Social Services Annual Report 2022/23 <i>David Howes, Director of Social Services</i></p> <p>Briefing on Deprivation of Liberty Safeguards (DoLS) <i>Louise Gibbard, Cabinet Member for Care Services</i> <i>Amy Hawkins, Head of Adult Services and Tackling Poverty</i> <i>Helen St John, Head of Integrated Community Services</i></p>
<p>Meeting 5 12 December 2023</p> <p>4.30pm</p>	<p>Performance Monitoring <i>Amy Hawkins, Head of Adult Services and Tackling Poverty</i> <i>Helen St John, Head of Integrated Community Services</i></p> <p>Briefing on Dementia (including case studies) <i>Amy Hawkins / Helen St John</i></p>
<p>Meeting 6 30 January 2024</p> <p>4pm</p>	<p>Update on Adult Services Transformation and Improvement Programme <i>Amy Hawkins / Helen St John</i> <i>Lucy Friday, Principal Officer Transformation</i></p> <p>Presentation – Local Area Coordination Update <i>Invited to attend:</i> <i>Hayley Gwilliam, Cabinet Member for Community</i> <i>Lee Cambule, Tackling Poverty Service Manager</i> <i>Jon Franklin, Local Area Coordination Manager</i></p>
<p>BUDGET MEETING 12 February 2024</p> <p>JOINT SOCIAL SERVICES MEETING</p> <p>2pm</p>	<p>Draft Budget Proposals for Adult Services / Child and Family Services <i>Louise Gibbard, Cabinet Member for Care Services</i> <i>David Howes, Director of Social Services</i></p>
<p>Meeting 7 20 March 2024</p> <p>4pm</p>	<p>Update on West Glamorgan Transformation Programme <i>Kelly Gillings, Programme Manager</i></p> <p>Performance Monitoring <i>Amy Hawkins, Head of Adult Services and Tackling Poverty</i> <i>Helen St John, Head of Integrated Community Services</i></p> <p>Briefing on Annual Review of Charges (Social Services) 2022-23 <i>David Howes, Director of Social Services</i></p>

<p>Meeting 8 7 May 2024</p> <p>4pm</p>	<p>Update on how Council's Policy Commitments translate to Adult Services <i>Louise Gibbard, Cabinet Member for Care Services</i> <i>David Howes, Director of Social Services</i></p> <p>Update on Adult Services Transformation and Improvement Programme – including progress on Reviews <i>Amy Hawkins, Head of Adult Services and Tackling Poverty</i> <i>Helen St John, Head of Integrated Community Services</i> <i>Lucy Friday, Principal Officer Transformation</i></p> <p>End of Year Review</p>
--	--

Future Work Programme items:

- Local Area Coordination Update on Impact Report (Hayley Gwilliam/ Lee Cambule) Date tbc
- Update on Progress with WAO Report 'A Missed Opportunity' Social Enterprises (Alyson Anthony/ Amy Hawkins / Lee Cambule) Moved from January 2024 meeting - Date to be rearranged
- Briefing on Llais (date tbc)
- Update on Wellbeing Strategies for Social Services Workforce (date tbc on work plan 2024-25)
- Adult Services / Child and Family Services Complaints Annual Report 2022-23. **AS Panel Members to be invited to CFS Panel meeting on 12 March 2024 for this item**
- Recruitment and Retention of Care Staff (dates tbc once new policies developed)
- Wales Audit Office Reports (dates to be confirmed):