



## Report of the Cabinet Member for Care Services

### Adult Services Scrutiny Performance Panel – 7 May 2024

#### Adult Services Policy Commitments

<b>Purpose</b>	To provide an update on how Council's policy commitments translate to Adult Services
<b>Content</b>	This report includes a summary of each policy commitment in relation to Adult Services and progress / achievements to date
<b>Councillors are being asked to</b>	Consider the report as part of their scrutiny function & provide their views
<b>Lead Councillor(s)</b>	Cabinet Member for Care Services – Cllr. Louise Gibbard
<b>Lead Officer(s)</b>	Head of Service for Adult Services & Tackling Poverty – Amy Hawkins  Head of Integrated Services – Helen St John
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<b>Access to Services Officer</b>	N/A

## **1. Introduction**

This report highlights our progress and achievements to date across Adult Services in relation to the delivery of 'Better Care' policy commitments adopted by Council for the period 2022 to 2027. These policy commitments have subsequently been subsumed into the steps to meet the objectives in the Corporate Plan 2023 – 2028. For the purposes of this report, the original policy commitments will be referred to.

## **2. Adult Services 'Better Care' policy commitments:**

- **Swansea Council will commit to investing £750 million for better care in Swansea.**

Our commitment to invest in better care in Swansea underpins our Transformation and continuous improvement programmes across Adult Services. Our vision in Adult Services, "Working alongside you to live well and safely in our community" is supported by our commitment to invest where we will have the greatest benefit to our population. This is achieved through a focus on Prevention, Promoting Independence, and Prioritising Resources.

The demand for statutory services continues to grow and our priorities of prevention and early help alongside effective reablement systems are critical to ensure we prioritise resources to maintain effective capacity for those most in need. This focus on prevention and early help includes the continuation of investment in Tackling Poverty initiatives including Swansea Spaces, food support initiatives and the promotion of benefit entitlements. Along with direct support for residents through Ageing Well activities, Local Area Coordination, Early Help Workers and Well-being offers via our Third Sector partners.

Our Promoting Independence approach includes, information, advice and assistance, timely and outcome focused assessments and ongoing review. Community and residential reablement support, investing in step-up and step-down residential beds, increased use of Direct Payments for people to have voice, choice and control in managing their care.

Alongside this work we have continued to invest across a wide range of other services provided by third sector partners including Day Services, Advocacy Services, Volunteer Services, Sensory Services and Carers Services.

- **The Council will commit to fairer pay for care workers.**

Our commitment to fairer pay for care workers is crucial to not only ensure the Real Living Wage is reflected as far as possible in our commissioning arrangements but to also work with providers to understand what a fair wage for their care workers needs to look like to address the issues of work force capacity, recruitment and retention.

The work to understand this impact of the significant increase in cost of living alongside the Real Living Wage was included within the Fees for 23/24 and the fees and budget setting agreement for 24/25.

As part of this work Adult Services commissioning engaged with providers across older persons residential care, domiciliary care providers and incorporated consideration of factors such as how to encourage and sustain a care work force, Consumer Price Index (CPI), specific subsidies for pressures such as fuel costs, the impact on any changes for the Health Board care homes procurement framework (CCAPS – Commissioning Care Assurance Performance system), PA rates and Direct Payment rates.

The implementation of the agreed recommendations from this work is intended to assist providers to pay the real living wage and keep pace with additional inflationary pressures, taking into account that many will have other sources of revenue which will contribute towards the totality of these costs.

- **We will seek to provide better day care opportunities and respite services across the City.**

Internal residential homes have Older People's respite services via our internal provision are offering planned stays up to six months in advance. This enables families to plan holidays and breaks in advance. Requests beyond this timescale can also be considered on an individual basis.

Consideration is being given for both the need for carer respite and to prevent social isolation in order to maintain individuals in their own home, preventing hospital or residential admission. The current process of referral is being revised, to align with the Community Learning Disability offer, which awards allocation on an annual basis so respite can be planned by individuals and their family / carers during the year.

For younger adults, services are seeing an increased level of demand for residential respite and an increase in referrals for people with more complex needs. In response, a review of respite provision is underway, scoping demand and supply to inform any reshaping of the market and the potential for a regional approach. Transitioning sitting services to commissioned domiciliary care service providers has created an increase in capacity for respite and resulted in little or no waiting list for older people who require this service.

Older People Day services, both in-house and commissioned meet on a fortnightly basis to discuss referrals, to best meet individual needs across the day services in Swansea and consider alternative support options. Day services have been reconfigured to meet the demand for carer respite and to prevent social isolation in order to maintain individuals in their own home, preventing hospital or residential admission.

As part of the development of the Adult Services Transformation Programme, one of the priorities identified is the remodelling of our internal day services to

provide an improved service user experience and greater value for money for our day opportunities. Work has commenced in reviewing and evaluating the current provision models and assets in line with the outcomes of the whole service review of Learning Disabilities Day Opportunities.

The Adult Services Capital Development Group provides strategic leadership and operational oversight to the Capital Programme which facilitates the development and improvement of buildings and environments for in-house day and respite services, in response to compliance, changing needs and promoting enabling environments.

- **Swansea Council will continue to develop and operate a network of Local Area Co-ordinators (LAC) to cover the whole of Swansea.**

In 2022/23 we continued with a full LAC team and full county coverage with every community in Swansea having access to a Local Area Co-ordinator. The team of highly experienced, creative and motivated colleagues has had a huge impact on communities working with 1100 new people in 2023. Introductions to Coordinators are via Social Services, Health, Housing, Third Sector, DWP, other organisations, Members and by direct contact.

The impact of the Local Area Co-ordination model is far reaching. During 2023, 2910 positive changes were reported by those engaged with Coordinators, including people feeling more in control of their lives, an increased confidence in their future, improved relationships and social networks and more in control of their health and well-being. In some cases the work of the team has delayed or completely removed the need for individuals to access formal services. In November 2023, Swansea Local Area Coordination won the Equalities, Inclusion and Cohesion category in the Wales Inaugural Safer Communities Award in November 2023.

The funding for Area Coordination is from a number of external grants and core funding and due to a reduction in one grant, no increases in others and an increase in costs the number of Coordinators has reduced in 2024/25. Although full county coverage remains with changes to geographical areas Coordinators cover. The team's role continues to be focused on 80% individual casework (50 – 65 person active caseload per FTE Coordinator), 20% community work and they will continue to assist people to develop and utilise community networks.

- **The Council will undertake a review of post-pandemic care provision.**

Reflection on recovery and learning from the Covid pandemic informed the development and delivery of Adult Services during 21/22, 22/23 and 23/24. This has included managing an increased demand for services and an increase in complexity, increased costs and recruitment and retention challenges across internal and external provision.

The provision of care across all elements of Adult Services has been impacted and informed our ongoing focus and change agenda for 23/24.

The post pandemic demand is generally showing an increase in complexity of needs for individuals with many people benefiting from multiple levels of support. The effectiveness of managing these needs via a multidisciplinary and multi-agency approach has been evidenced via the Home First model which advocates for support wrapping around the individual and assessment being a continuous process. The benefits of this approach have also continued to be evidenced in other areas of our service such as the Common Access Point where a multi-disciplinary team of therapies alongside social work and more recently, assistive technology officers has promoted the exploration of all alternative models of support. The importance of timely review and continued contact has also directed how we best organise our resources.

We continued to innovate and have piloted different ways of working in order to maximise capacity and better understand changes required to better serve the current needs of our residents. This has included an increase in co-producing directly delivered services and commissioned services.

Across all work the learning and improvement opportunities are underpinned by developments across our internal and external communications as well as our systems and processes which enhance and support our ambitions.

The re-organisation of the Assessment and Care Management function was finalised during 23/24 and is being implemented in 2024/25. This is following engaging with clients to better understand what works and what needs to be improved, the development and assessment of options and consultation. The re-organisation brings a greater emphasis on Early Help at the 'front door' of Adult Services and less 'hand-offs' of cases between teams, reducing the risk of duplication, delays and allowing to always have a named Social Worker through each step of a client's journey.

The Adult Services transformation and improvement programme for 2024/25 continues to respond to the current needs including post-pandemic care with the following programmes:

- To deliver services that prevent people from falling into poverty or provide early help to people struggling with poverty and the impacts of poverty.
- To deliver services that help the people and communities of Swansea respond to the challenges of poverty and the ongoing Cost of Living crisis.
- Embed Prevention and Early Help model across Adult Services.
- Promoting Independence including Homecare long-term approach, increased reablement capacity and Assistive Technology strategy.
- Prioritising Resources including the implementation of the Assessment and Care Management revised structure, Section 33 agreements, review of Day Services and assets.

- **We will begin options appraisal and move to increase council direct delivery of care.**

As previously referenced, the stability of care provision is one of continued concern. The council direct delivery of care has continued to provide a vital specialist resource in mitigation of this challenge. Our services have also been at the forefront of opportunities for change and improvement offering the opportunity to trial and test alternative ways of working.

Home first pathways have identified a need for increased provision of 'step up and step down' beds for our clients to either avoid an unscheduled hospital admission or ensure a timely discharge from hospital and support ongoing assessment of long-term needs in an alternative setting. Internally we have increased the number of reablement beds in Bonymaen House and opened a specialist Dementia Care post-hospital settlement and assessment unit. Both continue to have success in supporting people to return home independently or with reduced packages of care.

The balance of externally commissioned domiciliary care and our use of internal homecare support continues to be under review. Working alongside the commissioning framework for external domiciliary care our internal services are striving to release as much capacity as possible within Homecare Reablement. Achieving equity across both the number of community referrals and hospital discharge referrals will be supported via our integrated Therapy resource and streamlined referral processes to and from short term reablement interventions. This will ensure timely access to reablement for individuals, supporting our promotion of independence and prevention agendas in service. In addition by increasing our cohort of reablement clients accessing the service from community referral routes we will also ensure any ongoing domiciliary care provided via our external providers is proportionate and timely.

- **Swansea Council will engage with Health to ensure care plans align with health recovery.**

Effective partnership working with Swansea Bay University Health board is supported by both our internal structure within Adult Service (including the Integrated Head of Service role) and our continued joint working across a multitude of services and teams including Home First, the Common Access Point MDT, Community Mental Health teams and Community Equipment stores amongst others.

To ensure our strategic work aligns, our regional work programme governed by the West Glamorgan Regional Partnership Board, ensures our shared priorities are echoed throughout. Work in the regional programme encompasses specific population programmes focused on Community and Older People, Learning disability and Wellbeing, Wellbeing and Mental Health, Neurodiversity and Carers.

In addition, the regional funding model co-ordinated again by the West Glamorgan team ensures the right governance and scrutiny to manage available funding in the most effective and transparent way across Health and Social Care.

As part of this work our regional Section 33 agreements across both Intermediate care services and the Regional Equipment Store are in the process of being reviewed and updated to ensure all resource, investment and utilisation of available funding best reflect our shared objectives across Health and Social Care. This review alongside associated governance structure of West Glamorgan and Local Joint Partnership boards will enhance oversight and management of budgetary pressures across all organisations.

### **3. Conclusions**

Progress has been made against the policy commitments of Council surrounding Better Care and in this new financial year this work will continue to develop and any opportunities for further improvement will be capitalised.

### **4. Legal implications**

4.1 None

### **5. Finance Implications**

5.1 Financial implications have been reviewed, discussed and agreed via budget setting governance structures.

### **6. Integrated Assessment Implications**

6.1 This report is for information only and an IIA is not therefore required.

**Background Papers:** None