

## APPENDIX D - SUSTAINABLE SWANSEA PROGRAMME REVIEW PREVENTION WORKSTREAM

Project	Achievements to Date	Review Recommendations
<b>EARLY INTERVENTION</b>		
<b>Prevention Budget: Invest to Save</b>	<p>A set of projects were developed with baseline information, good outcomes, with staff wanting to test these new approaches to tackle existing problems and pressures.</p> <p>An external company have been appointed who are working with each project on base-lining and success analysis support to enable an assessment of the business case to take place of the cost benefit of these projects.</p> <p>A fully agreed <b>Poverty Strategy</b> and action plan was agreed at Council on 4<sup>th</sup> November 2014. There is a proposal and consultancy support identified to assist the Council in forming a community interest company for food, as part of the wider Poverty strategy.</p> <p>A <b>Local Area Co-ordination</b> Model is being developed and has recruited its first 3 Co-ordinators.</p> <p>An <b>Option 2</b> team is working closely with Team around the Family, to provide short term intensive interventions for troubled families.</p>	<b>Continue</b> with all of the projects as they have now been approved.

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	<p>The <b>Volunteering &amp; Befriending, Turn Up and Fix It</b> and <b>Adult Family Group Conferencing</b> projects will support the TASS programme to support people to live independently in their communities. All projects have completed the preparatory work and are commencing during May.</p> <p>The <b>Domestic Abuse</b> proposal was re-scoped and preparatory work is near completion, with the project due to commence mid May 2016.</p> <p>The original <b>NEETs</b> project did not receive political approval and has been re-scoped to deliver a project to address NEETs in Dylan Thomas and Cefn Hengoed comprehensive. In addition a <b>Cruse</b> project will provide a bereavement service for young people across Swansea.</p> <p>The <b>Workforce Development</b> will up-skill the existing workforce working with children, young people and families.</p>	

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<p><b>Child &amp; Family Support (includes Opportunities for Young People)</b></p>	<p>The mapping of all child and family and Poverty &amp; Prevention services across the continuum of need, resulting in a broad understanding of the financial and staff resources which are available to support children, young people and families in Swansea. This includes understanding the restrictions and requirements of these activities, and where there are possible gaps.</p> <p>A set of key principles has been achieved that any approach to provision of services in the future need to adhere to.</p> <p>There is an outline of a pilot/proof of concept approach to test the partnerships, communication, processes, customers, performance and information within one area of the City &amp; County of Swansea to inform the remodelling of support to vulnerable children, young people and their families.</p>	<p><b>Continue</b></p> <ul style="list-style-type: none"> <li>• Revise the Steering group membership,</li> <li>• continue to work on the governance structure and commissioning requirements,</li> <li>• Form a project team for the implementation of the pilot project in Townhill.</li> </ul>
<p><b>Opportunities for Young People (now merged with the Child &amp; Family Support Project).</b></p>	<p>The creation of a new model for the provision of support to young people across Swansea through the creation of 3 teams: A level 1 Universal Youth Centre offer, A Level 2 targeted Communities First team and A level 3 intensive support for young people and</p>	<p><b>Continue</b> as part of the Child &amp; Family Support project.</p>

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	<p>their families.</p> <p>A document in relation to the Development of a Lead Working Continuum for Young People in Swansea has been produced by IPC and is informing the development of this role in Swansea.</p> <p>Workforce development for Lead Workers is being run in partnership with child and family services</p> <p>The Level 3 restructure is underway and should be completed by the end of May/June 2015.</p> <p>The Lead worker approach at Level 3 has been tested successfully by 3 youth workers paid for by the 14-19 Education funding. This learning is feeding into the project.</p>	
<p><b>Transforming Adult Social Services (TASS)</b></p>	<p>An agreement was made in the Prevention Board to limit the duplicate reporting of the TASS programme as this was already providing weekly and monthly updates to scrutiny and the TASS board.</p>	<p><b>Continue</b></p> <p>Review what's been delivered across the programme so far and what it has achieved.</p> <p>Continuing the review of the Prevention work stream will potentially result in TASS remaining as a project under the</p>

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		Promoting Safe Independence Strand.
<b>Intermediate Care Fund</b>	Implementation of an integrated front door with health.	<p><b>Continue</b></p> <p>Look at the reporting of TASS and Intermediate Care Fund as two programmes within the strand, and review these arrangements ensuring they are appropriate.</p> <p>Continuing the review of the Prevention work stream will potentially result in ICF remaining as a project under the 'Promoting Safe Independence' Strand.</p>
<b>Out of Area Placements</b>	<ul style="list-style-type: none"> <li>• Accessing appropriate background data on current numbers, nature and costs in relation to out of area placements as well as trends and issues, in order to enable an initial review of key drivers/causes</li> <li>• Initial consideration of a specific proposal made to the Council by Horizons Educare in respect of Autism development / placements</li> <li>• Initial consideration of linkages with other strands / business plan priorities in relation to demand management within schools</li> <li>• Review of processes &amp; rates re inter-authority recoupment</li> </ul>	<p><b>Continue</b></p> <p>To identify whether this project is still a priority, and whether it can be included in the wider work within the LAC reduction strategy and Child and families support continuum, or continues to be driven by Education, in partnership with Social Services.</p> <p>Continuing the review of the Prevention work stream will potentially result in this being delivered under the 'Supporting</p>

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	<ul style="list-style-type: none"> <li>The provision of a report to advise on an approach to take this work forward identifying potential savings.</li> </ul>	Children and Families' strand.
<b>Local Area Co-ordination</b>	<p>Local Area Coordination Leadership Group established to take forward this work across the Council as a changed ethos to delivery. Local Area Coordination Project Steering Group &amp; ToR have been established.</p> <p>Initial Local Area Coordination Leadership Meeting held 3<sup>rd</sup> July, with Ralph Broad, Inclusive Neighbourhoods who has been commissioned to guide the regional programme, and to provide expertise and support to local projects. This was also attended by other Council departments and SCVS.</p> <p>Ralph's Presentation to LAC Leadership meeting: <i>Local Area Coordination Getting Started- Getting it Right.</i></p> <p><b>Some initial design principles:</b></p> <ul style="list-style-type: none"> <li>- Strengths based, releasing people to be free, independent</li> <li>- Whole systems focus, with active 3<sup>rd</sup> sector</li> <li>- Shared learning at all levels</li> <li>- Community leadership/ coproduction</li> <li>- Population areas 10-17000 per LAC</li> </ul>	<p><b>Continue</b></p> <p>That the LAC programme progress under the proposed new 'Prevention &amp; Well-being'* and Demand Management strand.</p> <p><i>* Strand proposals are to be agreed.</i></p>

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	<p>- 2 levels:</p> <p>First level: low level /relationships Second level: 60-65 people high level interventions</p> <p>3 trial areas have been identified and 3 Local Area co-ordinators have been appointed. The evaluation will be undertaken by Swansea University.</p>	
<b>Prevention Strategy</b>	<p>A set of case studies on existing preventative services from across the whole Council have been collected.</p> <p>A definition of Prevention has been agreed by staff, departments, and the work stream.</p> <p>A draft prevention strategy has been produced.</p> <p>An external consultant from IESE is supporting the cost-benefit analysis required for the strategy.</p>	<p><b>Continue</b></p> <ul style="list-style-type: none"> <li>• Link more with Sara Harvey in Western Bay around the requirements of the Social Services and Wellbeing Act –</li> <li>• Align the strategy with the SS&amp;WBA and present to Executive Board and the Leadership group at a future date.</li> </ul>

<b>DEMAND MANAGEMENT</b>		
<b>Insight Understanding Demand</b>	Training/ Awareness sessions developed, Food for Thought sessions diarised	<p><b>Continue</b></p> <p>Closer engagement and dialogue. Arrange</p>

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	<p>Engagement of the Innovation Community</p> <p>Demand Management incorporated into Business Planning</p> <p>Identified resources to capture demand across the organisation</p> <p>Next steps as per plan: Analysis of customer insight data and recommendations June / July. Baseline financial measure</p>	<p>to meet with HoS to raise awareness of DM Strand, the training sessions and data capturing exercise.</p> <p>Under review as customer insight maturity develops across the organisation</p>



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<p><b>Shaping Demand “Changing the Front Door” and the Demand Management Toolkit</b></p>	<p>Demand Management Knowledge Hub and Toolkit have been developed and are available on StaffNet.</p> <p>Working with the Continuous Improvement Strand by shadowing the Systems Thinking work (Vanguard) to feed lessons learned into the DM Toolkit.</p> <p>Pilot group identified to test Knowledge Hub and Toolkit.</p> <p>Next steps as per plan: Customer Insight informing priority areas. Baseline financial measure.</p>	<p><b>Continue</b></p> <p>None at this stage – under review as campaigns deliver</p>
<p><b>Co-production</b></p>	<p>Research completed with other Councils to identify examples of successful Coproduction initiatives which have reduced demand on Council resources.</p> <p>Next steps as per plan:</p>	<p><b>Continue</b></p> <p>To link with Community Action and Collaboration Strand Leads to ensure demand is being considered appropriately and capture</p>
<p><b>Communications Campaign-Behaviour Change</b></p>	<p>Communications and marketing campaigns are in flight across the organisation for a number of demand management projects, overseen by the marketing and Communications team.</p>	<p><b>Continue</b></p> <p>None at this stage – under review as campaigns deliver</p>

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	<p>Next steps as per plan: Increase pace and size of internal and external campaigns. Temporary resources have been made available to deliver this. Baseline financial measure.</p>	
<p><b>Priority Interventions</b></p>	<p>The Waste and Recycling service has identified £100,000 (plus delivery costs) savings which will be realised over 12 months (this financial year)</p> <p>Identified Children &amp; Young People Family Support Continuum as an area which requires demand management. Work is in early stages.</p> <p>Next steps as per plan: Analysis of further priority areas emerging from service business plans. Baseline financial measure</p>	<p><b>Continue</b></p> <p>None at this stage – under review as this project delivers</p>
<p><b>Whole System Change</b></p>	<p>Establishing links with partners to raise awareness and understand demand across the 'whole system' and the impact on CCoS, e.g. Swansea University (students), Health, other LA partners. Next steps as per plan: input to Swansea LSB. Baseline financial measure</p>	<p><b>Continue</b></p> <p>Visioning with Swansea University</p>