



Report of the Cabinet Member for Health & Wellbeing

Cabinet – 15 March 2018

A Prevention Strategy for Swansea 2018 - 2021

Purpose:	This report sets out the Prevention Strategy and associated Delivery Plan for approval following extended consultation.
Policy Framework:	Well-being of Future Generations Act 2015 Social Services and Well-being Act 2014 Swansea's Corporate Plan 2017 – 2022 Sustainable Swansea Programme.
Consultation:	Access to Services, Finance, Legal and public between June and October 2017.
Recommendation(s):	It is recommended that the Prevention Strategy and associated Delivery Plan be approved.
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1. Introduction

- 1.1 Prevention is one of three principles underpinning Swansea's Corporate Plan 2017 – 2022 and priorities.

“We will intervene earlier in order to support people at greatest risk, change behaviours and prevent the need for costly specialist services, often with a long-term support programme. This will help to make families and communities more resilient, reduce the demand for Council services, lower costs and achieve better outcomes. We will adopt a whole-Council approach to managing the demand for services and aim to deepen our understanding of customer contact and how services can be redesigned to eliminate, reduce or divert demand.”

- 1.2 The principles of the Corporate Plan are essential to delivering our well-being objectives and as such are woven into the way that we work. “The Council needs to continue to develop its preventative approach and has to that end developed a Prevention Strategy. This strategy will further embed early intervention and prevention into the Council’s business and place an even greater focus on improving well-being.”
- 1.3 This first Swansea Council Prevention Strategy is about delivering more sustainable services that meet people’s needs and deliver better outcomes. It is about supporting the development of a community and urban fabric which has future resilience and independence in both the medium and long term. Our citizens are central to our future and delivery, and as such, are the focus of our developments, driving cross cutting working across Council Departments and with partners. Consequently, the strategy forms a key part of our corporate transformation programme and the way we will continue to develop our services with our partners.
- 1.4 Sustainable Swansea – fit for the future, is our long term plan for change. Prevention is one of four Sustainable Swansea priorities. “Sustainable solutions, with prevention at its heart.”

2. A Prevention Strategy for Swansea 2018 - 2021

- 2.1 Swansea Council has always taken a prevention approach. This was borne from a longstanding recognition that prevention activity is better, less time consuming and ultimately less costly and damaging to individuals and organisations than cure.
- 2.2 Two key aims drive the Prevention Strategy:
 1. A desire for increased organisational and personal resilience;
 2. Sustainable services.Savings however, do not drive our agenda – better, more personalised and joined up services do.
- 2.3 A strong UK evidence base exists demonstrating the cost benefit ratio of investment in preventative services and the return on investment in the medium to long term.
- 2.4 The Prevention Strategy seeks to build upon the successful pilot preventative approaches such as Local Area Co-ordination and the Domestic Abuse Hub while bringing greater emphasis to preventative activity being everybody’s business. The Prevention Strategy Delivery Plan will report activities which contribute positively to this agenda.
- 2.5 The Prevention Strategy has been drafted to be consistent and compliant with the Well-being of Future Generations (Wales) Act 2015. Embedding prevention within the Council’s work builds not only upon the national requirements, but also emphasises a Swansea approach to its delivery

including the five ways of working (Long-term, integration, involvement, collaboration and prevention)

- 2.6 The Prevention Strategy for Swansea provides the mechanism for implementing the Western Bay Principles of Prevention Framework.
- 2.7 The Prevention Strategy has been framed on the six outcomes outlined by the Swansea Public Services Board Well-Being Assessment. They are:
 - A. Children have a good start in life;
 - B. People learn successfully
 - C. Young people and adults have good jobs;
 - D. People have a decent standard of living;
 - E. People are healthy, safe and independent;
 - F. People have good places to live and work.

Placing the Prevention Strategy in this context, we have aligned our intended outcomes to these outcomes as our headings for actions within the Delivery Plan.

- 2.8 The Prevention Strategy recognises that at the heart of demand management is good customer service. It seeks to deliver the following benefits:
 - 1. Delivering better outcomes to residents and communities by:
 - a) Developing residents' independence and community resilience;
 - b) Better targeting support and services to where they are most needed;
 - c) Delivering better quality services which target root causes rather than the effect of problems.
 - 2. Saving money through achieving operational and financial efficiencies by:
 - a) Removing duplication and waste;
 - b) Enabling customers to serve themselves;
 - c) Targeting resources, and aligning supply more closely to demand;
 - d) Introducing modern ways of working ensuring we are up to date with technology.
- 2.9 The principles we will adopt as Swansea's prevention optimum model are:
 - 1. A whole Public Service Board and whole Council approach;
 - 2. Making every conversation count;
 - 3. Holistic universal and early intervention services;
 - 4. A culture where all services are acting at every point to de-escalate need and build on strengths;
 - 5. Adopting strength based approaches using the strengths of individuals, families and communities;
 - 6. Supporting independence at all stages, with different levels of interventions offered;
 - 7. Building resilience, social capital and social networks;
 - 8. Delivery partners have confidence in the approach;
 - 9. Making evidence based investment decisions of what reduces

demand;

10. Learning about 'what works' is fundamental to future delivery.

3. Consultation Feedback

3.1 Consultation on the Prevention Strategy took place between June and October 2017, with both full and easy ready versions of the strategy available. Feedback was collated through events, online, written and verbal responses and over 115 responses were received.

3.2 The key themes from the consultation are below:

Consultation Theme	Response
Use clear language with definitions and reduced jargon	The Strategy has been revised to incorporate this feedback
Recognition of contributing partners and inclusion of increased partnership working across sectors	Actions within the Delivery Plan contribute to addressing this issue
Learning from both successes and failures, best practice and available supporting evidence and research	This will be considered through the appropriate Governance Structures and influence actions in the Delivery Plan
Include national, regional and local government strategic and legal contexts / requirements	This will be considered through the appropriate Governance Structures
Recognising the needs of specific groups, listening to and involving them in meaningful discussion (e.g. older people, carers, asylums seekers and refugees)	Actions within the Delivery Plan contribute to addressing this issue. In addition, the Swansea Partnership Poverty Forum action to establish a 'Truth Commission' or similar appropriate model will support the delivery of this Strategy The development of a Human Rights City approach will support the delivery of the this Strategy
Adopting asset based approaches to developing community resilience	Swansea has already adopted this approach and it is fundamental to how we work. The Swansea Partnership Poverty Forum Asset Based Community Development Project will further support the ongoing development of this approach
Ensure the emphasis is on reducing the need rather than focussing on cost savings as the driver	Cost saving is one of the outcomes in addition to service improvements. Through providing the right service at the right time and place, we will drive cost reductions and support sustainable

	services, organisational and personal resilience.
Recognise the importance of tackling poverty interventions that contribute to prevention such as income maximisation	This is reflected in the Delivery Plan
Identify triggers and early signs from existing services, develop ways to support people holistically before matters get worse	This will be considered through the appropriate Governance Structures
Recognising the importance of education and creating progression routes that those in education are supported into	Actions delivered through the Tackling Poverty Strategy Delivery Plan 'People learn successfully' population outcome, the adoption of a new curriculum and the work of the Education and Skills Policy Development and Delivery Committee

3.3 The detailed consultation feedback will be considered by the appropriate fora and audiences with a view to shaping further strategic development and prevention activity.

4. Outcomes and Measuring Performance

4.1 In addressing all Council Departments having a role in prevention, a Prevention Delivery Plan has been developed of cross Directorate actions with Key Performance Indicators to support delivery. The Delivery Plan is dynamic.

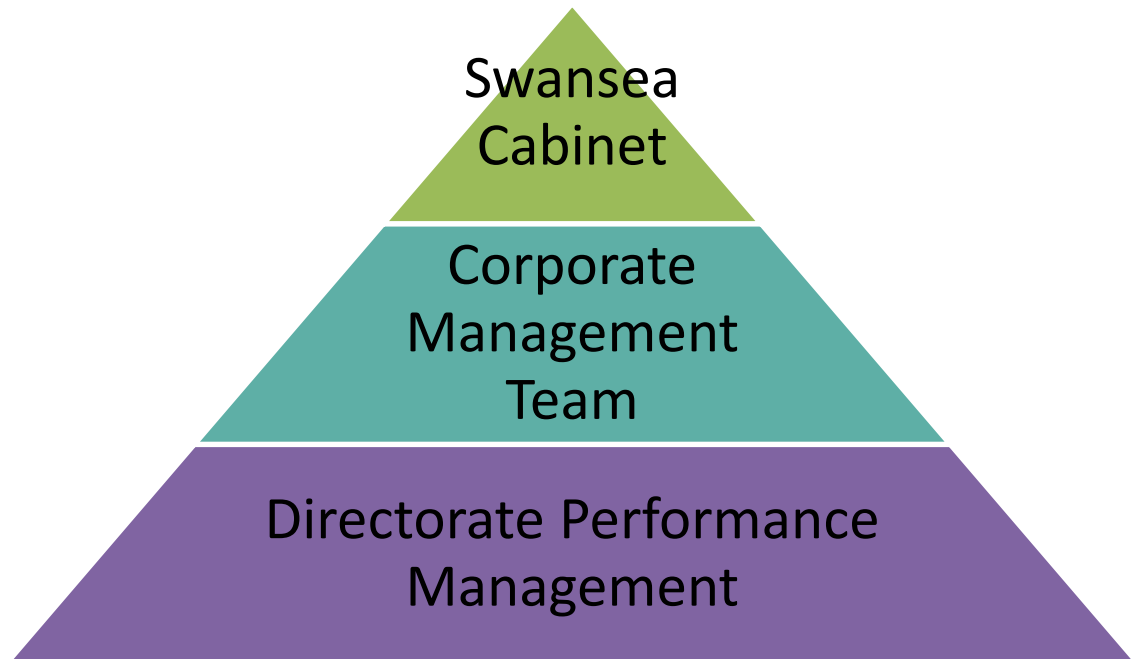
4.2 A mid-term review will take place to reflect any changes made in outcome profile from Swansea's PSB in 2018.

4.3 Corporate Directors take responsibility for work and actions in their area and manage these through regular performance and financial monitoring meetings and reporting mechanisms.

4.4 Progress of key performance indicators will be reported on a quarterly basis. Progress is reported through Corporate Management Team and onto Swansea's Cabinet.

5. Governance

- 5.1 The diagram below shows how the Prevention Strategy will be managed within Swansea Council.



- 5.2 Actions will be reported to the Council's Cabinet, escalating through the above structure for decision where this is required.

6. Equality and Engagement Implications

- 6.1 An Equalities Impact Assessment (EIA) Screening was completed and found that a full EIA report was required.
- 6.2 A full EIA report has been undertaken.
- 6.3 The full EIA report (attached Appendix E) found that the Prevention Strategy will have a positive impact across all the protected characteristics, poverty and engagement. The Prevention Strategy is supportive of promoting greater resilience in residents which in turn delivers better and more sustainable outcomes for individuals while reducing the reliance upon costly services.
- 6.4 The United Nations Convention on the Rights of the Child (UNCRC) is relevant to the report as the Prevention Strategy will have a positive impact in children and young people across this age group. Actions are aimed at ensuring that children and young people's life chances are not disadvantaged by escalating preventable situations and that they develop personal resilience and are given a voice in relation to decision making which affects them. (UNCRC – Article 12 – 'Your right to say what you think should happen and be listened to.' / Article 27 – 'Your right to a good standard of living.' / Article 28 – 'Your right to learn and to go to school.' / Article 29 – 'Your right to become the best that you can be.' Best interests of the child (Article 3): The best interests of children must

be the primary concern in making decisions that may affect them. All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers).

- 6.5 Throughout the consultation process, all documents, surveys, and information were provided in Welsh and English. Compliance with the Welsh Language Standards will continue to be given due regard.

7. Financial Implications

- 7.1. The specific financial implications of individual actions under the Strategy will be assessed at the development stage. All proposals will need to accord with the Council's medium term financial plan.

8. Legal Implications

- 8.1. There are no legal implications over and above those contained in the body of the report.

Background Papers: None

Appendices:

Appendix A - A Prevention Strategy for Swansea 2018 – 2021

Appendix B – Swansea Council's Prevention Strategy Delivery Plan 2018-2021

Appendix C – Prevention Strategy Consultation Summary Overview

Appendix D – EIA Screening Form

Appendix E – EIA Report