



Report of the Cabinet Member for Care, Health and Ageing Well

Adult Services Scrutiny Performance Panel - 19th February 2019

POLICY COMMITMENTS

Purpose	To update the Panel on the delivery of the Council's Policy Commitments and how they translate to Adult Services.
Content	This report includes the full set of Policy Commitments as agreed by full Council on 26 th July 2017, which apply to Adult Services. The report provides the most recent information that has been provided, which identifies measures of success, progress to date, RAG status and Lead Cabinet Member/Officers.
Councillors are being asked to	Give their views on the delivery of the Policy Commitments as they apply to Adult Services.
Lead Councillor(s)	Cllr Mark Child, Cabinet Member for Care, Health and Ageing Well.
Lead Officer(s)	Dave Howes, Director of Social Services. Deb Reed, Interim Head of Adult Services.
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1. Background

- 1.1 Full Council adopted the Policy Commitments for the current term at its meeting on 26th April 2017.
- 1.2 118 Policy Commitments were adopted. Of these some will be delivered either wholly by Adult Services or in partnership between Adult Services, Poverty and Prevention and Housing and Public Protection.
- 1.3 This paper identifies those commitments as they relate to Adult Services, and what progress has been made to date.
- 1.4 The Adult Services Scrutiny Performance Panel received a paper on the delivery of the Policy Commitments in October 2017. This paper provides an update on the progress made with the delivery of these Policy Commitments.

2. Adult Services Policy Commitments

- 2.1 The Policy Commitments and progress to date is set out in the table below.
- 2.2 It should be noted that for some of the Policy Commitments, Adult Services is not solely responsible but the Policy Commitments will be delivered in partnership with other parts of the Council, most notably Housing and Public Protection, and Poverty and Prevention.
- 2.3 The RAG status adopted denotes whether achievement of the Policy Commitment is on track; green – on track, amber – a slight delay, red – a significant delay.

Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Promoting Community Safety					
<p>57. <i>Support people to live independently by ensuring a network of local area co-ordinators is established to cover the whole of Swansea.</i></p>	<p>Expansion to all 22 areas identified within the City and County of Swansea</p> <p>Demonstrable social return of investment</p>	<p>Additional funding secured from Pobl, Swansea University and the Fire and Rescue Service.</p> <p>Expansion into 4 new areas, taking the total coverage to 10 of the 22 areas; recruitment process for the additional 4 underway.</p> <p>Discussions with Swansea University surrounding how to track on a live basis social return on investment.</p>	<p>Funding has been secured to appoint an 11th co-ordinator to cover the Blaenymaes area. Recruitment is underway. The Blaenymaes area will be used as a pilot to develop the performance framework linked to social return on investment. A bid for funding has also been made for two additional posts under the Welsh Government's Health and Social Care Welsh Government Transformation programme. Funding for the first additional post has been secured and will be based in the Clydach area covering the Cwmtawe GP Network Cluster. The second bid for an additional co-ordinator relates to the North Integrated Hub, and if it approved, will provide</p>	Green	Cabinet Member for Care, Health and Aging Well and the Head of Adult Services

			<p>coverage for the remaining area not covered in the North Hub.</p> <p>The Fire Service (MAWWFRS) have withdrawn a secondment from Gowerton a year early due to staffing shortages. However, it remains our ambition to expand Local Area Coordination provision to all areas within Swansea.</p>		
Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Standing Up for Council Employees					
<p>76. <i>Work towards eliminating the use of exclusivity in zero hour contracts within the Authority, to give certainty to employees about their hours of work. Sign up to Unison's</i></p>	<p>Adoption of Unison Ethical Care Charter</p> <p>Implementation of the Charter</p>	<p>No member of staff is employed on a zero hours contract.</p> <p>The Council has formally adopted Ethical Care Charter.</p> <p>The People (formerly</p>	<p>The Council have signed up of the Welsh Government's Code of Practice on Ethical Employment and continues to work closely with Trade Unions and other key stakeholders to implement the commitments of the Code. The Council continues to have good</p>	Green	<p>Cabinet Member for Care, Health and Aging Well and the Head of Adult Services (for the Adult Services elements of</p>

<p><i>care standard in order to protect and support workers.</i></p>		<p>Safeguarding) PDC have assessed implementation plans.</p> <p>The remaining elements will be delivered via the Domiciliary Care procurement exercise.</p>	<p>working relationships with all recognised Trade Unions at local level and through the work of the monthly Trade Union Meetings and the JCC, for example, the Ethical Procurement Charter, “Dying for Work.</p> <p>The Council’s Contract Procurement rules (draft) have been reviewed and aim to support more local businesses secure Council contracts. The rules relating to Supplier Suitability also now include a consideration of the supplier’s policies relating to Ethical Employment and Practices.</p> <p>The recommissioning process for Domiciliary Care is currently underway and will incorporate the requirements of the Ethical Care Charter, where appropriate.</p>		<p>this)</p>
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Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Building Better, Affordable and Energy Efficient Homes					
<p><i>83. Support independent living; provide improved options for older people; increase funding for housing co-operatives and mutual housing, and prioritise those in housing need, especially the homeless.</i></p>	<p>A Commissioning Strategy for Older People in place, which identifies population needs in relation to accommodation.</p> <p>. Market development to support the need.</p>	<p>A Commissioning Group has been established to begin to draft the Commissioning Strategy.</p>	<p>The Council are continuing to support independent living and improved options for older people through the Community Services (Services for Older People) workstream of the Western Bay Health and Social Care programme. The Intermediate Care Services model aims to support people remain confident, safe and independent in their own homes. The model provides integrated Health and Social Care support and includes a multi-disciplinary common access point (including mental health assessment), an acute clinical and a therapy led re-ablement service.</p>	<p>Green</p>	<p>Cabinet Member for Care, Health and Aging Well and the Cabinet Members for Homes and Energy, and the Head of Adult Services and the Head of Housing.</p>

			An independent evaluation of the Intermediate Services project in 2017 (Cordis Bright) suggests that there has been a reduction of around 560 fewer admissions to hospital of people aged 65yrs or older, across the ABMU area during 2016-17 (comparing predicted admissions with actual admissions).		
Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Independence Dignity and respect					
<i>94. Promote independent living, providing people with the support to live in their own homes with dignity and respect as long as they want.</i>	Appropriate services are in place to support people at home for longer. Numbers of funded residential and nursing	In line with the Western Bay Optimum Model, the Reablement Home Care service has been developed to allow Adult Services to offer more people short-term support to allow them to regain their skills and confidence	We are continuing to promote independent living and provide support for people to live in their own homes through the Western Bay Intermediate Care project, the re-focusing of Day Care Services and the re-commissioning of Domiciliary Care.	Green	Cabinet Member for Care, Health and Aging Well and the Head of Adult Services.

	<p>places decrease.</p>	<p>to remain at home for longer.</p> <p>There are 28 designated residential Reablement beds in Bonymaen House and Ty Waunarwydd which offer more targeted support to allow people to regain skills and confidence to wherever possible return home.</p> <p>The number of people supported at home by long-term domiciliary care has increased, whilst the number of people in funded residential and nursing placements has plateaued. This demonstrates that more people are being supported in their own homes.</p> <p>Social work practice is developing, to encourage practitioners to have strengths-based</p>	<p>Currently, we are facing significant challenges in relation to the provision of Domiciliary Care, primarily because of the gap between the demand for care and the local capacity to provide it. The difficulties associated with the recruitment of staff, the reluctance of providers to pick up some care packages, delayed transfers of care, winter pressures and the sheer scale of demand, are all key factors which have created this challenging situation.</p> <p>We are undertaking a number of robust actions to address these challenges. Firstly, in order to manage the current situation, <i>all</i> cases on waiting list are constantly being reviewed to assess whether the level of need or risk has changed. Secondly, we have two members of staff dedicated to constantly reviewing existing packages to</p>		
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		<p>conversations with people from the onset to ensure that support is provided in line with their wishes.</p>	<p>ensure that they are the right size. Thirdly, we are using contractors outside the current procurement framework (if they have capacity) to provide care. We are also investigating the feasibility of commissioned providers acting as 'trusted assessors' to assess the right size of care packages.</p> <p>We are currently in the process of re-commissioning Domiciliary Care, focusing on a local area based approach. It is anticipated that the new arrangements will be in place by April 2019 and will reduce the amount of time care workers spend travelling and increase the amount of time carers can spend caring.</p>		
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Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Prevention and Health Promotion					
<i>95. Deliver integrated services to ensure a continued focus on prevention and early intervention - investing in the conditions which maintain independence and support families, rather than dealing with the consequences of family breakdown and ill health.</i>	<p>Adoption and the implementation of the Western Bay Model for Intermediate Tier Services.</p> <p>Adoption and implementation of the new Adult Services Practice Framework.</p> <p>Development and Delivery of the Adult Services offer in relation to the Council's Prevention Strategy.</p>	<p>The City and County of Swansea has adopted the Western Bay Model and committed to deliver all elements of the model. All, but three elements of the Model are now fully Implemented. More people are consequently supported at home, particularly through residential and home based re-ablement services allowing them to be supported at home for longer.</p> <p>The Adult Services Practice Framework is in development to transform the approach to Social Work practice. The new</p>	<p>In addition to the continued implementation of the Western Bay Programme and projects, a new model for Adult Social Services in Swansea was developed in 2018. The model is based on the following principles; better prevention, better early help, improved cost effectiveness, working in partnership and keeping people safe. Targeted early help has been identified as an immediate priority for the Service which includes prevention, integrated pathways, a strong rapid response at the time of crisis, improved intermediate care and improved hospital transfer and co-ordination</p>	Green	Cabinet Member for Care, Health and Aging Well and the Head of Adult Services.

		<p>approach will have a much greater focus on prevention and early intervention and strengths based/outcome focussed conversations and attempt to support people earlier in the continuum rather than when they reach crisis.</p> <p>The Prevention Strategy is currently out to consultation. Once the consultation has been concluded and the Council agrees the final strategy, a Commissioning Strategy in relation to prevention and early intervention for Adults will be developed. Integral to delivery of this Strategy will be key existing initiatives such as the development of Information, Advice and Assistance, Local Area Coordination, Adult Family Group Conferencing and the Supporting People Programme.</p>	<p>The Adult Services Practice Framework is in development to transform the approach to Social Work practice. The new approach will have a much greater focus on prevention and early intervention and strengths based/outcome focussed conversations and attempt to support people earlier in the continuum rather than when they reach crisis. Training for staff in relation to the Framework has now commenced.</p> <p>The Council's Prevention Strategy has now been agreed. A Commissioning Strategy in relation to prevention and early intervention for Adults is currently being developed. Integral to delivery of this Strategy will be key existing initiatives such as the development of Information, Advice, Local Area Coordination, and Supporting People Programme.</p>		
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Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
<p><i>96. Review the effectiveness of social service provision and reinvesting and redesigning services to make them sustainable for the long term.</i></p>	<p>Completion and agreement of the preferred options of the 4 Adult Services Commissioning Reviews, in relation to:</p> <p>Domiciliary Care</p> <p>Residential Care for Older People</p> <p>Day Services for Older People</p> <p>Accommodation and Day Related Support for People with Learning Disabilities, Physical Disabilities and</p>	<p>Overarching Service Model agreed by Cabinet in June 2017.</p> <p>Outcome of Domiciliary Care Review agreed and preferred options in the process of being implemented, with a view to re-procuring the external service in 2018.</p> <p>Further consideration of the preferred options for the Residential Care and Day Services Reviews, with a view to a decision being made as to how to proceed.</p> <p>Commissioning Strategies for Learning Disabilities, Physical Disabilities and Mental Ill-Health drafted and due to be considered</p>	<p>A public consultation process on the outcomes of a Commissioning Review of Residential Care and a Commissioning Review of Day Services has been completed. The outcomes and recommendations from both Reviews were considered and approved by Cabinet on the 20th September 2018.</p> <p>It has been agreed to re-focus Residential Care Services to focus on complex needs, residential re-ablement and respite only, and that going forward all standard residential care for non-complex needs and nursing care would be commissioned from the independent sector. The re-focusing of Residential Care has meant that the Council's Parkway Residential Home will</p>	<p>Green</p>	<p>Cabinet Member for Care, Health and Ageing Well and the Head of Adult Services.</p>

	Mental Ill-Health.	by the People (formerly Safeguarding) PDDC in October 2018.	<p>close in early 2019. The focus is currently on supporting those individuals affected and maintaining their well-being. The decision to re-focus Residential Care has been made to meet the need for respite, maximise our ability to provide re-ablement and provide sustainable services in the future.</p> <p>It has also been agreed to re-model Day Services so that going forward, the service will only focus on complex cases. The re-focusing of the service has meant that Rose Cross and the Hollies Day Services will close in early 2019. Day Care services will still be maintained at St Johns, Ty Waunarlwydd and Norton Lodge. In addition, services will continue to be externally commissioned at 3 additional sites. All service users affected at The Hollies and Rose Cross Day Centres are currently having an assessment to</p>		
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			<p>determine move-on arrangements. These assessments will match those with complex needs to a suitable place based on their individual needs and geographical preferences, and alternative services are being agreed with each individual concerned. A small number of service users have been assessed as having non-complex needs and are consequently being supported in other ways to have any remaining eligible needs met rather than attend a day service. In addition, a small number of service users have decided that they wish to leave the service and this will also be supported in line with their wishes.</p> <p>Commissioning Strategies for Learning Disabilities, Physical Disabilities and Mental Ill-Health are due to be considered by Cabinet in April, following public consultation.</p>		
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Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
<p><i>97. Work with other partners to identify investment opportunities for new facilities to create sheltered accommodation, and extra care facilities to deliver next generation elderly care services.</i></p>	<p>See Policy Commitment 83</p>	<p>See Policy Commitment 83</p>	<p>See Policy Commitment 83</p>	<p>Green</p>	
<p><i>98. Help people stay healthy and age well</i></p>	<p>Delivery of the Ageing Well Plan</p>	<p>Plan is in place and being delivered</p>	<p>Swansea is working with partners through the Ageing Well Strategy to help people to stay healthy and age well, and supporting this work is a well-established 50+ network, which links citizens into a wide range of information, support groups and events. Activities have included Swansea's first intergenerational Big Conversation in December</p>	<p>Green</p>	<p>Joint Adult Services and Poverty and Prevention: Cabinet Member for Care, Health and Aging Well and the Head of Adult Services.</p>

			<p>2018, the development of a 50+ employability project (working in partnership with Swansea Working, Lifelong learning Swansea University and Ageing Well in Wales), a bid for funding to improve physical activity opportunities for people aged 50+ and those living with dementia and the roll out of Dementia Friendly Generations work across schools in Swansea.</p> <p>A pilot project - Making Every Contact Count was launched in August 2018 to ensure that public services community staff are supporting people to age well.</p>		
Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM and Officer
<i>99. Adopt the new Welsh Community</i>	Signing of the Deployment	A Regional Team have been appointed.	A business case was revised and approved by Cabinet in	Green	Joint Social Services and

<p><i>Care Information System and work with regional and health service partners and re-design services to ensure greater integration and collaboration between health and social care systems to improve patient services.</i></p>	<p>Order Implementation of WCCIS</p>	<p>A Swansea specific team is in the process of being appointed. Implementation plan has been drafted. Work ongoing to scope requirements to ensure all processes are mapped and key milestones are identified.</p>	<p>March 2018. A Swansea project team has been appointed and the mapping of all processes is underway, along with a review of forms, documents and reports already used within WCCIS to identify which are suitable for use within Swansea. A Deployment Order has been signed. A Champions Group for both Adult Services and Child and Family Services have been established to support the process.</p>		<p>ICT: Cabinet Member for Care, Health and Aging Well and the Cabinet Member for Business Transformation and Performance Chief Social Services Officer and the Director of Resources.</p>
<p>Policy Commitment</p>	<p>Success criteria</p>	<p>Progress from May 2017 to Sept 2017</p>	<p>Progress from Oct 2017 to Sept 2018</p>	<p>Overall RAG status</p>	<p>Lead CM & Officer</p>
<p>Helping people recover</p>					

<p><i>100. Invest in services to help people re-able and recover so that they are able to return to living an active and productive life.</i></p>	<p>Number of people supported at home increases.</p>		<p>Support for re-ablement and helping people recover are provided through the Western Bay Intermediate Care project, the re-focusing of Day Care Services and the re-commissioning of Domiciliary Care.</p> <p>(see Policy Commitment 96 for more details)</p>	<p>Green</p>	<p>Cabinet Member for Care, Health and Aging Well and the Head of Adult Services.</p>
<p>Focusing on those most in need</p>					
<p><i>101. Focus resources for residential care on those with the most complex needs so that they are properly supported</i></p>	<p>See Policy Commitment 95</p>	<p>See Policy Commitment 95</p>	<p>A Commissioning Review of Residential Care for Older People has been completed. The outcomes of the Review are currently in the process of being implemented and the service is being re-focused to focus of complex cases, residential reablement and respite</p> <p>(see policy commitment 96 for more details).</p>	<p>Green</p>	<p>Cabinet Member for Care, Health and Aging Well and the Head of Adult Services.</p>

Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Older people					
<p><i>102. Work with older people and the Older People's Commissioner for Wales to establish a Charter for Older People to ensure that our commitment is delivered.</i></p>	<p>Establishment of a Charter for Older People.</p>	<p>Work yet to be scoped.</p>	<p>An engagement and involvement plan is being developed for Older People, based on the model we have developed for Children & Young People. We are currently working with the Older People's commissioner to obtain WHO Age Friendly City status.</p> <p>Our developing work on Human Rights will compliment our approach to establishing a Charter for Older People.</p>	<p>Green</p>	<p>Joint priority between Poverty and Prevention and Social Services.</p> <p>Cabinet Member for Care, Health and Aging Well and the Head of Adult Services and the Head of Poverty and Prevention.</p>

Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Swansea – a Dementia Friendly City					
<p><i>103. Working with partner organisations, local employers and the third sector. Develop Swansea's status as the first Dementia Friendly City in Wales.</i></p>	<p>Achieving Dementia Friendly Status.</p>	<p>Delivery plan has been developed as part of the Ageing Well Plan.</p>	<p>The Council has been recognised as working towards being Dementia Friendly by the Alzheimer's Society. 1600 Council staff are now Dementia Friends and dementia friendly activities take place in sports and cultural venues across Swansea. Grant funding has been awarded for the delivery of a co-produced Dementia Friendly Generations (schools awareness programme) and Dementia Friendly Homes (working with family members to increase knowledge, awareness and practical skills to support a dementia friendly home). Adult Social Services</p>	<p>Green</p>	<p>Cabinet Member for Care, Health Aging Well and the Head of Poverty and Prevention.</p>

			are working to increase awareness of dementia across all service areas and with partners to develop dementia friendly social initiatives such as Sporting Memories (Ospreys Community).		
Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Public Interest above Private Profit					
<i>104. Intervene in the social care provider market and explore how it can expand the provision of council run services. Specifically we will work in social and residential care to ensure, where provision is of last resort, that there is a diverse range of suppliers, including</i>	Adoption of Commissioning Strategies in relation to client groups which identify population need and service provision required. Service reviews and market development	Commissioning Strategies currently being drafted. in relation to Physical Disabilities, Learning Disabilities and Mental Ill Health due to be considered by People (formerly Safeguarding) PDC in October.	Commissioning Strategies agreed by Cabinet in April 2018 in relation to Physical Disabilities, Learning Disabilities and Mental Ill-Health. Commissioning Reviews are now being progressed.	Green	Cabinet Member for Care, Health and Aging Well and the Head of Adult Services.

<i>not-for-profit, cooperative and social enterprise providers.</i>	linked to those Commissioning Strategies				
Policy Commitment	Success criteria	Progress from May 2017 to Sept 2017	Progress from Oct 2017 to Sept 2018	Overall RAG status	Lead CM & Officer
Investing in Our People					
<i>105. Continue to invest in our staff at all levels in social services and build stronger links with Swansea's universities and others, so that providers of these vital services keep abreast of best practice and new innovations in research, treatment and delivery.</i>	<p>Development and Implementation of overall Workforce Development Plan for Adult Services and Child and Family Services.</p> <p>Ongoing work with the University to develop social work practice and learning from best practice.</p>	<p>Workforce Development Plans in the process of being drafted.</p> <p>Strong links in place with Swansea University through the Institute of Life Sciences, Social Work department and Health and Wellbeing Academy.</p>	<p>A workforce development plan is being created in collaboration with Social Services managers. This will inform future grant applications and the allocation of resources for the delivery of future Training and Development. This plan will come to fruition in May with further updates planned to coincide with the Financial planning cycle commencement in October each year. Swansea Council Social Services plan to continue to host 60-70 students on the 3 levels of social work degree</p>	Green	Cabinet Member for Care, Health and Aging Well and the Chief Social Services Officer.

			programmes run by partner HEI's such as Swansea University.		
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3 Conclusions

3.1 The Scrutiny Performance Panel is asked to consider the delivery of the Policy Commitments as they relate to Adult Services.