



**Annual Report of the Statutory  
Director of Social Services  
2019/2020**

**Final Version**

## Annual Report of the Statutory Director of Social Services 2019/2020

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## Section 1: Introduction

Welcome to my fourth annual report as Swansea Council's Director of Social Services. This report covers the year 2019-20, and it is a statutory reporting requirement under Part 8 of the Social Services and Well-being (Wales) Act 2014, and implemented in 2016.

However reporting on the previous year's performance halfway through the new year always leaves me with something of a sense of reporting old news.

This year particularly so given that publication of my report has been delayed by Covid-19 and I will necessarily be commenting on the impact of Covid-19 on the planning and delivery of social care services.

Therefore this report is perhaps more properly viewed as a review of the past 18 months.

First and foremost, I want to again place on record my sincere thanks to our remarkable social work and social care workforce. Whether employed by the Council, in the independent and third sectors, all the unpaid carers, volunteers and other members of the community who have shown astonishing resilience, commitment and humanity to support our most vulnerable residents in Swansea during these extraordinarily difficult of times.

Nevertheless and despite Covid-19, I am required to report specifically on some areas.

This report contains details on:

- My summary of current performance (Section 2)
- How people are shaping services (Section 3)
- How well we are doing against the six National Quality Standards (Section 4)
- How we do what we do (Section 5)
- Accessing further information and key documents Section 6)

The latest corporate plan sets out the Council's commitment to ensuring that citizens live their lives free from harm and exploitation.

As we approached year end, Covid-19 significantly impacted on all aspects of Council business.

The Council needed to reorganise service delivery to ensure it continued to play its part in safeguarding residents in the context of the additional risks posed by Covid-19 whilst also ensuring the safety, health and wellbeing of our staff.

Safeguarding has remained at the heart of how that reorganisation of Council services has been prioritised, but we recognised early on that in relation to the safe delivery of health and care arrangements, the Council needed to work even more closely and effectively with statutory and third sector partners through the West Glamorgan Regional Partnership.

The Regional Partnership Board has established emergency Covid-19 planning arrangements to ensure that a collaborative approach has been adopted throughout.

**Example: Covid-19 Community Silver Command - West Glamorgan Regional partnership.**

The West Glamorgan Regional Community Silver Command Group is overseeing regional response to the Covid-19 crisis and its impact on social care and primary and community health provision working. The Council's leadership is provided by the Director of Social Services.

Staff from the West Glamorgan Transformation Team have been assigned to support the various Silver Command work streams and carry out key tasks in partnership with colleagues from the Local Authorities, Swansea Bay University Health Board and the third sector.

The group has overseen arrangements to ensure the adequate provision of the PPE required for health and social care staff in providing direct care to people living in their own homes, or in care homes. The group also took charge of everything from regional procurement of PPE working with the NHS Wales Shared Services Partnership, to externally commissioned care, admissions to care homes and hospital discharge arrangements.

## Section 2: Director's Summary of Performance

In this section, I give my view on how effective we have been in meeting the wide range of statutory requirements, how we are progressing on our improvement priorities and on our performance against targets we set ourselves.

This section also looks in more detail at how our main service areas are performing in maintaining service levels and within key performance measures: Finally, I will set out our improvement priorities for the year ahead:

- (2a) Current position
- (2b) How we are performing - Child and Family Services
- (2c) How we are performing - Adult Services
- (2d) Progress on Improvement priorities

### 2a. Current Position

In last year's annual report, I set out my priorities for improving the standards of our statutory social care services and ensuring that our most vulnerable children and adults are safe. There is clear evidence within this report of how Social Services continues to rise to challenges of being more sustainable, and meeting the needs of our most vulnerable citizens at times of crisis.

I am particularly pleased with how the efforts of our excellent workforce is reflected in each service area's activity and performance. The strength of our performance and in particular the resilience of our workforce left us well placed to manage the extraordinary challenges which Covid-19 has thrown up for us and our most vulnerable residents

Performance and activity levels have been maintained in 2019/20 and resources have been managed effectively and efficiently. There are still areas for improvement, and some changes have taken longer than we would have liked.

The Care Inspectorate Wales (CIW) carried out a Local Authority Performance Review (April 2019 – March 2020) into Swansea Council's performance in carrying out its statutory functions. A letter summarising their findings from this review of Swansea Council's performance has been published, though at the same time, acknowledging the unprecedented circumstances relating to Covid-19, in relation to getting a true picture of performance:

[CIW Annual Performance Review Letter Swansea Council](#)

We have recently made important changes within the senior management team of the Social Services Directorate and I wish to thank both Julie Thomas, Head of Child and Family Services, Alex Williams, Head of Adult Services and Deb Reed, Interim Head of Adult Services in 2019 for their vision, incredible energy and drive in taking their respective services forward.

## 2b. How we are performing – Child and Family Services

### 2b.i) What are we trying to achieve?

Our work aims to create the optimum conditions in which Swansea children are most likely to remain living safely with their families or in family settings. The recent public health emergency has emphasised the importance of safety within families, and this is impacting on how we provide services. It has made the task of supporting children to remain safe and well at home more complicated, and challenging for social workers and other professionals.

We are continuing to implement a Safe Looked After Children reduction strategy, and although this population remains high, the number of children becoming looked after has fell during 2019/20. Far fewer children are living in more institutionalised settings, with the vast majority of children in local authority care are placed within supportive families. This is a significant success.

#### **Example: Child and Family Services Improvement Programme 2019/20**

The Child and Family Improvement Programme team have been upskilled in the use of systems thinking methodology that builds on the change management approach we have undertaken previously with the Domestic Abuse Hub and the Information, Advice and Assistance service. Following the planned systems thinking review of the Bays+ service, the framework to support the Improvement Programme will be modified to replicate this.

It is anticipated that the next phase of the improvement programme will focus on the following areas;

- **Workforce Strategy** – to fully complete the workforce strategy and roll out the remaining strands relating to wellbeing, development and training, and recruitment and retention by April 2021. This will be monitored through the workforce performance framework, which is also being developed.
- **Adolescent Strategy** – including the implementation of the outcomes of the Bays+ review, a more detailed review of the Youth Justice Service and the completion of the Contextual Safeguarding pilot.
- **Participation and Co-Production** – Developing our participation strategy for children and young people and also our staff engagement strategies and scaling this up to include how we work with partners. The ultimate aim of this work is to develop a co-production strategy, which includes consultation, engagement and participation with our children, young people and families as well as our staff and wider partners.
- **Supported Care Planning** – conducting a thorough check review, utilising the new improvement framework, of our supported care planning statutory teams. The hope is that this review will enable us to develop and modify our practice and identify new areas for improvement to enable us to move forward with our improvement journey. It is anticipated that future work after this review will include reviews of Service Quality Unit (SQU), Edge of Care, Jig-so, Child Disability Team (CDT) and our Child and Family Services Performance Framework.

## 2b.ii) Child and Family Service Activity and Performance in 2019/20

These are challenging times and the whole service has responded magnificently to the new and existing challenges, and we continue to deliver core business effectively and with innovation.

This demonstrates the resilience of staff, their continued hard work and professionalism. Of course, a major issue remains the high numbers of looked after children and whilst the focus of the work has been around children and young people in residential care, with a high level of success, we are working to achieve permanence through placements in supportive families when possible.

### Example: Re-development of the Safe LAC Reduction strategy

The re-development of the Safe LAC Reduction Strategy began in January 2020, and since then we have designed a standardised strategic approach to reducing the number of Looked After Children where it is safe and appropriate to do so. For the first phase, it was decided to focus upon children who were subject to Placement with Parents Regulations, Section 76 or a Friends and Family arrangement.

The strategy takes a two-pronged approach:

Part 1 - **Early intervention** providing practical support, resources and advice to families and professionals with a view to reducing the number of children who become Looked After (LAC) in the first instance.

**The Diversions and Admissions Panel**, is a multidisciplinary group who meet weekly to consider requests from social workers for support, ranging from provision of respite breaks to initiation of Public Law Outline (PLO) procedures, or approval for short or long-term accommodation. In addition to considering requests, the panel are able to allocate resources and make recommendations drawn from the expertise of members. The group have the facility to request that a case remains open to them in order to review progress and provide timely intervention or additional support if required.

Part 2 - Where it is **safe and appropriate**, applying a strategic approach to safely reducing the number of children who are currently Looked After.

A multidisciplinary team with representation from Edge of Care, Independent Reviewing Officers (IRO's), Supported Care Planning, LAC and Bays+ now come together to develop the criteria that we now use as a basis for identifying children for whom progression towards ceasing their LAC status where this is safe, appropriate and by approximating timescales - 'trajectories'.

To support this work a Safe LAC Operational Group (SLOG) was formed in July 2020 and meets monthly. One of the positive results of the first meetings of SLOG is better communication between discussion panels.

### CHILD AND FAMILY SERVICES ACTIVITY IN 2019/20 (Last year in brackets)

Of the approximately **47,189** (47,272) children and young people aged 0-17 who are living in Swansea,

- No. of children supported by Child & Family Services during 2019/20 = **2822** (3035)
- No. of families supported by Child & Family Services during 2019/20 = **1836** (1841)

Child and Family Services received contacts = **9562** (9754) and referrals = **1157** (1373) during 2019/20, of the no. of referrals, **112** (188) were re-referrals

Children and Families received advice and assistance from Swansea's Information, Advice and Assistance (IAA) service = **6384** (5801).

Approaches to the Child and Family Front Door can be broken down as those who received:

- Information – **4435** (3524)
- Advice – **4157** (3329)
- Assistance – **1070** (1189)

No. of proportionate assessments of children with care and support needs, as triggered by a referral = **1157** (1237)

Number of standard assessments of children completed during the year = **1144** (934)

Number of Children with a care and support plan at year end = **1550** (1537) ☐

Number of Children in Need (CiN) with a care and support plan at end of the period = **748** (778)

Number of young carers identified = **3** (6) / and then assessed **2** (6)

#### For Social Care Planning, as at year end:

- No. /rate of Children in Need of Care and Support, with a care and support plan = **750 / 159** (778 / 165)
- No. /rate of children being looked after by the Authority = **566 / 120** (554 / 117)
- No. /rate of children included on the Child Protection Register = **258 / 55** (240 / 51)
- No. of children who are both LAC & CP = **22** (35)

Table 1. Child and Family activities (1)

There remains a high level of activity at the front door, but the percentage of repeat referrals coming through for formal assessment is moving in the right direction. Prior to the establishment of the Early Help Hubs, it was difficult to provide appropriate performance information, as the different services reported on different indicators in different ways, via difference performance management systems

Child and Family Services are aware that we must consistently ensure the voice of the child is reflected in all assessment and care planning work, so we can demonstrate high levels of participation and co-production in the broader range of social work activities such as mappings, danger statements, statutory visits, safety plans and reviews.



## CHILD AND FAMILY SERVICES ACTIVITY IN 2019/20 (2)

No. of open child cases within Child and Family Services at year end = **1552** (1537)

Of these **1552** cases:

- **748** Children in need of Care & Support
- **258** CP
- **566** LAC
- **106** PLO / Court

Children and families who are subject to PLO at year end (NEW):

- Child with PLO Initiated = **62** (58)
- Child in Court Proceedings = **44** (76)

The number of child cases that were successfully closed during the year = **1222** (1436)

The number of children becoming looked after in this year = **151** (185)

The number of children ceasing to be looked after in this year = **146** (153)

### At end of March 2020

Children looked after who are placed in residential care = **28** (33, last year).

**186** (184) Swansea children who are looked after are placed with in house foster carers (Foster Swansea), which is **63%** of all foster placements (last year = 62%).

**107, 37%** of children looked after are placed with independent foster carers (Last year (111, 38%).

We have **145** (134) approved Foster Swansea carers, offering up to **313** (303) registered places.

Through our latest Fostering Recruitment strategy, Swansea recruited an additional **24** (18) foster carers this year.

**37** (30) Swansea children were subject of new adoption orders granted in year.

Children returning home following a period as looked after = **46%, 70/152** (45%, 69/154)

Table 2 Child and Family Activities 2

Swansea is working hard to reduce the number of children becoming looked after in Swansea, and to use the profile of this population group to inform better practice. Over recent years, Swansea has been successful in increasing the proportion of children placed with in-house foster carers, and closer to home. We work hard to maintain children with their families, where this is in their best interests

**Table 3. KEY PERFORMANCE MEASURES IN CHILD AND FAMILY 2019/20**

(Last Year 2018/19 in Brackets)

- The percentage of **decisions about a referral for care and support** received by Child and Family Services which are taken within 24 hrs from receipt of referral = **99.91%** (99.78%) Target 19/20 = 100% (CFS14)
- The percentage of **initial core group meetings held within 10 working days** of the initial child protection conference = **95%** (96.98%) Target = 90% (CFS16)
- The **number/rate of children looked after** per 10,000 of the 0-17 Swansea population = **566 /119.94** (554/ 117) Measure target = 110 (CFS2/ CFS18)
- The **number/ rate of children on the Local Authority's Child Protection Register** per 10,000 of the 0-17 Swansea population = **258 / 55** (240/ 51) Target = 260/55 (CFS11/ CFS19)
- The **percentage of visits to children on the Child Protection Register (CPR)** which were not overdue = 93.85% (93.18%) Target = 90% (CFS19a)
- The **rate of children in need of care and support** per 10,000 of the 0-17 Swansea population = **158.51** (165) Target = 170 ( CFS20)
- The **number of Children in Need (CiN) with a care and support plan** at end of the period = **748** (778) Target = 800 (CFS20a)
- The **percentage of contacts to the Child & Family IAA** (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment = **10.79%** (12.36%) Target = 10% (CFS23a)
- The **number of contacts to the Child & Family IAA** (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment = **1157** (1375) Target = 1120 (CFS23b)
- The **percentage of referrals to Child & Family Services that were received with 12 months of the previous referral** = **9.68%** (13.67%) Target = 15% (CFS23c)
- The total **number of children with a care and support plan** at the end of the period = **1550** (1537) Target = 1600 (CFS24)
- The **percentage of assessments completed for children within statutory timescales** = **75.61%** (78.05%) Target = 90% (Measure 24 / PAM028)
- The **percentage of re-registrations** of children on local authority Child Protection Registers (CPR) at end of the period. = **17%** (17) Target = < 20% (Measure 27)
- The **average length of time for all children who were on the child protection register** during the year = **264 days** (238 days) Target =300 (Measure 28)
- Percentage of **Looked After Children (LAC) at end of the period who have had three or more placements** during the year = **10.07%** (11.55%) Target = 12% (Measure 33/ PAM029, formerly SCC004)
- The percentage of **children on the Child Protection Register (CPR)** at the end of the period **allocated to a social worker** = **100%** (100%) Target = 100% (SCC013ai)
- The percentage of **Looked After Children (LAC)** at the end of the period **allocated to a social worker** **100%** (99.28%) Target = 100% (SCC013aii)
- Percentage of **children satisfied with their care and support** = **N/A%** (82.5%) Target = XX% (Measure 13 -this PI will no longer be reported. Welsh Government no longer requires local authorities to conduct the annual survey on which this data is based).

## 2c. How we are performing – Adult Services

### 2c.i) What we are trying to achieve?

The Council remains committed to ensuring all vulnerable adults are safeguarded from harm, able to live to their maximum potential and that people age well, are able to live independently and safely within their own home. Our vision for a new for Adult Services in to implement a new service model, which clearly embeds the principles of the Social Services and Well-being (Wales) Act, so that:

*“People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities. We will help people to keep safe and protected from harm and give opportunities for them to feel empowered to exercise voice, choice and control in all aspects of their lives. Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce”.*

Adult Services is still in on an improvement journey. We are continuing to work towards embedding the new service model and to deliver on an ambitious Improvement Programme

The Adult Services Improvement programme for 2019/20 consisted of **33** individual projects, **16** of which were linked directly to a savings target. Within each objective is the aim to achieve the following outcomes for citizens, our community and Adult Services:

- To embed a culture of continuous improvement
- To deliver efficient and effective services
- To support the outcomes that citizens want to achieve
- To develop a strong, skilled and resilient workforce

#### **Example: Adult Services Improvement Programme 2019/20 ‘Doing What Matters’**

At the core of all improvement objectives is the primary vision to deliver on ‘Doing What Matters’ for the citizens of Swansea and our workforce. The key objectives of the Adult Service Improvement programme are:

- Better Prevention
- Better Early Help
- New Approach to Assessment
- Keeping People Safe
- Working Together Better
- Improved Cost Effectiveness

Each of the individual projects/work streams contained within the improvement programme relate to the delivery of one or more of these key objectives.

## **2c.ii) Adult Services Summary of Key Activity and Performance**

Adult Services continues to be very busy with high levels of, and increasing demand for information, advice and assistance through our Common Access Point (CAP), a large number of social care assessments completed by frontline teams, and people receiving ongoing care and support, including support to carers.

We can expect increasing demand linked to demographic changes, such as those associated with an aging population, and more people living with greater complexity of need. We have to be careful with the limited resources. so we have a greater focus on efficient and effective approaches, to working preventatively, and making progress toward the sustainable and safe new service model within Adult Services. It is too early to make a judgement about whether our ambition of a more preventative model is having the intended impact, particularly in the context of Covid-19.

The number of adults the Council is supporting has increased as the Council has remodelled more of its service delivery to focus on reablement, respite and complex care. This is consistent with our strategy of supporting more and more people to remain safe and well at home, within supportive communities.

Again, Covid-19 has reinforced the importance of this strategy not least as it has exposed the increased risks for individuals of being cared for in closed care settings such as care homes. It is a concern that the number of carers receiving an assessment has decreased, and we are working within the region to develop a fit for purpose carer's strategy and to remodel approaches to supporting carers.

The pandemic has also further heightened the need to improve safe hospital discharge processes. Work within the region to enhance and expand our approach to the hospital to home service has continued to be a particular priority as part of our response to Covid-19.

**Table 4. Adult Services activity in 2019/20 (Last Year - 2018/19 in brackets)**

Of the number of Adults aged 18 and over living in Swansea = **199,277** (198,118), the number of adults who received support from Adult Services during this year = **6463** (6434).

Of this number

- Number of adults aged 18-64 receiving care and support = **1347** (1507)
- Number of adults aged 65 and over receiving care and support = **5116** (4285)

% of adults (aged 65 and over) who received community- based support = **78.5%** (79.9%)

Number of calls received by Adult Services = **22,179** (23,935)

No. / % of calls which became referrals = **11,923 / 54%** (12,517/ 52% )

No. of social care assessments carried out in year (Mar19 to Feb20)= **10,912** (12,400)

No. of Adults with **Active Care and Treatment Plan** (Mental Health Measure) at year end = **1240** (1290)

No. of adults managing their own care and support through a **direct payment** = **N/a** (549)

No. of older people supported in residential and nursing care, including temporary) at end of period = **943** (934)

Total number of all **domiciliary care hours provided** during the whole year (2019) = **749,089** (746,658 in 2018)

Number of Adults receiving **reablement services** = **712** (554)

Number of people supported in **residential reablement** at year end – **47** (32)

Number of **delayed transfers of care** for social care reasons (at monthly census date) = **185** (164)

No. of **safeguarding enquiries** (2019) = **1324** (1282 in 2018)

No. of safeguarding enquiries which were accepted as referrals/ possible concerns / **threshold met** in 2019 = **334** (421, in 2018)

No. of **DoLS assessments** = **2049** (2029)

No. of **adult carers assessed** during the year = **588** (689)

**Table 5 KEY PERFORMANCE RESULTS IN ADULT SERVICES IN 2019/20**

(Last Year 2018/19 in Brackets)

- Percentage of Deprivation of Liberty Safeguarding (**DoLS**) **Assessments completed** in 21 days or less = **64.2%** (56.13%) Target = 70% (AS9)
- Percentage of **annual reviews of care and support plans** completed in adult services = **70.58%** (71%) Target = 70% (AS10)
- Rate of **adults aged 65+ receiving care and support** to meet their well-being needs per 1,000 population = **106.47** (90.29) Target = 94 (AS11)
- Rate of **adults aged 18-64 receiving care and support** to meet their well-being needs per 1,000 population = **8.91** (10) Target = 10.5 (AS12)
- Number of **carers (aged 18+) who received a carer's assessment** in their own right during the year = **588** (689) Target = 700 (AS13a)
- Percentage of **people who have completed reablement receiving less care** or no care 6 months after the end of reablement = **97.05%** (93.14%) Target = 80% (AS14)
- Percentage of **all statutory indicators for Adult Services that have maintained or improved** performance from previous year = **71%** (71%) Target = 70% (AS15a)
- Percentage of **adult protection enquiries completed within 7 days** = **85.82%** (90.4%) Target = 90% (Measure 18)
- Rate of **delayed transfers of care for social care reasons** per 1,000 population aged 75 or over = **8.29** (7.47) Target = 6 (Measure 19/PAM025)
- Number of new **requests for local area co-ordination** = **604** (471) Target = 500 (SUSC5)
- Percentage of adults who are satisfied with the care and support that they received **N/a% (79.81%) Target = 75%** (Measure 13/ PAM024) This PI will no longer be reported. Welsh Government no longer requires local authorities to conduct the annual survey on which this data is based

Adult Services is now better placed to deliver a sustainable model of health and social care. The service is now on a much more secure financial footing, working within our allocated resources albeit impacted enormously by the additional costs associated with Covid-19.

We have a far better understanding of our day to day performance and activities with a strong culture of using data and management information to improve decisions. We are working towards a towards a whole-system, integrated approach with Health colleagues, yet at the same time, we are becoming more assured in implementing our own approach to excellence in social work and social care practice. Through our strengths based, outcome focussed model 'Collaborative Communication', and by ensuring co-production underpins our planning and commissioning we are working with people rather than for them.

## **2d. Progress on Improvement priorities**

This annual report has allowed me to assess our progress, as we have moved into a year dominated by Covid-19. Progress is being made against all of our improvement priorities, and there was a huge amount of additional work we have had to do at year-end and beyond, to keep people safe and protected. This organisational flexibility and staff commitment demonstrates to me the strength in our service corporate and political leadership, the solidity of our partnerships and most of all the professionalism of our brilliant workforce.

Some progress on the Improvement Programmes has been delayed this year, as a result of the need for the Business Development and Commissioning Team, who support the Improvement Programme, to provide key support to the service during the Covid-19 pandemic. From March onwards, business support were re-focussed to support the service during this time, yet we also had to provide regular updates on activity to Welsh Government.

This year's Care Inspectorate Wales (CiW) Annual Performance Letter provides very positive and valuable feedback on the work we are doing to improve, and we will continue this.

The CiW Performance Framework now follows the four principles of the Social Services and Well-being (Wales) Act 2014 and our increasingly collaborative and strengths-based approach to supporting improvement.

- Wellbeing
- People
- Prevention
- Partnerships

These are the key themes reflected in my Director's report this year, and within the continued priorities for improvement.

### **Our overall priorities remain as follows albeit with a focus on addressing the immediate and longer term impact of Covid-19:**

- To implement the Council's corporate priorities, recovery plan and financial targets
- Continue to improve how we safeguard our most vulnerable people
- Implementation plan for regional carers strategy
- Retain and maintain our workforce and support their wellbeing and professional development
- Taking forward change, as set out in our local and regional Improvement programmes
- Working within citizens and partners to align all services towards our vision of sustainable social care and support, including housing, supporting people and other services that can contribute to our wellbeing
- Improving the quality and timeliness of our response to changes in need by adapting our service model when needed.

## Section 3: How people are shaping our services

Everyone, adult or child, should be given a voice, an opportunity, their right to be heard as an individual and a citizen, to shape the decisions that affect them, to have control over their day to day lives and to be firmly at the centre of their own wellbeing journey.

In this section, I will give some examples of how we are working differently with Swansea's citizens, how as a Council we are listening and working in new ways, and how we are using this to promote change in how we work.

### Example: Children's Rights

Since 2014, Swansea Council has made a formal commitment to pay due regard to the United Nation's Convention on the Rights of the Child (UNCRC), making arrangements to ensure children's rights are placed at the heart of our work and decision making processes. This focus is achieved through workforce development, through strategic planning and reporting, and by making sure that children and young people have the opportunity to be involved, and heard, in decisions that affect them.

Lockdown has presented number of challenges in engaging with children and young people, none more so than the need for many to adapt their ways of working, particularly face to face, to an online platform, the focus of our work during lockdown has been three-fold:

1. Information, autonomy and access to services
2. Partnership working and support
3. To accommodate new need and ways of working

There will be more about these areas of work later in this report.

### Example: Co-production:

<http://www.swansea.gov.uk/staffnet/swanseacopro>

Swansea has a strong co-production network, which support our service development and commissioning work.

This involves building a relationship where citizens and professionals share power to plan and deliver support together, recognising that we all have a vital contribution to make in order to improve the quality of life for people and communities.

Our approach to co-production happens

- at an individual level, through assessments and support planning,
- at service level through service monitoring and review and
- at a strategic level when planning and designing services for the future

We have spent the past two years developing the Co-production Network in Swansea, and we are always hoping to extend this network to reach people in the community who are interested in working with us.



### **Example: Impact of Covid-19: New ways of working children and young people in need of care and support**

Covid-19 has meant new policy guidance and the challenges posed by the lockdown period have created opportunities to adapt and improve ways of working. These themes are reflected within the Big Conversation.

Moving to digital platforms presented challenges for county-wide, and cross-county working with large numbers of children and young people. This period has enabled dialogue to review how this is facilitated in the future, e.g. how operations for listening to children and young people, and to ensure the policies refined to ensure they are fit for purpose and encompass new ways of working, e.g. Children's Rights Scheme.

Work is ongoing to formally review the Children's Rights Scheme in Swansea and to co-produce new and improved models of participation, that more effectively co-ordinate the voices of children and young people, ensuring what they have to say reaches the right ears, and that feedback on change is consistently presented.

The review of the Scheme will complement the principles of Co-production Strategy, ensuring the values of involving and listening to children and young people, regarded as fundamental in Swansea, form the building blocks of our work moving forward.

### **Example (Participation and Involvement):**

**What is Pitch In, in the Kitchen?** <http://messupthemess.co.uk/pitch-in/>

Here is an exciting new resource Swansea, Swansea Children's Services Team and Mess Up The Mess Theatre Company, as part of a Well lawn project funded by the National Lottery Community Fund.

We were in the midst of Covid-19 lock-down, when Mess Up The Mess had the pleasure to meet the wonderful group of young people who are in the care system. We did this over Zoom meetings – a very different way of working but we still had a lot of fun. We asked the young people what is affecting their and others wellbeing. They said they were missing connectedness, and how it is vital that in the future, we start connecting with friends and family more. They also said it needed to involve food!!! This is how this new pack was created. We worked with a talented team of artists, and cake designers to make the young people's vision come true. The young people have been vital to designing this pack from start to finish.

The group formed far quicker than during similar projects we have run in real world and were all in safe spaces and expressed they felt safe and happy to be involved far quicker than usual. The result is a beautiful resource that everyone can use to stay connected, safe and to have fun, bake together, play together, laugh and connect. Be that with someone in person or connect through technology. There is a tasty recipe, fun activities and beautiful

decorations for you to make at home; to make your time together feel extra special.

### **Example: Swansea Parent Carer Forum**

Swansea Parent Carer Forum are a voluntary group of parent carers all with children with additional needs. They work with but are independent of the City and County of Swansea, with the aim being to make sure that:

- Services meet the needs of disabled children, young people, adults and their families.
- The voice of disabled children of all ages and their families at the centre of decisions and deliver services that work for our community.

We believe passionately that working co-productively with Swansea Council and other service providers will improve the range and quality of support available, and wellbeing outcomes of carers.

The Parent Carer Forum has a leadership team meet who meet monthly to discuss the work we've been doing which usually involves lots of meetings with local services such as education, social care and health.

### **Example: Carers concerns (regional)**

Activities and events have also been held to listen to carers' views to help establish carers' needs. These include a Swansea 'Carers Rights' event and Carers Awareness week. Social Services has regular ongoing discussion with carers who have raised various concerns.

West Glamorgan Regional Carers Partnership Board has created an action plan to address the needs of carers more effectively at local and regional levels.

We aim to work co-productively with the carers on an individual and strategic basis so that their vital contribution is acknowledged and their voice is heard. Through these regional arrangement carers should be able to access support more easily directly from any of the partner organisations. Carers are now able to access sustainable third sector services which are funded on evidence of need and outcomes.

### **Example: Our Neighbourhood**

A successful development of the regional Our Neighbourhood Approach model and utilisation of associated funding in support of community based initiatives and focus on community based care and review.

Swansea' approach to our neighbourhood is built on the success of our Local Area Coordination Team (LAC). Our LAC service offer is based on a strong, shared vision, and community hubs, such as Clydach.

'All people live in welcoming communities that provide friendship, mutual support, equality and opportunities for everyone'. *LAC vision statement.*

We currently have LAC coverage spanning 13 areas of Swansea is being achieved through collaborative partnership involving Registered Social Landlords, Swansea University and more recently GP clusters.

In response to the pandemic LAC coverage was temporarily expanded across the whole of Swansea and working with other partners was at the heart of the Council's response to mitigating the impact of lockdown on our residents and communities.

### **Example: Patient Choice Awards**

Dozens of Social Services staff and health care professionals in Swansea have been thanked by service users and their families for making a real difference to their lives at an awards ceremony.

Throughout the year people have been nominating staff members, teams and services that have gone the extra mile for the Patient Choice Awards run by Swansea Bay University Health Board and Swansea Council.

Many of the nominations were read out at a ceremony recognising those who work in primary and community care.

An audience in excess of 100 heard heartfelt stories from grateful people eager for those who had looked after them or a loved one to be recognised.

<http://www.swansea.gov.uk/staffnet/patientchoiceawards20>

Most of the examples presented here are a reflection of Swansea's approach to safeguarding vulnerable people, to how we commission and provide social care, and in how we view co-production as central to a sustainable model that meet increasing demand and levels of need.

**Our priority remains** to ensure co-production remains central to how we plan, design, commission and deliver our services. Covid-19 has reinforced the importance of taking such an approach albeit that we have had to respond at pace to emergency situations, as they arise.

## Section 4: Promoting and improving the wellbeing of those we help

This next section of my annual report provides an overview of social services quality and performance, using the National Standards Framework: Code of Practice: measuring performance addressing the **six national quality standards** (under review).

It also reflects the Well-being of Future Generations Act, which aims to improve the social, economic, environmental and cultural wellbeing of Wales by helping to create a place where we all want to live, now, and in the future.

The six national quality standards are:

1. Working with people to define and co-produce personal wellbeing outcomes that people wish to achieve **NQS 1**
2. Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing **NQS 2**
3. Taking steps to protect and safeguard people from abuse, neglect or harm **NQS 3:**
4. Encouraging and supporting people to learn, develop and participate in society **NQS 4**
5. Supporting people to safely develop and maintain healthy domestic, family and personal relationships **NQS 5**
6. Working with and supporting people to achieve greater economic wellbeing, have a social life **NQS 6**

### **(4a) Working with people to define and co-produce personal wellbeing outcomes that people wish to achieve (Prevention and Early Help)**

*Our expectation is that Swansea citizens are able to know and understand what care, support and opportunities are available and use these to help achieve their wellbeing outcomes. People can access the right information, when they need it, in the way they want it and use this to manage and improve their wellbeing. Each citizens' voice is heard by our service and listened to; people can speak for themselves and contribute to the decisions that are made.*

The Council's wellbeing objectives are an integrated set that collectively seeks to address all aspects of wellbeing, including environmental wellbeing as set out in the revised Corporate Plan 2020-22:

Our policy commitments and a new 'Sustainable Swansea' transformation programme is helping social services to meet the many challenges we are facing. In order to meet these challenges, the Council has prioritised six wellbeing objectives.

These are:

- Safeguarding people from harm

- Improving education and skills
- Transforming our economy and infrastructure
- Tackling poverty
- Maintaining and enhancing Swansea's Natural Resources and Biodiversity
- Transformation and future council development

Each of these wellbeing objectives is making a difference in how we work and support our most vulnerable people. Helping more people to achieve better wellbeing outcomes is a big challenge, The Council is actively supporting this universal offer by not only maintaining public services at a time of considerable financial pressures but by having the ambition to improve.

Swansea has always had a good reputation for collaborative working with a range of organisations and services trying to make a difference in helping people to improve their lives. We aim to have a strong third sector presence, diversity in our range of organisations, a commitment to improving people's lives and building stronger communities, and all backed by statutory health and social care services, all working in partnership together.

### **What did we plan to do last year?**

We wanted to incorporate poverty and preventive resources into Social Services, to enhance our early help offer to adults, children and families.

This planned approach has played dividends in helping ensure that the Council was well-placed to respond quickly and effectively to the unexpected demands of Covid-19.

The third sector, communities, volunteers and residents were remarkable in mobilising community led resources in support of the most vulnerable impacted by Covid-19 and the associated lockdown.

We have a strong third sector, with diversity in the range of organisations available. Our approach is backed by a corporate commitment to safeguarding our most vulnerable citizens, to improving people's wellbeing and building stronger communities. We achieve this by statutory health and social care services, all working together with third sector and social care providers.

We want to increase number of public information resources to improve wellbeing made accessible via the Council's public website. Swansea has ensured that all public information is up to date, and by expanding our use of DEWIS Cymru, we now have over **500** local resources published

We wanted to focus our work, both locally and regionally, towards working more co-productively with citizens, and to take our wellbeing offer to the next level. We wanted co-production to be more central to how we improve this wellbeing offer, and this report highlights many examples of this approach.

## **How far did we succeed and what difference did we make?**

Council ensures that people can easily access the right information, advice and assistance (IAA) service when they need it, in the way they want it and use this to manage and improve their wellbeing outcomes.

We support the national development of the DEWIS Cymru Wellbeing resource directory, and we expect this system to complement the Council's public website and public information resources, as well as other systems such as Info-engine and Family Information System (FIS).

### **Example: Child and Family Services Early Help Hub**

Swansea Council is developing Early Help Hubs for family support across the city. This work is progressing well and the next step in the process of implementing Hub working was to share our vision with our partner organisation in Swansea and engage on the next steps together.

The Early Help Hubs will be working within a joined up approach and using the signs of wellbeing framework to working with individuals and supporting wellbeing using a locality based hub structure and a single point of contact for professional.

The geographic location of the Early Help Hubs mirror those within the Supported Care Planning (SCP) Hubs in an effort to provide consistency both to families and professionals, such as schools. Staff within the Early Help Hubs are made up of professionals with an expertise in parenting, early years and youth work in addition to multi-agency support from Police Community Support Officers and Education Welfare Officers.

During the pandemic, the Early Help Hubs have been able to review their caseloads and close some cases which has supported an increase in capacity. This capacity has then been used to support some of the Child in Need of Care and Support (CINCS) cases that were being managed by Supported Care Planning. Given the limitations that the pandemic has caused, the Early Help Hubs have been able to provide virtual check-ins with these cases which has supported the SCP teams in prioritising the more vulnerable and worrying child protection cases.

Over the past 6 months the Early Help Hubs have closed 372 cases. 69 cases were closed from non-engagement or withdrawal of support, 7 cases were closed with a step up, and 201 cases were closed with goals achieved/service complete. (There are limitations to our current performance systems, however - of the remaining cases not counted above 174 were closed cases (we are unable to identify rationale without looking at each case) and 16 were inappropriate (information only or movement out).

### **Example: Tackling Poverty**

Tackling Poverty Service is now part of a Social Services Directorate, and has the following objectives:

- Increase the number of Swansea residents in sustainable and secure employment
- Increase the number of adults with skills and qualifications
- Maximise household income
- Embed Tackling Poverty and Prevention as 'Everyone's Business' within Swansea Council and to reduce and prevent the impact of poverty
- Contribute to the reduction of demand on services
- Contribute to the Council's Wellbeing offer to Swansea citizens.

The Tackling Poverty team co-ordinate the Swansea Poverty Partnership Forum and Financial Inclusion Steering Group, as well as supporting the internal Swansea Poverty Forum and the Poverty Reduction Policy Development Committee. They also review Equality Impact Assessments and provide feedback to services from across the council.

### **Example: Using Technology**

Using innovation and technology to access someone's home placement a lot quicker and easier. We have supported individuals to go on virtual tours of their prospective homes, looking at the living areas, bedrooms and garden areas, to enable them to make an informed choice of their future home even during Covid-19.

The use of teams has meant that the process has been a lot quicker. Meetings with social worker, home placements and any stakeholders including psychologists, community nurses been in communication over teams to make the move happen more quickly than usual

This is something we will continue post Covid-19 as it has cut down lots of unnecessary waiting for meetings

### **Example: Bays+ Partnership @ Info-Nation Vanguard review**

One of the initial tasks within the Bays+ partnership was to draw up a Partnership Action plan for improvement to help move these services forward in a way that ensures the right support is offered in the right place at the right time, to achieve the best possible outcomes. With an aim of developing the services into one where young people's voices are heard and acted upon.

Whilst drawing up the schedule of improvement, it became clear that the Bays+ service needed to develop a joint vision and a full service review is required. Due to the complexity of such a review, it was agreed the approach

that would enable that better outcomes would be to have a 6 day Vanguard review. It is intended that the 'Vanguard Method 6 Day Check workshop' will be used to review the system and especially from the perspective of the people and stakeholders who interact with the service and the staff who work within it.

Unfortunately, the review was scheduled for June 2020 but as a result of Covid-19 it was unable to commence until September 2020, the review is now in the development stage and the 6 day workshop will commence on September 23rd.

## Stories of Outcomes

### Story: Working together

Whitethorns Day Care staff, service users and volunteers worked together to help clear the garden of a Swansea citizen, a young man with Autism, ensuring that he could keep his tenancy.

By working with the Swansea Canal Volunteers Society who provided additional manpower, tools and equipment, this now empowered him to get involved in tidying his garden himself.

## Performance in 2019/20 (Last Year result - 2018/19 in brackets)

### Performance Measures

#### Qualitative Measures:

Analysis of survey results (Adults) **N/A**

#### Quantitative Measures:

- The percentage of adults who have received support from the information, advice and assistance service (IAA) and have not contacted the service again during the year = **N/A%** (86.5%)
- The percentage of assessments completed for children within statutory timescales = **75.61%** (77.5%)

## Our priorities for next year

During 2020/21, our priorities continue to be:

- To continue to incorporate poverty and preventive resources into Social Services, enhancing our early help offer to adults, children and families.
- Strengthening our links with and use of third sector and partners to make better use of resources available to improve wellbeing



- To expand and update our public information resources to improve wellbeing made accessible via the Council's public website and DEWIS Cymru.

Covid-19 has further evidenced the importance of this approach to working with and in communities alongside third sector and other partners and the importance of providing clear and easily and accessible information for the public.

#### **4b) Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing (Front Doors)**

Swansea citizens are supported to be healthy and active and do things to keep themselves healthy. That they can expect the right care and support, as early as possible and through preventative and community-based support that promotes independence. That our most vulnerable people are receiving care and support, to do the things that matter most to them.

Covid-19 has heightened this imperative, exacerbated the need and complicated our ability to support individuals.

Our approach to providing support to children, parents and families is set out on the Council's public website:

<https://www.swansea.gov.uk/article/35017/More-about-Information-Advice--Assistance-IAA>

We recognised that we have to continue to improve how the statutory front door to Social Services is working for Swansea citizens and carers. In Swansea we expect a warm and welcoming approach at this stage to people making contact or enquiring about the help they can receive.

We recognise the importance of getting each of the front door arrangements right through ensuring the whole system is working seamlessly and in a coordinated fashion to improve citizen safety and wellbeing, managing demand at the statutory health and social care front door by promoting effective early intervention.

We also recognise the need to meet the requirements of the Welsh language 'active offer', and to support minority ethnic populations, with access to translation and interpreters where needed.

#### **What did we plan to do last year?**

We wanted to ensure there are consistent approaches to Information, Advice and Assistance across all services and access points.

We also wanted robust arrangements for staff supervision and appraisal of social work staff within frontline teams

#### **How far did we succeed and what difference did we make?**

Swansea citizens can access information themselves to help them better understand and choose from the wide range of care, support and opportunities which are available, and use these to help achieve their wellbeing outcomes. Swansea continues to develop our range of public web resources available to help people make informed choices.

We now have the multi-agency response available at the Social Services front door. By this we mean that there is a wider range of professionals who are

available on a daily basis to support our information, advice and assistance (IAA) offer.

Across all services, we are offering 'What matter to you' assessments, which help us to focus our assessment on what is important to people, and their own view of wellbeing outcomes they wish to achieve.

Our front door IAA services are using the practice models such as 'Signs of Safety' and 'Collaborative Communication' (refer to section 4d) to strengthen links to our frontline social work teams.

**Information, autonomy and access to services:** Children have the right to reliable information under the United Nation's Convention on the Rights of the Child (UNCRC), and it was important early on to provide as much information and resource as we could, that would enable children and young people to have up to date information about services that they could access, an understanding of how services had changed as a result of lockdown, and details of how to access services if they needed to. Additional information included public health information, resources to support being at home, e.g. learning, play, and a specific section on access to services that specifically supported children and young people to have their voices heard in Swansea.

**Example: Child and Family Services Single Point of Contact (SPOC, formerly known as IIAA)**

The Integrated Information, Advice and Assistance (IIAA) team was formally implemented within Child and Family Services in November 2018 following a successful review of the pilot. The service, which forms part of our Single Point of Contact, now includes staff from Child and Family Services, Early Help, Bays+ and the Child Disability Team as well as external agencies including Health and Education.

The new service is now better structured to understand what matters to families following a referral or contact for help meaning that the right service provides the right support in a timely way. A new professional request for IIAA form has been developed to support agencies to understand need and exhaust their own offer before asking for further help from Social Services. The new multi-agency team are able to visit families before allocating work, again re-enforcing our values around getting it right first time. Since the introduction of the IIAA and aside from slight dips relating to school holidays, the percentage of referrals that are repeat referrals (where a referral is received within 12 months of a previous referral) has remained under 15%. This suggests that less cases are coming back through the front door demonstrating that families are being allocated to the right service to support their needs.

Additional benefits have been identified through the referral trends for schools which shows that from last year compared to this year the numbers of referrals have significantly reduced (by 32%). This is because IIAA are able to make direct referrals to "Evolve" meaning that young people and their families can access the service earlier and directly, rather than going back to the school. The school consultation process has also supported a reduction in

referrals as the managers have been able to support the families through advice and assistance and have also reduced failure demand by ensuring that referrals were appropriate.

In addition to the newly reformed Integrated Information, Advice and Assistance (IIAA) and Domestic Abuse (DA) Hub, on 1st April 2020 Children's Services moved the Integrated Safeguarding Hub (ISH) within the Single Point of Contact.

The purpose of the new Child and Family Services Single Point of Contact is to create a multi-agency team at the front door in order to develop a shared understanding of risk and therefore achieve consistency in the application of threshold and decision making. Despite the limitations put on the service by the Coronavirus pandemic, since 1st April all new cases have been dealt with in the ISH and there have been no Initial Strategy Discussion (ISD) recorded by the Supported Care Planning teams. Although the ISH was launched within the first 3 weeks of the lockdown, against a backdrop of a decrease in contacts and referrals in general, there is evidence that the ability to undertake a proportionate assessment at the front door, prior to initiating the CP process has prevented families from entering the CP process or progressing through it unnecessarily.

The proportionate assessments have enabled families to access the right support at the right time and prevented transfers to the Supported Care Planning teams where there were neither substantiated CP concerns nor eligible needs. Whilst it is still early days for this service, and performance information is only available for the first 6 months of the service, there is initial evidence that the ISH is well placed to support Child Protection needs and again ensure that the right service supports the families at the right time.

### **Example: Swansea Common Access Point**

The Common Access Point Team in Swansea is a team of nine Access and Information Assistants and a full Multi- Disciplinary Team (MDT) consisting of Social Workers, OT, Physio, Community Psychiatric Nurse and a Third Sector Broker.

The role of the Access and Information Assistants is to provide good quality information in a timely manner to avoid the person's needs from deteriorating and helping people to make informed decisions about their wellbeing working with them to discuss the options available and to find the best solution for the person.

Staff work in partnership with the public, third sector partners in order to assist and ensure people accessing partner referrals to be given the best information available to them. Advocacy services are utilised and offered to those people who require the service at the first point of contact. In Swansea we are taking a preventative approach and using the "What Matters

Conversation” and “Collaborative Communication” (section 4d) in order to look at the person’s strengths and their outcomes.

Advice is given by the assistants understanding the person’s situation.

If the Assistants are unable to address the persons needs then the enquirer is offered a full statutory assessment to determine their eligibility for more formal support. If a care and support plan is required then the person is passed to the Multi- Disciplinary Team in order to deal with the crisis and complete a support plan.

The Swansea Common Access Point (CAP) Team has worked from home during the Covid-19 Crisis. The transition for from office working to home working has not disrupted our service to citizens. The CAP team meets ‘virtually’ on a daily basis, and the MDT also meet daily to discuss how best to response to individual requests. The MDT have been out on home visits following the Health and Safety advice and following PPE (personal protective equipment) processes.

### **Example: Adult Carers**

Adult Services provides a range of internal and external services to Carers in Swansea. These services include help provided directly to people who are cared for, in order to indirectly help carers or services accessed via a carer’s assessment. These services can also significantly reduce the burden on people with caring responsibilities:

#### **Examples include:**

- Assistive technology services.
- Domiciliary care services to help provide care to people in their own homes.
- Domiciliary care respite services (sitting at home services). Such services do not provide a regular substitute for personal care, but are designed to enable carers to take a break as and when needed.
- Residential respite services at internal and externally commissioned care homes which offer temporary residential care for the cared for to enable carers to receive a break.
- Day Centres and other day opportunities for the cared for to relieve pressure on carers.
- Repair and adaptation services which can offer changes and improvements to the cared for, or carer’s home to make it more suitable.
- Counselling and other therapeutic services aimed at relieving stress and improving wellbeing.
- Financial advice services, including welfare benefits advice to ensure carers are receiving their full entitlements and able to make best use of potential resources.

### **Example: YMCA Swansea Young Carers Service**

A young carer often takes on practical and/or emotional caring responsibilities that would normally be expected of an adult. Swansea has commissioned a new service that provides support and information for young carers aged 8-18 in Swansea.

Although Swansea YMCA Young Carers Project has had to suspend all face to face delivery until further notice, the services has adapted by providing a new, remote service. The new service includes:

- video 1-2-1 sessions
- video group sessions - groups of up to 5 young carers at the time (general catch ups/open discussions and topic based group discussions)
- video sessions led by young carers
- video group sessions delivered by other organisations (e.g. Plan UK session on Girls Rights, ALPHA Advisory Group) providing remote digital services via YMCA Swansea platforms
- YMCA Services - All youth and support services provided remotely and Young Carers and families accessing online training, music sessions, CV writing, and advice and support services.
- Stay connected and stay active -encourage other young carers and staff to stay active during this time
- Instagram account as young carers (sharing information and positive messages with the community).
- Currently, during lockdown the Young Carers Project Coordinator is delivering online workshops, quizzes, live baking sessions and virtual 1-2-1 sessions

The service is assessing how best to help facilitate young carers assessments continues – e.g. they we may host a remote assessment Also work is taking place on a plan to deliver Young Carers Awareness sessions to professionals and key adults who would be interested via Zoom chats.

### **Stories of Outcomes**

#### **Story: Mrs X**

Swansea now has a Community Psychiatric Nurse (CPN) attached to our busy Common Access Point (CAP) in Adult Services, a post which is financed by the Integrated Care Fund.

Mrs X is a 83 year old lady who lives at home with her son, and she has complex range of needs including insulin dependent diabetes, visual impairment, and a diagnosis of mixed type dementia. Mrs X did not have capacity to decide on her care needs based on her ability to understand and retain information. The diagnosis and the advanced state of her illness would not improve her ability to cooperate or communicate her wishes. Through the CPN's close work with Mrs X, her family and a range of other professional, the need for a hospital admission was avoided.

## Performance in 2019/20 (Last Year)

### Performance Measures

- Rate of delayed transfers of care for social care reasons per 1,000 of population aged 75 or over = **8.29** (7.47)
- The percentage of people who have completed reablement receiving less care or no care 6 months after the end of reablement = **97.05%** (93.14%)
- The percentage of children seen by a registered dentist within three months of becoming looked after = **71.43%** (77%)
- The percentage of looked after children registered with a GP = **98.67%** (95%)

### Local Measures:

- Percentage of our 10-day assessments carried out where there is evidence that the child was seen by a qualified worker = **87.85%** (92.09%)
- Percentage of our 42-day assessments carried out where there is evidence that the child was seen by a qualified worker = **94.83%** (93.3%)

## Our priorities for next year

During 2020/21, our priorities continue to be albeit taking into account the impact of Covid-19:

- Continue to support in new innovative ways children, families and more people in their own homes and within supportive communities
- Implement Wales Community Care Information System (WCCIS) and to improve information about quality, timeliness and cost of our work with citizens

#### **4c) Taking steps to protect and safeguard people from abuse, neglect or harm (Safeguarding)**

The most vulnerable people in Swansea are safe, and protected from abuse and neglect. There are strong and effective arrangements in place to make any concerns known. People are supported by care and support plans, which promote their independence, choice and wellbeing.

Again Covid-19 has further emphasised the importance of ensuring robust safeguarding arrangements and complicated arrangements to intervene with vulnerable individuals, children and families. Our workforce and partners have demonstrated considerable skill and innovation in making sure that we continue to support safety and safeguarding planning.

Our approach to Safeguarding and keeping people safe is reflected in the Corporate Safeguarding policy and work programme.

Safeguarding is the council's number one priority, and we have strong leadership in place to drive forward a regional and corporate approach. A Corporate Safeguarding policy ensures the 'Everybody's business' approach is extending the expectation to partners and providers, as well as Council staff. This policy underpins a new work programme for the Corporate Safeguarding groups.

#### **What did we plan to do last year?**

We wanted to better show how we are listening to / working with voice of child and vulnerable adult in all aspects of our safeguarding work. We also wanted to re-establish the Swansea Youth Offending Service (YOS) and implement all improvement actions required following the recent inspection.

#### **How far did we succeed and what difference did we make?**

We undertook a full review of safeguarding arrangements; setting out proposals for a new dedicated safeguarding team, which will be incorporated into the restructure of Adult Services. These changes will help ensure that all concerns are addressed, at the earliest opportunity, risks are managed effectively with the person at the centre's full involvement and investigations are followed through to conclusion.

Swansea has significantly improved performance in relation to Deprivation of Liberty Safeguards (DoLS) through implementing dedicated team arrangements. Feedback suggests this has not only improved professional knowledge but is driving up standards and response times. Subsequently and at least in the short term Covid-19 has had an inevitable impact on timescales.



We wanted to better show how we are listening to / working with voice of child and vulnerable adult in all aspects of our safeguarding work.

**Example: Contextual Safeguarding**

The Contextual Safeguarding Scale Up Project commenced in 2019, with a focus of the work for 11 to 17year olds. The project is a three year plan, with an aim to prevent, protect and support Children and Young People at risk of Child Exploitation (as defined in the West Glamorgan Exploitation Policy).

The approach is a three year Scale-Up Approach designed and supported by the University of Bedfordshire. Significant progress and good practice has been identified in Swansea during year 1 of the review. The completed actions and achievements include (but are not limited to):-

- A systems review completed and development of a multi-agency framework/ tools and practice to support Contextual Safeguarding.
- Pilot area identified and parameters developed for second year.
- Benchmarking data to support reviewing impact when approach is implemented.
- Significant progress in relation to neighbourhood and peer group assessments.
- Use of peer group mapping across meetings.
- Recording contexts on systems.
- Progress to produce policy and legal guidance for mapping, sharing information and assessment.
- Consideration of young people's experiences through surveys and youth forums.
- Develop and plan training for rollout, training staff have attended and been trained in Contextual Safeguarding. As have an Education and Police officers.
- The Setting up of a multi-agency Strategic group including governance and terms of reference.
- Work with Bedford University to undertake system review.
- Development of a pathway to provision and tools/processes, including ways to record and assess places as well as people.
- Review role of CSE Practice Lead.
- A multi-agency systems review of pursuit, prevention and disruption of criminal exploitation.

In addition to the above, a full pilot of the Contextual Safeguarding approach is due to be launched in November 2020. The purpose of the pilot will be to evaluate the impact of a contextual safeguarding approach in regards to safeguarding young people who are working with statutory services, and to evaluate its impact within early help and non-statutory services in preventing the escalation or involvement of young people in non-familial harm (such as criminal exploitation).

The pilot will run in parallel to the use of the contextual safeguarding approach across Swansea and will give better opportunity to develop best practice, review and test out this approach. The pilot will be targeted to a specific location in Swansea.

**Example: Deprivation of Liberty Safeguards (DoLS)**

Swansea Council has been challenged in meeting the volume of Deprivation of Liberty Safeguards (DoLS) assessments. The establishment of a dedicated DoLS team has been successful in addressing a previous backlog, and further changes have been made to ensure there is a core of permanent staff who update their skills regularly,

**Example: Corporate Parenting**

An annual participation report was provided to Scrutiny panel in Dec. 2019. The Panel also heard that:

- There have been 6 opportunities for corporate parents to engage with children this year.
- Best Start Book Project, undertaken this year, has been praised by Children's Commissioner. There are hopes to expand on this next year.
- Participation Task and Finish Group has been nominated for an award.
- Joint Corporate Parenting Board workshop held. This will feed into the annual Corporate Parenting Board Plan.
- The Big Conversation has very successful at linking in with schools.

Some consideration has been given to involving children in Board meetings with the structure of the meetings needing to change

**Example: YOS to Youth Justice**

In Jan 2019 Swansea agreed with partners to return to a local Youth Justice Services (YJS), which work closely with their Child and Family Services and Young People's services on jointly assessing and managing risk and putting in place early intervention and prevention strategies for young people. This is important as more and more young people open to the YJS are also open cases in Child and Family Services and Young People Services and so joint working between the two is critical.

A Swansea locality team has created opportunities to fully integrate YJS into local arrangements e.g. Child and Family Services and young people's services. The Swansea YJS moved to the Directorate of Social Services. The statutory accountability for the YJS now lies with the Chief Executive of the Council.

A new appointment to the post of Principal Officer for Bays+ and the Youth Justice Service (YJS) was also made in January 2019. It has taken time to develop a clearer understanding of the businesses from both an operational and strategic view. The new manager has spent time working alongside staff and managers to develop a deeper understanding of the service areas to help inform the overarching programs of work required to ensure the best possible service delivery, and to drive the services areas forward as part of their continuous improvement.

It's been a real team effort over at Youth Justice Service and Bays+ over the past few months and we have continued work on the service improvement programme where possible.

## Stories of Outcomes

### **Story: Alexandra temporary service driving forward the least restrictive practice**

We are supporting a young lady with complex and expressive behaviour, and often had to be very dynamic in risk assessing her safety and have involved the SBU and Psychology team to help us. This has resulted in far less restrictive support and practices than would otherwise have been possible. We have supported the young lady with information around social media and the dangers, with social distancing when in the community and in their understanding and acceptance of laws.

### **Example: Reflect**

Our reflect team is a small team of support workers, who currently support around 10 to 12 families each at any one time over a period of up to two years. They give mums and dads support together or separately to pause, think, reflect and plan what comes next.

What that looks like is bespoke to that person. It may include helping them improve their lives through self-esteem and relationship work, confidence building, advice on training and employment, support with housing issues, or access to health, family planning, drug and alcohol services if needed.

An example of how the service is making a dramatic change for the better is the way Reflect has improved the way we support with the parents' Farewell Visit with their children to make the experience as sensitive as possible.

It is also having a positive impact in terms of safe LAC reduction by preventing the repeat pregnancy cycle.

"I was hugely impressed that the team had a really strong understanding of how the approach has developed elsewhere and then could set out their rationale as to why the Swansea approach could and should build on what works" (David Howes, Director of Social Services)

"I loved that they talked about us being the best that we could be and could give specific examples of what that meant:

"I wanted to applaud when they talked about humanity and compassion needing to be at the heart of what we do. Their work around 'contact' sessions when the plan is for a permanent separation is rightly being acknowledged as a national exemplar."

## Performance in 2019/20 (Last Year)

### Performance Measures

**Qualitative Measures** – survey results no longer required by Welsh Government

#### **Quantitative Measures:**

Percentage of adult protection enquiries completed within statutory timescale: enquiries completed within 7 days = **85.82%** (85.6%)

Percentage of re-registrations of children on local authority Child Protection Registers (CPR) at end of the period = **6.89%** (8.51%)

Average length of time for all children who were on the child protection register during the year= **264 days** (238 days)

#### **Local Measures:**

AS9: % of DOLS assessments completed within accepted national standard for completion (21 days or less) = **64.2%** (56.1%)

## Our priorities for next year

During 2020/21, our priorities will continue to be:

- To continue to improve the adult safeguarding process, supported by work on a quality assurance framework whilst recognising adjustments required by Covid-19.
- To support participation and effectiveness in end of placement reviews for looked after children in planning futures
- Continue improvement journey within Youth Justice Service and embedding within wider range of Child and Family Services.

#### **4d). Encouraging and supporting people to learn, develop and participate in society (Care and Support)**

Swansea citizens can learn, develop to their full potential, and to do the things that matter most to them. People accessing managed care and carers can engage, contribute to communities and feel valued in society.

Our approach to social work practice development in helping people to achieve their own personal wellbeing outcomes is set out in practice handbooks and through our overarching practice models of Signs of Safety (Child and Family Services) and Collaborative Communication (Adult Services)

Covid-19 has further emphasised the need to have a particular focus on supporting the resilience and wellbeing of staff.

#### **What did we plan to do last year?**

We recognised that we have to continue our journey towards being the best that we can be, by further embedding our preferred Practice Frameworks across all areas of our work.

We have been well supported by the Council's continued investment in innovative strengths-based prevention models such as Local Area Coordination, as well as continued investment in our frontline social work and social care workforce.

We wanted to continue to implement practice framework in Adult Services and Child and Family Services. We also wanted to implement the Wales Community Care Information System (WCCIS).

#### **How far did we succeed and what difference did we make?**

Swansea citizens can learn, develop to their full potential, and to do the things that matter most to them:

I am confident Social Services is achieving better, more sustainable, outcomes by focussing on raising practice standards.

For example the creation of new roles such as the Principal Social Worker in Child and Family Services, and Practice Leads, in each Child and Family team. These new roles are an important part of our redesign of children services to adopt a reclaiming social work infrastructure, which is supported by a performance hub. These new roles, backed by good business support, are helping promote our practice framework; to ensure that practice standards and personal and case supervision are seen as priorities.

As Director, I realise the pressures staff are working under. Never more so than during this year impacted by Covid-19. I am even more impressed when

I read or hear about stories of the good work taking place, and that we are taking the time to explore feedback from families through appreciative enquiries even during these most difficult of times..

We have prioritised Staff development/ training to meet the requirements of our improvement programmes, and the new expectations of the Social Services and Well-being (Wales) Act 2014.

**Example: Reclaiming Social Work (Child and Family Services)**

Last year we outline how we have redesigned our supported care planning teams, and in phase 2 we are providing additional support to staff in supported care planning to make sure relational social work practice becomes embedded in the coming year. This include a robust workforce strategy so that staff are fully confident and skilled in their roles.

**Example: Our Signs of Safety journey - a story from a Principal Social Worker.**

The last year has seen so many changes for everyone and we are incredibly proud of the work of all the staff in child in family for stepping up and working with such creativity and sensitivity in what is a really difficult time for us all.

We are really proud that despite the challenges, we are continuing to get alongside and 'do with' families, rather than 'doing to', from our early help offer to our statutory services. A lovely example of this is the fabulous joint work of the teams utilising our resource in Rhossili to have a whole family approach, giving children and their families opportunities to not only work through their difficulties together, but to really have some fun too. One young boy who had told his worker that he had rarely left the house previously, brought tears to everyone's eyes when he was pictured with his family on Rhossili beach, beaming broadly as they were about to hit their waves on surfboards together!

We are delighted too that we have not only managed to maintain our participation work with young people, but also to do some really innovative and exciting work together. We are including young people in interviewing (virtually) for our new Head of Service, to our care experienced young people developing wonderful new resources for connecting with their networks during lockdown, both face to face and online (Pitch in Kitchen).

We remain firm with our values and vision to keep children at home with their families, and our 'Family Finding' team has now started to develop the model in Swansea. A sister approach to Signs of Safety, the 'Signs of Wellbeing' models work beautifully together to support the child to develop and strengthen their network, and to help the network to support and keep the child connected as they grow up. While we recognise that sometimes, it is simply not safe enough for a child to live with their parent or family, we are

proud to share that even in such testing times, we are still making sure that children and young people who become accommodated are receiving words and pictures explanations from their family and social workers, to help them make sense of their experiences, and to understand who is there to support them.

This is true too of the 29 children we support who are Unaccompanied Asylum Seeking Children – this is the highest number in Wales in one authority and we are proud to be supporting these young people and welcoming them into our wonderful communities.

We have had an abundance of compliments and good news stories this year, and it is a pleasure to reflect on some of those. The joy in seeing a social worker and social work team supporting a young boy with complex needs who had been in residential care for a long time, finally move into his longed for foster placement, was fabulous. Seeing the relationship the social worker had with him was second to none. This was hard earned and relational social work at its finest. We really do have wonderful staff in Swansea.

Making and maintaining relationships virtually has of course been a challenge, and while we make sure that we maintain the face to face contact we need in all areas of the service, we are embracing the virtual world too. Many children have told us that they have enjoyed video calls with their support workers and social workers and some have even said that they are more able to open up that way. Of course, everyone is different and we continue to tailor our approach to each individual child and family, but what we do know is that we can continue to provide the support that families continue to need, even if sometimes it looks a little different to how it did 12 months ago!

### **Example: Restructure Proposals (Adult Services)**

Adult Services recognises a need to create easy access to critical services. This involves the redistribution of some of our workforce. to fill gaps, and to assist the delivery of those services and specific areas of pressure needing additional support such as our ‘front doors’ - the Common Access Point and Hospital Social work teams, internal and external service provision and domiciliary care in response to the anticipated higher levels and surges in demand.

There has recently been a widespread consultation on temporary Adult Services senior management and team structure changes, pending further work. The proposals aim to embed a structure robust and resilient enough to continue to maintain our critical functions throughout all fluctuations in demand over the next 12-18 months, which includes the ability to extend our usual operating hours to offer necessary support 7 days a week if demand dictates.

Implementation of temporary restructure commenced in October 2020.

### **Example: Collaborative Communication**

Collaborative Communication is the practice model in Adult Services and aims to change the conversation that we have with people about what matters to them in having a good life.

It's a major shift in our thinking which allows us to move from a service-led approach towards being focussed on people's outcomes, while putting people at the centre of their care and support planning

Since September 2018, over 300 places have been made available across the workforce for the purpose of undertaking training in Collaborative Communication.

Alongside this training has been the development of Collaborative Communication Mentors. Mentors are being supported to be champions in their service areas, and to help share good practice not only in their respective teams but also across Adult Services

### **Community Learning Disability Service**

Swansea's Community Learning Disabilities Service provides care management and assessment of individual need to adults over the age of 18 with a learning disability. We joint work with the Health Team and have a multidisciplinary team on site. Referrals are received from Central Access Point, the Child Disability Team, or via the Health Team.

The Community Learning Disability Service has had to adapt its offer of support during the Covid-19 restrictions. In order to continue to provide targeted support to people who use the service and their carers a risk analysis approach has been adopted based on an agreed regional format. Those at greatest risk continue to have regular contact from social workers and support staff to ensure their needs and welfare are supported. The offer of extra support in the form of domiciliary care, direct payments, supported living and residential care and in some cases day support and respite has continued for those in greatest need. Regular meetings with Child and Family Services for those people transitioning to Adult Services continue so the transition of care and support is as good as it can be. We continue to look at the improved offer of increased day support and respite with internal and external services based on changes in advice from Public Health Wales and the NHS and regular updates are provided to people who use the service and their carers' as we adapt to changes in social distancing restrictions.



### **Example: WCCIS Update**

The introduction of the Wales Community Care Information System (WCCIS) to Swansea Council is not solely a system implementation, but also offers service improvement and efficiency opportunities.

Throughout the lifespan of this complex project spanning both Adults and Children's services, and through engagement with a range of service representatives and senior management, a range of opportunities to streamline processes and improved data capture have been recognised.

One of the major overhauls of business process that the system offers will be around service provisions, the detail of which is currently held across a number of different systems, with no easy means of collating the information regarding an individual's commissioned services. During the data migrations and testing, the project team have liaised closely with Social Care Information and Finance in order to ensure accurate service provision data is available to WCCIS and ensure that this intended benefit is realised.

As well as client social work assessment and case management records, WCCIS will now include information related how people are receiving the following services:

- Internal Home Care
- Domiciliary Care
- Day Care
- Direct Payments
- Residential and Nursing Care

With a view to a more sustainable approach to service provisions, business support will be deployed, to ensure that to ensure the data we collect within WCCIS is as clean and accurate as possible information, and business processes relating to new starters, leavers and changes to packages of care within these service area, are followed on an ongoing basis. To achieve this additional resources have been requested via a Delegated Powers Report which was recently been approved by Corporate Management Team.

### **Example: Community Mental Health services**

There are 3 **Community Mental Health Teams** (CMHT) in Swansea. CMHT1 and CMHT2 are based in Central Clinic in the City Centre and they cover the South of Swansea. CMHT3 is based in Ty Einon Centre in Gorseinon and covers the North of Swansea. The function of the team is to assess, provide treatments and interventions to those suffering from complex mental illness.

The teams are a Secondary Mental Health Care Service. There is also a Primary Mental Health Care Service in operation. The CMHTs are integrated

and therefore have joint management arrangements - A Team Leader employed by Social Services and a Nurse Manager employed by Swansea Bay University Health Board. The team consists of Social Workers, Approved Mental Health Professionals (AMHP), Community Psychiatric Nurses (CPN), Health Care Support Workers, Social Welfare Officers, Therapists, Occupational Therapists (OT), Psychologist, and Psychiatrist.

There are 4 **Older Person Mental Health** Team Areas (OPMHT) in Swansea. Area 1 and 2 are based in Cwmbwrla Clinic and they cover the South and West of Swansea. Area 3 and Area 4 are based in Ty Garngoch in Gorseinon and covers the North and East of Swansea. The function of the team is to assess, provide treatments and interventions to those suffering from complex mental illness.

### **Example: Staff Wellbeing**

Our Engagement and Wellbeing Strategies continue to be developed and have been extremely pertinent during this time of crisis. The posts responsible for the delivery of this Engagement Strategy have been able to build on success in Child and Family Service to support the wider Social Services Directorate in ensuring that staff are kept informed and up to date on emerging Welsh Government guidance and also local practice. The learning through the pandemic has also supported us in our ongoing development of this strategy and the tools we use to support Wellbeing. Our Wellbeing Strategy saw the start of a pilot to test the removal of core hours and, whilst performance information won't be available until the end of the pilot in October, anecdotal feedback suggests it has been helpful for staff especially during this time.

To support the development of our **Workforce Strategy** (see example, section 4f), staff have been consulted on a number of different projects throughout the year. The following are examples of the types of things our staff have said;

- Staff have shared feeling better supported by the service as a result of recent 'innovative thinking', enabling 'flexible working', 'quick changes' of protocols and guidance, prioritising 'staff safety first' and keeping strong helpful communication.
- 83% of staff have stated the communication across the service regarding updates on changes have been good to excellent. Many staff have stated the daily brief has kept them feeling 'valued', 'connected to the service', 'Not feeling like a number' and has provided them with much needed 'extra support' over the previous weeks.
- No Core Hours feedback includes:
  - o "Being able to attend health appointments for my children, or do tasks within core hours has been helpful and reduced stress.
  - o It has reduce anxieties around core hours, and not being available for your children. Also being able to take time when you need a break, rather than within set hours has helped, balance busy work loads.

- o By not having to take a leave day to attend a doctor's appointment at 11am, also allows for leave to be used to take time off in blocks so i can feel most rested and ready to come back to such a challenging job”
- “I think this is a people centred organisation and there is good leadership. I think we have a good ethos in Foster Swansea and work hard to promote high quality social work practice alongside a focus on personal development and wellbeing.”
- “I have found the one to one mentoring support in the first year in practice to be really helpful, and I would recommend that all social workers have a wellbeing mentor who is not part of their team, and therefore impartial, so that issues which affect mental health can be addressed quickly and effectively.”
- “Really enjoyed Amy's blogs.” “Communication around Covid has been excellent.”
- “Feeling that my manager has my wellbeing as a priority”

Some of the stories of good social work presented in this report reflect the depth of practice we expect in Swansea, and the significant changes taking place.

### **Stories of Outcomes**

#### **Story: Stories from the frontline: Our emergency response service at Parkway**

Parkway supported a gentleman living with dementia who was assessed for long term care, with the support of Health and Wellbeing Co-ordinator, the OT and the team at Parkway the gentleman using a positive risk taking approach was able to support the gentleman to return home following his wishes and become part of his community once more.

This innovative approach supported the gentleman not only to live at home but this gentleman will be working with the Health and Wellbeing Co-ordinator in the future to provide talks to the libraries which will be available for the public to view

A lady was identified by a social worker that she was unable to go home due to hearing loss and the safety concerns. With the knowledge of the sensory services we were able to overcome this by getting the appropriate equipment fitted at home and a follow on referral to the fire brigade thus allowing the individual to return home quickly in a safe environment, addressing the hurdles that had prevented her to return home previously. Our service model demonstrates the benefits of a multi-disciplinary approach, which changed the outcome for this lady, enabled her to stay at home and in her community.

### **Story from Central Team (presentation to SMT)**

We have been on this journey for over a year now.

Although we are so proud of our current achievements there is still some way to go, however this is what we have seen:

- An improvement in colleagues' confidence in collating information and delegating responsibilities via the Multi-disciplinary Team (MDT).
- Assessments have become more person centred, capturing the heart of the matter.
- Qualitative conversations that are more meaningful which allow social workers to be part of the person's journey.
- Positive risk taking supported by contingency plans which has meant empowering people and those around them to take control of their own lives.
- And much more...

It is our hope for the Council to implement this change to make Swansea a better place to work and a better place for our people to live.

### **Story: Festival of the Fforest**

Following on from the success of last year's 'Festival of the Fforest', we brought you a second 'Festival of the Fforest' which took place at Fforestfach Day Service on Saturday, 20th July 2019. The event was in aid of people who have learning disabilities to experience a festival atmosphere in a safe and comfortable environment.

<http://www.swansea.gov.uk/staffnet/article/51943/Festival-of-the-Fforest>

### **Story: Josh and Gareth – Good For Your Smile Muscles**

Josh was previously a service user but became a volunteer at Swansea Vale Resource Centre (SVRC). With the help of his support worker Gareth, he captured his inspirational story, talking about how a state-of-the-art wheelchair can change your life, as part of the BBC listening project. This recording went live on BBC Radio 4 Wednesday 17th of April, and also shown in a staff event. In May Josh, his Dad and Gareth took the next steps to get his voice heard and met with the Welsh minister in Cardiff.

<https://www.bbc.co.uk/programmes/m000458z>

### **Performance in 2019/20 (Last Year)**

## **Performance Measures**

***Qualitative Measures – see Appendix 1 for summary results***

### ***Quantitative Measures:***

- Percentage of children looked after achieving the core subject indicator:

- at key stages 2 = **N/a%** (59%)- not required by WG this year

- at Key Stage 4 = **N/a%** (7.5%) ceased as national PI

- Percentage of looked after children who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements = **8%** (14%)

### ***Local Measures:***

- CFS41a - Percentage of eligible, relevant and former relevant children that have a pathway plan as required = **100%** (97%)

## **Our priorities for next year**

During 2020/21, our priorities will continue to be:

- To continue to improve the quality and timeliness of our response to changes in need for care and support within our communities particularly recognising the impact of Covid-19 on vulnerable individuals, children and families.

#### **4e) Supporting people to safely develop and maintain healthy domestic, family and personal relationships (Range of Services)**

*Swansea citizens are supported within and by their communities, in which they can contribute and enjoy safe and healthy relationships. People are also helped to recognise unsafe relationships and to protect themselves from abuse and neglect. The views of families, carers and other personal relationships are taken into account when assessing and planning care and support needs.*

Covid-19 and the impact of lockdown has definitely increased pressures on all of us and for some will have increased the risk of violence within households and families.

Swansea's approach to commissioning for better social care outcomes is set out in the commissioning work being undertaken regionally, and locally as part of Sustainable Swansea.

Families and carers views are heard, and other personal relationships are taken into account when assessing and planning care and support. An important part of our approach to commissioning is achieved by co-producing and collaborating locally and regionally to address service gaps, such as our work to improve pathways for children in need of care and support and families, or innovative approaches such as local area coordination.

#### **What did we plan to do last year?**

We are looking to embed co-production with citizens into our commissioning approaches, taking forward proposals emerging from our regional and local approaches to achieve better outcomes.

#### **How far did we succeed and what difference did we make?**

Health and Social Care Services are currently challenged with a growing demand. The main aim of the Adult Services Improvement programme and commissioning reviews is to make service improvements, to avoid service costs increasing and to ensure services are sustainable for the future. In order to do this the programme aims to achieve effective collaboration, so that capacity is used in a more efficient and effective way, saving time, resources, sharing expertise and contributing to improved citizen wellbeing.

It is vital we are getting the most value from the money we have available to provide or commission social care. We are always looking to become more efficient, promote better outcomes and realise savings where we can.

### **Example: Domiciliary Care**

We have carried out a successful recommissioning process establishing a Framework Agreement for the Provision of Domiciliary Care and Respite at Home Services for Older People and Younger Adults with Physical Disabilities and/or Sensory Impairment.

This change directly affected **1240 clients** who are receiving approximately **62,000 hours of care**.

As such this was the second highest value recommissioning process for the Authority. The process engaged not only a wide project team from across Commissioning, Adult Services, Procurement and Legal but also continued the co-productive practice already adopted in Adult Services ensuring service users shaped key elements of the tender assessment process.

### **Example: Supported Living**

Supported living services is community based accommodation, in which care and support services are usually provided. These services enable individuals to have a tenancy with occupation rights and responsibilities, yet at the same time get the help they need, when they most need it. Supported Living has a key role to play in achieving a strengths-based approach. It can be a more flexible response to fluctuating need.

Last year there were around **272** people with a learning disability supported in permanent supported living settings across 12 independent sector. In addition there are **197** supported living placements available across all providers in Swansea for people receiving mental health services.

Our successful retender Supported Living provision, and the co-productive approach adopted to achieve, this is informing council wide procurement and commissioning practice, our aspirations for service improvements. and how we can support citizens through a thriving local and regional economy.

### **Example: Residential and Day Services**

The successful completion of the Adult Services internal Residential and Day Services commissioning reviews was achieved following extensive consultation. The reviews have resulted in a reframing of our internal service provision to ensure services for reablement and the most complex needs are readily available for our citizens.

The offer through our residential and days services were adapted at remarkable pace in response to Covid-19. While there was a definite and necessary focus on ensuring that individuals were not brought into closed settings unless there was absolutely no alternative, we have ensured that

those individuals with most complex needs could continue to access specialist support including in an emergency.

### **Example: Hospital 2 Home Service (Regional)**

November 2019 saw the rollout of the integrated regional Hospital 2 Home model of delivery. A new service designed to reduce the length of time older people spend in hospital has been launched across Neath Port Talbot and Swansea. Hospital 2 Home supports people aged over 65 to return home as soon as they are well enough, allowing them to recover in more familiar surroundings.

The service aims to eliminate the delays some older patients experience when being discharged. It's not unusual for patients to remain in hospital despite having been deemed 'medically fit'. This is because service providers undertake assessments and make longer-term care arrangements prior to the person being allowed to return home. This takes time and results in hospital stays that are longer than necessary.

Building on existing reablement pathways from hospital to the community already in place in Swansea the programme has successfully expanded this scope and reviewed existing processes to accelerate the pace at which an older person can return home to their community following a hospital stay. The scheme has expanded community support across health and social care professions to expedite return to independence and reduce the risk of escalation of need associated with prolonged stays in a hospital bed. This project continues to demonstrate Adult Services partnership working with Swansea Bay University Health Board and Neath Port Talbot council.

As a response to Covid-19, the Hospital 2 Home approach has been further expanded and incorporated new expectations set out in Welsh Government guidance to implement rapid hospital discharge.

Whilst capacity in community services cannot yet meet the level of demand that we have forecast as a region, the model that we have developed is scalable when and if additional Welsh Government investment could be secured.

### **Example: Support to Carers**

Support to carers may be accessed directly, or via the Swansea Carers Centre. These services, which may be part funded by Swansea Council include:

- The Young Adult Carers (YACs) project for young people aged 16-25 who provide unpaid care for a loved one. The service offers one to one practical



and emotional support, trips and activities as well as two youth clubs per month all to give the YACs a break from their caring roles.

- The Mind, Body and Spirit programme which aims to improve the health and wellbeing of carers through a mix of feel-good and practical training sessions which include mindfulness, singing and yoga and creative sessions such as painting and drawing.
- Parent Carer Support – offering free support, information, advice and advocacy to parent carers of children with a disability or additional need. The service aims to ensure that parent carers are fully aware of their rights and entitlements, are supported to continue in their caring role, maintain their emotional and physical wellbeing and build relationships with others in similar situations.
- Provision of volunteering opportunities and volunteer services which enable people and carers to get work experience, training and job references, meet new people and stay active.
- Provision of holistic therapies which are offered every month to carers and former carers to reduce stress and promote wellbeing.
- Hospital workers to provide information and support directly to carers in hospital settings across Swansea; to promote access to carer's services and promote carer's participation in the hospital discharge process.
- GP outreach services which run community help desks and support GP surgeries to be carer friendly by offering staff training, information for carers via notice boards and referral forms and information for carers' services.
- Dementia workers who are able to offer support and advice to dementia carers (pre and post diagnosis) and access to a dementia support group and activities, and an emergency respite fund.
- Carers Cwtsh offering dedicated space for carers to meet, and attend various planned groups and activities including the dementia carer group, the carers' book club and the mental health carers group.

### **Example: Advance care planning and Hospital admission packs**

Swansea staff have been working in partnership with the Macmillan end of life care coordinator (Primary care - Swansea Bay UHB) to review and enhance our end of life practices within our Local Authority homes.

We introduced 'End of Life' champions across all our care homes.

We began to explore advance care planning and the challenges to having what can be quite difficult conversations for some people/ carers. We used the living well document which begins with the important issue of finding out

who the person is and what matters to them in life and then to experience a good death.

This introduces meaningful life story work, which has been so valuable in getting to know people and their life story, recognising the riches of their life. This has enabled us to build their living well document around the things that matter to the person.

The work has enriched staff knowledge and skill and this has had a real impact on the quality of practice in our services. It has been shared across the regional ambulance service, and adapted into a new hospital admission pack for their work with the most vulnerable people.

### **Example: Assistive Technology and Community Alarms**

The Community Alarms service has been provided by Swansea Council for over 30 years. Swansea currently provides the Community Alarms Service including Assistive Technology via Social Services to 4,665 users on the database.

Service users benefit from an array of sensors connected electronically to a lifeline unit and monitoring other events, such as smoke detection, extreme heat, falls, door access and exit, movement etc. These services are available to individuals following an assessment. (Ref. Report to Adult Services Scrutiny Panel –19/11/2019)

In seeking ways to improve access to Child and Adolescent Mental Health Services (CAMHS), as well as alternative emotional and psychological support for children and young people.

### **Example: BAYS ++**

One of the initial tasks within the Bays+ partnership was to draw up a Partnership Action plan for improvement to help move these services forward in a way that ensures the right support is offered in the right place at the right time, to achieve the best possible outcomes. With an aim of developing the services into one where young people's voices are heard and acted upon.

Whilst drawing up the schedule of improvement, it became clear that the Bays+ service needed to develop a joint vision and a full service review is required. Due to the complexity of such a review, it was agreed the approach that would enable that better outcomes would be to have a 6 day Vanguard review. It is intended that the 'Vanguard Method 6 Day Check workshop' will be used to review the system and especially from the perspective of the people and stakeholders who interact with the service and the staff who work within it.

Unfortunately, the review was scheduled for June 2020 but as a result of Covid-19 it was unable to commence until September 2020. The review is now in the development stage and the 6 day workshop will commence on September 23rd.

We aim to 'make all placements count' by focusing on outcomes such as living safely and securely with a family to achieve permanence, educational attainment, in or as close to Swansea as possible.

The focus has been on improving our in-house offer for looked after children.

### **Example: Foster Swansea**

Foster Swansea is working hard to source in house foster placements with the focus on good matching for children with increasingly more complex needs. The support offered by the specialist support workers (SSWs) is helping us to maintain good performance around placement stability despite the high level of activity within the Looked after Children population. Fostering Recruitment has had to adapt to being virtual, and Swansea has recruited an additional 23 foster carers this year (18).

### **Example: Ty Nant Children's Home**

It has been another busy 12 months in Ty Nant. Many of the young people who have spent time there have made good progress.

In late spring a number of reviews of the service were completed. They identified some areas of strength but also some areas where there is scope for improvement. One of the key messages is that service has been stretched at times because of the level of demand it faces. When the service was repurposed a number of years ago to provide emergency and short-term placements only, it was anticipated that the home would run with higher levels of vacant beds. This calculation was factored into the size and make-up of the staffing structure. While this initially proved accurate, the occupancy rates have gradually been increasing: in 2019/20 the rate was 95%.

In recent years we have had some success at reducing the total number of young people in residential care. This is to be celebrated, and reflects positively on our capacity to support more young people to live in family placements. However, residential care continues to have an important role to play for a small number of young people with particularly complex needs. Those young people entering Ty Nant have therefore consistently been amongst the most complex young people in our communities. This means it is often more difficult to identify and secure suitable move-on placements which can meet their holistic needs. As a result, those placed in Ty Nant have frequently been staying for longer periods of time.

A service improvement plan is taking forward the recommendations from the various reviews. This looks at a range of subjects and will help to create a stronger service for the Council and most importantly, for the young people who live there. One action on the plan is to revise the staffing structure so we can more efficiently and effectively meet demand. The new structure will also facilitate the development of the outreach offer, whereby staff from the home provide intensive support to young people after they leave Ty Nant. This will help to ensure young people are able to move at an earlier juncture and that they are more likely to enjoy positive outcomes in their next placement.

As the home is increasingly supporting more complex young people, we recognise that we need to be vigilant in ensuring that we have robust care and support plans in place at the earliest possible opportunity. We are therefore revising the statement of purpose of the home so the timescales for producing a robust plan for their move-onwards, is brought forward.

### **Example: Child and Family Services Commissioning**

As well as changes within Foster Swansea and Ty Nant already mentioned, we are achieving change in a number of ways.

- Ty Nant residential care home has moved to a better location. The development of outreach as part of the Ty Nant offer is supporting more children in achieving better outcomes, either by supporting safely returning back to their family home or ongoing stability within an alternative care setting.
- Family and Friends - carers are taking on the challenge to offer suitable foster placements for more children who have complex needs
- Internal therapy team - Swansea has established a service, which has now been supplemented by a regional multi-agency placement support service MAPSS, to provide additional therapeutic support to parents/carers caring for children with complex needs.
- The Direct Access Panel is now in place to evaluate placement outcomes and promote utilisation of all available support services where emerging difficulties have been identified.
- Respite - we have increased the range of and availability of Respite/ Short Breaks to families
- Adoption - we are in the process of establishing an enhanced post adoption support offer, which will both support better outcomes for adopted children but hopefully encourage more prospective adopters to feel confident in coming forward to be assessed.

**Example: Adult Services Commissioning**

Swansea citizens are supported within and by communities in which they can contribute to and enjoy safe and healthy relationships. People are also helped to recognise unsafe relationships and to protect themselves from abuse and neglect.

The focus has been on implementing new approaches to commissioning to get better value for money, to improve the stability of and capacity within the social care market and to focus more on outcomes. We are achieving this by:

**Joint Commissioning** - by working across the wider council, we can find areas of services where resources could be pooled, to achieve broader wellbeing outcomes, some examples are given in the next section (4f).

**Stories of Outcomes****Story: Developing a Dementia Friendly Generation: Celebrating a moment in time**

Several teams in Adult Services have been working together on this project to raise awareness of dementia across the Swansea area, changing attitudes and encouraging people with dementia to more fully participate as members of their community.

This project aims to change attitudes so that a person living with dementia will be seen as a whole person; the contribution to their community and the richness of their lives will be celebrated and above all dementia to be viewed as just a small part of who they truly are.

The project uses intergenerational music and storytelling sessions, to bring together young and older people, creating a better understanding of dementia and exploring issues around being young and old. The aim is to celebrate those moments through finding and telling stories while dispelling the stigma and myth around dementia

**Story: St John's Day Services: Building Communities and Relationships**

St. John's Day Service has again been nominated for Social Care Wales Accolades awards in 2019/20, by working together co-productively to develop community services, and placing the service at the heart of the local community, building lasting relationships with people, challenging stereotypes and breaking down barriers so that people feel able to ask for help and support. These initiatives have a preventative impact and help to reduce the need for formal support in the local area.

Three initiatives have been particularly highlighted:

- Further developing the Community Garden - St John's has recently set up a men's shed "Action Shack" to support men experiencing issues around loneliness or mental health. Part of the garden is now home to a new memorial space, and St John's is custodian of two memorial plaques listing the names of local brave heroes who lost their lives during the First World War.
- Cae Rowland Community Transport Scheme - St John's has developed a community transport scheme which is supported by volunteers and is very busy. Vulnerable people need to access the community, whether this is attending an appointment, visiting friends or family, shopping or going out for coffee. St John's has a link with Neath and Port Talbot hospital's rapid response unit to enable people who have no other support to get to their appointments on time.
- Volunteering at St. John's - St. John's values volunteers and has many people who come to the service from all walks of life, including adults with a learning disability, retired people, young people looking for work experience, people who have been out of work for many years etc. They have been integral to the work within the day service and the wider community.

Both of the projects were visited before Christmas by the Older People's Commissioner for Wales, Helena Herklots and also the Welsh Assembly Deputy Minister for Health and Social Services, Julie Morgan. Both were pleased to learn more about the projects.

<http://www.swansea.gov.uk/staffnet/accolades0120>

It is impossible to reflect upon the past 18 months without recognising and explicitly acknowledging the devastating and tragic impact of Covid-19 on significant numbers of particularly older, frailer Swansea residents and their families.

Along with all other areas of the UK, deaths of care home residents, particularly nursing homes were between 40 and 50% of all deaths.

The suspension of indoor visits by families to residents has itself caused enormous distress and consequently had a detrimental impact on individuals' wellbeing.

We cannot rewrite history, lockdown sooner or increase control measures that didn't exist first time round whether PPE, testing or otherwise.

However we can ensure that we learn the lessons and implement those controls going forward. The regional partnership board commissioned its own review of what did or didn't work as has Welsh Government.

We know have a comprehensive regional care home protection plan that incorporates all that we have learned. The effectiveness of this plan will

continue to be monitored and reviewed through the weekly community Silver multiagency partnership governance board.

There is no room for complacency and this cohort of our population remain particularly vulnerable and the settings within which they live will remain at risk of future outbreaks.

I am satisfied that everything that we know we to do to manage that risk is indeed being done.

I also want to again acknowledge the extraordinary resilience, skill, commitment and humanity of the social care workforce, both within the Council and the wider independent sector. They have done and continue to do extraordinary work in caring for the most vulnerable.

It continues to say something about what we value as a society that these heroes that we applauded remain some of the lowest paid in our population.

### **Performance in 2019/20 (Last Year)**

#### **Performance Measures**

- **Qualitative Measures:** see appendix 1 for summary of results
- **Quantitative Measures:**
- CFS25 -The percentage of children supported to remain living with their family = **64.17%** (66%)
- CFS26 The percentage of looked after children who returned home from care during the year = **46.05%** (44.8%)
- • The percentage of looked after children on 31st March who have had three or more placements during the year = **10.07** (11.55%)

### **Our priorities for next year**

During 2020/21, our priorities will continue to be:

- Development of commissioning and market position strategy to map future demand for services and help shape the social care market with particular reference to the impact of Covid-19.

**4f) Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs (Wellbeing)**

*Our most vulnerable people are supported to participate as active citizens both economically through work and socially, and within suitable accommodation.*

*Our approach to maximising people's independence is set out in the corporate plan, wellbeing plan, service plans and improvement programmes.*

**What did we plan to do last year?**

We wanted to complete a fourth and final adult services commissioning review and implement improvements to in scope services as when opportunities are identified

We wanted to continue to implement the recommendations of earlier commissioning reviews and in particular the new domiciliary care framework

We wanted to meet the milestones set out in the children and adults improvement plans

We also wanted to participate in the whole council employability commissioning review to ensure opportunities to promote better outcomes for citizens with care and support needs are realised.

**How far did we succeed and what difference did we make?**

We are supporting people to participate as active citizens economically and socially. We are supporting people to access and sustain engagement with meaningful work. We are supported people to access financial advice and help with benefits and grants. Here are some examples:

**Example: Regional Fostering**

Local authorities across Wales are working together to deliver the National Fostering Framework. The fundamental purpose of this activity is to improve the capacity and quality of local authority fostering services. Fostering is a highly competitive area, with a number of independent providers competing with local authorities to attract and retain foster carers. While the independent sector can deliver a good service, we firmly believe that we can do better, both in terms of realising positive outcomes – e.g. keeping young people close to home – and delivering value for money.

Swansea is the lead authority for this work in West Glamorgan. The former regional manager left the post to take up a key role in the national work. This departure, coinciding with Covid-19, left us with a significant gap. I am pleased that this important position was filled earlier in the summer and the new manager is now making excellent progress to ensure we are on track.



Each of the regions is developing a work plan which covers the objectives of the national agenda as well as any local priorities. Progress is gathering pace: in September we have seen the launch of the learning and development framework and the completion of the latest national performance data. Moving forwards we are expecting Foster Swansea to be rebranded as part of a wider national marketing exercise. We are still working through some of the finer details and there are ongoing conversations with Welsh Government. While it will be important to retain what has made Foster Swansea such as asset, this represent an exciting opportunity to make local authority fostering the byword for fostering in Swansea and Wales.

**Example: Regional Adoption** <https://westernbayadoption.org/>

West Glamorgan Regional Partnership is made up of three collaborating local authority adoption agencies, Bridgend, Neath Port Talbot and Swansea. By working collaboratively, it is able to offer an enhanced adoption support service to potential adopters, adopters, adopted children and those adults who were adopted as children.

The aim is to ensure that children are linked and matched with the families who can best meet their needs. There are four main functions in the service:

- Adoption Support
- Recruitment and Assessment
- Twin Tracking and Family Finding
- Business Support

The target was to have 80 children placed by the end of the year (2019/20).

**Example: Edge of Care**

The Working Together Project is a regional approach covering the West Glamorgan footprint, working with children, young people and their families in their home environment. Whilst there are differences between the implementation of the services in both Neath and Swansea, both are working towards a safe reduction in the number of Looked After Children (LAC reduction). The ultimate aim of the Service is to support more children and young people to grow up in conditions that are safe, that do not impact negatively on their wellbeing and allow them to develop to their potential.

Child and Family Services recognise that, for most children and young people, this is most likely to be achieved by supporting children and young people to remain in the care of their families. The service has been redesigned to assist families by providing interventions, which increase resilience and enable safe, sustainable changes. The consequence of which being that more children and young people are able to remain living with their family.

In Swansea this has included a restructure of the Family Support Service to create an Edge of Care Service. The restructure has supported a review in the purpose of the service which now has a focus on;

- Working with families to help them stay together safely and prevents the need for children and young people to become looked after.
- Utilising evidence based, creative and integrated approaches to implementing and delivering a service which support families going through difficult times to help them stay together and which safely avert the need for care.
- Utilising therapeutic support for children on the edge of care and care experienced children including those who have been adopted, reducing the need for more intensive forms of support.
- Developing provision for children with complex needs / challenging behaviour who are at risk of going into secure accommodation.
- Helping families stay together or, where children and young people do need to enter care, they can benefit from a stable and supportive care environment as close to home as possible.

The programme has focussed on the development of two areas of particular need that have been highlighted through the analysis of Swansea's performance data.

A parenting team has been established, which focuses on the issue of families affected by neglect by empowering them to take positive steps to change and improve their lives whilst addressing any safeguarding concerns.

An adolescent team has been established, which focuses on developing and embedding evidence based and best practice in working with adolescents, which considers both familial and extra familial abuse, which can often undermine parent-child relationships.

Both teams take a strengths-based approach, which integrates into Swansea's Signs of Safety approach, working with families to understand the worries and take a goal and outcome focused approach to working together to address the worries and safeguarding concerns.

### **Example: Mental Health Preventative and Early Intervention options**

This year has seen a successful development of prevention services and early intervention options for Mental Health clients through services such as Sanctuary and CREST recovery college bolstered this year by additional funding and expansion of the provision.  
<http://www.swansea.gov.uk/staffnet/crestjuly2019>

The Recovery College at CREST is a new initiative in Swansea to support people in their on-going recovery from mental illness, and aims to help individuals to become experts in their own care and develop the skills they

need to rebuild their lives. Existing employment and day services at CREST continue to run at CREST.

The first Recovery College opened in England more than eight years ago and they have grown quickly in number with the approach also adopted in other countries including Scotland, Ireland, Italy, Australia and Japan. They are formal learning institutions that create an environment in which people with a lived experience of mental distress feel safe, welcome, and accepted and provide education as a route to recovery.

Swansea's version is a collaboration between CREST, mental health services users, Swansea University, Gower College and the University of Wales Trinity St David.

### **Example: Work development/ learning opportunities**

Working together local services based in Gorseinon, Abergelli, The Beeches and Fforestfach Day Services, have put together a programme of workshops and employment opportunities which have been developed to improve individual life skills self-esteem and wellbeing and enable feelings of empowerment and independence.

## **Stories of Outcomes**

### **Story: Using dialogue approaches to understand 'Risk and people living with Dementia'.**

Adult Service provision dementia champions have been working with the Wales School of Social Care and Research to explore how dialogue approaches might help to develop confidence and understanding of risk, using dementia risk cards as a tool to engage and explore risk taking and dementia.

Dementia risk cards were produced to provoke discussion and can be used in many different scenarios including interviews, staff development on one to one or in groups.

The dementia champions demonstrated that the risk cards helped to educate staff and families in a non-threatening way to break down some of the fears, answer questions, exploring preconceived ideas and feelings about people living with dementia and risk and equipping them with the knowledge and confidence to embrace new ways of working.

Challenging old-fashioned practices and ideas that focus on the person's deficits and not their strengths. Gently nurturing teams and family members

who may struggle with the concept of the person with dementia living independently and risk taking just like any other person.

**Story: working in partnership to support children and young people:**

Partnership working, particularly as we entered in a lockdown, was vital in ensuring we maintain good quality engagement with children and young people. This involves support to develop new and adapted models of engagement that are fit for purpose in our new ways of working. This has included working with partners with our 3rd sector providers, Health, Early Years, and Education as well as across the Social Services directorate. This includes the redevelopment of Swansea's Children's Rights Network, which brings together services for children, to consider how we work together to ensure children across Swansea can enjoy their rights to the fullest.

Other work includes making use of Swansea specific 'Coronavirus and Me' survey results (in partnership with the Commissioner's Office for Wales) and working with colleagues to ensure data is acted upon, and changes fed back to children and young people. Another example includes supporting the rollout of 'Pitching it in the Kitchen' to foster connectedness between individuals during lockdown.

**Performance in 2019/20 (Last Year)**

**Performance Measures**

**Qualitative Measures: See Appendix 1 for summary results**

**Quantitative Measures:**

- **The percentage of all care leavers who are in education, training or employment –**

**At 12 months after leaving care = N/a% (61.1%)**

**At 24 months after leaving care = N/a% (41.82%)**

- **The percentage of all care leavers who have experienced homelessness during the year = N/a% (10%)**

**Our priorities for next year**

During 2020/21, our priorities will continue to be:

- To continue to take forward change, as set out in our local Improvement programmes and regional work programme recognising the inevitable impact and complicating factors arising from Covid-19.

## Section 5: How we do what we do

### 5a) Our Workforce

We have continued to support and develop our social care workforce and managers to be the best they can be, and to provide the highest quality services.

#### **Example: Workforce strategy**

The Workforce Strategy has been in progress since 2017 but has seen significant success over the past year. The overarching strategy, once complete, will be utilised to support all functions related to workforce. This includes;

- Recruitment
- Retention
- Coaching and Mentoring
- Appraisals and Supervision
- Full Service Progression Pathway
- Engagement and Wellbeing
- Development and Training

Over the past twelve months, a coaching and mentoring strategy has been complete which provides opportunities for staff to develop both their professional practice, skills and attributes relating to their work. It was agreed that this strategy will be managed from within the Performance Hub and will be formally rolled in towards the end of 2020.

There has been significant success within the recruitment strand of this strategy following the recent recruitment of the new Head of Child and Family Service. 6 young people were involved in the process which comprised of both group and individual tasks with the candidates.

A progression framework for qualified Social Work staff was developed to support us in moving staff into Senior Social Work positions without the need to wait for vacant posts.

Our Engagement and Wellbeing Strategies continue to be developed and have been extremely pertinent during this time of crisis. To support the development of our Workforce Strategy, staff were consulted on a number of different projects throughout the year.

### 5b) Our Resources

Continuing pressures on local authority funding, alongside increasing demand and service costs remains a challenge for the Council to be more sustainable in the future.

The Social Services Directorate finally achieved all of its existing Medium Term Financial Plan (MTFP) target savings commitments by close of financial year 2019/20.

Thank goodness that the hard work of our senior managers and the workforce did pay off, given the subsequent onset of Covid-19.

Covid-19 has required significant increased expenditure across social care and wider public services, whilst at the same time impacting detrimentally on income.

Alongside ensuring its own services are Covid-secure, the Council has had to spend many millions ensuring that the independent care sector does not fail as a result of their increased Covid-19 costs.

Welsh Government has committed to providing many millions of additional funds via the hardship fund to cover these costs at least this financial year.

I expect the financial impact of Covid-19, probably compounded by any financial impacts of Brexit, to mean that next financial year and beyond will be at least as, but probably more, challenging than anything we have experienced to date.

The Council's overall aim is to protect frontline delivery of services as far as possible. However, whilst many things are important, not everything can be a priority. It is important, therefore - particularly in the current climate of significantly reduced resources - to set out clearly our expectations on all services and relative priorities for funding in the context of the significant reductions that we face.

### **Social Services - Child and Family Services**

Within the Medium Term Financial strategy, there are no significant policy changes proposed in Child and Family Services. We will maintain the current Safe LAC Reduction Strategy to reduce the number of looked after children and achieve the planned savings and service improvements.

There will be an increasing expectation of evidencing the impact of early Intervention, and prevention services, being more closely aligned to support families and children earlier, to lessen the need for greater intervention later.

These will now be incorporated into the Council's Covid-19 recovery plan.

### **Social Services – Adult Social Care**

Cabinet has previously agreed a new Adult Services Model, which supports the service changes needed to deliver improvements in experience and performance, and to deliver the significant savings required in the medium term.

This model outlines how we will focus on the following objectives:

- Better prevention

- Better early help
- A new approach to assessment
- Improved cost effectiveness
- Working together better
- Keeping people safe.

Underpinning these principles is the need to build trusting relationships with those that we work with, improve communication and work co-productively to design and deliver services and interventions.

Further, we will be finalising and then implementing the outcomes of the Commissioning Reviews for: Day Care Services, Residential Care Services and Domiciliary Care Services and devising the Learning Disability, Physical Disability and Mental Health Commissioning Strategies. These are the Council's regular process for consistently reviewing service provision, including comparison with other service model to ensure value for money and quality.

Again, all of the above will now be reshaped and incorporated into the Council's Covid-19 recovery plan.

### **Social Services – Poverty and Prevention**

We have agreed a comprehensive Tackling Poverty Strategy, which was extensively reviewed in 2017, to ensure it is meeting its aims.

The overarching themes are:

- Empowering local people through involvement and participation
- Changing cultures to reflect that tackling poverty is everyone's business
- Targeting resources to maximise access to opportunity and prosperity.
- We will be adopting the following principles to this work:
- A whole Public Services Board and whole Council approach.
- Building resilience, social capital and social networks.
- Involvement and participation of service users.
- Implementing 'what works' in future delivery.

We have also revised our Prevention Strategy, which has been consulted upon in 2017, and outlines our approach in this important area.

Our vision is to '*....secure better outcomes and better manage demand through preventative approaches*'. The principles we will adopt as Swansea's optimum model for preventative activity are:

- A whole Public Services Board and whole Council approach;
- Making every conversation count;
- Holistic universal and early intervention services;
- A culture where all services are acting at every point to de-escalate need
- and build on strengths;
- Adopting strength based approaches using the strengths of individuals,
- families and communities;

- Supporting independence at all stages, with different levels of
- interventions offered;
- Building resilience, social capital and social networks;
- Delivery partners have confidence in the approach;
- Making evidence based investment decisions of what reduces demand;
- Learning about 'what works' is fundamental to future delivery.

Again, whilst all of the above remains fundamentally sound, it must all be viewed through a lens cognisant of the ongoing impact of Covid-19.

## **5c) Our Partnerships and Governance**

Social Services cannot be effective in meeting the wide range of statutory obligations, and facing such complex challenges, unless we have strong support from within our organisation and from each of our partners.

### **Political Leadership**

With impeccable timing Cllr Mark Child handed over the baton for Adult Services to Cllr Clive Lloyd just as the worst global health pandemic for a century struck.

Cllr Child has been a much appreciated, strong champion and advocate for the Directorate, and continues to play an important role as a critical friend.

Cllr Lloyd certainly needed to, and he has hit the ground running.

Up until recently, the Children's portfolio has been split between Cllr Elliot King and Cllr Sam Pritchard.

Again their strong political support in an area over which the Council must never become complacent has been extremely important.

In particular, I want to thank Cllr Pritchard for his focus on the improvements required of the YOS service.

The Directorates focus on tackling poverty, community support and other prevention approaches will now be overseen through a split portfolio, between Cllr Alyson Pugh and Cllr Louise Gibbard. With the impact of Covid-19, this area of the Directorate will take on more and more importance.

The Council has for many years maintained dedicated scrutiny functions over the performance of adults and children services.

From my perspective, this provides further evidence of the Council properly recognising the importance of the social services function to the wellbeing and safety of the most vulnerable cohorts of our population.

I know the Cabinet Members and I continue to appreciate the constructive challenge and scrutiny afforded by these panels.



The Directorate has further benefitted from the policy work undertaken by both the People and the Poverty policy development committees.

### **Corporate Leadership**

The Directorate has always enjoyed strong corporate support from the Chief Executive and the wider Corporate Management Team albeit I am sure that the messy, complex business that is social services hasn't always been the easiest with which to become directly involved.

However, with the onset of Covid-19, the extent of cross Council working and sharing of responsibilities has been extraordinary.

The Place Directorate has stepped into either provide or oversee the direct delivery of community support freeing up the Social Services Directorate to concentrate on critical care delivery.

The Head of Building Services has become the Tzar for all things PPE related.

Corporate colleagues have overseen workforce recruitment, set up first point of contact and advice arrangements and made sure that care workers received the Welsh Government additional payment.

Education colleagues have supported schools to ensure additional safeguarding and wellbeing support was provided to our most vulnerable children across Swansea

There are many other examples of cross Council collaboration that provide the model for the kind of Council we aspire to being.

I am extremely grateful for that support which will continue to be needed for some time to come.

### **Regional Partnership Board**

Swansea Council has backed the future direction of the West Glamorgan Regional Partnership Board and work programme which sets out an ambitious transformation programme for the future delivery of health and social care services in the region with resources from:

- Swansea Council
- Neath Port Talbot County Borough Council
- Swansea Bay University Health Board
- Organisations in the third and independent sectors
- Citizen and carer representatives

The long term and primary aim of the work programme is to ensure services are resilient and sustainable, and that there are demonstrable improvements in service delivery for all service users across the Health Board footprint encompassing the areas of Neath Port Talbot and Swansea.

The key aims of the West Glamorgan Regional Partnership are:

- To promote prevention and wellbeing from a citizen centred perspective, that will support and strengthen both the care delivered and the health and wellbeing benefits to the people of the region
- To integrate services more effectively for the benefit of service users and carers
- To focus on the person through an approach committed to personalisation, independence, social inclusion and choice
- To fulfil a shared responsibility that adults and children at risk of harm are safeguarded against all forms of abuse by working together to keep adults and children safe and to promote their welfare
- To make service improvements, to avoid service costs increasing and to ensure services are sustainable for the future, in the face of growing demand and the current financial climate.
- To recognise that incremental changes to existing models of care will not be sufficient and that a bolder approach is needed to bring about innovative models that are appropriate to the needs of the population.

The current work programme involves work across:

- Adult's Transformation Board (the key priorities of which include implementing a regional hospital to home recovery service, reviewing the optimal model for intermediate care services, piloting social enterprise models as alternatives to traditional domiciliary care services, establishing pooled budgets for care home provision, embedding the Commissioning for Complex Needs Programme as business as usual, establishing a dementia framework to drive strategic development of dementia support and services, implementing the Mental Health Strategic Framework and the Learning Disability Strategic Framework)
- Children and Young people's Transformation Board (key priorities of which include Safe Lac reduction, edge of care services, post adoption support services, Multi Agency Placement Support, a model of collaborative commissioning for children with Complex Needs and developing a continuum of support for children with emotional and psychological difficulties)
- Integrated Transformation Board (the key priorities of which include support for Carers, Digital Transformation including the Welsh Community Care Information System, housing and accommodation support, embedding social value and co-production in health and care transformation).

### **Other key partnerships**

As well as regionally, we have been identifying savings and improvements as part of the Council's Sustainable Swansea programme which includes

continuing to implement the recommendations of previously completed commissioning reviews and to improve the quality, range and flexibility of the services and support we offer. Through co-production with citizens, we are taking forward proposals emerging from our regional and local transformation programmes to commissioning to achieve better outcomes.

## Section 6: Additional information

This section briefly summarises what we are doing in some other key areas:

### 6a) Complaints, Compliments and representations

The Annual Reports summarising the Compliments and Complaints received, and relating to the following were reported to Cabinet in Jan. 2020.

- Total number of complaints relating to Adult Services (all stages) received by Complaint Team in **2018/19 = 204** (197) - [Adult Services Complaints report](#)
- Total number of complaints relating to Child and Family Services (all stages) received by Complaint Team in 2018/19 = **188** (232)- [Child and Family Complaints report](#)

The number of complaints to the ombudsman doubled during this period, as more citizens are informed of their rights:

- Adults complaints proceeding to Public Ombudsman in 2018/19 = **14** (7)
- Child and Family complaints to Public Ombudsman in 2018/19 = **10** (3)

#### Compliments received:

**Adult Services-** news, stories and sometimes compliments are regularly published in the latest newsletter "Staff Matters": [Adult Services News and Updates](#)

**Child and Family Services** News and updates, including appreciative comments are published in the newsletter "What's occurring?" [What's occurring? Child and Family News](#)

Also in the Director of Social Services weekly briefings: [Directors Covid-19 Updates](#)

### 6b) Mwy Na Geriau

Mwy Na Geriau (More Than Words) framework for Health and Social Care has been in place for several years and the latest update on the standards was published this year.

Swansea Council promotes best practice approaches in using the Welsh language to improve our service offer to citizens, and amongst staff involved in delivering health and social care. Swansea attends a regional More than just Words forum with colleagues from Swansea Bay and Cwm Taff Health Boards.

Swansea has established a cross-Council forum for consideration and delivery of Welsh language training and support to staff in developing and using their Welsh language skills. The group is promoting the wide range of learning resources available to staff in developing their skills, as well as the formal training offer.

### **Story: Welsh language champions in Adult Services**

Over the past year we have sought to improve practice and enhance the lives of those people whose preferred language is Welsh.

Here are some of the areas of development in Adult Service Provision:

- Welsh Language Champions

- Welsh Dementia Friends Champions

- Capturing magic moments poster and Welsh speaking individuals feedback through the medium of Welsh

- Inclusive communication board in Welsh – Alexandra road

- Reflecting Welsh culture within our services

- Capturing information on how we promote Welsh culture in our services through our quarterly quality observations

- Delivering a bilingual Dementia Friends Awareness session at our staff event

We also worked on a Project called “Hen Blant Bach” in partnership with “Menter Iaith Abertawe” who are a Welsh business that promotes Welsh in Swansea. The intergenerational work was delivered with primary children and people living with dementia through the medium of Welsh. The intergenerational project worker for a Caring in Wales award last year.

We have also developed a Mwy Na geriau supplementary action plan for social services to address any gaps in training opportunities across frontline staff and the wider social care workforce.

### **6c) Further information on Social Services**

This Annual Report provides detail about Swansea’s improvement journey within statutory social services in 2019/20.

The Full Report is available in other languages and formats upon request.

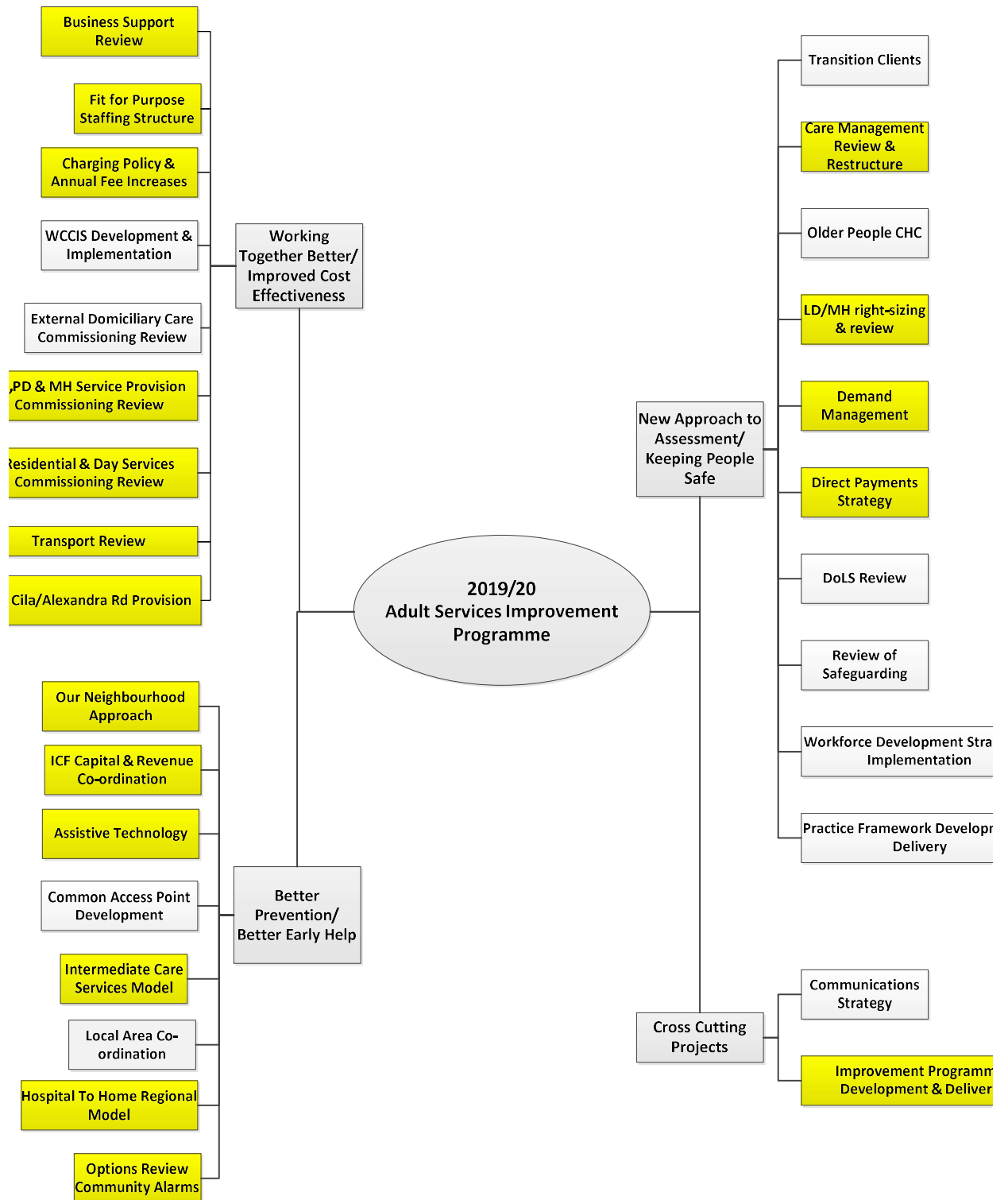
There is a wide range of information available through the Council's website: <https://www.swansea.gov.uk/socialcarepublications>.

For further information on accessing Social Services, check out the Council’s public website at: <http://www.swansea.gov.uk/article/2929/How-Social-Services-can-help-with-your-care-and-support>.

# Section 7: Appendices

## Appendix 1. Adult Services Improvement Programme 2019/20- Doing What Matters

Programme & each projects aligned to service objectives:



## Appendix 2 Child and Family Improvement Programme

### Child and Family Improvement Program

