



Annual Report of Statutory Director of Social Services 2020-2021

(July 2021)

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1. Introduction by David Howes, Director of Social Services

Welcome to my fifth annual report as Swansea Council's Director of Social Services, which covers our improvement journey during 2020-21. This report is a statutory requirement, as set out in Part 8 of the Social Services and Well-being (Wales) Act 2014.

We have faced some major challenges this year, none more so than the Covid-19 pandemic, and we can expect further impact in the year ahead. The pandemic has dramatically changed the way we all live, work and spend our time; requiring us to adapt and behave in a different ways to how we lived before.

Again, I want to start this report with my sincere thanks to our remarkable social work and the wider social care workforce in Swansea. All workers, 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 citizens during these extraordinarily difficult of times.

Many social services have carried on through this difficult period some in a different form, some meeting additional demand, and we are now looking to the future in how best to meet the needs of our most vulnerable citizens. To do this, the Council has set out a recovery programme – "Achieving Better Together", which will support our own transformation programmes, in readiness for a new Corporate Plan in place from 2022.

We will be building on what has worked well in our response to recent changes, to continue to test out new ways of working. Swansea Council respects the rights of adults and children, and takes listening to and working with people who have support needs seriously when making decisions that affect them. Whilst we have to recognise that people want to enjoy their right to take part in decisions that affect them at different times, and in different ways. I am particularly proud of the participation work with young people and young carers taking place to reshape our services for the future.

Safeguarding remains as our top corporate priority, at the heart of how Council services are prioritised. We recognise that in relation to the safe delivery of health and social care arrangements, the Council needed to work even more closely and effectively with statutory and third sector partners, and this has been achieved through the West Glamorgan Regional Partnership.

Thanks to Social Services Senior Management Team, and to my colleagues in the Corporate Management Team for you tireless support and understanding.

I am also conscious that the role of Swansea Council's Director of Social Services would quickly move from challenging to impossible without the constructive support and challenge from both Corporate colleagues and Elected Members.

I'd like to formally thank Cllr Elliot King for his leadership of both children services and the Youth Offending Service. The impact of the pandemic on children, families and the children's workforce cannot be underestimated.

In similar vein, the pandemic has further highlighted the importance of the Council's role in working with and in communities. Again the leadership of Cllrs Alyson Pugh and Louise Gibbard has been invaluable in helping us navigate such a difficult period.

A particular mention has to go to Cllr Clive Lloyd. I cannot think of a more challenging period in which to take up the portfolio for adult social care, health and well being. He once commented that he spent more time with me than he did with his own family. I suspect that wasn't far from the truth and speaks to his commitment to make sure that our workforce were as well supported as possible and that the Council's services were the best that they could be for the most vulnerable cohorts of our population. He can pass back the baton to Cllr Mark Child feeling very proud.

The Council has always acknowledged the important role played by the two dedicated scrutiny performance panels in ensuring the Council maintains high quality social services. This year the panels have had to strike a balance between maintaining that critical challenge function whilst being sufficiently flexible to avoid creating unnecessary demands on a service working under incredible pressure. Again my sincere thanks to Cllrs Paxton Hood Williams and Susan Jones for managing that difficult balancing act so effectively.

2. Analysis of Current Performance

2a. Overall Summary

In this section, I give my view, as Director of Social Services, on how effective we have been in supporting Swansea's most vulnerable citizens to achieve their wellbeing outcomes. How we are delivering on the full range of statutory requirements set for us; progress towards our improvement priorities and in achieving our performance targets.

I am truly proud to represent a small part of the exceptional work undertaken by my social services colleagues during this year. Through the many challenges we faced down in 2020/21, I am confident that Council resources have been managed not only effectively and efficiently, but with real impact on people's lives. Throughout the pandemic, our service activity levels have been consistently high, and performance standards have been maintained.

There have been ministerial changes within Welsh Government, but the overall policy direction remains the same to work together with other organisations, particularly health to improve people's wellbeing. At the same time we can expect further difficult times ahead as funding for public services is expected to get tighter and tighter as central government tackles the costs of borrowing.

The West Glamorgan Regional Partnership Board continues to oversee our regional response to Covid-19, how it impacts on, and is mitigated by social care and primary and community health provision. If anything the pandemic has strengthened partnership working between the statutory agencies, third sector and other stakeholders. That strengthened partnership working will now increasingly focus on the stabilisation and reconstruction of health and care services locally and across the region.

Many of the stories and achievements showcased in this report reflect the hard work of colleagues regionally and locally both within the Council and in partnerships.

We have managed to achieve changes such as going live with the national Wales Community Care Information System (WCCIS) when working at home or in new ways.

There is always work still to do, and we always welcome constructive feedback whether from our regulators Care Inspectorate Wales or from the people we serve. We have a strong track record of scrutiny in Swansea, in particular the scrutiny performance panels serving both Adult Services and Child and Families have contributed massively to our staying on the right road to improvement.

Given the impact of the pandemic on our population, the severe disruption to the routine delivery of services and the impacts on our workforce, we would quite reasonably have expected a severe impact on performance. However quite remarkably our performance has held up well.

This is testament to the resilience, commitment and hard work of managers and staff across the social services directorate, the wider Council and our partners - statutory, third and independent sector.

In children services, we were concerned that the absence of the usual societal support and safeguarding provided by schools and the usual community support infrastructure during extended periods of lockdown could lead to a significant increase in child protection concerns and the risk of family breakdown.

Children services worked hard with colleagues in education, schools and from other partners to mitigate that risk as best we could.

This year's report reflects how integral our Tackling Poverty range of services has become to the preventative and wellbeing approaches within Child and Family, and Adult Services. For the first time we have a section that summarises their excellent performance and achievements, see section 2d. How we are performing – Tackling Poverty

It cannot be stated often enough, the performance that has been achieved this year in circumstances that none of us could have imagined is nothing short of miraculous. Our workforce, our frontline managers, our Heads of service and their senior management teams have achieved extraordinary things and should all be extremely proud

I am particularly pleased with how changes in senior management team have brought both continuity and exciting innovation.

Julie Davies came into post as Head of Child and Family Services in September 2020 following the retirement of her predecessor, Julie Thomas after an era of outstanding public service for the Council.

Amy Hawkins as Interim Head of Adult Services and Helen St John as Interim Head of Integrated Services have brought tremendous energy and leadership to their new roles building on foundations put in place by their predecessor, Alex Williams, who moved on in May 2020.

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

i) Vision /strategy

Child & Family Services are responsible for the provision of services to safeguard and promote the welfare of children and young people.

Vision statement:

"Doing what matters to make things better for children, young people and families"

This updated vision for Child and Family services was recently voted on by staff across the service.

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

How our service has adapted to the pandemic 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.

Regional Transformation Plan for Health and Social Care

The key priorities to provide better services for children, young people and families in the West Glamorgan Regional Partnership Board (RPB) transformation plan are transforming mental health services and transforming complex care.

Mapping of safer accommodation support is currently underway within the region, under the Transforming Complex Care programme. This planning work is taking into account multi-agency approaches to filling gaps across services including working with Health and Education colleagues to ensure the right support is made available to children and young people.

Child and Family Services Improvement Programme underpins the Council's Recovery Plan and our Safe LAC reduction strategy.

Child and Family Improvement programme

Within the overarching Improvement Programme – Child and Family Services are taking forward the Systems Thinking Approach.

Building on the successful use of systems thinking methodology in areas such as Early Help, Prevention and Family Support over a number of years, the method is being scaled-up across the service to support more sustainable, whole system change.

This will allow the whole service to be better set up to achieve the overarching purpose, values and principles for the service.

By identifying individual purpose, values steps and principles for each team, managers will be able to develop a clear understanding of the role of each Team in achieving 'what matters' for those they support. This will ensure that the system continues to support staff to work in a way that allows them to undertake their roles effectively, without unnecessary waste and system conditions. Ultimately, supporting staff with a system to work within which is as committed to achieving positive outcomes.

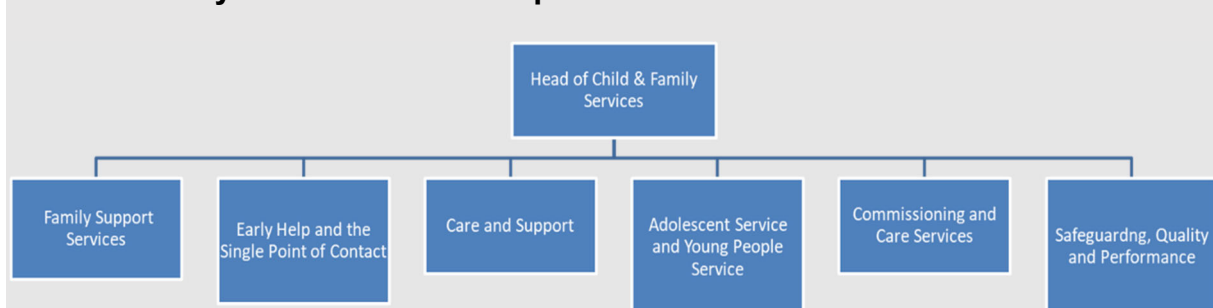
The wellbeing of staff and their professional development has been brought more and more into focus during covid, and our improvement programme reflects this.

Service Planning/ Appraisals

Child and Family Services are taking a new approach to Service Planning and Appraisals this year. This will see managers working closely with their staff to decide the purpose of their team, understand what work is valuable to reach the purpose, and design what the principles the team want to work to achieve the purpose and valuable work.

Child and Family Services continues to strive for high standards of service delivery. Our new Quality Assurance framework focuses on understanding the lived experience of our children, young people and families to inform service improvement.

Child & Family Services Leadership



Child & Family Services –new Leadership Structure high level v2

We are expanding the qualitative and quantitative data capture in how we work. We are identifying what good practice looks like through child protection, panels and crisis work. In all our work with children, young people and families, we are building in assurances that they have the right to expect the right service at the right time. Our leadership team changes are aiming at developing a culture committed to continual learning and development of our staff.

ii) What we do (Activity in 2020/21)

Table 1. Child and Family Services activity in 2020-21 (Front Door/ Assessment)

Population estimate: there are approximately **46,988** (47,189) children and young people aged 0-17, who are living in Swansea,

NB Data shown as reported to Welsh Government as part of new Social Services Performance and Improvement framework- first year of reporting to new metrics /definitions)

CH/001 No. of contacts for children received by statutory Social Services during the year = **9,309**

Of those identified (CH/001), no. where advice and assistance was provided = **4,789**

CH/003 The number of contacts received by statutory children's social services during the year where a decision was made by the end of the next working day = **9,079**

CH/006 The total number of new assessments completed for children during the year= **4306**

CH/006b. No. of new comprehensive assessments completed for children during the year = **818**

CH/007 Total number of new assessments completed for children during the year= **4306**

Of those new assessments identified (CH/007):

CH/007a, needs were only able to be met with a care and support plan = **487**

CH/07b needs were able to be met by other means = **3,693**

CH/07c there were no eligible needs to meet = **126**

CH/008 Total number of more comprehensive assessments for children completed during the year for children born at time assessment concluded = **747**

Of those (CH/008), where evidence that child has been seen = **701**

CH/012 No. of new assessments completed for children within statutory timescales = **4,054**

CH/013 The number of new assessments that were requested by the child or family during the year where a previous assessment had been completed in the previous 12 months -246

CH/015 The total number of children with a care and support plan at 31st March = **1,271**

CH/016 The total number of children with a care and support plan where needs a met through a Direct Payment at 31st March = **105**

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.

Child and Family Services is 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.

Being able to ‘see’ children regularly, undertake direct work, provide intensive support to those most vulnerable children, young people and families and promote contact between care experienced children and their families, given the social restrictions has been a real challenge

This has been addressed through the effective use of virtual platforms, undertaking face-to-face contact using a risk based approach and having in place clear guidance on essential visits. All cases within Child and Family Services are given a rag status and weekly meetings were set up with partners in Police, education and health to monitor progress, ensure children were being seen, the visits/virtual contacts coordinated and rag status reviewed.

Overall demand at the front door (IIAA) is reduced as demand is re-directed to Early Help Hubs, though there is increase in time spent at front door as requests are more complex to work through to ‘what matters’ most and respond accordingly.

We continue to look at ways to improve our preventative offer to support a reduction in the casework entering statutory services and de-escalation of need.

Table 2. Child and Family Services activity in 2020-21 (Child Protection)

NB Data shown as reported to Welsh Government as part of new Social Services Performance and Improvement framework- first year of reporting to new metrics /definitions)

CH/020 Total number of Initial Strategy Meetings held during the year = 812

CH/021 Total number of Strategy Discussions held during the year that progressed to Section 47 Enquiries = 531

CH/022 Total number of Section 47 Enquiries completed during the year that progressed to Initial Child Protection Conference =303

CH/023 Number of children placed on the child protection register = **295**

CH/024 Of those children who were placed on the child protection register during the year, the number that has been previously registered under any category, at any time during the previous 12 months

CH/025 Number of initial child protection conferences held within statutory timescales = **293**

CH/026 Number of children on the child protection register at 31st March = **253**

CH/027 Total number of initial core group meetings held during the year = **294**

CH/028 Number of initial core group meetings held during the year that were held within statutory timescales = **280**

CH/029 Total number of visits to children placed on the child protection register that were due during the year = **6,125**

CH/030	The total number of visits to children placed on the child protection register that were due during the year that were completed within approved timescales = 6,270
CH/031	Total number of reports of children who go missing during the year = 369
CH/032	Total number of children who go missing during the year = 82
CH/034	Total number of children reported during the year where child exploitation was a factor = 354
CH/035	The total number of days on the child protection register for children who were removed from the register during the year = 85,719 days
CH/036	The total number of children removed (de-registered) from the child protection register during the year = 309
CA3/002	Number of pre-birth child protection conferences convened during the year = 33

There has been a consistent, and significant downward, trend in the number of Children In Need of Care & Support cases now open to our statutory services. Although Child protection cases and the number of children looked after have remained more consistent as would be expected at this time. We are particularly pleased that we are achieving 100% of review conferences held on time, and 100% of initial core group meetings also held on time at the year end.

Table 3. Child and Family Services activity in 2020-21 (Looked After Children)

NB Data shown as reported to Welsh Government as part of new Social Services Performance and Improvement framework- first year of reporting to new metrics /definitions)

CH/038	Number of part 6 care and support plans that were completed within 10 working days from the start of becoming looked after = 98
CH/049	Total number of initial Pathway Plans due to be completed during the year = 48
CH/050	Number of initial Pathway Plans due during the year that were completed = 15
CH/051	Total number of young people during the year where a personal adviser was allocated as required = 42
CH/053	Total number of care experienced young people in all categories at the 31st March = 464

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.

We are making better use of direct payments to support parents-carers of children with disabilities and complex needs.

iii) Performance against targets

Table 4 Child and Family Services Key Performance Results in 2020-21

As reported in Corporate Annual Performance Report v4.1 (Last Year 2019-20 in Brackets)

Targets not set this year.

CFS14 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 = **98.48%** (99.91%)

CFS16 Percentage of initial core group meetings held within 10 working days of the initial child protection conference = **91.28%** (95%)

CFS2/ CFS18 Number/rate of children looked after per 10,000 of the 0-17 Swansea population = **550 / 117.5** (566/ 119.94)

CFS11/ CFS19 Number/ rate of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population = **264 / 56.18** (258/ 55)

CFS19a Percentage of visits to children on the Child Protection Register (CPR) which were not overdue = **88.19%** (93.85%)

CFS20 The rate of children in need of care and support per 10,000 of the 0-17 Swansea population = **108.75** (158.51) down by 31%

CFS20a Number of Children in Need (CiN) with a care and support plan at end of the period = **511** (748) down by 31%

CFS23a Percentage of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment = **8.11%** (10.79%) down by 25%

CFS23b Number of contacts to the Child & Family IAA (Information, Advice and Assistance) Hub that are subsequently passed on for formal assessment = **858** (1157) down by 25%

CFS23c Percentage of referrals to Child & Family Services that were received with 12 months of the previous referral = **8.86%** (9.68%) down by 8.5%

CFS24 Total number of children with a care and support plan at the end of the period = **1303** (1550) down by 16%

PAM028/Measure 24 Percentage of assessments completed for children within statutory timescales = **67.84%** (75.61%) down by 10%

Measure 27 Percentage of re-registrations of children on local authority Child Protection Registers (CPR) at end of the period. = **3.51%** (6.89%) down by 50%

Measure 28 The average length of time for all children who were on the child protection register during the year = **278.89 days** (264 days)

PAM029/Measure 33 Percentage of Looked After Children (LAC) at end of the period who have had three or more placements during the year = **6.55%** (10.07%) down by 35%

Table 4 continued

SCC013ai The percentage of children on the Child Protection Register (CPR) at the end of the period allocated to a social worker = **99.62%** (100%)

SCC013aii The percentage of Looked After Children (LAC) at the end of the period allocated to a social worker = **100%** (100%)

- Percentage of our 10-day assessments carried out where there is evidence that the child was seen by a qualified worker = **91.12%** (87.85%)
- Percentage of our 42-day assessments carried out where there is evidence that the child was seen by a qualified worker = **91.41%** (94.83%)

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

☒CFS25 -The percentage of children supported to remain living with their family = 60.08% (64.17%)

CFS26 The percentage of looked after children who returned home from care during the year = 42.42% (46.05%)

It is very pleasing to see that despite the challenges presented by Covid affecting the work of staff and the way support and interventions are able to be delivered, this report reflects the high level of activity and strong performance overall.

iv) Service Improvement Priorities (As set out in Child & Family Service Plan 2021-22)

To achieve our vision, “Doing what matters to make things better for children, young people, and families” by

- Helping children to remain living safely at home with their families and be the best that they can be.
- Providing the right services at the right time.
- Working together to achieve what matters and supporting our service users to be safe and well.
- Focusing on practice to design appropriate processes that help us do the value work.
- Embedding our quality assurance framework that articulates our agreed measures.
- Developing our performance framework.
- Integrating our pathways and processes with partners at a local and regional level.
- To recruit, support, develop and nurture a talented and passionate workforce
- To maintain a focus on staff wellbeing.
- To only spend what we have, ensuring we maintain tight fiscal discipline
- Strengthen opportunities to work regionally.
- Work within effective procurement frameworks.

Additional Child and Family Services priorities, noted as areas for Focus and Development, taken from recent presentation, given as part of CiW Assurance visit (June 2021):

- Purposeful recordings that are written in the voice of our children, young people and families
- Reduce system waste the gets in the way of our practice
- Develop a culture based on trust, empowerment and accountability across the workforce and with our children, young people and families
- Increasing our preventative offer to support a reduction in the casework entering statutory services and de-escalation of need
- Understanding the needs of adolescents and developing our response across the whole service
- Supporting children to remain safely at home
- Keeping children, young people and families at the centre of what we do and remaining focused on what matters

2c. How we are performing - Adult Services

i) Vision /strategy

Adults Services are responsible for the provision of services to the most vulnerable adults in Swansea.

Adult Services vision

“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”

Our mission

We will help people to keep safe and protected from harm and give opportunities 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.

Covid-19 has highlighted the increased risks for individuals of being cared for in closed care settings such as care homes. Our approach is about supporting more people to remain safe and well at home, within supportive communities.

By working preventatively, we are making progress toward the safe and sustainable service model within Adult Services.

Adult Services Service model

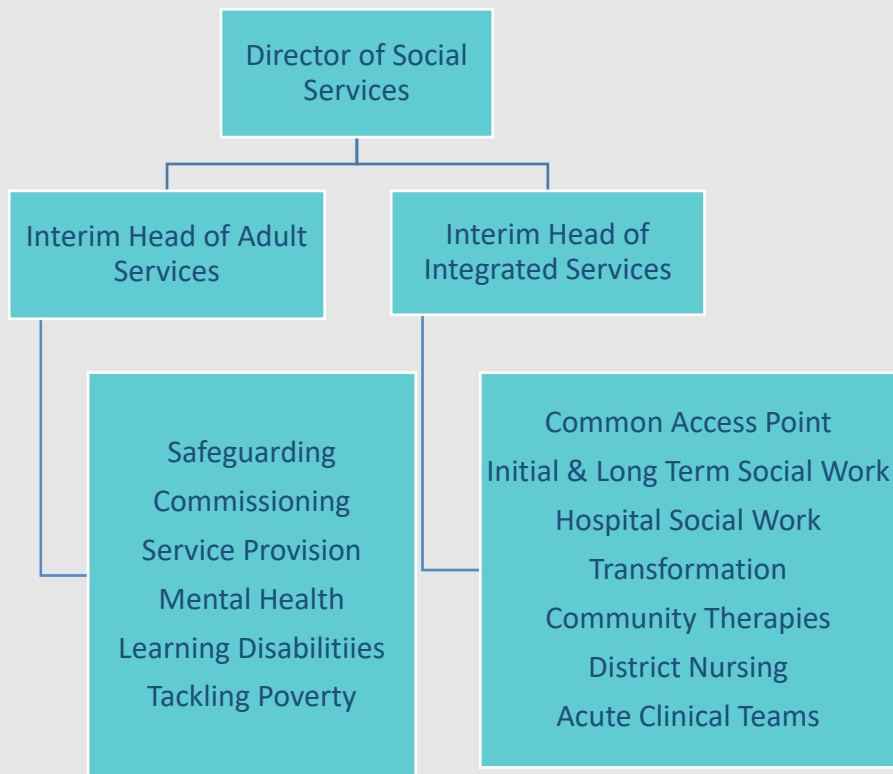
The Adult Services Service model continues to focus upon wellbeing and building resilient communities through a commitment to early intervention, prevention and enablement

We will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce.

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.

We have to be careful with the limited resources, so we have to focus on efficient and effective approaches through regional integration with health and by improving local partnerships.

Adult Services Senior Management Team



1630 staff across Adult Services employed by the Local Authority

We are working towards a whole-system, integrated approach with Health and regional to support better outcomes for individuals.

Adult Services Transformation and Recovery Plan 2021-2022

Our transformational ambition for Adult Services is based on our vision, our objectives and service priorities as we move forwards.

We have to carefully balance service level objectives with a financial context, therefore our recovery plan is firmly based on a sustainable model for adult social care.

There is a full programme of work are aligned to these aims- full detail in Appendix 1

It is too early to make a judgement about whether our ambition of transformation towards a more preventative, integrated model is having the intended impact, particularly in the context of Covid-19.

By ensuring co-production underpins our planning and commissioning we are delivering services with people, rather than for them.

ii) What we do (Activity in 2020/21)

Table 5. Adult Services activity in 2020-21 (Front Door & Assessment)

Estimated population -number of Adults aged 18 and over living in Swansea = **200,005** (199,277)

Of this population, No. of Adults in Swansea who received support from Adult Services during this year = **6951** (6463).

NB Data shown as reported to Welsh Government as part of new Social Services Performance and Improvement framework- first year of reporting to new metrics /definitions)

AD1/001	Number of contacts received by statutory social services during the year = 3,753
AD/002	Number of contacts received by statutory social services during the year = 3,203
AD/004	Number of assessments completed for Adults during the year = 5444
AD/007	Number of new assessments completed for adults in secure estate = 1
AD/008	Total number of packages of reablement in year= 738, of which Home Care = 600 , RCAS = 138
AD/012	Number of Adults with a care and support plan at 31 March = 4,654
CA/001	Total number of contacts to statutory social services by adult carers or professionals on their behalf received during the year = 50
CA/002	Of this number (CA/001), where advice or assistance was provided = 50
CA/004	Total number of carers assessments for adults undertaken in year = 209
CA/006	Number of carers assessments refusing during the year = 1,384
Other:	Percentage of adult protection enquiries completed within statutory timescale: enquiries completed within 7 days = 94.34% (85.82%)
AS9:	% of DOLS assessments completed within accepted national standard for completion (21 days or less) = 75.68% (64.2%)

Adult Services continues to be very busy with high levels of, and increasing demand for information, advice and assistance through our front door, Common Access Point (CAP).

There are a large number of social care assessments completed by frontline social work teams, with people receiving ongoing care and support, including support to carers as a result.

We are challenging historic ways of working through a new practice model, 'Collaborative Communication', which focuses on working with the rights, strengths, outcomes, voice, choice and control of individuals.

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.

It remains 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.

We recognised that our approach to carers assessment had to improve. Our work this year has been on extending offer of a what matters conversation to carers in their 'own right'. We aim to increase the number of carers assessment, and to support carers on their own wellbeing journey. This offer to carers is embedded in our 'Collaborative Communication' approach, within training sessions and in the development of our new care management system/ recording tools in WCCIS (Welsh Community Care Information System).

We are working on a pathway based on improved awareness of the needs of carers in Swansea, with targeted action to improve partnership working, updating information on the support available, building knowledge and expertise and clarifying responsibility and expectations. We are exploring how when social workers are having carers 'what matters' conversations, how we capture this information and follow up, making best use of the new WCCIS system.

Table 6. Adult Services activity in 2020-21 (Care & Support)

AD/013	Number of Adults with a care and support plan whose needs are met through a direct payment = 494
AD/015	Total Number of services for Adult started during the year = 1,423, of which AD/015a Residential Care = 335 AD/015b Domiciliary Care = 907 Day Care = 13 Short Breaks (including respite) = 168
AD/016	Number of Care and Support plans due to be reviewed during the year = 5,295
AD/017	Number of Care and Support plans due to be reviewed that were completed within statutory timescales = 3,387
AD/020	Total number of reports of an adult suspected of being at risk received during the year = 1,150
AD/029	Number of adults who paid the maximum weekly charge towards the cost of care or support during the year = 813
CA/001	Total number of contacts to statutory social services by adult carers or professionals on their behalf received during the year = 50
CA/002	Of this number (CA/001), where advice or assistance was provided = 50
CA/004	Total number of carers assessments for adults undertaken in year = 209
CA/006	Number of carers assessments refusing during the year = 1,384

By February this year, we started to see the beginnings of improved stability across Health and Social care regionally. Whilst these are encouraging, the position remains vulnerable to change, particularly the care home and both internal and external domiciliary care services.

Looking forward, 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 a good understanding of our day to day performance and activities with a strong culture of using data and management information to improve decisions.

iii) Performance against targets

Table 6. Key Performance Results In Adult Services In 2020-21

As reported in Corporate Annual Performance Report v4.1 (Last Year 2019-20 in Brackets)

Targets not set this year

AS9	Percentage of Deprivation of Liberty Safeguarding (DoLS) Assessments completed in 21 days or less = 75.68% (64.2%) up by 17.8%
AS10	Percentage of annual reviews of care and support plans completed in adult services = 67.08% (70.6%) down by 5%
AS11	Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population = 113.73 (106.47) up by 6.8%
AS12	Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population = 9.32 (8.91) up by 4.6%
AS13a	Number of carers (aged 18+) who received a carer's assessment in their own right during the year = 209 (588) down by 60%
AS14	Percentage of people who have completed reablement receiving less care or no care 6 months after the end of reablement = 98.95% (97.05%) up by 2%
Measure 18	Percentage of adult protection enquiries completed within 7 days = 94.34% (85.82%) up by 10%

Adult Services is delivering a more sustainable model of health and social care. The service is on a much more secure financial footing, working within our allocated resources, albeit impacted by additional demand and costs associated with the pandemic.

We have reduced the number of planned reviews undertaken in order to prioritise urgent support but are making progress in catching up the backlog

Adult Services has improved its overall performance during 2020/21. However direct comparison to last year is not possible as the service offer very different. Due to Covid-19, many services are being provided in a different way, and this is likely to continue into next year. Work will continue on the what matters conversation at our front door to ensure that we are giving the right level of response, to the right person at the right time.

iv) **Adult Services Improvement Priorities** (set out in Service Plan 2021-22)

- Our Workforce
- Better Prevention & Better Early Help
- Promoting Independence / Keeping People Safe
- Integrated Services
- Quality Assurance
- Financial Efficacy

Additional improvement priorities for Adult Services, as noted within recent presentation, given as part of CiW Assurance visit (June 2021):

- Workforce –recruitment, retention and succession
- Embed consistent processes and practice to supervision, training and development
- Expansion of our communication channels with staff
- Continue to invest in preventative models with partners and communities
- Drive forward our carers strategy
- Embed Quality Assurance across all areas
- Expand our co-productive practice across service design and review
- Continue to expand our Regional work programme incl. Home First and Complex Care
- Embed consistent review practice and processes across the service
- Review our service provision model & resource arrangements
- Develop and build WCCIS to support our practice aims
- Establishment of permanent Adult Services structure which is fit for purpose

2d. How we are performing –Tackling Poverty

i) Vision /strategy

The Tackling Poverty Service aims to reduce the impact and prevent the causes of poverty and increase the well-being and opportunities for residents.



We work with residents through a strengths-based approach to increase their well-being, skills and qualifications and to gain sustainable and fulfilling employment and maximise household income.

We contribute to the reduction of crisis intervention and demand on services, contributing positively to resident’s resilience, health and well-being.

Example: Tackling Poverty strategy

We have recently updated our comprehensive Tackling Poverty Strategy to ensure it is meeting its aims, and 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.

The Tackling Poverty Service continue to provide the whole Council and citizens of Swansea with a vital service to mitigate the worst impacts of poverty and to maximise opportunities to break the cycle.

Example: Welfare Rights

The Welfare Rights Team provides a second-tier service specialising in welfare benefit and tax credits law and supports those who are providing a front tier service and working with claimants with their benefit issues.

Our Team have been representing clients at appeal hearings by using alternative methods are making a huge positive impact on these families and allowing them to maximise their income.

Last year, the amount of welfare benefits raised, securing rights and entitlements is reported as **£1,366,815** (£1,057,912: POV05)

In addition to the advice line and casework/ representation system, the team provides a diverse benefits training programme which is updated each year.

The Council recognises the importance of Welfare Rights in tackling poverty and the support of Members, with funding for an additional post.

Raising income levels in the poorest families has a significant impact on improving the outcomes for children and young people.

ii) What we do (Activity in 2020/21)

Table 5. Tackling Poverty Services activity in 2020-21

Most recent estimate (2019) of the population of the City and County of Swansea= **247,000** (246,500)

Examples of strategic service developments this year:

- Supporting the third sector during 2020/21
- 41x Food Poverty Grants totalling £156k,
- 19x Period Dignity in Community Grants totalling £17k,
- 9x Men's Sheds Grants totalling £32k.
- Covid-19 pandemic response – coordination of the Food Help Administration Team including the coordination of the Shielding Cohort Food Parcels, support for the network of food banks in Swansea.
- Swansea Poverty Truth Commission – Facilitation Team recruited, commissioner recruitment underway, additional funding secured.
- Poverty Reduction PDC –updates including Benefit Take-Up, Swansea Food Poverty Network, Draft Promoting Affordable Credit Policy, and Draft Corporate Debt Policy.
- Swansea Food Poverty Network established.
- Community Calling – project established redistributing smart phones to improve digital access and skills, partnering with Hubbub, O2, SCVS, and Lifelong Learning. Scoping development of Swansea Council Volunteering Strategy.
- Facilitation of Swansea Poverty Partnership Forum (Quarterly),
- Financial Inclusion Steering Group (Quarterly),
- Swansea Council Poverty Forum (Monthly),

Tackling Poverty Service has been working closely with partners to address the Covid-19 impact on poverty, through our established networks. To ensure that appropriate support is available at the right time to the public, including some of the most vulnerable people and families.

iii) Performance in year

Table 6. Key Performance results In Tackling Poverty Services In 2020-21

As reported in Corporate Annual Performance Report v4.1 (Last Year 2019-20 in Brackets)

POV05	Value of welfare benefits raised, securing rights and entitlements through Welfare Rights = £1,418,850 (£1416282) up by 0.2%
POV06	Average number of days all homeless families with children spent in Bed and Breakfast accommodation = 1.75 (4.57)
POV10	Number of people gaining employment through Employability Support = 453 (354)
POV11	Number of accredited qualifications achieved by adults with local Authority support = 450 (1000)
Local	Level of debt addressed during year= £167,143

There is a wide range of preventative services working within Tackling Poverty from benefits work to lifelong learning, which are working hard within established partnerships to help reduce demands on statutory services and to improve the wellbeing of Swansea citizens.

iv) Service Improvement priorities

- Taking forward the Council's Tackling Poverty strategy, as reflected in a Tackling Poverty Service 2021/22 Service Improvement, Transformation And Recovery Plan

2e. What did we plan to do last year? Progress made

This annual report allows me the opportunity to assess our progress, as we have moved into a year dominated by Covid-19.

What we planned to do (Last Year's annual report):

- 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

Progress is being made against all of our improvement priorities above, and there was a huge amount of additional work we still have to do to keep people safe and protected. Updates on progress are set out in the relevant sections of this report.

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.

2f. Improvement Priorities for next year 2021/22

Our overall priorities remain as follows, with a focus on implementing the Council's recovery programme – "Achieving Better Together", in particular Transforming Council Services relating to social care

I anticipate progress through our existing improvement programmes, in the following areas:

- Implementing the optimum model for adult services
- Child and family services improvement programme / Safe Looked After Children (LAC) reduction strategy
- Implementation of integrated early help, early years and family support arrangements
- Cross cutting commissioning reviews in Social Services (employability etc.)

3. How People Are Shaping 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: Covid Response

West Glamorgan Regional Community Silver Command Group has overseen a coordinated, regional response to the Covid-19 crisis over the past 18 months.

Many staff regionally and locally within the Council have volunteered for new roles and key tasks to meet the range of challenges, often working in partnership with colleagues from the Local Authorities, Swansea Bay University Health Board and the third sector.

Colleagues from building services have supported Social Services to ensure 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.

Corporate colleagues have worked with social services to ensure routine testing of care and support staff, and huge numbers of staff from across the Council have been involved in providing direct support to our most vulnerable citizens on a local basis, within communities.

A weekly briefing by the Director of Social Services has provided our workforce with a full update on developments, showcasing many staff achievements, positive outcomes and compliments received.

West Glamorgan Regional Partnership Programme

The Regional Co-production Group has recently developed a new Co-production Pack for use across the partnership, including framework, toolkit and charter for regional co-production, approved by the Recovery Board in January 2021.

This provides a platform for embedding the principles of co-production across transformation programmes, services and organisations, and to explore the best approaches to apply these principles with children and young people.

The new Co-production Charter is a strong signal of a commitment to this approach and the RPB will be encouraging partner organisations to sign the charter so partners can all work together more effectively.

Corporate Parenting Board – Best life project

Since December 2020, members of the Corporate Parenting Board and Care Experienced Children and Young People (CYP) have developed what the key areas of a best life are, the main areas for development for each area, and who is going to take accountability for improving services around those themes. The next stage will be sub-groups unpicking the “hows” and reporting back to our care experienced population what we have done, what difference they should see and what we haven’t been able to do.

Example: Commissioning Reviews

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 Council’s focus has been on implementing new approaches to commissioning to get better value for money, to improve the stability and capacity of the social care market by tendering for new organisations and to focus more on outcomes.

Commissioning review was the original method we introduced to find out how we could deliver the council services our citizens need in a sustainable and coproduced way.

Reviews take a consistent approach, asking key questions such as:

- What services do we run?
- Why do we run them?
- What outcomes do we achieve?
- What is the best way to deliver the service?
- How can we make them sustainable for the future?

This work has helped improve services such as Domiciliary Care and Supported Living and future work is considering our options within our range of day services and supported employment.

Strategy for Young Carers

The Regional Carers Partnership Board, with support locally from the People Policy Development Committee, has recently developed the first Regional Carers Strategy, with a clear vision, mission, values and targets for how to support unpaid carers in

West Glamorgan over the next five years. Though co-production of this strategy has been made difficult by the current pandemic situation, a new Carers Liaison Forum in West Glamorgan has been established and one of the first challenges for this new forum will be working with Young Carers to refresh this strategy with their voices and insight.

Swansea YMCA Young Carers Service- offers a range of support services:

- Young Carers & Family support (56 open case in Jan 2021)
- Group sessions (Trips and Activities)
- School Programme – to help identify young carers
- Young Carers I.D Card Scheme- Swansea are early adopters of national scheme
- Cwmtawe Cluster- ensuring GP Practice has up to date information on young carers and services available and training GPs practice staff
- Agored Qualification – entry level to Level 2 understanding needs young carers
- Young Carers Rights- by working co-productively, promoting active citizenship

Example: Our Neighbourhood approach

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.

Key outcome objectives include increased uptake in community-based services, increased community engagement/volunteering/citizen led schemes and services, and a reduction in traditional long term managed care routes. It has also facilitated the establishment of necessary resource to ensure ‘flow’ through the system so that people receive timely interventions, review checkpoints, access to services such as Direct Payments and where necessary access to long term commissioned care.

Swansea’s approach is mainly taken forward by Local Area Coordination service. Whilst the majority of the Local Area Coordination posts are funded by the Council, there has been a significant investment from external partners including; Coastal Housing Association, Family Housing Association, Pobl Housing Group, Swansea University GP clusters and the Welsh Government Transformation Fund.

Example: Local Area Coordination

‘All people live in welcoming communities that provide friendship, mutual support, equality and opportunities for everyone’. LAC vision statement. In response to the pandemic Local Area Coordination coverage was 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.

There are now **19** Local Area Coordinators in post with coverage over most of Swansea. For more information: <https://www.swansea.gov.uk/localareacoordination>

An evaluation of the work of Local Area Coordination is being carried out during 2021, building on the initial evaluation from 2016 to critically examine the evidence-base of characteristics, activities and outcomes of Area Coordination in Swansea and measure its effectiveness.

The team has also compiled a range of stories which are reflections on outcomes achieved with individuals involving work with a range of other organisations.

Example: Cooperatives Pilot

Under the Foundational Economy Challenge Fund, initially a response to Brexit, aimed to test new ways of nurturing and growing the everyday parts of Wales' economy, and was part of the Welsh Government's work to reach out to those communities across Wales who felt disengaged and left behind.

Swansea Council applied for funding to test out two new approaches to the design and procurement of services and to the delivery of services in rural areas of Swansea to:

- Support people with low level care and support needs to come together to design and procure their own service, making use of direct payments and cooperative approaches;
- Work in communities alongside our Local Area Coordinators to find individuals to enter the social care workforce through the development of micro enterprise, social enterprise or cooperative arrangements to deliver low-level care and support.
-

Example Local Area Coordination (2) Street Champions

Local Area Coordination has responded to many of the COVID related challenges faced by communities and engaged in solution-focus collaboration and forged new ways of working. The team have supported residents including those shielding and isolating with practical community support including access to food parcels and prescription deliveries. The team also mobilised hundreds of 'Street Champions', street level volunteers providing practical and social support in their communities.

Example: Voice & Control - Adults

During 2020/21, the temporary realignment of adult social work teams into functions has allowed us to meet the demands of the pandemic and address the most urgent needs of our citizens. We have improved access to information advice and assistance for both existing and new clients, as well as other professionals.

Collaborative Communications approach has come to the fore in our initial work with Individuals, to help them explore alternatives to managed care. This approach also ensures there is an ongoing person centred, strengths-based assessment taken by social workers and within case reviews.

The new Welsh Community Care Information System (WCCIS) now live in Swansea is a single information system that will support the delivery of innovative, person-centred and integrated community health and social care.

Example: Voice & Control –Children and Young People

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: Other Covid

Covid-19 pandemic, and subsequent lockdown requirements resulted in Child and Family Services implementing a number of emergency measures in line with local corporate and national guidance. The Early Help Hubs are working closely with schools and a range of professionals since their launch in April 2020 to ensure children in need of care and support and their families get the right support at the right time.

Example: Other- regional;

A regional carers strategy has been agreed, which informs local actions and sets out targets for improving the support offered to carers, under the following four areas:

1. Ensure work continues to promote early recognition of Carers and Young Carers so that they are signposted to information and support in a timely manner.
2. Develop and continue to provide information, advice, assistance and support to Carers and Young Carers enabling them to make informed choices and maintain their own health and well-being.
3. Work co-productively with the Carers on an individual and strategic basis so that their contribution is acknowledged and voice is heard.

4. There is improved partnership working between funders and service providers (for Carers). This will result in Carers moving easily between partner organisations, Carers being able to access sustainable 3rd sector services which are funded on evidence of need and outcomes.
5. Assistive Technology is also essential to our preventative, early intervention model, and in support of carers

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.

Examples of Feedback received this year

The West Long Term Complex Team have been highly praised by the husband of a lady whom they had been caring for.
He said: "For more than a month we were visited by your carers. Without exception, they provided the highest quality of care. They blended human qualities of compassion and sympathy with excellent skills, a commentary on your selection and training. They were always, punctual, smart in appearance, well-organised, calm and reassuring. I would be grateful if you could kindly send this message to them all."

An Early Help Lead Worker has been praised by a mum who said:
"This time last year I was ready to give up ... I had literally no control whatsoever and had lost all confidence as a mum. Now with the advice & support you've give me the younger three now have rules and routine back in place which has made a huge improvement on their behaviour, but most importantly I've been able to rebuild my relationships with the older girls (which I never thought would happen). I now have the confidence to be consistent & follow through with decisions I make as a
"

A client who was helped back into the workplace has praised a worker in the Communities for Work Plus programme:
"Without Jackie's support and insight, it would have been so easy to have become despondent and given up. Our weekly sessions felt like a catch-up chat with a friend, and afterwards I felt affirmed and buoyed to tackle the next round of applications. Her mentoring skills and professionalism have had a positive impact on my well-being as a job
seeker

4. Reports on the Six Quality Standards

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. **Prevention** -working with people to define and co-produce personal wellbeing outcomes that people wish to achieve **NQS 1**
2. **Well-being - What Matters conversations- help received via Early Help & Front Door** - working with people and partners to protect and promote people's physical and mental health and emotional wellbeing **NQS 2**
3. **Safeguarding** - taking steps to protect and safeguard people from abuse, neglect or harm **NQS 3:**
4. **Wellbeing outcomes achieved by managed Care and Support and good Social Work Practice**-By encouraging and supporting people to learn, develop and participate in society **NQS 4**
5. **Quality Of Services** -supporting people to safely develop and maintain healthy domestic, family and personal relationships **NQS 5**
6. **Working in Partnership and Integration** - working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs **NQS 6**

Each of the 6 parts in Section 4 covers the outcomes expected, what we are doing how well we are doing and the priorities for the year ahead

4a. Prevention

Working with people to define and co-produce personal well-being outcomes that people.

Our expectation is that Swansea citizens are well informed, understand what care, support and opportunities are available and they can access support themselves to help achieve their own wellbeing outcomes.

The strategic aims of Swansea Council's Recovery Plan – Achieving Better Together is to focus on:

- The core purpose of the Council
- Transforming services to be effective and efficient
- Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation
- Greater and more meaningful engagements with our residents and community
- Balancing the budget for current and future years
- To meet the aspirations and targets within the Medium Term Financial Plan

A key aspect of the Transformation programme to support these aims will be to target the range of preventative approaches, as set out in the Council's prevention strategy 2018-21, and supported by Swansea's Wellbeing plan, due to be updated this year, local population assessment.

What we planned to do

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.

We set out to achieve this by:

- Continuing to incorporate poverty and preventive resources into Social Services, enhancing our early help offer to adults, children and families.
- Strengthen 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.

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

Swansea citizens can access information on the Council's public website 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.

There is help available on a daily basis to ensure people access the full range of Council services to achieve their own wellbeing outcomes.

Example 1: Dewis Cymru: <https://www.dewis.wales/>

Dewis Cymru is a national wellbeing directory providing an online library of community assets with contact information and organisational information, maintained by organisations themselves, as and when changes to provision occur.

To ensure we are maximising this information available to the public, DEWIS Cymru is now linked to other national systems such as Info-engine, used by Swansea Council Voluntary Service; also the Family Information Services utilised by many third sector. As the national policy drive is to have a single directory of care and support, we are encouraging organisations to share information across databases.

There are currently 578 different organisations and groups listed across these platforms. Swansea has increased the number of local resources available to **833** (556).

Example 2: Public Information: covid response

Public information available to all citizens has always been available online via Swansea's public website, which also links to SCVS website with individual contacts and to resources detailed at ward level within Swansea.

Our public information social care and wellbeing pages were updated and scaled up considerably to manage the demand during Covid and to reflect the range of community led support: <https://www.swansea.gov.uk/socialcare>

Example 3: Welfare Rights

Our Welfare Rights Team provides a second-tier service specialising in welfare benefit and tax credits law and supports those who are providing a front tier service and working with claimants with their benefit issues.

We also have a front facing service to those who people engaged with the Employability Teams, Lifelong Learning and CAMNESA.

Officers have been representing clients at appeal hearings using alternative methods during the pandemic; making a huge positive impact on these people, their families and allowing them to maximise their income.

Example 4: Assistive Technology

Assistive Technology both type and process of provision is also essential to our preventative and early intervention model. Cutting across enabling independence the

provision of technology to facilitate people to remain within their own homes for longer presents a wealth of opportunity.

Depending on the person's assessed needs, a wide range of equipment may be made available (charges apply), purchased directly or locally, for example:

- Sensors which can tell when someone has fallen
- Sensors which can tell if someone has left a chair or bed and not returned within a preset time, has left the house or has left the main door open
- Devices which turn on lights when movement is sensed.
- Alarms which provide an early warning of taps or gas being left on
- Devices which remind people of regular tasks such as taking medicine

A telecare system known as Just Checking, is used by social care staff to assess someone's level of needs during an initial period of assessment and reablement

Example 5: Outreach Youth Work Project

This is a major piece of work that will hopefully have an impact on rehabilitation and prevent/reduce homelessness for this group.

This important development is aimed at reaching out to young people who are hard to engage with. This has involved re-modelling our level one youth offer from an indoor centre based support to an outreach street based approach to ensure continued supportive engagement with young people in their own spaces and places.

We are trying to better understand the experiences and needs of young people relating to social exclusion, discrimination and redefinition of safety nets as a result of the pandemic.

This work supports a contextual approach to safeguarding, and uses different approaches to improve communications, with a mixture of digital, online youth sessions, and a detached youth work offer- as restrictions allowed.

Example 6: Welfare Right team

The Welfare Rights Team have forged links with Magistrates of the West Glamorgan Bench to raise awareness of the impact of benefits when sentencing. The intention is to enable Magistrates to have an awareness of benefits, how they are affected, the different ways of recovering fines and the impacts that they can have on individuals.

Stories of Outcomes

Story 1: Local Area Coordination

We now have an established Local Area Coordination (LAC) team which has been expanded further in the last 12 months to a total of 22 members of staff.

The Local Area Coordinators endorse our preventative approach which recognises and cultivates the many strengths in communities and individuals. People are supported both before and at our front door with the offer of early help which can delay or prevent the need for statutory services.

The team have continued to work closely with third sector colleagues and as mentioned in response to recommendation 1 the joint working across LAC and Neighbourhood Development officers (SCVS) as well as access to the wider resources across the Third Sector have increased during the pandemic period.

This approach has also been supported by both the Regional Rapid Discharge model and the Transformation programme – Our Neighbourhood Approach (ONA). Funding available through both programmes from Welsh Government has enabled the expansion of resources and further development of the model.

Story 2: Outreach Youth work (Case Study 1)

Youth Homeless Development Officers (YHDO) advocated for the needs of young people on the beach front, they were worried that the strategy of dispersing young people from the beach front when intoxicated was risky due to them moving towards the town centre where they were less visible and more at risk. These views were fed into a strategic meeting where there was a plan developed which considered the views of young people and ensured they had a safe space to spend time. At a later date the YHDO's were able to undertake harm reduction work with peers groups on the beach front ensuring they were safe and had safe routes home therefore reducing the risk of harm.

Story 3: Outreach Youth work (Case Study)

YHDO's came into contact with a 22 year old male sleeping homeless on the streets who informed he was at risk of violence from other people that were street homeless. The YHDO's were able to contact on call emergency housing support to get the young man an appointment the following day. They visited McDonalds who offered the young man free food and the YHDO's spent some time taking to him about support services that could help. They also raised awareness of the young man to street link for support for him on the street.

Work around development of preventative services has progressed well, and have been expanded in response to the Covid pandemic. This has presented further opportunities for change and improvement particularly in respect of citizen and carer's access to information, and support with regard to their own wellbeing.

During 2021/22, our priorities are to:

- Continue to work with partners and communities in promoting prevention and early help
- Improving prevention and early help within our social services transformation programmes, as part of Council's Recovery plan, and the West Glamorgan Regional Partnership work programme.

4b. Wellbeing – What Matters

Working with people and partners to protect and promote people’s physical and mental health and emotional well-being.

Our expectation is that each citizens’ voice is heard by our service, and listened to; people can speak for themselves and that they have control over any decisions that are made. That our most vulnerable people who need help to do the things that matter most to them, to promote their independence, and that carers can access support they need for their wellbeing.

Children have the right to reliable information under the United Nation’s Convention on the Rights of the Child (UNCRC). It is important, as early as possible in our processes to provide as much up to date information about services and resource as we can to adults, children and young people. This can help people decide what to access, have an improved understanding of how services have changed, as a result of Covid-19, and to see details of how to access services, if they are needed either directly or via Information, autonomy and access to services.

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.

Our multi agency approach to Information, Advice and Assistance whether accessed directly, via Early Help or at the social services front door is set out for citizen’s on the Council’s public website: <https://www.swansea.gov.uk/contactsocialservices>

What we planned to do

During 2020/21, our priorities were to continue to meet the impact of Covid-19 on the most vulnerable adults, children and their carers:

- 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

Across the whole services we are working together to achieve what matters and supporting our service users to be safe and well. By providing the right services, at the right level of care and support, at the right time.

By our targeted approach, fewer children, young people and families require a statutory intervention from Social Services by receiving the right help when they most need it. Helping children to remain living safely at home with their families and be the best that they can be.

Within Adult Services, there is a collaborative communications approach, building on an integrated services model to support outcomes for individuals

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

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, which focuses on strengths, outcomes, voice, choice and control.

Example 1: Covid Response

West Glamorgan Regional Partnership Board adopted the emotional and mental health of children and young people as a regional priority in 2018, and this has involved working on a multiagency basis to implement a revised pattern of services based around a single point of access, integration of services across education / social services and health and addressing the "No Wrong Door" issues over the past 3 years. There has been a significant reconfiguration of services already, improved access for children and young people and a wider range of services available to them including the roll out of Emotional Health workers in primary schools in 2021-22

Example 1: Family Support

The Covid-19 crisis impacted on demand for family support services in Swansea and we now find ourselves in a position where we need to implement some urgent, additional support for families due to the high demand at the Front Door of Social Services.

Early Help Hubs launched in April 2020

Early Help Hubs were implemented in an interim format from 1st April 2020. We should emphasise that this is an initial format to enable us to strengthen capacity. There are **five** co-located, multi-agency hubs, making use of the Signs of Wellbeing framework.

The offer involves a multi-agency 'what matters' conversations at the front-door.

Also incorporates:

- Integrated Safeguarding Hub
- Access to YOS Services that help improve behaviours and prevent family breakdown
- Use of multi-agency panels to support preventative approach to contextual risks

There are partnership links to support joined up working and better step-down arrangements.

The services is trialling the use and development of electronic 'auto-bot' responses to support queries around domestic abuse.

Overall demand at social services front door (IIAA) is reduced as demand is re-directed to Early Help Hubs.

Example 2: Child and Family IIAA

The remodelled Integrated Information, Advice and Assistance (IIAA) team was formally implemented last year following a successful review of the pilot, arising out of the vanguard whole system work.

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 set up 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.

Professionals from other support agencies can make requests to IIAA team to better understand a child's needs and to reconsider their own interventions, before asking for direct help from statutory Social Services.

The number of re-referral to Child and Family Services has dropped further this year, remaining at **below 10%**.

Our expectation is that overall demand at the front door (IIAA) will reduce as demand is re-directed to Early Help Hubs. However we may expect to see an increase in time spent at front-door in an effort to fully understand 'what matters' and to respond accordingly.

Example 3: Adult Services CAP

The Common Access Point (CAP) in Adult Services has been at the forefront of the whole system change to strength-based, outcomes focused work, using Collaborative Communication and a what matter conversation. This front door team has a highly skilled approach that promotes positive discussions with citizens and carers at often difficult times.

The CAP team has been bolstered with additional resource to meet considerably increased demand during the pandemic, and their work has been helped by close connections with third sector colleagues, Neighbourhood Development Officers, alongside the Local Area Co-ordination Team. Through this work we have been able to expand and improve processes of referral to community based resources.

In addition to CAP, the public's access to information on and referral routes to community-based resources has been successfully extended to those people who come to our attention via Swansea's Hospital discharge pathway.

Swansea Council for Voluntary Service (SCVS) working alongside Swansea Integrated teams have established a direct referral route for a range of services ranging from food delivery to befriending and financial advice support which is often volunteer led and community specific.

Example 4: Improvement in supporting Carers

In the last Director's annual report was an acknowledgment that there is a need to improve our front door arrangements for carers.

The improvements above taking place within the Adult Services Common Access Point have been extended to all enquiries received at both the front door and community teams, in respect of carer's information.

Alongside this improvement work, a West Glamorgan Regional Carers Strategy has been developed with carers, regional partners across both Swansea and Neath Port Talbot Local Authorities, Swansea Bay University Health Board and Swansea and Neath Port Talbot Councils for Voluntary Services/Third Sector over the last 12 months.

A West Glamorgan Regional Carers Strategy and the supporting Quick Reference Guide document have been developed by the Regional Carers Partnership Board.

The Regional Carers Strategy defines a five-year strategy for carers in West Glamorgan and establishes a clear, concise vision statement and mission statement which will guide local plans and actions over the next five years. The regional strategy was been endorsed by all partners, and is due to be considered by Cabinet in early 2021.

Example 5: InfoNation / BAYS 16+

As a result of a service review in September 2020, Bays+ have developed a clear vision statement, principles and values. The service has worked hard to develop a new model of service design which will be in line with what matters to young people. This work includes:

- The refurbishment of the Info-Nation building to make it young person friendly and create space for group work to take place with young people post the pandemic
- Development of the 16+ Panel which looks at improving transitions of young people at the age of 16 into adulthood. This includes a number of multi-agency partners as well as Adult Services looking at young people's plans to ensure they are getting the right support early on. Staff report that the panel works well.

- Reviewing the 'When I'm Ready' service for children. This has resulted in a number of positive recommendations to help improve the quality of the service. The work involved focus groups with carers and young people and staff which helped inform how the service needs to be designed going forward

Example 5: Hospital to Home

West Glamorgan optimum model of delivery for integrated services and the Swansea approach to Reablement/Hospital to Home pathway have been revised during 2020 to amalgamate into the national Discharge to Recover and Assess model.

The model supports the shared priorities of minimising extended stays in hospital and the eradication wherever possible of assessment of long term care needs from a hospital setting.

Since July 2020 integrated teams in Swansea including nursing, therapies, social work and homecare have managed all hospital discharges via a newly developed single point of access to ensure the community support is there to enable people to safely return to their own homes or an appropriate residential reablement setting for completion of their recovery and evaluation of any long term care needs.

Stories of Outcomes

Story 1: C&FS – Vanguard work

The scale up of the Vanguard model of 'check' across all of the systems within Child and Family services, will allow the service to be better set up to achieve the overarching purpose, values and principles for the service.

We are trying to achieve:

- A shift in leadership thinking across the whole service
- A greater sense of shared purpose and identity across the service at all levels
- A workforce that can identify, at an individual, team and service level, with their contribution and value in achieving our shared purpose
- A workforce who are empowered and trusted within their roles lead by strong and confident leadership
- Measures that demonstrate how and where we are achieving purpose that are acted on within the work to improve outcomes
- That the voice of the child and what matters is loud and clear in everything that we do – from operational work to strategic change

Story 2 : Advocacy Offer

An Advocacy offer is promoted under the Social Services & Wellbeing Act 2014 to be made available when a person/carers can only overcome the barrier(s) to participate

fully in the assessment, care & support planning, review & safeguarding processes with assistance from an appropriate individual, but there is no appropriate individual available.

Independent Professional Advocacy Services were successfully commissioned by Swansea via Mental Health Matters Wales in 2019. The new service is accessible to all eligible clients including unpaid carers.

This service ensures an Independent Professional Advocacy Service is available to those entering into or already engaged with Social Services.

Story 3: Carers Assessments

The pandemic led to improved visibility, awareness and public appreciation of what we do in social care, that must also extend to unpaid carers - without their support, the pressure on our services and communities would be too much to bear. 72% of carers in Wales have not had any breaks from their caring role during the pandemic. Of those who got a break, almost a third (30%) used the time to complete practical tasks or housework, and a quarter (25%) to spend time with friends and family.

We have implemented Phase 1 carers awareness training planned based on a national programme provided by Carers Wales and Phase2 is aimed at social work teams completing carers wellbeing needs assessments, to support focused understanding on roles and responsibilities of the Local Authority.

It has given over 60 staff already a clearer understanding of who and what a carer is and what their role is, and what Adult Staff can do in their day to day work to help identify carers and provide them with the information they may need.

Many workers have commented that it has enhanced their learning on carers' rights across the service and that the carers awareness training has been vital and essential.

During 2021/22, our priorities are to:

- Working together to achieve what matters, building on their strengths and by supporting service users to achieve safety and their own well-being outcomes, and carers in their own wellbeing
- Further embedding new approaches to ensure we are providing the right service to the right people at the right time

4c. Safeguarding

Taking steps to protect and safeguard people from abuse, neglect or harm.

Our expectation is that 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.

Again the Covid-19 pandemic 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 dedication, 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 that Safeguarding our most vulnerable people is the council's number one priority, and we have strong leadership in place to drive forward both a regional and corporate approach. Safe practice underpins the professional frameworks guiding our social work models in Child & Family and Adult Services.

A Corporate Safeguarding policy and work programme ensures the 'Everybody's business' approach is extending the expectation to partners and providers, as well as Council staff.

What we planned to do

We wanted to continue to improve the adult safeguarding process, supported by work on a quality assurance framework whilst recognising adjustments required by Covid-19.

We wanted to support participation and effectiveness in end of placement reviews for looked after children in planning their future.

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

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

Example 1: Emergency Measures during Covid

Safeguarding remains as our top corporate priority, at the heart of how Council services are prioritised. Covid-19 pandemic, and subsequent lockdown requirements resulted in Adult Services and Child and Family Services successfully implementing a number of emergency measures in line with local corporate, regional direction, national guidance and statutory requirements; to meet the care and support needs of the most vulnerable people in our communities.

Example 2 : Corporate Safeguarding

Safeguarding is seen as 'everyone's business' within Swansea Council, and each member of our entire workforce has a duty to report any concerns they may come across affecting vulnerable adults or children.

Swansea's Corporate Safeguarding policy and approach addresses a wider range of issues and potential safety concerns. Such concerns include domestic violence, financial abuse, street homelessness, bullying in schools, hate crimes, child sexual exploitation, modern slavery, County Lines, and radicalisation.

By applying the updated Corporate Safeguarding Policy, we are ensuring that the Council continues to strengthen all areas of safeguarding. There is a new work programme, overseen by the Council's Corporate Safeguarding Group, jointly chaired by the Director of Social Services and Cabinet Member, to drive further improvements.

Example 3: Child and Family Quality Assurance Framework

Child and Family Services are implementing a quality assurance framework that articulates the high standards of service delivery we expect in all work with children and young people to build in assurance relating to providing the right service at the right time. We still expect to achieve our ambition to prevent escalation of needs.

Our approach focuses on understanding the lived experience of our children, young people and families. We are expanding how we get information both qualitative and quantitative to improve this. Also by identifying good practice through our child protection and crisis work, for example using appreciative enquiries with children and families. This framework is designed to ensure that all our safeguarding action is proportionate and timely, and that we built a culture committed to continual learning and professional development.

Example 4: Adult Safeguarding Teams

Last year we undertook a full review of safeguarding arrangements; setting out proposals for a new dedicated safeguarding team, which were to be incorporated into the restructure of Adult Services.

This work resulted in the creation of a standalone Safeguarding team, and Deprivation of Liberty Safeguards (DoLS) teams.

As part of our recovery planning, this functional model of support, which mirrors the client pathway, will continue to be reviewed and longer-term structure defined for implementation based on learning from regular reviews.

Example 5: DoLS

Swansea 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. Though the best interests and supervisory body work has continued though the difficult times in support of residents placed in care homes.

Stories of Outcomes

Story: Contextual Safeguarding

The lives of hundreds of young people are being made safer, thanks to the Contextual Safeguarding pilot led by our service, but involving a whole range of partners. Swansea Council are working with Bedford University on Contextual Safeguarding Risk to improve our child exploitation work and practice, in the area of risks to children outside of the family (such as criminal or sexual exploitation).

The Covid-19 lockdown has not stopped the project from pressing ahead with preventing exploitation and disrupting criminal networks and behaviour within the context in which the harm occurs.

A contextual approach to safeguarding requires us to look beyond the family to assess neighbourhood and peer group factors in considering risks to children and young people. Swansea's Contextual Missing Exploitation Trafficking multi-agency forum (CMET) tackles referrals, which can potentially impact on hundreds of young people. Youth workers have been doing vital outreach harnessing their skills to identify contextual risks and potential solutions.

We are also working with other statutory services to evaluate the impact of this approach within early help and non-statutory services, in preventing the escalation or involvement of young people in non-familial harm

During 2021/22, our priorities are to:

- To continue to improving our safeguarding practice in all service areas, whilst recognising adjustments required by Covid-19, supported quality assurance frameworks

4d. Wellbeing outcomes by managed care and support

Encouraging and supporting people to learn, develop and participate in Society.

Our expectation is that 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. People are supported by care and support plans, which promote their independence, choice and wellbeing

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)

What we planned to do

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

We set out 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.

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

We continue to demonstrate we are being the best we can be in all our work with adults, children, young people and families is no matter the challenges faced.

Swansea is a leading authority in implementing positive way of working through established practice based on Sign of Safety and Collaborative Communication. This report highlights many examples of how we are listening to the people we serve and to the people in their lives in shaping future services

Our excellent staff managers and partners, are all contributing to the best outcomes for children, young people, families, and adults.

Example 1: Covid Response

We have adapted our practice, been creative in our offers and continued to be responsive to need.

Across both Adults and Childrens services we continue to prioritise contact/ visits with service users, by the use of a RAG rating system. Safeguarding, day to day support and respite are considered and provided to support people, families and their carers whilst social distancing restrictions continue (see also front door arrangements).

The RAG is updated weekly and there is regular audits of staff compliance. We continue to provide an emergency Mental Health support service via an Approved Mental Health Practitioner service operating daily from 9 – 5 despite a reduction in qualified AMHP. Mental Health and Learning Disabilities services continue to offer a duty system for referrals and assessments and where necessary these are face to face with the public but with the use of PPE and safe distancing. All core functions have been maintained throughout the pandemic along with assessment, care planning and review.

Example 2: WCCIS

The introduction of the Wales Community Care Information System (WCCIS) to Swansea Council is not just a system implementation, but an opportunity to improve and reshape our culture and practice to better meet the needs of the people we work with.

One of the major overhauls of business process has been around service provisions, the details of which were held across a number of different systems, with no easy means of collating what service people are receiving and when..

As well as a more outcomes focused social work assessment and case management review, WCCIS now includes information related how people are receiving a range of services, including:

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

Swansea's WCCIS system went live in April 2021, supported by skilled business support to ensure that decisions are being made with the most accurate up to date information possible, and early signs are promising.

Example 3: Child & Family Services – working together

Children and Young People are benefitting from the work of the Safe LAC Reduction Operational Group (SLOG) and the staff that support the group's work.

Everyone involved has been praised by the Head of Service, POs and Senior Management Team as it has achieved a month on month reduction in the LAC population since July 2020.

SLOG was set up last year to enable a whole service approach to getting children back with their families or otherwise achieving genuine permanence and security until at least they reach adulthood. It was in response to escalating LAC numbers. The

project has been involved in gathering information, monitoring, RAG rating cases, and trajectory planning

SLOG comprises of members from Permanence, SQU, SCP, FAFFT, Bays+ and has the facility to call in additional expertise as and when needed. It provides a unique forum of experts to support practitioners to address barriers and obstacles to support the development of care and support plans that can achieve permanence for children

Example 4: C&FS Supported Care Planning

Last year Child & Family Service restructures supported care planning teams, and reallocated additional support to staff in supported care planning to make sure relational social work practice even more embedded.

This year a redesign pilot team, part of the systems thinking review of Supported Care Planning (SCP), is continuing to experiment with ways to give staff the right system, time, tools and capacity to be better able to achieve what matters to service users. The new SCP purpose is "For you to work with me and those around me to make my life better."

Using the Vanguard method, the team are working in a controlled environment to test different ways of working and tools, so that what is eventually rolled in across the service in future will work to achieve the service's purpose and values. The pilot is looking at how information can best be captured, avoiding unnecessary duplication and creating more time to do direct social work with children and families. At each stage we carefully consider whether the work being undertaken is meaningful and valuable to the children, young people and their family whilst ensuring that risk is managed in a sensible way

As well the new single assessment process, a recent focus has also been looking at forms needed for Family Network meetings, Core Groups and Children in Need of Care and Support Reviews

Example 5. Adult Services Temporary Social Work Restructure

Last year Adult Services implemented a temporary restructure on 12th October 2020. A commitment made during the consultation process for Adult Services was that Senior Management would provide quarterly updates to staff and representatives. Quarterly update reports have been produced looking at capacity and demand across the whole system and feedback from staff.

The changes were aimed at meeting the current challenges whilst at the same time establishing the right environment for culture change and to implement the WCCIS system. The 'Collaborative Communication' practice model across Adult Services to focus on the quality of our social work, to become more outcomes focused, and to

change the conversation that we have with people about what matters to them in having a good life.

This requires a major shift in our work and our thinking to allow us to move from a service-led approach, focused on people's wellbeing and their own outcomes, at the same time putting people at the centre of their care and support planning.

Stories of Outcomes

Story 1: Mr H. adult carer: social worker as the resource

Mr H. not feeling valued by his family in caring for his poorly wife.

Mr H. given time by social worker to explore feeling, what matters and outcomes
SW allowed Mr H to offload all of his worries and stresses.

SW was able to reassure the daughters from a neutral position, which enabled them to see his point of view and recognise the reasons why he was cancelling care and this helped to reduce his stress levels.

SW was able to speak with the daughters to identify what level of support they could offer and in doing so, reduce the amount of stress to Mr H.

Mr H. able to feel more at peace in caring for his wife Mrs H, and family acknowledging his efforts.

Story 2: Safeguarding a vulnerable adult - case sensitive approach (North Hub)

A young person who was experiencing sexual exploitation in the community. The young person had recently turned 18 years of age. A 'duty to notify' provision for support for victims is set out in Section 52 of the Modern Slavery Act 2015, and applies in Wales via National Referral Mechanism for potential victims. Case sensitivity was required with direct social work - being present, strength focused, listening, motivational interviewing and making the young person feel safe, comfortable and hopeful were key.

Due to on-going trauma, there was a need for continued social services support. Concerns about what support services or social work team the young person would be best suited to, from turning the age of 18 years.

Concerns about her continued levels of vulnerability, and how risks would be managed. The perpetrators finding her again was a real risk. Although there is increased knowledge of human trafficking, agencies (Adults) are still learning best practice and procedures, particularly within the framework of the new Act. Joint agency working with 3rd sector was successful; both agencies using a strengths based approach.

After intense social work input, the young person was supported through 3rd sector placement to move out of area, to a safe house in safe area.

During 2021/22, our priorities are to:

- Embed strengths based, outcomes focused practice within social work practice and processes, set within quality assurance framework reflecting right service at the right time

4e. Range of Services

Supporting people to safely develop and maintain healthy domestic, family and personal relationships.

Our expectation is that 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.

Swansea's approach to commissioning for better social care outcomes is set out in the commissioning work being undertaken regionally, and locally through Swansea's commissioning cross cutting reviews.

This can be found regionally within the Western Bay Health and Social Care Programme Area Plan for Care and Support Needs 2018-23, and locally through the Council's Recovery Plan, delivered via the transformation and improvement programmes and the Council's corporate procurement methodology..

What we planned to do

Development of commissioning arrangements and shaping markets, to anticipate future demand for services and help shape the social care market with particular reference to the impact of Covid-19.

We were also looking to further 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 is currently challenged with a growing demand. Both Adult Services Transformation and Child and Family Services Improvement programmes, together with cross cutting commissioning reviews set out to improve our service offer, moving away from traditional models of service delivery.

We aim to make continuous service improvements, avoid service costs increasing and to ensure services are both high quality yet sustainable for the future.

In order to do this our change programme have to ensure coproduction and effective collaboration are featured, so that shared capacity and integrated approaches are used where possible, to be deployed in a more efficient and effective way, saving time, resources, sharing expertise and contributing to improved citizen wellbeing.

There are many examples of Swansea's approach to commissioning and service improvement within this report.

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 1: Covid response

- Assessment of need and review of plans of care have continued throughout the pandemic within AMH, OPMH and LD services
- Face to face visits where necessary based on an organisational Risk Assessment
- Daily duty system has allowed the users and the public access to services and staff
- Regular and focussed welfare checks based on RAG rating of risk associated with care breaking down and the risk of requiring residential care or hospital admission.
- Allocation of resources via fortnightly challenge meetings, monthly joint meetings has allowed people to stay safe and protected.
- Within Learning Disability services, weekly meetings to consider allocation of in-house day support and respite support

Example 2: Commissioning / Range of C&FS

Summary of some recent activities

- Maintaining placement stability with effective use of the edge of care team and the respite home.
- Placement finding through flexible use of resources, the capacity and skills within Foster Swansea and their carers, our 'in house' residential home, and positive relationships between commissioning and external providers.
- Full review of supported accommodation and support and floating support for 16-25 year olds involving young people.
- The development of an adolescent strategy.
- Review of Swansea Accommodation Pathway, looking at how to minimise the time staff spend in meetings and enable them to have more time to focus on young people

Example 3. Commissioning / Range of Adult Services

Adult Services commissioning is mainly focused on integrated working with partners locally and across the region, which has been strengthened further during the last year. The last year has provided a clear focus of the capacity of these services needed and how services can be shaped to meet the future needs of our communities and service priorities.

Our close working on many regional programmes including the Hospital to Home/Rapid Discharge model, regional escalation tool, commissioned care monitoring and internal provision utilisation have provided focus on opportunities for change.

The regional programme will develop further in the year ahead with a revision to governance and re-alignment of regional delivery models. Adult Services will be helping to shape this work alongside partners. Externally commissioned services and

internal service provision will also be revisited in 2021/22, with the resulting strategies for residential, respite and day support a priority area of work

Example 4: Violence against Women, Domestic Abuse and Sexual Violence VAWDASV

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

Swansea's Domestic Abuse Hub within the Single Point of Contact for Child and Family Services received record numbers of public protection notifications for domestic abuse related incidents where there may be children or young people involved.

A restructured early help offer in Swansea, was launched on 1st April 2020 including representation from South Wales Police as part of the Early Action Together programme.

This involves PCSOs placed in the five early help hub community teams and an officer from the Public Protection Unit being based in the Integrated Safeguarding Hub (ISH) within the Single Point of Contact. The ISH also has representation from health and education and this has enabled information required to be accessed to complete proportionate and timely assessments and ensure that children and young people are able to access the right support at the right time, from the right service to prevent escalation of need.

Example 4: Commissioning- Day Services

During the pandemic we recognised that without the support of day support services, there has been increased pressure on individuals, carers and extended family, both physically and mentally, which is increasingly Unsustainable.

As lockdown eases, we have been actively considering how we can open up day support in the safest way possible. A return to services as they were before the pandemic has not been possible due to the need to implement social distancing and other infection control measures. It is also because we are not yet back to our full complement of staff.

We have therefore taken steps to:

- Identify and prioritise individuals who are now struggling to remain at home without some form of day support
- Providing a day support service where no other support option is suitable.
- Plans to re-open services in a gradual, flexible and considered way, with safety always as the primary consideration.

Social workers have been available to discuss individual circumstance and what matters. Some alternative support options have been used during this time:

- Direct Payments to purchase your own day support either by employing a Personal Assistant or through an external agency
- Domiciliary care –support in the person’s own home to help with personal care needs

Stories of Outcomes

Story 1: Edge of Care/ Accommodation

A New Edge of Care residential model has been implemented for families with children and young people at risk of becoming looked after receiving a total of 25 families accessing the support for a total of 91 nights.

Mapping of safer accommodation support for children looked after is currently underway within the region, under the Transforming Complex Care programme. This planning work is taking into account multi-agency approaches to filling gaps across services including working with Health and Education colleagues to ensure the right support is made available to children and young people in these positions.

Story 2: Work Development

Swansea’s Employability Team continues to support a diverse range of clients across many age groups. through the Communities for Work/Communities for Work Plus programmes, CamNesa, and the Swansea Working Approach. The range of support offered includes

- Community outreach and engagement via hubs
- Intensive mentoring support
- Initial triage & assessment
- Develop personal action plan
- Support to overcome barriers e.g. confidence building
- Welfare support and advice
- Training and qualifications
- Volunteering placements
- Paid work opportunities
- Job search support
- Work trials

Recent changes to the national grant funding requires that the Council looks again at options for the future. This comes at a time when young people are facing the most hardship and challenge within the jobs market.

People Policy Development Committee are supporting officers to look at new ways of supporting young people, who are the most challenging to engage with.

During 2021/22, our priorities are to:

- Work with corporate procurement and regional commissioning arrangements to promote financial efficacy
- To review commissioning of adult residential, respite and day support services

4f. Working in Partnerships and Integration (Exit Strategies)

By working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

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

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

What we planned to do

We wanted to update and relaunch the Regional Partnership work programme.

We wanted to build better links between the regional programme and our local Child and Family Improvement programme and Safe LAC Reduction strategy.

Similarly, we wanted to link regional work to Swansea's Adult Services Transformation programme.

Within the Regional safeguarding programme there needed to be a greater multi agency focus on prevention.

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 vulnerable people to access and sustain engagement with meaningful work.

We are also supporting people to access financial advice and help with benefits and grants.

Here are some examples of how regional work benefits people locally.

Example 1: Regional Partnership work programme: Complex care

Main aims of the Commissioning for Complex Needs Programme are:

- To effect a sustainable and efficient 'practice to commissioning' methodology across the region which commissions high quality health and social care services which are proportionate to need and are cost effective.
- To enable sharing and coordination of information, intelligence and planning together in service area of common interest.

- To help partners shift front line practice towards the requirement of the Social Services and Well-being (Wales) Act 2014.

This is achieved through work streams including:

- Outcomes Focused Assessment
- Mental Health & Learning Disability Brokerage (for placements)
- Regional Quality Framework for care homes

Example 2: Regional Partnership work programme: Carers

West Glamorgan Carers Partnership Board was originally established in 2012, initially in response to the Carer Strategies (Wales) Measure 2010. Carers' views shape the work of the Board. This is achieved through the presentation of Carers feedback each quarter and comments from local Carer Centres/ Service and Young Carers Projects. In addition, views are gathered at regional events where Carers and Young Carers from the two local authority areas come together.

Board membership include representatives from Swansea Bay University Health Board, Neath Port Talbot and Swansea local authorities, Carers Services/ Centres, Councils for Voluntary Service (CVS) and the West Glamorgan Regional Partnership.

We have established local partnership arrangements with carers groups [YMCA Young Carers, Swansea Parent Carer Forum, Swansea Carers Centre] to ensure fluid communication when discussing carers information, advice and/or issues. Developing such partnerships has provided us with a working relationship and a platform for future co-production

From our work in the Regional Partnership the agreed vision we are working to is that: "Carers are identified, recognised and supported to care. They have a life alongside caring and have a feeling of well-being throughout their caring journey".

We are working with regional partners to consider the role of Carers Champion – aiming to relaunch the Carers Champion role and for each team to identify a key link who will receive and update their team regarding carers information.

Example 3: Western Bay Regional Adoption Service

2020-21 has been a very challenging year and saw this vital regional service having to adapt during the Global COVID pandemic, with staff working tirelessly to ensure it is business as normal. Staff ensured that all the necessary work needed to support children and families can now be completed remotely. Panel, Assessments, family finding and adoption support tasks have continued via virtual means, with risk assessments in place for limited face to face work when needed.

- No. of Children Matched for Adoption in 2020/21 -Swansea only = **37** (36)
- No. of Children placed for adoption in 2020/21- Swansea only = **32** (38)
- Of these no. of children placed in “Western Bay” region = **26** (18)

The regional service is continuing to attract a number of prospective adopters:

- Number of Adopter enquiries = **257** (166)
- Number of Adopter approvals = **53** (54)
- No. of placements generated = **64** (62)

Example 4: Western Bay Integrated Autism Service

Western Bay Integrated Autism Service provides direct support for autistic adults. We also provide advice, support and signposting for parent carers of autistic children, young people and adults.

The Integrated Autism Service offered telephone or email support to autistic adults, partners and parent carers of autistic people, who may be concerned about the impact of Coronavirus (covid-19), social distancing and self-isolation on them and their families. Also advice to other professionals about how best to support autistic individuals at this time.

The Regional Integrated Autism Service includes Service Manager, Clinical psychologist, Occupational Therapist, Speech and Language Therapist, Specialist Autism Practitioner and four Well-being Support Workers.

Example 5: Tackling Poverty in partnership

11.5% of Swansea areas are in the top 10% of most deprived areas in Wales. There are two wards in Swansea in the top 10 with the highest numbers in child poverty. There are more jobs in Swansea below the poverty threshold than is the national average 27.6% in Swansea, compared to 25.6% in Wales and 22.7% UK wide.

City and County Swansea has established the first Poverty Truth Commission in Wales. We are also looking to establish foundational economy based on the city as a ‘Living Wage Place’.

Work on Tackling Poverty is vital to achieving better outcomes for citizens and is being taken forward by a Partnership forum with representatives from the Council, DWP and a wide range 3rd sector organisations and businesses attending.

Stories of Outcomes

Story 1: Youth Offending Service

In April 2019, Swansea Youth Justice Service (SYJS) was formed as a result of the disaggregation of Western Bay Youth Justice Service(WBYJS).

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A Joint inspection in November 2018 highlighted many challenges that needed addressing from the old arrangements, and the new local service has been working hard on an Improvement and Action Plan: [-YOS Report to C&F Scrutiny](#)

Progress against the plan is continually reviewed every 6 months, to ensure the service continues to raise the standards and ensure compliance with the expectations. Swansea Youth Justice Service continues to focus on improving the quality of service to children and young people concentrating on developing robust assessments, quality assurance processes and reviewing interventions.

A part time CAMHS nurse is in post to provide children and young people with appropriate mental health services and a pathway for more help when required. The mobilisation of Speech and Language Service is expected this year.

Story 2: CAMHS (Child & Adolescent Mental Health Service)

The pandemic has seen increasing demand for both emotional and mental health services for children and young people. We are still learning about the emerging impact of the pandemic on children and young people's emotional health and wellbeing.

Emotional Health & Wellbeing for Children and Young People (including CAMHS) is now agreed, as priority for West Glamorgan Regional Partnership Board acceptance that response needs to be multiagency.

We are looking at ways to improve access to ensure children & young people get access to services at the right time, and in the right place. This is not just about specialist CAMHS but having a full range of services available to support children & young people's emotional and mental health needs.

What we have already achieved:

- Establishment of Single Point of Access to CAMHS ahead of schedule
- Investment by partners to increase support in all settings including school counselling

Plans being developed to provide full range of support for the emotional, health and wellbeing of children and young people, including the joint agency development early intervention and prevention options.

During 2021/22, our priorities are to:

- Implement the West Glamorgan regional partnership work programme, with links to Swansea's programme – "Achieving Better Together".

5. How We Do What We Do

5a. 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 Wellbeing & Engagement (C&FS)

Our vision for wellbeing and engagement in the service is: ‘Supporting me to thrive so I can achieve my best for children young people and families’.

Workforce Strategy was re-aligned in January 2021 around staff wellbeing, and a new programme of work has been established. A Workforce Wellbeing and Engagement group has been established to support this work, to carry out a progress review and look towards establishing meaningful measures that evidence wellbeing and engagement across the service.

As part of the review the annual well-being survey has been conducted and findings are being compared. Early indicators suggest that almost twice the number of staff completed the survey when compared to engagement last year. This is a positive indicator of an increase in general engagement across the service.

As part of the survey staff answered a number of scaling questions out of 6, with 6 being very positive and 1 being very negative. A summary of responses includes;

- Happiness inside of work: a slight improvement compared to last year
- Happiness outside of work: a slight improvement compared to last year
- Stress levels at work: an improvement compared to last year
- Mental health: an improvement compared to last year
- Sickness levels in the last 12 months: no real change

Example: No-Core Hours Pilot (C&FS)

A No-Core Hours pilot (is a key part of the Wellbeing and Engagement Strategy) took place in Child and Family Services. A review of how the trial has gone had over the last 12 months, is due to go back to Corporate Management Team this summer. Data has started to be collected as well as the feedback from staff who have trialled the tool has been very positive.

Despite being in lockdown for the whole pilot, the evidence suggests that this has been able to support staff with issues such as home schooling, bereavement and caring for ill family members. It is hoped that this will continue as the service begins to move back to a version of office based working.

Example: Workforce Development in Adult Services

To support a number of these themes a revised approach to Workforce Development will be a priority for 21/22. Building upon regional and corporate programmes already in place, a revised governance structure and robust collaborative approach is now in place to improve how we support our staff and focusing on:

- Well-being & engagement
- Staff Development
- Recruitment & Retention
- Team structures

Example: Staff Training & Development: Welcome to #TuesdayTraining!



Social Services Staff Development and Training Unit now provides weekly training bulletins (every Tuesday) to update all staff on the latest training opportunities. We hope that by putting things into one place, we will be able to promote our course information more effectively.

Challenges ahead:

- Develop social care workforce strategy to plan for future recruitment, retention, succession planning and training/skills development
- Maximising on the wealth of knowledge and experience of our current workforce
- To support staff with long term effects of Covid – in relation to their wellbeing and also on demand for services/ within teams
-

Priorities 1:

We need to continue to support and develop our workforce through our Workforce Wellbeing Strategy, with a particular focus on mental health and emotional wellbeing.

5b. Finance

The Social Services Directorate achieved all of its existing Medium Term Financial Plan (MTFP) target savings commitments by close of financial year 2020-21.

Future pressures on local authority funding in Wales are expected, alongside increasing demand and service costs, and there are challenges ahead for the Council to be more sustainable and to contribute a greater impact.

Our approach for the years ahead is set out within the Council's Medium Term Financial Planning 2022/23 - 2025/26.

STATEMENT OF BUDGET PRIORITIES: Social Services- Child & Families

Whilst no significant policy changes are proposed in Child and Family Services, clearly COVID-19 has had a major impact on the delivery of children services.

We will maintain the current Safe LAC Reduction Strategy and our investment in preventative services to reduce the number of looked after children and achieve the planned savings and service improvements, taking into account changes necessary to mitigate the impact that COVID-19 has had on the well-being of vulnerable children, families and our staff

Our priority will be to embed these approaches as business as usual and promote further integration with both wider social services and other support available from across the Council.

STATEMENT OF BUDGET PRIORITIES: Social Services- Adults

COVID-19 has had an even more significant impact on our population of adults requiring care and support and their families and carers.

The previously agreed optimum model for Adult Services Optimal Service model remains fundamentally sound, and based on:

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

The focus for the coming year will be on prioritising improvements to services that best support individuals, families and carers in recovering from the huge impact that COVID-19 has had on all their lives including that care and support has been so significantly disrupted this year.

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STATEMENT OF BUDGET PRIORITIES: Social Services- Poverty & Prevention

COVID-19 has highlighted to an even greater extent the crucial role our tackling poverty services play in supporting the most vulnerable members of our community to manage the most difficult of circumstances.

Out of necessity the service has become even more focussed on ensuring a joined up, strengths and assets based approach to working with and in communities with targeted support for the most vulnerable.

The next phase of recovery into 2021/22 will have a heavy focus upon financial efficacy; the transformation programmes will support the Medium Term Financial plan savings targets for Social Services. We will monitor progress as part of governance arrangements in monthly Social Services Performance and Financial Monitoring meetings.

As with schools, the Welsh Government's overall Settlement for 2021/22 no longer includes a protection or prioritisation of funding for social care. Also, we have to mitigate against as yet unknown risks associated with the potential withdrawal of any grant funding received to manage Covid, as well as any changes to Welsh Government regional grant funding.

Corporate budget consultation takes place on a wide variety of specific proposals. This includes consultation with children and young people. Others are consulted on using service-specific groups and/or activities, and feedback is considered within the budget proposals and impact assessment.

Story 1: Social Services Charging Annual Review

Swansea Council's Charging Policy (social services) was approved by Cabinet in April 2016. The policy and list of charges has been reviewed every year since. By reviewing our approach to charging for social care on an annual basis, Swansea Council is following Audit Wales model of good practice. Social Services Finance and Charging group has driven improvements in the Council's invoicing, debt management and debt recovery processes.

Although Swansea Council' has adopted the principle of full cost recovery to service delivery, within social care, charges can only recover some or all of the costs of services from citizens.

Any income generated by charges can reduce the costs of services to Council taxpayers, and can help safeguard our most vulnerable citizens. It is our belief that any proposals to charge for, or indeed to subsidise, the costs of services should be based on detailed analysis, thereby encouraging transparency, fair access, and the annual review helps to support this process.

In 2020-21, Swansea Council generated **£16.8m** related to social services. (£18.58m in 2019/20).

5c. Governance and Other Partnerships

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-

Social Services has continued to benefit from strong support from Cabinet and elected members within the Council, and through the constructive support and challenge offered by scrutiny performance panels

Corporate Leadership

The Directorate has always enjoyed strong corporate support from the Chief Executive and the wider Corporate Management. An independent senior management review is underway. The new structure will be equipped to guide the organisation through recovery, especially economic, education and social services as well as our transformation programme. And at the same time to give sufficient capacity to really push ahead with regionalisation.

West Glamorgan Safeguarding Board

Over the course of the last year (2019/2020) the work of the Board focused on Exploitation, Engagement & Participation and Effective Management of the Safeguarding Board.

Up until March 2020 it was envisaged that some of these priorities would be taken forward into 2020/2021. However, due to the Covid-19 pandemic the Board decided to park the aforementioned priorities and instead all safeguarding priorities have been set against the backdrop of Covid 19.

In setting the priority area/focus for the forthcoming year the Board has due regard to its statutory responsibility to meet the core functions:

- Raising awareness of the Board's objectives to protect and prevent adults and children from becoming at risk of abuse, neglect and other forms of harm, and to provide information about how this might be achieved.
- Reviewing the efficacy of measures taken by agencies to implement the objectives of the Board and to make and monitor recommendations.
- Undertaking child practice reviews, adult practice reviews, audits, investigations and other reviews as are required in pursuance of its objectives and to
- disseminate learning and information arising from these reviews. Reviewing the performance of the Board and its partners and bodies represented on the Board in carrying out its objectives.
- Neglect of children and adults at risk of harm.
- Review the training needs of practitioners working in the area of the Board in

- order to identify training to assist in the protection and prevention of abuse and neglect of children and adults at risk of harm.

The West Glamorgan Safeguarding Boards 2021/2022 Joint Annual Plan will be available via their website.

Priorities 1:

To continue the Council's transformation journey reflected in "Achieving Better Together" – and embrace new ways of working where they bring benefits to the public, prevent demand and reduce service costs.

6. ADDITIONAL

6a) Compliments, Complaints, and representations

Compliments

Many compliments received for Social Services staff have been included in the Director of Social Services weekly Covid-19 Briefings. These briefings have been emailed to staff and have also been uploaded to Staffnet.

Complaints

Annual Reports summarising the Compliments and Complaints received relating to Adult and Child and Family Services, are generally reported to Cabinet.

- Total number of complaints relating to Adult Services (all stages) received by Complaint Team in **2019/20 = 239** (204, in 2018/19)
- Total number of complaints relating to Child and Family Services (all stages) received by Complaint Team in 2019/20 = **166** (188 in 2018/19)

Representations

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 2019/20 = **14** (13)
- Child and Family complaints to Public Ombudsman in 2019/20 = **11** (10)

For more information: <https://www.swansea.gov.uk/sscomplaints>

6b) Mwy Na Geiriau “More than Just Words”

The Welsh Language Standards Act has strengthened the provision of bilingual services in health and social care, and within the council as a whole.

Mwy Na Geiriau “More than Just Words – to implement Health and Social Care framework, Swansea remains committed to the Fforwm Mwy Na Geiriau and regional partnerships. Swansea contributed a number of examples of good practice to the recent Welsh Government commissioned national evaluation of the Mwy Na Geiriau strategy.

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.

Example1: Training & Support

Swansea Council have extended the offer to staff to learn Welsh through work. Courses now run to foundation level, and these opportunities are advertised widely on the staff intranet and through #TrainingTuesday.

In addition there is support for Welsh speakers new learners across the organisation. There is a corporate Welsh Language training group which meets to coordinate opportunities, to support each other and to share good practice.

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To support Welsh Learners in the council, this group is providing learners with the opportunity to be mentored by employees who can speak Welsh in the authority. This provides a great opportunity to speak, practice and network with the Welsh Language and discuss anything that you have learnt in the lessons or even link in with Welsh groups across the Swansea Area.

Example 3: Welsh language champions in Adult Service Provision

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:

- Identifying Welsh Language Champions within all services
- Also Welsh Dementia Friends Champions who make an 'active offer' in care homes/ day services
- 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 all 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

Story 1: Intergenerational project

We 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. This project was nominated for a social care accolade.

6c) Further information on Social Services

This Annual Report provides detail about Swansea’s improvement journey within statutory social services in 2020/21.

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>.

APPENDICES

a) ADULT SERVICES - SERVICE PLAN KEY PRIORITIES AND OBJECTIVES FOR 2021/22



b) CHILD AND FAMILY SERVICE PLAN KEY PRIORITIES AND OBJECTIVES FOR 2021/22

