

ADULT SERVICES - SERVICE PLAN 2022/23

OUR VISION		OUR MISSION
<p><i>People in Swansea will have access to modern health services, social care and support which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities.</i></p>		<p><i>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.</i></p> <p><i>Our services will focus on strengths, prevention, early intervention and enablement. We will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce.</i></p>

Assessment – delivering last years' Service Plan

Barriers	Successes	Summary - overall progress. What can be done better?
<ul style="list-style-type: none"> <li>• Covid related service pressures across all of Adult Services - internal, integrated and commissioned services</li> <li>• Prolonged uncertainty regarding Covid and impact on Adult Services</li> <li>• Prioritisation of contingency planning locally and Regionally</li> <li>• Capacity of established resource levels vs increased and changing nature of demand</li> <li>• recruitment and retention of staff across the service</li> <li>• Implementation of WCCIS and issues</li> <li>• Processes, timescales &amp; uncertainty surrounding Welsh Government funding (locally and regionally)</li> </ul>	<ul style="list-style-type: none"> <li>• Resources and services maintained</li> <li>• Improved monitoring and communications around specific areas of pressure</li> <li>• Comprehensive contingency planning &amp; flexible/additional resource management</li> <li>• Expansion of alternative models of care &amp; support</li> <li>• Continued close working with Partners</li> <li>• Inspection outcomes</li> <li>• Successful development of regional programmes</li> <li>• Successful adoption of WCCIS</li> <li>• Creative communications and engagement with workforce</li> <li>• Successful recruitment campaign for carers</li> <li>• Continued training and management of qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Continued focus on emergency response and contingency planning over and above strategic planning</li> <li>• Shift in strategic planning to facilitate transition towards recovery and longer term transformational change.</li> <li>• WCCIS Implementation and challenges</li> <li>• Progress to date, engagement with staff, system development working group, system upgrades to improve functionality</li> </ul>

## Adult Services SWOT Analysis

### Key Service Strengths

- Highly skilled, knowledgeable and experienced workforce
- Flexible and adaptable workforce who are committed to providing the best possible support and outcomes for our communities
- Workforce who support each other and have a 'one service' identity
- Embedded integrated working practice and communications approach with partners
- Adaptability and a drive to continually improve and explore innovative solutions / challenge historic practice and processes

### Main Service Weaknesses

- Continued limitations to practice that remote working can impose
- Forced delays as a result of pandemic to planned strategic planning and governance arrangements
- Social work recruitment and retention continues to be challenging.
- Optimisation of WCCIS and anticipated improvements to process/data collection and analysis are yet to come to fruition.
- Limited communication and active review routes with stakeholders.

### Key Opportunities for the Service

- Utilising experience from 21/22 (challenges & our response) to inform and promote ongoing innovative practice and continuous review
- Revised Regional funding structure under Regional Integrated Fund (RIF) for focused and longer term strategic framework
- Utilise experience to continue to drive preventative model
- Build upon technological and digital solutions to assist wider strategies
- Further development of workforce wellbeing strategy with particular mental health focus
- Develop our workforce recruitment, retention, succession planning and training/skills development including maximising on the wealth of knowledge and experience of our current workforce to support.

### Main Threats (Risks) to the Service

- Long term consequences of Covid contingency measures across citizens, internal workforce, external workforce
- Anticipated continued increased complexity of need across client groups and suitability of current models of care and support
- Legislative duties and our ability to fulfil
- External Market stability
- overall impact of austerity
- Financial restrictions / limitations of national policy in achieving our strategic goals
- Staff retention & recruitment

## OUR KEY PRIORITIES AND OBJECTIVES FOR 2022/23



<p>How the service intends to work sustainably when meeting the objectives in the Service Plan.</p>	<p><b>Addressing long term challenges or trends:</b></p> <p>Supporting people at every point in their journey, supporting long-term sustainability of services and service providers.</p> <p><b>Preventing problems from occurring or from getting worse:</b></p> <p>Preventing poorer health and well-being outcomes for people, addressing health inequalities. Providing Early Help and Prevention and accessible services.</p> <p><b>Integration – joining things up and avoiding duplication / conflicting priorities:</b></p> <p>Multi-agency approach, social care, health, independent and third sector.</p> <p><b>Involving people - including the public, service users and stakeholders:</b></p> <p>Person centred, MDT approach.</p> <p><b>Working in partnership and collaborating with other organisations:</b></p> <p>Multi-agency approach, social care, health, independent and third sector</p>
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**KEY MEASURES / CRITERIA FOR SUCCESS**

Service Objective	Corporate Objective (tick box)						Key Measure / Criteria for Success
	Safeguarding	Education & Skills	Economy & Infrastructure	Tackling Poverty	Natural Resources & Biodiversity	Transformation & Future Council	
To provide the right support at the right time to people  Achievement of Well-being outcomes; IAA, Assessment, Care & Support plans and Review	✓			✓		✓	<p><b>1.The number of Care and Support plans that were due to be reviewed during the year that were completed within statutory timescales. (AD/017)</b></p> <p><b>2.The number of Carers Assessments completed for adults during the year where (AD/005):</b> a) Needs could be met with a carer’s support plan or care and support plan. b) Needs were able to be met by any other means. c) There were no eligible needs to meet.</p> <p><b>3. The total number of packages of reablement completed during the year which (AD/011):</b> a) Reduced the need for support b) Maintained the need for support c) Mitigated the need for support d) Neither reduced, maintained nor mitigated the need for support</p> <p><b>4. The total number of Adult Safeguarding enquiries completed within 7 working days from the receipt of the reported alleged abuse (AD/024).</b></p> <p>Remainder of measures to be co-produced with users of services, carers, partners and colleagues</p>
Providing more support in the community and home-based settings, including in partnership with voluntary and community sectors.  Focus on people’s and communities’ strengths not needs.	✓		✓	✓		✓	
Enhance focused outcomes and experiences for people  Seeing people and communities as the co-producers of health and wellbeing, rather than recipients of service,	✓		✓	✓		✓	
Support carers’ well-being	✓			✓		✓	
Embed the principles of co-production across all services.  People are empowered to be involved in the ongoing coproduction of their care and support and all Adult Services delivery.	✓					✓	
Provide information & advice / facilitating person centred solution Develop information and advice initiatives	✓					✓	

Pilot and implement new technological capabilities to drive better service provision and better outcomes for our population.	✓					✓	
Ongoing development of the Discharge to Recover and Assess model	✓					✓	
Social Care avoidance and hospital admission avoidance through the promotion and delivery wellbeing and prevention focussed services.						✓	
A reduction in those needing long term care and / or support or placement	✓					✓	
Support people who are homeless or vulnerably housed, or at risk of becoming so, to ensure that they get the support they need	✓			✓		✓	
Ensuring communities can work with us to take collective responsibility for the best use of resources to improve health outcomes and quality of care.	✓		✓	✓		✓	
Development of agreements/ processes/ procedures for Health and the Council to form a single multi-agency complex care approach.	✓					✓	

## Adult Services Transformation and Recovery Programme 2022 – 2025

### Overview & Objectives of the Transformation and Recovery programme:

- ✓ Transformation plan which translates the agreed Adult Services priorities and workforce, process, customer and financial objectives to deliverable projects and programmes.
- ✓ Identification of shorter term (2022/23) focus and longer term programmes of delivery (2023-25)
- ✓ Clear distinction between 'business as usual' and Transformation/recovery
- ✓ Clear links with Regional partnership led programmes

### Across all areas of the transformation programme the following will support delivery:

- Collaborative communication
- Quality Assurance, Improvement & Customer Service
- Adult Services Financial Management
- Performance Monitoring
- Transformation Governance

### Adult Services Transformation & Recovery Projects/Programmes:

No.	Programme/Project Title	SMT Lead	Headlines/Projects	2022/23 Focus	Timescale	Adult Service Priorities	Regional Strategic Priority (where applicable)
1.	Practice Framework	Ffion Larsen / Teresa Mylan Rees	<ul style="list-style-type: none"> <li>• Embedding Collaborative Communication Model in every aspect of Adult Services</li> <li>• Further training to support the adoption of Collaborative Communications in teams</li> <li>• Utilising the practice handbook as a key tool to support practice</li> <li>• Ensuring that all potential options are explored when supporting individuals to identify and meeting their own personal outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and promote the Collaborative Communication Plan to influence strength based practice development across Adult Services.</li> <li>• Develop tools to assist staff to identify outcomes in practice with individuals, families and carers.</li> <li>• Focus on communication, assessment skills, eligibility criteria, managing risk, strength based models of supervision.</li> <li>• Utilise Collaborative Communication Mentors to develop and influence a strength based approach in teams</li> <li>• Develop performance information that evidence the use of Collaborative Communication in practice</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> </ul>	

No.	Programme/Project Title	SMT Lead	Headlines/Projects	2022/23 Focus	Timescale	Adult Service Priorities	Regional Strategic Priority (where applicable)
				<ul style="list-style-type: none"> <li>• Review and promote the Practice Handbook as a resource all social work practitioners</li> <li>• Ensuring staff knowledge is refreshed in relation to assessment and care and support planning</li> <li>• Reviewing the delivery of the current facts panel process to become more strength based rather than deficit led</li> </ul>			
2.	<b>Workforce Development</b>	Deb Reed	<ul style="list-style-type: none"> <li>• Wellbeing &amp; Engagement</li> <li>• Staff Training &amp; Development</li> <li>• Recruitment &amp; Retention</li> <li>• Staffing structures</li> <li>• Succession Planning</li> <li>• Support and development of external sector workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Priorities for each work stream, delivery plans &amp; measures of success</li> <li>• Staffing Structures – Social Work restructure / CES/Comm Alarms Restructure</li> <li>• Understanding workforce- service data, ages, vacancies, role moves, student retention, exit interview themes.</li> <li>• Build connections with marketing ahead of new marketing strategy design</li> <li>• Exploration of traineeships/apprenticeships /volunteering</li> <li>• Strengthening relationships with universities &amp; attracting students to Swansea</li> <li>• Application process re-design</li> <li>• Additional funding to be made available for more support worker staff to be put through Social Work course</li> </ul>	2022-2025	<ul style="list-style-type: none"> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	

No.	Programme/Project Title	SMT Lead	Headlines/Projects	2022/23 Focus	Timescale	Adult Service Priorities	Regional Strategic Priority (where applicable)
3.	<b>Adult Services Carers Strategy</b>	Rachel Thomas	<ul style="list-style-type: none"> <li>Identifying &amp; Recognising Carers</li> <li>Work closer with carers to co-produce positive change requirements'</li> <li>Supporting Life alongside caring</li> <li>Provision of IAA</li> <li>Supporting carers in education and the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Carers assessments</li> <li>Carers Centre pilot</li> <li>Direct Payments for Carers</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Integrated Services</li> </ul>	
4.	<b>Co- Production strategy implementation</b>	Jane Whitmore	<ul style="list-style-type: none"> <li>Revision &amp; updating of existing strategy</li> <li>Develop an optimum model for Co-production within Social Care</li> <li>The right, culture, structure and practice:</li> <li>A culture based on a shared understanding of Co-production, principles and methods</li> </ul>	<ul style="list-style-type: none"> <li>Co-Productive decision making structures</li> <li>Resources to implement Co-production (incl. staffing and remuneration)</li> <li>*Agreed approaches to working co-productively</li> <li>*Toolkit and repository for pro formas and good practice</li> <li>*Ensure we build in accessibility to our approaches</li> <li>*Co-production Champions</li> <li>*Co-production Network supporting people with care and support needs to network and work together</li> <li>*Review processes to ensure that Co-production is making a real difference and that the process is following the agreed principles</li> <li>*Good quality communications</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> </ul>	
5.	<b>Recommissioning Programme</b>	Peter Field / Jane Whitmore	<ul style="list-style-type: none"> <li>Assessment and review of commissioned services</li> <li>Creation of options</li> <li>Re-procurement</li> <li>Review of commissioning support/structures and team</li> </ul>	<ul style="list-style-type: none"> <li>Younger Adult services</li> <li>Day services, supported living services (YA PD, MH), Sensory impairment services</li> <li>Carers services</li> <li>Adult and youth homelessness</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	



No.	Programme/Project Title	SMT Lead	Headlines/Projects	2022/23 Focus	Timescale	Adult Service Priorities	Regional Strategic Priority (where applicable)
			processes fit for purpose (inc. Direct Payments)	<ul style="list-style-type: none"> <li>Assessment and review of above (yr 1)</li> </ul>			
6.	<b>Swansea Assistive Tech Strategy</b>	Lucy Friday/ Peter Field	<ul style="list-style-type: none"> <li>Assessment of and review of the role of assistive technology in achieving our service objectives/vision</li> <li>Review alternative models of delivery</li> <li>Understand options around community alarms service and inter-dependencies</li> <li>Co-productive approach to development of options and options appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Completion of service assessment (inc. community alarms service)</li> <li>Comparative analysis to explore alternative models of provision</li> <li>Review of pilot Delta Wellbeing project</li> <li>Options appraisal &amp; decisions</li> <li>Digital Switchover project and roll out</li> </ul>	2022-23	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	
7.	<b>Internal Residential Care Strategy</b>	Cathy Murray	<ul style="list-style-type: none"> <li>OP Review to transform services</li> <li>Younger adults Reviews</li> <li>Capital Programme</li> <li>Digital Programme (engagement)</li> <li>Community participation</li> </ul>	<ul style="list-style-type: none"> <li>Recovery of services</li> <li>Clear pathways to access and progression on from services</li> <li>Flexible and robust workforce</li> <li>Embedding individual outcomes approach</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	
8.	<b>Internal Day &amp; Community support Strategy</b>	Cathy Murray	<ul style="list-style-type: none"> <li>Op Review to transform services</li> <li>Complex needs</li> <li>Employability</li> <li>Community hub</li> <li>Recovery College</li> <li>Capital Programme</li> <li>Digital Programme (engagement)</li> </ul>	<ul style="list-style-type: none"> <li>Recovery of services</li> <li>Clear pathways to access and progression on from services.</li> <li>Flexible and robust workforce</li> <li>Embedding individual outcomes approach</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	
9.	<b>Domiciliary Care demand management</b>	Peter Field/ Helen St John	<ul style="list-style-type: none"> <li>Covid impact review</li> <li>Backlogs &amp; risk management</li> <li>Managed care provision &amp; stability</li> <li>Demand management (internal &amp; external provision)</li> <li>Reshape internal homecare provision</li> <li>Cost escalation management</li> </ul>	<ul style="list-style-type: none"> <li>Systems review</li> <li>Roles and responsibilities</li> <li>Performance monitoring</li> <li>Community SW review functions &amp; interface with commissioning</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	
10.	<b>Outcome focused Social Work practice</b>	Ffion Larsen / Andrea Preddy	<ul style="list-style-type: none"> <li>Strengths based approach</li> </ul>	<ul style="list-style-type: none"> <li>Practice guidance / Quality assurance</li> </ul>	2022-24	<ul style="list-style-type: none"> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> </ul>	

No.	Programme/Project Title	SMT Lead	Headlines/Projects	2022/23 Focus	Timescale	Adult Service Priorities	Regional Strategic Priority (where applicable)
			<ul style="list-style-type: none"> <li>Alternative models of delivery (community based resources / assistive tech / assessment tools / Direct Payments)</li> <li>Support and training to enable and facilitate shift in culture</li> <li>System and process enablers</li> </ul>	<ul style="list-style-type: none"> <li>Review of eligibility criteria application in practice</li> <li>Development of monitoring &amp; review framework</li> <li>Direct Payments development</li> <li>WCCIS development</li> <li>Systems review</li> </ul>		<ul style="list-style-type: none"> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	
11.	<b>Performance Framework Development</b>	SMT	<ul style="list-style-type: none"> <li>Refresh on statutory KPI's</li> <li>SMT led reporting framework to aid operations</li> <li>Agreed Transformation programme monitoring framework</li> <li>Co-production of whole service indicators</li> <li>Development of appropriate channels to share, analyse and act upon performance information</li> <li>Link to risk management</li> </ul>	<ul style="list-style-type: none"> <li>Ensure workforce adopt &amp; understand KPI's operationally</li> <li>Co-prod performance measures for service</li> <li>Agreed monitoring governance – focused &amp; clearly communicated to all staff</li> <li>Revised P&amp;FM reporting</li> </ul>	2022/23	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	
12.	<b>Internal &amp; External Communications Strategy</b>	Deb Reed	<ul style="list-style-type: none"> <li>Development of communication channels</li> </ul>	<ul style="list-style-type: none"> <li>Internal strategy</li> <li>Focus on internal &amp; external web sites</li> <li>External Strategy</li> </ul>	2022/2025	<ul style="list-style-type: none"> <li>✓ Integrated Services</li> </ul>	
13.	<b>VAWDA Adults</b>	Jane Whitmore/Ffion Larsen	<ul style="list-style-type: none"> <li>Active partnership working and multi agency communications</li> <li>Building awareness of DV</li> <li>Establish links with Safeguarding and DV hub</li> </ul>	<ul style="list-style-type: none"> <li>Staff training</li> <li>Identifying additional provision required for Adults</li> <li>Building on Population Needs Assessment outcomes</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> </ul>	
14.	<b>Capital investment Co-ordination</b>	Jane Whitmore	<ul style="list-style-type: none"> <li>Capital programme development</li> <li>Building strategy</li> <li>Integration of regional HCF</li> </ul>	<ul style="list-style-type: none"> <li>Develop a capital programme and governance processes</li> <li>Mapping the accommodation requirements for those with care and support needs.</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	

No.	Programme/Project Title	SMT Lead	Headlines/Projects	2022/23 Focus	Timescale	Adult Service Priorities	Regional Strategic Priority (where applicable)
15.	<b>Home First Model development</b>	Helen St John / Lucy Friday/ Andrea Preddy	<ul style="list-style-type: none"> <li>• Pathway 0 – 4 development &amp; implementation</li> <li>• Review of the current pooled fund Section 33 arrangement for intermediate care</li> <li>• Resource review</li> <li>• Regional reporting structure</li> </ul>	<ul style="list-style-type: none"> <li>• Definition of Home First specific roles in Swansea</li> <li>• Establishment of reporting framework</li> </ul>	2022/25	<ul style="list-style-type: none"> <li>✓ Better Early Help</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	Remodelling Acute Health & Community Services
16.	<b>Prevention &amp; Community Co-ordination</b>	Amy Hawkins / Lucy Friday	<ul style="list-style-type: none"> <li>• Early Help</li> <li>• Building Community Assets</li> <li>• Possibilities for People – Third Sector addressing community need</li> <li>• Regional Volunteering Strategy</li> <li>• Social and Micro Enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Early Help MDT</li> <li>• IAA</li> <li>• 3<sup>rd</sup> Sector Grant Scheme</li> <li>• Swansea Volunteering Strategy</li> <li>• Social &amp; Micro Enterprise support</li> </ul>	2022/25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	Stabilisation & Reconstruction
17.	<b>Learning Disability and Well-being (Including neurodevelopmental conditions)</b>	Amy Hawkins / Mark Campisi	<ul style="list-style-type: none"> <li>• LD Five Year Strategy</li> <li>• Improving Lives review actions</li> <li>• Joint working protocols</li> <li>• Accommodation solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Publishing Strategy</li> <li>• 3<sup>rd</sup> Sector Grant support for individuals impacted by the pandemic</li> <li>• Actions in ASD code of practice</li> </ul>	2022/25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	Transforming Complex Care
18.	<b>Transforming Complex Care</b>	Mark Campisi / Peter Field	<ul style="list-style-type: none"> <li>• Child to Adult Transition</li> <li>• Health and Social Care joint working</li> <li>• Regional Commissioning Project</li> </ul>	<ul style="list-style-type: none"> <li>• Child to Adult Transition policy and protocol implementation</li> <li>• Standard Operating Procedure for adults with complex needs including joint funding and CHC processes</li> <li>• Development of regional commissioning strategies for MH, LD, Dual Dx, challenging behaviour, Long Term Care, Older Adults</li> <li>• Establishment of joint procurement frameworks/shared contractual risks</li> </ul>	2022/25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	Transforming Complex Care

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19.	<b>Wellbeing &amp; Mental Health</b>	Mark Campisi	<ul style="list-style-type: none"> <li>Regional strategy for mental health</li> <li>Prevention and Early Intervention for those with poor emotional health and well-being</li> <li>Service integration, partnership working and strategic coordination to support people with their mental health.</li> </ul> Dementia Services	<ul style="list-style-type: none"> <li>Mapping provision.</li> <li>Improve access to MH information, advice and resources.</li> </ul>	2022-25	<ul style="list-style-type: none"> <li>✓ Better Prevention</li> <li>✓ Better Early Help</li> <li>✓ Keeping People Safe</li> <li>✓ Enabling &amp; Promoting Independence</li> <li>✓ Integrated Services</li> <li>✓ Financial Efficacy</li> </ul>	Transforming Mental Health Services