

Panel Perfformiad Craffu - Gwasanaethau Plant a Theuluoedd

Lleoliad: Ystafell Bwyllgor 5 - Neuadd y Ddinas, Abertawe

Dyddiad: Dydd Llun, 26 Chwefror 2018

Amser: 4.00 pm

Cynullydd: Y Cynghorydd Paxton Hood-Williams

Aelodaeth:

Cynghorwyr: C Anderson, M Durke, K M Griffiths, Y V Jardine, P K Jones,
S M Jones, I E Mann, A Pugh a/ac D W W Thomas

Agenda

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**
www.abertawe.gov.uk/DatgeliadauBuddiannau
- 3 Nodiadau cyfarfodydd blaenorol** **1 - 5**
I dderbyn nodiadau'r cyfarfodydd a gynhaliwyd ar 18 Rhagfyr 2017 a 12 Chwefror 2018 a'u cymeradwyo fel cofnod cywir.
- 4 Cwestiynau'r Cyhoedd**
Rhaid i gwestiynau fod yn berthnasol i faterion ar yr agenda ac ymdrinnir â nhw o fewn cyfnod o 10 munud.
- 5 Atal ac Ymyrryd yn Gynnar** **6 - 76**
Rachel Moxey, Pennaeth Tlodi a'i Atal
- 6 Monitro Perfformiad** **77 - 100**
Julie Thomas, Pennaeth y Gwasanaethau Plant a Theuluoedd;
- 7 Amserlen Rhaglen Waith 2017-18** **101 - 102**
- 8 Llythyrau** **103 - 106**
a) Llythyr y Cynullydd at Aelod y Cabinet (cyfarfod 18 Rhagfyr 2017)
b) Ymateb gan Aelod y Cabinet (cyfarfod 18 Rhagfyr 2017)

Cyfarfod nesaf: Dydd Llun, 30 Ebrill 2018 ar 4.00 pm

Huw Evans

Huw Evans
Pennaeth Gwasanaethau Democrataidd
Dydd Llun, 19 Chwefror 2018
Cyswllt: Liz Jordan 01792 637314



City and County of Swansea

Notes of the **Scrutiny Performance Panel – Child & Family Services**

Committee Room 5 - Guildhall, Swansea

Monday, 18 December 2017 at 4.00 pm

Present: Councillor P R Hood-Williams (Chair) Presided

Councillor(s)

C Anderson
I E Mann

Councillor(s)

M Durke
D W W Thomas

Councillor(s)

K M Griffiths

Officer(s)

Chris Francis

Principal Business Development and Commissioning
Lead

Liz Jordan

Scrutiny Officer

Apologies for Absence

Councillor(s): P Jones and A Pugh

4 Disclosure of Personal and Prejudicial Interests.

No interests declared.

5 Notes of meeting on 30 October 2017

The Panel agreed the notes as an accurate record of the meeting.

6 Advocacy Update

Chris Francis, Principal Business Development and Commissioning Lead went through the report, highlighting the main issues and answering questions.

Discussion points:

- National Standards and Outcomes Framework from Welsh Government still in draft form even though local authorities had to have the Approach in place by June 2017.
- Independent Reviewing Officers play an important role to ensure advocacy is taken up by children. They also advocate on behalf of children at review meetings. BAYS Plus provides advocacy for children aged 16 plus.
- The National Approach is in addition to what is already being done in Swansea. It commissions independent advocacy. Any child being considered by a case conference will now have explained to them that they can have an advocate to represent them.

- Each Council has had responsibility for providing independent advocacy since 2002. It is probable that this service was underused as there was not enough promotional activity. The new National Approach should therefore lead to an increase in children wanting advocacy.
- Panel agrees with the aims and principles of the National Approach but it has to be done in a child friendly way. The Approach has to consider what is already being done for the child locally. For example, Swansea schools are rights protecting and Social Services use Signs of Safety which provide opportunities for children to give their views.
- The National Approach is regional through Western Bay. An independent organisation has been contracted to undertake the advocacy and they will employ staff directly.
- Panel concerned about calculations used by Welsh Government for the range and level tool which calculates the level of need for advocacy and the funding required. There have been no serious issues in Swansea in recent years so a 130% increase in budget seems far too high when Swansea's advocacy service is working reasonably well. Panel support the department's plan to make representations to Welsh Government to amend the tool.
- In the past there has been a misunderstanding about what the role of an advocate is. This no longer appears to be the case so should not put off referrals.
- The language of the new Approach is challenging for young people. It needs to be in a language children can understand. Even the word 'advocate' is difficult to understand.

Actions:

- Send a letter to the Cabinet Member covering the main points and seeking a response.

7 Work Programme Timetable 2017-18

Work programme received and considered by the Panel. An additional meeting is not required in January 2018 for pre decision of a commissioning review.

8 Letters

Letters received and considered by the Panel.

Panel pleased with the comprehensive responses from the Cabinet Member, particularly to the convener's letter on pre decision of the Family Support Services Commissioning Review focussing on Children with Additional Needs and Disabilities before it went to Cabinet.

Actions:

- Detailed information provided by Cabinet Member on scoring to be circulated to the Panel for information.

The meeting ended at 4.50 pm



City and County of Swansea

Notes of the **Scrutiny Performance Panel – Child & Family Services**

Committee Room 5 - Guildhall, Swansea

Monday, 12 February 2018 at 2.00 pm

Present: Councillor P R Hood-Williams (Chair) Presided

Councillor(s)
K M Griffiths

Councillor(s)
Y V Jardine

Councillor(s)
A Pugh

Officer(s)

David Howes
Liz Jordan
Julie Thomas

Chief Social Services Officer
Scrutiny Officer
Head of Child & Family Services

Apologies for Absence

Councillor(s): C Anderson, M Durke, P K Jones, S M Jones and I E Mann

1 Disclosure of Personal and Prejudicial Interests.

Disclosure of interests – Alyson Pugh

2 Child and Family Services Draft Budget Proposals

Dave Howes, Chief Social Services Officer and Julie Thomas, Head of Child and Family Services went through the proposed budget proposals in relation to Child and Family Services highlighting the main issues and answering questions.

3 Summarising Views and Making Recommendations

The panel agreed the following views and recommendations on the budget proposals in relation Child and Family Services it would like to make to Cabinet:

- Reasonably satisfied with the budget proposed for CFS for 2018/19 and with the improvements to be increased and enhanced
- Noted the increased budget for CFS is mainly to cover inflationary increases in salaries
- The panel feels that Child and Adolescent Mental Health Services (CAMHS) needs to be monitored closely
- The panel feels that early intervention is really important. It welcomes the forward thinking but will want to monitor this going forward.

Following on from this meeting:

The convener will feed in the views of this Panel, along with the conveners of the other panels to the Service Improvement and Finance Panel which meets on 14 February. The convener of the Service Improvement and Finance panel will then attend Cabinet on 15 February to feed in the collective views of the scrutiny performance panels and write a letter to the Cabinet member.

The meeting ended at 2.50 pm



Report of the Cabinet Member for Health and Well-being

Child and Family Services Scrutiny Performance Panel – 26 February 2018

EARLY INTERVENTION AND PREVENTION

Purpose	<ul style="list-style-type: none">• To provide an overview of the policy/ service area
Content	<p>This report includes an overview of Prevention and Early intervention services, describing to Members how progress is measured.</p> <p>Include explanation of important technical terms</p> <p>This report will be of interest to ...</p> <p>The report asks Members to highlight which areas they would like regularly reported</p>
Councillors are being asked to	<ul style="list-style-type: none">• Give their views
Lead Councillor(s)	Cllr Mark Child – Cabinet Member for Health and Well-being
Lead Officer(s)	Chris Sivers/Rachel Moxey
Report Author	Rachel Moxey - rachel.moxey@swansea.gov.uk

1. Introduction and background

Prevention and Early Intervention are managed as part of the Poverty and Prevention Service within the People Directorate. This report is generic, setting out the structure through which this service is managed and what the service delivers. Child and Family Scrutiny are asked to highlight which aspects of the service you would like to receive future reports on and what performance information you wish to see.

2. Poverty and prevention strategies

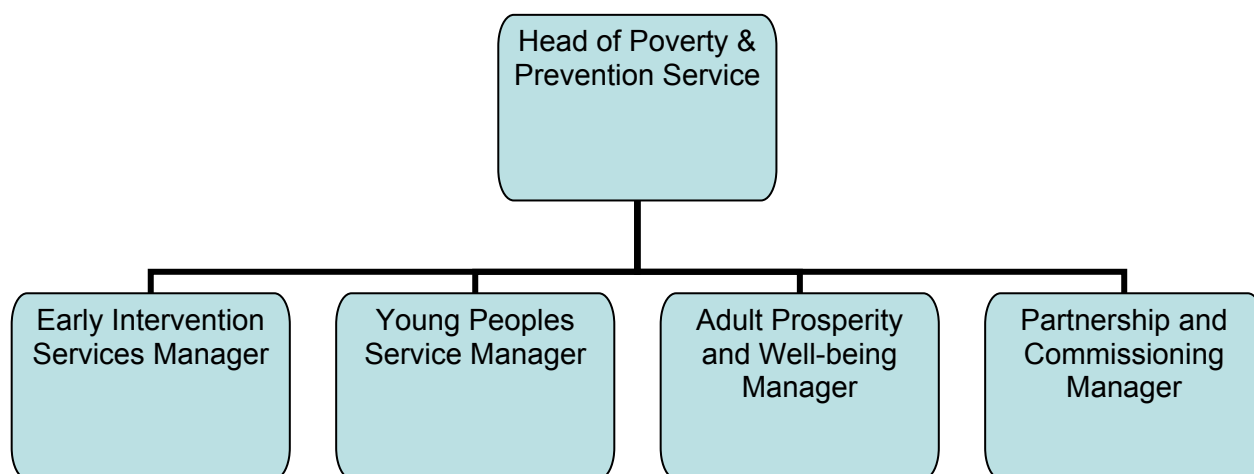
The work of Poverty and Prevention is directed through the implementation of the Poverty and Prevention Strategies, which have recently been revised. The Council adopted the revised Tackling Poverty Strategy in January 2018. The Prevention Strategy goes to Cabinet with the recommendation for adoption in March.

The two strategies take a corporate approach with the overriding theme of tackling poverty and prevention work being 'everyone's business'. Each strategy has a dynamic delivery plan with a Cabinet Member, Director and Head of Service having responsibility for each of the individual outcomes. Activities against these outcomes are reported quarterly from April 2018. This will give a broad picture of all activity that the Council is delivering to tackle poverty. Both Strategies and the associated delivery plans can be found appended to this report.

The service works to a performance dashboard, which outlines progress against key projects on a quarterly basis.

3. Poverty and Prevention Services

Poverty and Prevention Structure.



The Service underwent some changes in structure in 2017. These changes reflect the support required to deliver both strategies and to develop the

service in order to provide an all age response to tackling poverty and providing early intervention services. This will in turn, build the Council's capacity to support people regardless of their age and deliver the right service at the right time and the right place.

In all instances, the teams concerned are offering some form of early intervention service.

From left to right in the diagram:

- Early Intervention Services provide early help and support to children and their families between the ages of -9 months (pregnant parents) through to 11 years of age (end of primary school). Services include:
 - Jigso (support for young parents).
 - Flying Start - the Welsh Government's flagship early years programme for families with children who are under 4 years of age. The programme aims to make a decisive difference to the life chances of eligible children in identified Flying Start areas.
 - Team around the Family in Schools (TiS) an holistic way of working in partnership that allows for the whole family to receive support that is co-ordinated.
- Young people's services provide early help and support to young people and their families between the ages of 11 and 24, including young people who are not in education, employment or training (NEET). Services are offered under the banner of 'Evolve' and include:
 - Support from a lead worker, in times of difficulty.
 - Specialist support in areas such as sexual health, domestic abuse, risk taking behaviour and safety online.
 - Opportunities for young people that require additional support to get in, and stay in, employment, education or training.
 - Info-Nation: a one-stop shop for young people, offering information, advice and support on issues such as sexual health, homelessness, leaving care, substance misuse, etc.
 - Local youth clubs offering a wide range of opportunities for young people.
 - Gower Activity Centres: offering a range of residential and outdoor activities.
 - Cam Nesa – a project offering support to young people who are not in education, employment or training (NEET).
- Adult prosperity and well-being services provide support to adults of all ages through a number of services which currently include:
 - Swansea Working – an all age tailored employability programme.
 - Lifelong learning services offering vocational learning and development, adult resilience and special interest programmes.
 - Welfare rights support.
 - Welfare benefits, digital and financial inclusion support (from April 2018).
- Partnerships and Commissioning support key local and regional partnership approaches including:
 - Crime and community safety.

- Violence against women, domestic abuse and sexual violence (VAWDASV)
- Community cohesion.
- Rights based approaches (including UNCRC).
- Living and ageing well.

4. The way forward

As outlined above, the work of the service is broad and cross cutting. Early intervention services are offered across all the ages and stages of life, recognising that some development is required in the adult prevention services area. Scrutiny are requested to outline which areas of the service's work they wish to examine over the coming months and years in order that reports and presentations are tailored to reflect this.

5. Discussion and recommendations

- That Scrutiny note the report
- That Scrutiny highlight the areas of work they wish to examine
- That Poverty and Prevention respond to this request over the coming months.

Working towards prosperity for all in Swansea

A tackling poverty strategy for Swansea

2017-2020

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1. Introduction

Swansea Council is committed to reducing poverty and the impacts that poverty has upon its citizens. Poverty limits aspirations, damages relationships and ensures a loss of life chances.

Poverty is a multi-faceted concept. This strategy starts by defining poverty and comparing this with other useful current definitions provided by the Joseph Rowntree¹ and Bevan² Foundations. Our definition is not one relating solely to income, but to poverty of opportunity, participation and access to services. We aim to provide a foundation of common language and to begin exploring how different causes, impacts and aspects of poverty have different policy and service implications. As such, addressing poverty is not just an issue for the Council but a matter of concern for our partners in the public, private and voluntary sectors.

The impacts of poverty can last a lifetime and some interventions can take a lifetime to manifest themselves in a changed and improved situation. In short, tackling poverty takes time. This strategy outlines planned actions to fulfil the promise to tackle poverty in Swansea and to prioritise services where they will have the greatest impact.

The Council faces unprecedented challenges. Rising demand, changing demographics and increasing pressure on budgets mean that the choice for local authorities and public service providers is a difficult one. Unless we reduce demand and prevent need escalating, service provision in its current form will become unsustainable. People living in poverty often face complex challenges, increasing their personal and community demand upon services. It is not however, simply about reducing demand on services. We must also ensure we continue supporting people to become resilient and achieve outcomes that they want to see in their own lives, which will in turn reduce demand on services, alongside improving the assets and resilience in communities.

This strategy should be read in the context of our **Prevention Strategy**. Swansea Council has always taken a preventative approach. This was borne from a longstanding recognition that prevention activity is better, less time consuming and ultimately less costly and damaging to individuals and organisations than cure. This revised tackling poverty strategy presents a more ambitious direction, building upon previous work and recognising that all, including key partners and stakeholders, have a role in the prevention agenda.

¹ www.jrf.org.uk - An independent organisation working to inspire social change through research, policy and practice

² www.bevanfoundation.org - An independent, non-political think tank which develops ideas to make Wales fair, prosperous and sustainable

Two key aims are driving this and the Prevention strategy:

- **A desire for increased organisational and personal resilience;**
- **Sustainable services.**

Steeped in the principles of Sustainable Swansea,³ this strategy is about **delivering more sustainable services that meet people's needs and deliver better outcomes**. It is about supporting the development of a community and urban fabric, which has future resilience and independence in both the medium and long term. Our citizens are central to our future and delivery, and as such, are the focus of our developments, driving collaboration across Council Departments and with partners. Consequently, this strategy forms a key part of our corporate transformation programme and the way we will continue to develop our services with our partners. Our work particularly with and through Swansea's Public Services Board is essential to future delivery here.

In order to make this work, we will have to think differently, encouraging innovative solutions to existing problems and those that arise. We also have to be clear that savings do not drive our agenda: better, more personalised and joined up services do.

This strategy sets out our overarching corporate and partnership approach to tackling poverty, as well as outlining our key activities and expected outcomes. It starts, setting out our rationale, and how it supports national, regional and local policy, including our Plan for a Sustainable Swansea. We then provide evidence, further justifying need, our reasons for intervention and our approach. We have highlighted our delivery history in this area and early successes, giving a flavour of what prevention activity can achieve in reducing poverty. We link our activity closely to the recent advice given by the Joseph Rowntree and Bevan Foundations in their document, ***Prosperity without Poverty a framework for action in Wales***. Lastly, we provide a governance structure explaining how we will work. A time-bound delivery plan describing our activities in more detail: who is accountable and when we intend to achieve them supports delivery. Ultimately, the Poverty Strategy and its application have to advance and progress the culture of ***poverty is everyone's business across the Council***.

We hope you enjoy reading this strategy. Moreover, we look forward to working with local people and partners in the public, private and third sectors in delivery, making a positive difference to the lives of local people, improving their quality of life and contributing to a **Sustainable Swansea**.

³ For details of Sustainable Swansea, see Strategic Context on page 6

2. What is poverty?

There is no single, universally agreed definition of poverty. Our paper submitted to the Poverty Scrutiny Inquiry as part of the evidence *Understanding and defining Poverty – A guide for Swansea*⁴ defines and explores many terms and concepts relating to poverty. It goes on to explain the basis for the definitions we are using in Swansea and for the vision we have of a Swansea where poverty cycles can be broken.

JRF's definition of poverty is when **a person's resources are well below their minimum needs, including the need to take part in society.**⁵

In Swansea, we define poverty as:

- **Income below the Minimum Income Standard.**⁶
- **Inadequate access to necessary services of good quality.**
- **Inadequate opportunity or resource to join in with social, cultural, leisure and decision making activities.**

Our vision for Swansea⁷

The Council aspires to achieve a Swansea in which:

Income poverty is not a barrier to doing well at school, having a healthy and vibrant life, developing skills and qualifications and having a fulfilling occupation.

Service poverty is tackled through targeting resources where they have the most effect, with decisions about that made in conjunction with service users.

Participation is enjoyed by all our residents, who have the opportunity and resources to join in with social, cultural and leisure activities and decision-making.

Residents **Maximise their Income** and get the most out of the money that they have.

Residents avoid paying the '**Poverty Premium**', the extra costs people on low incomes must pay for essentials such as fuel and transport.

Barriers to Employment such as transport and childcare are removed.

People from Swansea's most disadvantaged communities are not excluded and **Inequalities are Reduced** between and within communities.

⁴ www.swansea.gov.uk/povertystategy - Understanding and Defining Poverty – A Guide for Swansea

⁵ 'Prosperity without Poverty – a framework for action in Wales.' JRF – November 2016.

⁶ In 2017, single people needed to earn at least £17,900 a year before tax to achieve Minimum Income Standard, and couples with two children at least £20,400 each. JRF, July 2017 A Minimum Income Standard for the UK in 2017, <https://www.jrf.org.uk/report/minimum-income-standard-uk-2017> These figures fluctuate annually.

⁷ The City and County of Swansea's Corporate Plan 2017/22

3. Strategic context

Sustainable Swansea Programme

Sustainable Swansea – fit for the future, is the Council's long-term plan for change. Financial, demographic and social challenges facing Swansea require radical approaches. Sustainable Swansea is a programme of activity, tools and techniques that will help us to take a managed approach to the challenges that the Council faces. The objectives are:

- To transform services;
- To deliver better outcomes for residents to achieve financial sustainability.

One of the key priorities for a sustainable Council is collaboration with others, including residents.

A whole council approach is far more likely to maximise impact. Our proposal to support the delivery of this strategy through involvement and participation will support the co-production of services with people experiencing poverty.

The One Swansea Plan

Swansea's Local Service Board (LSB) produced this. It highlights that in working as **Team Swansea, partnership working has never been more important**. The increasingly difficult social, economic and environmental pressures on public services, coupled with the substantial reductions in public funding, mean that service providers have to work together more innovatively than ever before to increase efficiency, effectiveness and reduce reliance upon intensive, costlier interventions. The Public Services Board (PSB) as the overarching partnership group for public services Swansea has succeeded the LSB. The PSB must set a Well-Being Plan for Swansea (the PSB is currently consulting on the Well-being plan with four objectives), and currently their approach retains the focus on the same **six Population Outcomes** in the One Swansea Plan. These are:

- A. Children have a good start in life**
- B. People learn successfully**
- C. Young people and adults have good jobs**
- D. People have a decent standard of living**
- E. People are healthy, safe and independent**
- F. People have good places to live and work**

Placing this strategy in a **One Swansea** context, we have aligned our intended outcomes to these outcomes as our headings for actions. These are referred to later in this strategy and within the associated **Delivery Plan**.

Swansea Council Corporate Plan

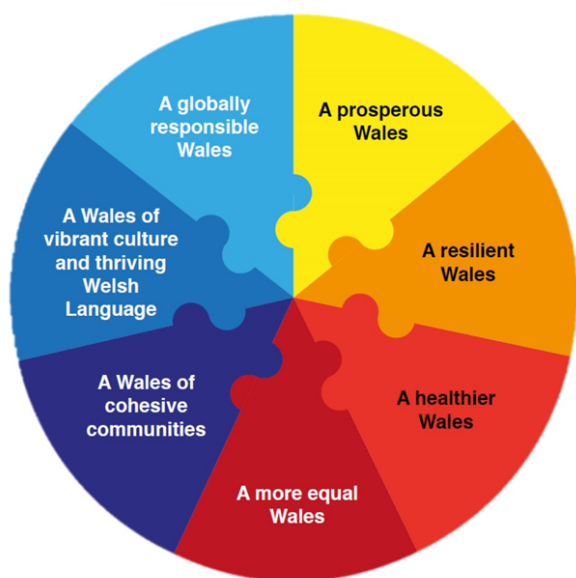
Tackling Poverty is one of the five key objectives of Swansea's Corporate Plan. In delivering this objective there are a number of key areas, which we as a Council are working to address, including:

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education & Skills** – so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy & Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** – so that every person in Swansea can achieve his or her potential.
- **Transformation & Future Council development** – so that we, and the services we provide, are sustainable and fit for the future.

We will continue to tackle poverty through the activities highlighted within the associated **Delivery Plan**.

Welsh Government

Welsh Government has a national picture and approach to well-being through new legislation within the Well-being of Future Generations (Wales) Act 2015, the Social Services and Well-being (Wales) Act 2014 and the Environment (Wales) Act 2016. The idea of embedding poverty prevention within the Council's work builds not only upon national requirements, but also emphasises a **Swansea approach** to its delivery. It is essential that our approach aligns with the wider direction of Welsh Government, implemented locally through our PSB. The wider strategic context can be seen here:



Well-being of Future Generations Act

Our Poverty strategy will make a positive contribution to Well Being Goals of the Act.

A resilient Wales - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems supporting social, economic and ecological resilience and the capacity to adapt to (e.g. climate) change.

A prosperous Wales - An innovative, productive/low carbon society recognising the

limits of the global environment; using resources efficiently/proportionately and which develops a skilled and well-educated population, in a wealth generating economy, providing employment opportunities, allowing people to benefit from the wealth generated through securing decent work.

A healthier Wales - A society in which people's physical and mental wellbeing is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances.

A Wales of cohesive communities - Attractive/viable/safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh Language - Society promoting/protecting culture/heritage/Welsh language, encouraging participation in arts/sports /recreation.

A globally responsible Wales. When improving the socio-economic environmental and cultural well-being of Wales, we consider the positive contribution to global well-being.

Social Services and Well-being Act

The Act has a wide remit that will impact not only upon Social Services, but also on wide-ranging local authority services such as housing, education, leisure, regeneration, poverty and prevention and those of our partners, particularly the Local Health Board and third and private sector providers. Some services are provided regionally via Western Bay. Under Part 2 of the Act, General Functions, there is a duty to:

- *Promote wellbeing*
- *Provide preventative services*
- *Promote social enterprises, co-operatives, user led services and third sector*
- *Provide Information, Advice and Assistance (IAA)*

The Council's delivery of the Poverty Strategy takes into account the requirements of both Acts, alongside additional legislation, such as the Housing Act and the Environment (Wales) Act 2016.

Swansea's Poverty Strategy 2014

Swansea Council has, for some time, been committed to reducing poverty and its impacts. Tackling poverty is a corporate priority and the first strategy to address this was written in 2014. It, like this strategy, focussed upon supporting the six population outcomes of One Swansea.

The original three themes⁸ are captured in this document, but as time has moved on, our ideas have matured and whilst these themes remain current, they have developed slightly to capture circumstances and reassert importance.

1. Empowering local people through involvement and participation

⁸ Original themes from Swansea's Poverty Strategy 2014, 1) Empowering Local People, 2) Changing Cultures and 3) Targeting Resources.

2. **Changing cultures to reflect that tackling poverty is everyone's business**
3. **Targeting resources to maximise access to opportunity and prosperity**

Our Delivery Plan links our activities under these themes for clarity. The Integrated Impact Assessment and Scrutiny of this document led to the following recommendations.

Integrated Impact Assessment

Carried out in 2016, this formed the first part of a much wider review of the tackling poverty strategy, feeding into the Poverty Strategy Scrutiny process. The key themes and recommendations from this process feed into this revised strategy and are in brief below.

Integrated Impact Assessment's key recommendations

Link to the Well-being of Future Generations Act and Social Services and Well-being Act

Clear Sustainable Swansea focus

Develop clear and measurable milestones

Include a definition of poverty

Work with people experiencing poverty to develop provision

Make clear linkages to economic policy

Develop and deliver the strategy through the principle of 'poverty is everyone's business'

Tackling Poverty Strategy Scrutiny Inquiry Panel

This panel examined ***How can the Council's Tackling Poverty Strategy be improved.*** This was chosen because Tackling Poverty is one of the Council's top five priorities (as highlighted in Swansea's Corporate Plan) a Peer Review of Swansea Council conducted by the Welsh Local Government Association in 2014 recommended that scrutiny should focus more on these priorities. It is also an issue that many scrutiny councillors feel passionately about, not least because they see the effects of poverty day to day in their communities. Specifically, the inquiry aimed to contribute to this vital debate by providing:

- Evidenced proposals that will lead to the strategy being more effective
- The views of people experiencing poverty
- The views of key stakeholders
- Consideration of the conclusions and recommendations from national reports and an assessment of the implications for Swansea
- Identification of good practice/research elsewhere and learning for Swansea
- Increased councillor understanding about the Tackling Poverty Strategy
- Greater public awareness of the work of the Tackling Poverty Strategy

The Report of the tackling poverty scrutiny panel was published in March 2017. Many of the Scrutiny Panel's ideas highlighted are in line with planned activities, and reflected in this strategy.

Ideas from the scrutiny process

Make a new commitment to tackling poverty
Embrace the sustainable development principle
Focus on 'what works'
Involve people experiencing poverty at the centre of the strategy
Integrate the strategy into Swansea's Well-being Plan
Collaborate fully through Swansea Public Services Board
Strengthen the links to economic policy
Fundamentally rethink the target area approach
Ensure that tackling poverty is everyone's business
Continue to revise the strategy on a regular basis – keep it current

Joseph Rowntree Foundation

Our thinking around poverty and its reduction/prevention fit well with the recently published 'Prosperity without Poverty: a framework for action in Wales'⁹ produced jointly by the Joseph Rowntree Foundation and Bevan Foundation. This document draws upon national research and evidence to provide a framework for actions in Wales, a summary is in the text box below. The actions are set at many levels, and one thing is key – ***addressing poverty is everyone's business.***

'Prosperity without Poverty' – A framework for action in Wales – JRF

Economic growth for everyone – better jobs, local jobs, supporting people to get work
Boost education and skills – excellent education, better apprenticeships, essential skills
Strengthen families and communities – thriving early years, galvanising community action
Cutting costs – cut the costs of essentials, housing, reduce demand,
Complex needs
Making it happen

We have considered the JRF recommendations (where possible and appropriate) in production of this document.

⁹ 'Prosperity without Poverty: a framework for action in Wales.' Joseph Rowntree Foundation – November 2016.

4. Why intervene

The cost of “mopping up” problems resulting from inequality is estimated at £78bn per annum UK-wide, compared to other similar countries

The UK experiences disproportionately high inequality with stark consequences. Some examples are below, making comparisons between the UK and the developed OECD countries:¹⁰

- 17th out of 23 in life expectancy.
- 19th out of 22 on obesity.
- 17th out of 21 on teenage births.
- 17th out of 23 for imprisonment.

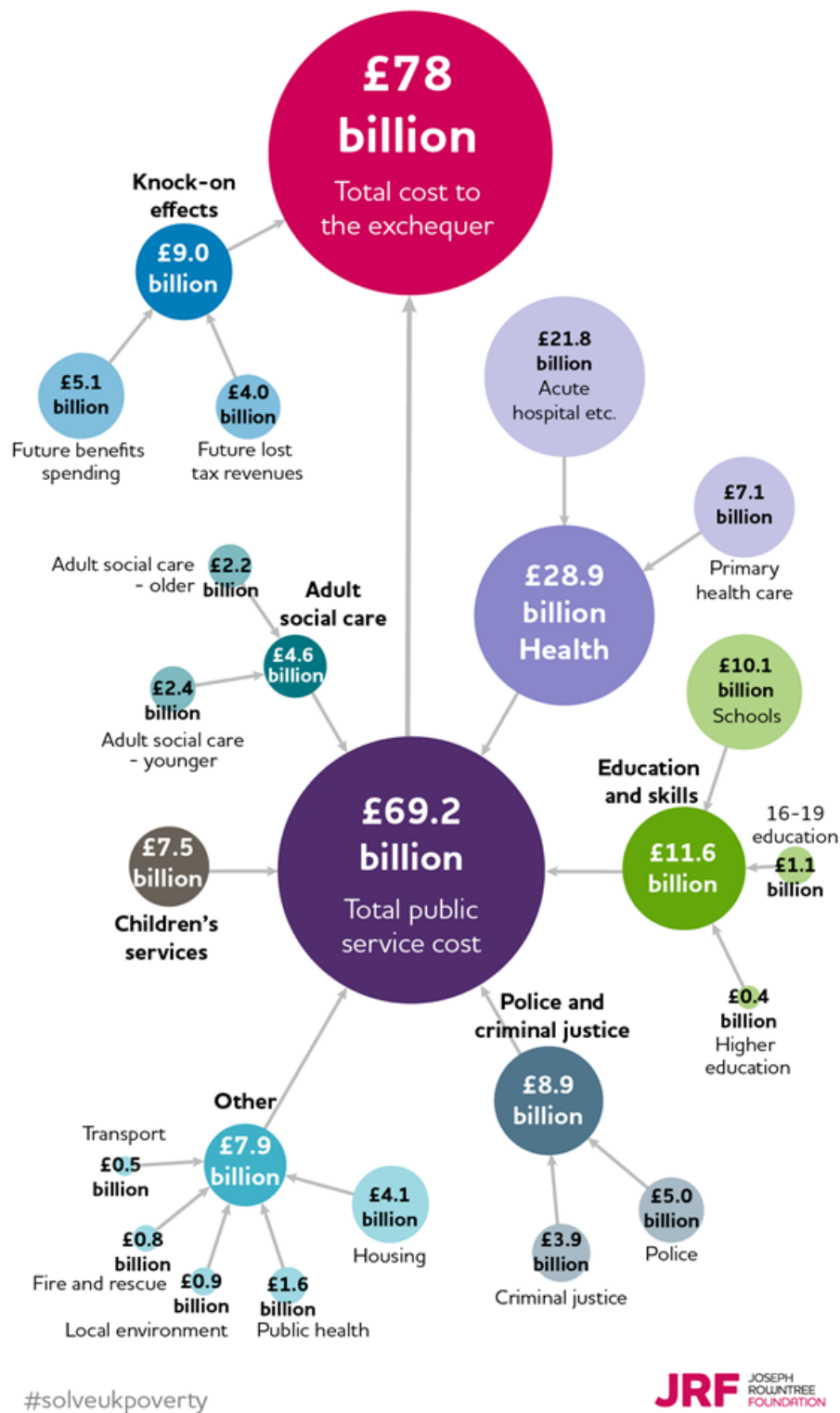
In stark contrast, societies that are *more equal*, top the table in almost every measure.

Crucially, for the delivery of public services, the financial costs associated with inequality are significant, affecting health, wellbeing and crime rates. Conversely, were we to achieve greater equality we would experience reductions in crime, consequent reductions in imprisonment, better physical and mental wellbeing, increased life expectancy and a more prosperous society.

The Joseph Rowntree Foundation also highlight and support this theory in looking at the costs associated with poverty. The diagram on the following page estimates the costs of poverty in the UK at an even greater total of £78 billion per annum to the Exchequer.

¹⁰<https://www.equalitytrust.org.uk/sites/default/files/The%20Cost%20of%20Inequality%20-%20full%20report.pdf>. P.2

The cost of poverty to the UK's exchequer



The effects of poverty

¹¹ <https://www.jrf.org.uk/report/uk-poverty-causes-costs-and-solutions> P.30

Poverty affects every stage of people's lives. Some of the key effects of this upon families and individuals living in low-income households are in the box below:

Children have poorer mental and physical health

People have fewer years free from illness and are likely to die sooner

Children achieve worse results at every stage in school, restricting earning potential and increasing the risk of passing poverty between generations

People pay more for essential goods and services such as fuel, transport and food¹²

Poverty restricts economic growth through limiting labour market skills and through limiting disposable income flowing in local and regional economies, reducing treasury tax revenues.

Conversely, work to reduce poverty premiums and boost benefit income helps the economy. Research looking at the impact of financial inclusion initiatives in Leeds by the West Yorkshire Observatory has shown that an investment of £3m has generated £26m additional income with a further regional economic impact of £28m.

Investing in financial inclusion boosts the economy as well as living standards. £3m spent on interventions = £26m in people's pockets.¹³

Adverse Childhood Experiences (ACEs)¹⁴

ACEs, or chronic stressful experiences in childhood, are demonstrated to increase the likelihood of adopting health-harming behaviours such as smoking, problem drinking, poor diet, low levels of exercise and risky sexual behaviour. These behaviours can cause premature ill health and in parallel lead to the development of linked antisocial behaviours and criminal activity. Links are seen in poor educational performance and skills development.

Consequently, children affected by ACEs, because of these trends and behaviours 'often end up trying to raise their own children in households where ACEs are more common'. (ACE Report, p.2) People living in communities with high deprivation have a far higher risk of experiencing single and multiple ACEs.

¹² <https://www.jrf.org.uk/report/prosperity-without-poverty>

¹³ <http://www.westyorkshireobservatory.org/Custom/Resources/FI%20Research%202009%20Final%20report.pdf>

¹⁴ <http://www.cph.org.uk/wp-content/uploads/2016/01/ACE-Report-FINAL-E.pdf>

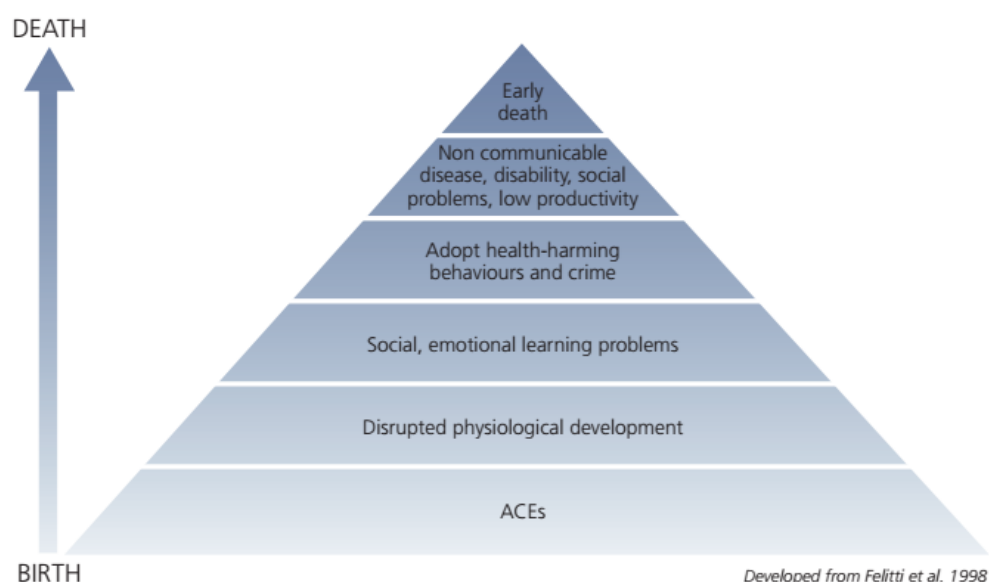


Figure 1: Model of ACE impacts across the life course [1]

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This is why we have placed Tackling Poverty initiatives alongside ensuring children have the best start in life to mitigate some of the impact of adverse childhood experiences.

Aspiration and Opportunity

The Joseph Rowntree Foundation¹⁶ highlight that however great the aspirations of children – and their parents – from poorer backgrounds, they find it far harder to achieve them than children from better off families. Supporting low-income families to develop cultural resources, have quality time together, avoid risk and feel enthused about the future, enables natural aspirations to flourish.

Stigma (negative belief or attitude) and Discrimination (negative behaviour)

Stigma associated with poverty is corrosive. It affects self-perception and self-confidence, resulting, commonly, in: a) benefit under-claiming, hence reduced income; b) reduced participation and social isolation, as people avoid situations where they may be labelled by others; c) reduced access to services (due to lack of confidence). It also affects the way people experiencing poverty are viewed by others, resulting in discrimination. This creates losses in income, opportunity and support. Stigma silences the voices of those stigmatised. This reinforces exclusion and makes it more difficult for people to escape from poverty.

¹⁵ <http://www.cph.org.uk/wp-content/uploads/2016/01/ACE-Report-FINAL-E.pdf>. P.7

¹⁶ JRF. (2012) Carter-Wall, C. and Whitfield, G. JRF Roundup: *The Role of Aspirations, Attitudes and Behaviour in Closing the Educational Attainment Gap*. Available at: <https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/education-achievement-poverty-summary.pdf>

The Impact of Welfare Reform

Swansea Council commissioned Policy in Practice¹⁷ to investigate the impact of multiple welfare reforms at the household level in Swansea.

The Single Household Benefit Extract (SHBE) data March 2017, which contains information on every household in Swansea receiving Housing Benefit, was analysed to examine the impact of the main welfare reforms that have already taken place. In addition to those yet to be implemented, the mitigation measures put in place by the government and the cumulative impact of all these on individuals and low-income households in Swansea.

The below table breaks down the average weekly impact that each welfare reform will have on working age households in the cohort, taking 2017 as a baseline. The average household will be £46 per week worse off in 2020 compared to 2017. Policy and Practice concluded that when considering the real impact of welfare reform by 2020 they find that the percentage of households with lower disposable income would increase to 95%, 4.1% of households would see their income increase and 0.8% would face no change in income.



5. Tackling poverty through early intervention and prevention

A relatively small group of people and families in poverty face additional and more complex challenges. This may include mental health conditions, homelessness, experiences of violence and abuse, substance misuse and involvement with the criminal justice system. We also include asylum seekers and refugees because they often face additional and complex challenges. The circumstances of these groups of people often overlap and interact, making escaping poverty more difficult and potentially increasing the risk of destitution.

The roots of these complex needs can be seen in their concentration in areas of long-term economic decline. The most effective prevention measure is therefore to reduce material

¹⁷ The cumulative impact of welfare reform in Swansea. Policy in Practice, May 2017

poverty itself, especially among families with children and unemployed young people living in disadvantaged areas.

The Joseph Rowntree Foundation highlights five principles that underpin their **recommended** approach to groups facing poverty combined with complex needs:¹⁸

1. Personalisation – support based around the whole person or whole family;
2. De-institutionalisation – mainstream, ordinary housing and employment as far as possible, with support as required;
3. Re-integration – getting into work and ordinary social settings;
4. Asset-based – building on an individual's existing strengths; and
5. Poverty-informed – dealing with financial and material hardship, alongside complex needs such as addiction.

Welsh Government supports meeting the needs of people with complex needs through the provisions in the Housing (Wales) Act 2014, the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015, the Social Services and Well-being (Wales) Act 2014 and ***When I am Ready*** scheme for care leavers. We describe our approach to support these policies in later sections of this document and the accompanying **Delivery Plan**.

Our history and successes

Swansea has a long and proud history of supporting our citizens through the delivery of statutory services. We have a key role in the delivery of public services for Swansea and as such, services such as public protection, health and safety and accident prevention are at our core in service delivery as is the Safe Looked-After Children Reduction Strategy. This has resulted in a significant reduction year on year (for the last six years) in the numbers of children needing recourse to care. The increased recognition of the value of prevention activity led to an acceleration in our prevention approach to improve the wellbeing of people in Swansea, driven by the Council's commitment to providing £1 million for pilot prevention projects in 2014. Here, we delivered a set of pilot preventative approaches, which sought to address gaps in services working with children, young people and adults. The proposals were based upon an ***invest to save*** approach which aimed to change behaviours and prevent the need for involvement in costly specialist services, often followed by a long-term support programme. Some pilots, because of their success in demonstrating new delivery methods, namely Local Area Co-ordination and Tackling Domestic Abuse (via the DV Hub) will continue having proved their effectiveness. Others have demonstrated better ways of working and have been embedded in service delivery, becoming ***business as usual***. The nature of the projects involves individuals in finding better stability, helping them to prosper and develop resilience. We support the development of individuals, getting them on to a pathway of development and improvement, which gives access to opportunities, skills development and possibly employment in the medium to longer term. We have a number of examples (below)

¹⁸ <https://www.jrf.org.uk/report/prosperity-without-poverty>. P.26

where a preventative approach has delivered better outcomes and made cost savings in service delivery.

Case Study – The Family Support Continuum

A child was identified to have high levels of difficulty in speech and language and was referred to the speech and language team within early years. Home visits showed that he was looked after by his grandmother while mum and dad worked, spending most of his time in a play pen. His play skills were limited so the Early Language Development Team (ELDT) initially worked on these skills. At the same time, the family, including the grandmother, was encouraged to come to parent and toddler group and song and rhyme sessions at the library. They were also encouraged to access further support. The child and his family, once ready, were helped by the speech and language (SALT) team. This involved early language groups and 1-2-1 sessions. He has now moved on to nursery and his speech and language skills are on par with other children in his class.

Case Study – Local Area Coordination

A gentleman in his 60's with mental health problems and chronic pain on Employment Support Allowance and Disability Living Allowance met a Local Area Co-ordinator (LAC) at a Food Bank and they chatted about his money problems. Unable to use public transport for long distances, he was spending £40 per return taxi journey to hospital. The LAC told him about the community car scheme, which reduced his travel costs to **£13** per return journey. He was also in desperately poor housing, but faced many barriers to changing this, including lack of funds for medical forms, and illiteracy. He was depressed and disheartened. Over time, the LAC supported him to identify useful resources including Housing Options, and friends, who lent him money and wrote forms for him.

He is now in sheltered supported housing, helping other neighbours who are less able than he is, reporting vastly improved mental health, and only comes to the Food Bank to say hello.

Case Study – Lift Employment Support

Trevor had been unemployed for over sixteen years and was referred to the Lift Programme in November 2014. Over a period of eleven months Trevor has been involved in a number of activities through Lift, including literacy and IT classes, Asbestos Awareness and Scaffolding courses, CSCS training and work experience with Gwalia Housing and Pentre-Graig School, through 21st Century Schools. 8 weeks' work experience was arranged through the Council's Beyond Bricks and Mortar initiative on a 21st Century Schools project at Pentre-Graig School. On completion of the work experience the Beyond Bricks and Mortar Team asked ASW (ASW Property Services Ltd, a national construction company) if they would consider employing Trevor to work on their Kitchens & Bathrooms Contract. Trevor was interviewed for a labouring position the next day and is now a valued member of the ASW team.

Trevor has been a pleasure to work with. He is polite, punctual and hard working. Trevor was just looking for someone to have faith in him, and offer him some support, so that he could gain a few much needed qualifications and finally find work.

We received a phone call to advise us that a representative from ASW was travelling down from Stoke and wanted to interview Trevor for a labouring position the next day. As Trevor does not possess a home or mobile phone, we dropped a letter through his letter box and crossed our fingers.

Later that day Trevor contacted us to confirm his attendance and the next day he cycled the eight-mile round trip to his attend his interview. Upon his return, he dropped into our office, to inform us that he had successfully secured a permanent position with the company. He also wished to express his gratitude to us for the continued support we have given him throughout the year.

6. Shared leadership and shared resourcing.

Poverty is everyone's business. We have seen and evidenced that the wider impacts of poverty affect intergenerational life chances. They also have a significant and costly impact upon public, private and third sector services. Within organisations such as the Council, the Police and the Local Health Board, they impact upon all customer-facing services, reflecting the complexity of needs that people in poverty face. It is therefore in our interests to work across Council Departments and with our partner organisations to address poverty. Most crucially, this will improve the quality of our citizens' lives. Consequently, this will impact upon the delivery of better, more coordinated and less costly public services.

The principles we will adopt as Swansea's approach to tackling poverty are:

- 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 importance of partnerships

We recognise that reducing poverty is everyone's business within the Council and is therefore our corporate approach. We have developed key performance indicators to reduce poverty across all Council directorates. Governments have a leading role in setting priorities and providing the framework, but businesses, citizens and communities have a vital part to play too. At the local level, the Public Services Board has a key potential role in making it happen, working across all sectors.

Government and publicly funded bodies

The Welsh Government has already started the process with its commitment to prosperity for all, plans to reform childcare and proposals on employability and skills. It must back its leadership on these issues with effective delivery on the ground, whether directly or through others. We are, however, yet to see and fully understand the impact of changes in the Communities First Programme, alongside renewed Welsh Government commitment to their highlighted priorities of **Empowerment, Employment and Early Years**. Our Poverty Strategy needs therefore to take a dynamic delivery approach to enable a response to such changes, minimising negative impact and maximising future opportunity for Swansea.

Local government's contribution is vital, as the front-line provider of education, social and economic development services. With our community leadership role, we have an unrivalled reach and profile in disadvantaged places.

Add to this the important role of health boards, further education colleges and higher education institutions and there is a great deal that the public sector can and must do. Swansea's Public Services Board is therefore vital in supporting poverty reduction.

7. Our approach

We highlighted earlier the three themes of this strategy, building upon those of the original Tackling Poverty Strategy for Swansea, namely:

Theme 1. Empowering local people through involvement and participation

Theme 2. Changing cultures to reflect that tackling poverty is everyone's business

Theme 3. Targeting resources to maximise access to opportunity and prosperity

Swansea's six Population Outcomes were adopted by Swansea's LSB and are retained by the PSB (mentioned earlier in this document). This approach helps us to look at all the ways that we can focus on tackling poverty through the framework of the Population Outcomes, which are forming the structure for Swansea's Well Being assessment under the Future Generations Act:

Integration – by looking at all six population outcomes, our tackling poverty approach will be comprehensive and corporately integrated.

Collaboration – no one organisation owns these outcomes, they are shared by the whole Public Services Board and within the Council, and different departments have relevant roles.

Involvement – Addressing the issue of poverty is not solely an issue for the Council but also a matter of concern for all agencies, whether they are private sector, public sector or third sector.

Theme 1 - Empowering local people through involvement and participation

We agree that participation and engagement are crucial if we are to give opportunity and voice to our citizens, hence our commitment to co-production of services with our service users and our community development work, particularly with communities experiencing multiple disadvantage. We already carry out regular service user surveys and are in the early stages of co-production of commissioned services in line with the principles of the Future Generations and Social Services and Well-being Acts.

The Council is the lead delivery body for Communities First and its successor programmes, and delivers a range of further community development services, including the commissioning of the Change Fund through the Third Sector. This work is essential in developing and maintaining services at the heart of communities as well as finding initial engagement opportunities to hook people into services that can help in their further development and involvement.

As a social housing provider, the Council also delivers our Tenant Participation Strategy, supporting tenant involvement and participation.

Baseline information is essential if we are to target our services effectively. If, for example, we know that a household has poor income, due to low pay and/or reliance on benefits, we can predict that other issues may arise. It makes sense to target that household giving benefits advice and/or employability support to encourage where possible and raise income. As an early win for this strategy, we have therefore **commissioned Policy in Practice to work alongside the Council's Revenue and Benefits Team to identify the cumulative effect of benefit reforms on households in Swansea** in order that we can target our services more effectively. We will present this information to the Council's Poverty Forum¹⁹ to analyse and develop a response, which could include:

- Targeting employability support
- Targeting financial inclusion support
- Helping people to be better off
- Identifying and delivering service cost savings

Poverty is an issue best understood by those who experience it and live with its effects every day. That is why in this strategy, the involvement and participation of people who themselves are affected by poverty is crucial. The Council is committed to working with local people in order to achieve long-term change. Without them, there is no delivery. Scotland held the first poverty truth commission in Fife in 2014. Another successful one took place in Leeds, from which our Scrutiny panel heard evidence, recommending that a similar approach be taken in Swansea.

'The Commission believes poverty will only be truly addressed when those who experience it first-hand are at the heart of the process.'²⁰

We have therefore committed in our Poverty Strategy Delivery Plan to **consider the commissioning of an involvement and participation study for Swansea**, one option being along the lines of the Truth Commission work and taking into account the work we are already involved in.

Delivering more

This strategy comes at a time of transition when Welsh Government are considering options for change to the Communities First programme, suggesting new direction around the themes of empowerment, employment and early years. We will **develop responses to emerging guidance in the delivery of Welsh Government funded community development programmes, maximising benefit and opportunity for our communities.**

¹⁹ See Appendix A, p31

²⁰ <https://www.jrf.org.uk/contact/poverty-truth-commission>

We will:

Business as usual

Continue to deliver community engagement services in line with emerging funding from Welsh Government.

Continue to use coproduction in recruitment of local area coordinators.

Continue to develop community enterprise activities to deliver services more flexibly.

Commission Policy in Practice to work alongside the Council's Revenue and Benefits to identify the cumulative effects of benefit reforms on households in Swansea

Early Wins

Consider the commissioning of an involvement and participation study for Swansea.

Delivering more

Respond to emerging guidance about Welsh Government funded community development programmes, maximising community benefit and opportunity.

Theme 2 – Changing cultures to reflect that tackling poverty is everyone's business

We highlighted that all Council Staff have a role in prevention activity in our prevention strategy and recognise that all Council and partner services can impact positively on reducing poverty. We also recognise that if they are unable to do so there will be adverse impacts upon their future delivery, particularly rising cost. The IIA and Tackling Poverty Scrutiny consequently reinforced that tackling poverty needs to be supported by all – internal Council Departments and our partners in the public, private and third sectors.

We will:

Business as usual

Continue to develop and deliver our prevention approach with partners as outlined in the prevention strategy.

Early Wins

Develop or identify and report appropriate KPI's with Council departments to ensure delivery.

Delivering more

Work with the Poverty Partnership Forum to identify shared projects and KPIs to support the wider poverty prevention agenda.

Ensure that management information systems are suitably robust to measure transition through ages and stages, measuring effectiveness through quality control.

Deliver training with members and officers to promote the poverty is everyone's business approach.

Theme 3 – Targeting support to maximise access to opportunity and prosperity

In delivery of this theme we have considered support at all ages and stages to enable a person to maximise their potential as a **skilled, prosperous and resilient individual**, hence the linking of the six population outcomes here.

Population Outcome A: Children have a good start in life

'Family stability enables children to flourish and two parents, living together, are better able to earn enough for a decent standard of living. Family breakdown increases the risk of poverty, especially persistent poverty. The goal should be to help parents stay together where possible and when they cannot, the aim should be to help parents to separate and parent well.' (JRF, 2016, p.18) ²¹

We will:

Business as usual

Continue the success in Child and Family services, of the effective approach to safe reduction in numbers of looked- after children and enabling them to be cared for either within Swansea or nearby.

Continue to deliver the Signs of Safety practice model, supporting the whole family.

Continue to deliver the Flying Start programme, measuring the impact upon attainment and attendance at the Foundation Phase.

Continue to deliver relationship support via the Equilibrium project.

Early Wins

Remodel support for families with children (including those with disabilities).

Deliver Team Around the Family (TAF) in schools within all primary schools in Swansea.

Work to improve speech and language provision through the Early Years Strategy Group.

Delivering more

Further develop the Teenstart pilot, providing multi-disciplinary and multi-agency team support to parents under the age of 25.

Deliver the extended childcare pilot in Swansea, testing new and best approaches.

Roll out extended childcare approaches across Swansea following pilot and future funding decisions from Welsh Government.

Population Outcome B: People learn successfully

Building skills across the spectrum through education and training is essential, both economically and to individuals in realising their potential. We believe in Swansea, that skills are an important factor in driving growth, focusing on reducing the proportion of individuals with very low skills or qualifications. Skills development has to be at all stages from basic and

²¹ JRF (2016, p.18) *Prosperity without Poverty – a framework for action in Wales*. Available at: <https://www.jrf.org.uk/report/prosperity-without-poverty> (Accessed: 17 January 2017)

essential skills, encompassing employability skills to academic, professional and vocational skills. In addition, the quality of advice and guidance about skills development and career choices is essential in realising personal dreams and developing achievable aspirations. There are gaps in the provision of career advice.

We will:

Business as usual

Support pre 16 children to improve school attendance with a focus on free school meals pupils.

Contribution at post 16 to continued NEET reduction and improved young person and family wellbeing through the NEETS reduction strategy.

Early wins

Quick review of Council employability provision to maximise skills outcomes.

Develop school-to-school support to share and develop good practice in the use of Pupil Development Grant (PDG).

Maximise training and employment opportunities through our Council- wide apprentice and trainee strategy for young people, targeting those in greatest need.

Provide additional support to young people who are at risk of becoming NEET, through Cynydd.

Delivering more

Support pre 16 to improve school attendance, through 'Education other than at school' (EOTAS) reforms and improvements.

Children and young people showing improved social, emotional and behaviours outcomes through EOTAS intervention.

Facilitate development of pathways to skills or trades linked to economic development opportunities such as City Deal.

Target resources on need and personal circumstances, rather than on participants' age and previous qualification level.

Increasing participation and improving outcomes in STEM (Science, Technology, Engineering and Maths) subjects and other demand sectors.

Work with partners and through the Regional Learning and Skills Partnership to focus on outcomes such as the incomes of participants and productivity of employers, not just qualifications achieved.

Work with schools and colleges to provide good-quality, expert careers advice to young people.

Develop programmes to provide adults with independent, personalised advice and support services to enable low-paid workers to move into better-paid roles.

Population Outcome C: Young people and adults have good jobs

We are keen in Swansea to support an economy where people can find better local jobs, with the right level of support to help them to access opportunities.

We will:

Business as usual

Deliver Swansea's Beyond Bricks and Mortar principles across all our procurement processes to bring local benefit from service and construction contracts.

Use Welsh Government Community Benefit Measurement Toolkit to report community benefit and wider economic impact.

Continue to deliver Employability Programmes and work based learning help for local people to develop skills and access job opportunities.

Early wins

Maximise work experience benefits and employment outcomes to young people who are NEET via the Cam Nesa Project.

Actively encourage employment practices that reduce poverty including the Living Wage.

Review our welfare to work provision to maximise the use of resources and job outcomes.

Encourage local recruitment to entry-level positions within the Council through simplified recruitment processes.

Use HR processes to share work experience, traineeships and apprenticeships across a range of abilities, including disadvantaged individuals and particularly looked after children.

Benchmark the number of disadvantaged Swansea residents accessing entry-level posts.

Develop an appropriate wage approach re traineeships and apprenticeships.

Extend social value principles across our full development process to maximise opportunities.

Delivering more

Maximise skills and job opportunities from key developments such as City Deal.

Maximise our purchasing power and that of partners to deliver targeted recruitment and training and other community benefits.

Work to identify resource to deliver specialist support such as an Intermediate Labour Market programme for those furthest from the labour market, combining work experience with ongoing support and job search activity.

Encourage the further delivery of employability skills within schools.

Develop our partnership with Jobcentre Plus and key Welfare to Work Partners to maximise access to skills and job opportunities for Swansea citizens.

Maximise work readiness and experience opportunities for local people within Council Departments and through PSB partners.

Work with third sector partners, PSB partners and within the Council to maximise volunteering opportunities for skills development.

Examine public transport routes to link people in disadvantaged communities to areas of jobs growth by efficient and affordable public transport.

Population Outcome D: People have a decent standard of living

We have already seen that people living in poverty often have to pay more for essential goods and services (including energy costs). In addition, personal circumstances such as disabilities can also increase personal costs. Cutting the cost of essentials and ensuring that people access their full entitlements can have a significant impact upon household income, poverty and local economies. These factors are compounded by people having to pay comparatively high rents to private landlords because of shortages in the social housing sector.

We will:

Business as usual

Continue to deliver advice services for council tax and housing benefit entitlements. Continue to support in the resolution of benefit disputes and maximise benefit incomes through our Welfare Rights Service.

Continue to provide engagement services through Council Cultural and Community Development Services.

Continue to sustain tenancies and prevent homelessness through ensuring successful financial outcomes and maximising income for people receiving support from the Tenancy Support Unit (TSU).

Continue to provide support and advice to council tenants in arrears with debt and financial difficulties.

Continue to support the development of energy- efficient affordable mixed tenure housing within Swansea.

Early wins

Develop social finance capacity through for example the credit union to widen credit access and reduce spiralling debt.

Coordinate partner activity through the Council's Poverty Forum and partner activity through the Poverty Partnership Forum in support of digital inclusion, financial inclusion and benefits advice.

Consider the use of research through Policy In Practice to target support to residents at risk of income reduction through benefit changes.

Maximise community engagement activity through Welsh Government's Fusion programme.

Delivering more

Work with partners to support innovation in the provision of good-value essential goods and services through social and not-for-profit enterprise.

Develop a Rents Strategy. Part of this strategy will ensure that the arrears recovery process is easy to understand and takes account of customer needs, particularly those who may be vulnerable.

Using Policy In Practice research to target services around income maximisation.

Population Outcome E: People are healthy, safe and independent

The IIA and Scrutiny processes have identified the important role that local people living in poverty have to play in helping to inform upon and co-design provision and support. We have seen in earlier sections too, intention to consider the commissioning of an involvement and participation study for Swansea.

We are also aware of the key role that our third sector and social business partners play in local community support and tackling poverty. We already deliver a personalisation agenda around local and community services in Swansea, supporting greater independence as a preventative approach. This co-productive means of supporting people challenges poverty in itself and fosters resilience. We have already experienced the positive impact that better incomes have upon people's health. We already invest in Swansea in a number of initiatives with this at their core.

We will:

Business as usual

Continue our successful approaches to tackling domestic violence, coordinating activity through the Domestic Abuse Hub.

Continue the successful approach of the Supporting People Programme.

Early wins

Consider the commissioning of an involvement and participation study for Swansea.

Extend Local Area Coordination approaches to strengthen community relationships and address barriers such as loneliness, isolation and stigma.

Delivering more

Increasing digital literacy, increasing access to a wider range of Council Services including Financial Inclusion.

Population Outcome F: People have good places to live, work and visit

Our wider environment and investment portfolio have a long-term impact on the opportunity, ambition and ultimately, people's decision to live in, work in and visit Swansea. The success of our local people and their relative prosperity will have a direct impact on wider decisions in Swansea as a place to invest. This cyclical relationship will have a great impact upon our future. This outcome is greatly affected by the previous five.

We will:

Business as usual

Deliver a range of activities across core Council services such as culture, leisure, community centres and libraries to encourage participation.

Provide parks and open spaces for recreation and exercise, encouraging more active lives.

Continue to invest in achieving Wales Housing Quality Standard in our council housing to improve the accommodation and wellbeing of our citizens, reducing fuel poverty.

Further encourage private landlords to improve conditions and affordability in the private rented sector.

Continue to prioritise the supply of genuinely affordable housing further to meet objectively assessed need.

Continue to maximise the installation of insulation measures in Council Houses to reduce fuel poverty.

Early wins

Implementation of the adult services optimum model and the recommendations from the adult services commissioning reviews.

Implementation of the Social Services and Well Being Act and in particular the establishment of the information, advice and assistance service.

Delivering more

Invest in opportunities through proposed developments such as City Deal.

Ensure our investment provides a strong legacy of employment and opportunity for future generations in Swansea.

8. Outcomes for the strategy

A 'One Swansea' Approach

We will judge outcomes of this strategy in line with achievements towards the expected outcomes of **One Swansea, linked to the three themes of this strategy**. In this way, as we further develop activities with our PSB partners, we can add them in to our **dynamic three year delivery plan**.

These key priorities can only be achieved through corporate and partnership approaches to tackling poverty in Swansea. The issues we face can only be tackled through focusing on **what works**, new ways of working where required, including joined up partnerships around shared issues, which build individuals, families and communities resilience and support people to achieve outcomes for themselves.

The poverty performance framework and its measurement is challenging. The period for change is lengthy as it relies upon addressing the complex needs of many individuals. There is also a range of partners involved in and crucial to development, including UK Government.

The attached **three-year delivery plan** outlines our more detailed activity.

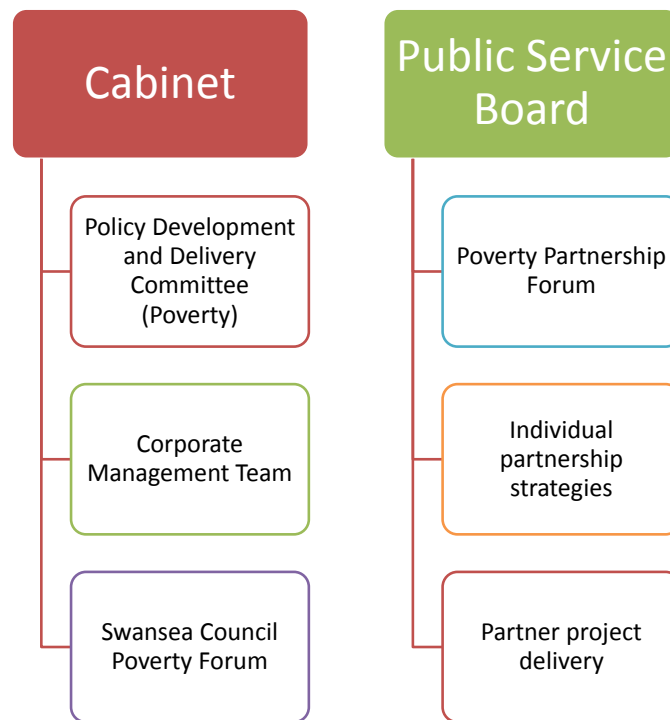
How will we know if we have been successful?

We will know that we have been successful when we see progress against the following outcomes.

- Key progress is made against the KPI's associated with our six population outcomes.
- Tackling poverty activity is embedded across Council Services and across the services of our PSB partners via the adoption of key performance indicators.

9. Governance

The diagram below shows how the Poverty Strategy will be managed within Swansea Council.



Explanation

The Poverty Forum and Poverty Partnership forum²² will support the principle that ***poverty is everyone's business***, promoting the message and developing projects and services to support this principle. Actions will be reported to the Cabinet, escalating through the above structure for decision where this is required. Progress of key performance indicators will be reported via the Council's dashboard system on a quarterly basis.

Corporate Directors take responsibility for work and actions in their area and manage these through regular performance and financial monitoring meetings and reporting mechanisms. Progress is reported through Corporate Management Team and onto Swansea's Cabinet. Decision making is regulated through Swansea's scheme of delegation and standing orders. This plan will undergo a mid-term review once the new PSB outcomes are developed and published in 2018.

In addressing 'making poverty everyone's business' specifically, **each** Directorate will develop key performance indicators to support delivery. These will also be governed through the above structure.

²² See Appendix A

10. Three-year delivery plan

The Delivery Plan outlining key activities and quarterly outcomes is attached to this document. The Delivery Plan is dynamic. For consistency, actions are grouped under the key aims of **One Swansea** – the adopted plan of the Swansea Public Services Board. A mid-term review will take place to reflect any changes made in the outcome profile from Swansea's PSB in 2018.

Appendix A

Swansea Council Poverty Forum

The Chief Executive chairs the Swansea Council Poverty Forum and membership comprises of operational and senior managerial representatives from across the Council and health. The operational staff act as departmental poverty champions, with backing from their senior managerial representative.

The forum is the leading group bringing together all Council departments into a one Council tackling poverty approach, prioritising resources to tackle and alleviate poverty within and between departments. The forum champion and track delivery progress of the Tackling Poverty Strategy and Delivery Plan on behalf of Swansea Council.

Swansea Poverty Partnership Forum

The Swansea Partnership Poverty Forum membership comprises of senior representatives from PSB member organisations and wider partners to lead and co-ordinate action to tackle poverty in Swansea. The membership includes representatives from South Wales Police, the Health Board, SCVS, Housing Associations, Credit Unions, Department of Work and Pensions and charities including Crisis, YMCA and Citizen's Advice.

The partnership supports the development of new initiatives and programmes to tackle poverty throughout the county, and shares good practice. It develops processes and policies to focus resources, to generate new resources and align existing resources to tackle poverty.

Tackling Poverty Strategy Delivery Plan Performance Framework 2017-2020																		
Theme	Population Outcome		Objective	Key Performance Indicator	2018				2019				2020		Corporate Plan Well-being Objective - Tackling Poverty	Accountability		
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Director	HOS	Cabinet Member
Theme 1. Empowering local people through involvement and participation		1	Continue to deliver community engagement services in line with emerging funding from Welsh Government.	Number of people engaged through Supporting People, Flying Start, Families First, Communities First Legacy Fund, Communities for Work and Communities for Work Plus											Participation and involvement	CS	RM	WE
		2	Continue to use coproduction in our local area coordination model for recruitment.	Number of communities members involved in Local Area Coordinator recruitment											Participation and involvement	CS	AW	MC
		3	Continue to develop community enterprise activities to deliver services more flexibly.	Number of community enterprises developed											Service poverty tackled	CS	RM	DH
		4	Commission Policy in Practice to work alongside the Council’s Revenue and Benefits Team to identify the cumulative effect of benefit reforms on households in Swansea.	Report and dataset received											Service poverty tackled	CS	RM	WE
		5	Consider the commissioning of an involvement and participation study for Swansea.	Study commissioned											Participation and involvement	CS	RM	WE
		6	Respond to emerging guidance about Welsh Government funded community development programmes, maximising community benefit and opportunity.	Maximisation of funding											Participation and involvement	CS	RM	WE
Theme 2. Changing cultures to reflect that tackling poverty is everyone's business		7	Continue to develop and deliver our prevention approach with partners as outlined in the Prevention Strategy.	See performance framework of Prevention Strategy											Participation and involvement	CS	RM	WE
		8	Develop or identify and report appropriate KPI’s with Council departments to ensure delivery.	See Key Performance Indicators within this Delivery Plan											Inequalities are reduced	ALL	ALL	ALL
		9	Work with the Poverty Partnership Forum to identify shared projects and KPIs to support the wider poverty prevention agenda.	Programme of projects developed											Inequalities are reduced	CS	RM	WE
		10	Ensure that management information systems are suitably robust to measure transition through ages and stages, measuring effectiveness through quality control.	Demonstrate progress towards system development											Inequalities are reduced	CS	ALL	ALL
		11	Deliver training with members and officers to promote the poverty is everyone’s business approach.	Training delivered											Inequalities are reduced	CS	RM	WE
	A. Children have a good start in life	12	Continue the success in Child and Family services, of the effective approach to safe reduction in numbers of looked after children and enabling them to be cared for either within Swansea or nearby.	Number of Looked After Children and Children Cared for out of area											Inequalities are reduced	CS	JT	MC
		13	Continue to deliver the signs of safety practice model, supporting the whole family.	Number of people trained in signs of safety / well-being											Service poverty tackled	CS	JT	MC
		14	Continue to deliver the Flying Start programme, measuring the impact upon attainment and attendance at the foundation phase.	Attendance and attainment at the foundation phase											Income poverty is not a barrier	CS	RM	MC
		15	Continue to deliver relationship support via the Equilibrium project.	Number of participants											Service poverty tackled	CS	JT	MC
		16	Remodel support for families with children (including those with disabilities).	Implementation of the Family Support Continuum Review recommendations supported by performance framework with KPIs											Service poverty tackled	CS	RM/JT	MC
		17	Deliver Team around the Family (TAF) in schools within all primary schools in Swansea.	Number of schools delivering Team Around the Family											Income poverty is not a barrier	CS	RM	MC
		18	Work to improve speech and language provision through the Early Years Strategy Group.	Measurement of attainment levels											Income poverty is not a barrier	CS	RM	MC
		19	Further develop the Teenstart pilot, providing multi-disciplinary and multi-agency team support to parents under the age of 25.	Teenstart pilot developed											Income poverty is not a barrier	CS	RM	MC
		20	Deliver the extended childcare pilot in Swansea, testing new and best approaches.	Extended Childcare Pilot implemented											Income poverty is not a barrier	CS	RM	MC
		21	Roll out extended childcare approaches across Swansea following pilot and future funding decisions from Welsh Government.	Extended Childcare rolled out											Income poverty is not a barrier	CS	RM	MC
		22	Support pre 16 children to improve school attendance and attainment with a focus on free school meals (FSM) pupils.	Primary and Secondary attendance and attainment figures for non FSM and FSM children to fit											Income poverty is not a barrier	CS	NW	JR
		23	Contribution at post 16 to continued NEET reduction and improved young person and family well being through the NEETS reduction strategy.	Number of post-16 NEETs reduction											Barriers to employment removed	CS	RM	JR

Page 42	B. People learn successfully	24	Quick review of Council employability provision to maximise skills outcomes.	Baseline data collated followed by distance travelled measured												Barriers to employment removed	CS/MN	RM/PH	RS/WE
		25	Develop school to school support to share and develop good practice in the use of Pupil Development Grant (PDG).	Percentage of schools assessed to have effective use of PDG in core visits												Income poverty is not a barrier	CS	NW	JR
		26	Maximise training and employment opportunities through our Council wide apprentice and trainee strategy for young people, targeting those in greatest need.	Number of training and employment opportunities												Barriers to employment removed	CS/MN	NW/PH	WE/RS
		27	Provide additional support to young people who are at risk of becoming NEET through Cynydd.	Number of young people at risk of becoming NEET supported through Cynydd												Barriers to employment removed	CS/MN	RM/PH	WE/RS
		28	Support pre 16 to improved school attendance, through 'Education other than at school' (EOTAS) reduction.	A reduction in number of pre-16 pupils supported through EOTAS												Income poverty is not a barrier	CS	NW	JR
		29	Children and young people showing improved social, emotional and behavioural outcomes through EOTAS intervention.	Distance travelled on BOXALL assessment profile												Income poverty is not a barrier	CS	NW	JR
		30	Facilitate development of pathways to skills or trades linked to economic development opportunities such as City Deal.	Achievement of ten sector routeways over the three years												Barriers to employment removed	MN	PH	RS
		31	Target resources on need and personal circumstances, rather than on participants' age and previous qualification level.	Number of people given employability support												Barriers to employment removed	CS	RM	WE
		32	Increasing participation and improving outcomes in STEM (Science, Technology, English & Maths) subjects and other demand sectors	To develop a baseline figure by end of the financial year. 3 KPIs to be developed to measure progress												Income poverty is not a barrier	CS	NW	JR
		33	Work with partners and through the Regional Learning & Skills Partnership to focus on outcomes such as the incomes of participants and productivity of employers, not just qualifications achieved.	ASHE Data (Annual Survey of Hours and Earnings)												Income poverty is not a barrier	CS	NW	JR
		34	Work with schools and colleges to provide good-quality, expert careers advice to young people.	Number of young people receiving careers advice												Barriers to employment removed	CS	NW	WE
		35	Develop programmes to provide adults with independent, personalised advice and support services to enable low-paid workers to move into better-paid roles.	Programmes developed and implemented												Barriers to employment removed	CS	AW/RM	WE/MC
		36	Deliver Swansea's Beyond Bricks and Mortar principles across all our procurement processes to bring local benefit from service and construction contracts.	Principles adopted across procurement processes												Barriers to employment removed	MN	PH	RS
		37	Use Welsh Government Community Benefit Measurement Toolkit to report community benefit and wider economic impact.	Number of schemes using Toolkit												Barriers to employment removed	MN	PH	RS
		38	Continue to deliver employability programmes and work based learning help for local people to develop skills and access job opportunities.	Programme was delivered to plan												Barriers to employment removed	CS/MN	RM/PH	WE/RS
		39	Maximise work experience benefits and employment outcomes to young people who are NEET via the Cam Nesa Project.	Number of work experience and employment opportunities												Barriers to employment removed	CS/MN	RM/PH	WE/RS

Theme 3. Targeting resources to maximise access to opportunity and prosperity	C. Young people and adults have good jobs	40	Actively encourage employment practices that reduce poverty including living wage.	The Council is actively working through the Safeguarding PDDC to agree a route map towards developing an Ethical Care Charter which includes a commitment to move towards the living wage within the lifetime of this administration (2021)														Barriers to employment removed	MN	SR	RS/CL
		41	Develop an appropriate wage approach re traineeships and apprenticeships.	Proposals agreed and implemented														Barriers to employment removed	MN	SR	CL
		42	Review our welfare to work provision to maximise the use of resources and job outcomes.	Review undertaken and opportunities identified														Barriers to employment removed	CS/MN	RM/PH	WE/RS
		43	Encourage local recruitment to entry level positions within the Council through simplified recruitment processes.	Review of Recruitment & Selection Policy, including the application process to be undertaken														Barriers to employment removed	MN	SR	CL
		44	Use HR processes to maximise and target work experience, traineeships and apprenticeships at disadvantaged individuals, particularly looked after children.	Number per year														Barriers to employment removed	MN	SR	CL
		45	Benchmark the number of disadvantaged Swansea residents accessing entry level posts.	Number of disadvantaged Swansea residents accessing entry level posts														Barriers to employment removed	MN	SR	CL
		46	Extend social value principles across our full development process to maximise opportunities.	Production of a plan														Barriers to employment removed	MN	PH	RS
		47	Maximise skills and job opportunities from key developments such as City Deal.	Key development skills and jobs opportunities to go through the Employability Network														Barriers to employment removed	MN	PH	RS
		48	Maximise our purchasing power and that of partners to deliver targeted recruitment and training and other community benefits.	Number of recruitment, training & other community benefits opportunities secured through procurement contracts														Barriers to employment removed	MN	PH	RS
		49	Work to identify resource to deliver specialist support such as an Intermediate Labour Market programme for those furthest from the labour market, combining work experience with ongoing support and job search activity.	Swansea Working model developed and adopted														Barriers to employment removed	CS/MN	RM/PH	WE/RS
		50	Encourage the further delivery of employability skills within schools.	Percentage of schools judged to be good or better in estyn reports														Barriers to employment removed	CS	NW	JR
		51	Work in partnership with Jobcentre Plus and key Welfare to Work Partners to maximise access to skills and job opportunities for Swansea citizens.	Partners actively signed up to Swansea Working principles via an employment charter														Barriers to employment removed	CS	RM	WE
		52	Maximise work readiness and experience opportunities for local people within Council Departments and through PSB partners.	Number of work experience opportunities (Council & PSB partners)														Barriers to employment removed	CS/MN	RM/SR	WE/CL
		53	Work with third sector partners, PSB partners and within the Council to maximise volunteering opportunities for skills development.	Partners actively signed up to Swansea Working principles via an employment charter														Barriers to employment removed	CS	RM	WE
		54	Examine public transport routes to link people in disadvantaged communities to areas of jobs growth by efficient and affordable public transport.	Public transport routes examined														Barriers to employment removed	MN	SD	MT
	D. People have a decent standard of living	55	Continue to deliver advice services for council tax and housing benefit entitlements.	Speed of processing of housing benefit and council tax reduction claims														Maximising income	MN	RM	AL
		56	Continue to support in the resolution of benefit disputes and maximise benefit incomes through our Welfare Rights Service.	Demonstrate increased income through benefit claims														Maximising income	CS	RM	WE
		57	Continue to provide engagement services through Council Cultural and Community Development Services.	Number of participants engaged in Fusion programme														Participation and involvement	MN	TM	RFD
		58	Continue to sustain tenancies and prevent homelessness through ensuring successful financial outcomes and maximising income for people receiving support from the Tenancy Support Unit (TSU).	The amount of additional income secured for TSU service users														Maximising income	MN	LM	AL
		59	Continue to provide support and advice to council tenants in arrears with debt and financial difficulties.	The number of tenants in arrears provided with support by the Financial Inclusion Officer														Maximising income	MN	LM	AL
		60	Continue to support the development of energy efficient affordable mixed tenure housing within Swansea.	Number of planning applications approved by the Council that achieve the stated % threshold of mixed use tenure affordable homes on residential development sites in accordance with LDP Policy H3														Maximising income	MN	PH	AL
		61	Develop social finance capacity through, for example the credit unions, to widen credit access and reduce spiralling debt.	Social finance capacity initiatives delivered through the Financial Inclusion Steering Group														Avoiding poverty premium	CS	RM	WE
		62	Co-ordinate partner activity through the Council's Poverty Forum and partner activity through the Poverty Partnership Forum in support of digital inclusion, financial inclusion and benefits advice.	Map activity to understand gaps and overlaps and develop a partnership response														Maximising income	CS	RM	WE
		63	Consider the use of research through Policy into Practice to target support to residents at risk of income reduction through benefit changes.	Number of Council departments supporting households identified and targeted through Policy In Practice														Maximising income	CS/MN	RM/LM	WE/AL
		64	Maximise community engagement activity through Welsh Government's Fusion programme.	Number of participants engaged in Fusion programme														Participation and involvement	MN	TM	RFD
		65	Work with partners to support innovation in the provision of good-value essential goods and services through social and not for profit enterprise.	Number of social and not for profit organisations working in partnership and supported to avoid the poverty premium														Avoiding poverty premium	CS	RM	WE

Page 44		66	Develop a Rents Strategy. Part of this strategy will ensure that the arrears recovery process is easy to understand and takes account of customer needs, particularly those who may be vulnerable.	Rents strategy developed												Maximising income	MN	LM	AC
		67	Using Policy in Practice research to target services around income maximisation.	Number of households given targeted support												Maximising income	CS	RM	WE
	E. People are healthy, safe and independent	68	Continue our successful approaches to tackling domestic violence, coordinating activity through the Domestic Abuse Hub.	Implementation of the Family Support Continuum Review recommendations supported by performance framework with KPIs												Service poverty tackled	CS	JT/RM	WE
		69	Continue the successful approach of the supporting people programme.	Ensure contracts are delivered effectively												Service poverty tackled	CS	AW	MC
		70	Consider the commissioning of an involvement and participation study for Swansea.	Study commissioned												Participation and involvement	CS	RM	WE
		71	Extend Local Area Coordination approaches to strengthen community relationships and address barriers such as loneliness, isolation and stigma.	Monitor progress towards full coverage												Participation and involvement	CS	AW/RM	MC
		72	Increasing digital literacy, increasing access to a wide range of Council Services including financial inclusion.	Number of participants supported to increase their digital literacy												Participation and involvement	SC	RM	WE
	F. People have good places to live and work	73	Deliver a range of activities across core Council services such as culture, leisure, community centres and libraries to encourage participation.	Number of people participating in Council cultural services												Participation and involvement	MN	TM	RFD
		74	Provide parks and open spaces for recreation and exercise, encouraging more active lives.	Number of parks and open spaces in public ownership												Participation and involvement	MN	TM	RFD
		75	Continue to invest in achieving Wales Housing Quality Standard (WQHS) in our council housing to improve the accommodation and well being of our citizens, reducing fuel poverty.	Number of homes improved annually. The annual number of WHQS compliant homes. The annual number of homes with WHQS fuel efficient heating systems												Avoiding poverty premium	CS	LM	AL
		76	Further encourage private landlords to improve conditions and affordability in the private rented sector.	The number of houses in multiple occupation that have been issued with a licence												Avoiding poverty premium	MN	LM	AL
		77	Continue to maximise the installation of insulation measures in Council Houses to reduce fuel poverty.	Report the average Standard Assessment Procedure (SAP) rating and seek to improve levels year on year												Avoiding poverty premium	MN	LM	AL
		78	Continue to prioritise the supply of genuinely affordable housing by continuing to manage the provision of affordable homes through the Programme Development Plan and Section 106 negotiations.	Number of planning applications approved by the Council that achieve the stated % threshold of mixed use tenure affordable homes on residential development sites in accordance with LDP Policy H3												Avoiding poverty premium	MN	LM	AL
		79	Implementation of the adult services optimum model and the recommendations from the adult services commissioning reviews.	Model implemented												Service poverty tackled	CS	AW	MC
		80	Implementation of the Social Services and Well-being Act and in particular the establishment of an information, advice and assistance service.	Percentage of adults who have received support from the information, advice and assistance service and have not contacted the service again during the year												Service poverty tackled	CS	AW	MC
		81	Ensure our investment provides a strong legacy of employment and opportunity for future generations in Swansea.	These will be monitored through the performance monitoring frameworks for each individual programme, for example City Deal												Barriers to employment removed	MN	PH	RS

Continue to deliver community engagement services in line with emerging funding from Welsh Government.	Number of people engaged through Supporting People, Flying Start, Families First, Communities First Legacy Fund, Communities for Work and Communities for Work Plus																	Participation and involvement
Continue to develop community enterprise activities to deliver services more flexibly.	Number of community enterprises developed																	Service poverty tackled
Commission Policy in Practice to work alongside the Council's Revenue and Benefits Team to identify the cumulative effect of benefit reforms on households in Swansea.	Report and dataset received																	Service poverty tackled
Consider the commissioning of an involvement and participation study for Swansea.	Study commissioned																	Participation and involvement
Respond to emerging guidance about Welsh Government funded community development programmes, maximising community benefit and opportunity.	Maximisation of funding																	Participation and involvement
Continue to develop and deliver our prevention approach with partners as outlined in the Prevention Strategy.	See performance framework of Prevention Strategy																	Participation and involvement
Develop or identify and report appropriate KPI's with Council departments to ensure delivery.	See Key Performance Indicators within this Delivery Plan																	Inequalities are reduced
Work with the Poverty Partnership Forum to identify shared projects and KPIs to support the wider poverty prevention agenda.	Programme of projects developed																	Inequalities are reduced
Ensure that management information systems are suitably robust to measure transition through ages and stages, measuring effectiveness through quality control.	Demonstrate progress towards system development																	Inequalities are reduced
Deliver training with members and officers to promote the poverty is everyone's business approach.	Training delivered																	Inequalities are reduced
Continue to deliver the Flying Start programme, measuring the impact upon attainment and attendance at the foundation phase.	Attendance and attainment at the foundation phase																	Income poverty is not a barrier
Deliver Team around the Family (TAF) in schools within all primary schools in Swansea.	Number of schools delivering Team Around the Family																	Income poverty is not a barrier
Work to improve speech and language provision through the Early Years Strategy Group.	Measurement of attainment levels																	Income poverty is not a barrier
Further develop the Jigso pilot, providing multi-disciplinary and multi-agency team support to parents under the age of 25.	Jigso pilot developed																	Income poverty is not a barrier
Deliver the extended childcare pilot in Swansea, testing new and best approaches.	Extended Childcare Pilot implemented																	Income poverty is not a barrier
Roll out extended childcare approaches across Swansea following pilot and future funding decisions from Welsh Government.	Extended Childcare rolled out																	Income poverty is not a barrier
Contribution at post 16 to continued NEET reduction and improved young person and family well being through the NEETS reduction strategy.	Number of post-16 NEETs reduction																	Barriers to employment removed
Quick review of Council employability provision to maximise skills outcomes.	Baseline data collated followed by distance travelled measured																	Barriers to employment removed
Provide additional support to young people who are at risk of becoming NEET through Cynydd.	Number of young people at risk of becoming NEET supported through Cynydd																	Barriers to employment removed
Target resources on need and personal circumstances, rather than on participants' age and previous qualification level.	Number of people given employability support																	Barriers to employment removed
Develop programmes to provide adults with independent, personalised advice and support services to enable low-paid workers to move into better-paid roles.	Programmes developed and implemented																	Barriers to employment removed
Continue to deliver employability programmes and work based learning help for local people to develop skills and access job opportunities.	Programme was delivered to plan																	Barriers to employment removed
Maximise work experience benefits and employment outcomes to young people who are NEET via the Cam Nesa Project.	Number of work experience and employment opportunities																	Barriers to employment removed
Work to identify resource to deliver specialist support such as an Intermediate Labour Market programme for those furthest from the labour market, combining work experience with ongoing support and job search activity.	Swansea Working model developed and adopted																	Barriers to employment removed
Maximise work readiness and experience opportunities for local people within Council Departments and through PSB partners.	Number of work experience opportunities (Council & PSB partners)																	Barriers to employment removed
Work with third sector partners, PSB partners and within the Council to maximise volunteering opportunities for skills development.	Partners actively signed up to Swansea Working principles via an employment charter																	Barriers to employment removed
Continue to deliver advice services for council tax and housing benefit entitlements.	Speed of processing of housing benefit and council tax reduction claims																	Maximising income
Continue to support in the resolution of benefit disputes and maximise benefit incomes through our Welfare Rights Service.	Demonstrate increased income through benefit claims																	Maximising income
Develop social finance capacity through, for example the credit unions, to widen credit access and reduce spiralling debt.	Social finance capacity initiatives delivered through the Financial Inclusion Steering Group																	Avoiding poverty premium
Co-ordinate partner activity through the Council's Poverty Forum and partner activity through the Poverty Partnership Forum in support of digital inclusion, financial inclusion and benefits advice.	Map activity to understand gaps and overlaps and develop a partnership response																	Maximising income
Consider the use of research through Policy into Practice to target support to residents at risk of income reduction through benefit changes.	Number of Council departments supporting households identified and targeted through Policy In Practice																	Maximising income
Work with partners to support innovation in the provision of good-value essential goods and services through social and not for profit enterprise.	Number of social and not for profit organisations working in partnership and supported to avoid the poverty premium																	Avoiding poverty premium
Using Policy in Practice research to target services around income maximisation.	Number of households given targeted support																	Maximising income
Consider the commissioning of an involvement and participation study for Swansea.	Study commissioned																	Participation and involvement
Extend Local Area Coordination approaches to strengthen community relationships and address barriers such as loneliness, isolation and stigma.	Monitor progress towards full coverage																	Participation and involvement
Increasing digital literacy, increasing access to a wide range of Council Services including financial inclusion.	Number of participants supported to increase their digital literacy																	Participation and involvement



A Prevention Strategy for Swansea

2018-2021

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1. Executive Summary

Steeped in the principles of Sustainable Swansea, this strategy is **about delivering more sustainable services that meet people's needs and deliver better outcomes**. It is about supporting the development of a community and urban fabric, which has future resilience and independence in both the medium and long term. Our citizens are central to our future and delivery, and as such, are the focus of our developments, driving cross cutting working across Council Departments and with partners. Consequently, this strategy forms a key part of our corporate transformation programme and the way we will continue to develop our services with our partners. Our work particularly with and through Swansea's Public Services Board is essential to future delivery here.

The Council faces unprecedented challenges. Rising demand, changing demographics, public expectations and increasing pressure on budgets mean that the choice for local authorities and public service providers is a difficult one. We must also ensure we continue supporting people to become resilient and achieve outcomes that they want to see in their own lives, which will in turn reduce demand on services. Unless we reduce demand and prevent need escalating, service provision in its current form will become unsustainable. It is not however, simply about reducing demand on services.

Swansea Council has always taken a prevention approach. This was borne from a longstanding recognition that prevention activity is better, less time consuming and ultimately less costly and damaging to individuals and organisations than cure. This strategy presents a more ambitious direction, building upon previous work and recognising that all, including key partners and stakeholders, have a role in the prevention agenda.

Two key aims are driving this strategy:

- **A desire for increased organisational and personal resilience;**
- **Sustainable services.**

In order to make this work, we will have to continue and enhance the cultural changes that began with the acceleration of the prevention approach three years ago, supporting Swansea's transformational change agenda. We will have to think differently, encouraging innovative solutions to existing problems and those that arise. We also have to be clear **that savings do not drive our agenda – better, more personalised and joined up services do.**

This strategy sets out our overarching corporate and partnership approach to prevention, as well as outlining our key activities and expected outcomes. It starts setting out our rationale and how this supports national, regional and local policy, including our plan for a Sustainable Swansea. We then provide evidence, further justifying need, our reasons for

intervention and our approach. We have highlighted our delivery history in this area and early successes, giving a flavour of what prevention activity can achieve. Our strategy then goes on to describe our need and desire to reduce the demand for intensive intervention services, before describing the optimum prevention model. Lastly we provide governance information to demonstrate how we will deliver and a time bound action plan describing our activities in more detail, who is accountable for their delivery and when we intend to achieve them. Ultimately, the Prevention Strategy and its application have to advance and progress the culture of prevention and early intervention across the Council.

The Council is committing to an **invest to save** approach over a period of twenty years. Where we recognise need, individual business cases for proposed intervention will be brought forward, resulting in an informed, evidenced action and investment plan to deliver this strategy.

We hope you enjoy reading this strategy. Moreover, we look forward to working with local people and partners in the public, private and third sectors in delivery, making a positive difference to the lives of local people, improving their quality of life and contributing to a 'Sustainable Swansea'.

2. Strategic Context

The Public Services Board Well-being assessment

The Public Services Board Well-being Assessment was produced by Swansea's Public Services Board (PSB). Swansea's PSB is the overarching partnership group for public service providers in Swansea. It highlights that in working as **Team Swansea** '*partnership working has never been more important*'.¹ The increasingly difficult social, economic and environmental pressures on public services, coupled with the substantial reductions in public funding, mean that service providers have to work together in more innovative ways than ever before to increase efficiency, effectiveness and reduce the reliance upon intensive and more costly interventions.

The **Swansea Public Services Board Well-being assessment** outlines six outcomes namely:

Children have a good start in life

People learn successfully

Young people and adults have good jobs

People have a decent standard of living

People are healthy, safe and independent

¹ P16 One Swansea Plan

People have good places to live and work

Placing this strategy in a **PSB Well-being assessment** context, we have aligned our outcomes as six headings for actions. These are referred to later in this strategy and with the associated **Delivery Plan**. The PSB's 'Wellbeing Plan', due for publication in May 2018, will supersede this we will review our delivery plan to ensure continued relevance.

Sustainable Swansea Programme

Sustainable Swansea – fit for the future, is our long-term plan for change. Financial, demographic and social challenges facing Swansea require a radical approach. Sustainable Swansea is a programme of activity, tools and techniques that will help us to take a managed approach to the changes that the Council faces as an organisation. The objectives are: to transform services; deliver better outcomes for residents; achieve financial sustainability.

A whole council approach is far more likely to maximise impact than if we all acted alone. It contains four priorities for a sustainable Council, one of which is prevention.

- Core future purpose of the Council
- Transformation of services and the model of delivery
- Greater collaboration with others, including residents
- And sustainable solutions, with prevention at its heart

The approach described in this Prevention Strategy therefore, is wholly supportive of our wider transformation agenda, promoting greater resilience in residents which in turn delivers better and more sustainable outcomes for individuals. At the same time the reliance upon costlier services is reduced.

Corporate Plan

Swansea's Corporate Plan Five Well-being objectives outline our ambitions and commitments to residents, and how we will work to meet present and future challenges:

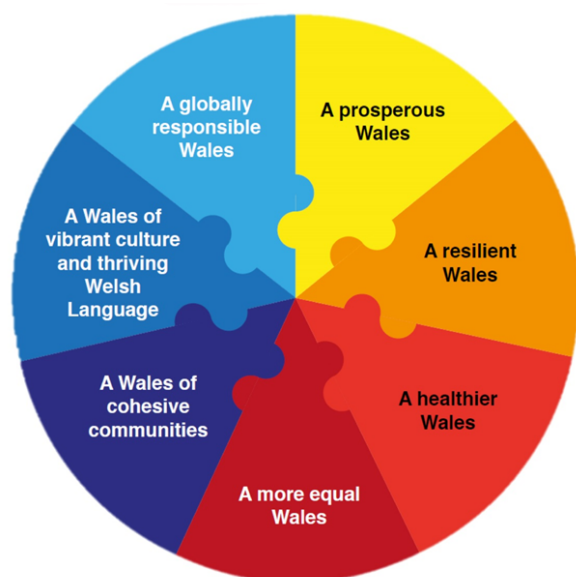
- Safeguarding people from harm
- Improving Education and Skill
- Transforming our Economy and Infrastructure
- Tackling Poverty
- Transformation and Future Council development

Prevention is an underpinning principle of these Well-being objectives.

Welsh Government

Welsh Government has a national picture and approach to prevention through new legislation within the Well-being of Future Generations (Wales) Act 2015 and the Social

Services and Well-being Act 2014. The idea of embedding prevention within the Council's work builds not only upon national requirements, but also emphasises a **Swansea approach** to its delivery. In addition, it is essential that our preventative approach aligns with the wider direction of Welsh Government, implemented locally through the Council and the PSB. The wider strategic context is shown below:



Well-being of Future Generations Act

(1) *Council services must take account of the long-term, integration, involvement, collaboration and prevention elements of the sustainable development principle.*

(2) *Prevention specifically states 'Deploying resources to prevent problems reoccurring or getting worse to meet the Council or other organisation's well-being objectives.'*

Social Services and Wellbeing Act

The Act has a wide remit that impacts not only upon Social Services as the name implies, but on the work of a range of Local Authority services such as housing, education, leisure, regeneration, poverty and prevention and those of our partners particularly, the Local Health Board and third and private sector providers. In some instances, services are provided via Western Bay Health and Social Care Programme² on a regional footprint. Under Part 2 of the Act, General Functions, there is a duty to:

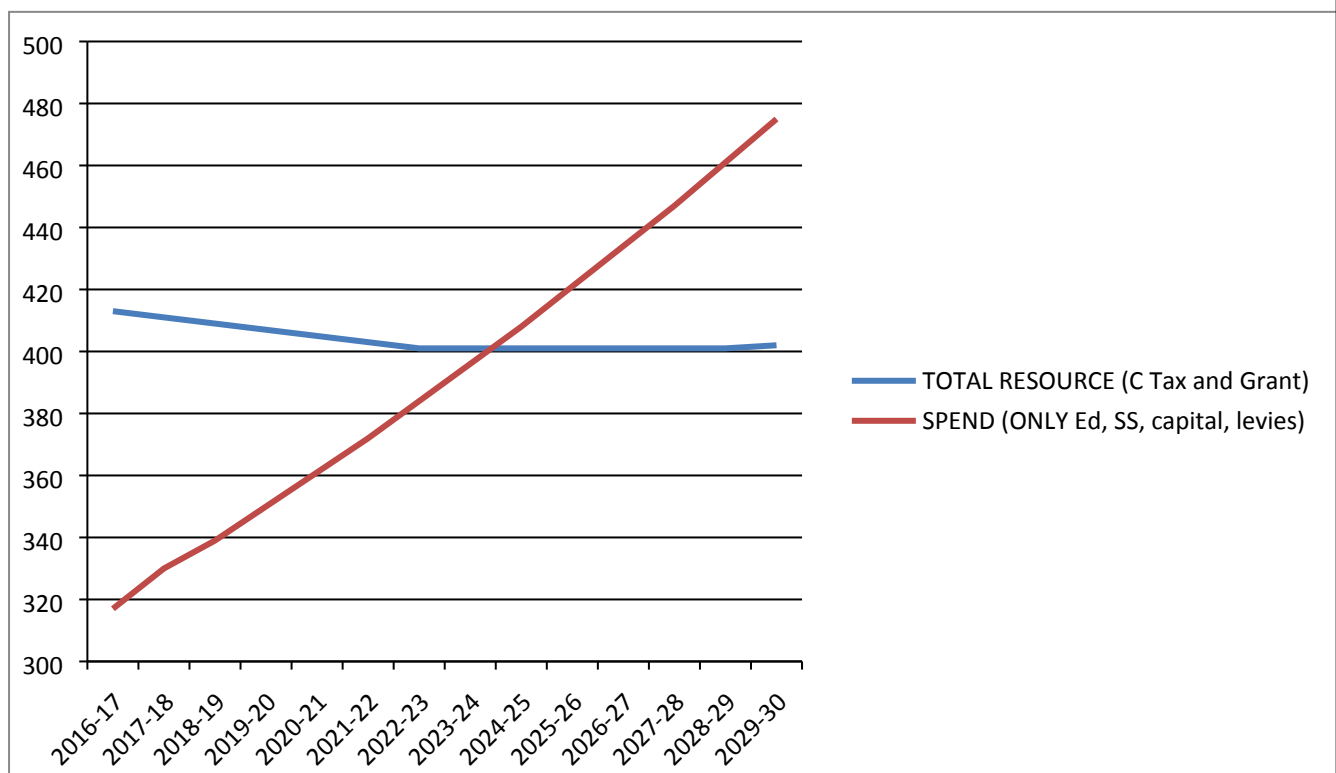
- *Promote well-being;*
- *Provide preventative services;*
- *Promote social enterprises, co-operatives, user led services and third sector;*
- *Provide Information, Advice and Assistance (IAA).*

The Council's delivery of the Prevention Strategy has to take into account the requirements of both Acts, along with additional legislation, such as the Housing (Wales) Act 2014 and the Environment (Wales) Act 2016. We are also working closely with Western Bay to ensure that the Western Bay Principles of Prevention Framework and the Swansea Council's Prevention Strategy is delivering our priorities for prevention and early intervention services for people in Swansea. A fundamental principle in the Western Bay Framework highlights the importance of a long term plan for prevention services, which further supports this Prevention Strategy.

² <http://www.westernbay.org.uk/>

3. Why intervene?

In Swansea, we have been asking difficult questions about established ways of working and drawing upon years of experience of delivering better outcomes with less money. The graph below clearly demonstrates why we need to use preventative approaches to reduce the demand on services and reduce costs. The graph shows the estimated projected spend on Social Services and Education alone, up until 2030, plotted against the estimated total resource available over the same period. It demonstrates that without earlier intervention to reduce demand on statutory services, by 2024 the total spend in these two areas alone would exceed the total Council budget.



We cannot therefore stand still. This **Prevention Strategy** outlines an approach to reducing, de-escalating and delaying demand and therefore overall expenditure, now and in the future. This strategy applies to all of the Council's five well-being objectives³, which, unless we change how we operate, we will not be able to deliver into the future.

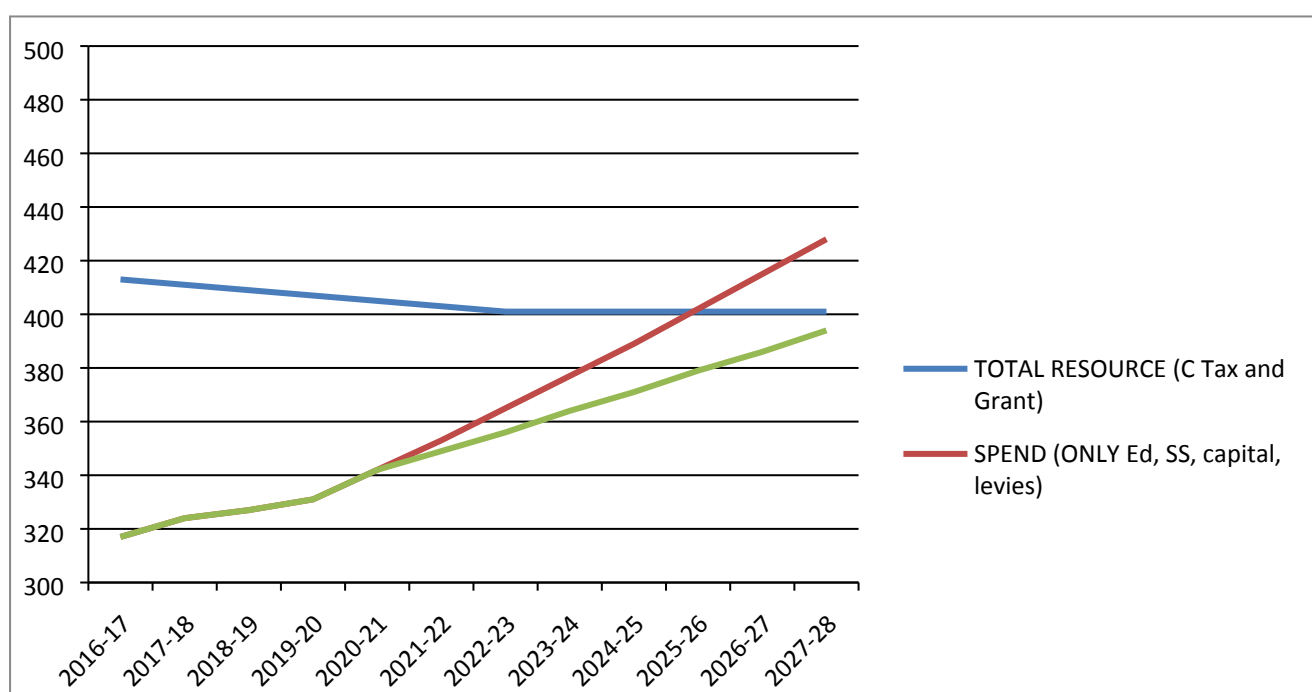
Swansea has and will continue to explore all options available regarding demand management and cost savings. The actions we will take include:

- Integration with other councils or partners such as our Local Health Board;

³ Safeguarding people from harm, Improving Education and Skills, Transforming our Economy and Infrastructure, Tackling Poverty and Transformation and Future Council development.

- Channel shift⁴ and digitisation;
- Pathway and business process redesign;
- Promoting and supporting resilience and independence within Swansea's communities.

Prevention has to be at the heart of the Council's delivery in order to achieve a sustainable approach to managing the budget and service delivery. By delivering a preventative approach across key priority areas, the Council can manage spend. The graph below illustrates the shift needed to make expenditure sustainable. **If we start to implement our preventative approach now**, by 2020 we will start to extend the time that resources available will be able to meet spend, whilst starting to reduce demand to turn the curve.



So the question really is, *why ever would we not take a prevention approach. Prevention activity is imperative to our continued delivery of essential services as well as improving the life chances of Swansea citizens.* Activities to prevent expensive interventions are essential just to stand still, before looking at ways that we can reduce the reliance upon costly services into the longer term. The following section focuses upon the improvement in outcomes that this approach can bring.

⁴ Channel shift – citizens changing the way they interact with the Council, increasing digital interactions whilst increasing customer satisfaction and reducing costs.

4. Evidence base

We have researched prevention approaches taken elsewhere in the UK and wider to demonstrate the potential value of such an approach. Below are a number of case studies reported by the Local Government Association, Bangor University and Public Health Wales, demonstrating varying approaches, supporting a number of interventions in the UK to promote better health, increased wealth, greater resilience and independence of residents. They demonstrate (where available) the cost benefit ratio of investment (per £1) along with the timeframes for both investment and return on investment. They give a real sense of the benefits and cost reductions we can achieve through prevention activity.

There is a strong evidence base and justification for investment in preventative services. Evidence clearly shows impact over a number of years, to the medium and long-term effects of early interventions. We will draw upon such evidence in developing specific proposals for investment, using innovation and exploration to improve people's outcomes.

Some examples of the impact of early interventions, as well as the impact of non-intervention are given below. Many are from the health field, but the impact upon public service delivery and expenditure in general terms are evident. The clear and overriding message from research, Welsh and UK Government, think tanks and emerging policy is however fairly clear – ***prevention is better, more person centred and more cost effective than cure.***

The Marmot Review and Report⁵

This review examined the impact of health inequalities upon life chances and expectancies in England. There are many parallels in Wales. Its findings and recommendations have been very influential in directing policy – indeed the recommendations of the report reflect the six outcomes of the Well-Being Assessment.

A key highlight of the report was that *'in England, the many people who are currently dying prematurely each year as a result of health inequalities would otherwise have enjoyed, in total, between 1.3 and 2.5 million extra years of life'*.

The Review stated that if the conditions in which people are born, grow, live, work, and age are favourable and more equitably distributed, then they will have more control over their lives, influencing their own health and health behaviours, and those of their families.

⁵ Marmot 2010. *'Fair Society, Healthy Lives – The Marmot Review'*. Strategic Review of Health Inequalities in England Post 2010.

'Action across the life course' was central to the Marmot review. It argues that disadvantage starts before birth and accumulates throughout life, as shown in below in Figure 5. It shows that that action to reduce health inequalities must start before birth and follow the life of the child, to break the close links between early disadvantage and poor outcomes throughout life. For this reason, giving every child the best start in life, (Policy objective A) was their highest priority recommendation.

Marmot Review Policy Objectives

A - Give every child the best start in life.

B - Enable children, young people and adults to maximise their capabilities and have control over their lives.

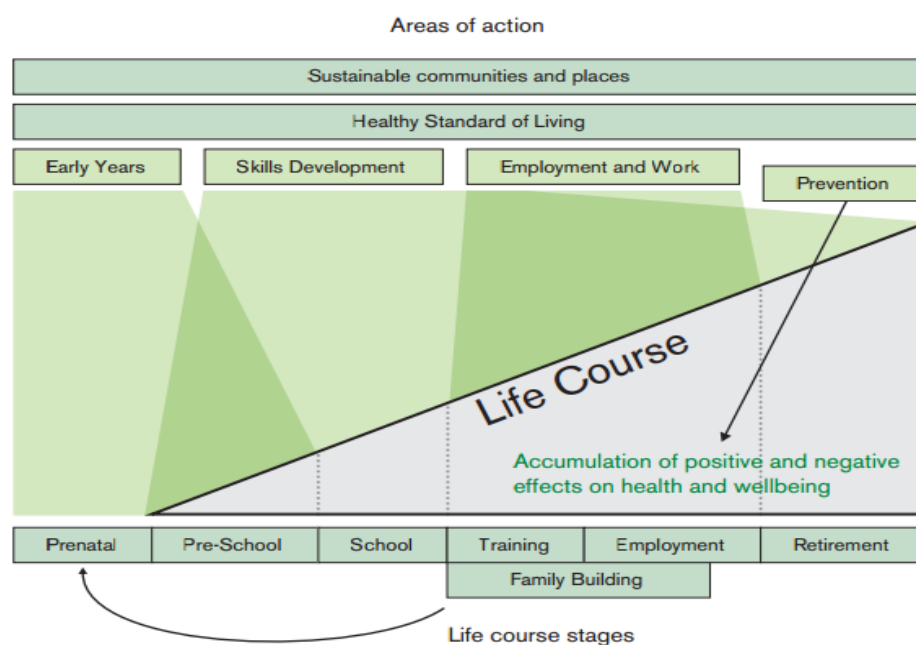
C – Create fair employment and good work for all.

D – Ensure a healthy standard of living for all.

E – Create and develop healthy and sustainable places and communities.

F – Strengthen the role and impact of ill health prevention.

Figure 5 Action across the life course



***'Action to reduce health inequalities must start before birth and be followed through the life of the child. Only then can the close links between early disadvantage and poor outcomes throughout life be broken.'*⁶**

⁶ Marmot 2010. 'Fair Society, Healthy Lives – The Marmot Review'. Strategic Review of Health Inequalities in England Post 2010. P.20

Adverse Childhood Experiences (ACE) Study⁷

This study identified that adverse childhood experiences (ACEs) have a major impact on the development of health harming behaviours in Wales and the **prevention of ACEs** is likely not only to improve the early years' experiences of children born in Wales but also reduce levels of health harming behaviours such as problem alcohol use, smoking, poor diets and violent behaviour. All of these come at great last personal and financial cost to individuals and society.

Transforming Young Lives across Wales⁸

This report reflects upon the recognition within the Future Generation (Wales) Act of the intergenerational relationship between poverty, health and lifetime opportunities, presenting an economic case for investment of scarce public resources in the first 1000 days of life, from conception to school readiness. It concludes that international evidence shows that investment, focussed upon the first few years of life produces returns over and above other forms of financial investment and/or investment at other times in the life course. This therefore offers the most efficient use of public resources.

Prevention: A Shared Commitment⁹

This Local Government Association (LGS) report highlights the unsustainable nature of curative approaches to social care and health services. It highlights the need for preventative strategies that mitigate or defer the need for costly interventions and at the same time deliver better outcomes for individuals. Their rationale is that the delivery of local upfront prevention services stops problems arising in the first instance and reduces escalation of problems, which are more complicated, lengthy and costly to address. We present a number of the case studies demonstrating this below.

The LGA highlight that service delivery and transformation is difficult and that doing it well requires careful planning, skilled workforces, good management, leadership and delivery. They recognise that local government has a strong track record in this area and that we are well placed to lead public services collectively to take a preventative approach. They also recommend the use of proper evaluation techniques to ensure that costs, benefits and savings are fully tracked and the learning shared widely.

⁷ Public Health Wales 2015 '*Adverse Childhood Experiences and their impact on health-harming behaviours in the Welsh adult population*'.

⁸ CHEME '*Transforming Young Lives across Wales: The Economic Argument for Investing in Early Years*'.

⁹ Local Government Association – 2015 - '*Prevention – A Shared Commitment – Making the case for a prevention Transformation Fund*'.

Case Studies

Bury Metropolitan Borough Council

To illustrate the costs and benefits of public health interventions, NICE ran an analysis with Bury MBC to assist its range of smoking interventions using a tobacco return on investment tool.

Smoking rates in Bury are slightly above the national average at 23% with estimate costs of £10.7 million per year once the cost to the local economy and NHS are considered

The analysis showed that investment of just over £750,000 in smoking interventions for one year lead to a return of £472,500 over two years, £1,085,000 over five, £2,115,000 over ten years and £7,012,500 over a lifetime.

Birmingham City Council

Be Active is Birmingham CC's scheme to provide free leisure services to its residents.

Once registered participants have a card allowing them to use a range of leisure facilities free at certain times. A third of the local population has got involved since 2008.

Evaluation by Birmingham University showed that 75% of users were not using a gym, leisure centre or swimming pool previously and half were overweight or obese.

For every £1 spent on the scheme, approximately £20.69 was saved in health benefits. This has helped the team behind the project build a case for continued funding.

5. Our approach

5.1 Our history and successes

Swansea has a long and proud history of supporting our citizens through the delivery of statutory services. We have a key role in the delivery of public services for Swansea and as such services such as public protection, health and safety and accident prevention are at our core in service delivery, as is the Safe Looked-After Children Reduction Strategy. This has resulted in a significant reduction year on year (for the last six years) in the numbers of children needing recourse to care. The increased recognition of the value of prevention activity led to an acceleration in our prevention approach to improve the well-being of people in Swansea, driven by the Council's commitment to providing £1 million for pilot prevention projects in 2014. Here, pilot preventative approaches were delivered that sought to address gaps in services working with children, young people and adults. The proposals were based upon an 'invest to save' approach aimed to change behaviours and prevent the need for involvement in costly specialist services, often followed by a long-term support programme. Some pilots, because of their success in demonstrating new delivery methods, namely Local Area Co-ordination and Tackling Domestic Abuse (via the DV Hub) will continue having proved their effectiveness. Others demonstrating better ways of working have been embedded in service delivery, becoming '*business as usual*'.

All Council Departments have a role in prevention. The Prevention Strategy brings greater emphasis to prevention activity being everybody's business and so we cite here some of the corporate activities which contribute positively to this agenda, as well as those early pilot activities funded through the Prevention budget, demonstrating our wider commitment and recognition that further investment is required in this area. We have linked these under the One Swansea Outcomes. The range of prevention activities delivered clearly demonstrates that ***prevention is everyone's business!*** They also reflect the required culture change within the Council to reflect that ***every contact counts***. That is, what services would be like if **every employee of the Council** worked to the same set of principles around encouraging self-reliance, promoting individual independence and safeguarding the safety of our citizens.

A number of activities are already taking place and are aligned under the required outcomes of the **Public Services Board Well-being assessment**:

Children have a good start in life

- Continuing the success in Child and Family services, of the effective approach to safe reduction in numbers of 'looked after children'.
- Further success resulting from the reviewed contracting arrangements for children in need of care places to ensure that they are cared for either within the Swansea Council or nearby.
- Delivery of the Family Support Continuum, using existing resources and spend across a continuum within Child and Family, Poverty and Prevention, Education and Health.
- Delivery of Team around the Family (TAF) in schools, which now supports 52 primary settings throughout Swansea. This enables schools to identify families' needs on one part of the continuum and ensure the delivery of appropriate support at the earliest opportunity.
- The Flying Start programme, which provides over 3,000 young children and their families (annually) with coordinated, evidence based packages of services and interventions within their local community to support the child's development and the family's well-being.
- The Teenstart pilot, which has provided a multi-disciplinary and multi-agency team of midwives, family facilitators, NNEBs and Language Development practitioners to support parents under the age of 25 via a pathway of support with clear focus on early attachment and better parental infant relationships.

People learn successfully

- Contribution at post 16 to continued NEET reduction and improved young person and family well-being through the NEETS reduction strategy, engagement and progression framework and delivery of EU funded projects such as Cynydd (working with young people in school at risk of becoming NEET) and Cam Nesa (working with young people aged 16-18 who are NEET).
- Contribution at pre 16 to improved school attendance, through 'Education other than at school' (EOTAS) reduction, reduction in the number of children who are looked after (because of reduced need) and improved young person and family well-being.

Young people and adults have good jobs

- Swansea's 'Beyond Bricks and Mortar' policy has embedded community benefit (targeted recruitment and training) in construction contracts. This is being extended across our procurement processes to bring local benefit from other contracted works (construction and service contracts).
- Communities for Work and Workways help local people, particularly in our more deprived areas to develop skills and access job opportunities.
- Our Council wide apprentice and trainee strategy develops training and employment opportunities for young people, targeting those in greatest need.

People have a decent standard of living

- Coordination of activity through the Council's Poverty Forum and partner activity through the Poverty Partnership Forum¹⁰.
- Delivery of advice services for council tax and housing benefit entitlements.
- Support in the resolution of benefit disputes through our Welfare Rights Service.

People are healthy, safe and independent

- Successful approaches to tackling domestic violence, continuing to coordinate activity through the Domestic Abuse Hub.
- The success of the Local Area Coordination (LAC) pilot has led to better service coordination with, for example, health colleagues. These have demonstrated how we can develop and build capacity to provide natural support services, building community resilience. Our intention is to seek further investment in this area to roll out the approach.
- Reducing the risk of disease and illness through our public protection services of food safety and vermin control.
- Delivery of leisure and sports development services, encouraging more active and healthier lifestyles.
- Delivery of CCTV services throughout the city increasing successful crime reporting and levels of security.
- Working to improve the well-being of Council staff and reduce sickness levels.

People have good places to live and work

¹⁰ See appendix A

- Significant investment is taking place in Swansea and across the City Region presenting extensive opportunities through developments such as City Deal and the proposed Swansea Bay Tidal Lagoon.
- Delivery of a range of prevention activities across core Council services including the provision of culture, leisure, community centres and libraries.
- Delivery of leisure activities across Swansea, impacting positively upon the health and well-being of citizens through encouraging more active lives.
- The provision of parks and open spaces for recreation and exercise, encouraging more active lives.
- Alignment of cleansing services and the prevention of waste across our communities through our waste management and recycling strategy.
- Preventative works to highways and buildings assets infrastructure to prevent deterioration and mitigate larger unplanned failures affecting future delivery.
- Investment in achieving Wales Housing Quality Standard in our council housing to improve the accommodation and well-being of our citizens.
- The landscape of our city is continually maintained and refreshed, bringing benefits to local communities.

In addition to the positive prevention work being undertaken, it is clear that further opportunities exist as well as further work being required. A key strand of our commissioning reviews within Swansea will be to assess and evaluate the opportunities for further prevention activities. This will support and allow directorates and services to improve outcomes and mitigate against future demand.

5.2 Vision

Our vision is to...

‘Secure better outcomes and better manage demand through preventative approaches’.

5.3 Demand management

Demand arises from many places. Everything the council does either creates demand or responds to it.

For example: Residents depend on the council to fulfil specific needs which could be something simple such as reporting a pot hole or fly tipping, paying a council tax bill or making an application for a Blue Badge.

Demand can however also be complex and require long-term, costly resources, such as the need for residential care following a hospital admission, or long term domiciliary care to support a person with personal care.

Different types of demand can be managed in different ways:

- **Failure demand**

This is demand, which can be caused by poor service design and/or previous failure by a service to adequately resolve an issue. This can include unnecessary referrals or hand-offs by front-line staff, multiple assessments by numerous support services and external agencies, or the failure to get things right the first time.

- **Demand which is avoidable**

Avoiding the demand for services arising in the first instance will result in the reduction in provision of costly or unnecessary services. For example, offering an app, which enables residents to easily report broken street lights via their smartphone rather than having to call or email the council. The council receives richer information and residents are able to report issues at a time that is convenient to them. Both parties save time and avoid duplication of tasks.

- **Demand which is preventable**

This is when actions should happen earlier, which would have prevented the need arising in the first place. Here we may be providing more than is needed. For instance, with care for older people, when the right actions are taken early - such as fixing trip and slip risks around the home - this can help prevent falls and preserve mobility and independence for longer. This reduces the need for hospital admission and re-enablement services.

- **Excess/ co-dependent demand**

This is when the council deliver more than is required or creates demand through dependency. To avoid the unnecessary over provision or insufficient targeting of services, we need to understand demand needs. Services can then be redesigned to move away from delivering services based on perceived need and expectation to delivering services, which are built on the needs of citizens and the community. This makes services more innovative, efficient, person centred and enables co-production.

- **Creating productive demand in services**

The Council can be more commercially aware by offering additional services at competitive prices thus increasing Council income. An example here would be using the expertise the Council has developed in treating Japanese knotweed and charging for this service externally.

5.4 Good Customer Services

The heart of demand management is about good customer services and delivers the following benefits:

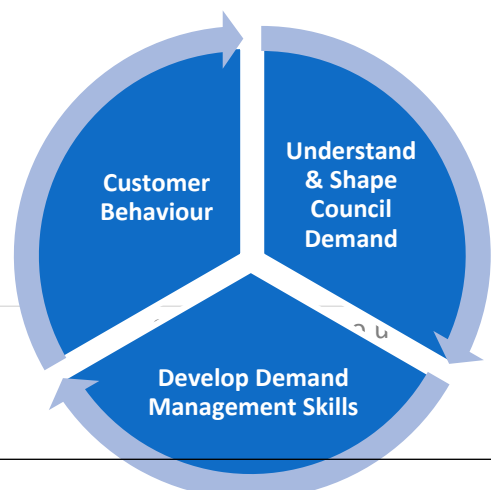
1. Delivering better outcomes to residents and communities by:
 - Developing residents' independence and community resilience;
 - Better targeting support and services to where they are most needed;
 - Delivering better quality services, which target root causes rather than the effect of problems.
2. Saving money through achieving operational and financial efficiencies by:
 - Removing duplication and waste;
 - Enabling customers to serve themselves;
 - Targeting resources, and aligning supply more closely to demand;
 - Introducing modern ways of working ensuring we are up to date with technology.

In all of these cases, managing demand begins by understanding what drives demand - what are the root causes. Any attempt to manage demand, while also seeking to improve outcomes, should be based on an understanding of how people, both those using and delivering services behave, and what they want versus what they need. The behaviours, expectations and default actions of both residents and service providers can magnify and multiply demand.

Ultimately demand management is about ensuring the right services reach the right residents when and where they need it, at the lowest possible cost. This will not only improve the resident experience, ensuring they are receiving what they need in the most efficient, timely way, but will also reduce duplication and waste which will save unnecessary costs.

5.5 Managing the cycle of customer behaviour

Demand management will be delivered across three interconnected themes, which have been designed to complement the work already being achieved across the organisation. We will seek to manage our demand via new and innovative approaches in service delivery. By understanding the continuing cycle of customer behaviour, Council demand on services, the standard practice of service provision, looking at this differently and developing our demand management skills, it



will enable us to do different things rather than doing traditional things differently.

We need to recognise that those with greatest need for support from Council Services are likely to place high demand on other local services and may require shared solutions with our Public Service Board partners.

Some examples of current programmes assisting in demand management are:

- Delivery of high quality and efficient Customer Relationship Management (CRM) Services for Swansea.
- Leading the Swansea Council's transformation approach, supporting not only better cost effectiveness but also a truly sustainable Swansea.
- Delivering customer contact and self-service which is playing a key role in prevention, particularly through the provision of information advice and assistance (IAA).

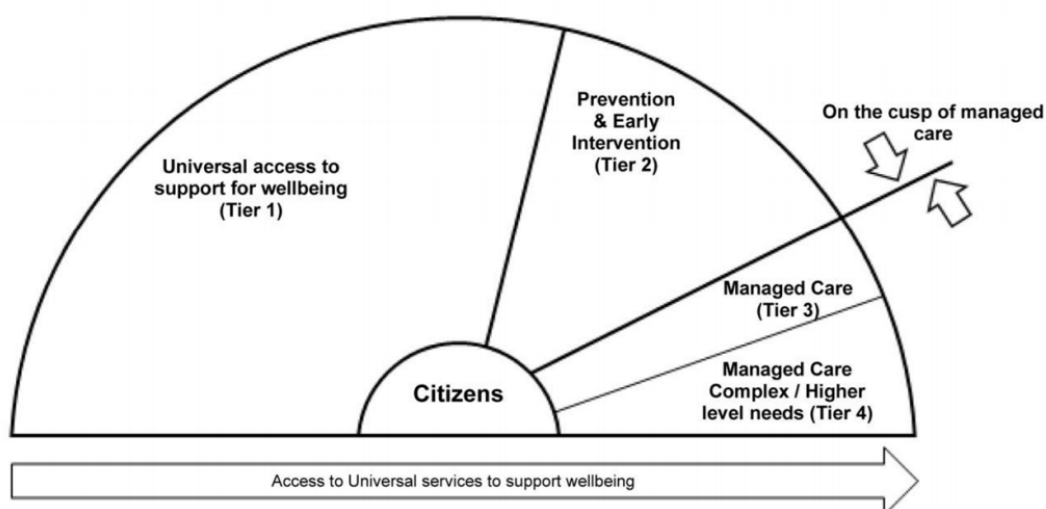
5.6 Early intervention and prevention

The Council interacts with citizens depending on their need for more complex and individual services. These can be broken down into distinct tiers as a continuum of need from universal services through to specialist complex targeted services (see diagram below).

The right approach should be proportionate to need ensuring whole population interventions, such as public health campaigns or changes to waste collections, with interventions adjusted and support enhanced according to the needs of groups and individuals. This approach ensures a proper process, which both de-escalates and delays need.

When providing support services to people, the need for tailored responses to reflect varying complexity makes service delivery more challenging, and even more important that we get it right. It is also more difficult to track the impact of interventions as often the outcomes and specific cost savings are long term and consequently difficult to quantify.

5.7 The Need Continuum



GLOSSARY

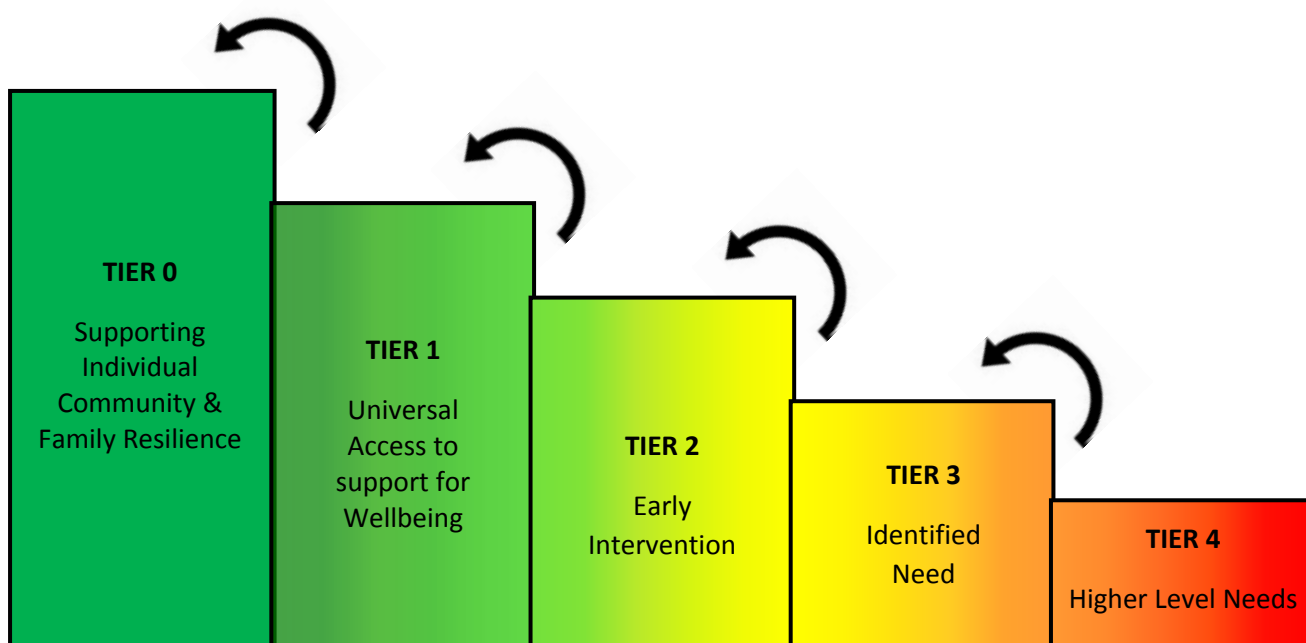
Tier 1 - Universal services aimed at all citizens to enhance wellbeing

Tier 2 - Prevention & Early Intervention targeted support for people in need - single agency

Tier 3 - Managed Care aimed at people in need of managed care to support achievement of person's own outcomes - Multi disciplinary approach

Tier 4 - Managed Care Complex / Higher needs aimed at people with long term complex needs

Within the context of the Social Services and Well-being Act, prevention is illustrated through the image of a windscreen. The illustration above is an example. This model demonstrates the importance of developing sustainable solutions which allow people to look after themselves as far as possible. For those who require Tier 3 or 4 services there should be an emphasis on supporting them in order to de-escalate the level of need and therefore the complexity of services they require. People are not constrained by this model. They can benefit from one or more tier of the services at the same time.



The above diagram outlines the continuum of need in each tier, which can be applied across all services. It is a representation of the different types of support available to people.

Explanation: At every tier, the Council and its delivery partners need to understand present and future demand, considering previous trends to predict future need. Each area of the Council's business will consider the tiered model and what services are currently provided along with existing demand and future demand. We will then consider the potential options for reducing or delaying demand and de-escalating needs.

Tier zero is often referred to in health and social care. This level is *prior to universal services* in **tier one** and is about individuals relying on their own personal resilience and ability to have strong supportive relationships within their families and communities. This is evident when people or an area has a high level of social capital. **The Third Sector and Voluntary Sector** play an important role within tier zero and the Council continue to support the sector through our **Change Fund**. Our aim is to support citizens to achieve the highest level of independence that they are able to.

It is vital to consider the whole system, as investment and growth in one area can potentially increase demand elsewhere. Investment in one tier alone is not sufficient to reduce demand in all areas. A holistic application to prevention throughout all tiers is necessary to support people to achieve the outcomes they want in their lives.

Case Studies

The Family Support Continuum

A child was identified to have high levels of difficulty in speech and language and was referred to the speech and language team within Early Years. Home visits showed that he was looked after by his grandmother while mum and dad worked, spending most of his time in a play pen. His play skills were limited so the Early Language Development Team (ELDT) initially worked on these skills. At the same time the family, including the grandmother, was encouraged to come to parent and toddler group and song and rhyme sessions at the library. They were also encouraged to access further support. The child and his family, once ready, were helped by the speech and language (SALT) team. This involved early language groups and 121 sessions. He has now moved on to nursery and his speech and language skills are on par with other children in his class.

Local Area Coordination (LAC)

A gentleman was in rent arrears and at risk of potential eviction. He was also out of work. He was at high risk of fire at home due to alcohol and other factors. In addition, he was at risk of his health deteriorating and admission to hospital for physical and mental health reasons.

LAC support resulted in the following service cost reductions (based on researched average annual costs):

- Reduced demand on mental health services (£956 for an adult with anxiety and depression).
- £1962 cost to the NHS of alcohol dependency.
- Reduced cost to housing of £733 based on simple housing repossession;
- Reduced benefits costs of £7,744 as he is now in paid employment
- Fire prevention resulting in reduced cost of £3568 – the average cost of a fire callout

Total cost reduction (first year only): £14,963

Domestic Violence Hub (DV Hub)

A mother reported a violent incident with her partner which occurred while their three children were present. This was not the first time an incident had happened however this was the first time she had reported one. At the first visit to the Hub, the mother scored her safety (from further incidents of domestic abuse) at a 2 (1 is high risk, 10 is low).

The DV Hub lead worker mediated between the parents in relation to the immediate issues of payment of rent, transfer of tenancy and child contact, which prevented the requirement for any contact between them and possible escalation of incidents. The outcome of direct work with the children was shared, which enabled the father to consider the impact of his behaviour on the children and act in accordance with their wishes and feelings regarding contact. Over the following weeks mediation in relation to child contact continued and this progressed to contact between the children and their father being supervised by a family member and eventually, when they felt ready, to unsupervised in the community.

Support was provided to the mother to make a priority application to the Local Authority for housing and benefits for her and the children. The mother scored her and the children's safety (from further incidents of domestic abuse) at a six.

The case was closed when mother scored hers and the children's safety (from further incidents of domestic abuse) at nine and agreed that all identified needs had been met.

This prevention approach even at a high level of need can be applied to other areas of the Council or to partner's delivery.

We are seeking to ensure that people get good quality and appropriate services, meeting their needs within the right tier of support. Early intervention will ensure that we meet people's needs at the lowest appropriate tier. This approach will result in a reduction in demand for the costlier interventions delivered within tiers 3 and 4 and focus at every point of de-escalating need.

5.8 The Prevention Optimum Model

The optimum model sets out what we would be doing if we get our Prevention Strategy approach right. It is important that we work to ensure that this approach is understood corporately and with our partners in order to embed prevention principles and delivery mechanisms.

The principles we will work towards as Swansea's Prevention Optimum Model are;

- A whole Public Services Board and whole Council approach;
- Making every conversation count;
- Holistic universal and early intervention services;
- A culture where all services are acting at every point to de-escalate need and build on strengths;
- Adopting strength based approaches using the strengths of individuals, families and communities;
- Supporting independence at all stages, with different levels of interventions offered;
- Building resilience, social capital¹¹ and social networks;
- Delivery partners have confidence in the approach;
- Making evidence based investment decisions of what reduces demand;
- Learning about 'what works' is fundamental to future delivery.
-

The Prevention Optimum Model would encompass the following elements:

- Needs assessment providing trend data for each tier and future predictions;
- Services map activities onto the continuum of need to see what is in place/its cost;
- Gap analysis across the tiers to establish over/under provision based on outcomes;
- Clear unit costs and budget;
- Staff/member training to reinforce importance of and their role in prevention;
- Engaging people in design and delivery of services through co-production;
- Working in partnership with other agencies, voluntary and community sector;
- Strong and effectively managed commissioning of services across all tiers.

¹¹ Social Capital – The networks of social connections between people and their shared values and benefits.

5.9 The importance of partnerships

In this strategy we have chosen to include all of our prevention activity as a Council that helps to sustain quality of life and encourages resilience and independence. We recognise that prevention is everyone's business within the Council and is therefore our corporate approach.

These key priorities can only be achieved through corporate and partnership approaches to prevention and wellbeing for Swansea, including through the PSB and Western Bay. The issues we face can only be tackled through new ways of working, including joined up partnerships, around shared issues, which build individuals, families and communities resilience and support people to achieve outcomes for themselves. The overriding message is **prevention is everyone's business** – all Council staff, directorates, our partners and stakeholders – to encourage the increasing partnership with and resilience of the communities we serve.

6. Outcomes for the strategy

Our Approach

We will judge outcomes of the model and this strategy in line with achievements towards the expected outcomes of the **Public Services Board Well-being assessment**. In this way, as we further develop activities with our PSB partners, we can add them in to our **dynamic Delivery Plan**.

In order to continue to reduce the expenditure and the demand in each of the key priority areas we need to look to an evidence base of what works. Many of these initiatives will need pump priming, acting as a catalyst for wider change, with the majority refocusing existing spend, whether that is grant funding or core budget. The Council is committing to an **invest to save** approach over a period of twenty years. Where we recognise need, individual business cases for proposed intervention will be brought forward, resulting in an informed, evidenced action and investment plan to deliver this strategy.

The attached action plan outlines our more detailed activity – below are some overarching actions, which will increase commitment and demonstrate effectiveness. The action plan supports their delivery.

Some early and overarching actions:

1. Working with Swansea's Public Services Board, seeking targeted commitments from PSB partners;
2. Preparing business cases for preventative action and identifying funding sources as appropriate;

3. Develop an Adult Support Continuum, learning from the successes of the Local Area Coordination (LAC) approach;
4. Making culture changes to make every contact count;
5. Giving preventative messages through information advice and assistance (IAA);
6. Embedding the prevention approach in the commissioning review process;
7. Delivery of staff and member training around the prevention agenda;
8. Working with Swansea's voluntary and community sector to support their preventative approach and help develop their role;
9. Maximising employment and training opportunities created through Council, partner and private sector investment in the Swansea region, targeting these opportunities at local people to increase personal wealth.

How will we know if we have been successful?

We will know that we have been successful when we see the following types of outcomes (these are not exhaustive):

- Key progress is made against the Key Performance Indicators associated with our six population outcomes;
- We identify reductions in need for costly services and complex interventions;
- Prevention activity is embedded across Council Services and across the services of our PSB partners;
- We can evidence the avoidance of unnecessary expenditure;
- We are confident that costly interventions were appropriate, necessary and could not have been avoided.

7. Governance

The diagram below shows how the Prevention Strategy will be managed within Swansea Council. This needs to be considered in the wider strategic context of the Swansea's Public Services Board via Cabinet Members and senior officers.



Explanation

Corporate Directors take responsibility for work and actions in their area and manage these through regular performance and financial monitoring meetings and reporting mechanisms. Progress is reported through Corporate Management Team and on to Swansea's Cabinet. Decision-making is regulated through Swansea's scheme of delegation and standing orders. This plan will undergo a mid-term review in 2019.

8. Delivery Plan

The Delivery Plan outlining key activities and outcomes is attached to this document. The Delivery Plan is designed to be dynamic. For consistency, actions are grouped under the key outcomes of the **Public Services Board Well-being assessment**.

Appendix A

Swansea Council Poverty Forum

The Chief Executive chairs the Swansea Council Poverty Forum and membership comprises of operational and senior managerial representatives from across the Council and health. The operational staff act as departmental poverty champions, with backing from their senior managerial representative.

The forum is the leading group bringing together all Council departments into a one Council tackling poverty approach, prioritising resources to tackle and alleviate poverty within and between departments. The forum champion and track delivery progress of the Tackling Poverty Strategy and Delivery Plan on behalf of Swansea Council.

Swansea Poverty Partnership Forum

The Swansea Partnership Poverty Forum membership comprises of senior representatives from PSB member organisations and wider partners to lead and co-ordinate action to tackle poverty in Swansea. The membership includes representatives from South Wales Police, the Health Board, SCVS, Housing Associations, Credit Unions, Department of Work and Pensions and charities including Crisis, YMCA and Citizen's Advice.

The partnership supports the development of new initiatives and programmes to tackle poverty throughout the county, and shares good practice. It develops processes and policies to focus resources, to generate new resources and align existing resources to tackle poverty.

Prevention Strategy Delivery Plan 2018 - 2021

Population Outcome		Objectives	Key Performance Indicator	2018				2019				2020		Corporate Plan Well-being Objectives, Principles and Values	Accountability		
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Director	HOS	Cabinet Member
Generic Page 74	1	Examine not for profit commercial models to support delivery and expand provision across all service areas	Numbers of commercial projects developing											Objective: Transformation and Future Council	SC	CW	DH
	2	Embed assessment of preventative approach within the Equalities Impact Assessment process	Assessment of prevention embedded in EIA process											Principle: Prevention	CS	RM	MC
	3	Develop a training module to support staff and members embed preventative approaches into everyday business	Training module developed and implemented											Value: Working Together	CS	RM	MC
	4	Work with Swansea's Third Sector to embed prevention within existing and developing strategies	Preventative approaches embedded in new Third Sector Compact Agreement											Value: Working Together	CS	RM	WE
	5	Achieve better demand management, using prevention means to change customer behaviour	Initial KPIs supported through the Family Support Commissioning Review performance framework as a demonstrator project											Principle: Prevention	CS	JT/RM	MC
	6	Develop an action plan to support the principle that 'every contact counts' / Develop a 'Making every contact count' approach	Pilot project established											Value: Working Together Principle: Prevention	CS	RM/AW	MC
	7	Work with our partners and communities to co-produce services	Development of a co-production framework											Value: Working Together	CS	RM	WE
	8	Work with our Third Sector partners to develop support services in 'Tier Zero' - independence and resilience	Compact Agreement supports a 'Tier Zero' approach reinforced with presentation at Swansea Third Sector Compact Forum											Value: Partnerships	CS	RM	WE
	9	Deliver a high quality and efficient Customer Relationship Management (CRM) Service for Swansea, meeting our agreed quality target threshold	CRM is built and delivered, customer contact strategy is being delivered.											Value: People Focus	SC	CW	CL
	10	We will aim to extend our Passport to Leisure to Cultural activities by extending the reach to young carers, looked after children, NEETs and refugees.	An increase in Passport to Leisure holders from 3500 to 6000 by 2021											Objective: Tackling Poverty	MN	TM	RFD
Children have a good start in life	11	Work with Health Partners and the PSB to seek to extend Early Years provision via the Best Start Campaign	Extension of services											Principle: Prevention	CS	RM	MC
	12	Work with Health Partners to seek to improve early speech and language provision	Monitoring outcomes re speech and language											Principle: Prevention	CS	RM/NW	MC/JR
	13	Work corporately and in partnership to deliver Welsh Government extended childcare offer	Extensions via pilot and all Swansea											Objective: Education and Skills	CS	RM	MC
	14	Roll out physical literacy delivery to all early years settings, including training for staff	Physical literacy delivered to all early years settings and training for staff delivered											Objective: Education and Skills	CS	RM	MC
	15	Invest in and fundamentally remodel our Education Other Than At School (EOTAS) approach, supporting young people through schools	Reduction in numbers in the Pupil Referral Unit and reduced exclusions											Objective: Education and Skills	CS	NW	JR

	16	Remodel Adult and Community Learning to focus on wellbeing and support our Learning City ambition	Extension of provision to support employability and resilience												Objective: Education and Skills	CS	RM	JR
	17	Deliver a council wide apprentice and trainee strategy aimed at developing training and employment opportunities for young people and targeting those in greatest need	Strategy agreed												Objective: Education and Skills	MN	PH	JR
	18	We will set up a Volunteering Steering group with Council, Third sector partners and the University to coordinate and promote cultural volunteering opportunities for young people	Volunteering Steering Group set up												Objective: Education and Skills Value: Working Together	MN	TM	RFD
	19	We will support the Swansea Learning Partnership to work with 15 groups focused on reducing poverty through working with the Homeless Communities and those experiencing Mental Health issues	Target groups engaged and participating												Objective: Education and Skills	CS	RM	JR
Young people and adults have good jobs	20	Through our economic regeneration activities we will maximise skills development and job opportunities to local people using the principles of Beyond Bricks and Mortar throughout the development process	Corporate register BBM KPIs												Objective: Economy and Infrastructure	MN	PH	RS
	21	Maximise job and training outcomes through Swansea Working	Number of job and training outcomes												Objective: Tackling Poverty	CS/MN	RM/PH	WE/RFD
	22	Extend the Beyond Bricks and Mortar procurement approach to other service contracts	Number of additional contracts												Objective: Economy and Infrastructure	MN	PH	RFD
	23	Examine how local benefit can be achieved through corporate social responsibility throughout the economic development process	Feasibility report produced												Objective: Innovation	MN	PH	RFD
People have a decent standard of living	24	Key preventative actions sit within the Tackling Poverty Strategy Delivery Plan 'People have a decent standard of living' population outcome Objectives 55 -67	Delivery actions are within the Tackling Poverty Delivery Plan Objectives 55 - 67												Objective: Tackling Poverty	CS	RM	WE
People are healthy, safe and	25	Develop an adult support continuum promoting resilience and independence	Development of the continuum model												Objective: Innovation	CS	RM/AW	MC
	26	Continue to develop the approach to reablement services in homes to enable people to be supported independently for longer	Number of people supported at home. Number of people returning home after residential reablement number of people leaving the homecare reablement services with either reduced or no care.												Principle: Prevention	CS	AW	MC
	27	Expand the partnership approach to addressing domestic abuse through the DV Hub and Key 3 Worker develop clear pathways for people experiencing domestic violence/abuse who also experience mental health, substance misuse	KPI's under development and future work would be around developing an outcomes focus												Value: People Focus	CS	JW	MC
	28	Respond to the outcomes of the Family Support Continuum Commissioning Review, using existing spend to deliver options for change across child and family, poverty and prevention, health and education services	Performance framework for Family Support Continuum Review												Objective: Innovation	CS	RM	MC
	29	Extend the Local Area Coordination approach across Swansea	Progress achieved towards full coverage												Value: People Focus	CS	AW	MC
	30	Develop a sound business model for the local food initiative, enabling the development of a self sufficient not for profit enterprise	Food Enterprise becomes independent by March 2018												Objective: Innovation	CS	RM	WE
	31	Continue to provide and support a range of prevention facilities and activities across "core services" including the provision of cultural services, community centres and libraries	Number of facilities and users												Value: Working Together	MN	TM	RFD
	32	Continue to provide and facilitate affordable and accessible leisure services across Swansea having a positive impact upon the physical and mental health and well-being of Swansea Citizens of all ages and abilities, through encouraging more active lives	Number of facilities and users												Objective: Transformation and Future Council	MN	TM	RFD
	33	Increase awareness of the benefits of a healthy lifestyle and the range of opportunities available.	Number of opportunities provided												Value: People Focus	MN	TM	RFD

<div>and independent</div> <div>Page 76</div>	34	Support businesses, groups, clubs and individuals to play a more active role in their community	Compact Agreement updated												Objective: Innovation	CS	RM	WE
	35	Our Parks and open spaces, cleansing services and prevention of waste through waste management and recycling will continue to maintain a high quality environment	Number of Green Flag and other quality awards for parks and open spaces												Objective: Economy and Infrastructure	MN	TM	RFD/MT
	36	Our public protection activities will continue to prevent as far as is possible the risk of disease and illness by dealing with a range of activities from vermin to food safety	Number of premises being inspected Targets on air quality, water quality etc. Licencing: The % of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene Building Control: Respond to enquiries re. dangerous structures the same working day. Pollution Control: % of general pest control and animal impounding service requests responded to within 3 working days Trading standards: Level of partnership activities to protect people from doorstep crime and scams - no. of alerts via "scam												Objective: Safeguarding	MN	LM	MT
	37	Continue to deliver Wales Community Care Information System (WCCIS) – a partnership with NHS Wales enabling integrated record keeping and help to deliver improved care and support for the people of Wales	Deployment order signed												Objective: Innovation	CS	CS	DH
	38	Increasing resilience through greater digital literacy linked to City Deal and the rollout of Super Fast Cymru (BT)	Number of residents completing digital literacy courses through Lifelong Learning												Objective: Economy and Infrastructure Objective: Education and Skills	SC	JH	RFD
	39	Deliver our statutory requirements in relation to IAA and ensuring a whole Council approach	No of people given Information, Advice and Assistance measured as a statutory requirement												Objective: Transformation and Future Council	CS	DH	MC
<div>People have good places to live and work</div>	40	Maximise homelessness prevention work to ensure people who are homeless or facing homelessness receive help as early as possible	Homelessness to be prevented in 67% of cases. Average number of days families spend in B&B accommodation - target 6 days. Develop a Homelessness Strategy and action plan in line with Welsh Government requirements by Dec 2018.												Principle: Prevention	MN	LM	AL
	41	Continue to sustain tenancies and prevent homelessness through the provision of a Tenancy Support Service (TSU)	Percentage of cases threatened with homelessness at start of support that are no longer threatened with homelessness at the end of support												Principle: Prevention	MN	LM	AL
	42	Continue to invest in achieving Wales Housing Quality Standard in our council housing to improve the accommodation and well being of our citizens, reducing fuel poverty	The annual number of WHQS compliant homes and the annual number of homes with WHQS fuel efficient heating systems												Objective: Safeguarding	MN	LM	AL
	43	Attain the Welsh housing quality standard improving the accommodation and well-being of our citizens	Target number of properties improved												Objective: Safeguarding	MN	LM	AL



Report of the Cabinet Member for Health and Wellbeing

Child and Family Services Scrutiny Performance Panel – 26 February 2018

PERFORMANCE OF CHILD AND FAMILY SERVICE

Purpose	To present Child and Family Service's (CFS) performance report for January 2018 and the third quarter performance 2017.
Content	This report includes detailed analysis of performance within CFS
Councillors are being asked to	Provide their views on the performance within CFS, identifying areas of sustained or improved performance, areas where improvement is required and the actions required to remedy underperformance.
Lead Councillor(s)	Councillor Mark Child, Cabinet Member for Health and Wellbeing
Lead Officer(s)	Julie Thomas, Head of Service (CFS)
Report Author	

Child & Family Services Performance Report

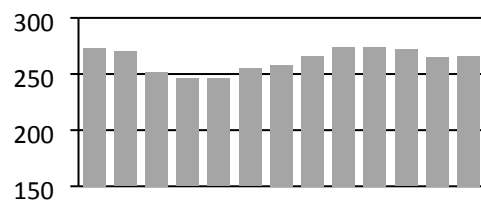
V1
January 2018

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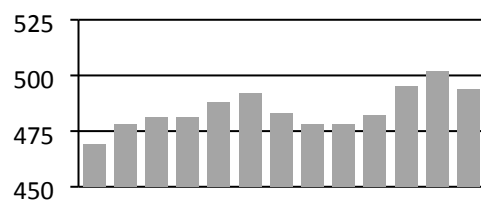
Where we are – at a glance...

There are **266** (265) Children
on the Child Protection Register



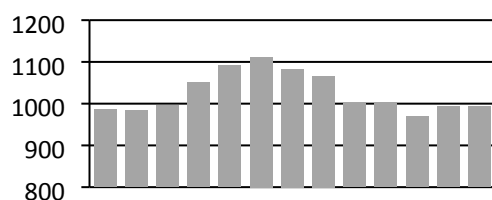
This is an increase of 1 from last month.

There are **494** (502) Looked After Children



This is an **decrease of 8** from last month.

There are **994** (994) Children in
Need of Care and Support



This is the same as last month.

Foreword from Head of Service – Julie Thomas

This is the first report for 2018 and generally it provides a healthy picture of performance within CFS. There are a number of significant improvements around assessment activity, with 100% of our assessments demonstrating that children were seen and a high number were seen alone. This is a real indication of the success of the SOS practice framework with children being placed at the centre of everything we do. There is some indication that the preparation work for the redesign launch in March is making progress, particularly around the closure of CINCS cases. All children subject to a CP plan and those children who are experiencing care are allocated to a qualified worker. Performance in the reviewing service, previously an area of concern, is making impressive improvement. Activity around the CP process is high, however an audit of this activity will be available in March to help us understand the reasons behind the figures and to help us make the necessary adjustments. There has been a rise in the number of children being registered under the category of emotional harm.

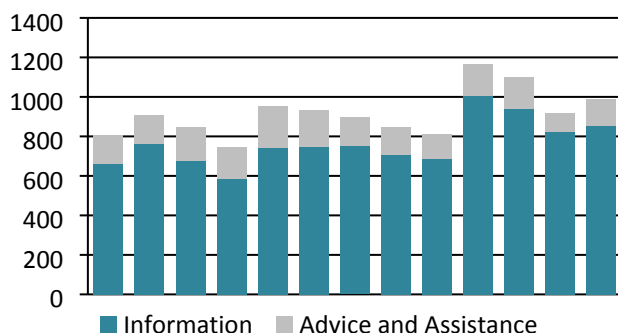
Whilst the number of looked after children has decreased this month, with more children returning home, there is further work to do in this area and the new edge of care panel and edge of care service will be crucial to retaining a focus of the safe LAC reduction strategy. We are however maintaining the majority of children in family settings. The number of children placed in residential care has reduced however unfortunately more are being placed further afield.

The trend in supervision in some of the case managing teams is unusual and will require investigation.

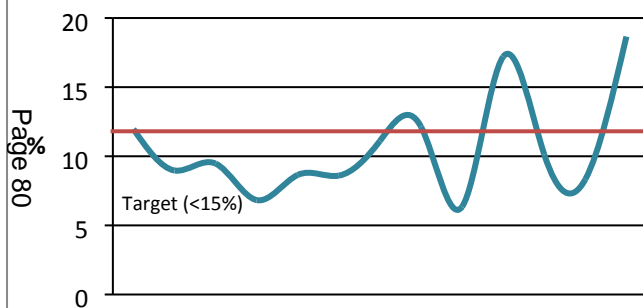
A good start to the year and a very belated Happy New Year! I am looking forward to launching the reclaiming SW model in March and reviewing the Improvement Programme. We have accomplished a tremendous amount of work in this area and we are looking forward to seeing the impact of these improvements on the situation for our staff and in achieving better outcomes for children.

Front Door – January 2018

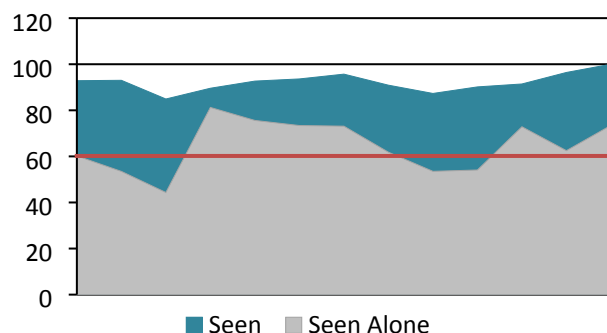
Approaches to the Service - Last 12 Months



Re-Referrals- Last 12 Months



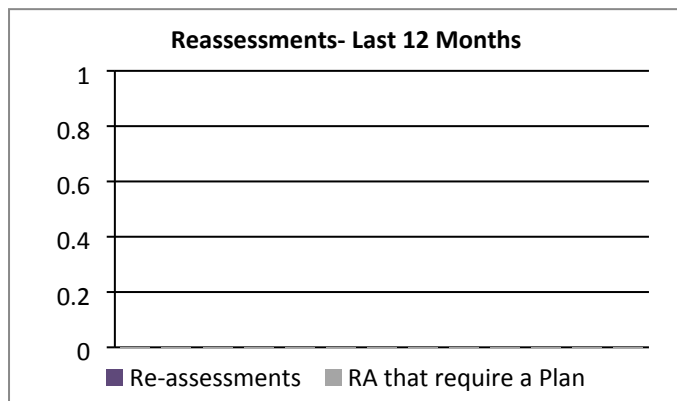
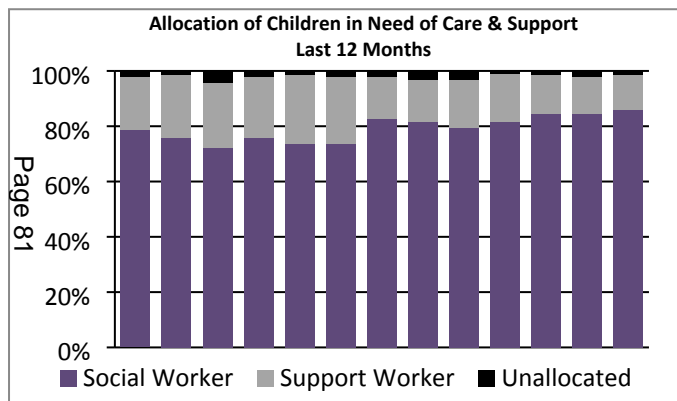
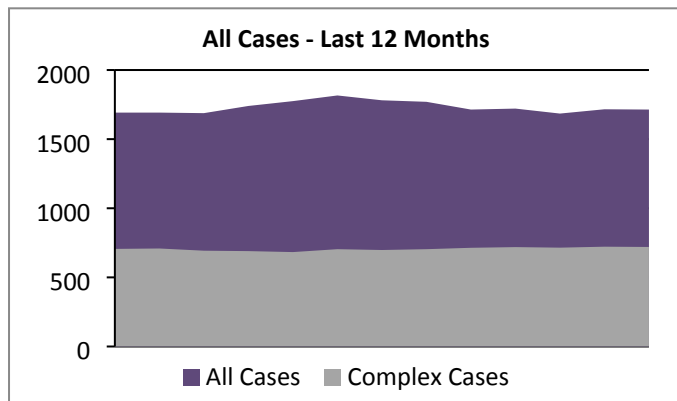
Children Seen at Assessment- Last 12 Months



Measure	Status (and Target)
We received 134 referrals to Child & Family Services (96)	☹️
Number of repeat referrals = 25, 18.66% (8, 8.33%)	☹️ (<15%)
86.44% (89.53%) of all contacts to the service were helped by providing information .	☹️
We carried out 13 (17) 10 day assessments	☹️
76.92% (94.12%) of these assessments were carried out within 10 days	☹️ (93%)
We carried out 81 (78) 42 day assessments	☹️
82.72% (80.77%) of these assessments were carried out within 42 days.	☹️ (90%)
100% (96.43%) of our assessments carried out where there is evidence that the child was seen by a qualified worker	😊 (>90%)
73.47% (62.50%) of our assessments carried out where it was appropriate to see the child alone, there is evidence that the child was seen alone by a qualified worker	😊 (>45%)

What's working well?	What are we worried about?	What do we need to do?
Timeliness of 42 day assessments Exceeded target on child seen and seen alone.	High level of re referrals Activity around 10 day assessments High numbers of 42 day assessments	Request report for weekly review meeting around re referral rate. Performance Hub to support decision making around assessment timescales.

Supported Care Planning – January 2018

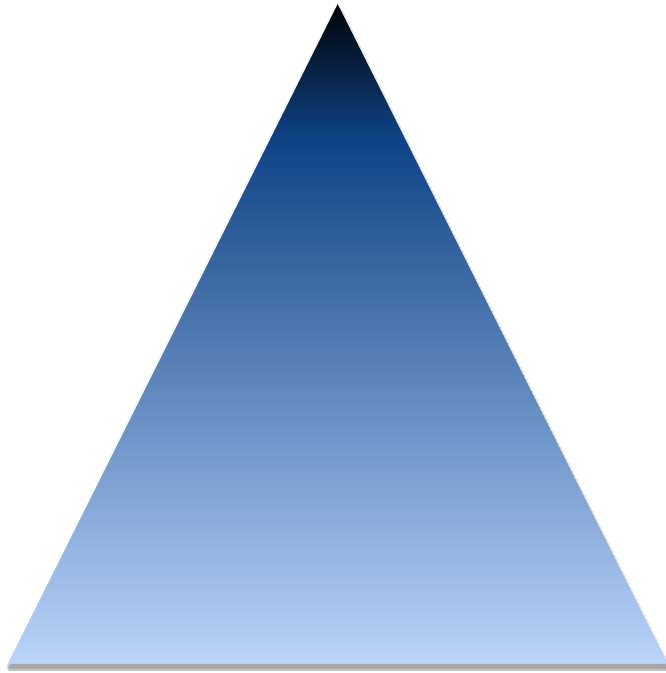


Measure	Status (and Target)
We are currently managing 1714 cases of children in need of care and support (1716)	☹️
Of these 42.01% (42.07%) represent complex cases in need of intensive support.	☹️
12.88% (13.08%) of Children in Need of Care and Support allocated to unqualified workers.	☺️ (20%)
XX.XX% (XX.XX%) of children having assessments in the month had been assessed within the previous 12 months.	☹️ (<15%)
XX.XX% (XX.XX%) of these led to a new care and support plan.	☹️
XX.XX% of (XX.XX%) reviews of children in need of care and support took place within defined timescales.	☹️ (>85%)
4 days (4 days) The average length of time to allocated.	☹️
XXX days (XXX days) The average length of time for 3+ month CINCS cases.	☹️
We closed 122 (83) cases in the month.	☹️
We are currently managing 277 (278) cases under a Special Guardianship or Child Arrangement Order	☹️

What's working well?	What are we worried about?	What do we need to do?
Increase in case closures	Still high levels of CINCS cases	CINCS project to progress and monitor safe closure of cases in line with Redesign plan.

Child Protection Summary – January 2018

Child Protection Process



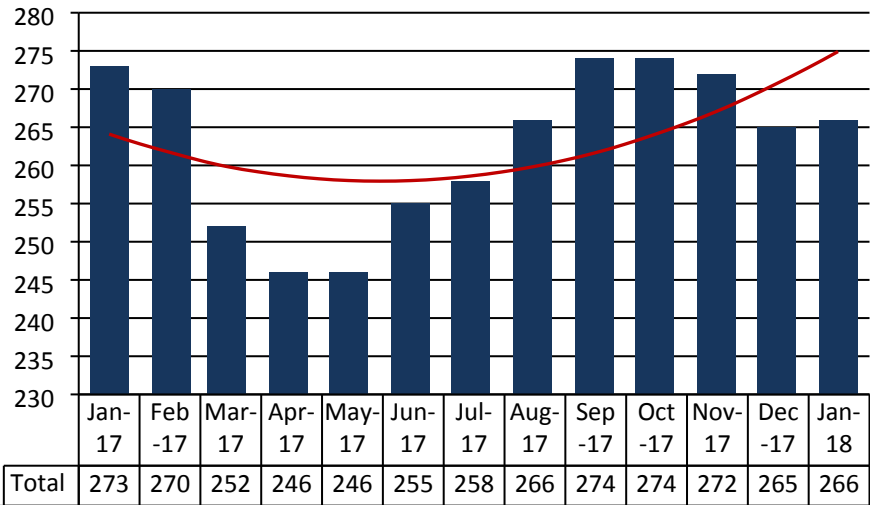
Measure	Result (Prev Month)	Status (Target)
The number of children added to the Child Protection Register in the period.	45 (34)	☹️
The number of children removed from the Child Protection Register in the period.	44 (41)	☹️
The percentage of initial conferences held in timescales in the period.	100% (100%)	😊 (98.5%)
The percentage of review conferences held in timescales in the period.	100% (98.57%)	😊 (98.5%)
The percentage of initial Core Group meetings held within timescales in the period.	[REDACTED]	😊 (90%)
The percentage of children on the Child Protection Register that have been registered previously .	[REDACTED] (26.41%)	☹️ (<20%)
The length of time on the Child Protection register for those removed during the month.	247 (223) Days	☹️
% of visits to Children placed on the Child Protection Register which are not overdue	49.25% (59.16%)	☹️ (90%)
The percentage of children on the Child Protection Register that are allocated to a qualified Social Worker at the end of the period.	100% (100%)	😊 (100%)

What's Working Well?	What are we Worried About?	What do we Need to do?
<p>Performance exceeded target in timescales for initial, review conferences and core group meetings</p> <p>The length of time children are subject to a CP plan is within the 7-9 month target</p> <p>All children subject to a CP plan are allocated to a qualified worker</p>	<p>High level of CP activity</p> <p>Re- registration numbers still relatively high</p> <p>Recording of statutory visits unresolved</p>	<p>Activity and decision making subject to audit – report available March 2018</p> <p>Performance Hub to support work in this area</p>

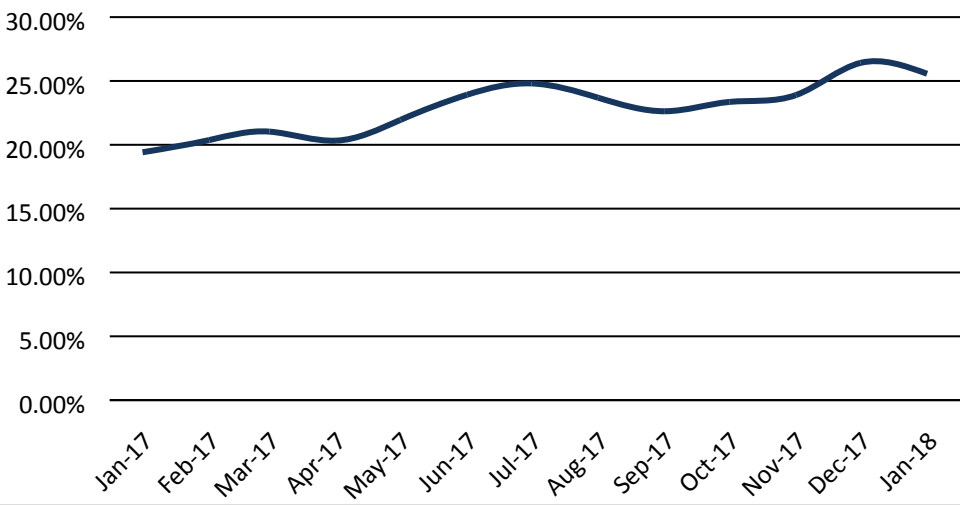
Child Protection – Additional Data – January 2018

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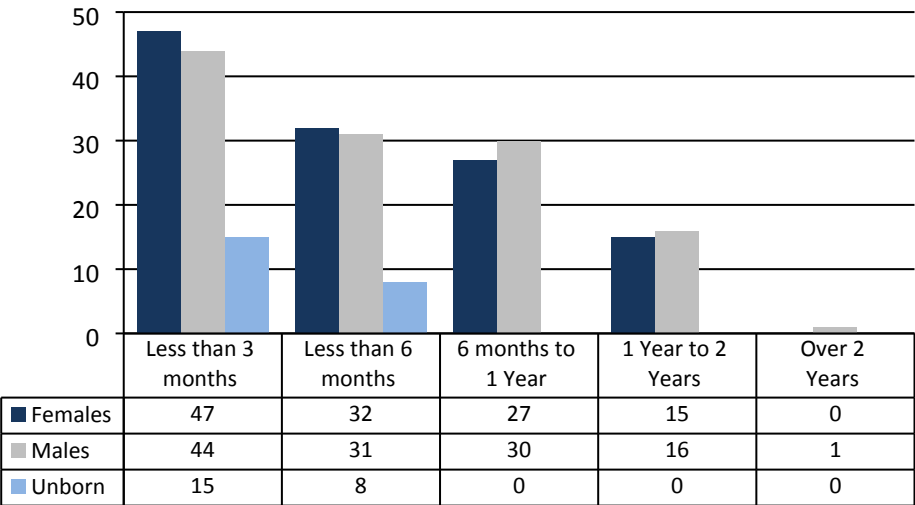
Child Protection Register Population - Last 12 Months



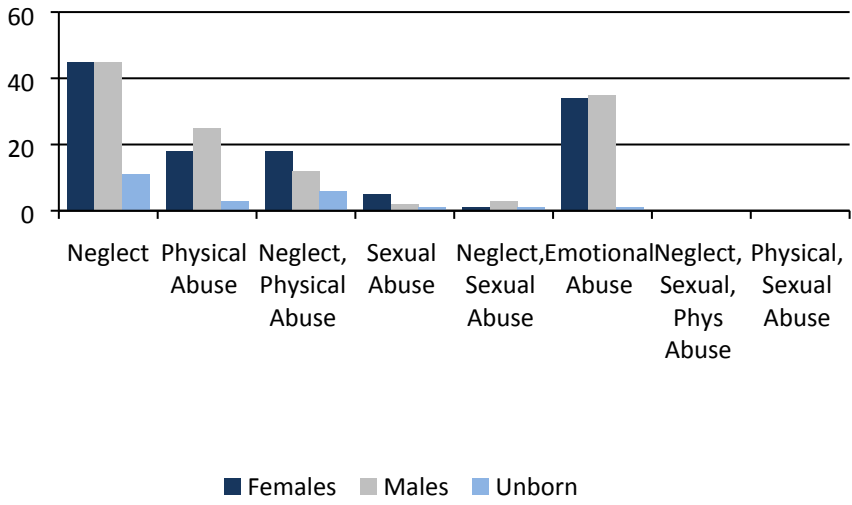
Child Protection Re-Registrations- Last 12 Months



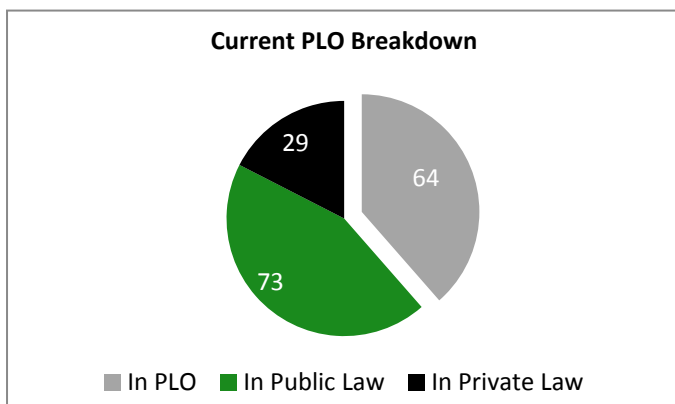
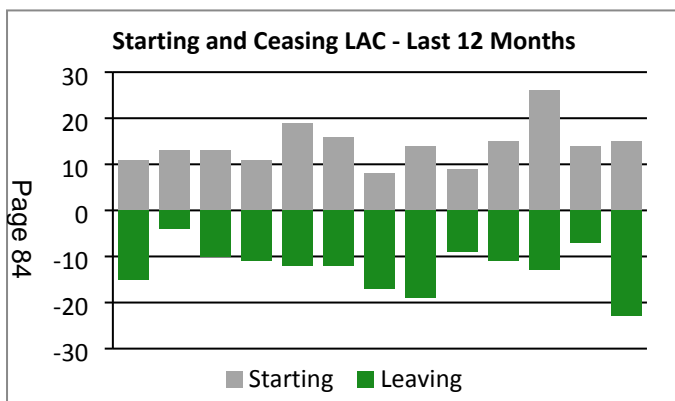
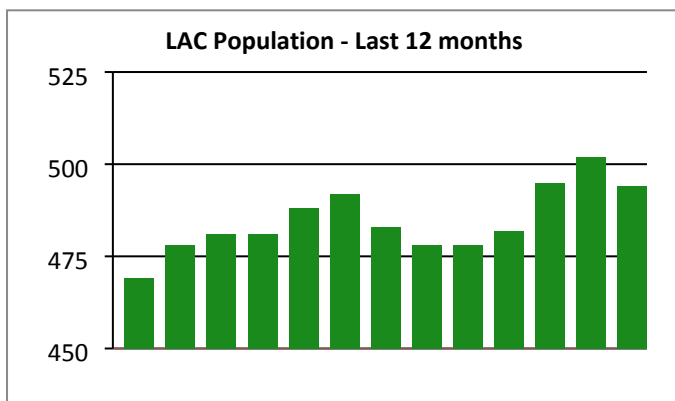
Child Protection Register - Time Registered by Gender



Child Protection Register - Category by Gender



Looked After Children – January 2018

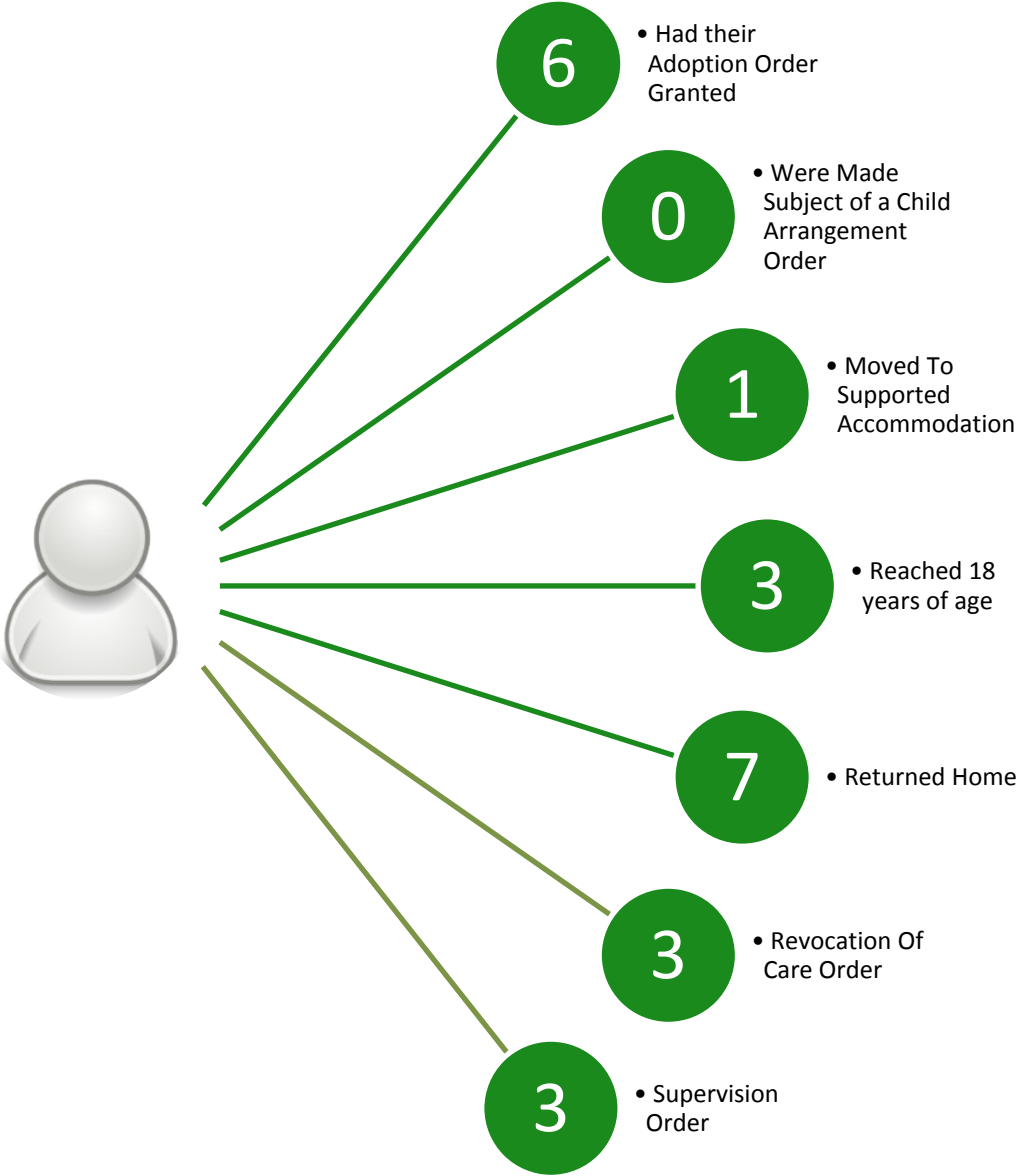


Measure	Status (and Target)
15 (14) became looked after during the month.	☹️
23 (7) ceased to be looked after during the month.	☹️
At the end of the month there were 494 (502) looked after children.	☹️
100% (100%) looked after children had a completed Care and Support Plan within 10 days of becoming looked after.	😊
We carried out 139 (83) LAC Reviews. 92.09% (98.80%) of these were completed within statutory timescales.	☹️
16, 94.12% (8, 80%) of 4 month LAC reviews which had a Plan for Permanence.	☹️
8, 88.89% (0, 0%) of number of PEPs received within prescribed timescales.	😊
28.80% (33.93%) of LAC Statutory Visits due in the month were overdue.	☹️ (10%)
100% (100%) of LAC cases were allocated to a qualified Social Worker.	😊 (100%)
PLO Breakdown: <div> PLO Initiated: 64 (60) Cases In Public Law Proceedings: 73 (75) Cases In Private Law Proceedings: 29 (34) Cases </div>	-

What's working well?	What are we worried about?	What do we need to do?
A high level of children ceased to be LAC Numbers of LAC decreasing All children have a care and support plan in place Slight improvement around recording LAC statutory visits 100% of LAC allocated to a qualified worker	Still relatively high numbers of children entering the system Performance around planning for permanence requires improvement Performance around timeliness of LAC reviews decreased slightly	New Edge of Care Panel and Edge of Care Service initiated from April 1 st 2018 Reviewing service to work with PH managers around planning and address timeliness of reviews.

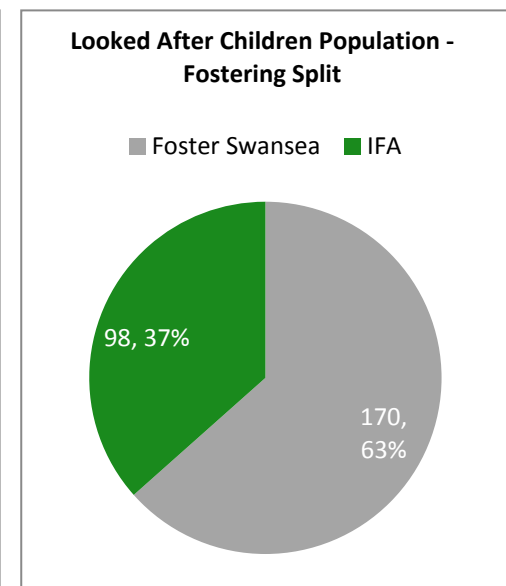
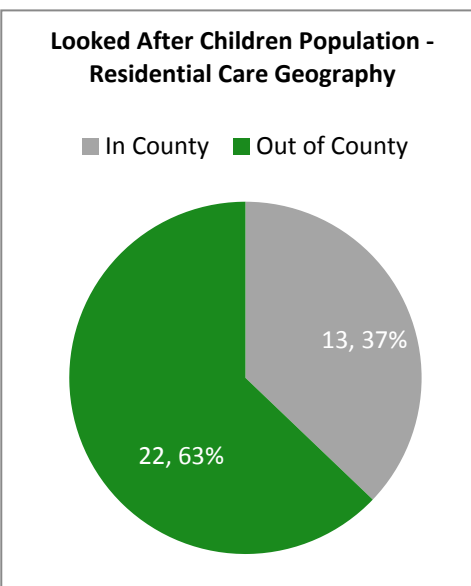
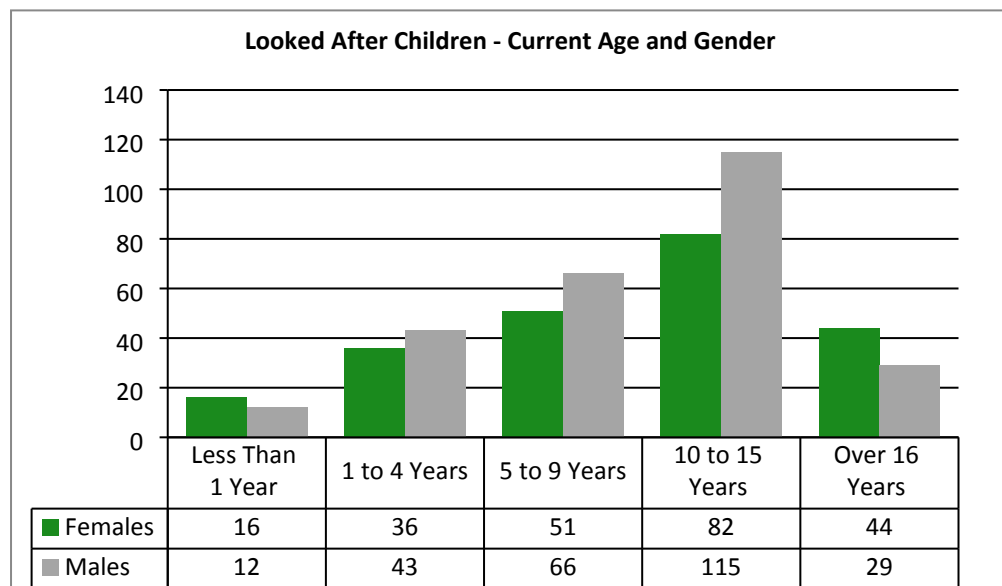
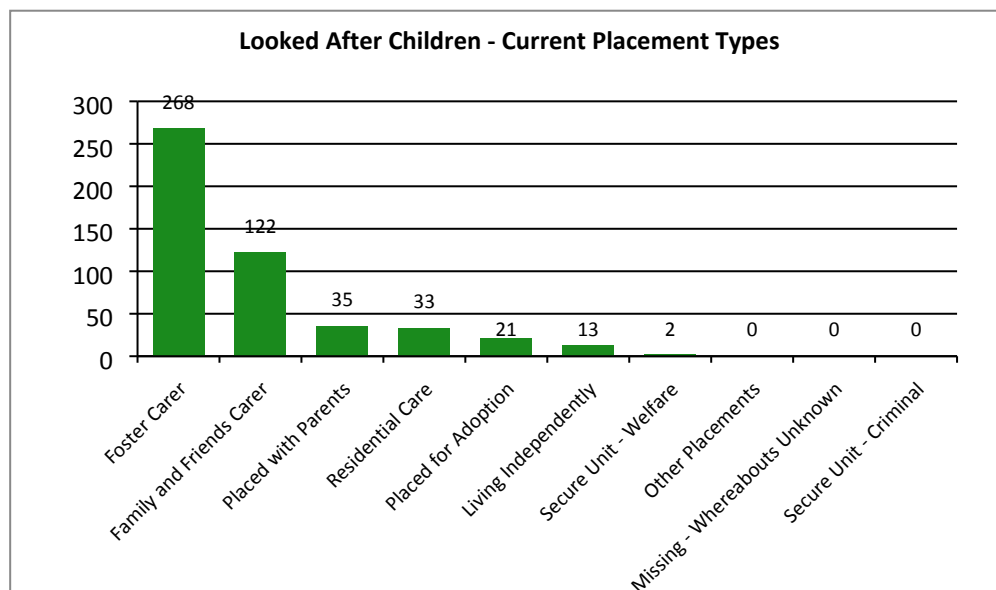
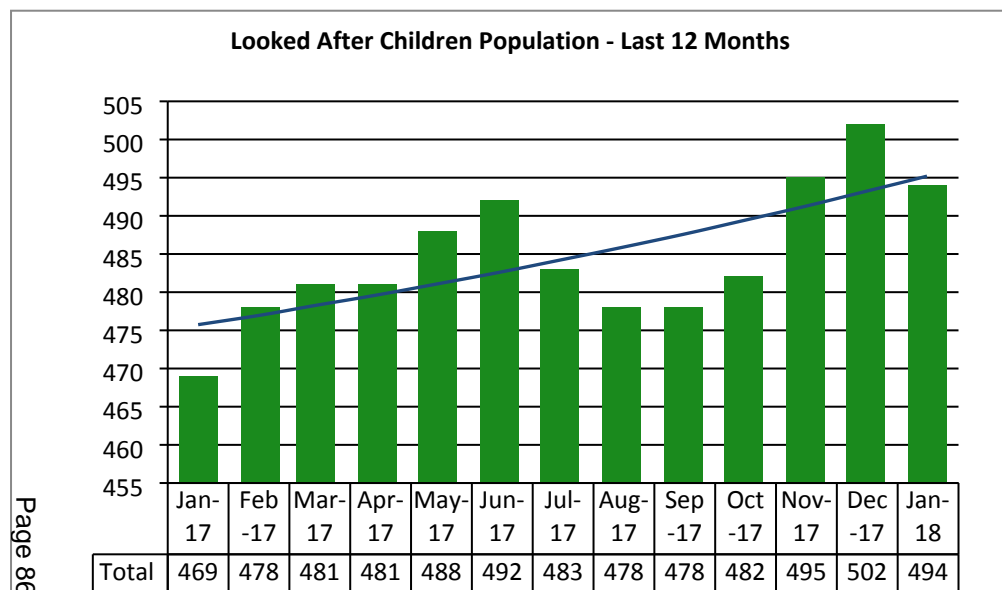
Children Leaving Care in January 2018 – Destination

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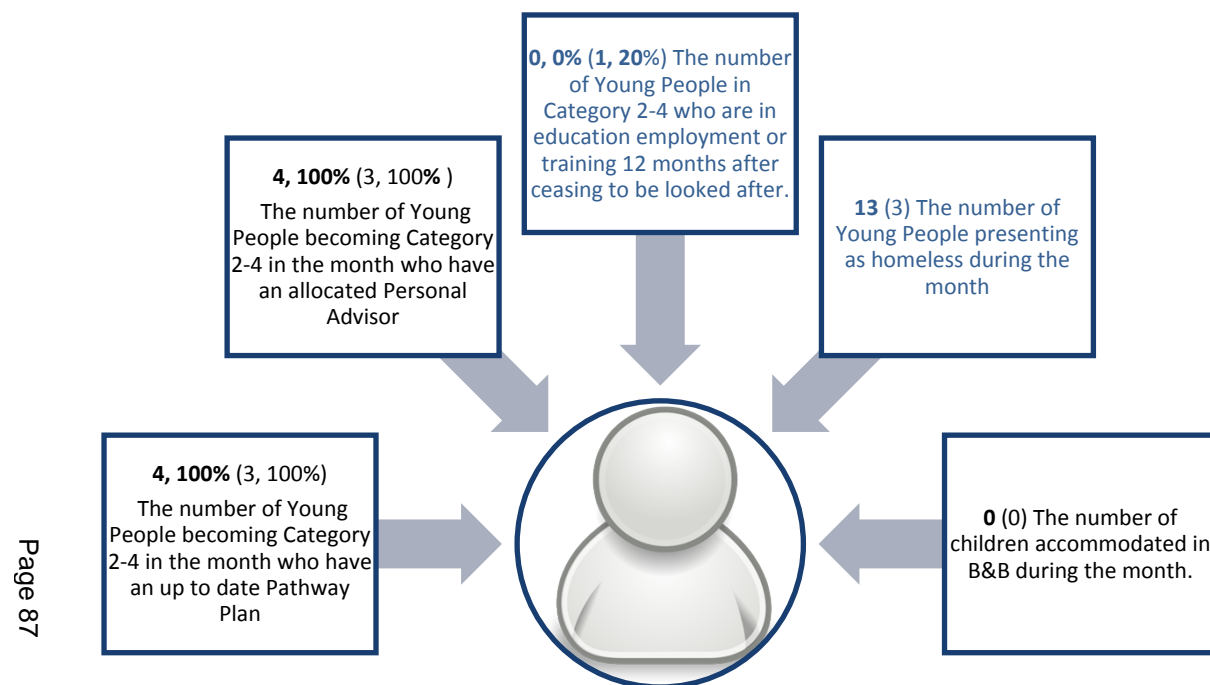


What’s working well?
Seven children returned home safely Six children achieved permanence through adoption Evidence of sound care planning within the Court system
What are we worried about?
What do we need to do?
We need to know the destination of young people who have reached 18years old

Looked After Children – Additional Data – January 2018



Young People Transitioning to Adulthood – January 2018



Young People by Leaving Care Category		Number	
Category 1	Aged 16 or 17 and looked after	72	(69)
Category 2	Aged 16 or 17, not looked after, previously Category 1	9	(8)
Category 3	Aged 18+, previously Category 1 or Category 2	159	(156)
Category 4	Reconnecting to Care Leaver services	11	(11)
Category 5	Children who left care under a Special Guardianship Order	16	(14)
Category 6	Other formerly accommodated children who may be entitled to advice and support	30	(31)

What's working well?

No young people were placed in B&B accommodation during the month

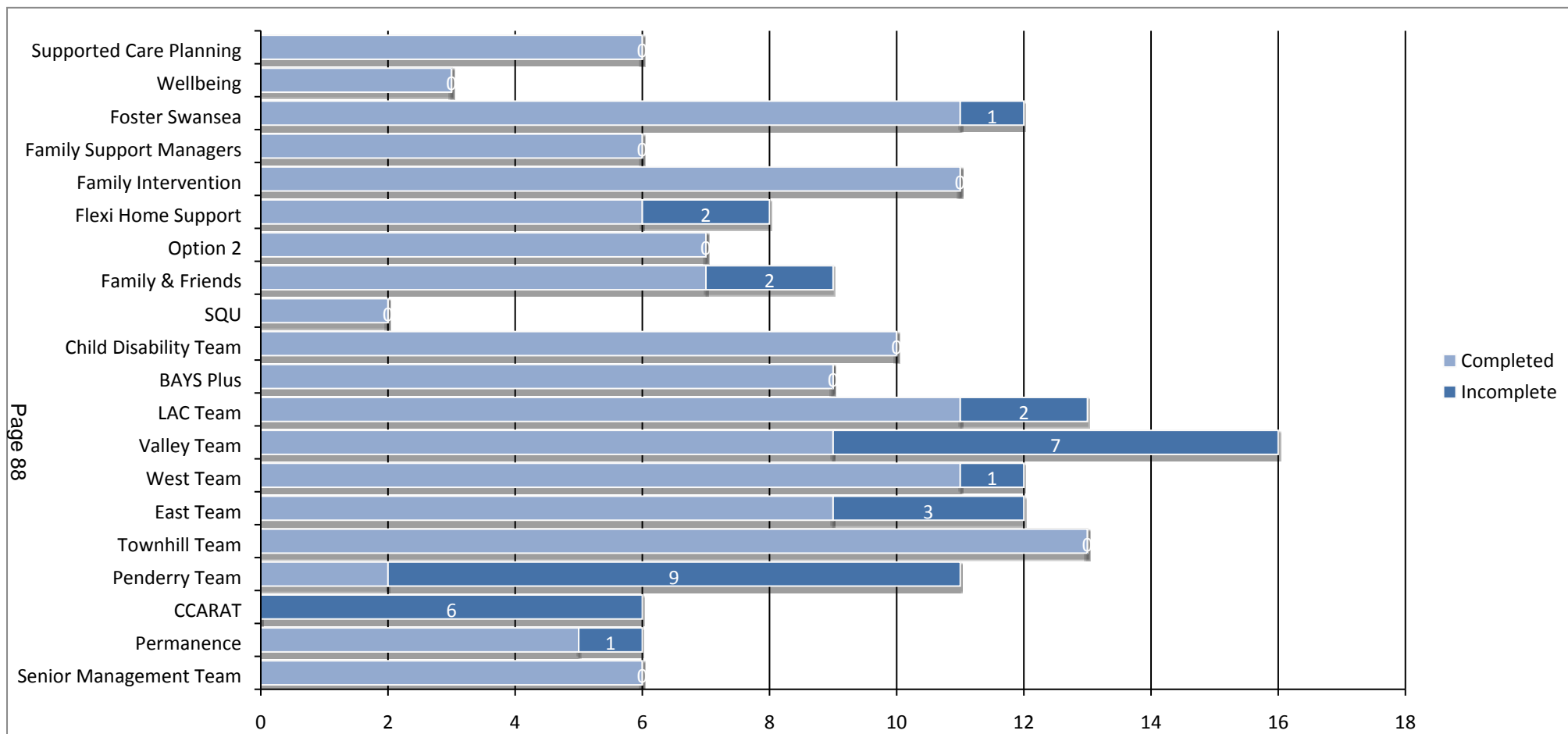
What are we worried about?

High number of young people presenting as homeless
Slight decrease in performance around YPA allocation and Pathway Plans

What do we need to do?

We need to understand the outcome for yp presenting as homeless.
WG grant fund being used to recruit two additional YPA's

Staff Supervision – January 2018



What's Working Well?

What are we Worried About?

What do we Need to do?

Significant underperformance in supervision activity for Penderry (second month), Valley and CCARAT

HOS requested further information and confirmation that supervisions are now up to date.

Notes – Performance Report – January 2018



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Child & Family Services Performance Report

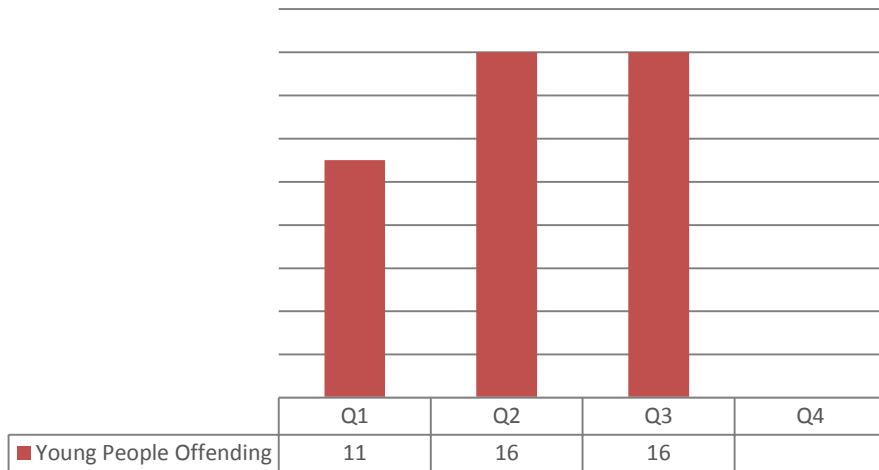
Quarterly Supplement
Quarter 3 – 2017/18

V1

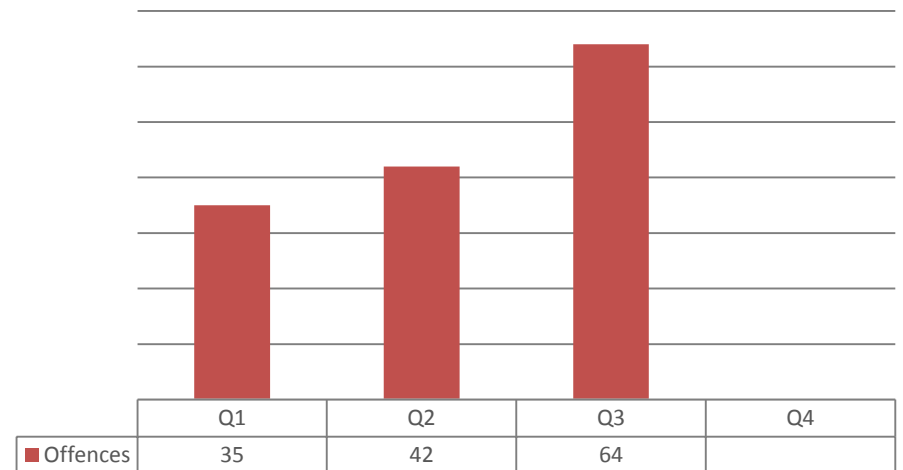


Youth Offending Service – Q3 2017/18

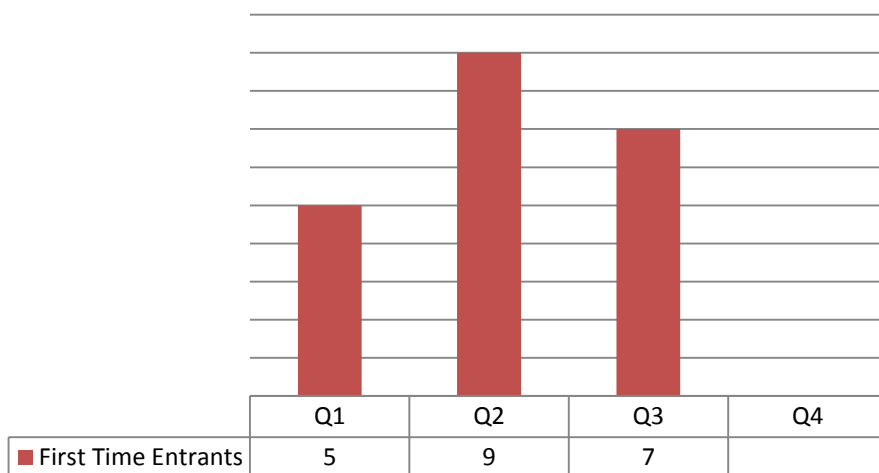
Young People Offending



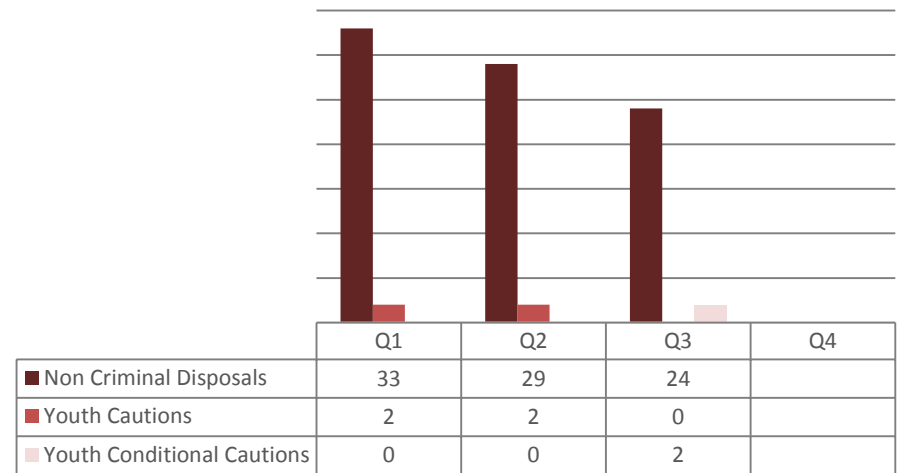
Offences



First Time Entrants

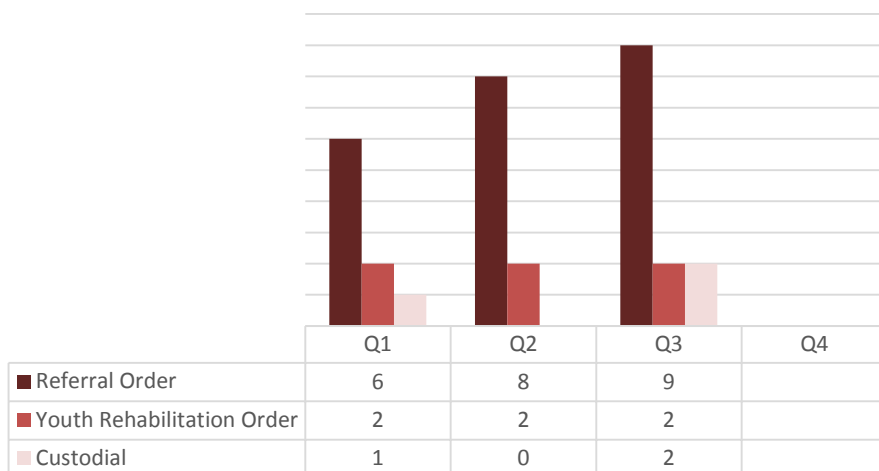


Pre-Court Outcomes



Youth Offending Service – Q3 2017/18

Post-Court Outcomes



In 2015-16 Swansea had a total of 8 custodial sentences, we are half way through the year with only 1 and we are hopeful that this work to prevent custodial sentences continues until the end of the year.

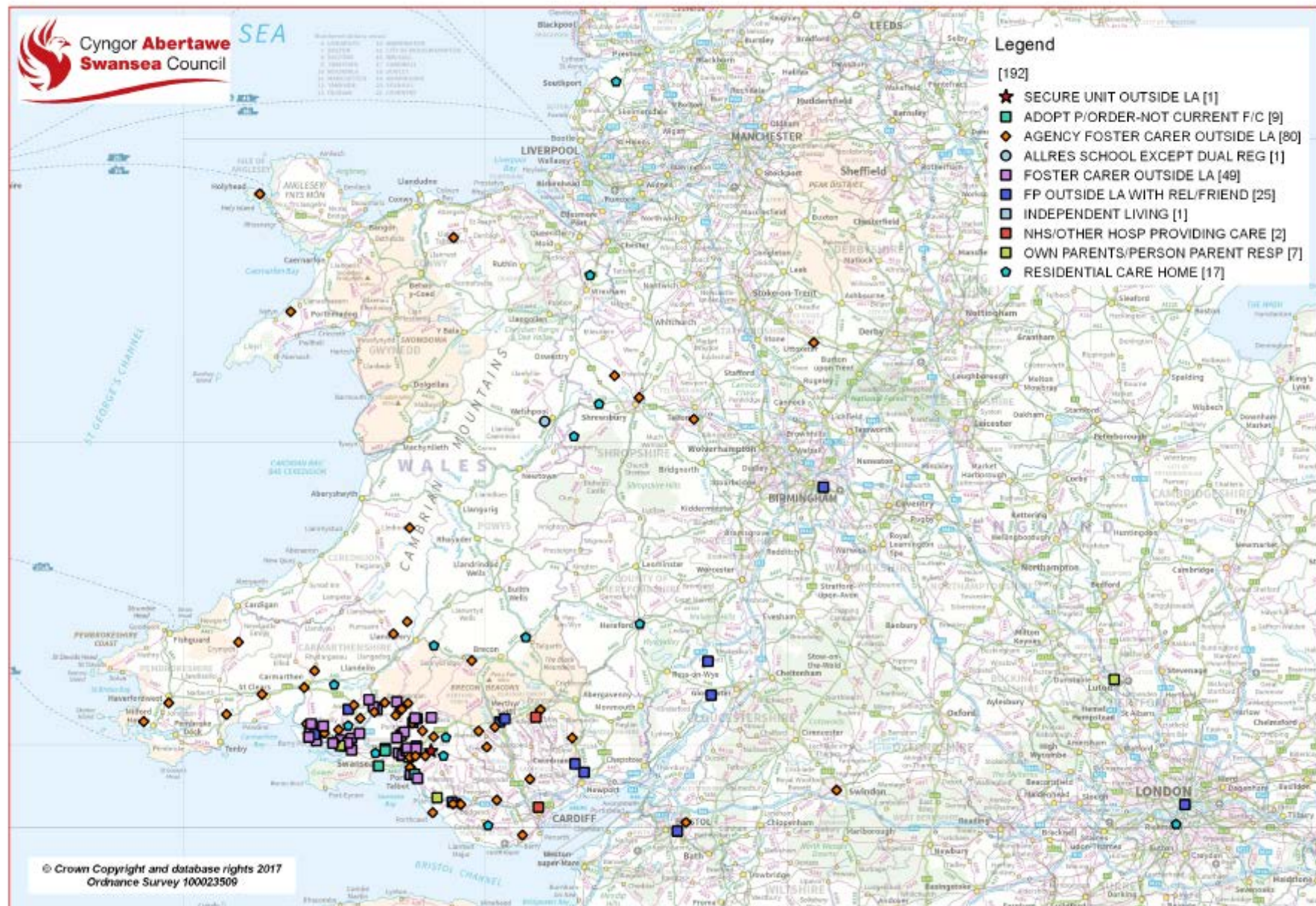
The use of custody is addressed by offering the court robust alternatives and the on-going work to reduce the risk young people pose to others.

Type of offence (Q3) 2017/18	(Q3) 2017/18
ARSON	1
BREACH OF BAIL	6
BREACH OF CONDITIONAL DISCHARGE	0
BREACH OF STATUTORY ORDER	6
CRIMINAL DAMAGE	17
DOMESTIC BURGLARY	1
DRUGS OFFENCE	3
FRAUD AND FORGERY	0
MOTORING OFFENCES	19
NON DOMESTIC BURGLARY	0
OTHER	0
PUBLIC ORDER	15
RACIALLY AGGRAVATED	1
ROBBERY	10
SEXUAL OFFENCE	3
THEFT AND HANDLING	12
VEHICLE THEFT	16
VIOLENCE AGAINST THE PERSON	31

Placement of LAC – All LAC Children Q4 2010



Placement of LAC – All LAC Children Q3 2017/18



Corporate Reporting Measures – Child & Family Services

2016/17				2017/18			
Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4

PI Ref

PI Description

CFS14

The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral

Data - (N)

508	404	408	456	555	410	410	
508	404	408	456	555	410	411	
100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	

Data - (D)

Target



Result

CFS16

The percentage of initial core group meetings held within 10 working days of the initial child protection conference

Data - (N)

60	67	116	104	95	98	96	
64	70	130	121	107	118	105	
90%	90%	90%	90%	90%	91%	92%	95%
93.75%	95.71%	89.23%	85.95%	88.79%	83.05%	91.43%	

Data - (D)

Target



Result

2016/17				2017/18			
Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4

PI Ref

PI Description

CFS18

The number of children looked after per 10,000 of the 0-17 Swansea popuation

Data - (N)

Data - (D)

Target

Result



496	492	473	481	492	478	502	
47838	47838	47026	47026	47026	47026	47026	
NEW	NEW	NEW	NEW	110	108	100	
103.68	102.85	100.58	102.28	104.62	101.65	106.75	

CFS 19

The number of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population

Data - (N)

Data - (D)

Target

Result



206	212	250	252	255	274	265	
47838	47838	47026	47026	47026	47026	47026	
NEW	NEW	NEW	NEW	55	54	53	53
43.06	44.32	53.16	53.59	54.23	58.27	56.35	

2016/17				2017/18			
Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4

PI Ref

PI Description

CFS20

The number of children in need of care and support per 10,000 of the 0-17 Swansea population

Data - (N)

1039	1034	1008	995	1112	1000	994	
47838	47838	47026	47026	47026	47026	47026	
NEW	NEW	NEW	NEW	230	220	205	190
217.19	216.15	214.35	211.59	236.46	212.65	211.37	

Data - (D)

Target



Result

CFS21

Percentage of all statutory indicators for Child & Family Services that have maintained or improved performance from the previous year

Data - (N)

New	New	New	New	4	3	1	
-	-	-	-	5	5	5	
-	-	-	-	80%	80%	80%	80%
-	-	-	-	80%	60%	20.00%	

Data - (D)

Target



Result

2016/17				2017/18			
Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4

PI Ref

PI Description

Measure 24

The percentage of assessments completed for children within statutory timescales

Data - (N)	229	288	251	273	250	272	194	
Data - (D)	236	358	318	351	328	390	279	
Target	93%	93%	93%	93%	86%	87%	89%	90%
Result	97.03%	80.45%	78.93%	77.78%	76.22%	70.00%	69.53%	

**Measure 28**

The average length of time for all children who were on the Child Protection Register (CPR) during the year

Data - (N)	16060	21092	18408	26578	22330	17372	22962	
Data - (D)	68	85	78	125	112	91	109	
Target	365	365	365	365	100-300	100-300	100-300	100-300
Result	236	248	236	213	199	191	211	



Western Bay Adoption – Quarter 3 2017/18

1. Number of Children Referred	
Quarter 3 2017/18	65
2016/17 year end data	55
2. Number of PO Granted	
Quarter 3 2017/18	14
2016/17 year end data	53
3. Number of children matched	
Quarter 3 2017/18	24
2016/17 year end data	32
4. Number of Children Placed	
Quarter 3 2017/18	25
2016/17 year end data	30
5. Number of Children waiting to be Matched (family finding)	
Current	21
Potential Links identified	4
Potential Matches identified	3
Still searching	10
Consideration being given to change of plan	4

5. Number of Adoption Orders Granted	
Year to Date	26
2016/17 year end data	28
6. Number of Children in Adoptive P'ment where AOG not yet granted	
Monthly	26
2016/17 year end data	28
7. Number of Children placed outside of region	
Year to date	10
2016/17 year end data	15
8. Number of Children Placed with WBAS Adopters	
Year to Date	15
2016/17 year end data	15
9. Number of Placement Breakdowns(post AOG) & Disruptions (pre AOG)	
Monthly disruptions	0
year to Date	0
2016/17 year end data	0
Monthly breakdowns	0
Year to Date	0
2016/17 year end data	0

CHILD & FAMILY SERVICES SCRUTINY PERFORMANCE PANEL WORK PROGRAMME 2017/18

Meeting 1 21 August 2017 10am	Overview of Child and Family Services in Swansea (including key priorities and challenges and first quarter performance report) <i>Presentation by Julie Thomas, Head of Child and Family Services</i> Role of the Child and Family Services Scrutiny Performance Panel including Terms of Reference and Draft Work programme Letters to / from Convener
Meeting 2 30 October 2017 4pm	Performance Monitoring including <ul style="list-style-type: none"> • Quarter 2 performance report (including adoption and YOS; absenteeism, vacancies and agency workers) • Performance and progress on Leaving Care System <i>Julie Thomas, Head of Child and Family Services; Kelly A'Hearne and Helen Davies, Barnardos</i>
Additional Meeting 14 November 2017 10am	Pre-decision Scrutiny: Family Support Services Commissioning Review – Focusing on Children with Additional Needs and Disabilities (Report of the Cabinet Member for Health & Wellbeing)
Meeting 3 18 December 2017 4pm	Advocacy update
Additional meeting 12 February 2018 2pm	Draft budget proposals for Child and Family Services
Meeting 4 26 February 2018 4pm	Performance Monitoring Prevention and Early Intervention
Meeting 5	Performance Monitoring

30 April 2018 4pm	End of year review
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Items to be allocated:

Child and Family Services complaints annual report 2016/17



To:
Councillor Mark Child
Cabinet Member for Health & Wellbeing

Please ask for:
Gofynnwch am:

Scrutiny

Scrutiny Office
Line:
Llinell
Uniongyrchol:

01792 637314

e-Mail
e-Bost:

scrutiny@swansea.gov.uk

Date
Dyddiad:

10 January 2018

Summary: This is a letter from the Child & Family Services Scrutiny Performance Panel to the Cabinet Member for Health and Wellbeing following the meeting of the Panel on 18 December 2017. It covers the update on Advocacy.

Dear Cllr Child

The Panel met on 18 December and received an update on Advocacy.

We would like to thank Chris Francis for attending to go through the report and answer our questions. We appreciate his engagement and input.

We are writing to you to reflect on what we learnt from the discussion, share the views of the Panel, and, where necessary, raise any issues or recommendations for your consideration and response. The main issues discussed are summarised below:

Advocacy Update

We heard that the National Standards and Outcomes Framework from Welsh Government is still in draft form even though local authorities had to have the Approach in place by June 2017.

In relation to Independent Reviewing Officers, we heard that they play an important role to ensure advocacy is taken up by children and that they also advocate on behalf of children at review meetings. We also heard that BAYS Plus provides advocacy for children aged 16 plus.

We were informed that the National Approach is in addition to what is already being done in Swansea, it commissions independent advocacy. Also any child being considered by a case conference will now have explained to them that they can have an advocate to represent them.

OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU

SWANSEA COUNCIL / CYNGOR ABERTAWE

GUILDHALL, SWANSEA, SA1 4PE / NEUADD Y DDINAS, ABERTAWE, SA1 4PE

www.swansea.gov.uk / www.abertawe.gov.uk

We heard that each Council has had responsibility for providing independent advocacy since 2002 but that it is probable that this service was underused as there was not enough promotional activity. The new National Approach should therefore lead to an increase in children wanting advocacy.

The Panel agrees with the aims and principles of the National Approach but it has to be done in a child friendly way. The Approach has to consider what is already being done for the child locally. For example, Swansea schools are rights protecting and Social Services use Signs of Safety which already provide opportunities for children to give their views.

We were informed that the National Approach is regional through Western Bay and that an independent organisation has been contracted to undertake the advocacy and they will employ staff directly.

The Panel was concerned about calculations used by Welsh Government for the range and level tool which calculates the level of need for advocacy and the funding required. There have been no serious issues in Swansea in recent years so a 130% increase in budget seems far too high, especially when the Swansea advocacy system is working reasonably well. We support the Department's plan to make representations to Welsh Government to amend the tool, and particularly the cost of providing the advocacy service, in light of Swansea advocacy service working reasonably well. In a situation where the Department's budget is being reduced, this seems to be adding another unnecessary department cost.

We heard that in the past there has been a misunderstanding about what the role of an advocate is, however this no longer appears to be the case so should not put off referrals.

We felt that the language of the new Approach is challenging for young people. It needs to be in a language children can understand. Even the word 'advocate' is difficult to understand.

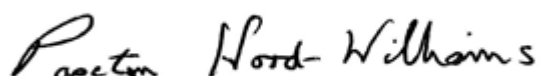
Letters

We are pleased with the comprehensive responses we have received from you, particularly to the convener's letter on pre decision of the Family Support Services Commissioning Review focussing on Children with Additional Needs and Disabilities before it went to Cabinet and the detailed information you provided on scoring.

Your Response

We hope you find this letter useful and informative. We would welcome your views and comments on any of the issues raised and please note that in this instance, a formal response is required. Could we have your reply by 31 January 2018.

Yours sincerely



PAXTON HOOD-WILLIAMS
CONVENER, CHILD & FAMILY SERVICES SCRUTINY PANEL
CLLR.PAXTON.HOOD-WILLIAMS@SWANSEA.GOV.UK

Councillor Paxton Hood-Williams
Convener, Child and Family Services
Scrutiny Panel

BY EMAIL

Please ask for: Councillor Mark Child
Direct Line: 01792 63 7441
E-Mail: cllr.mark.child@swansea.gov.uk
Our Ref: MC/JW
Your Ref:
Date: 29 January 2018

Dear Councillor Hood-Williams

**ADVOCACY UPDATE FOR CHILD & FAMILY SERVICES SCRUTINY
PERFORMANCE PANEL ON 18 DECEMBER 2017**

Thank you for your letter of 10 January 2018 and the positive feedback to staff on performance within Child and Family Service's. Previous comments about certain aspects of performance, particularly around assessment activity, are noted as an area requiring improvement.

Swansea are the lead Authority for Advocacy for the Western Bay region and despite the very tight timescales, the contract was awarded early in the financial year 2017/18 and the service put in place in August 2017.

Whilst concerns remain with regard to the accuracy of the range and level tool and the subsequent impact on budget, there will be opportunities to review the service and current levels of demand and make the necessary adjustments going forward. Undoubtedly, the National approach has raised the profile and importance of advocacy, particularly for the very vulnerable children who receive support from the department. It is important that the service continues to be actively promoted. The focus over the next year will be to ensure there is flexibility within the service and that children and young people have choice in who they want to advocate for them and that these individuals are confident in fulfilling their role.

The first annual report of the Advocacy Service will be made available to both Scrutiny Panel and the Corporate Parenting Board early in the new financial year.

I hope this information is helpful.

Yours sincerely



**COUNCILLOR MARK CHILD
CABINET MEMBER FOR HEALTH & WELLBEING**